



# HUMAN CAPITAL

## MANAGEMENT APPROACH

Our people are our greatest asset, and our management approach focuses on fostering a diverse, engaged, and high-performing workforce. We are dedicated to providing a safe and supportive work environment, continuous learning and development opportunities, and clear career progression paths. This is operationalised through structured recruitment, comprehensive training programmes, performance management systems, and employee well-being initiatives. We monitor our progress through employee turnover rates, average training hours per employee, and the results of our employee engagement surveys, striving to be an employer of choice in the Sri Lankan insurance sector



### Kandyan Dance

Behind every powerful leap and rhythmic step in Kandyan dance are years of discipline, mentorship, and dedication. What appears effortless on stage is the result of training, resilience, and belief in one's craft. Human capital is no different. It is nurtured through opportunity, shaped by experience, and strengthened by guidance. When people are empowered to grow, they carry forward not just skill, but confidence, purpose, and collective strength.

Successful **Cultural Integration & Talent Retention** Post-Acquisition

Strategic **Digital & AI Transformation** of the Workforce

## VALUE DRIVERS TO STRATEGIC IMPACT

### GOVERNANCE FRAMEWORK



#### Strategic Capital Infusion

- Governance of human capital



#### Value Addition Mechanisms

- Our mission driven workforce



#### Performance Milestones

- Strategic Talent Resourcing, Retention and Refinement
- Employee well-being, Voice and Relations
- Diversity, Equity and Inclusion



#### Strategic Impact

- Leadership Trust
- Future-Ready Leadership
- Strategic Integration Success
- Organisational Performance

**1. GOVERNANCE OF HUMAN CAPITAL.**

Human capital governance at SLI operates within an integrated People Governance Framework aligned with corporate strategy, enterprise risk management, and long-term value creation. The Board of Directors and the Managing Director provide strategic oversight and review and approve key HR policies, ensuring alignment with the Company's risk appetite and sustainable growth objectives. Execution is led by the Chief Human Resources Officer (CHRO) through the Human Resources Department (HRD), which manages workforce planning, talent development, succession, culture, and operational HR functions. Digitally enabled systems and analytics support ongoing monitoring and periodic reporting to the Board.

Board-approved policies promote diversity, well-being, and capability development, aligned with International Labour Organisation principles and the United Nations Global Compact. Human capital risks are integrated into the enterprise risk management framework, supported by a zero-tolerance approach to misconduct.

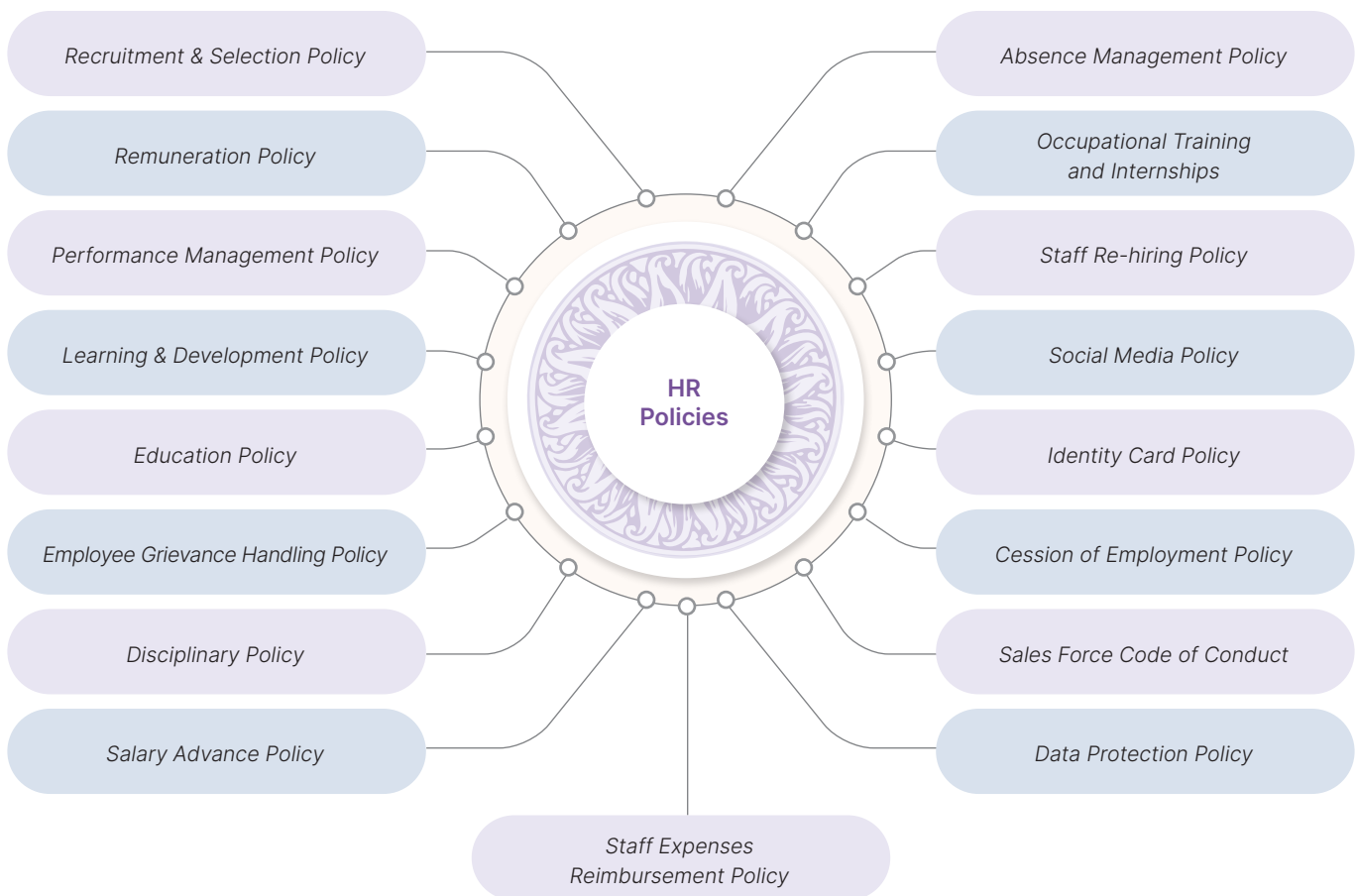
Through this structure, human capital is managed as a strategic asset that strengthens productivity, innovation, and sustainable value creation.

**1.1 Human Resource Policies available at Softlogic Life**

*The commitments are applicable to all employees, management, and the Board of Directors, and extend to all subsidiaries and branches under the Company's operational control <sup>LA</sup>.*

Our company has complied with all Sri Lankan rules and regulations pertaining to employees throughout the year. Crucially, no instances of non-compliance have been documented, and no fines have been assessed for any violations.

