



UNITED NATIONS GLOBAL COMPACT
COMMUNICATION ON
PROGRESS 2018



UNGC PRINCIPLES

By incorporating the ten principles of the United Nations Global Compact (UNGC) into strategies, policies and procedures, corporates can establish a culture of integrity, upholding responsibilities to people and the planet, and set the stage for long-term success.

Human Rights

Principle 1:

Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2:

make sure that they are not complicit in human rights abuses.

Labour

Principle 3:

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4:

the elimination of all forms of forced and compulsory labour;

Principle 5:

the effective abolition of child labour; and

Principle 6:

the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7:

Businesses should support a precautionary approach to environmental challenges;

Principle 8:

undertake initiatives to promote greater environmental responsibility; and

Principle 9:

encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10:

Businesses should work against corruption in all its forms, including extortion and bribery.

P1

P2

P3

P4

P5

P6

P7

P8

P9

P10



OTHER UN INITIATIVES

Women's Empowerment Principles

The Women's Empowerment Principles are the end result of collaboration between UNGC and the United Nations Entity for Gender Equality (UN Women). The principles offer guidance to companies on how to empower women in the workplace, marketplace and community.

The seven principles are as follows:

1. Establish high-level corporate leadership for gender equality.
2. Treat all women and men fairly at work, respecting and supporting human rights and non-discrimination.
3. Ensure the health, safety and well-being of all female and male employees.
4. Promote education, training and professional development for women.
5. Implement enterprise development, supply chain and marketing practices that empower women.
6. Promote equality through community initiatives and advocacy.
7. Measure and publicly report on progress to achieve gender equality.

Caring for Climate

Having taken part in the Caring for Climate initiative since August 2008, MAS is one of 453 companies from over 65 countries to be a part of this movement. The world's largest global coalition, Caring for Climate is led by UN Global Compact, UNEP and UNFCCC. Based on the consensus that climate change will affect business and society in vital ways, consultants from UNGC, UNEP and WBCSD prepared a statement titled "Caring for Climate: The Business Leadership Platform", which offers participants an opportunity to demonstrate climate leadership. MAS chose to endorse and implement the Caring for Climate initiative through CEO support, tactical changes within the organization and ongoing public communication.

Business for Peace

After a decade of researching the role of business and its contribution to peace, in September 2013, UN Global Compact launched the Business for Peace initiative. The platform assists companies in implementing responsible business practices in conflict-affected and high-risk areas. MAS endorsed the initiative in September 2013, and is proud to be one of its founding participants.



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MESSAGE OF CONTINUED SUPPORT

The 15th Communication on Progress of MAS was formulated in a year when our organizational theme was “Collaboration for Growth”.

Whilst the organization had considerable success in its undertakings we continue to ensure that all our behaviours and actions are anchored to the values of MAS.

This is well reflected in the accolades and recognition we received in 2018. In addition to winning the award for Highest Foreign Exchange Earner at the Presidential Export Awards, we also won multiple awards at the Presidential Environmental Awards, the Responsible Care Awards and the Best Corporate Citizen Sustainability Awards.

We leveraged on partnerships and used innovation in the space of sustainability.

Some key highlights on environmental sustainability include the establishment of the Material Recovery Center at the Biyagama Export Processing Zone, which allowed for the closure of the landfill, the kickoff of our PET to yarn project, which paves the way for a solution for plastic pollution and on the biodiversity front, our reforestation through the seed bombing project in collaboration with the Government of Sri Lanka.

On the social sustainability front, we delved into the area of diversity especially on a quest to bring more women into leadership roles. We are working on multiple programmes on gender sensitization, flexible work arrangements, mentorship and childcare. We also partnered with the UNFPA to address gender-based violence. Providing our people with the opportunity for meaningful life and employment has also been an area of focus, where with much deliberation, a group-wide flexi policy was developed and is in its pilot phase. We continue our efforts in engraining the MAS DNA (our Code of Conduct) in every employee.

We also embarked on a journey to better identify and align all that we do to the UN SDGs, which we believe are pivotal to make real change.

With a view of the future, we partnered with McKinsey & Company in 2018 to craft the strategy for MAS 2025, to make our company future-ready, thereby ensuring that we continue to safeguard and enrich the lives of our associates, their families and communities.

MAS remains committed to the UN Global Compact and its principles.



Dinali Peiris

Director- Group Human Resources
MAS Holdings (Pvt.) Ltd.

OUR STORY

Founded in 1987 by brothers Mahesh, Ajay and Sharad Amalean, whose initials make up the company name MAS Holdings (Pvt) Ltd, commenced operations as a pioneer in the intimate apparel manufacturing space, and has now expanded to the production of sportswear, performance wear and swimwear.

MAS Holdings manages a portfolio of businesses under its operational SBUs and is positioned as one of the world's most recognized design-to-delivery solution providers in the realm of apparel and textile manufacturing, as well as the largest in South Asia. The company is headquartered in Sri Lanka, with an additional 53 manufacturing facilities located across 16 countries, and design locations placed in key style centers across the globe, managing over 95,000 people involved in its operations.

The MAS global footprint spans across Sri Lanka, India, Bangladesh, Vietnam, Indonesia, China, Hong Kong, Australia, the United Kingdom, Italy, Germany, Jordan, the US, Mexico, Honduras and Haiti.



The seamlessly integrated supply chain that complements the organization's lean enterprise platform gives MAS the knowledge, means and speed to deliver what is demanded by the industry. This expertise has enabled the company to cater to the world's leading fashion and retail brands, including Victoria's Secret, Nike, Marks & Spencer, DBA, Lululemon, H&M, Calvin Klein and Ralph Lauren.

The nurturing of people, their passion and their ideas has evolved MAS Holdings from a business organization to a global community that partners with some of the world's foremost brands in fashion and style.

MAS Holdings is proud to hold a global reputation for an ethical and sustainable working environment. The tireless effort made by the company to focus on women's empowerment has also put MAS on the map as a global standard. In addition, the spirit of innovation encouraged at MAS breaks the mold as the world sees it by re-engineering and re-thinking resource utility, exploiting processes and relentlessly pursuing excellence, which has become the MAS lifestyle.

SUSTAINABILITY STRATEGY

As a part of its sustainability goals for 2025, MAS mapped its sustainability strategy, making clear its commitment to the quest of driving sustainable manufacturing in Sri Lanka.

We envision radically changing how businesses intervene and innovate to tackle the environmental and social challenges of our time. We have strategically categorised our key sustainability initiatives as ‘Products Made Better’ to tackle our environmental agenda and ‘Lives made better’ for our social impact.

We are committed to taking radical climate change action to manage our own footprint by increasing our surrounding biodiversity by as much as 100 times the area we currently occupy. As one of the largest employers in Sri Lanka, we are also committed to our values and vow to remain people-centric and continue helping our communities to thrive. Through these initiatives, MAS hopes to champion its Sustainability Management Framework as a part of its commitment to integrate sustainability into its business strategy.

The driving force behind this strategy within MAS is spearheaded by the Board and our Central Team that help us activate bold decisions in areas that demand action. The overarching responsibility of driving sustainability sits with the MAS Capital Apparel Board, while two directors oversee the main pillars of the group’s strategy.

The chairman of MAS; the Apparel Board; and heads of each division, business unit and manufacturing facility, supported by departmental heads, are responsible to ensure that the group’s policy and strategy are respected and implemented across the organization.





OPERATIONAL STRUCTURE

Chairman/Apparel Board

The responsibility and vision for the overall strategy lies with the chairman and the Apparel Board.

Sustainability Advisory Board

This includes decision makers from the Board and from each business function, as well as key sustainability heads who will help steer the strategy in the right direction.

Group Sustainability Team

This is a combined team of those who facilitate work at divisional level, drive strategy and coordinate core processes. The team is also the key reporting liaison between the advisory board and divisional heads.

The Divisional Heads Council

This is a team of divisional sustainability heads, and includes both environmental and social sustainability leaders who decide how to implement the group-level strategy within their own divisions and SBUs.

Divisional Operational Teams

These include divisional activators and their implementing teams, including technical leaders and engineers who help the divisions implement the work.

SBU Teams

These include SBU-level management and champions who implement the work at local facility level.

This report gives us a chance to share our stories, inspiration and innovations from within our facilities and about our people.

We have committed to a future that is driven by innovation and excellence with sustainability integrated across all our functions. We remain committed to our ethos of continuous improvement and our precautionary approach, which play a key role in how we tackle these issues head on.

LIVES MADE BETTER



For over 32 years, we at MAS have considered our people our greatest asset and our most important responsibility. Stemming from the group's sustainability strategy, the Lives Made Better vertical ensures social sustainability toward the people at MAS and the communities around us.

We operate in over 16 countries and have personnel representing 21 religions from across 65 nationalities. We believe this inclusion of a diversity of people is the

strength behind our success, hence, our continued focus on initiatives by the Women Go Beyond team as well as with persons with disabilities.

Our meaningful employment pillar centers on the Group's sustainable compensation initiatives, work-life balance and well-being initiatives run by the central and divisional teams. Our HR regulatory requirements, compliance and voluntary standards are overlooked by the divisional compliance teams,

with a focus on special initiatives beyond compliance and standards. Our thriving communities pillar is responsible for corporate citizenship initiatives, as well as other SBU and division-led programmes that promote community engagement.

We have identified these key areas that we believe are material to all our stakeholders and to us as a sustainable business.

1) Diversity in the Workplace

- a) Persons with disabilities
- b) Women in Management

2) Meaningful Employment

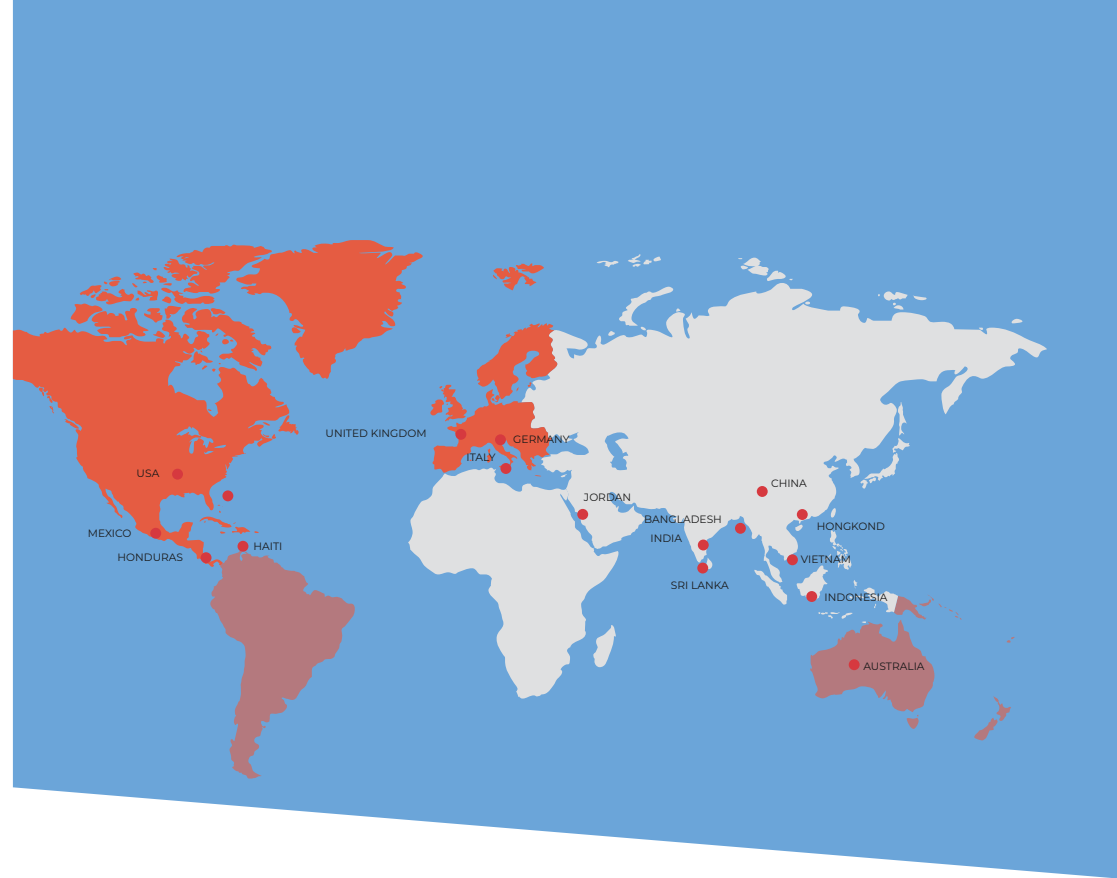
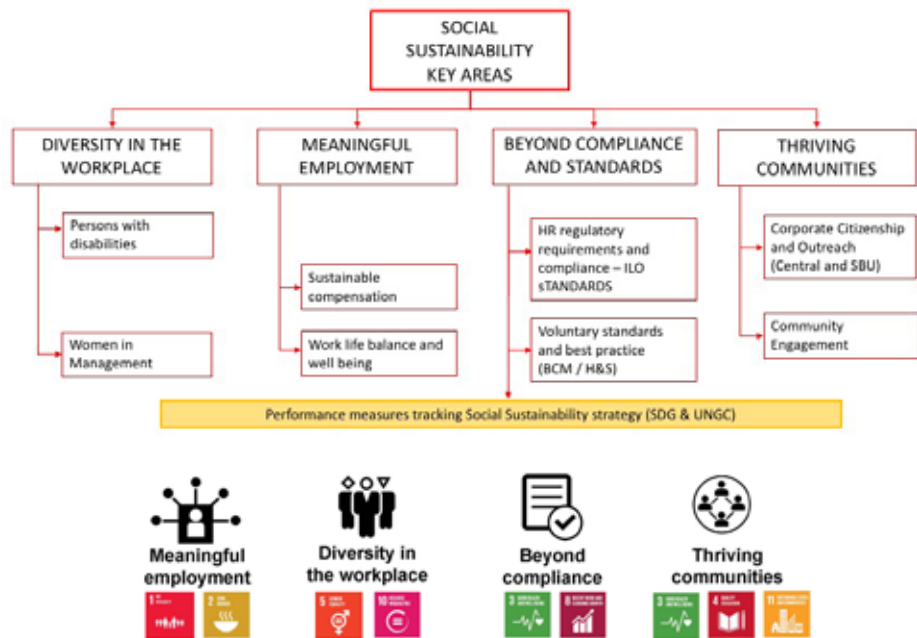
- a) Work-life balance and well-being
- b) Sustainable compensation

3) Beyond Compliance and Standards

- a) HR regulatory requirements, compliance
- b) Voluntary standards

4) Thriving Communities

- a) Corporate citizenship
- b) Community engagement



DIVERSITY IN THE WORKPLACE

At MAS, building and upholding diversity has been a core driver of our operations. We take pride in supporting an all-inclusive and non-discriminatory workforce, and promoting this among new hires without discriminating against age or gender.

Across MAS Group, including all its SBUs and factories, we maintain a gender balance of **27,870 male and 66,986 female employees**. Furthermore, in our 16 countries of operation (including Attune and Stretchline locations), we have staff representing 21 religions from across 65 nationalities.

While MAS has always supported women’s entry into and long-term involvement in the workforce, improving female representation in leadership roles was identified as a key area of focus. We have begun changing trends and mindsets by creating a steady shift in culture and introducing mentoring, empowerment and career advancement tools that truly make the women at MAS feel comfortable to advance to leadership positions.

In keeping with this vision, the individual companies of MAS Group have launched various initiatives in line with the sustainability goal of 1:1 gender representation at all levels of the organization.



Enabling people with disabilities is also a primary goal at MAS. In 2017, we created a working committee to understand how to define and support persons with disabilities with greater depth in the context of our industry and Sri Lanka. Using our findings, we have identified which SBUs and what jobs, people with disabilities could take up safely and comfortably inside MAS and reaffirmed a group-wide commitment and strategy for this key area in the future.

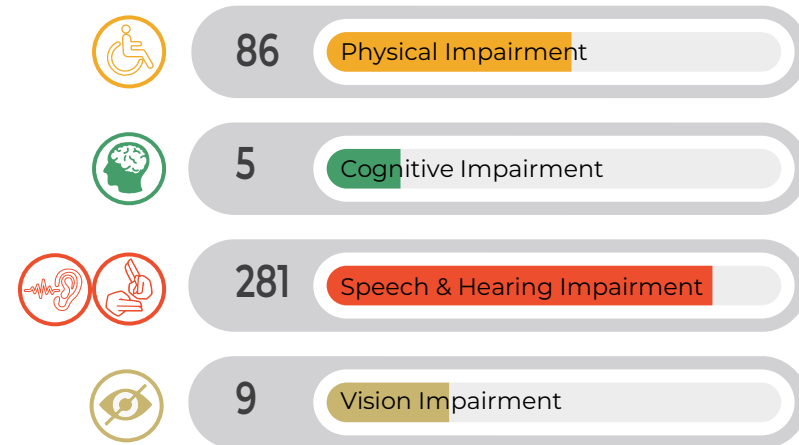
Persons with Disabilities (PWD)

Over its years of operation, MAS has created an equal opportunity workplace for everyone. Today, it employs more than 380 persons with disabilities in its workforce, from hearing impaired to physically impaired.

