



# HUMAN CAPITAL



“Nurturing a workplace culture that prioritises team members-actively supporting their growth and empowering them to deliver exceptional value.”

Our dedicated, skilled and hardworking team is the cornerstone of our success, spanning over three decades. Our team is integral to the value we create, playing an essential role in implementing our operational strategy to secure our growth goals and deliver shareholder value. Therefore, we are unwavering in our commitment to foster an inclusive and supportive workplace to enhance their productivity, empower them and secure their well-being.

## Our Materiality Focus



## Stakeholders Impacted



## Input

## Developing Human Resources

### Inclusive Hiring Practices

- Gender Diversity
- Fair Remuneration
- Unbiased job descriptions
- Structured interview processes
- Blind recruitment
- Equal Opportunities
- No Child Labour

### Strategic Investments

- Skills development & training
- Regular Performance Reviews
- Remuneration, benefits & rewards
- Promotions & upskilling
- Employee health, safety & wellbeing
- HR Technology Investments
- Regular Surveys and Feedback

# 89 %

Employee Retention Rate  
FY 2023/24

# 11 %

Employee Turnover Rate  
FY 2023/24

# Rs. 14.4 Mn

Training Investment  
FY 2023/24





### Process



#### HR Policy and Strategy in Action

##### Talent Acquisition and Retention

- ☘ Follow equal opportunity recruitment and uphold fair labour practices.

##### Performance Management

- ☘ Build a performance-oriented work environment with due rewards and recognition.

##### Training and Development

- ☘ Extend strategic training to nurture a skilled and empowered workforce.

##### Mentoring & Succession Planning

- ☘ Identify, mentor and coach high achievers and build a leadership pipeline.

##### Occupational Health and Safety

- ☘ Extend a healthy and safe work environment and ensure employee wellbeing.

##### Nurturing Employee Relationships

- ☘ Engage with an open-door policy to build strong employee relationships

### Output



#### Creating HR Value

Skilled workforce

Improved productivity

Leadership pipeline

Conducive and safe workplace

Lower employee turnover

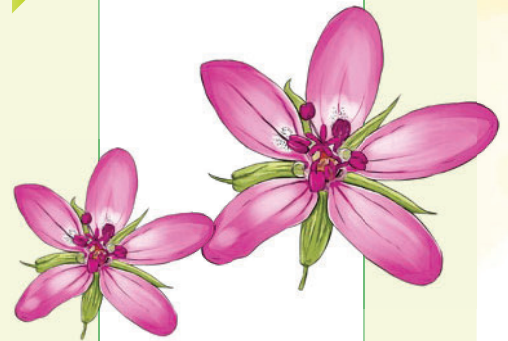
Recognition as a 'Great Place to Work'

### Impact



#### Value Creation

Innovative, creative and positive work environment with skilled, empowered and motivated employees to optimise value creation



#### Key Risk & Opportunity

- ☘ Risks: Labour shortages, high labour costs.
- ☘ Opportunities: Workforce skill development and loyalty.

#### Strategic Response

- ☘ Comprehensive training/ development and total care employee benefits package
- ☘ Improving work environments

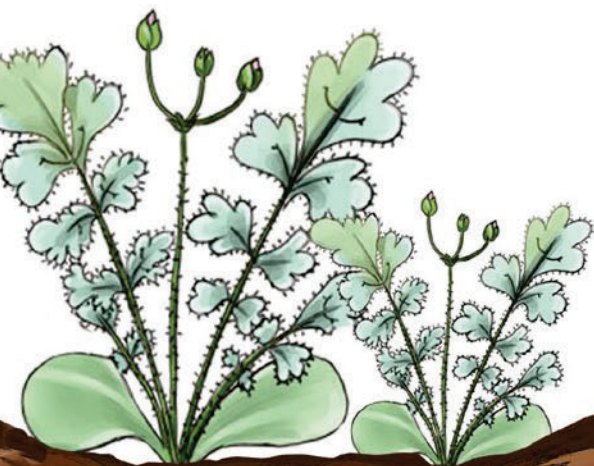
#### Trade-offs

##### – With Financial Capital

- ☘ Significant financial outflows for training and benefits to improve long-term productivity and loyalty.

##### + With Natural Capital

- ☘ Enhancing community well-being and social cohesion ensures stable labour supply.



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## Great Place to Work

(Third Time)

**99 %** - Employee Satisfaction Rate

**#40 In Best Workplaces in Asia 2023**

Among 70 Organizations (Large Category)

Among 15 Best Workplaces for Women in Sri Lanka for 2023



**Cube Award - 2023**  
Special Recognition for Bold Leadership  
**Winner**

**#4 in 50 Best Workplaces in Sri Lanka 2023 & 10 Large Sized Category Companies Listed In 2023**

**"We Love Our Workplace"**  
Video Contest - 2023  
**Winner**



## Nine Estates Awarded Certificate of Excellence in Industrial Conciliation

Social Dialogue & Workplace Cooperation Unit  
Department of Labour



## BEST PLACE TO WORK

(HR Leadership Category) - **Winner**

South Asian Business Excellence Awards 2023



## Work-Life Harmony in Asia Award

Sharing Our Best Practices at the conference in Hong Kong

(Community Business Organisation)



## Best Corporate Citizen Sustainability Awards 2023

Employee Relations Category - **Winner**

(The Ceylon Chamber of Commerce)