We carry out yearly external audits to stop possible non-compliance with HR procedures, and the audit committee is presented with the results. Any suggested improvements are quickly put into practice to improve our procedures.



# HUMAN CAPITAL

## 1.2 Human Resource Practices

While our HR policies establish the governance foundation, our HR practices operationalise these principles across the employee lifecycle as follows.



### ZERO TOLERANCE ON CORRUPTION

As a responsible corporate citizen, the Company adopts a zero-tolerance stance on bribery and corruption, which are incompatible with its values and Code of Conduct. Ethical standards are reinforced through the Staff Handbook, IT Policy and Whistleblowing Policy, supported by ongoing awareness programmes and regular employee communications.

In 2025, the corporation was not subject to any fines or financial penalties for breaking laws and regulations. There were no recorded instances of corruption-related occurrences.



### RESPECTING NON-DISCRIMINATION, LABOUR RIGHTS, AND HUMAN RIGHTS

As stated in our Human Resources Policies, we are dedicated to upholding globally acknowledged human rights standards. This guarantees everyone a safe workplace, equitable representation, and equal opportunities.

Currently, there are no labour union affiliations at SLI.



### CHILD LABOUR AND COMPULSORY OR FORCED WORK

We strictly prohibit child labour and forced labour across all our operations as part of our commitment to upholding the highest ethical labour standards. The Company ensures full compliance with applicable labour laws and promotes fair, safe and respectful working conditions throughout the organisation and across our value chains.

There have been no documented cases of child or forced labour.



### SAFEGUARDING EMPLOYEE HEALTH AND SAFETY

Given the service-oriented nature of our operations, the risk of workplace injury is inherently low. Nevertheless, we maintain a safe working environment through regular safety checks, fire drills, and the provision of appropriate safety equipment, including safety cameras, fire detection and firefighting systems.

Beyond physical safety, we have partnered with a leading consultancy firm to implement an online counselling programme. In addition, all employees are entitled to company-sponsored health and life insurance coverage.

We have also introduced a Health Score application to encourage proactive health monitoring and employee well-being.

*There were no reported workplace fatalities due to workplace injuries. No workplace injuries or work-related illnesses were reported. <sup>LA</sup>*



### HEARING COMPLAINTS FROM EMPLOYEES

Our grievance procedure guarantees that workers' complaints are acknowledged and appropriately addressed. Workers are urged to report problems immediately to the company's management or the Grievance Committee, which is responsible for handling them in accordance with the Grievance Matrix. There is also a whistleblower reporting system in place.

No grievances were reported throughout the year.

### HR RELATED NON COMPLIANCES

Non-compliances are identified through issues raised by employees and other stakeholders in relation to suspected or actual breaches of laws and regulations, Company policies, unethical conduct, fraud, harassment, misuse of authority, data breaches, and other improper practices. Such concerns may be reported through established whistleblowing and grievance mechanisms and are assessed in line with the Company's internal policies and procedures.

*No significant instances of non-compliance with laws and regulations have been reported. <sup>LA</sup>*



## 2. OUR MISSION-DRIVEN WORKFORCE

Below we analyse our workforce diversity and recognition frameworks available within the group.

### 2.1 Workforce Demographics/ Composition

At SLI, all employees are engaged on a full-time basis, with no temporary part-time or non-guaranteed hours employees involved in core operations. Employees are supporting functions across the entire value chain, commencing from customer onboarding through to policy servicing and operational support. Field staff represent the frontline of the organisation, directly engaging with customers and driving business acquisition activities. In addition, certain supervised workers, including cleaning and security personnel, support operational continuity and are engaged through third-party service providers. <sup>LA</sup>

#### Basis of preparation

- Workforce figures are reported as headcount at the end of the reporting period.
- The Company operates solely within Sri Lanka, and no locations have been identified as individually significant given the uniform nature of operations across all sites. <sup>LA</sup>

Table 33: Workforce by type of employment

Employment Type	2025			2024		
	Total	Male %	Female %	Total	Male %	Female %
Employees	1,144 <sup>LA</sup>	65%	35%	944	67%	33%
Field Staff	4,679 <sup>LA</sup>	57%	43%	3,023	64%	36%
Supervised workers	210	6%	94%	149	9%	91%
<b>Total Workforce</b>	<b>6,033</b>	<b>57%</b>	<b>43%</b>	<b>4,116</b>	<b>63%</b>	<b>37%</b>

Table 34: Employee by employment contract

Employment Contract	2025					2024				
	Total	Male	%	Female	%	Total	Male	%	Female	%
Permanent Employment	808 <sup>LA</sup>	499 <sup>LA</sup>	62%	309 <sup>LA</sup>	38%	675	408	60%	267	40%
Probation Employment	134	93	69%	41	31%	86	72	84%	14	16%
Contract Employment	202	148	73%	54	27%	183	148	81%	35	19%
<b>Total Workforce</b>	<b>1,144 <sup>LA</sup></b>	<b>740</b>	<b>65%</b>	<b>404</b>	<b>35%</b>	<b>944</b>	<b>628</b>	<b>67%</b>	<b>316</b>	<b>33%</b>

## HUMAN CAPITAL

Table 35: Employee Composition by region

Gender/Province	Employment type - 2025				Employment type - 2024			
	Fixed Term Contract	Permanent <sub>LA</sub>	Probation	Grand Total <sub>LA</sub>	Fixed Term Contract	Permanent	Probation	Grand Total
Male	499	93	148	740	408	72	148	628
Central	49	13	15	77	37	9	15	61
Eastern	9	3	8	20	3	6	7	16
North Central	15	7	8	30	12	4	6	22
North Western	39	8	17	64	37	3	14	54
Northern	31	10	9	50	12	13	8	33
Sabaragamuwa	20	5	7	32	23	3	15	41
Southern	59	11	18	88	42	5	15	62
Uva	10	3	5	18	8	4	9	21
Western	267	33	61	361	234	25	59	318
Female	309	41	54	404	267	14	35	316
Central	20	1	8	29	22	0	5	27
Eastern	6	1	1	8	6	0	1	7
North Central	5	4	1	10	3	0	1	4
North Western	24	3	2	29	21	1	2	24
Northern	17	2	3	22	8	1	3	12
Sabaragamuwa	15	2	3	20	12	1	3	16
Southern	26	5	5	36	23	0	4	27
Uva	11	0	3	14	6	0	1	7
Western	185	23	28	236	166	11	15	192
Grand Total	808	134	202	1,144	675	86	183	944