In 2018, we re-examined our strategies and practices implemented in the last year and continued the journey towards developing MAS employees with disabilities within their capacity. In addition, we took additional measures to facilitate PWD-friendly work environments within our facilities to further encourage these individuals.

This year too, we continued our partnerships with the Employers Federation of Ceylon and the University of Kelaniya. The MAS Social Sustainability team is currently in the process of formulating the Supported Employment Model for persons with disabilities in the company, with the aim of introducing training and development for Supported Employment Officers of different divisions and SBUs in the near future.

Workforce numbers of persons with disabilities in 2018



Upholding the company's values, our SBUs took the lead in implementing their own initiatives in order to support the employment of Persons with Disabilities.

MAS Active conducted the Disability Inclusion Project, a spotlight initiative in 2018, to create a disability-inclusive work environment across its operation units. All SBUs of the MAS Active division conducted varied activities to create an equal opportunity workplace for everyone.

MAS Active now employs 59 persons with various disabilities, ranging from hearing impaired to physically impaired. The main goal of this Disability Inclusion Project is to make the workplace a more accessible environment for everyone, and ensure gainful employment for all. One such programme is “Voice Of Our Own”, initiated this year, for our hearing and speech impaired employees. A full-day workshop was held with the participation of 43 hearing and speech impaired employees. The second workshop – “Obath Ekka Api Program” – was held during the international week of sign language, celebrated from the 23-29 September 2018, with the participation of 55 employees with disabilities. The workshop was conducted by Nuwan Rajapaksha (an internal trainer at Shadowline).

A talented hearing & speech impaired team from **Shadowline** also took part in the dancing competition at Abhinandani 2018, and performed at the Grand Finale as a special act.

Nirmaana conducted a full factory training to create awareness on HR functions and other operations for all employees, together with a sign language interpreter for PWDs. They also conducted a training on road safety in the same manner.

Synergy invited their Abhimani 2017 winner from the Special Awards Category for entrepreneurship to speak at the 2018 International Women’s Day celebrations organized by the BOI.



Supporting Women in the Workplace Because SHE matters!

Placing strategic importance on addressing issues related to women, MAS launched ‘Women Go Beyond (WGB)’ in 2003 as an inclusive women’s empowerment programme to make a difference in the lives of our female employees, their families and the communities around them by empowering those in the workplace and at home.

Celebrating 15 years in operation, our hallmark women’s empowerment platform WGB has certainly achieved its objectives and more, making a positive difference in the lives of our majority female associates. It has made a tangible difference in their

lives, empowering them both at the workplace and in their personal lives by fostering pride in themselves and their jobs. They are being trained to appreciate their place in the organisation, the community and the country, seeing the bigger picture rather than operating in individual silos.

The programme, which is woven around four pillars of success: Career Advancement, Work-Life Balance, Skills Development and Rewarding Excellence, has provided our female associates with opportunities to gain economic independence, career advancement, leadership and skill development, knowledge enhancement, entrepreneurial spirit, attitudinal change, and the ability to balance their work & personal lives.

The Women Go Beyond framework measures its success against 5 of the UN’s Women’s Empowerment Principles:

- **Principle 1:** Establish high-level corporate leadership for gender equality
- **Principle 2:** Treat all women and men fairly at work – respect and support human rights and non-discrimination
- **Principle 3:** Ensure the health, safety and well-being of all women and men workers
- **Principle 4:** Promote education, training and professional development for women
- **Principle 7:** Measure and publicly report on progress to achieve gender equality

Our programmes are largely aligned with the following Sustainable Development Goals (SDGs) set by the United Nations General Assembly. In our process of achieving a well-rounded and holistic life-experience:

- **Goal 3** - Ensure healthy lives and promote well-being for all at all ages
- **Goal 4** - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- **Goal 5** - Achieve gender equality and empower all women and girls
- **Goal 8** - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- **Goal 16** - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- **Goal 17** - Strengthen the means of implementation and revitalize the global partnership for sustainable development

Over the years, the Women Go Beyond initiative has touched the lives of almost 3 million beneficiaries through over 9,000 programmes as at 2018.



Career Advancement

We aim to promote career advancement through education and training for female employees. We believe essential learnings in basic IT, computer skills, English language and other soft skills develop and enhance a total personality, and are vital to making a positive impact on the company and society as a whole. We focus on equipping our female associates with the knowledge and skills in work-related areas. This training reaches beyond the immediate work requirements of each associate and prepares them for their next step in the organization. For example, equal opportunity will be given to a team member to obtain cohesive knowledge in English language, IT and leadership skills development, which serves as the core of the programme. In addition, training is also provided to enhance their knowledge in soft skills, positive thinking, negotiation abilities, time management and presentation skills.

The WGB programme was also extended to female associates at MAS ACME, North Carolina, where Spanish classes were held for employees.

(Refer Annexure 1)

Women in Management

As a champion of maintaining diversity in the workforce based on age and gender, as well as new hires and attrition, MAS launched its strategy in 2016 to drastically raise the number of women in our middle and top management tiers than the current ratio. The challenge, however, remains that women continue to be attracted to support functions rather than core primary areas.

In line with SDG 5.5.2, MAS is focusing on increasing the representation of women in management through a synergized effort across the group. The leadership has committed to a social sustainability goal of 1:1 gender representation in management by the year 2025. While this is an aspirational goal, the group is working on many interventions to support and develop more women in the leadership pipeline.

The Women Go Beyond team together with the

SheWorks network, an IFC programme dealing with women at work, conducted a groupwide survey among the executive and above cadre, to understand the working experience of all employees and focusing on challenges faced by women within MAS, including childcare needs, work-life balance, equal opportunity for advancement, etc.

To further strengthen our learnings on the status of women at work, the WGB team also completed 45 one-on-one conversations with high-potential female employees at MAS Active, Kreedda, Intimates, Linea Aqua and Bodyline covering a multitude of disciplines including production, planning, HR, finance, design and merchandising, across designations from executive and above, to understand women's experience and challenges in moving into leadership roles. The purpose of these conversations was to gain an in-depth understanding of the challenges that are holding the female cadre back. The findings from the

SheWorks survey and the one-on-one conversations will be used to formulate an action plan that can be rolled out across the group to address the various issues affecting the gender gap in management.

The individual companies of MAS Group have also launched the following initiatives in line with the sustainability goal of 1:1 gender representation:

MAS Intimates selected 40 female employees in different roles including TL and GL (Team Leader and Group Leader), ranging from Team Member to Executive level from across all departments of the company, for a Leadership Training Programme at Unichela (Pvt) Ltd – Panadura. The programme named “Future Female Leaders” was held in 2018 with the objective of developing leadership skills, promoting team spirit and creating a second layer of leaders.



MAS Active carried out a focused group development programme in 2018 to develop their staff level female associates to help them advance to the next level. Twenty selected staff participated in this programme, which helped them identify and bridge the gap to advance in their career. This programme was more focused on developing soft skills, basic IT knowledge, communications skills, team building and stress management capabilities.

MAS Kreedha launched its first-ever, customized, all-female Executive Development Programme “Emerge” in 2018. Seventeen potential leaders were selected for the programme, where the 70:20:10 learning and development strategy was utilized; in line with this strategy, all line managers have been requested to provide on-the-job training (70%), each participant has been allocated a mentor from top management (20%) and are currently undergoing classroom training to enhance their leadership capabilities (10%). The 8-month programme will be evaluated and replicated if proven to be successful.

In 2018, **MAS Intimates** was supported by a Gender Specialist from Canada, in partnership with the WUSC - Uniterra Programme, on sensitization and awareness work in relation to Anti-Harassment and diversity in the workplace. A broad spectrum of initiatives called “BoldIQ” designed to impactfully address workplace diversity, accessibility and respect were conducted to ensure that everyone has a voice

through the empowerment and active involvement of the whole workforce.

Other initiatives in 2018

An Evening of Inspiration with Gail Klintworth

On 27 February, an evening of inspiration was organized with Gail Klintworth, an Advisory Member of the MAS Holdings Board and the Business Transformation Director of the Business and Sustainable Development Commission. She has worked for Unilever for 28 years, most recently as its Chief Sustainability Officer. Gail also served as a Board Member of the Leadership Foundation of the International Women’s Foundation, which seeks to promote women’s leadership globally. Over 75 female executives and managers got the opportunity to engage, network and interact with Gail and each other at the session.

“Engage, Encourage, Enable: Women in Leadership”

On 13 November 2018, Corporate Women Go Beyond and Group L&D, organized “Engage, Encourage, Enable: Women in Leadership”, a programme to facilitate discussion among MAS management on the importance of developing more female leaders and the challenges faced by women in that journey.

The intention of the programme was to allow open discussion of the challenges and to determine a remedy action plan. The programme featured Jennifer Martineau, Senior Vice President of Research, Evaluation and Societal Advancement at the Center for Creative Leadership, who has over 25 years of experience in leadership development and organisational leadership transformation.

The programme was conducted in 2 sessions: the first was for all female managers and above, where Jennifer had a discussion on the challenges to advancement and what an organisation can do to support more women taking on leadership roles; and the second was an open conversation with the Executive Committees and senior leadership (both male and female) where they shared views on the challenges and the way forward to increase female representation in leadership.



Role Model Development Programme for empowered women

The Role Model Development Programme is designed to develop life skills of those exceptional women who have created legacy with their passion and devotion. They are recognized and awarded as “Empowered Women of the Year” representing each Strategic Business Unit. The programme seeks to enhance their leadership capabilities, personality and language proficiency to help them bridge the gaps in their personal and work lives. The programme consists of 3 phases: Diploma in English, Leadership Development and Personality Development Course.

Breaking Stereotypical Job Roles - “Iron Lady Training Programmes”

With the aim of providing broader career advancement opportunities, MAS is increasing female participation in stereotypically male-dominant roles by conducting technical training programmes across the group for female associates. One such programme is the “Iron Lady Training Programme”, which aims to develop female mechanics, electricians, printers and cutters, giving them an opportunity to progress in alternative career paths.

In 2018, a total of 48 female employees were trained to be cutters, 3 mechanics, 12 end-line printers and 67 technicians across the group, creating a total pool of 130 women trained in non- stereotypical areas of work.

Speech Craft Programmes

Public speaking is a major challenge faced by all employees and a major skill required for personal and career advancement. Speech craft programmes to aid the process of becoming a competent communicator were conducted at Nirmaana, Methliya and Vaanavil in the MAS Kreeda cluster for 42 members. The Colombo Toastmasters Club facilitated the public speaking training sessions conducted in English at Nirmaana and Sinhalese training sessions at Vaanavil, as their primary language is Tamil.



Go Beyond Champions' Retreat – 2018

The annual Go Beyond Champions' (GBCs) Retreat took place on 2-3 March 2018 with the participation of 45 champions of the Women Go Beyond and Eco Go Beyond programmes, and their divisional leaders. The GBCs enjoyed their time in Kilinochchi visiting the two plants, Vaanavil and Vidiyal, as they learnt and shared best practices while strengthening their networks.

The participants also got the opportunity to visit historical places in Jaffna as they participated in the "Jaffna Fun Challenge", while learning and engaging with the community. At the end of the two days, there was greater synergy within the group to reach greater heights together towards improving employee engagement and motivation.

Empowerment & Advocacy

In supporting women's entry into and long-term involvement in the workforce, helping them maintain a healthy work-life balance is a key focus area for MAS.

We wish to educate and create awareness through training and developing female employees to become more knowledgeable and capable, and thus build their ability to make informed decisions and overcome challenges successfully.

Our focus areas in 2018 were employee health and well-being, child and family well being, and employee engagement.

[\(Refer Annexure 2\)](#)

Promoting Effective Anti-Sexual Harassment and Abuse

At MAS we strive to ensure a working environment that embraces diversity and is free from all kinds of harassment.

In 2018, MAS partnered with the United Nations Population Fund (UNFPA) to address gender-based violence and promote gender equality. Five pilot plants were selected to conduct individual surveys and focus group discussions by the UNFPA Gender Specialist. Suggestions received from the UNFPA were incorporated to the MAS Anti-Harassment Policy, and plans are being made to expand this programme to all the other SBUs in the group.

The first Gender Sensitivity Training was held to sensitize employees at all levels on gender and related barriers at work, home and society. The Representative for the United Nations Population Fund (UNFPA) in Sri Lanka Ms. Ritsu Nacken graced the occasion.



In 2018, all staff and above category employees (both male and female) at MAS Kreedra underwent a gender sensitization and anti-harassment awareness training, in line with the anti-harassment policy and MAS DNA.

In addition, a multitude of sensitization programmes such as 'Getting More Out of Life' are being conducted across the group with the support of the Family Planning Association (FPA) and the WGB Team.

Personal Advancement & Career Enhancement (P.A.C.E.), a life skills education programme initiated by Gap Inc., is another initiative that helps female employees reach higher levels in their personal and work lives. This comprehensive programme covers eight structured modules: communication; problem solving and decision making; time and stress management; water, sanitation and hygiene; execution excellence; general and reproductive health; financial literacy; legal literacy; and social entitlement, while gender roles and safety & security are learning aspects integrated across all modules.



Maternity and Childcare Related Initiatives

At MAS, we acknowledge the strong role played by our women as mothers. To facilitate their role as a mother and a working woman, plants across MAS conduct a multitude of initiatives related to maternity and childcare.

MAS Holdings provides childcare facilities at 10 of its SBUs across Sri Lanka, India and Jordan. Most of these facilities are open to MAS employees, while some also serve the surrounding communities. As at 2018, more than 430 children benefit from these 10 facilities, 250 of them children of MAS employees. This has also proven effective in supporting over 90 employees in managing their work-life balance.

In 2018, the two onsite crèche facilities in Sri Lanka (MAS Kreeda Vaanavil in Kilinochchi and MAS Active in Nawala) were highlighted as best practice case studies in the report published by International Finance Corporation on “Tackling Childcare: The Business Case for Employer-Supported Childcare in Sri Lanka”.

In December 2018, Rapid (Unichela Biyagama) conducted an awareness programme for pregnant mothers titled “Dignity of Motherhood” with the objective of giving the required knowledge on antenatal care, delivery, postnatal care and the importance of breastfeeding. Essential child care items too were given away as donations at the session.



Happy Family Life Programme Extends to the Community

With the objective of increasing individual and family well-being, the WGB team launched a series of health and well-being sessions under the title “Happy Family Life”. In 2018, these programmes were conducted at Bodyline 4 – Balangoda. The programme covered areas such as drug abuse, smoking and alcohol addiction that has become a menace in society, which impacts the workplace, family and community. The aim of this programme was to create awareness on the determinants of well-being and prevention of various forms of harassment, including domestic and gender-based violence.

On 19 February 2018, the first session was conducted for Bodyline employees by Dr. Manoj Fernando, Director of the National Drug Prevention and Operation Unit. The community initiative of the programme was conducted in two phases: one for family members conducted on 1 March, and a separate series of sessions for school students and community leaders on 8th, 9th, 14th and 15th of May 2018. A TOT was conducted to enhance teachers' knowledge and coping skills, and a monitoring mechanism established to record information regularly with the aim of creating and improving a healthy school environment.

A total number of 5,400 participated in these sessions, which will be an ongoing programme that will be implemented at other plants in the group as well.



Counselling Programmes

MAS always focuses on the physical, social and mental well-being of our employees since a happy and healthy employee is able to engage and contribute better to the organisation's output. Counselling programmes are thus a common feature in the spectrum of programmes each year.

With the motive of improving their self-awareness and empathy, Linea Intimates conducted several programmes titled "Suhada Sithak" (a friendly mind), which gave basic counselling knowledge to selected employee groups throughout the months of September to December 2018.



In November 2018, Intimates - Casualline conducted a pre-marital counselling session for 47 young employees who were planning to get married in the near future, to educate them on how to lead a happy married life while sharing experiences.

(Refer Annexure 3)



Family Day

With the aim of helping their employees strike a balance between home and the workplace, Sumbiri conducted a Family Day in May 2018. Family members of 120 employees were invited to the plant premises to give them a better understanding of the employees' workplace and to emphasize the importance of working to support the family economy.



Linea Aqua conducted a similar Family Day in 2018 with the objective of ensuring a safe working environment for the families of their team members – building more trust, familiarizing the families with the production team, emphasizing the importance of their team members' contribution to the company, and building

pride in what they do. The bottom-line objective of such programmes is to increase employee engagement, and to keep them happy and motivated, while enhancing the relationship between the company and the employees' families.

Breast Cancer Awareness Programmes

Many initiatives were taken by MAS Intimates Bangladesh in 2018 to facilitate early detection and prevention of breast cancer.

There were on-floor awareness and knowledge sharing sessions, discussions with the in-house doctor that went live on-air through their FM booth, and a special awareness session by Dr. Sharmin Tafura, an Oncologist specializing in Women's care. These were aimed at sharing information on how to perform self-diagnosis and how to seek immediate treatment for breast cancer.





Skills Development and Rewarding Excellence

Abhinandani 2018

The focus of 2018 was on Skills Development of our associates. The grand finale of 'Abhinandani 2018' with its slogan "Unleash the talent within" was held in its glorious and ceremonial nature on the 26 November 2018 at Stein Studios Ratmalana. An eminent panel of judges included Keerthi Pasquel, Upuli Panibharatha, Suresh Maliyadde and Professor Mangalika Jayatunga. Veteran and international award-winning actress Malini Fonseka also graced the event, and witnessed and endorsed the exceptional talent at MAS.