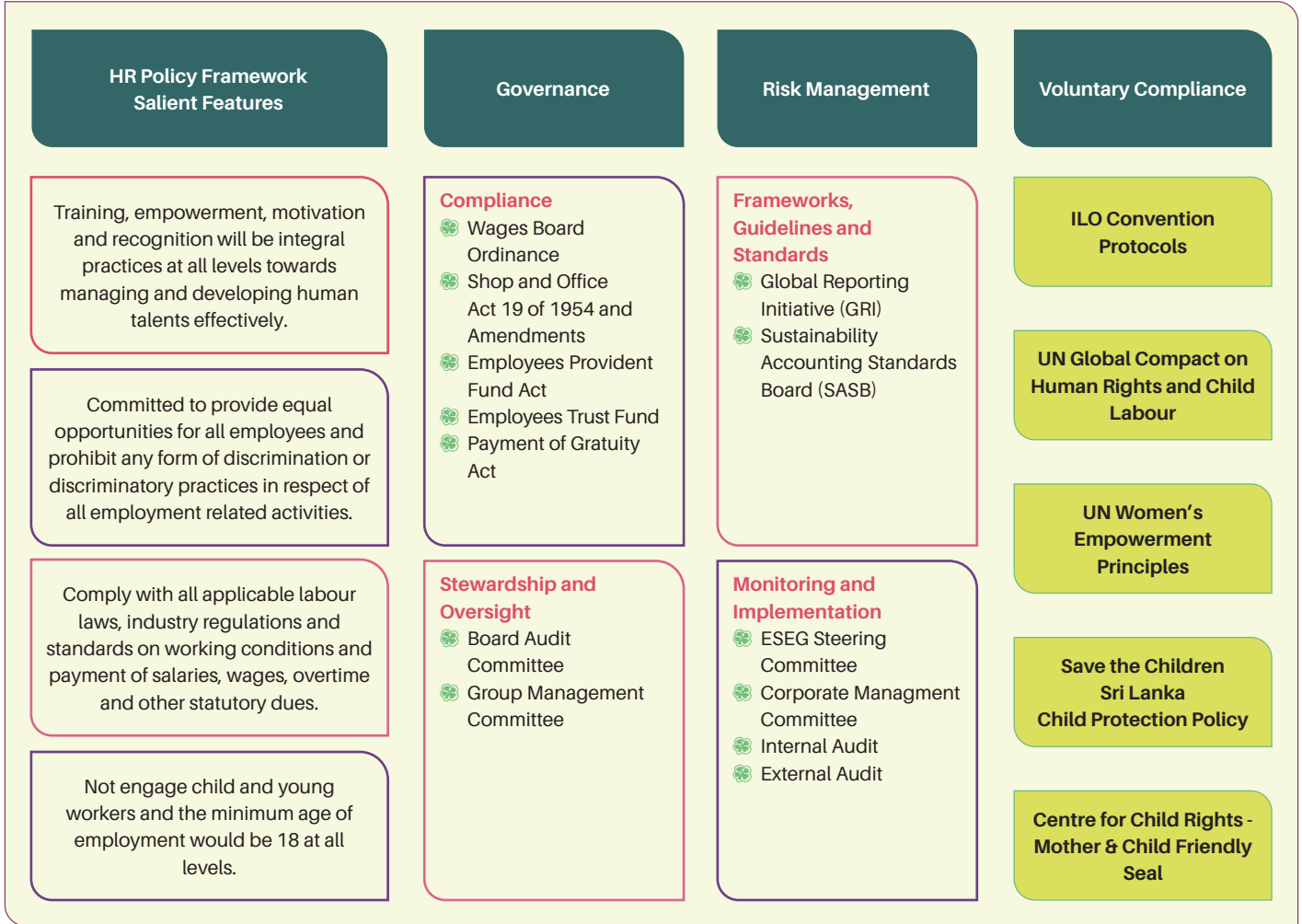


## Best Management Practices Company Awards - 2024

- Excellence Award
  - Top Ten Companies
  - Diversity, Equity & Inclusion Category - **Winner**
- (Institute of Chartered Professional Managers Sri Lanka)

GRI 2-23-26, 3-3

**Management Approach**



As a Regional Plantation Company, our extensive workforce is pivotal to our operations. Adopting a comprehensive management approach, therefore, with focused engagement is key to creating a dynamic workforce, in turn, contributing to our strategic delivery and long-term success.

Optimising our value proposition to all our employees, we stand committed as an equal opportunity employer-upholding employee rights, implementing best and current HR practices and enabling a progressive workplace to grow and develop their career aspirations. We comply with the country’s labour laws, rules and regulations, along with the

guidelines set by our certification bodies as well as global best practices. We also give precedence and have in place a robust HR risk management framework and a governance structure to address and mitigate HR related risks and challenges.

We have adopted a top-down labour management approach. HR policy, strategy-encompassing strategic priorities and action plans are set, guided and approved by the Management Committee. The Committee ensures that human resources are tailored and aligned with the strategic goals of the organisation, taking into account the dynamics of the evolving industry landscape. Clear reporting lines are in place to streamline the supervisory

control over HR affairs across operations. The individual HR development teams within estates are responsible to roll-out, implement and monitor the strategy and plans. This governance structure is reinforced by the Hayleys Plantation Sector HR Policy Framework, which stands as the basis for managing our vast workforce, be it at the corporate office, regional offices and estates. The Group Code of Conduct guides employees at all levels, the management and the Board, on their work ethics and responsibilities.

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## Capital Performance

### Cadre Structure and Profile

GRI 2-7, 2-8, 3-3, 405-1; Sector 13.15.2

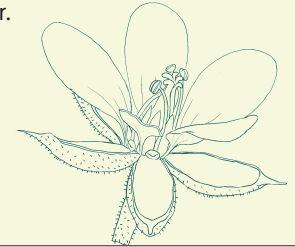
Our total workforce stood at 4,284 as at 31st March 2024. Amongst them, 4,247 work as permanent employees whilst the balance 37 are employed on contractual basis. All employees are engaged on full-time job roles. There are no part-time or non-guaranteed (casual) employees. A significant majority, 99 percent, work on our 16 estates. The workforce, as is typical for a plantation company, is more female skewed-that is, 58 percent of the total cadre; whilst over 62 percent falls under the most productive age category, 30 to 50 years. Over 84 percent of employees are residents at the estates with 59 employees working in the capacity of executive and above. Majority of the cadre are from the central province.

## Rooted in Diversity

GRI 406-1; Sector 13.15.4

### Zero incidents of employee discrimination in the year under review.

Diversity and inclusivity are upheld, encouraged and fostered across our operations as an integral part of our corporate culture. Complying with international and national labour laws and adopting best global practices, guidelines and protocols, we recognise employees' right to equality and stand committed to uphold a zero-policy on discrimination or harassment on religious beliefs, race, colour, gender, political ideologies or any other social prejudices. All recruitment, training, rewards and incentives are determined based on merit. Our grievance redressal mechanism, coming under the purview of our corporate HR department, supports our employees to report and resolve such incidents, if and when they occur.

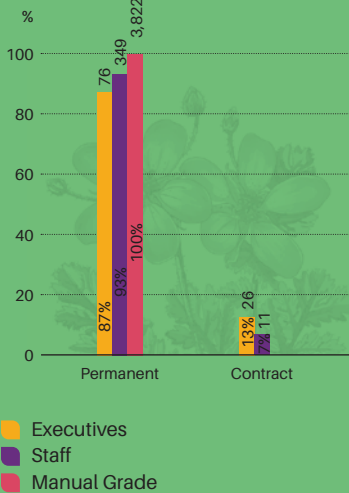


### Cadre Profile - FY 2023/24

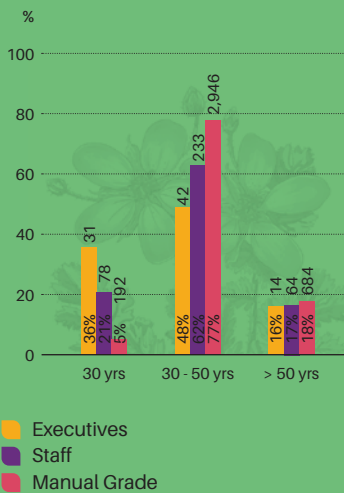
Employees	Gender		Provinces			Age			Total
	Male	Female	Western	Southern	Central	< 30 years	30-50 years	>50 years	
Total	1,808	2,476	40	697	3,547	301	3,221	762	4,284
Permanent	1,784	2,463	34	691	3,522	289	3,206	752	4,247
Contract	24	13	6	6	25	12	15	10	37