Table 36: Employee distribution by age group

Gender/ Age Category	Employment type - 2025				Employment type - 2024			
	Fixed Term Contract	Permanent <sub>LA</sub>	Probation	Grand Total <sub>LA</sub>	Fixed Term Contract	Permanent	Probation	Grand Total
Male	499	93	148	740	408	72	148	628
Below 30	72	26	60	158	68	27	57	152
31-40	184	36	56	276	150	24	58	232
41-50	174	25	28	227	137	16	31	184
Above 50	69	6	4	79	53	5	2	60
Female	309	41	54	404	267	14	35	316
Below 30	141	26	52	219	148	10	32	190
31-40	127	9	2	138	94	3	1	98
41-50	38	5	0	43	24	1	2	27
Above 50	3	1	0	4	1	0	0	1
Grand Total	808	134	202	1,144	675	86	183	944

Table 37: Employee composition by designation

Employee category	2025					2024				
	Total	Male	%	Female	%	Total	Male	%	Female	%
AGM and above	46	43	93%	3	7%	60	41	68%	3	5%
AM and above	428	333	78%	95	22%	368	316	86%	68	18%
Executive	429	229	53%	200	47%	301	143	48%	158	52%
Non-Executive	241	135	56%	106	44%	215	128	60%	87	40%
<b>Total</b>	<b>1,144</b>	<b>740</b>	<b>65%</b>	<b>404</b>	<b>35%</b>	<b>944</b>	<b>628</b>	<b>67%</b>	<b>316</b>	<b>33%</b>

\*AM – Assistant Manager \*AGM – Assistant General Manager

100% of Senior Management\*\* is hired from the local community\*\*, demonstrating our commitment to strengthening local expertise within the industry. <sup>LA</sup>

\*\* Local community – within Sri Lanka; Senior Management - AGM and above <sup>LA</sup>

The significant increase in employee headcount during the reporting period is primarily attributable to the acquisition of Softlogic Life Insurance Lanka Limited, which resulted in the inclusion of 394 employees to SLI. <sup>LA</sup>

Table 38: Board composition and diversity

Age category	2025					2024				
	Total	Male	% <sup>LA</sup>	Female	% <sup>LA</sup>	Total	Male	%	Female	%
31-50 Years	1	1	100%	0	0%	1	1	100%	0	0
51-60 Years	2	1	50%	1*	50%	5	4	80%	1	20%
61-70 Years	5	5*	100%	0	0%	2	2	100%	0	0
<b>Total No of Directors</b>	<b>8</b>	<b>7</b>	<b>87.5%</b>	<b>1</b>	<b>12.5%</b>	<b>8</b>	<b>7</b>	<b>87.5%</b>	<b>1</b>	<b>12.5%</b>

\*SLI has 2 foreign directors in Age category 51-60 and 61-70.

## 2.2 Skills, Qualifications and Expertise

Softlogic Life’s innovative business model sets a high benchmark for organisational talent, prioritising individuals who embody core values of Innovation, Integrity, and Dynamism. Our HR strategy is built on a foundation of Strategic Recruitment and Robust Knowledge Management, ensuring that our team possesses the critical competencies required for sustained market leadership.

**PROSPECTIVE CANDIDATE PROFILE**

- Digital Proficiency: Capability to navigate and leverage AI-driven ecosystems.
- Agile Mindset: The ability to thrive in a "Lean and Fast" environment and respond to disruptive industry trends.
- Customer-Centricity: Ensuring every interaction aligns with our mission to enhance the quality of Sri Lankan lives.

By integrating these priorities into our talent acquisition framework, we ensure that every new hire is a "Future-Ready" contributor to our high-performance culture

## HUMAN CAPITAL

### 2.3 Rewards Framework

At SLI, pay transparency is a fundamental pillar of our commitment to equity and fairness within the workplace. This approach strengthens our employer value proposition and supports our ability to attract, engage and retain high-calibre talent.

To ensure external competitiveness, we periodically conduct market benchmarking exercises and align our remuneration structures and benefits accordingly. Our reward strategy is closely integrated with our talent management framework, reinforcing a strong performance-driven culture across the organisation.

The remuneration framework is built on principles of fairness and objectivity, considering cost of living considerations, industry benchmarks, internal pay equity, overall business performance, and individual or team contributions. In line with our equal opportunity policy, all remuneration and benefits practices are free from discrimination based on gender, age, ethnicity and region or any other non-performance-related factor. The Group maintains pay equity across genders with the ratio of basic salary and total remuneration between *male and female employees being 1:1* <sup>LA</sup> for comparable roles and responsibilities.

Beyond statutory and regulated benefits, the Group offers a comprehensive suite of role-based, monetary and non-monetary benefits designed to support the holistic well being, engagement and long-term development of our employees.

#### MONETARY BENEFITS <sup>LA</sup>

- Market-Leading Remuneration
- Performance-Linked Bonuses
- Fringe Benefits - Educations Reimbursement and Financial Assistance
- Paid Time Off
- Post-Employment Financial Security (EPF, ETF, Gratuity)
- Comprehensive Medical Insurance

#### NON MONETARY BENEFITS <sup>LA</sup>

- Holistic Health, Safety & Mental Well-being
- Job Security and Enrichment
- Flexibility
- Future-Ready Career Development and Training Opportunities
- Agile Flexibility & Work-Life Harmony
- Employee Empowerment
- Parental leave
- Employee Grievance Handling

### KEY PERFORMANCE INDICATORS (KPI)

#### Gross remuneration per employee (Mn)



#### EPF Contribution (Mn)



#### ETF Contribution (Mn)



#### DEFINE BENEFIT PLAN

The Group provides employee define benefits plan in accordance with applicable labour regulations. These benefits are funded through the Company's operational resources, and no separate or independently administered benefit fund exists.

#### Defined benefit plan contribution (Mn)



#### Gratuity Paid (Mn)



### 3. EMPLOYEE VALUE CREATION PROCESS

Our value creation framework defines how we leverage the collective initiatives and passion of our people to deliver superior stakeholder outcomes. By aligning strategic talent initiatives with our core mission, we transform human potential into high-impact performance, fuelling sustainable growth, driving insurance innovation, and ensuring the long-term resilience of Softlogic Life.

### 3.1 Strategic Talent Resourcing, Retention and Refinement

Strategic talent acquisition, retention, performance and development, and proactive succession planning constitute the fundamental pillars of our Human Capital value creation model.