Abhinandani was indeed an extravaganza of talent, recognizing and rewarding excellence in a multitude of categories such as singing, dancing, music, skits, compering, fashion design, modeling, art and photography. A novel category added to the list was creative writing.



Entrepreneurial Skills Development Programmes

With the aim of encouraging our employees to increase their entrepreneurial skills and establish a secondary source of income, many programmes are being conducted across the group.

In 2018, Slimline facilitated a dress making certificate course over a period of 6 months for 90 employees, at the end of which an awards ceremony, together with a fashion show, was conducted.

Thurulie conducted quarterly self-employment and knowledge aid sessions for over 2,800 female employees.

Bodyline commenced a 6-month sewing and beauty culture course in January 2018, where certificates of excellence were awarded to the participants for completing the entrepreneurial skill development programme.

Bodyline also conducted a flower arrangement workshop and a one-day workshop for orchid planting for all its employees in 2018. A similar one-day workshop for anthurium planting was conducted towards the latter part of the year. Bodyline also conducted a bridal show, followed by a certificate awarding ceremony.

MAS Active conducted an entrepreneurship workshop that targeted its employees who aspire to become entrepreneurs. This was held on 21 July 2018 with the participation of 55 employees. The workshop was facilitated by Achala Samaradiwakara, co-founder of the Good Market, a curated community of social enterprises. Young entrepreneurs like Lonali Rodrigo and Udhara Rathnayaka too shared their success stories during the session.



Improving Aesthetic Skills

Adding to our Skill Development pillar, Unichela (Pvt) Ltd – Koggala opened the stage for all its employees as they held the “Super Talent Show” on 2 August 2018, creating a platform to demonstrate the employees’ hidden talents in singing, dancing and music to bring out their inner creativity.

“The Fashion Show”, which went hand-in-hand with the talent show, sought to recognize creativity, originality and quality in design concepts, which aligned with the concepts of the contemporary fashion industry. Sketches of their designs were submitted for a preliminary assessment, and once approved, proceeded to production and modeling, which were carried out end to end solely by the employees.

The key objective of both shows was to identify and emphasize the hidden talents of their colleagues; the events saw a participation of 250 male and female employees.

Bodyline conducted a similar initiative with their ‘talent pool participation’, that aimed at strengthening and developing aesthetic skills of their employees on 2 January 2018.

(Refer Annexure 4 & 5)



Community Engagement

“Aloka” Breast Cancer Awareness Community Project

MAS Intimates – Slimtex initiated a noble cause as it collaborated with the Kuliyaipitiya AG Office to conduct a Breast Cancer awareness programme named “Aloka” for its community. The programme, which was facilitated by the Suwanari Health Service, was held on 11 June 2018 at the AG Office – Kuliyaipitiya, with the participation of about 350 women who live in the area.

Building a School Volleyball Court

Abhimani Past Winners (Empowered Alumni) of MAS Intimates – Slimtex started building a volleyball court worth Rs256,630 for Ingaradawula Gamunu Madyamaha Vidyalaya. Sujeewa Malkanthi, Abhimani Sports Category Winner in 2017, was a past pupil of this school. The Alumni team wanted to do something that will help the school produce more such sportswomen to the community. They have conducted two fundraising projects in this regard: selling Pickles (achcharu) and a ‘Salpila’ (a small fair), while the Amaliya Foundation contributed Rs10,000 to the cause. The balance was funded by the Slimtex CSR budget. The project is ongoing and progressing well towards one unified dream.



Building a 'Pahangeya' (a house to light lamps for Lord Buddha)

Considering the request of Abhimani Empowered Woman of the Year 2017 W.T. Swarnalatha, Slimtex Abhimani past winners got together to build a pahangeya (a house to light lamps for Lord Buddha) at 'Sisila Sewana' monastery in Narangalla. The total project was worth Rs40,541, and the team sold ice cream to raise the required funds. The balance was funded by the Slimtex CSR budget. This noteworthy project is progressing well towards improving the spiritual well-being of the community.

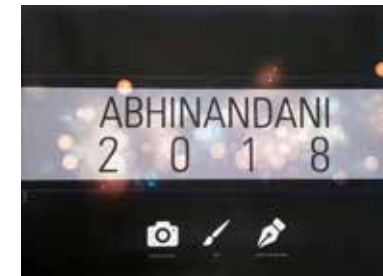


Publications and Sharing Best Practices

Internal Publications

Abhinandani

Creatives Booklet – An appreciation of the multitude of talent in Art, Photography and Creative Writing



Abhimani

Redefining Boundaries 2017 – A reflection of the lives of MAS women who have created a legacy with their passion and devotion

Abhinandani

Sustainable Fashion Booklet– A conceptualized production of sustainable outfits with upcycled and recycled material and other sustainable items created by non-professional fashion designers of MAS



External Publications

Tackling Childcare in Sri Lanka: A publication by SheWorks Sri Lanka featuring MAS Holdings

MAS Holdings along with 9 other SheWorks Sri Lanka members – Brandix, Fairway Holdings, Hemas, MIT, Standard Chartered Bank, F J & G de Saram, Selyn, Unilever Sri Lanka Limited and WSO2 – were featured in the business case for employer-supported childcare in Sri Lanka publication by the IFC-led Women in Work programme, which is researching the business case, promising practices and innovative models for employer-supported childcare available in Sri Lanka. The purpose of this publication is to capture and communicate the business case for private sector employers providing childcare support, raise the profile of companies promoting access to childcare for their employees, and provide guidance to other companies seeking to support the childcare needs of their employees.

MAS was featured in many other local and international publications during 2018:

- Better Leadership Better World: Women Leading for the Global Goals – 2018
- How Business Can Invest in Women and Realize Returns - 2018

WGB's Global Presence

Shanaaz Preena, Director of Women Go Beyond & Women advocacy, was invited as a Panelist to share best practices on many occasions.

- Giving Women 8th Annual Conference titled “The Fashion Industry: Women’s friend or foe?” - held on 11 October 2018 in Geneva
- ‘Asian Approaches to Development Cooperation and Private Sector Engagement’ organized by KDI School & The Asia Foundation - held on 1 November 2018 in Seoul, Korea
- Global South-South Development (GSSD Expo) 2018, Thematic Solution Forum 8 titled ‘Private Sector Partnerships for Inclusive and Sustainable South-South Cooperation’ [Co-organised by The Asia Foundation, the UN Office for South-South Cooperation (Asia-Pacific) and UN Department of Economic and Social Affairs (UNDESA) – held on 29 November 2018 at the United Nations Headquarters in New York

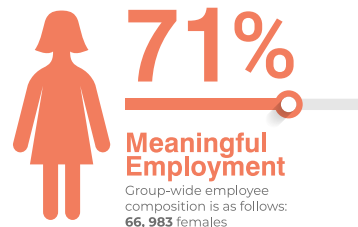
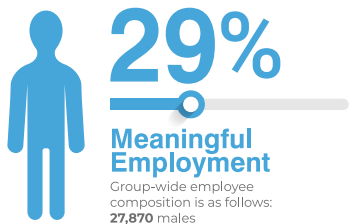


MEANINGFUL EMPLOYMENT

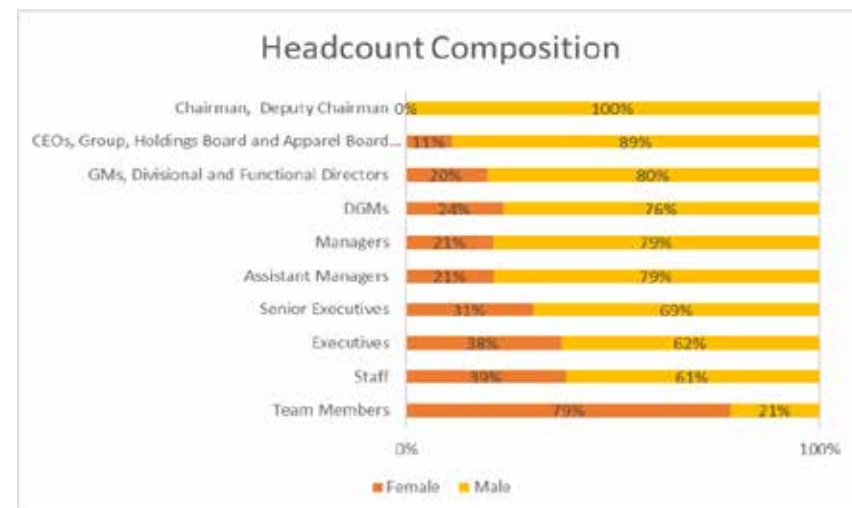
Present in 16 countries as at 2018, MAS believes that developing our people is of paramount importance as we slowly but surely increase our global footprint. Initiatives conducted in this area include upskilling people's capabilities, while adequately compensating and rewarding them.

Group-wide employee composition is as follows: 66, 983 females (71%) versus 27,870 males (29%)

HEADCOUNT GENDER WISE



Employee composition by gender at the various levels of the organization is as follows:



While the number of females at management level is lower, a larger percentage of employees in the Team Member category is female.

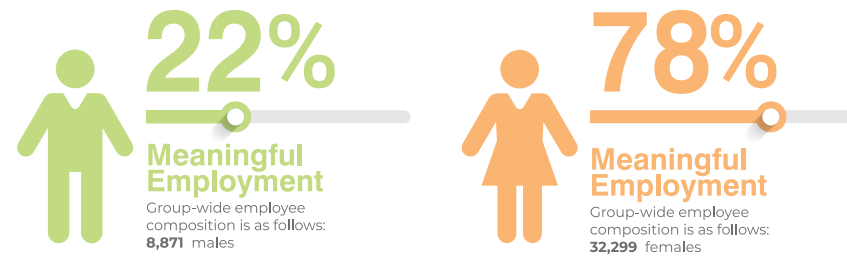
	Female		Male		Total
Team Members	60,771	79%	16,481	21%	77,252
Staff	3,447	39%	5,457	61%	8,904
Executives	1,753	38%	2,918	62%	4,671
Senior Executives	518	31%	1,165	69%	1,683
Assistant Managers	230	21%	850	79%	1,080
Manager	164	21%	609	79%	773
DGMs	44	24%	143	76%	187
GMs, Divisional/Functional Directors	52	20%	213	80%	265
CEO, Group Director-Holdings, Board Director-MAS/Apparel Board Directors	4	11%	32	89%	36
Chairman, Deputy Chairman	0	0%	2	100%	2

New Hires

The division of new hires by gender is as follows: 32,299 females (78%) versus 8,871 males (22%).

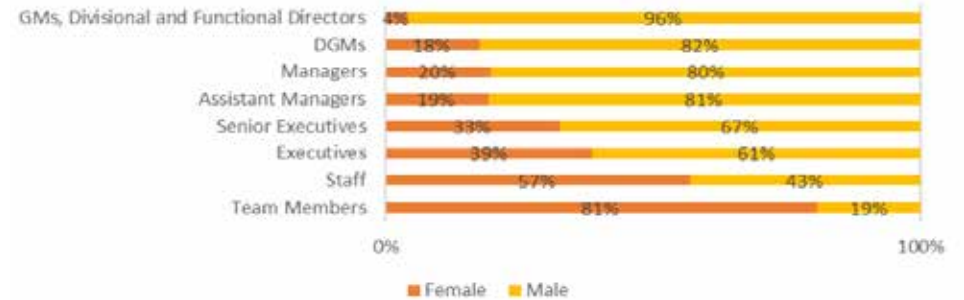
In comparison with 2017, female hiring has increased by 27% and male hiring has reduced by 13%.

NEW HIRING GENDER WISE



New hires by gender at the various levels of the organization are as follows:

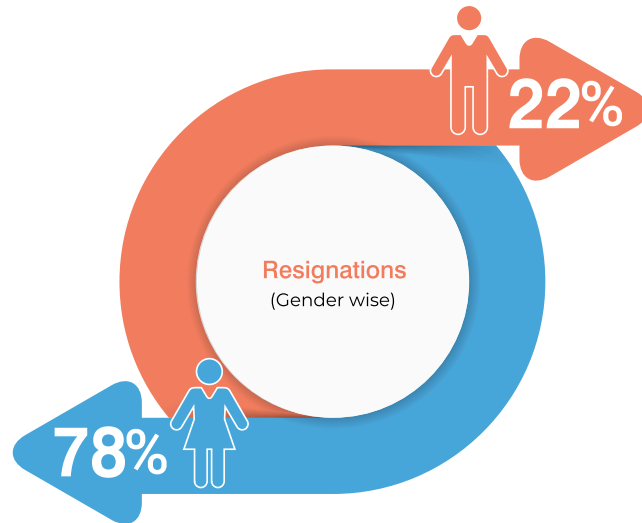
Hiring Breakdown – Category Level/Gender Basis



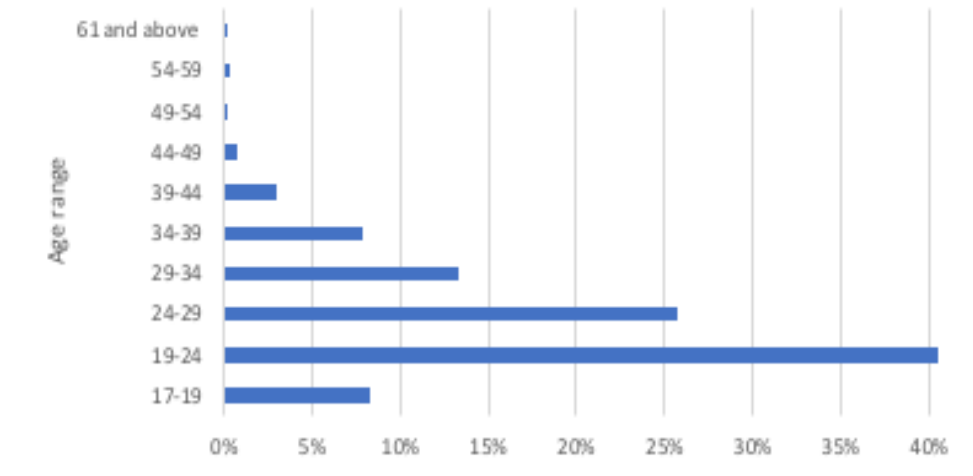
	Female		Male		Total
Team Members	31,078	81%	7,448	19%	38,526
Staff	775	57%	585	43%	1360
Executives	366	39%	580	61%	946
Senior Executives	45	33%	93	67%	138
Assistant Managers	16	19%	67	81%	83
Managers	15	20%	61	80%	76
DGMs	3	18%	14	82%	17
GMs, Divisional/ Functional Directors	1	4%	23	96%	24

Terminations

The division of resignations by gender is as follows:



Resignations by gender at the various levels of the organization are as follows:





Our People

Recruitment

As mentioned in the 2017 COP report, MAS has established a recruitment process that enables the best talent to be harnessed and brought into the organization in the shortest lead time. This process has been standardised across the whole group.

Our recruitment is based on the MAS recruitment policy, which is complemented by the policy on equal opportunity, and employee career development and training requirements that are identified through an annual performance appraisal.

Skills For Work

The Skills for Work programme is aimed at bridging the gap between university students and the industry by improving the students' soft skills capabilities. In 2018, the programme targeted university students of 4 universities & representing 8 faculties.

Skills For Work

- University of Colombo
- Faculty of Science
 - Faculty of Management

- University of Moratuwa
- Textile Clothing
 - Fashion Designing
 - Material Science

- University of Kelaniya
- Human Resources
 - Management and Information

- University of Sri Jayewardenepura
- Faculty of Science

Total Number of Students Trained
1,120

Total Number of Man Hours
20,684

Total Number of Hours Conducted
370

Total Number of Sessions
147

Learning & Development

MAS believes that its people are the secret to the company's success. Therefore, MAS considers lifelong learning necessary for individuals to achieve their personal and professional aspirations, while enabling an organization to build a sustainable & competitive advantage. As such, we continue to evolve our Learning and Development (L&D) function to include all 99,000+ employees of our organisation.

From employees at needle point on the shop floor, to those sitting in boardrooms, training is provided to all to further their skills, careers and enable a robust talent pipeline to drive business performance. While the main focus is on technical skills at the supervisory and shop floor levels, employees are also provided the opportunity to gain skills on professional and leadership competencies with the ability to practice in a safe environment. Executives and above are also developed based on their specific development areas and encouraged to learn and practice what they learn on-the-job – be it technical, professional or leadership skills.

The L&D process continued with its 4th cycle being rolled out across the group for executives and above. Employees and managers work on assessing and identifying competencies that need to be developed through a carefully curated conversation based on tools and techniques. The manager helps define a carefully curated road map of learning for the employee, incorporating blended learning and practicality to achieve a win-win outcome: for the employee, a platform to learn, practice and implement; and for the manager, an opportunity to engage the employee and help him/her grow with confidence.

In 2018, in a seamless integration of all employee lifecycle processes, "Hitched" was launched amalgamating the Performance Management & Learning and Development Competency assessments, another stepping stone to building a highly empowered and performance-based, versatile workforce.

A key initiative that has gained momentum in 2018 is the focus on ensuring that a robust feedback mechanism was in place. With our learning partner CCL, tools such as the SBII model and ACS have been invested via licensed programmes to disseminate the information and upskill all employees in the hope that it would foster open, unbiased and constructive feedback and dialogue across all levels at MAS.