## Governance Bodies & Employees on Gender & Age as at 31st March 2024

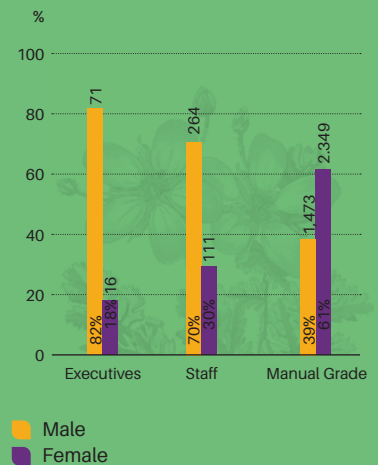
### Profile of Employee Grade Categories



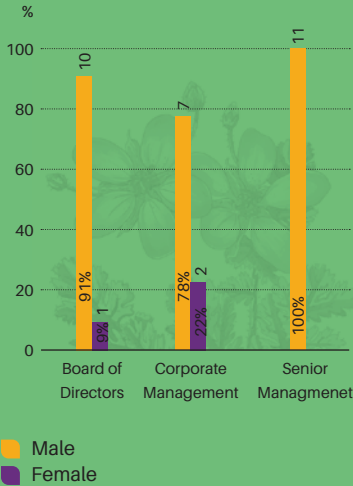
### Age Profile of Employee Categories



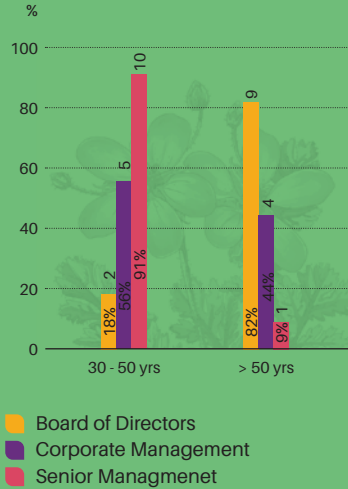
### Gender Profile of Employee Category



### Gender Profile of Governance Bodies



### Age Profile of Governance Bodies



## Talent Acquisition and Retention

GRI 202-2; 401-1, 406-1, Sector: 13.20

### Recruitment

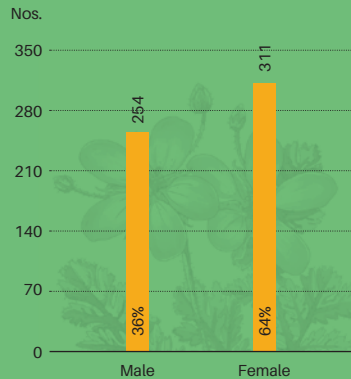
**565**  
Recruitment FY 2023/24  
51% Recruitment Rate

**446**  
Manual Grade Recruitment

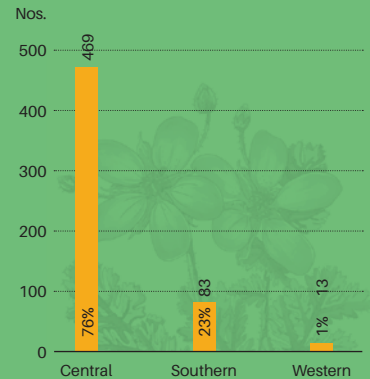
**~100**  
Staff Recruitment

**19**  
Executive & Above Recruitment

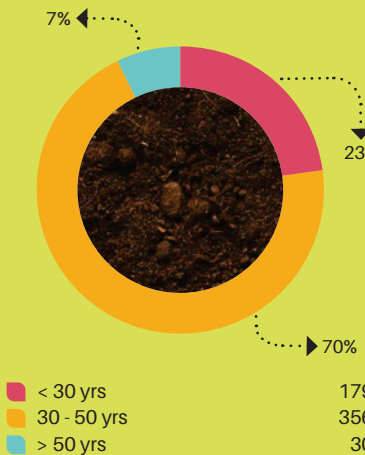
### Recruitment By Gender



### Recruitment By Region



### Recruitment By Age



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GRI 3-3, 202-1 & 2, 207-3, 408-1; Sector 13.17.2

## Safeguarding Child Rights

### Zero incidents of child labour across our value chain in the year under review

In keeping with our HR & Social Policy, our minimum employment age is set at 18 years. We firmly stand against the use of child labour-not only within our operations; but also expect the same commitment from our bought-leaf suppliers and other business partners. A special clause pertaining to child protection has been included in the letter of appointment given for every new employee. Furthermore, our estates have in place, a dedicated focal point to safeguard child rights. In a concerted effort, we also work closely with the Save the Children Fund and the Centre for Child Rights and Business to implement a comprehensive child protection policy across all levels of our operations.

We are an equal opportunity employer and therefore, our recruitment policy is purely based on merit-seeking to attract the right talent to meet the organisational strategic deliverables. The recruitment process is well-planned and transparent, with due selection criteria, guidelines and procedures in place. As guided by the corporate HR department, manual workforce recruitment comes under the purview of the estate manager; whilst estate staff recruitments follow a staffing plan in consultation with the Director Plantations and the Chief Executive Officer. Executive recruitments come under the corporate management. Final approval authority lies with the Managing Director.

In the year under review, 565 new employees were recruited to the permanent cadre. The majority, that is 79 percent, were absorbed to the manual category, out of which 60 percent were typically female and more candidates sourced within the resident estate communities. With regard to staff and executive category, 37 & 32 percent were females. We recruited 19 employees to the executive cadre and zero number of personnel were hired to the Senior Management from the Local Community during the reporting year.

## Envisioning Gender Balance - Female Field Supervisors "HERLEAD" Initiative

### For the first time in the history of the plantation industry....

Moving away from the conventional model, we appointed 24 female supervisors to oversee our field operations which were typically carried out by males. Empowering women, this initiative, enhanced the work-life of the female dominated manual workers, with a more conducive, understanding and comfortable work environment.

Our selections were based on 450+ applications with ordinary level examinations as the minimum qualification. Subsequent to the shortlisting process, we selected 24 talented young women to join our permanent cadre as our new field supervisors.

Our training partners provided comprehensive training to the selected candidates. They successfully faced the final examinations, both written and oral, held at the Tea Research Institute in Deniyaya and Talawakelle. Their training covered theoretical and practical aspects of managing tea plantations including harvesting techniques, leadership, people management and other soft skills. They were also given opportunities on-the-job, to train under senior management supervision.

### Key Indicators

- 🌿 Female field supervisors appointed : 24
- 🌿 Total project cost: Rs.3.4 Mn
- 🌿 TTE Investment: Rs.2.4 Mn (71% of Project Cost)
- 🌿 Center for Child Rights and Business: Rs. 1 Mn (29% of Project Cost)
- 🌿 Training partners: NAITA, Department of Labour, TRI Talawakelle and Deniyaya and the Centre for Child Rights and Business.







