

**Gender-Responsive Tea Value Chain: Pilot Self-Assessment Report
Sri Lanka**

**Prepared by:
Gender Consultant – Kiruthika Thurairajah**

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Sample size: N = 24 (English n = 15 | Sinhala n = 9)

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Table of Contents

Methodology	3
Sample & Response (pilot N=24)	3
1. Workplace Environment and Safety	6
1.1 Facilities and Infrastructure	6
1.2 Transport and Scheduling	12
1.3 – Climate Change Adaptation	13
1.4 Harassment, Discrimination and Gender-Based Violence in the workplace and Safety	15
2. Financial Equity	21
2.1 Wage Fairness	21
2.2 Financial Awareness and Benefits	22
2.3 Women’s Financial Empowerment & Household Dynamics	23
3. Opportunities for Women	28
3.1 Recruitment and Career Advancement	28
3.3 Inclusion Policies and Representation	35
3.4 Education and Childcare Support	37
Conclusion	41
Recommendations	42
Monitoring indicators	49
Annexure	51

Methodology

- Pilot self-assessment administered via Google Forms to factory managers in Private companies and Regional plantation companies within the tea value chain. The intended frame spanned seven regions; this pilot's achieved sample covers these regions: Ruhuna - Matatara, Sabaragamuwa-Ratnapura, Kandy, Nuwaraeliya, Uva-Banadarawala.
- Closed-ended items were harmonized across languages by matching question codes (e.g., 2.1.1, 3.1.4) and normalizing Yes/No values; open-text answers were lightly coded for recurring themes.
- Respondent role groups were derived from free-text titles using keyword rules (Management; Supervisor–Officer; Operations–Plucking; HR–Admin; Other/Unspecified).
- Findings should be interpreted as indicative for the pilot; we recommend a scaled rollout (→100+) with a cleaner codebook and enforced required fields.

Sample & Response (pilot N=24)

Intended vs. achieved sample: The initial target was 100 responses, later revised to 70. The pilot achieved 24 responses, which is 34.3 percent of the revised target (24 of 70) and 24.0 percent of the original target (24 of 100).

Orientation model: Seven online orientation sessions were held—about 1.5 hours each—across seven locations, delivered in English and Sinhala. Approximately 55 to 60 factory managers attended. Each session included a 30-minute briefing followed by a 60-minute guided form-filling segment with the Gender Consultant available for questions.

Follow-ups and field window: Participants who did not complete the survey during the session were given one to one and a half weeks to submit. The Gender Consultant, with support from CIRAD and the Area Technical Coordinators and District Coordinators, followed up via WhatsApp, phone calls, and email. The completion rate among orientation attendees was approximately 40 to 44 percent (24 of an estimated 55 to 60).

Duplicate organization entries: A small number of organizations submitted more than one response. For this pilot, analysis is at the respondent level rather than the unique-company level. De-duplication rules will be applied in the scaled rollout.

Limitations (response & implementation)

1. Operational non-response: Many managers were in the field; some perceived the survey as additional work or low-priority, which reduced follow-through despite reminders.
2. Capacity gap on gender/GR tea value chain: Most respondents had no prior training on Gender and Gender-Responsive Tea Value Chain concepts (whereas SLTB staff have received training/awareness materials). This likely constrained technical understanding and consistency of responses.
3. Facilitation language: Although the survey was available in three languages, the absence of fully Sinhala-led facilitation in all sessions may have hindered comprehension of technical items for some respondents.
4. Mode preference: Several managers preferred hard-copy forms; these were not used due to collection and data-entry timeline constraints—potentially lowering participation.
5. Timing & denominator effects: The short response window (1–1.5 weeks) plus field workloads limited completions; some indicators are language-specific, so denominators vary (noted per figure/table).
6. It is possible that the factories that chose to respond to the survey already have a stronger interest or investment in promoting gender-responsive practices. This may have introduced a degree of positive bias in the findings, as the results reflect a more proactive subset of factories rather than the full spectrum of realities across the sector. Consequently, the generally positive outcomes reported here may not fully capture the challenges or gaps that exist in less engaged settings.

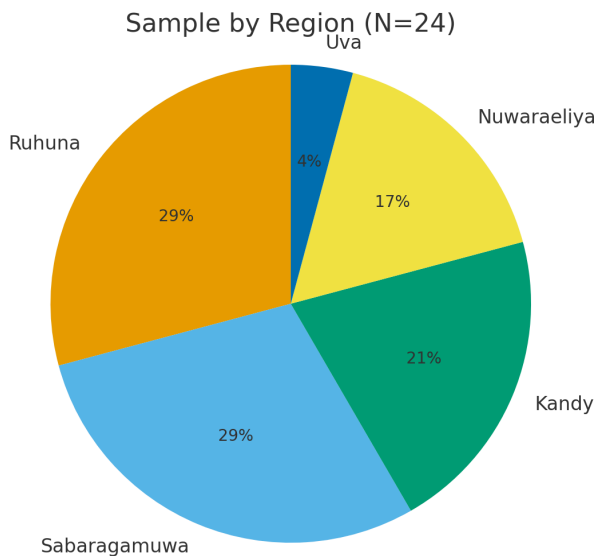
Mitigations for Next Round (Operational Plan)