Furthermore, the continued effort to drive a learning culture through 70:20:10 has shown that more employees have requested for 70% learning as opposed to other years, where the focus is usually centered around 10%.



In 2018, initiatives carried out by the Group's Learning & Development (L&D) team were categorised broadly under the following banners:

1. Competency-Based Development (leadership, professional and technical)
2. Onboarding and MAS Values
3. Branding Initiatives (Summer Internship, MAS Awards, Ready to Unleash)
4. Conversations (feedback that works, better conversations every day, talent conversations and coaching for greater effectiveness)
5. Process & System Management



MAS continued to offer career development opportunities including internships, mentoring programmes and knowledge sharing sessions facilitated by the Group's HR Division to various individuals and entities, including the armed forces, school and university students, academics, and business professionals.

Progress in 2018

While focused efforts are made to ensure that every classroom training an employee attends is mandatorily practiced on-the-job, failure is also considered a learning at MAS. It instills a greater purpose – a safe environment to try, test and more importantly “live the learning” through its application on-the-job.

Leadership Development Initiatives in 2018

- LIME for ALP & Senior Leaders: The programme curriculum was designed and developed with the purpose of creating leaders who appreciate the lean journey, behave as lean leaders and use lean as a strategy to achieve business excellence. The initiative is scheduled to be launched in 2019.
- Lead for success: The programme curriculum and deliverables were capable of moving leaders from average to high-performing by developing the four fundamental skills (self-awareness, learning agility, influence and communication).

Professional Development Initiatives in 2018

With a strong focus on learning on-the-job, 4 initiatives were launched under the professional competency banner.

Communication: The Standout Communicator facilitated by an internal trainer marked the beginning of a development journey for 63 individuals from various divisions and SBUs. The programme was crafted to enhance an individual's communication competency focusing on elements such as delivery of communication, active listening, impact and engage using a variety of methods including individual post-programme feedback sessions.

Analytical Skills: Data Analytics Fundamental is a 90-day online course designed to give a foundation in Data analytics including tools and techniques to help mine, filter, analyze, understand and tell the story behind the data. The advanced program is a 120-day online course crafted to drive the importance of applying scientific principles to decision making with data.

Innovation & Ingenuity: A programme for Innovation & Ingenuity was piloted with 26 individuals from the HR fraternity in December 2018. The programme focused on 'Linear Innovation' to help participants think outside the box and change perspectives to arrive at a creative solution.

Decision Making & Problem Solving: From everyday choices in working with customers to making strategic decisions that can change the direction of a business, effective decision making is fundamental in achieving goals and generating the results needed to succeed. Problem Solving and decision-making training provides and enhances management and leadership skills needed at every level of the organization.

- In a bid to develop our future leaders, the **MAS Executive Development Programme** was organized to upskill employees of the executive cadre to take on future leadership roles, with 224 participants in 2018.
- Similarly, the **MAS Emerging Leaders Programme** saw the upskilling of 76 first-time assistant managers to assist them in their new responsibilities of managing people. The programme included a military simulation and a 100-day plan to track the progress of the individual and the team under their purview.

Branding Initiatives in 2018

MAS, Dialog & Hemas Summer Internship Programme 2018: The MAS Holdings, Dialog Axiata and Hemas Holdings Summer Internship Programme provides undergraduates and fresh graduates a glimpse into world class career opportunities available in Sri Lanka. It has been built upon the foundation of "Retaining Local Talent", bringing together a highly diverse and talented pool of youth. The 2018 programme is in its 15th year of existence, and 20 interns benefited from the programme.

- **MAS Awards:** In 2018, 17 students from the following universities competed to be the MAS Best Overall Student 2018:

University of Moratuwa

Faculty of Textile Engineering

University of Moratuwa

Fashion Design & Product Development

University of Jaffna

Faculty of Human Resource Management

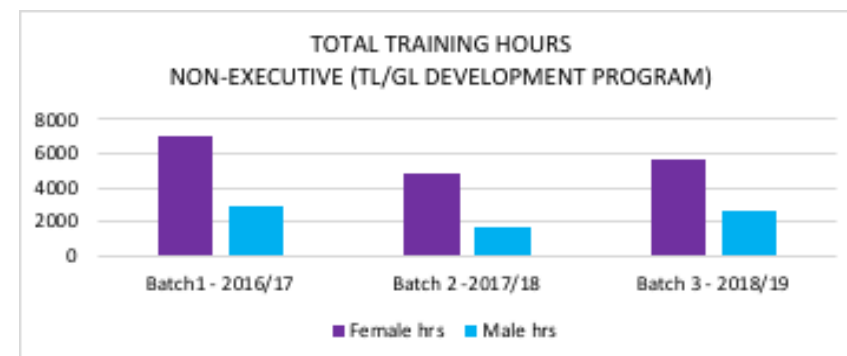
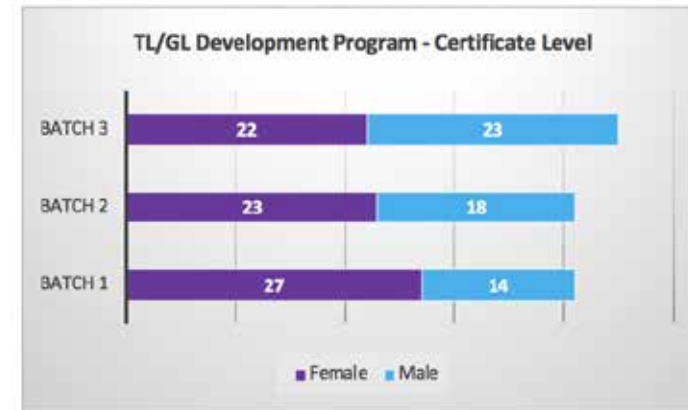
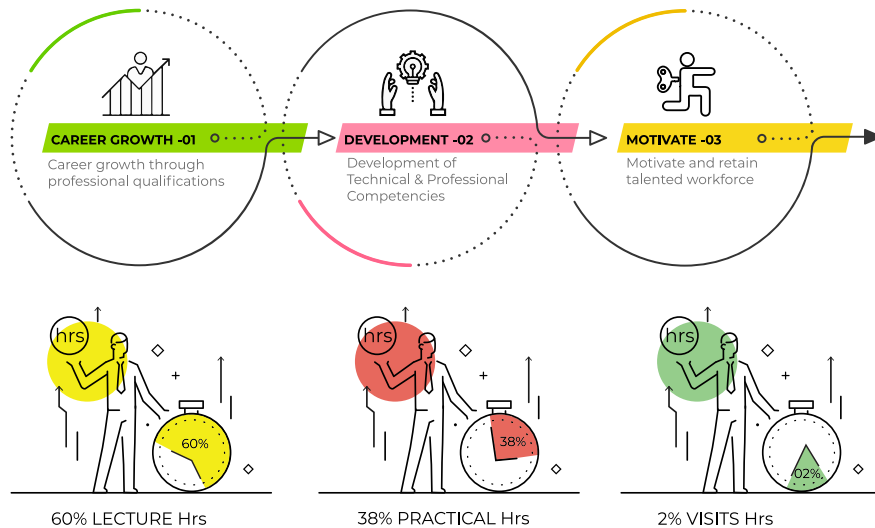
University of Kelaniya

Management and Information Technology

- **Ready to Unleash:** 02 programmes and 259 participants in total
- **MAS Onboarding:** 12 programmes and over 741 participants in total

Technical Development Initiatives in 2018

The TL/GL Technical Competency Development Program – Certificate Level enhances technical confidence of team and group leaders in textile & clothing technology in the manufacturing sector. The goal of this programme is to provide the professional qualification to support their career progression and develop key areas of technical competence needed to prepare professionally trained technical and managerial personnel for the future industry. To-date, two programmes have been completed with 72 participants. Batch three will commence in October with 45 participants.



Description	TL/GL Certificate Batch 1	TL/GL Certificate Batch 2	TL/GL Certificate Batch 3	On demand Technical training
Target Group	Team Leaders & Group Leaders			Assistant Managers & above who are engaged in finance, production, sourcing and innovation representing
Participants' Status	41	41	45	150
Completion Status	36	36	ongoing	
SBU Composition	Active Kreeda Fabrics Intimates Bodyline Linea Aqua		Active Kreeda Fabrics Intimates Bodyline Linea Aqua Stretchline Prym	Trischel Noyon Lanka Matrix Twinery
Promotions	1 female GL (Shadowline) was promoted as an executive	1 male (Bodyline) GL was promoted as an executive	-	-
Retention Ratio	88%	83%	-	

HR College: HR College is a learning experience designed for the HR fraternity to equip them with the right knowledge, skills and behaviour to build and grow the core business, as well as the strategic business of tomorrow. The programme was vetted and finalized to kick off in 2019. The focus for 2019 would be the MAS HR College Excellence programme, where future HR leaders of MAS would be upskilled with the modules of “The MAS Way” & “IR & ER” with the internal resources available at MAS.



Work life Balance and Wellbeing

Flexible Working Policy

The flexible working policy is an initiative to support all employees to manage their personal lives and work lives better and be more productive. The policy is under the direct purview of the Group Human Resource department and is supported by the Women Go Beyond program as flexible working arrangements support women to stay on and continue in their work and take on leadership roles. The policy is open to both men and women and aims to support men and women in childcare, elderly care and also pursuing of interests, studies and goals outside of work.

A group-wide centralized flexi policy has been developed and approved by all heads of HR. The policy is a framework within which employees can avail flexible work options appropriate for their job roles. The policy is currently in a pilot phase where options for flexibility are being trialed in different job roles in a number of manufacturing units.

While the centralized group policy is in its first phase, MAS Kreedha established a policy on flexible work arrangements in 2018, and implemented the following flexible arrangements at its corporate offices:

- Telecommuting: Where relevant to the nature of the work involved, staff members may spend up to two days (18 hours per week) working from an alternative work site, provided they can always be reached by telephone or email.
- Staggered working hours: Employees are expected to be present during a core period of the working day, 10am to 4pm. Staff must complete the balance of working hours for each day before, after or partly after the core period. Staff must not exceed 09 hours of work on any day (excluding the one-hour lunch break) and must leave the workplace by 7pm at the Operations Centre.
- Work from home: Available for special circumstances like ill health, family emergencies, arriving home late the previous night due to work obligations, etc.; this arrangement must be approved by the immediate supervisor.

By end of 2018, MAS Kreeda conducted a survey to understand the uptake of the Flexible Work (FW) options and the challenges. Of the 160 respondents, 31% of males were aware of the policy and were utilizing it, while the percentage of females stood at 25%. As a majority of the responses were positive, MAS Kreeda will be rolling out phase 2 of the policy in 2019.

Compensation and Benefits

MAS is committed to ensure parity in pay and benefits. The year 2018 was pivotal for MAS with many initiatives taking place, including the following:

- Standardization of Benefits
- Introduction of Augmented L.I.F.E. Cover
- Introduction of Parent Covers & Top-Up Covers
- Setting a Health & Wellness theme within the Group
- Vendor Partnerships

Standardization of Benefits

With the aim to provide equity, parity and fairness among employee benefits, one of the key initiatives of 2018 was to standardize benefits across the group, for which we have taken significant steps to-date. This also allowed the company to have better bargaining power with vendors, thus allowing for the augmentation of existing benefits schemes.

Introduction of Augmented L.I.F.E. Cover

Information was collated from each SBU on the L.I.F.E. Cover, which is financial assistance offered in the event of family funeral expenses, and life, critical and accident covers. With the bargaining power of a large headcount, MAS was able to negotiate better benefits and premiums under the scheme on behalf of its employees. Thereafter, SBUs were free to voluntarily opt for the enhanced scheme.

Introduction of Parent Cover & Top-Up Cover

MAS also introduced the Parent Cover for executive and above employees, and thereafter the Top-Up Cover as value additions. The Top-Up Cover is done on a co-sharing basis, as MAS would bear the cost of the corporate medical cover; thereafter, the employee has the option of increasing the cover based on the need. Both these schemes were negotiated on behalf of the employee and communicated accordingly.

Setting a Health & Wellness Theme within the Group

The inaugural Health & Wellness Forum was held in October 2018 with the participation of the Wellness Champs across the Group. The objective of the forum was to discuss the programmes carried out throughout MAS in terms of the Health & Wellness theme, and how we could consolidate the theme to run through the years 2019/20.

Accordingly, the theme for 2019/20 was Non-Communicable Diseases (NCDs) and Occupational Health & Safety. The focus on NCDs also extended to Mental Wellness, and accordingly, the Champs were selected in terms of SBUs who excelled in dealing with these areas. Thereafter, the Champs shared best practices and knowledge throughout the group. The corporate office has thereafter been tracking the quarterly progress of the initiatives taken by the divisions through updates to continue awareness and interest.

Occupational Health & Safety is overseen by the Compliance teams, who are also developing a holistic policy around Health & Safety.

Vendor Partnerships

MAS also targeted key vendors in the hospital, pharmacy and optician sectors in order to provide employees with discounted benefits. In addition, MAS also signed up for discounted medical check-ups in order to address Health & Wellness concerns proactively.

The communication of these partnerships has been done under 5 main pillars: Wealth, Health & wellness, Personal & Career Development, Society & Environment, and Work-Life integrator. These pillars encompass the MAS values and encourages holistic employees, both personally and professionally. The concept. “Life That Counts” has been developed into an attractive and informative site accessible to all MAS employees.

MAS Sports

With a focus on extracurricular activities, MAS competed in 14 sports categories with over 1,300 participants in 2018. We competed in 18 mercantile tournaments, emerging victorious in 12.



SPORT	EVENT & RESULT
Athletics	Mercantile Championships - Champions
Badminton	Mercantile Team Doubles Championships – A division champions
Basketball	Mercantile Services Basketball Association Knockout Championships 2018 – MAS Women B division champions
Chess	Mercantile & Government Services - Champions Mercantile & Government Services Rapid Chess Championship – Champions Mercantile & Government Services Blitz - Champions
Hockey	Mercantile League Championships 2018 – A division 2 nd Runners up
Table Tennis	Mercantile Open Championship – Champions Mercantile Knockout Championship – Champions Mercantile Open Championship (2 nd tournament) – Champions Mercantile Team League Table Tennis Championships - Champions
Rugby	Mercantile Tap Rugby Champions - Women
Volleyball	Men's Super League – MAS Kreda Leisureline – Champions Women's Super League – MAS Intimates Casualine - Champions
Tennis	Mercantile Tennis - Champions
Swimming	Mercantile Swimming Championships - Champions

Additional Achievements

Cricket

Unichela Private Limited (Panadura Division) won the Mercantile A Division T20 championships.

Silueta Private Limited won the Mercantile A Division 50-over championships.

Unichela Private Limited won the Sri Lanka Cricket Division 2 championships.



Boxing

Layton Cup (Men's)

EVENT	NAME	MEDAL
Heavyweight 91kg	Imesh Abeyasinghe	Gold
Bantam Weight 56kg	UNK Amarawansa	Silver
Lightweight 60kg	Banuka Jayampahi	Silver
Welter Weight 69kg	Asanga Rajapaksha	Silver
Middle Weight 75kg	GGDA Gunasekara	Silver
Super Heavyweight 91+kg	LTB Rathnadvakara	Silver
Light Flyweight 49kg	WACI Perera	Bronze
Flyweight 52kg	MR Sandaruwan	Bronze



Layton Cup (Women's)

EVENT	NAME	MEDAL
Light Flyweight 48kg	Anuthara Jayasundera	Gold
Flyweight 51kg	Kosala Nilmini	Gold
Welter Weight 69kg	MMKGL Udayangani	Gold
Middle Weight 75kg	IWSS Chandrasekara	Gold
Light Heavyweight 81kg	GDMH Jayadeva	Gold
Flyweight 51kg	Kaushalya	Silver
Bantam Weight 54kg	Nadeeka Pushpakumari	Silver
Light Welter Weight 64kg	Pradeepika Attapathu	Silver
Light Flyweight 48kg	DD Dinusha	Bronze
Light Flyweight 48kg	Kumudu Wasana	Bronze
Bantam Weight 54kg	Wasana Thalgpitiya	Bronze

Clifford Cup (Men's)

EVENT	NAME	MEDAL
Light Flyweight 49kg	WACI Perera	Gold
Lightweight 60kg	KASB Jayampathi	Gold
Light Welter Weight 64kg	PVDDD Saparamadu	Gold
Welter Weight 69kg	NM Hettiarchchi	Gold
Super Heavyweight 91+kg	LTB Rathnadivakara	Gold
Light Flyweight 49kg	WAI Sanjaya	Silver
Flyweight 52kg	MR Sandaruwan	Bronze
Bantam Weight 56kg	UNK Amarawansa	Bronze
Middle Weight 75kg	GGDA Gunasekara	Bronze
Heavyweight 81kg	KA Sisira Kumara	Bronze

Clifford Cup (Women's)

EVENT	NAME	MEDAL
Light Flyweight 48kg	KAK Nilmini	Gold
Flyweight 51kg	KADA Kodithuwakku	Gold
Feather Weight 57kg	HNS Hanshika	Gold
Lightweight 60kg	KAD Dharmathilake	Gold
Light Welter Weight 64kg	AMP Athapathu	Gold
Middle Weight 75kg	IWSS Chandrasekara	Gold
Light Heavyweight 81kg	GDMH Jayadeva	Gold
Bantam Weight 54kg	MPSS Cooray	Silver
Welter Weight 69kg	MMKGL Udayangani	Silver

National Championships (Men's)

EVENT	NAME	MEDAL	CALLING NAME
Bantam Weight 56kg	UNK Amarawansa	Gold	Nuwan Amarawansa
Lightweight 60kg	KASB Jayampathi	Gold	Banuka Jayampathi
Light Welter Weight 64kg	PVDDD Saparamadu	Gold	Dinidu Saparamadu
Welter Weight 69kg	NM Hettiarchchi	Gold	Neil Hettiarchchi
Super Heavyweight 91+kg	LTB Rathnadivakara	Silver	Lahiru Rathnadivakara
Light Flyweight 49kg	WACI Perera	Bronze	Perera
Middle Weight 75kg	GGDA Gunasekara	Bronze	Dilshan Gunasekara
Light Heavyweight 81kg	KA Sisira Kumara	Bronze	Sisira Kumara
Heavyweight 91kg	I Abeyasinghe	Bronze	Imesh Abeyasinghe

National Championships (Women's)

EVENT	NAME	MEDAL	CALLING NAME
Light Flyweight 48kg	N Pushpakumari	Gold	Nadeeka Puspakumari
Flyweight 51kg	KAK Nilmini	Gold	Kosala Nilmini
Feather Weight 57kg	HNS Hanshika	Gold	Keshani Hanshika
Lightweight 60kg	KAD Dharmathilake	Gold	Krishmi Dharmathilake
Light Welter Weight 64kg	AMP Athapathu	Gold	Atapatthu
Welter Weight 69kg	MMKGL Udayangani	Gold	Lakmali Udayangani
Light Heavyweight 81kg	GDMH Jayadeva	Gold	Hansika Jayadewa
Bantam Weight 54kg	W Thalgaspitiya	Silver	Wasana Thalgaspitiya
Middle weight 75kg	IWSS Chandrasekara	Silver	Shashikala Chandrasekara

Key Highlights

Cricket

- Chamara Dilshan Rajapaksha of MAS Kreedaa was a part of the Sri Lankan team that won the 2nd Deaf T20 World Cup held in November 2018 in India.