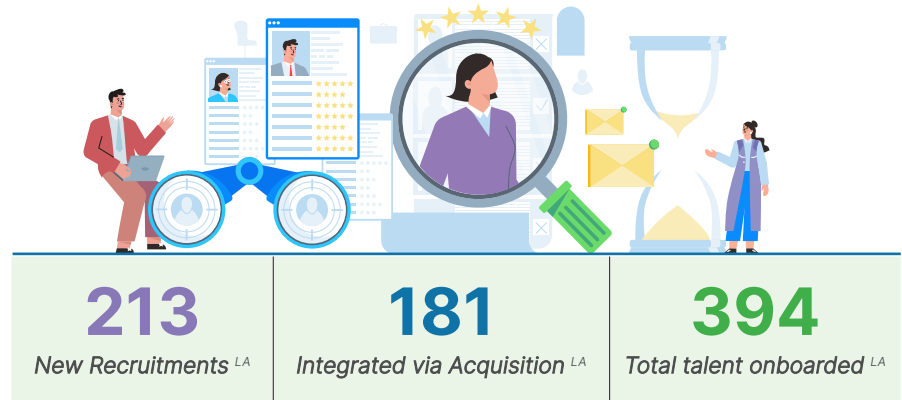
#### 3.1.1 Strategic Talent Resourcing

Our approach to talent reaches beyond traditional hiring; it is a rigorous identification process designed to secure professionals who possess both the technical competencies and the cultural alignment necessary to drive our purpose-driven mission. By synchronising our recruitment architecture with our long-term organisational goals, we ensure a sustainable pipeline of future-ready

leaders. Following section delineates our multi-faceted recruitment framework and its alignment with our core values.

#### Talents Onboarded During the Year

During the financial year 2025, the Company's workforce expanded through two distinct channels: new recruitment initiatives and the integration of employees through newly acquired subsidiary.



#### Recruitment process



Table 39: Age Profile of Newly Onboarded Employees

Employee category	2025 <sup>LA</sup>						2024					
	Total	Male	%	Female	%	Age mix	Total	Male	%	Female	%	Age mix
30 or below	168	69	41%	99	59%	43%	135	67	50	68	50	60
between 31-40	118	81	69%	37	31%	30%	47	39	83	8	17	21
between 41-50	92	75	82%	17	18%	23%	35	31	89	4	11	16
above 50	16	14	88%	2	13%	4%	7	7	100	0	0	3
<b>Total - New Recruitments</b>	<b>394</b>	<b>239</b>	<b>61%</b>	<b>155</b>	<b>39%</b>	<b>100%</b>	<b>224</b>	<b>144</b>	<b>64</b>	<b>80</b>	<b>36</b>	<b>100</b>

In our organisation, nurturing young talent remains a cornerstone of our talent acquisition strategy, reflecting our commitment to building a strong foundation of future leaders. In 2025, a significant 73% of our newly added employees were under the age of 40. This approach ensures that fresh perspectives and diverse skill sets are continuously integrated into our cultural framework, enabling us to cultivate the next generation of leaders equipped to drive sustainable growth and success in the years to come.

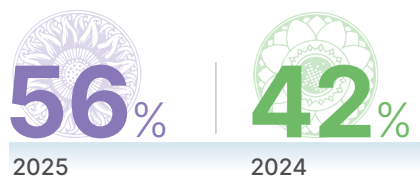
## HUMAN CAPITAL

Table 40: Region and Gender Profile of Newly Onboarded Employees

Province	2025 <sup>LA</sup>						2024					
	Total	Male	%	Female	%	Mix	Total	Male	%	Female	%	Mix
Central	37	29	78%	8	22%	9%	24	17	71	7	29	11
Eastern	17	13	76%	4	24%	4%	17	13	76	4	24	8
North Central	20	13	65%	7	35%	5%	7	6	86	1	14	3
North Western	30	23	77%	7	23%	8%	15	9	60	6	40	7
Northern	41	27	66%	14	34%	10%	22	17	77	5	23	10
Sabaragamuwa	23	12	52%	11	48%	6%	18	12	67	6	33	8
Southern	47	33	70%	14	30%	12%	17	8	47	9	53	8
Uva	24	14	58%	10	42%	6%	10	8	80	2	20	4
Western	155	75	48%	80	52%	39%	94	54	57	40	43	42
<b>Total</b>	<b>394</b>	<b>239</b>	<b>61%</b>	<b>155</b>	<b>39%</b>	<b>100%</b>	<b>224</b>	<b>144</b>	<b>64</b>	<b>80</b>	<b>36</b>	<b>100</b>

In 2025, our recruitment efforts demonstrated a balanced and inclusive approach, with representation across all provinces in Sri Lanka. This approach highlights our commitment to driving economic growth and providing employment opportunities throughout the country, beyond the traditionally dominant regions.

### Quality per hire



### Quality per hire

One of the key metrics we use to confirm our talent acquisition approach is Quality of Hire. By concentrating on hiring top talent, we make sure that each new hire not only satisfies our exacting requirements but also acts as a sustained catalyst for our strategic goals.

#### 3.1.2 Talent Retention

Our Employee Value Proposition plays a pivotal role in attracting and retaining top talent, clearly articulating the benefits, opportunities and career pathways offered in return for the contributions our employees make to the Group's success.

This proposition is reinforced through a supportive and flexible work environment, a strong culture of transparency and equal opportunity, comprehensive wellness initiatives, employee engagement programmes and competitive, performance-linked remuneration policies.

#### A. Internal Talent Mobility

Our 2025 Employee Value Proposition functions as a dynamic ecosystem designed to harmonise individual aspirations with Softlogic Life's strategic growth. Central to this is our Internal Talent Mobility framework, which empowers our people to pursue cross-functional career pathways and lateral transitions, transforming traditional roles into lifelong professional journeys.

#### B. Frontline Retention Initiatives

In response to industry-wide frontline volatility, we deployed a Strategic Workforce Stabilisation Framework

specifically designed to anchor our island-wide branch network. This multi-pronged initiative focuses on transforming our branch staff into a permanent, highly skilled talent pool through integrated Technical Competency Frameworks and immersive product mastery sessions. To facilitate seamless cultural integration, we institutionalised a Formal Mentorship Program for all new recruits, bridging the gap between onboarding and high-performance. By shifting from a transient staffing model to a localised, career-centric approach, we have significantly mitigated attrition, ensuring that our customer-facing teams possess the depth of knowledge and organisational loyalty required to drive sustainable growth across every province.

As a result of our focused retention strategy, we successfully improved employee retention levels while reducing overall attrition during the reporting period.

Table 41: Service period analysis

Employment Type	2025		2024	
	Total	%	Total	%
Below 5 years	638	56%	560	59%
5-10 years	324	28%	240	25%
11-15 years	115	10%	93	10%
More than 15	67	6%	51	5%
Total Employees	1,144	100%	944	100%

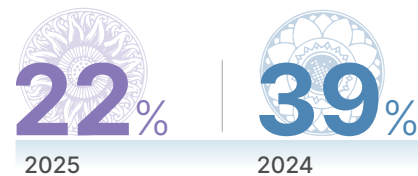
As of 2025, a significant proportion of our workforce brings long-standing organisational experience, with 16% of employees having completed over 10 years of service. The presence of a well-established and experienced employee base enhances stability, strengthens mentorship capabilities, and supports sustained business performance.