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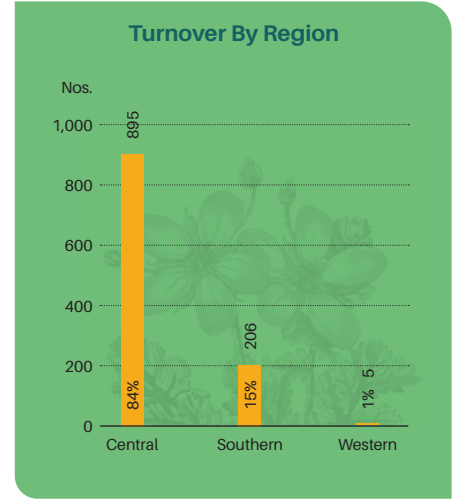
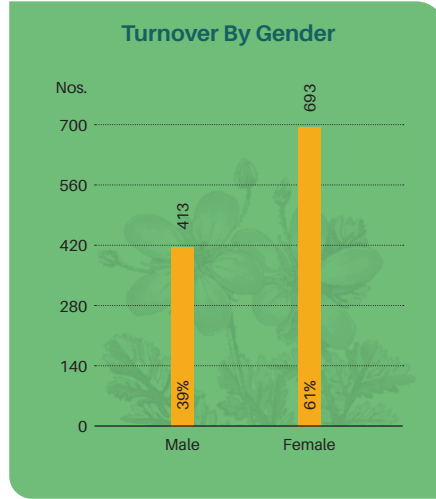
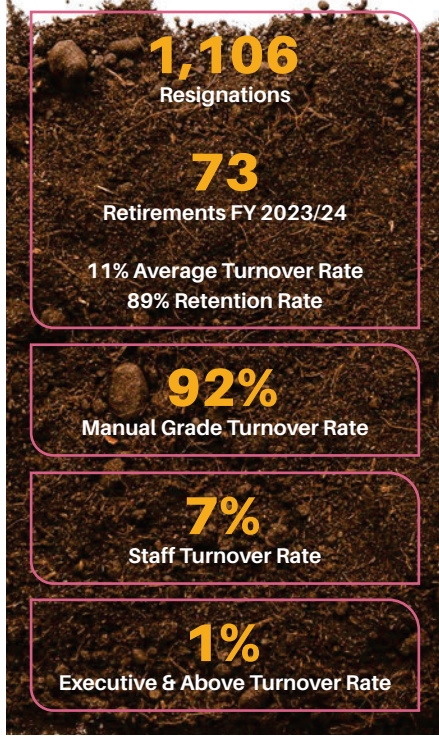
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## Retention

GRI 401-1



Employee retention is key to our HR strategic delivery; focusing on implementing best labour management practices including fair compensation, comprehensive benefits, performance incentives, recognition and training. Despite the challenges we faced with increasing migration trends in the country, employee retention rate was at 89 percent whilst the average turnover rate stood at 11 percent. The highest turnover was observed within the manual grade category amongst above 50 years age group. We also maintained a healthy service record, with 49 percent of our workforce serving the organisation for 6 to 20 years.

## Remuneration and Benefits

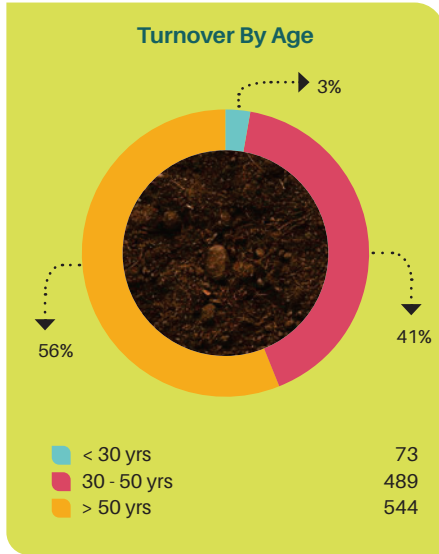
GRI 2-30, 201-3, 201-2, 202-183, 405-2; 407-1; Sector: 13.15.3, 13-21

### Remuneration and Benefits - Permanent Employees

	2023/24 (Rs Mn)	2022/23 (Rs Mn)	% Change
Remuneration	2,253.3	1,894.1	19
Performance incentives	1,022.3	861.8	19
Welfare and benefits	174.5	179.6	(3)
Total remuneration and benefits	3,450.2	2,935.7	18
<b>Defined Contribution and Benefits</b>			
Employee Provident Fund - 15%	151.5	138.6	9
Employee Trust Fund - 3%	37.9	33.0	14
Gratuity provision	202.4	169.4	19
Gratuity payments	196.1	196.1	-

Following applicable labour laws and industry standards, our remuneration and benefits are structured based on employee job description, qualifications, work experience and performance merits. Upholding gender equality, our female employee across all staff categories earns the same basic salary with a 1:1 ratio at entry level. In general, the basic salary/wage scale is similar between the two genders.

We follow the Wages Board Ordinance to determine the wages of the manual grade, with a minimum guaranteed wage of Rs. 1,000/- per day. With almost 98 percent of our estate workforce unionized-including five categories-collective bargaining comes into play in determining incentives and standard annual increments. Apart from this, the management,



at its discretion, extends additional allowances to top-up the daily income to compensate the type and complexity of work undertaken. Salaries and benefits at the executive and above level, is determined by the corporate management and are based on performance merits. Our Board Remuneration Committee determines the management grade compensation and benefits.

We were conscientious in meeting our statutory benefits and contribution obligations. We contribute 12 percent of the basic salary to the Employee Provident Fund and three percent to the Employee Trust Fund.

**Respecting Employee Contribution**

GRI 409-1; Sector 13.16.2

Zero incidents of forced or compulsory labour across our value chain. As part of a leading conglomerate, we are steadfast in our commitment to treat our employees with utmost respect, appreciate and recognise their roles within our organisation. We are fair and equitable in remunerating our employees across all levels, consistently aligning with industry standards and regulations. In effect, we set benchmarks within our industry, and remain vigilant in safeguarding our supply chain against any form of exploitation.



**Maternity Leave**

GRI 401-3

In line with Sri Lanka’s labour laws, all female employees are entitled to avail maternity leave. They are also allowed to avail the feeding entitlement of one hour. Currently, there is no scheme for paternal leave. However, all employees are given their statutory leave of 14 annual and seven days of casual.

Maternal Leave Facets	Number	% of Female Employees
Total female employees	2476	-
Maternity leave availed	37	1.5%
Returned to work after maternity leave	21	0.8%
Resignations after maternity leave	2	0.3%
Currently on maternity leave	30	0.2%
Retained after 12-months of return from maternity leave	29	0.4%
Return to work rate (%): 62%		
Retention rate after 12 months of return to work (%): 58%		

**Maternity Support**

**Introducing “UNDER-CARE Maternity Jackets”**

As part of our commitment to employee well-being, we’ve introduced “Under-care Maternity Jackets” to support our pregnant mothers. These jackets are designed with the idea of providing extra care and comfort during pregnancy, reflecting our dedication to ensuring the health and happiness of our valued employees during this important stage of their lives.