Athletics

- Amara Indumathie of MAS Intimates won the Silver medal for the women's long jump event at the 3rd Asian Para Games held in October 2018 in Jakarta, Indonesia.

Boxing

- Anusha Kodituwakku of MAS Intimates won a Bronze medal in the Flyweight 51kg category at the 2018 Gold Coast Commonwealth Games and the Ulaanbaatar Open International Boxing Meet in Mongolia.
- Keshani Hanshika won a Bronze medal in the feather weight 57kg category at the Culpori Cup International Boxing Meet in Indonesia.



BEYOND COMPLIANCE AND STANDARDS

We understand that being people centric is relevant in order to maintain a competitive advantage and to create synergies within our growing global ecosystem. Our continuing objective is to ensure and encourage a happy, healthy, diverse and skilled workforce, while maintaining strong relations with them and providing a safe and secure working environment for all.

The MAS DNA

Since its inception, MAS was built on the foundation of five values: honesty & integrity, trust & mutual respect, freedom with accountability, humility, and passion for excellence. These values are embedded as our core strengths and help us to create the distinctive MAS culture. In 2017, MAS launched its own Code of Conduct, or MAS DNA as we call it; a collection of policies, standards and guidelines to help instill our values intrinsically within all those we influence.

As we grow beyond borders, our focus is on conserving the unique culture of

MAS across the organization, whilst operating as 'One MAS' with a standardized Code of Conduct (MAS DNA).

The MAS DNA is structured in a manner that translates our values into behavioural pillars and policies that stipulate the organization's expectations on employee conduct. These policies include the Equal Opportunity and Anti-Harassment Policy, Gift Policy, Conflict of Interest Policy, and many other policies covering administrative, HR and behavioural requirements.

With the objective of successfully communicating the above, we conducted the MAS DNA Roll Out Sessions in 14 locations, covering a total of 813 employees in the executive and above cadre. The trainings were carried out as workshops, where the participants were educated on the policies, and resource people and platforms made available for grievance handling and consequence management.



One of the key highlights of the programme was the introduction of the MAS DNA website, through which individuals have the ability to access and download all material pertaining to the MAS DNA; as well as the Helpdesk hosted by a globally recognized, third-party service provider Navex Global, which allows individuals to raise their concerns online/via the hotline.

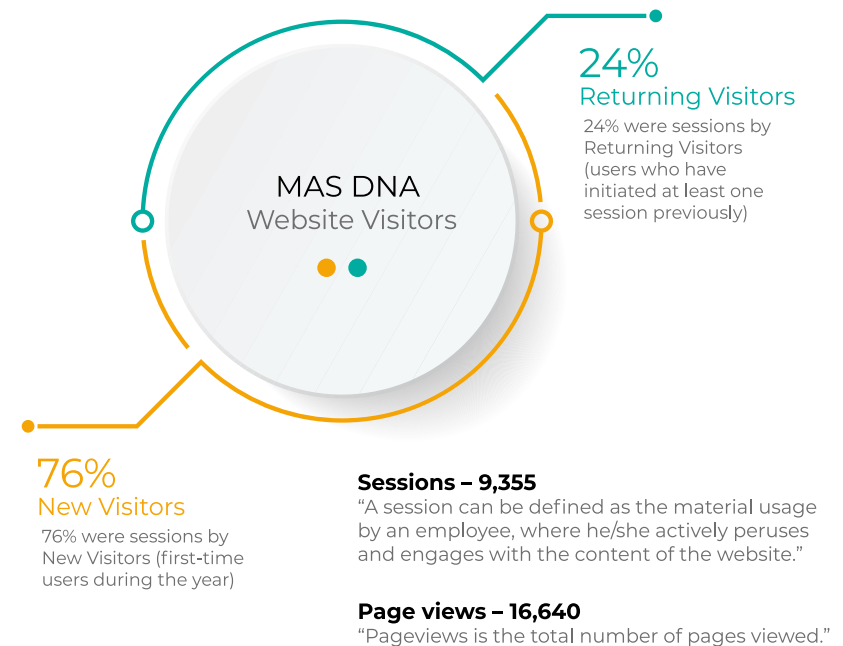
The companies across MAS Group have taken this initiative further in their respective locations by conducting internal awareness sessions, workshops and one-on-one conversations. Additionally, they have taken measures to communicate the MAS DNA and its affiliated policies through internal email communication, internal e-magazines and display posters in their workplaces/factories. While carrying out various awareness and education initiatives, the companies have also conducted pop quizzes and questionnaires to understand employees' levels of awareness and understanding.

As a group-wide communication initiative, policy communications commenced in April 2018 in the form of informative emailers sent to all employees on the

different policies, helpdesk and MAS values. The emailer directs employees to the MAS DNA website where they can view the policy video and documents.

Furthermore, we rolled out the MAS DNA in Sinhala to 36 team and group leaders as a first step to a broader roll out to team members in 2019. The session followed the usual agenda of a roll out session conducted with the executive and above cadre, with emphasis on the harassment aspect of MAS DNA. One of the objectives of this session was to initiate and understand how best to take the MAS DNA to team members, which will be one of the focus points in 2019. The following was analyzed with regard to the use of the MAS DNA website in 2018:

The following was analyzed with regard to the use of the MAS DNA website in 2018



Furthermore, there was a total of 157 cases of non-compliance through 2017-2018. Of these cases, 31 were reported to the Central Team directly and 9 via the MAS DNA Helpdesk. The remaining cases were directly brought up with the relevant Divisional/SBU code officers of the respective company.

This indicates a level of trust and acceptance towards the MAS DNA, the credibility of the investigation process and the manner in which the course of action is decided. However, continuous work is being carried out to strengthen awareness and acceptance of the process.

Corruption and Grievances

112 cases reported in 2018



Compliance and Certifications

At MAS, the governing ethos has always been to do the right thing. This principle was the cornerstone of the founders work ethic. It has been deeply embedded in all our organizational undertakings. Thus, MAS compliance has always been beyond adherence to regulations.

Furthermore, when commanding a diverse workforce, having the highest standards on how we conduct our business has been a key factor in attracting talent with the right values.

MAS has owed much of its success to also being driven by continuous improvement in all its practices. Therefore, we view the compliance and regulatory frameworks as opportunities to push our boundaries.

Our aspirational end state is where we have a strong self-governing mechanism with the approval of all our stakeholders. Whilst some of our units have already reached this level of acceptance with our customers, we are striving to move every entity towards this goal.

In 2018, MAS successfully completed many external, internal and sub-contractor audits across its divisions.

These audits covered areas of Labour, Health and Safety, Supply Chain, Security, Brand Protection and Trade.

Number of external audits carried out across the group

DIVISION	NUMBER OF EXTERNAL AUDITS
Active	17
Linea Aqua	17
Bodyline	16
Fabrics	8
Intimates	62
Kreeda	23
Grand Total	143

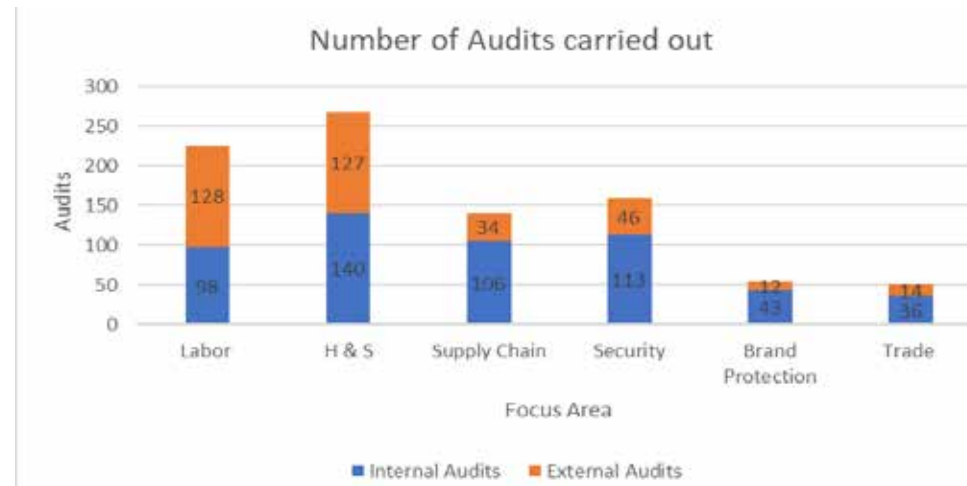
External audits conducted in 2018

FOCUS AREAS	ACTIVE	AQUA	BODYLINE	FABRICS	INTIMATES	KREEDA	TOTAL
Labor	17	17	15	8	60	11	128
H & S	17	17	15	8	59	11	127
Supply Chain	4	1	3		15	11	34
Security	5	1	11		18	11	46
Brand Protection			3		9		12
Trade			2		12		14

Number of Internal audits (conducted by divisional compliance teams) carried out across the group

DIVISION	NUMBER OF INTERNAL AUDITS
Active	36
Linea Aqua	24
Bodyline	20
Fabrics	22
Intimates	24
Kreeda	88
Grand Total	214

FOCUS AREA	ACTIVE	AQUA	BODYLINE	FABRICS	INTIMATES	KREEDA	TOTAL
Labour	36		6	4	23	29	98
H&S	36		15	8	22	59	140
Supply Chain	36	3	15		23	29	106
Security	36	3	15	7	23	29	113
Brand Protection		3	14	3	23		43
Trade			13		23		36



Furthermore, MAS conducted 17 audits at its sub-contractor facilities.

Certifications

MAS continued and added to the list of certifications in its portfolio in 2018.

ROW LABELS	ACTIVE	AQUA	BODYLINE	FABRICS	INTIMATES	KREEDA	GRAND TOTAL
BS EN ISO 14064 -3:2006				4			4
BSCI		2					2
C-TPAT		2					2
ETI					10		10
Fair Trade USA	3				2		5
GMP	1					1	2
ISO					1		1
ISO 14001	5		5	4	3	8	25
ISO 50001				1		3	4
ISO 9001:2015	1		1	1			3
OHSAS 18001	2			4	1	8	15
RCS		1					1
Responsible Care	6					8	14
WCA		1					1
WRAP	6	3	5		6		19
Zero Waste to Landfill Certificate				1			1
Grand Total	24	9	11	15	23	28	109

Social and Labour Convergence Program (SLCP)

Nine factories across MAS Holdings took part in the light operations of the SLCP in 2018 by completing the self-assessments and verifications (to be completed in early 2019). The Social and Labour Convergence Program is the first industry-wide framework to assess social and labour conditions which includes a standard tool and verification methodology. This programme will help the industry to eliminate audit fatigue, avoid duplication and reduce the number of social & labour audits, by replacing current proprietary assessment tools, increasing the opportunity for greater comparability of social & labour data, and redeploying resources for improvement.

With the collaborative effort with our brands partners, we look forward to include more factories in to this programme in 2019.

Special Recognitions

Types of Recognition	Number of Awards	Division/SBU
Best Corporate Sustainability Awards	1	MAS Kreedaa -Linea Intimo
Global Chemical Leasing	1	MAS Active Linea Intimo
Global Chemical Leasing Award – Gold	1	MAS Fabrics - Noyon Lanka
International Safety Award - British Safety Council	1	MAS Fabrics - Noyon Lanka
JASTECA - Merit Award Sustainability	1	MAS Active Asialine
JASTECA - Seven Best CSR – Sustainability Award 2018	1	Linea Aqua
JASTECA - Seven Best CSR – Sustainability Award 2018	1	MAS Kreedaa - Operations Center
JASTECA - Sustainability Award - Merit	1	MAS Fabrics - Matrix
JASTECA - 5S Akimoto Silver	1	MAS Active-Asialine
Ministry of Trade Indonesia 2018 - Strongest Exporter in Central Java	1	MAS Sumbiri
National Energy Efficiency Award - Highest energy consuming industry – Gold	1	MAS Fabrics - Noyon Lanka
National Energy Efficiency Award - Highest energy consuming industry – Merit	1	MAS Fabrics - Textprint Lanka
National Energy Efficiency Award - Highest energy consuming industry – Merit	1	Linea Aqua
National Energy Efficiency Award - Highest energy consuming industry – Silver	1	MAS Fabrics - Matrix
Presidential Environmental Awards 2018 - Bronze Award (Apparel sector)	1	MAS Kreedaa- Linea AITC
Presidential Environmental Awards 2018 - Bronze Award (Apparel Sector)	1	MAS intimates -Casualline
Presidential Environmental Awards 2018 - Gold Award (Apparel Sector)	1	MAS Kreedaa - Nirmaana

Presidential Environmental Awards 2018 – Gold Award (Textile sector)	1	MAS Fabrics - Matrix
Presidential Environmental Awards 2018 - Merit Award (Apparel sector)	1	MAS Kreedaa-Methliya
Presidential Environmental Awards 2018 - Merit Award (Apparel sector)	1	MAS Kreedaa - Shadeline
Presidential Environmental Awards 2018 – Silver (Textile sector)	1	MAS Fabrics Noyon Lanka
Presidential Environmental Awards 2018 - Silver Award (Apparel sector)	1	MAS Active-Asialine
Presidential Environmental Awards 2018 - Silver Award (Apparel sector)	1	MAS Intimates-Unichela Koggala
Presidential Export Awards 2017/2018- Highest Foreign Exchange Earner	1	MAS Fabrics-Matrix
Presidential Export Awards 2017/2018-Contributor from the Regions to the Export Supply Chain	1	MAS Intimates
Presidential Export Awards 2017/2018-Exporter of the Year 2017/2018	1	MAS Intimates
Presidential Export Awards 2017/2018-Highest Net Foreign Exchange Earner	1	MAS Intimates
PVH Gold Vendor Award	1	MAS Intimates
Responsible Care Awards 2018 – Manufacturing Large Category - Bronze	1	MAS Kreedaa-Shadeline
Responsible Care Awards 2018 – Manufacturing Large Category – Bronze	1	MAS Fabrics - Noyon Lanka
Responsible Care Awards 2018 – Manufacturing Large Category - Gold	1	MAS Active-Linea Intimo
Responsible Care Awards 2018 – Manufacturing Large Category - Merit	1	MAS Active-Mamadala
Responsible Care Awards 2018 – Manufacturing Large Category – Merit	1	MAS Fabrics – Matrix
Social Dialogue Award 2018 - Bronze Award (Apparel sector Medium scale)	1	MAS Kreedaa-Leisureline

Social Dialogue Award 2018 - Gold Award (Apparel sector large scale)	1	MAS Kreeda-Shadeline
Sri Lanka Best Employer Brand Awards 2018- Outstanding Women in Leadership Award	1	MAS Fabrics
Talent Management at Sri Lanka Best Employer Brand Awards 2018	1	MAS Fabrics
The Ceylon Chamber of Commerce-Best Corporate Citizen Sustainability Award 2018	1	MAS Intimates
The Ceylon Chamber of Commerce-Best Corporate Citizen Sustainability Awards 2018 - Merit Award	1	MAS Active-Contourline
The Ceylon Chamber of Commerce-Category Award Winners: Community Relations	1	MAS Intimates
The Ceylon Chamber of Commerce-Category Award Winners: Environmental Commitment	1	MAS Intimates
The Ceylon Chamber of Commerce-Category Award Winners: Environmental Integration	1	MAS Intimates
The Ceylon Chamber of Commerce-Category of Ten Best Corporate Citizens	1	MAS Intimates
The Ceylon Chamber of Commerce-Triple Bottomline Awards - Environmental Sustainability (Planet)	1	MAS Intimates
Top 50 Professional & Career Women Award 2018 (for the Best CSR Programme run by a private sector for Women's Empowerment).	1	MAS Intimates
	45	

Accident and incident occurrence

We continue to track our accident and injury rates across the group, as Health and Safety is a priority for the organization.