By prioritizing internal progression and transparency, we have fostered a resilient workforce characterised by mutual loyalty, a commitment evidenced by our record of **zero involuntary dismissals of employees** throughout the year.

Employee Retention

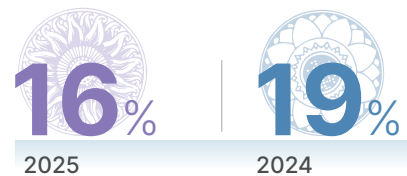


Employee attrition



SALES

Employee attrition



NON-SALES

Employees of the subsidiary acquired in November 2025 have been excluded from the attrition and retention rate calculations to ensure fair comparison.

SLI continues to take proactive measures to address emerging workforce challenges. During the reporting period, several targeted initiatives were implemented to specifically address attrition within the sales workforce. As a result of these focused interventions, the Company successfully reduced the attrition rate compared to the previous year.

Table 42: Employee resignation by age group

Age category	2025 <sup>LA</sup>					2024				
	Total	Male	%	Female	%	Total	Male	%	Female	%
30 or below	84	35	42%	49	58%	116	69	59%	47	41%
between 31-40	53	42	79%	11	21%	73	51	70%	22	30%
between 41-50	51	44	86%	7	14%	57	49	86%	8	14%
above 50	7	7	100%	0	0%	18	17	94%	1	6%
Total	195	128	66%	67	34%	264	186	70%	78	30%

## HUMAN CAPITAL

Table 43: Employee turnover by region

Province	2025 <sup>LA</sup>					2024				
	Total	Male	%	Female	%	Total	Male	%	Female	%
Central	18	11	61%	7	39%	23	20	87%	3	13%
Eastern	14	10	71%	4	29%	29	20	69%	9	31%
North Central	8	7	88%	1	13%	11	10	91%	1	9%
North Western	12	10	83%	2	17%	16	15	94%	1	6%
Northern	17	11	65%	6	35%	21	16	76%	5	24%
Sabaragamuwa	13	9	69%	4	31%	14	10	71%	4	29%
Southern	15	13	87%	2	13%	20	10	50%	10	50%
Uva	16	14	88%	2	13%	16	12	75%	4	25%
Western	82	43	52%	39	48%	114	73	64%	41	36%
<b>Total</b>	<b>195</b>	<b>128</b>	<b>66%</b>	<b>67</b>	<b>34%</b>	<b>264</b>	<b>186</b>	<b>70%</b>	<b>78</b>	<b>30%</b>

Moreover, SLI offers structured internship opportunities to support young talent entering the workforce.

### C. Internships

Our internship programme serves as a transition assistance initiative, supporting matriculants and graduates as they move from academic life to the professional work environment. It provides practical industry exposure and structured guidance to help them build essential workplace skills and career readiness.

During 2025, we onboarded 53 interns, with 2 high-performing individuals transitioning into permanent roles. This disciplined approach to talent development strengthens our internal succession pipeline while reinforcing our commitment to building a sustainable, future-ready workforce.

Through our “EDGE” internship development programme series, interns were equipped with essential technical and behavioural competencies, enhancing their market readiness and preparing them to confidently navigate future challenges.



### D. Strategic Succession Management & Leadership Development

Our succession planning framework is designed to identify and cultivate high-potential internal talent, ensuring seamless continuity in leadership and critical functional roles. This proactive approach bolsters organisational resilience and drives sustainable innovation. By providing clear pathways for career mobility, we foster a culture of high engagement

and intrinsic motivation. A testament to this framework's success in 2025 was the appointment of a key Executive Management member. Having demonstrated exceptional capability in an interim capacity within our second-tier management, her permanent promotion underscores the effectiveness of our robust leadership development and bench-strength strategies.

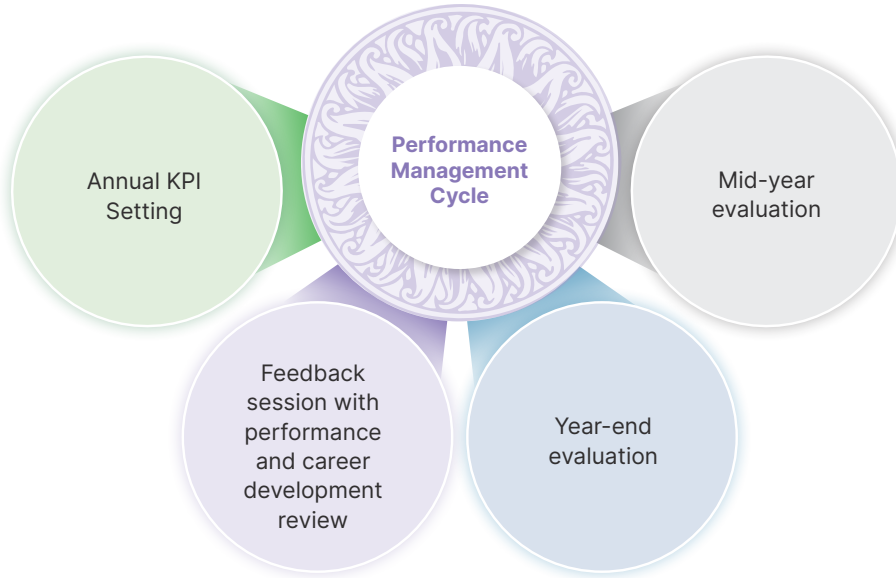
### 3.1.3 Talent Refinement

#### A. Performance Driven Culture

Our robust performance management ecosystem is a core driver of organisational success and sustainable value creation, strategically designed to align individual contributions with our corporate objectives, ensuring a future-ready and engaged workforce for all stakeholders. Our strategic framework for performance excellence is built on continuous feedback and measurable outcomes, beginning with annual KPI alignment and progressing through regular one-on-one meetings, mid-year reviews, and end-of-year evaluations, which include mutually agreed-upon performance ratings. To proactively identify and address capability gaps,

we conduct annual capability assessments, ensuring our talent pool remains agile and equipped to meet future market challenges. This integrated approach elevates employee engagement and morale and provides the necessary strategic guidance and resources for our people to consistently meet and exceed their performance objectives.

**SLI Performance Management Process Cycle**



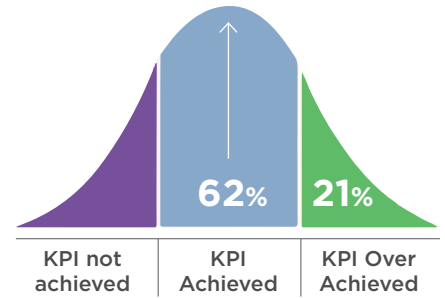
This achievement reflects the effectiveness of our performance management framework, structured goal-setting processes, and continuous employee development initiatives.