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Benefits - Permanent and Full-time Employees GRI 401-2	Estate				Corporate Office		
	Manager	Executive	Staff	Manual	Manager	Executive	Staff
Housing with electricity and water	✓						
Living quarters with electricity and water		✓	✓				
Line rooms with electricity and water				✓			
Employee medical insurance - OPD, spectacles and hospitalisation	✓	✓	✓		✓	✓	✓
Immediate family medical insurance - OPD, spectacles and hospitalisation	✓	✓	✓		✓	✓	✓
Free prescription drugs				✓			
Medical facilities and free medical clinics				✓			
Maternity benefits and child care facilities				✓			
Mid-day-meal nutrition programme				✓			
Milk and wheat flour for children				✓			
Scholarships for children			✓	✓			
Death donations			✓	✓			

## Revenue Share Model

Revenue Share Model Key Performance Indicators FY 2023/24



Initiated in 2021, our revenue share model fosters entrepreneurship amongst the estate worker, seeking to empower them and elevate their income and their standards of living. Unlike the traditional attendance-based wage model, under this initiative, a block of land is allocated from each estate to individuals to assume the role of block managers, responsible for cultivating and harvesting tea. We, in turn, provide the necessary technical support, training and ongoing assistance to ensure the success of the block managers. Subsequently, block managers supply the green leaf as part of the bought-leaf supplier network, with a buy-back guarantee, thus, ensuring the stability and assurance to the participating individuals. Our Deniyaya estate operates fully on this model whilst all other estates have also initiated this-running parallel to our traditional model.

## Performance Management

GRI 404-3

Advocating a performance-oriented workplace, we give much precedence to monitor, measure, manage, recognise and reward performance across all employee categories. Training needs, incentives, promotions and even transfers are ascertained and determined based on performance evaluation results. Our performance management process is three-tiered-focusing on the productivity of the estate workforce; the performance of the staff-level employees; and the executive and above category. In the reporting year, all our employees across the grades were evaluated.

During the reporting period, 33 executives and staff members were promoted and 15 transfers were executed. These actions were conducted without any discrimination, ensuring gender diversity and equal opportunity were upheld.

## Manual Grade Performance

 *Social and Relationship Capital, Page 136.*

Worker productivity is a critical success factor, underlining the long-term viability of the organisation. Top strategic precedence is given to foster a robust workforce-focusing on their morale, improving their health, nutrition, and wellbeing whilst driving to boost attendance and consistently training them to optimise their performance. Our value-driver programme, focusing on six drivers, gives a solid platform to nurture the estate workforce along with their families.

Based on 'Colour Card System', the productivity of the estate workforce is evaluated on the expected minimum of plucked green leaf per day. We have in place a digital weighing system to ensure accuracy and transparency in the weighing process and thereby, enabling fair incentivising for those employees who exceed the minimum daily targets. The Future Navigator, the mobile application system complements the productivity evaluation process through real-time tracking of plucker performance.

As part of the productivity boosting initiative, the best tea harvester awards, initiated in 2020, recognise outstanding performers on a monthly and estate basis. Winners are felicitated with duly signed certificates and rewards by the Managing Director acknowledging their exceptional contributions to the industry.

### Staff Performance

Monitoring and evaluating estate staff performance come under the purview of the estate manager, and subsequently reviewed and validated by the Chief Executive Officer and Director Plantations. Carried out annually, the staff performance is rewarded with special increments and promotions to higher grades. This is apart from the annual pre-agreed increments given as agreed with the staff collective agreement.

### Appointing Team Leaders

In our drive to boost performance at the estate level, we acknowledged the dedication and hard work of our top-performing tea harvesters. As a testament to our commitment, we promoted 30 of them as team leaders across all estates-equipping them with intensive training in leadership, negotiations, communication skills, including non-violent communication techniques. Additionally, we actively engaged them in participatory management meetings, empowering them to contribute effectively to estate decision-making.



### Executive and Above Performance

Following the Balanced Scorecard Method, we have a well-structured and formal process with clear measurement criteria to evaluate executive performance. Evaluations are carried out against pre-determined targets, both, at an individual level as well as at a collective level. We use the Oracle; the cloud based HRIS System to track and monitor executive performance. The annual performance review with their immediate supervisors, on the other hand, enables a transparent and an interactive platform to discuss training gaps and career planning. This also stands as the basis for determining executive level promotions, increments and rewards.



Manual Grade Category



Staff Category



Executives and above Category

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## Training and Development

GRI 404-1

### Training Indicators FY 2023/24

	Employees Trained		Average Training Hours	
	Male	Female	Male	Female
Manual	3,163	10,760	2.2	2.0
Staff	955	1,774	2.6	2.6
Executive & above	442	75	4.8	5.6



including our Managing Director is engaged to share their knowledge and conduct specialised and motivational training sessions. We also collaborate with our certification bodies and our training partners to support us in this endeavour.

Additionally, we offer scholarships, study loans and reimbursements, to facilitate our employees to pursue professional and vocational training at well recognised institutes.

## Our Training Initiatives

GRI 404-2

### Refining Managerial Skills - Overseas Training

Our estate managers participated at the “Praguna Prawardena Overseas Training Programme 2023” in Kuala Lumpur, Malaysia, from 28-30 November 23. The programme themed ‘LET THE PAST SHAPE THE FUTURE’ focused on developing management and leadership skills in the plantation industry.

### Key Indicators

- Number of participants: 10 Estate Mangers
- Investment: Rs. 3.3 Mn



### Our Training Partners

- Department of Labour
- National Institute of Labour Studies (NILS)
- National Institute of Plantation Management (NIPM)
- Tea Research Institute (TRI)
- Rubber Research Institute (RRI)
- Plantation Human Development Trust (PHDT)
- National Institute of Business Management (NIBM)
- National Apprentice and Industrial Training Authority (NAITA)
- Chartered Institute of Personnel Management Sri Lanka (CIPM)
- Save the Children Sri Lanka
- The Center for Child Rights and Business
- Universities & Vocational Training Centres

As a labor-intensive operation, training and development warrant strategic precedence-focusing on skills training, fostering team spirit and employee morale; and instilling strong work ethics and professionalism. These initiatives are crucial to reach out to higher productivity and operational excellence.




Our training approach is pragmatic and hands-on-aiming to bridge skill gaps and align with long-term corporate objectives. Training for the estate workforce comes under the purview of the regional cluster HR units and the estate HR teams, in consultation with the corporate HR department. For the executive, training is spearheaded by the corporate HR department with the guidance of the top management.


We have in place a comprehensive training plan with allocated budgets and fully-fledged facilities to address training needs across all employee levels and estates. Our training initiatives entail in-house programmes, on-the-job training, and external opportunities, including overseas training. We have an expert team of trainers and resource persons to carry out our training plans. Our senior management

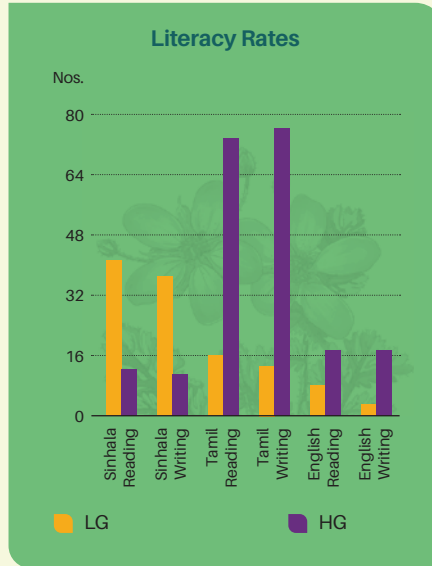
### Reading Maketh the Man - Literacy Survey

Recognising the literacy challenges faced by many of our plantation workers, we rolled out a well-structured survey in the year under review, to assess and gather information on literacy levels of our estate workforce. The survey results will serve as crucial data and information, facilitating us to develop a targeted and an impactful literacy enhancement programme which will be in all three official languages. We also intend to set up dedicated reading corners at all estates with newspapers, periodicals and novels-fostering the reading habit.