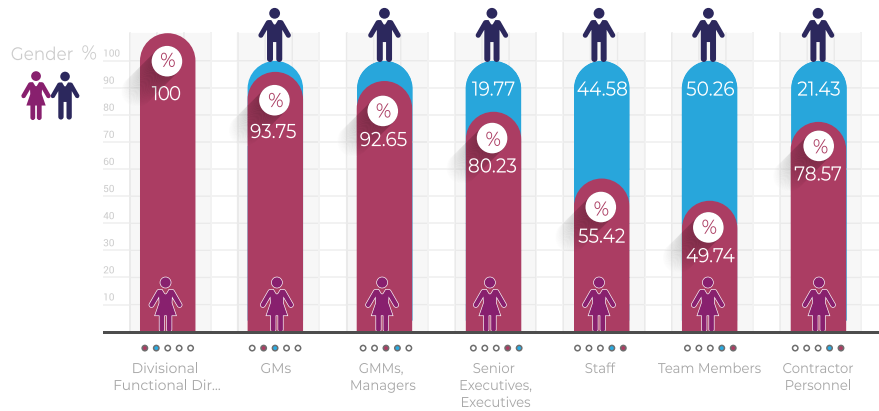
INCIDENT CATEGORY	ACTIVE	AQUA	BODYLINE	FABRICS	INTIMATES	KREEDA	GRAND TOTAL
Fatality				1			1
Injury	6	10	30	17	19	10	92
Partial disability							
Total	6	10	30	18	19	10	93

Incident Category	Count	As % of Total Headcount
Fatality	1	0.001%
Injury	92	0.097%
Partial disability	0	0.00%

The organization lost one of its team members last year during operations. Based on the recommendations and findings from the investigations which were carried out by independent government organizations, we have taken precautionary actions in ensuring safety of all our employees to prevent the reoccurrence of such an unfortunate incident in the future.

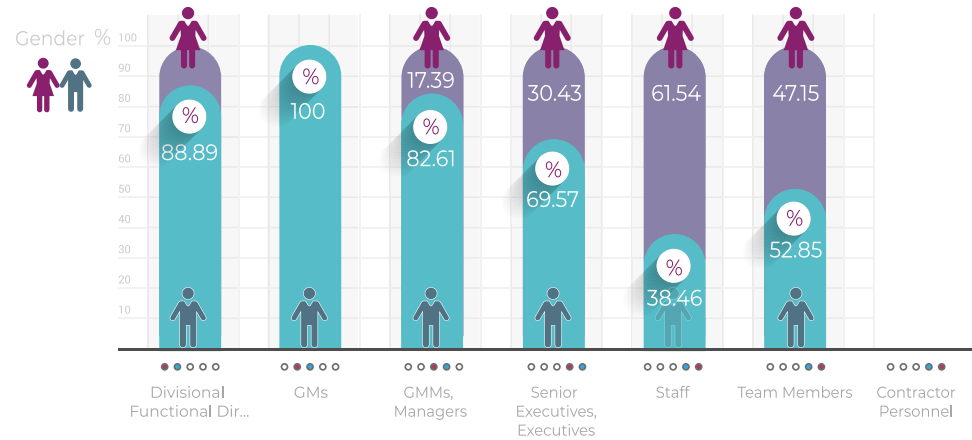
H&S Committee Composition

Proportional Representation at Work Levels (Gender wise)



JCC Committee Composition

Proportional Representation at Work Levels (Gender wise)





SUPPORT THRIVING COMMUNITIES

While valuing and safeguarding our people, we maintain our commitment to all our stakeholders, including the communities around us and the environment in which our businesses operate. In keeping with these values, MAS goes beyond simply adhering to environmental, social and legal requirements to make an operational impact on our communities and the environment as and when we can.

In 2018, MAS continues its corporate citizenship activities under six main categories: Education, Environmental Initiatives, Health, Local Connect, Nation Mindedness and Sports. All corporate citizenship activities were aligned with the UN Sustainable Development Goals by increasing the knowledge of SDGs within each division.

We have identified some significant activities out of our total Corporate Citizenship activities in 2018, by considering its impact and investment made.

(Refer Annexure 6)

MAS remains committed to its corporate responsibility with 568 Corporate Citizenship activities conducted and Rs 41 million spent in 2018. The projects impacted over 2,480,000 beneficiaries, with the help of 11,905 volunteers.



SDG	Number of Activities
Affordable and Clean Energy	106
Clean Water and Sanitation	126
Climate Action	117
Decent Work and Economic Growth	116
Gender Equality	66
Good Health and Well-Being	240
Industry, Innovation and Infrastructure	93
Justice and Strong Institutions	73
Life Below Water	104
Life on Land Peace	113
No Poverty	128
Partnerships for the Goals	134
Quality Education	308
Reduced Inequalities	95
Responsible Consumption and Production	110
Sustainable Cities and Communities	156
Zero Hunger	115

Prioritized in 2018

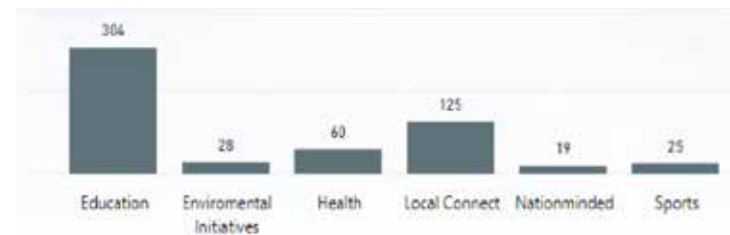


1. Quality education
2. Health and well-being
3. Sustainable cities and communities

Compared with the 2017 figure, internally initialized Corporate Citizenship activities increased by 32% in 2018.

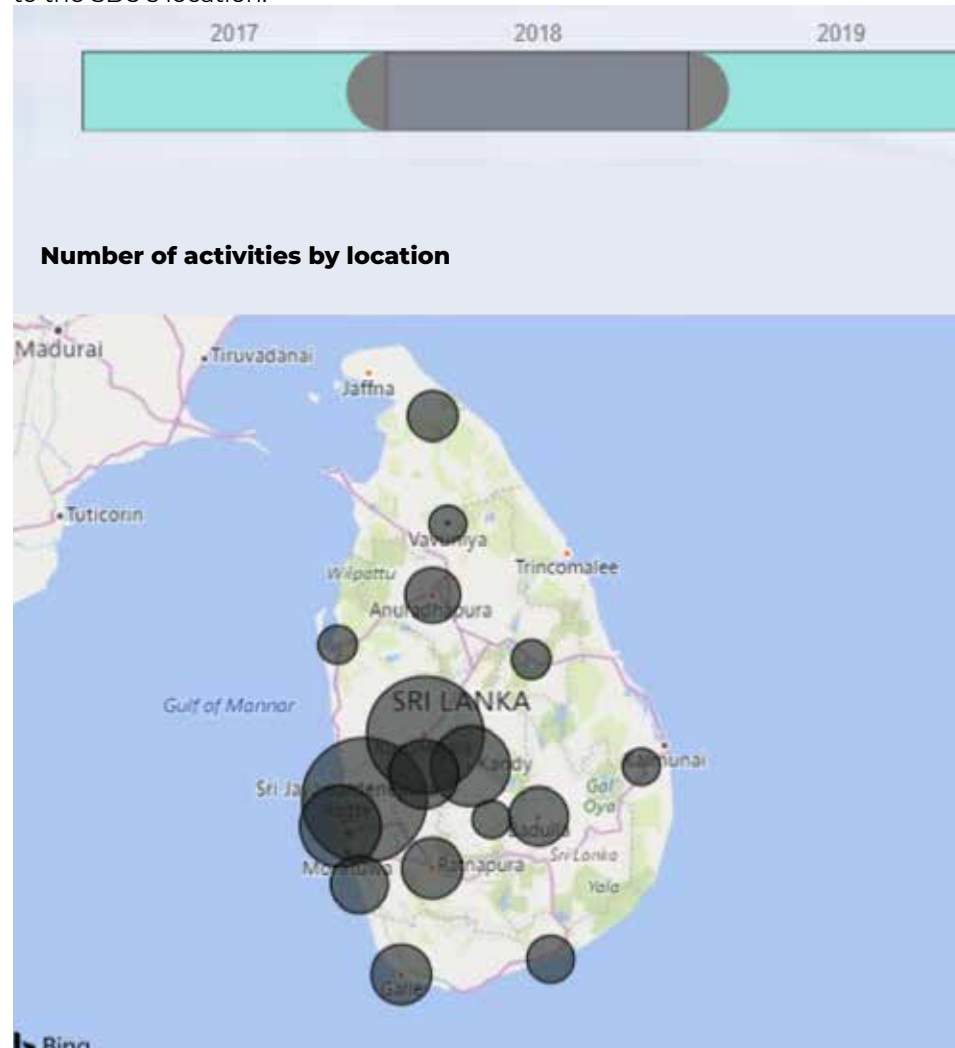
More than 50% of Corporate Citizenship activities were conducted under the Education category in 2018. We also increased priority for Infrastructure activities this year, while focusing on Capacity Building, which increased by 142% when compared with 2017.

Number of activities by category of intervention

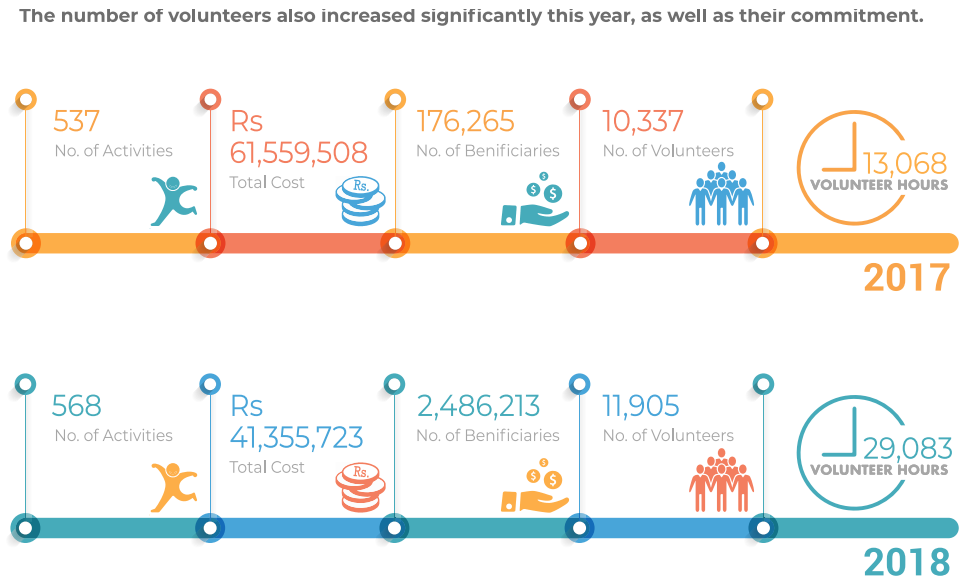


Category of Intervention	Number of Activities 2017	Number of Activities 2018	+ /-	%
Education	232	304	72	31%
Environmental Initiatives	27	28	1	4%
Health	94	60	-34	-36%
Local Connect	150	125	-25	-17%
Nation-mindedness	18	19	1	6%
Sports	16	25	9	56%

In 2018, we covered 20 districts, with the activities frequency changing according to the SBU's location.



The number of volunteers also increased significantly this year, as well as their commitment.





Corporate Citizenship spotlights in 2018

Eco Go Beyond

Marking 12 years in existence, the Eco Go Beyond programme concluded stage 2 of the 2017-2019 cycle in 2018.

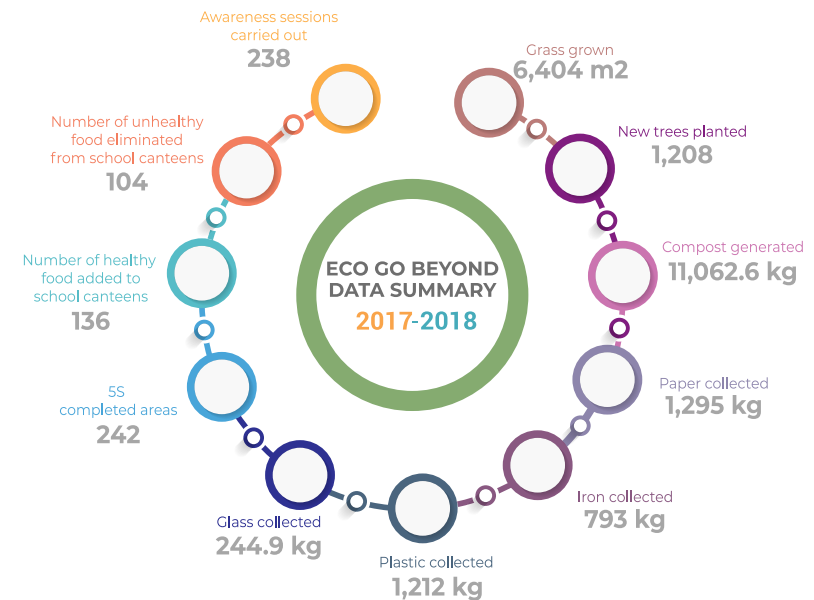
Continuing with the 30 schools onboarded in 2017, the schools roll-out took place through workshops that impacted 5,700 students, 284 teachers, and 515 parents and well-wishers. This brings the total students impacted by the programme, from 2006 to-date, to just over 54,000.

The leadership camp held in June covered sessions on social ethics, mental health, storytelling & videography, drama, rainwater harvesting, birds of Sri Lanka and their conservation, biogas production, waste into resources - handcrafts and developing hydroponics and organic fertilizer. In addition, there was a visit to the MAS Thurulie Green factory, where 120 students and 59 teachers participated in the two and half-day residential camp.

The sub-category awards ceremony was also held in November, where 10 championship awards were given based on specific criterion. The student also held an exhibition. The chief guest at the event was Thilaka Jayasundara, Additional Secretary (Planning & Development) of the Department of Mass Media at the Ministry of Vocational Training & Skills Development.

Special recognition

Two former members of the Eco Go Beyond teams of the schools Mahawatte Maha Vidyalaya and Sagarapalansooriy Maha Vidyalaya, S.A.G. Dilruckshi Kumari and Sakuni Ayodya Mendis, also got the rare opportunity to present their learnings from the programme at the Sustainable Consumption and Production (SCP) National Roundtable organized by SWITCH-Asia.



Installing 20 street lights at the Pannala bus stand - Slimline

This project was done in collaboration with the trade association of Pannala. Slimline was able to light up the inward area of the bus stand as a result of this project. There were around 4,000-5,000 beneficiaries from this project. Furthermore, this is a good initiative in terms of the security of the city. This project was carried out as a part of the smart city project. (Total cost – Rs 200,000)

Grade 5 scholarship seminar 2018 - Slimline

Slimline conducted a seminar for 400 students who will be sitting for the grade 5 scholarship examination. The following schools sent their students for the seminar:

- Kadanegedar Primary School
- Iriyagolla National School
- Kithalahitiyawa Primary School
- Horawadunna Primary School
- Sripathi College Kuliypitiya
- Napokuna Primary School

An exam paper was discussed by a popular teacher from the Pannala area. Furthermore, motivational events were conducted to inspire the students. Slimline gifted a stationery pack to all attendees, which included the necessary items to be used at the examination.

A similar programme was also organised exclusively for the parents of these students, which comprised the following events:

- An information session on child security conducted by the police
- A cancer awareness programme conducted by a specialized doctor

School Prefects Leadership Program – LC/LI

Linea clothing/Linea Intimates (LC/LI) organised the School Prefects Leadership Program in 2018 at The Golden Crown Hotel in Kandy with the aim of “contributing to creating positive-thinking youth leaders in society, by strengthening opportunities to develop their personalities, decision making skills and ability to face challenges, to become role models of society”.

The objective of the programme was to provide information on personality and skill development, problem analysis and improved decision-making to become responsible youth. They were also taught to improve and increase the qualities of accountability and responsibility to become responsible leaders in society.

The programme was conducted by Dr. Sanath Gamage, a qualified personnel on leadership development programmes. Dr. Gamage is a renowned Personal Success Trainer, and holds a B.Sc. in Management and an MBA. He is also a Senior Resource Person at the Ministry of Education, under which he conducts training programmes for directors of education, principals and teachers. He has facilitated more than 300 workshops in schools and universities.

We invited 15 schools from the Kandy educational zone and 8 schools from Wattegama educational zone to attend this workshop:

Approximately 210 students and 25 teachers participated in this programme, which was conducted successfully and received positive feedback.