**B. Learning and Competency Development**

Softlogic Life remains dedicated to cultivating a high-performance culture through a strategic focus on continuous learning and innovation. By integrating a blended development architecture ranging from digital micro-learning to executive mentorship, we proactively address competency gaps and drive organisational excellence. Our comprehensive framework is meticulously calibrated to balance immediate operational needs with long-term strategic imperatives, ensuring our workforce remains digitally proficient and future-ready to navigate a dynamic market landscape.

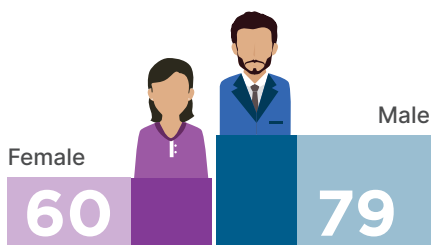
Table 44: Employees participated to performance evaluation. <sup>LA</sup>

Category	Male	% of total employee	Female	% of total employee	Total participated
AGM and above	37	3%	3	0%	40
AM and above	225	20%	69	6%	294
Executive	144	13%	149	13%	293
Non-Executive	93	8%	44	4%	137
<b>Total</b>	<b>499</b>	<b>44%</b>	<b>265</b>	<b>23%</b>	<b>764</b>



**67%** of Employee participated for the Evaluation

**Staff Promoted**



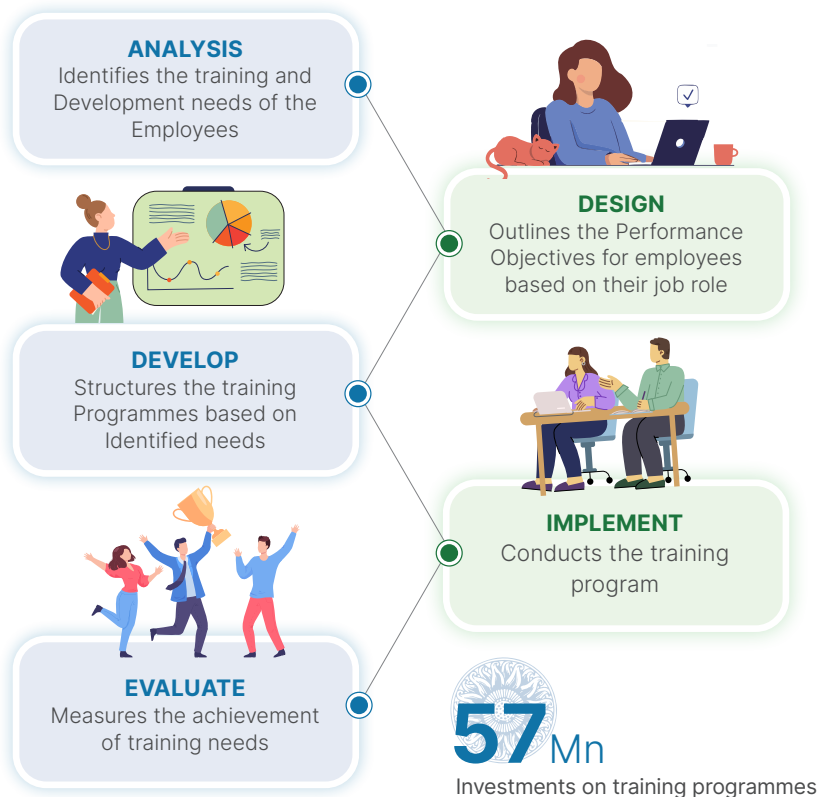
**Performance Alignment & Workforce Capability**

We have cultivated a highly skilled and performance-driven workforce aligned with our strategic objectives. During the year, 83% of employees successfully achieved their Key Performance Indicators (KPIs), demonstrating strong alignment between individual accountability and organisational priorities.



## HUMAN CAPITAL

Figure 5: Training and development process



The Company implemented structured training and development programmes during the year to enhance employees' technical expertise, leadership capabilities, and overall professional competencies.

SLI provides employees with opportunities to participate in external training programmes and industry forums, while also conducting structured internal training initiatives based on identified organisational and functional requirements. This blended learning approach ensures continuous capability enhancement aligned with both strategic priorities and individual development needs.

Table 45: No of hours invested in external training programmes <sup>LA</sup>

External Training Programmes	No. of Hours
Digital, Technology & Innovation	132
Finance, Accounting & Regulatory Excellence	141
Industry & Professional Engagement	8
Insurance & Actuarial Expertise	764
Leadership & Talent Development	142
Risk, Compliance & Governance	427
<b>Grand Total</b>	<b>1,613</b>

**Table 46: No of hours invested in internal Training Programmes**

External Training	No. of Hours
Induction & Onboarding Programmes	484
Leadership Development	485
Personal Effectiveness & Behavioural Development	1,444
Product & Business Knowledge	1,001
Specialised Session	130
Technical & Digital Skills Development	406
<b>Grand Total</b>	<b>3,949</b>

The allocation of training hours reflects the evolving demands of the current operating environment, characterised by heightened regulatory scrutiny, and increasing market competition. The significant investment in Insurance & Actuarial Expertise, Risk & Compliance, and Digital & Technical Skills underscores our commitment to strengthening core business capabilities while enhancing governance and digital resilience. Internally, the emphasis on Personal Effectiveness, Product Knowledge, and Leadership Development aligns with the need to drive performance, customer-centricity, and operational excellence in a dynamic and digitally transforming industry.

**C. New skill set acquired through our AI Roadmap**

Following the successful integration of Copilot and the completion of our comprehensive AI training modules, SLI has established a dedicated AI Team covering all support functions of the Group. This team is tasked with translating AI proficiency into operational excellence. Their primary outputs and current initiatives are summarised below:

- Strategic Roadmap Execution: Formalised a multi-phase AI integration strategy that prioritises high-impact business functions for AI-driven transformation.

- Operational Efficiency Gains: Identified and began automating routine departmental workflows, significantly reducing time spent on administrative tasks and "drudge work".
- Enhanced Decision-Making Frameworks: Developed internal protocols for using AI-powered predictive analytics to improve the speed and accuracy of data-driven business decisions.
- Cross-Functional Innovation Hub: Created a centralised knowledge repository for employees to share custom prompts and successful AI use cases, fostering a culture of continuous peer-to-peer learning.

**3.2 Employee Well-being, Voice and Employee Relations**

The Company is committed to providing a safe, inclusive, and supportive work environment that promotes employee well-being and positive employee relations. Employee well-being and workplace safety are treated as integral components of organisational sustainability and long-term value creation.