#### Key Indicators

-  Number of surveys carried out: 17
-  Number of participating estates: 17
-  Employee sample size: all manual grade employees

 Average literacy level:

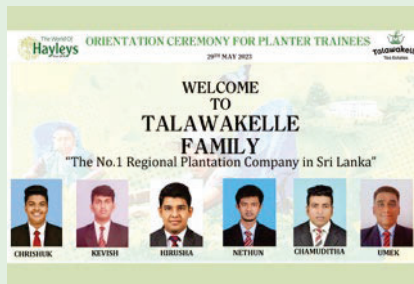


### Mentoring and Succession Planning

As a leading plantation company with extensive operations, mentoring and succession planning warrant strategic precedence. The Board takes a keen interest in planning and nurturing succession at the senior management level. Exceptional performers at the executive level-identified through our performance management process-receive mentoring from both senior and middle managers, with targeted career planning. These top performers are also given opportunities for specialised training in leadership and management along with on-the-job exposure-preparing and empowering them to take up higher career responsibilities.

### Embracing Future Leaders in Management

Continuing our planter trainee programme, akin to a management trainee initiative, we recruited seven dynamic school leavers with outstanding physical endurance and strong interpersonal skills. These trainees underwent a comprehensive 12-month training-aimed at nurturing well-rounded young managers, providing structured courses in tea plantations, tea processing, leadership, management and essential soft skills. They are currently been given exposure through on-the-job training alongside the management in various organisational functions.



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## Occupational Health and Safety

GRI 403-1-2-4 & 8; Sector: 13.19. 2-5 & 9

*Social and relationship capital, community, page 136*

### Occupational Health and Safety Policy - Salient Features

- Committed to provide a safe and clean work environment
- Preventive and protective safety measures in all production and processing areas
- Training and education on relevant health and safety aspects
- Health and safety risk assessments and review Health and Safety Standards

### We comply with all Mandatory Health and Safety Requirements

Factories Ordinance No. 45 of 1942 and Amendments thereto

**Health and Safety Committee**  
Estate Level  
10 - 15 Members  
Monthly/Quarterly Meetings

### Key Responsibilities

Led by the Estate Manager

70% Manual Grade

55% Staff

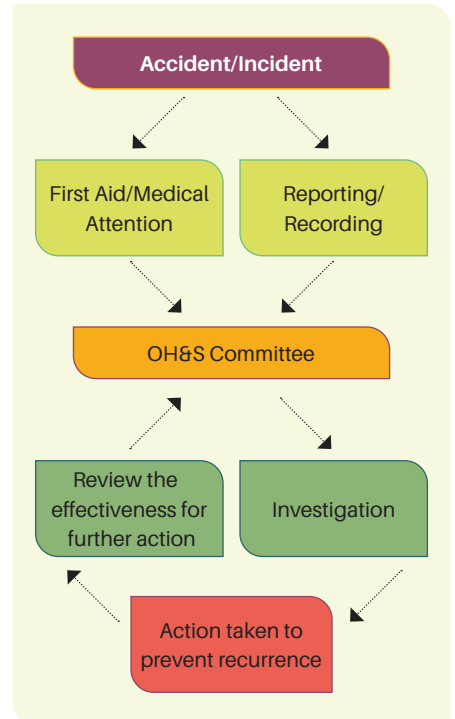
69% Executive

- Implement, communicate and extend training on health and safety standards and measures to all estate-level employees
- Review accident/incident investigation reports and take corrective action on findings
- Support new measures introduced to enhance and upgrade health and safety standards across the estate
- Provide support to carryout health and safety risk assessments, annual audit and plans.
- Monitor workplace injuries and implement corrective action to minimise the risk of future incidents.

We have in place a dedicated OHS Committee at the estate level, represented equally, by both men and women. Led by the estate manager, the committee plays a crucial role in ensuring the adequacy and the implementation of health and safety measures in line with the safety manual. Formal Committee meetings are held every quarter, with due reporting to the management for deliberations and actions, if and when necessary.

At the year-end, a comprehensive health and safety risk assessment is carried out jointly and in consultation with the senior management; Sustainability and Quality Systems Development team; OHS Committee and the Group OHS officer. In response, key measures are in place including personal protective equipment (PPE).to reduce or mitigate the risks to an acceptable level. The procedures and protocols are established with focused training on using PPE.

### Accident/incident investigation reporting Process



With extensive operations and as an employer of a large workforce, it is critical that we look into and take proactive measures to ensure that we offer a healthy and safe workplace to all employees, be it in the fields, tea processing factories to offices. As guided by the Occupational Health and Safety (OHS) Policy and as set out in our collective bargaining agreements; we have in place a comprehensive OHS framework along with a safety manual to ensure that our approach to health and safety is systematic and pragmatic to achieve zero injury across operations. This manual is translated into both Sinhalese and Tamil and the procedures and instructions are displayed in prominent places for employee accessibility. Training our employees on health and safety is also a pivotal part, with focused and well-planned out initiatives along with necessary budgets in place. Our certifications also complement our efforts in this regard.

The risk assessment outcomes stand as the basis for preparing the annual OHS plan-entailing key measures and activities to manage health and safety at our estates. This plan also takes into account the investigations into incident/accidents report along with OHS audit findings which is carried out annually by internal audit.

Furthermore, we also have a solid welfare programme covering physical and mental wellbeing of our employees including the communities residing in our estates.