Bridge and road project in Illukthanna, Kandy - LC/LI

Conducted as a joint project by LI and LC, the project focused on facilitating better logistics and greater connectivity for over 250 families daily from three villages by constructing a bridge in Bopana.



Sisumaruna leadership program for school prefects - Unichela Koggala

Based on the theme 'How to build the foundation of my life's success', a leadership programme for school prefects of the following schools was conducted by Unichela Koggala:

- Narawala Maha Vidyalaya - 10 students and 2 teachers
- Kalahe Sumangalodaya Vidyalaya - 25 students and 3 teachers
- Habaraduva Dharmika Vidyalaya - 26 students and 2 teachers
- Richmond College - 24 students and 2 teachers
- Mahinda College - 19 students and 2 teachers
- Sacred Heart Convent - 33 students and 2 teachers
- Pilana Vidarthodaya Vidyalaya - 17 students and 2 teachers

PRODUCTS MADE BETTER



MAS aims to ensure the sustainability of its surrounding environment, by not only being conscious of the products that we manufacture, but also by paying close attention to the way in which we manufacture them.

We want to ensure that through our sustainable manufacturing processes, we minimize negative impacts on the environment, while maximizing benefits to the locality as well as our people.

We have identified several key areas that we believe are material to all our stakeholders and also to us as a responsible business. Through various monitoring measures, and rigorous self-assessment, we have been able to increase the level of commitment to our sustainability operations, thereby saving resources and reducing the impact to the environment.

CHAMPION CLIMATE ACTION

We aim to champion climate change by reducing energy consumption at all our plants, while also generating more renewable energy through identified sustainability measures.

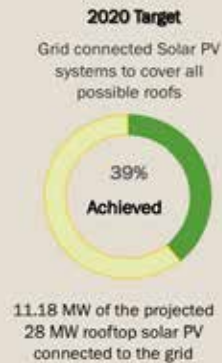
The data that follows shows energy consumption and production levels achieved at MAS during the course of the year 2018, highlighting a significant saving and taking us one step closer to our sustainability production goals for the future.

Renewable Energy and GHG Emissions

A significant investment has taken place to utilize rooftops of the manufacturing facilities with Solar PV installations totaling up to 11.18 MW commissioned sites thanks to Project Photon. The targeted 15 MW will be reached through the commissioning of rest of the projects in the pipeline. During 2019 MAS has placed emphasis on increasing the contribution of renewable energy to the company's energy mix. Since 2010, MAS has increased its renewable energy component in the total mix from 12% to 50%.

Goals Overview 2018

Renewable Energy: Generate more renewable energy than we consume

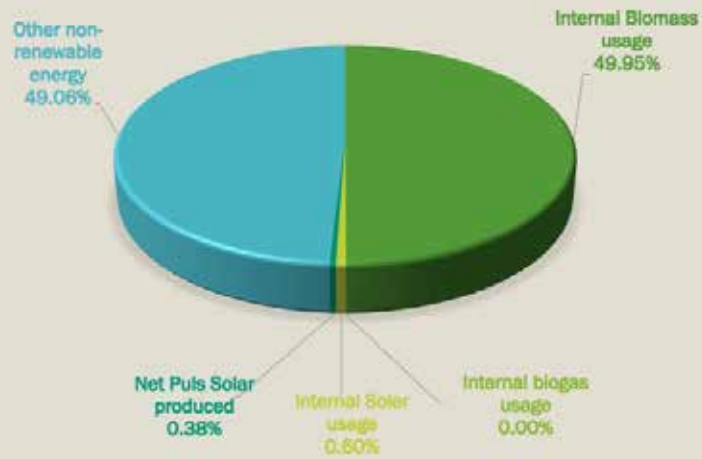


Percentage Renewable Energy contribution in MAS Energy Mix



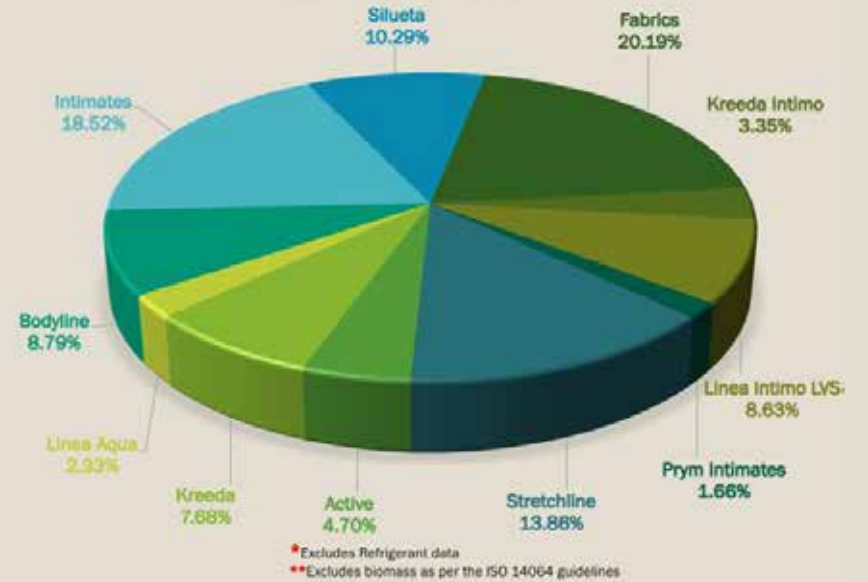
As in previous years, the largest contributor to the renewable energy in 2018 was biomass. The 11.18 MW of Solar has only contributed to 0.38 % of total renewable energy due to the commissioning of the project happening towards the end of the year. Apart from the 11.18 MWs commissioned in 2018, an additional 1.5 MWs Solar PV installations were installed on rooftops.

MAS Annually verifies its GHG footprint for Sri Lankan operations through TUV Nord. The latest verification was done for 2017.



- The largest contributor of GHG emissions at MAS is the Fabrics division.
- Emissions have increased since 2017 due to fluctuations in Grid Emissions Factor.

EMISSIONS BY DIVISION



Energy

Goals Overview 2018

Energy: Reduce our Energy intensities by 50% in the Apparel sector

2018 Target

Identify key energy reduction initiatives and develop road map



From a base year energy intensity of 11.2 MJ/SDH has been reduced to 8.9 MJ/SDH

2020 Target

Reduction of energy intensity through innovation by 25% (2010 baseline)



Apparel sector manufacturing made a combined reduction of 20.7% from base year

Goals Overview 2018

Energy: Reduce our Energy intensities by 50% in the Textile sector

2018 Target

Identify key energy reduction initiatives and develop road map



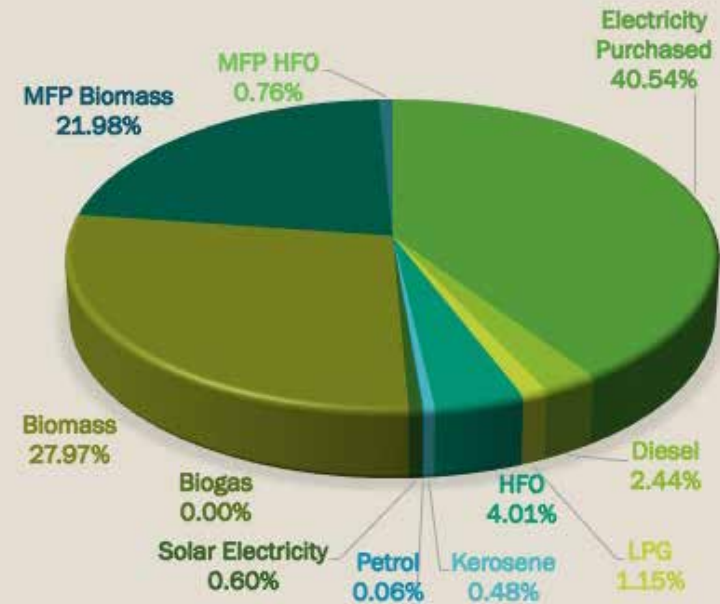
From a base year energy intensity of 115 MJ/Kg has been reduced to 93 MJ/kg

2020 Target

Reduction of energy intensity through innovation by 25% (2010 baseline)



Textile, Knitting and Elastic manufacturing made a combined reduction of 19.3% from base year



There is a higher energy usage and intensity at Textile manufacturing facilities and this represents a higher proportion of the energy use. Due to the processing requirements at these facilities, the highest energy usage is for steam. We depend considerably on grid energy for running our operations smoothly.

MANAGING OUR FOOTPRINT

We employ monitoring systems to manage our environmental footprint by measuring water usage, enhancing the value of all waste materials discharged at the plants, and ensuring zero toxicity in our products and processes. The following data highlights the company's achievements in this aspect within 2018.

Water

Despite our expanding operations and being a highly water-intensive operation, especially in our Fabrics facilities, we managed to achieve water intensity reductions across our operations. Through efficiency measures, innovative solutions and infrastructure changes we continued the positive changes to our water intensities throughout 2018.

Goals Overview 2018

Water: Reduce our water intensities to 40 L per head per Shift in the Apparel sector

2018 Target
Not assigned



2020 Target

Reduce the water consumption to 50 liters per head per shift division wise



Goals Overview 2018

Water: Reduce our water intensities by 75% in the Textile sector

2018 Target
Not assigned



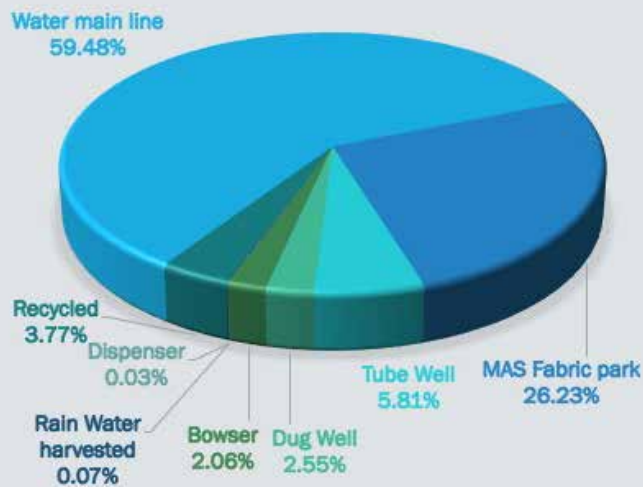
2020 Target

Achieve 50% water intensity reductions (2011 baseline)



The percentage of water used within MAS amounted to MAS 68% for dyeing processes in the textile sector and 32% for human consumption in the apparel sector. MFP treated and provided over 26% of the water used in 2018.

WATER BY SOURCE 2018



MAS Fabrics, one of the largest users of water in its operations, has achieved the highest water intensity reduction of 52% since the base year (2011).

Waste

While recognizing waste as a key industrial and operational challenge, MAS continues to introduce solutions for all identified waste types at our facilities, with the overall goal of repurposing and value enhancing our waste.

In 2018, approximately 85% of MAS non-hazardous raw material (RM) waste was disposed in a sustainable manner, of which 47% was value enhanced.

Goals Overview 2018

Non Hazardous Waste : Value enhance all our waste

2018 Target

At least 60% of the RM related waste to be disposed in Sustainable Manner



85% of MAS non-hazardous RM waste is disposed sustainably

2020 Target

Zero landfill of all waste types



89% of MAS non-hazardous waste is diverted from landfill

A majority of non-hazardous raw material related waste, which mostly consisted of fabric offcuts, was sent for reuse and recycling. All hazardous waste was given special care and were destroyed through energy recovery by Insee Ecocycle.

Chemicals

Responsible chemical management is a key focus area in the MAS sustainability plan. In 2016, MAS became the first Sri Lankan company to become value chain affiliates of the Zero Discharge of Hazardous Chemicals (ZDHC) roadmap, taking one more step towards creating a non-toxic future.

As of 2018, approximately 87% of dye house chemicals and 25% of chemicals used in the embellishment operation are compliant with ZDHC MRSL assessments.

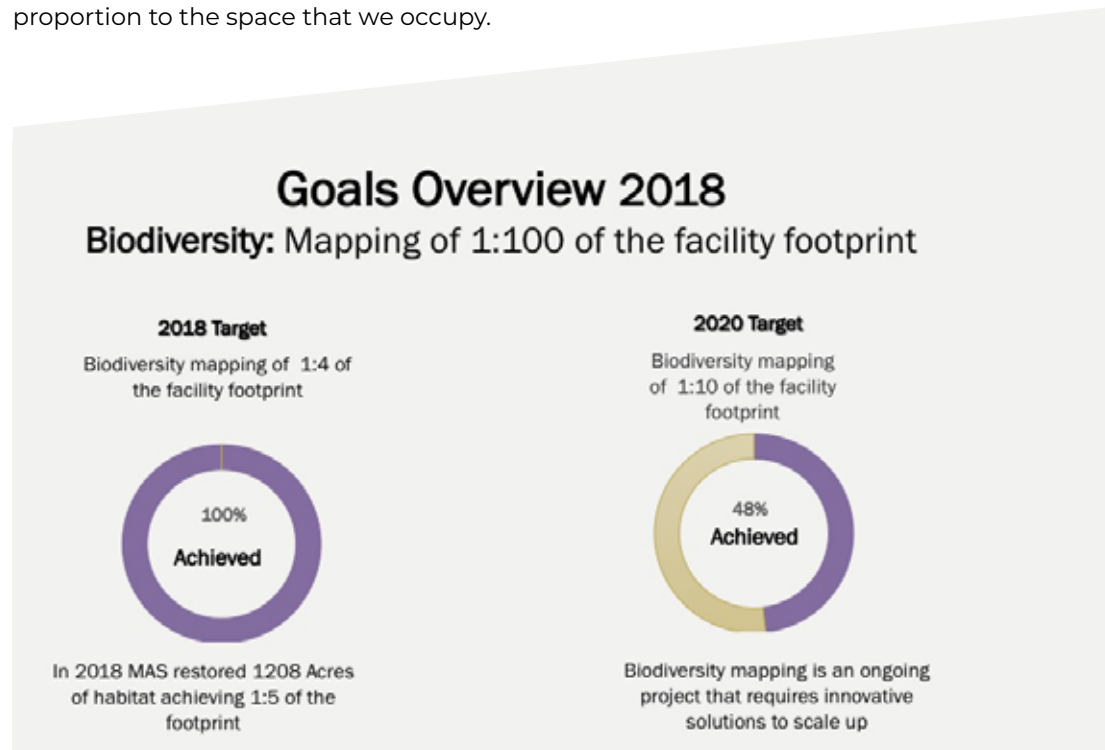
By 2025, we aim to be zero-toxic in our products, processes and supply chains.

Action Taken in 2018

- Completed internal verification of the Higg FEM 3.0 – CM module at chemical-intensive SBUs
- Completed the audits of Calibration Tool version 2.0 Conducted two awareness sessions for chemical suppliers in the dye house and embellishment operation plants
- Conducted two awareness sessions for chemical suppliers in the dye house and embellishment operation plants Conducted the ZDHC Waste Water testing at 11 wet processing sub-contracting facilities - 82% of sub-contractors are currently fully compliant with ZDHC waste water guidelines
- Conducted ZDHC WW testing at 9 wet processing facilities - All 9 facilities are currently fully compliant with ZDHC waste water guidelines
- Conducted the ZDHC Waste Water testing at 11 wet processing sub-contracting facilities - 82% of sub-contractors are currently fully compliant with ZDHC waste water guidelines

SUPPORT A THRIVING PLANET

We are committed to supporting our thriving planet by restoring the habitat in proportion to the space that we occupy.



In 2018, MAS restored 1,208 acres of habitat, thus extending previous year's achievement of 1:1 biodiversity mapping of our facility footprint to considerable amount of 1:5.

Protecting our Biodiversity

MAS is one of the world's most recognized design-to-delivery solutions providers in the realm of apparel and textile manufacturing, and the largest apparel and textile manufacturer in South Asia. However, our business depends on our own people and communities, and vice versa. If we do not have a healthy community and environment, we cannot operate at our highest capacity.

With that in mind, we asked ourselves 'How can we help restore the biodiversity we may have either displaced or destroyed by our physical presence?' This simple question grew into a more ambitious vision – and in 2017, MAS made a pledge to take radical climate action to continuously manage the footprint of its business and to directly support biodiversity by creating habitats in 100 times the area it occupies in by 2025.

Conservative estimates say Sri Lanka is losing 8,000 hectares of forest cover each year, and more critically, we are losing our precious endemic species of flora and fauna at alarming rates. Knowing that growing trees alone wouldn't help the problem of biodiversity loss, MAS picked 6 models to engage and deploy habitat creation from all fronts: Restoration, Afforestation, Invasive Removal and Enrichment, Analog Forestry/Social Forestry, Forest Gardens, and Conservation.

In 2017, MAS set out to cover 250 acres, equal to the space it occupies in Sri Lanka, but thanks to the incredible passion and dedication by its own teams

and the continuing support from the Forest Department, Wildlife Department and other stakeholders, the group achieved double the impact.

Throughout 2017-2018, sustainability teams from 43 MAS factories collectively made an impact on over 1,200 acres, with a 3-5 year commitment to maintain and ensure that the projects keep growing.

Currently, we have over 27 such projects belonging to the above categories spread throughout various geographical locations in Sri Lanka.