**3.2.1 Employee Well-being**

**A. Employee mental health** <sup>LA</sup>

SLI conducted a Mental Health and Well-being Survey during the year to assess employee wellness and identify

areas requiring focused support. Awareness sessions were delivered, and confidential counselling services were made available to all employees through an independent third-party provider, Happy Mind, ensuring professional and secure psychological support. By partnering with a trusted third party to ensure 100% anonymity, we empowered our workforce with 24/7 access to high-impact wellness tools such as Yoga, Meditation, Journaling, and expert-led Webinars.

**B. Promoting preventive health** <sup>LA</sup>

All employees were provided with access to the HealthScore app, enabling them to proactively monitor and manage their overall well-being. The platform supports employees in tracking key health indicators, encouraging healthier lifestyle choices, and fostering greater awareness of personal health risks. This initiative reinforces SLI's focus on early intervention, wellness awareness, and building a healthier workforce.

**C. Extending Well-being to Employees' Families**

In line with the Company's focus on holistic employee well-being, several initiatives were launched during the year to support the work-life balance and families of our staff.

As part of our employee engagement strategy, SLI launched a public

## HUMAN CAPITAL



speaking and confidence-building programme for employees' children to enhance their communication skills and self-confidence. The initiative fostered strong participation and meaningful learning outcomes, underscoring our commitment to cultivating a supportive and inclusive community beyond the workplace.

### 3.2.2 Employee Voice and Communication

A robust two-way communication framework is embedded across the organisation, ensuring employees are kept informed of key developments while enabling meaningful engagement with management. An open-door policy allows all employees direct access to the highest level of management, reinforcing a culture of transparency and mutual respect. A formal grievance handling mechanism ensures that employee concerns are addressed fairly, confidentially, and in a timely manner. In addition, a Whistleblowing Policy is in place to enable employees to report any suspected misconduct or unethical activities through secure and protected channels. No employee grievances were reported during the year, reflecting the effectiveness of these governance and engagement practices.

The Company actively encourages employee voice through multiple structured and informal communication platforms. These include annual town hall meetings where employees may raise concerns either anonymously or openly regular management forums, and department- and branch-level discussions, enabling consistent dialogue across all levels of the organisation.

Digital platforms further enhance accessibility and responsiveness. The HRIS system provides employees with a continuous channel to communicate with the Human Resources function, strengthening transparency, feedback mechanisms, and employee confidence in organisational processes.

### 3.2.3 Employee Engagement and Cultural Integration

- Strengthening Workplace Collaboration & Inclusion**  
 Employee engagement initiatives continued to focus on strengthening collaboration, inclusivity, and work-life balance. During the year, a department-wise team excursion programme was introduced, with dedicated allowances extended to all employees, including non-permanent staff, to promote team cohesion and interpersonal connection.
- Post-Acquisition Integration & Cultural Alignment**  
 Following the acquisition of Allianz Life Insurance Lanka Limited, A formal welcome and integration event brought together employees from both organisations, reinforcing shared values and the unified "One Team, One Vision" approach. This initiative played a key role in fostering cultural alignment, reinforcing shared values, and building a unified organisational identity, thereby strengthening the Company's social and relational capital.

- Promoting Sports**

SLI provides employees with the freedom and encouragement to engage in sports and recreational activities, including participation in the Company's cricket team. By creating space for voluntary sporting involvement, we promote physical well-being, teamwork, and stronger cross-functional relationships. Such initiatives contribute to a positive workplace culture, enhanced employee morale, and improved collaboration across the organisation.



Townhall meeting 2025



Allianz Life Insurance Staff Integration



Cricket Tournament

### 3.2.4 Rewards and Recognition

Our approach to recognising and valuing our people extends beyond traditional compensation. We have engineered a comprehensive rewards ecosystem that aligns with our core values and strategic growth objectives, emphasising both individual brilliance and the collaborative efforts that underpin our market leadership.

During the year, we celebrated the vital role of every team member through performance-driven bonuses, employee-centric events, and prestigious recognition ceremonies. These initiatives are designed to enhance morale while strengthening the unity and resilience of our workforce, positioning Softlogic Life for sustained, long-term success.

#### Long Service Recognition

At the Sales Awards 2025, we proudly honoured our long-standing colleagues in recognition of their years of dedicated service and contribution. Each of these veterans was presented with a gold medal as a symbol of our deep appreciation for their unwavering loyalty and their significant role in elevating Softlogic Life to its position as an industry leader. This celebration of legacy reflects our enduring commitment to fostering a “partner for life” relationship with our employees.



Honoured 18 employees with 20 years of experience for Legacy of Loyalty

### 3.3 Diversity, Equity & Inclusion

Our HR framework is anchored in a comprehensive suite of policies designed to institutionalise diversity and safeguard equal opportunity. *By strictly adhering to zero-tolerance protocols regarding discrimination, spanning gender, age and ethnicity. We maintain a high-integrity workplace. This commitment is evidenced by zero reported incidents of discrimination in 2025, validating our success in fostering a culture of absolute meritocracy and mutual respect.* <sup>LA</sup>

#### 3.3.1 Female representation

We are dedicated to institutionalising gender equity by ensuring women have the resources and pathways to excel. By fostering an inclusive environment, we empower our female talent to drive innovation and contribute significantly to our broader organisational success.

Table 47: Female representation at designation category level

Designation Category	2025	2024
AGM and above	3	3
AM and above	95	68
Executives	200	158
Non-Executive	106	87
<b>Total female employees</b>	<b>404</b>	<b>316</b>
Board of Directors	1	1
<b>Total</b>	<b>405</b>	<b>317</b>

#### 3.3.2 Supporting parenthood

SLI is committed to supporting employees through key life stages, including parenthood. The Company provides prenatal leave for both male and female employees, recognising the importance of shared parental responsibility and family support. Female employees are entitled to 100 days of maternity leave, exceeding the government-mandated requirement, followed by a flexible three-month work-from-home option to facilitate a smooth transition back to work.



**100** Days

Additional maternity leave (above government requirement)



**3** Months

Period with additional flexible working hours

# HUMAN CAPITAL

Table 48: Details of return to work and retention after parental leave (Women)

	2025 <sup>LA</sup>	2024
Total no. of employees entitled to parental leave	404	316
Employees who took parental leave	12	6
Employees who returned to work after parental leave ended	8	4
Employees who returned to work after parental leave ended and who were still employed 12 months	6	7
Employees who took parental leave but leave period not ended as of 31st December	2	2
Return to work rate of employees who took parental leave	100%	100%
Retention rate of employees that took parental leave	100%	64%

### 3.3.3 Commitments towards gender parity

SLI is committed to building a robust pipeline of female talent by institutionalising equity across our recruitment, engagement, and development frameworks. We view the advancement of women into senior leadership as a strategic necessity, ensuring that diverse perspectives drive our highest levels of decision-making.