GRI 403-9 & 10; Sector 13.19.10 & 11

Estate Work Related Injury Indicators - FY 2023/24



Health and Safety Training Initiatives FY2023/24



Estate Level OHS Risk Assessment

Hazard: Agro-chemical exposure			Risk Level: High
Health & Safety Risks	Persons at Risk	Procedures in Place/ Control Measures	
<ul style="list-style-type: none"> <li>Respiratory issues</li> <li>Skin and eye irritation</li> <li>Mental health issues</li> <li>Accidental poisoning</li> <li>Environmental contamination</li> </ul>	<ul style="list-style-type: none"> <li>Chemical sprayers</li> <li>Field workers</li> <li>Community</li> <li>Store workers</li> </ul>	<ul style="list-style-type: none"> <li>Procedures for agro-chemical usage and emergency response</li> <li>PPE provided with mandatory use and training</li> <li>Eye, hand washing and bathing facilities</li> <li>Training on agro-chemical storage and handling</li> <li>Annual health screening</li> <li>Timely pruning and pollarding</li> <li>Chemical-free buffer zones established</li> </ul>	
Hazard: Poor Ergonomics due to repetitive task like plucking tea leaves			Risk Level: Moderate
<ul style="list-style-type: none"> <li>Musculoskeletal disorders</li> </ul>	<ul style="list-style-type: none"> <li>Tea harvesters</li> </ul>	<ul style="list-style-type: none"> <li>Ergonomic tea baskets provided</li> <li>Proper training on tea plucking provided</li> <li>Adequate rest breaks given</li> </ul>	
Hazard: Exposure to insects and snake bites			Risk Level: Moderate
<ul style="list-style-type: none"> <li>Venom toxicity</li> <li>Tissue damage/Paralysis</li> <li>Respiratory failure</li> <li>Bleeding disorders</li> <li>Neurological impairments.</li> </ul>	<ul style="list-style-type: none"> <li>Field workers</li> </ul>	<ul style="list-style-type: none"> <li>Controlling weeds</li> <li>Training on first aid</li> <li>First aid centres in the fields</li> </ul>	
Applicable Regulation			
<ul style="list-style-type: none"> <li>Pesticide Control Act No. 33 of 1980/National Environment Act No. 47 of 1980</li> <li>National Institute of Occupational Safety &amp; Health Act No. 38 of 2009.</li> </ul>			



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Factory	<b>Hazard: Accidents caused by machinery (rotating parts and sharp edges)</b> <span style="float: right;">Risk Level: High</span>		
	<b>Health &amp; Safety Risks</b>	<b>Persons at Risk</b>	<b>Procedures in Place/Control Measures</b>
	<ul style="list-style-type: none"> <li>☘ Injuries</li> <li>☘ Cuts</li> <li>☘ Fractures</li> <li>☘ Amputations</li> </ul>	<ul style="list-style-type: none"> <li>☘ Machine operators</li> </ul>	<ul style="list-style-type: none"> <li>☘ Emergency preparedness procedure</li> <li>☘ Regular training on safety of operating machinery</li> <li>☘ PPE provided and training on correct usage</li> <li>☘ Awareness programmes on emergency procedures</li> <li>☘ Prerequisite programmes and monitoring formats established at point of use</li> <li>☘ Hazardous parts are guarded</li> <li>☘ Regular maintenance of machinery</li> <li>☘ Use of safety signage</li> </ul>
	<b>Hazard: Loud machinery noises</b> <span style="float: right;">Risk Level: Moderate</span>		
	<b>Health &amp; Safety Risks</b>	<b>Persons at Risk</b>	<b>Procedures in Place /Control Measures</b>
	<ul style="list-style-type: none"> <li>☘ Hearing loss</li> <li>☘ Ear aches and tinnitus</li> <li>☘ Stress and fatigue</li> </ul>	<ul style="list-style-type: none"> <li>☘ Mechanic</li> <li>☘ Machine operators</li> </ul>	<ul style="list-style-type: none"> <li>☘ Installed sound-proof enclosures</li> <li>☘ Mandatory use of PPEs</li> </ul>
	<b>Poor illumination</b> <span style="float: right;">Risk Level: High</span>		
	<b>Health &amp; Safety Risks</b>	<b>Persons at Risk</b>	<b>Procedures in Place/ Control Measures</b>
	<ul style="list-style-type: none"> <li>☘ Eye strain and fatigue</li> <li>☘ Risk of accidents</li> <li>☘ Strain on posture and muscles</li> <li>☘ Mental health issues</li> </ul>	<ul style="list-style-type: none"> <li>☘ All workers</li> </ul>	<ul style="list-style-type: none"> <li>☘ Improvement of illumination</li> </ul>
	<b>Fluff level</b> <span style="float: right;">Risk Level: High</span>		
<b>Health &amp; Safety Risks</b>	<b>Persons at Risk</b>	<b>Procedures in Place/Control Measures</b>	
<b>Hazard: Explosion - boiler, air receiver and pneumatic hydraulic vessel</b> <span style="float: right;">Risk Level: High</span>			
<b>Health &amp; Safety Risks</b>	<b>Persons at Risk</b>	<b>Procedures in Place/Control Measures</b>	
<ul style="list-style-type: none"> <li>☘ Loss of life</li> <li>☘ Burns</li> <li>☘ Lacerations,</li> <li>☘ Crush injuries</li> </ul>	<ul style="list-style-type: none"> <li>☘ Operator and workers around the boilers</li> </ul>	<ul style="list-style-type: none"> <li>☘ Regular inspection by authorised person</li> <li>☘ Trained and licensed boiler operator</li> </ul>	
<b>Hazard: Fire</b> <span style="float: right;">Risk Level: Moderate</span>			
<b>Health &amp; Safety Risks</b>	<b>Persons at Risk</b>	<b>Procedures in Place/ Control Measures</b>	
<ul style="list-style-type: none"> <li>☘ Loss of life</li> <li>☘ Burns</li> <li>☘ Psychological trauma</li> </ul>	<ul style="list-style-type: none"> <li>☘ All workers</li> </ul>	<ul style="list-style-type: none"> <li>☘ Fire extinguishers provided and extinguishing procedure in place</li> <li>☘ Fire team in place with training</li> </ul>	
<b>Applicable Regulation</b>			
<ul style="list-style-type: none"> <li>☘ Factory Ordinance No. 45 of 1942 and amendments</li> <li>☘ Compensation Ordinance No. 19 of 1934 and amendments</li> <li>☘ National Institute of Occupational Safety and Health Act No. 38 of 2009</li> </ul>			

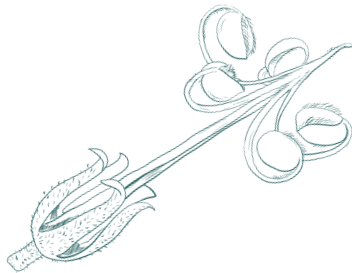
**Note:** Risk level has been ascertained on the basis of the identified hazard’s probability of occurrence, severity and exposure.