Biodiversity initiatives in 2018

MAS Holdings and Sri Lanka Air Force launched the nation's first-ever aerial reforestation project

Since June 2018, MAS Holdings has been experimenting with a new tool against deforestation that could change how Sri Lanka protects and grows its future forests. Seed balls are an ancient technique for propagating plants from seeds without opening up soil with cultivation tools such as a plough. (The rediscovery and modern popularization of seed balls is credited to Japanese natural farmer and philosopher Masanobu Fukuoka).

MAS Holdings integrated the seed-balling project to its sustainability action plan in June 2018 with the expertise of the University of Peradeniya. Prof. D.K.N.G. Pushpakumara, the Dean of the Agriculture faculty, and his team have been carrying out years of research into the aerial reforestation method that drops hundreds of seeds wrapped in clay or soil across a defined land area to encourage growth of new saplings and vegetation.



MAS found equally enthusiastic partners in the Sri Lanka Air Force, who had also been researching on how to implement a seed bombing reforestation technique and immediately agreed to provide essential aerial assistance for the project.

Inside the plant nursery of the MAS Fabric Park in Thulhiriya, we conducted trial runs on the seed ball composition with a limited amount of seed bombs where the germination and growth rate were studied in-house. Together with the Air Force, the teams carried out drop tests on a limited amount of seed balls from designated heights.

MAS picked 3 types of seeds, Kumbuk (*Terminalia arjuna*), Karanda (*Pongamia pinnata*) and Mee (*Madhuca longifolia*), for the pilot drop.

Sri Lanka loses over 8,000 hectares of forests each year. Our future forests will depend on powerful partnerships that bring creative reforestation ideas to life. This is a project we are ready to document in detail and share with the rest of the world.



Celebrating Global Sustainable Business Wins

Two MAS facilities became the first Sri Lankan companies to win awards at the Global Chemical Leasing Awards in Vienna this month. The awards, launched in 2010, recognize case studies and innovation in chemical leasing, promote the application of innovative business models, and inspire companies and individuals around the globe to innovate for sustainability.

The 2018 award was jointly sponsored and supported by The United Nations Industrial Development Organization (UNIDO), the Austrian Federal Ministry of Sustainability and Tourism (BMNT), the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), the Swiss State Secretariat for Economic Affairs (SECO), the Swiss Federal Office for the Environment (FOEN), and the German Environment Agency (UBA).

<p>SPECIAL INNOVATION Noyon Lanka Gold</p>	<p>CASE STUDIES MAS ACTIVE Linea Intimo Bronze</p>
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From 91 applications considered from 20 countries, Noyon Lanka and MAS Active Linea Intimo emerged winners from Sri Lanka.



Taking the Oceans Project to the Next Level

We started the oceans project in 2016 after witnessing a trail of trash our beaches that put us to shame. Throughout the years, we have grown by partnering with the Sri Lanka Navy and Beira Group to establish PET plastic collection centers along Sri Lanka's coastline with the purpose of managing these fugitive plastics.

In 2018, the focus of this project was to increase public awareness of mismanaged plastics and how to properly manage plastics before they end up in the ocean. With this aim, we conducted a series of coastal cleanups together with the general public to take this message out.

The first line round of beach cleanups were conducted in March 2018 in the Negombo and Waikkal coastal areas, partnering with Negombo Hoteliers Association and the community. We were able to divert 0.5 tons of plastics, 0.5 tons of glass waste and close to 10 tons of mixed waste.

The second round was conducted to celebrate World Environmental Day. Armed with a powerful purpose, biodegradable gloves and bags, 1,500 volunteers from MAS, Sri Lanka Navy and the coastal community unleashed themselves on 13 of the dirtiest beaches around Sri Lanka in one weekend - on a mission to clear our beaches from trash in line with World Environmental Day.

Together, we collected 9,000 kg of plastic, polythene and a whole lot more that would have otherwise ended up in the ocean, from 25km of coastline.

Adding to this, in 2018, Beira Group established the "EcoSpindle" facility, a factory fully equipped to convert PET plastic waste into yarn. This new development paved the way for MAS to explore a new avenue: clothing made from 100% recycled yarn that is 100% Sri Lankan.

ALIGNMENT TO THE 10 PRINCIPLES

Initiatives Policies and Processes

MAS DNA	P1	P2	P10		
Persons with Disabilities interventions	P6				
Supporting Women in the Workplace	P6				
Thriving Communities	P1	P2	P8		
Compliance and Certifications	P1	P2	P3	P10	
Compensation and Benefits	P2				
TL/GL Programmes	P6				
Our People	P1	P2	P3	P4	P5
Water, Chemical & Waste Management	P7				
Energy Management System	P7	P9			
Biodiversity Initiatives	P8	P9			
ZDHC	P8				

ANNEXURES

Annexure 1

PROGRAMME NAME	NO OF PROGRAMS	IMPACT NO -FEMALE	IMPACT NO - MALE	PARTICIPATION HOURS
Leadership Development				
Employee Induction	39	2,255	360	142.7
GBC Retreat	2	36	10	32.0
Leadership Training for Empowered Women	1	58		16.0
Motivational Speech by an External Facilitator	5	1,840	2,251	20.5
Motivational Speech by an Internal Facilitator	1	25	2	2.0
Out Bound / Leadership / Team building	20	567	221	244.5
Positive Thinking	26	16,326	2,377	2,698.0
Presentation Skills	4	57	16	35.0
Soft Skill Development	12	352	62	202.5
Speech Craft Programme	8	42	64	20.0
Career Guidance Programme	30	620	130	81.0
Time Management	1	450	0	2.0
Language & IT Skills				
Diploma in English Language (Corporate WGB)	1	40		104.0
Diploma in English Language (SBU Level)	4	43	22	66.0
Communication Skills	15	214	87	30.0

Computer/IT	10	235	101	74.5
Education Fair	3	4,500	1,000	25.0
English Language	31	558	141	82.9
Diversity & Inclusion in the Workplace				
Disability Inclusion Training	5	39	29	34.0
Training for Differently Abled Employees	3	22	24	16.0
Breaking the stereotypical job roles				
Female Cutters Training	1	2	0	7.0
Female End Line Printer Training	6	6	0	5.5
Female Mechanical Training	2	2	2	13.0
Female Technician Training	4	42	2	25.0
Other				
End Controller Training (Printing)	2	1210	200	3.0
Abhimani Training & Coaching Sessions	3	47	7	10.5
Basic Incentive Process	1	2,840	320	1.0
Behavioral Based Safety Training	2	19	71	70.0
Total	242	32,447	7,499	4,063.5

Annexure 2

PROGRAMME NAME	NO OF PRO-GRAMS	IMPACT NO FEMALE	IMPACT NO MALE	PARTICIPATION HOURS
Health & Well-Being Activities				
Alcohol, Drugs & Tobacco Prevention	3	2,880	445	6.5
Anger / Stress / Mental Health & Well-being	19	5,670	982	28.5
Awareness on Mental Disorders	1	20	0	1.0
Awareness Programme for Prevent Dengue	4	965	296	10.0
Ayurvedic Clinic / Camp / Check-Up	3	2,370	1,500	22.0
Balance Diet / Nutrition / Obesity	10	7,117	1,970	18.5
Blood Donation Camp	11	995	727	72.0
Breast Cancer	27	32,643	12,616	148.5
Breast Cancer (Aloka By Intimates Division)	37	33,790	11,026	63.1
Cancer Check-Up	5	175	0	20.5
Cervical Cancers	1	70		2.0
Communicable Diseases	4	4,890	970	6.5
Counseling	44	7,436	612	103.0
Dental Clinic / Camp / Check-Up	8	349	58	79.0

Diabetes	1	2,840	330	1.0
Eye Clinic / Camp / Check-Up	7	1,536	737	583.0
Happy Family Life	15	5,880	3,243	46.0
HIV & AIDS	3	4,359	1,069	4.0
Medical Clinic / Camp / Check-Up	33	3,262	564	116.0
Personal Hygiene, Grooming & Etiquette	9	5,926	875	271.0
Sexually Transmitted Diseases (STDs)	1	45		2.0
Skin Clinic / Camp / Check -Up	3	564	25	10.5
Yoga Session	5	468	457	8.7
Zumba Session	7	428	6	15.5
Child Care and Family Well-Being				
Child Abuse	1	2,000	500	1.0
Child Care and Development	9	7,549	1,019	18.5
Day Care / Creche Facility	14	758	10	37.5
Early Marriages & its consequences	1	50	1	4.0
Family Planning/ Reproductive Health	8	8,737	1,022	17.5
Pregnant Mothers Clinics	23	780	4	55.0
Support for Breastfeeding in the Workplace	1	26		2.0

Domestic Violence	8	9,576	2,027	55.5
Finance Management	10	5,171	1,011	23.3
Gender Sensitivity Training	15	2,118	1,121	67.8
Legal Requirements	24	17,365	3,019	74.5
Motivational Speech by an External Facilitator	6	2,882	,1901	9.5
Motivational Speech by an Internal Facilitator	6	1,922	507	10.0
Positive Thinking to Family	2	3,028	322	1.5
Employee Engagement Activities				
Bakthi Geetha Programme	5	831	112	13.5
Bodi Pooja / Bana Program	5	857	306	8.0
Christmas Day Celebrations	7	4,819	1,772	20.0
Family Day	5	1,612	462	15.5
Fundraising Activity	2	25	0	7.0
Donation Activity	5	225	35	9.0
International Children's Day Celebration	2	1,050	300	8.0
International Mother's Day Celebrations	2	3,100	640	3.0

International Women's Day Celebrations	23	21,470	4,295	111.0
New Year Celebrations	13	8,331	2,736	49.0
Product Promotions or Sales	18	18,460	4,340	119.0
Social Media	3	9,790	330	7.0
Thai Pongal Day Celebrations	1	18	6	0.5
Vesak Day Celebrations	1	10	2	0.0
World Environment Day	2	18	20	5.0
Pink Ribbon Day	1	2500,	1,600	1.0
Other				
Abhinandani Training & Coaching Sessions	1	10	5	1.5
Awareness Session for Differently Abled Employees	4	23	21	21.5
Library Development Programs	3	1,873	596	12.0
TOTAL	492	261,662	68,550	2,427.7

Annexure 3

The following figure depicts the increasing engagement of our employees over the years.

YEAR	STATUS	COUNT
2014	Total Applicants	2,053
	Semi Finalists	434
	Finalists	250
2016	Total Applicants	700
	Semi Finalists	341
	Finalists	258
2018	Total Applicants	2,515
	Finalists	567

Annexure 4

Skill Development Activities

PROGRAMME NAME	NO OF PROGRAMS	IMPACT NO FEMALE	IMPACT NO MALE	PARTICIPATION HOURS
Abhinandani Talent Show Related Activities				
Abhinandani Launch	4	7,780	595	5.0
Abhinandani Promotional Activities	9	4,602	1,100	18.5
Abhinandani Semi Final Selections - SBU level	7	177	44	23.0
Abhinandani Training & Coaching Sessions	25	224	127	95.5
Entrepreneurship Development				
Entrepreneurship Programme	3	69	18	8.5
Arts & Craft Training	25	477	0	52.0
Beauty Culture Training	8	459	6	22.0
Culinary Classes	5	225	9	19.0
Curtain Stitching	2	88	0	6.0
Dress Making / Sewing Course	13	802	0	28.0
Handbag manufacturing Class	2	113	0	4.0
Saree Dressing / Saree Painting / Saree Blouse Making	3	147	1	13.0
Shoe Manufacturing Class	3	51	2	11.5
Soft Toys Making Class	1	50	3	60.0
Tailoring Training	2	99	1	11.0
Training Programme - Compering	1	9	2	6.0
Sports Activities				
Athletic Meet	8	30	11	51.0
Athletic Meet - Taekwondo Practices	1	10	5	1.5
Badminton Training	2	2	18	5.0

Cricket Tournaments	3	196	432	12.5
Kabaddi Tournament	1	6	0	3.0
Netball Tournament	1	12		2.0
Netball Training	1	15	0	1.5
Rugby Training	1	1	0	24.0
Sports Day	3	151	100	10.0
Swimming Training	1	0	20	1.5
Volleyball Tournament	4	46	57	19.0
Volleyball Training	3	35	24	6.5
Aesthetic Skills				
Creative Writing Competition	2	46	5	12.0
Dancing Class / Music & Singing	23	278	103	118.0
Drama & Theater	3	15	12	5.0
Other				
Driving License	9	668	102	40.0
Firefighting Training	1	10	8	0.5
First Aid Training	2	4,280	520	3.0
Motivational Programme to improve skills	1	638	220	4.0
Self Defense	7	1202	19	15.0
Total	190	23,013	3,564	717

Rewarding Excellence Activities

PROGRAMME NAME	NO OF PROGRAMS	IMPACT NO FEMALE	IMPACT NO MALE	PARTICIPATION HOURS
Abhinandani - SBU / Divisional / Final Level Recognition Activities	22	495	320	75.8
Abhimani Winners Recognition / Felicitations - SBU Celebrations	5	4,938	1,650	5.5
Competitions				
Art Competition	27	7,200	2,940	168.5
Culinary Competition	3	49	13	6.0
Dancing / Singing / Drama / Music Competition	2	221	82	10.0
Debating Competition	2	6	6	2.0
English Speech / Comprehension Competition	2	17	11	3.0
Handicraft Competition	5	241	2	49.0
Puzzle Competition	1	5	0	0.5
Singing Competition	9	171	106	58.0
Other				
EWY Alumni Recognition	7	175		7.0
Art and Craft Exhibition & Sale	4	95	1	22.0
Avurudu Pola	4	2611	483	46.0
Diriya Pola	23	15,466	6,750	205.0
Employee Recognition	17	9,136	2,525	2,645.5
Total	133	40,826	14,889	3,303.7

Annexure 5

Branding and Promotional Activities

The Women Go Beyond (WGB) logo was refiled for registration in the US as a trademark.

PROGRAMME NAME	NO OF PROGRAMS	IMPACT NO FEMALE	IMPACT NO MALE	PARTICIPATION HOURS
Corporate Newsletters	2	3005	500	4.0
Divisional / SBU Level Newsletters	3	9000	1500	9.0
Employee Induction	1	240		18.0
Management Meeting / JCC Meeting / GBC Meeting	6	119	51	18.5
Notice Board - Women Go Beyond	11	3355	581	11.5
Open Day - School Children / Community	4	130	81	8.5
Women Go Beyond Launch	2	190	158	1.5
Women Go Beyond Promotional Activities	28	30172	2644	156.5
Total	57	46211	5515	227.5

Annexure 6

Definitions

CATEGORY OF INTERVENTION	SUB CATEGORY	DEFINITION
Education - Activities related to receiving and or giving systematic instruction, especially attached to educational institutes.	Capacity Building	Programmes done to develop & strengthen the skills, knowledge & attitudes related to Education. They should have a clear impact measurement of the outcome (quantitative/qualitative)
	Infrastructure	Constructing/providing physical structures or facilities such as Equipment & large scale materials, for the public use of the school/training facility/educational institute. The impact measurement should ideally be quantifiable.
Health - Activities with regard to prevention or mitigation of any illness or injury.	Capacity Building	Programmes done to develop & strengthen the skills, knowledge & attitudes related to Health. It should have a clear measurement of outcome (Quantitative/Qualitative)
	Wellness	Programmes done to uplift well-being, maintain good health and prevent possible health risks.
	Infrastructure	Constructing/providing physical structures or facilities such as equipment & large scale materials, for the public use of health services. The impact measurement should ideally be quantifiable.
Sports- Activities supporting games involving physical exertion and skill in which an individual or team competes against another or others for entertainment.	Capacity Building	Programmes done to develop & strengthen the skills, knowledge & attitudes related to sports. They should have a clear measurement of the outcome (quantitative/qualitative)
	Infrastructure	Constructing/providing physical structures or facilities such as equipment & large scale materials, for the public use for sports. Measurement of the outcome can be appreciation or increased goodwill.

Local Connect - Activities related to community goodwill stemming from community needs based on their requests. These can be small scale donation/short-term, one-off capacity building or infrastructure activities that cannot belong to other four categories. Outcome can only be measured from the increase in goodwill or the number of people impacted.	Capacity Building	Programmes done to develop & strengthen the skills, knowledge & attitudes related to community goodwill. Measurement of the outcome can be appreciation increased goodwill or the number of people impacted.
	Infrastructure	Constructing/providing physical structures or facilities such as Equipment & large scale materials, for public use. Measurement of the outcome can be the appreciation increased goodwill or the number of people impacted.
	(Donations)	Can include all forms of <ul style="list-style-type: none"> · Individual donations (monetary or any kind) · Small scale donations of which you cannot measure the impact (can be related to Health, Education & Sports) · Religious activities · Charity activities done with the purpose of building/maintaining/improving relationships within the locality & suburbs.
Nation-Mindedness- Activities done to a wider community outside the local operating community or on request of the state directly to the company for an activity of national importance/reach	Disaster relief	Activities done to rescue/overcome/prevent/mitigate national-level natural/accidental/man-made disasters and catastrophes.
	State-run programmes	Programmes that serve a greater national purpose On the request made by a state authority/party or state-run organization With the scale of national importance Or to enhance or uplift the standards of the nation as a whole
Environmental Initiatives		Programmes addressing environment related issues (environmental conservation/protection, enhancing diversity) where the end beneficiary is the environment itself.