### 4Her: Driving Gender Inclusivity and Professional Excellence

At Softlogic Life, we believe that true innovation stems from a diverse and equitable workplace. Our flagship 4Her initiative is at the heart of our efforts to empower women across all levels of the organisation. In 2025, 4Her remained a cornerstone of our cultural framework, ensuring that diversity and safety are not just values, but lived experiences.



### 4. STRATEGIC IMPACT – OUTCOME

The effective management of human capital has delivered numerous positive outcomes for the organisation, as detailed below:

#### Organisational Performance

Refer page 15

#### Future-Ready Leadership

- Succession Plan
- Future ready trainings

#### Strategic Integration Success

- Successfully completed **100%** acquisition and integration of Allianz Life Insurance Lanka
- Achieved **18%** market share expansion during the year



#### GWP per employee (Mn)



**HEALTH ISN'T JUST ABOUT YOUR BODY. YOUR MIND MATTERS TOO.**

Join us for an online session focused on:

- Understanding Mental Health
- Why Your Well-Being Matters
- Breaking the Stigma
- Spotting the Signs - When to Reach Out for Support
- How Counseling Can Help

We'll also be introducing our new confidential online counseling platform, free for all Softlogic Life employees.

**Session Details:**  
FRIDAY 10<sup>TH</sup> OCTOBER | 10:00 AM – 11:30 AM

[Click to join via MS Teams](#)



Celebrating mental health day

### 5. RISKS AND CHALLENGES

During the year, the management of SLI encountered certain challenges in managing its Human Capital as follows.

Challenges	Why it matters	SLI Responses
<b>Resilience to External Shocks</b> – Economic volatility, and broader socio-economic challenges may adversely impact employee well-being, morale, and performance.	Sri Lanka's economic environment has fluctuated in recent years, ensuring workforce resilience and support systems (health, mental well-being, flexible working) builds organisational resilience.	The Company continues to strengthen workforce resilience through structured well-being initiatives flexible working arrangements, financial literacy support through knowledge sharing sessions, transparent leadership communication, and cross-functional capability development.  These measures mitigate the impact of macroeconomic volatility and socio-economic pressures, thereby safeguarding employee engagement, productivity, and long-term value creation.
<b>Improve employee productivity</b>	The company continues to invest in AI, digital underwriting and customer engagement platforms. Aligning workforce skills and motivation with these initiatives is critical.	To enhance workforce adaptability during digital transformation, the Company implemented structured change management practices, strengthened digital and AI upskilling initiatives, aligned performance metrics with innovation objectives, and fostered transparent communication. These measures support higher engagement levels, accelerate technology adoption, and safeguard long-term value creation.

### 6. FUTURE OUTLOOK AND STRATEGIC PRIORITIES

Strategic Pillar	Short-Term Impact 	Long-Term 
<b>Preventive Health &amp; Wellness</b>	Implement "Impact Wellness" initiatives promoting emotional, mental, and physical well-being practices by enabling employees to embody the organisation's preventive health and wellness brand promise.	Evolve HR function into a strategic well-being partner that actively manages workforce health, energy, and engagement, including the appointment of a dedicated Health and Safety Officer, to sustain long-term human capital value creation.
<b>Personalised Products &amp; Services</b>	Targeted training in empathy-based selling and financial planning to enhance customer engagement and deliver more tailored insurance solutions.	Build specialised, tech-savvy teams to design new products using data analytics, enabling Cognitive Diversity across the workforce.
<b>Digital Transformation &amp; Insurtech</b>	Advance AI-literacy training across all staff to ensure effective collaboration with automated and digital tools.	Develop a technology-augmented workforce where Agentic AI systems support routine operational tasks, enabling employees to focus on strategic & decision-making activities.
<b>Sustainability &amp; ESG</b>	Integrate ESG targets into individual Performance KPIs to drive accountability for the 'Big Impact'	Develop a generation of leaders who balance the Triple Bottom Line (People, Planet, Profit)

# HUMAN CAPITAL

## 7. CONTRIBUTION TO VALUE CREATION (TRADEOFF)

### HUMAN CAPITAL

The organisation maintains a robust framework to navigate the intersection of high-performance strategic goals and the long-term interests of our stakeholders:

#### Social & Relationship Capital:

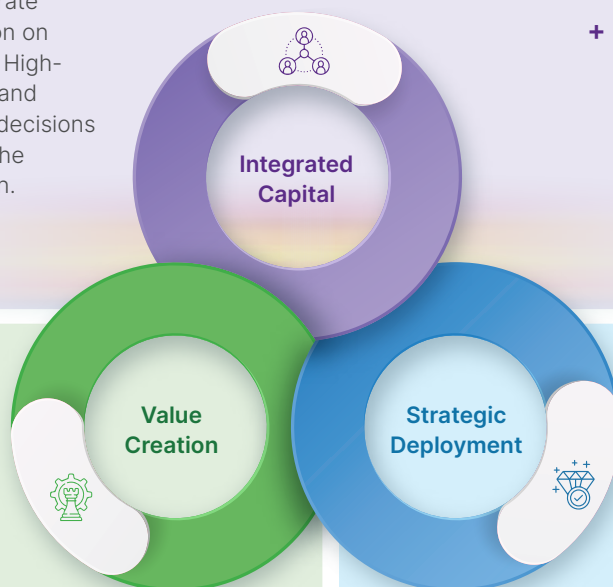
- + Deep relationships generate through richer information on customer behaviour and High-touch service creates brand loyalists while AI-driven decisions significantly enhancing the "Caring" brand reputation.

#### Intellectual Capital:

- Training fosters a mindset, leading to award-winning products while employee "know-how" is coded into AI algorithms, creating a unique Knowledge Asset that competitors cannot easily copy.

#### Financial Capital:

- + Automation reduces operational expenses, directly boosting the Net Profit Margin while skilled workforce navigates economic volatility, protecting the company from financial losses.
- + Impact on short term profitability stemming from investments in technology and trainings



Every daily task performed by our team is purposefully aligned with our mission to drive industry-leading growth:

- Employees are now using AI across the "value chain" from underwriting, claims to generation of MIS and decision making.
- Acquisition and retention of customers are supported by relationship-building efforts and enhanced service delivery.
- Improved processes and productivity deliver sustainable growth for stakeholders.
- Investments in employee training have equipped teams with skills to navigate challenges and innovate solutions.

#### Digital Transformation and Insurtech Nurturing a Future-Ready Workforce

Our team doesn't just use technology; they master it.

By quickly adapting to new AI and digital tools, our employees make insurance faster and easier.

#### Personalisation & Customer-Centric Products and Services

##### Precision-Driven Protection

Our sales and support teams treat every customer as an individual. They use data to offer the exact protection a family needs at the right time.

##### Sustainability and ESG

##### Driving Social & Environmental Stewardship

Our employees lead the way in being "green" and inclusive. From reducing paper to supporting a diverse workplace, they build a healthy, caring culture.