## Health and Safety Initiatives/ Measures

GRI 403-5; 403-6; 403-7; Sector 13.19.6 & 7

### Administration

- ☘ Worker empowerment and participation in health and safety committee decision making
- ☘ Consistent and regular health and safety committee meetings
- ☘ Health and safety risk assessment and audits in fields and factories
- ☘ Investigations and reporting of accidents/incidents
- ☘ Compliance with health and safety regulations
- ☘ Review and update health and safety policies, procedures, and practices



### Health, Nutrition & Hygiene

- ☘ Antenatal and postnatal clinics
- ☘ Eye clinics
- ☘ Immunisation programme
- ☘ OPD treatment
- ☘ Well women clinic
- ☘ Worm treatment
- ☘ Nutritional programmes
- ☘ Special health screening programmes - pluckers, chemical sprayers and other high-risk workers

### Field Safety

- ☘ Minimise ergonomic risks among tea harvesters
- ☘ Proper storage, handling and disposal of agro chemicals
- ☘ Safety of agro-chemical applications with buffer zones
- ☘ Clean drinking water given
- ☘ Sanitation facilities
- ☘ Inspection of cleanliness of workers' rest areas and living quarters

### Factory Safety

- ☘ Measuring noise and light intensity
- ☘ Inspection of boilers, air receivers and lifting machinery
- ☘ Modifications of machinery with safety features
- ☘ Timely maintenance of machinery
- ☘ Inspection of availability and condition of PPE
- ☘ Vehicle maintenance
- ☘ Inspection on availability and quality of first-aid facilities

### Training

- ☘ Emergency response plans and drills to handle fires, accidents and other emergencies
- ☘ Safety of handling and spraying agro-chemicals
- ☘ First aid
- ☘ Safety procedures on operating equipment and machinery handling

### Eye Screening Camp

We organised an eye screening camps for our tea harvesters in our estates. Well-equipped for eye screening and staffed with qualified opticians, camps were carried out directly in the fields, ensuring convenient access for all harvesters to test their eyesight. This initiative proved to be significant and much appreciated by our employees, as many of them tend to overlook their eye health.

#### Key Indicators

- ☘ Eye camps held: 38
- ☘ Tea harvesters screened: 2,284
- ☘ No of spectacles received: 1,062
- ☘ Investment: Rs. 6.3 Mn



### Affordable Insurance Scheme

We partnered with Janashakthi Insurance to introduce a comprehensive medical insurance scheme-tailored for our manual grade employees. Negotiating a discounted premium, this contributory scheme covers a wide range of medical benefits, including OPD, hospitalization and prescription medication expenses.

#### Key Indicators

- ☘ Insurance scheme: Life Cover
- ☘ Monthly premium: Rs. 300
- ☘ Insurance tenure: 1 Year
- ☘ Employees insured as at date: 1,982



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## Nurturing Employee Relationships

GRI 402-1, 407-1; Sector 13.8.2

Demonstrating our commitment to be a 'Great Place to Work', we strive to maintain good employee relations across all facets of our business, underpinned by open workplace practices. Our managers maintain continuous dialogue and closely engage with their respective teams. The top management is conscientious in its communication and regularly updates all employees on any significant operational changes and decisions, on average, one month in advance. The information is disseminated through notice boards for estate workers whilst discussed at staff meetings for estate staff and executives.

We recognise the right of our employees the freedom of association with trade unions and collective bargaining. We give priority, to engage and maintain positive relations with all trade unions. The collective agreements ensure that any significant changes to the organisation's structure or operations, including amalgamations or sub-leasing of estates/divisions, are finalized through prior notice and consensus between management and unions.

We have in place an open-door policy, empowering all employees to freely voice their concerns/issues to their superiors. We follow through the remedial protocol for grievance handling and resolution

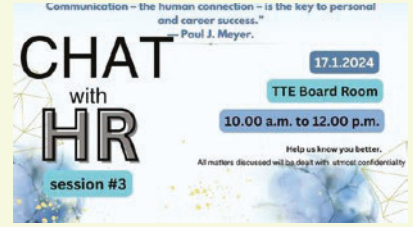
### Chat with HR

#### Fostering an Exemplary Workplace

This year, advocating transparency, communication and employee well-being, we introduced a 'Chat with HR'-a platform inviting all corporate office employees to openly express their concerns, grievances, and innovative ideas with the HR team.

With a noteworthy participation, the forum addressed a range of topics and concerns regarding supervision, teamwork, workload, salary, subordinate relationships and training needs.

Throughout these discussions, confidentiality was rigorously upheld, ensuring a safe and trusting space for employees to engage and contribute.



as guided by the Rainforest Alliance certification programme. In keeping with the guidelines, our estate workers have recourse to reach out to their immediate superiors-to redress their grievances and if necessary, escalate to the regional cluster units or even to the corporate HR team to obtain support on any unresolved issues. The labour days which we organise on a monthly basis also provide an ideal platform for workers to engage with the management and resolve their concerns.

Our routine team meetings, along with annual performance reviews serve as pivotal point to manage staff and executive grievances. Additionally, our whistleblower policy actively encourages all employees to report any breaches of their rights or

misconduct of superiors/subordinates while ensuring utmost confidentiality. In the reporting year, we did not record any grievances, lawsuits or non-monetary sanctions related to violations of labour rights including human rights through these formal channels.

### TTE Triumphs in "KOLAM" Competition Celebrating Women's Day

TTE takes the spotlight as winners of the "KOLAM" competition, an event organized by the Plantation Human Development Trust (PHDT) and Adhishakthi Organization to commemorate Women's Day. The competition featured 12 estates in Nuwara Eliya, with the prestigious event taking place at the Radella Club.



### "Celebrating International Women's Day with Our Team"

#### The "VOICE OF TTE"

We organized a "VOICE OF TTE," a singing competition, to celebrate International Women's Day and provided our tea harvesters with a platform to showcase their talents. A total of 122 employees from both high grown and low grown regions participated in this joyful and inclusive event. It was a fantastic celebration that brought people together and highlighted the diversity and talent within our community.





**Goal 1 : No Poverty**

**Target:** By implementing policies and practices

- ☘ Fair Wages and Compensation
- ☘ Employment Opportunities and Job Security
- ☘ Industry stipulated wages plus performance incentives
- ☘ Diversity and inclusion



**Goal 3: Good Health and Wellbeing**

**Target:** Healthy and safe workplace practices

- ☘ Periodic risk assessments and audits
- ☘ Health and safety committees with worker representations
- ☘ Comprehensive Training on health and safety standards and measures



**Goal 4: Quality Education**

**Target:** Equitable learning opportunities for all

- ☘ Planned training to bridge skills gap
- ☘ Training opportunities to all staff categories without prejudices
- ☘ Performance evaluated with recognition and rewards



**Goal 5: Gender Equality**

**Target:** Zero discrimination and achieve gender parity at all levels of employment

- ☘ Progressive HR policy in place
- ☘ Equal pay for equal work without gender bias
- ☘ Increasingly opening up opportunities for women to take leadership roles



**Goal 8: Decent Work and Economic Growth**

**Target:** Productive employment for all, enabling inclusive value creation

- ☘ Well-respected and leading regional plantation company with significant value creation
- ☘ Extensive employment opportunities with training and exposure for career advancement
- ☘ Progressive workplace upholding best HR practices

Key Performance Indicators (High and Low Grown Estate Workforce)	Related UNSDG	FY 2023/24	FY 2022/23	2030 Industry Baseline
Percentage of female employees in supervisory capacity	Goal 5: Gender equality	41%	29%	50%
Female employee turnover rate	Goal 8: Decent work and economic growth	63%	58%	40%
Percentage of female employees participating in training	Goal 4: Quality education Goal 5: Gender equality	73%	64%	85%
Employee satisfaction rate	Goal 8: Decent work and economic growth	99%	97%	100%
Fair Remuneration & benefits	Goal 1: No poverty	3,450 Mn	2,936 Mn	5,500 Mn
OH&S Training	Goal 3: Good health and wellbeing	3,260 hrs	4,965 hrs	5,500 hrs