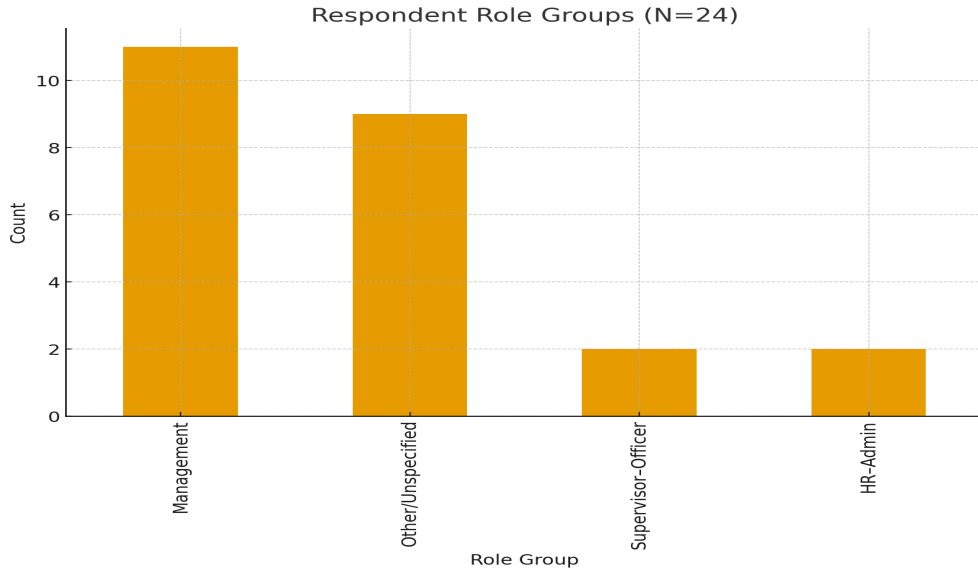
- Language-first facilitation: Sinhala lead + Tamil co-facilitator; 2-page pre-read (Sinhala/Tamil) 1 week ahead.
- Management buy-in: nomination letters; 1 focal per factory to avoid duplicate org responses.
- Hybrid mode: 100 hard copies + Open Data Kit; 48-hour data-entry SLA; 10% double-entry Quality Check.
- Orientation: 90 mins (30-min content + 60-min live fill-along) with WhatsApp help-desk for queries.
- Staggered windows: two mid-week slots per region (AM/PM) + phone-banking on the 5th, 6th and 9th day.
- Tooling: glossary tooltips; 'Not sure' option; required org type/region/role; soft-require sex-disaggregated HR fields.
- KPIs: completions vs target by region/org type; duplicates; median completion time; denominators ≥ 70 across languages.

Owner & Timeline (Example)

Workstream	Owner	Timeline	KPI
Design & Pre-reads	Gender Consultant (GC)	4 to 2 weeks	Pre-reads sent ≥ 7 days; glossary ready
Org Nomination	CIRAD + ATCs/DC	3 to 2 weeks	$\geq 90\%$ factories nominate 1 focal
Hybrid Setup	ATCs/DC	2 weeks	Offline ready; 48h data-entry SLA
Orientation (7 locations)	GC + Facilitators	1 week	Attendance $\geq 70\%$; live Q&A resolved
Follow-ups & Phone-banking	DC + ATCs	2 weeks	Completion $\geq 85\%$ of target
Data Quality Control	Data Lead	Rolling	10% double-entry; de-dup applied

Sample Profile



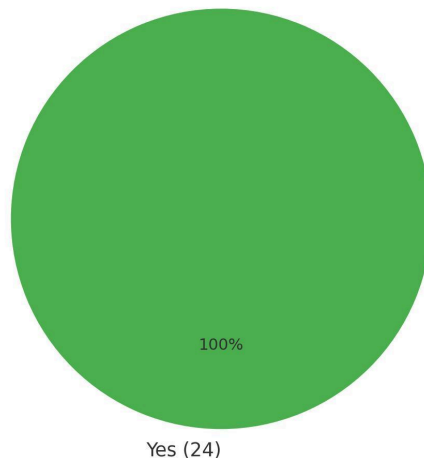


- Regions represented: Ruhuna, Sabaragamuwa, Kandy, Nuwaraeliya, Uva.
- Top regions by responses: Ruhuna (7/24); least represented: Uva (1/24).
- Respondent roles: Management: 11, Other/Unspecified: 9, Supervisor–Officer: 2, HR–Admin: 2.
- Organization type (RPC/Private) was not consistently captured in the form; recommend adding a mandatory field in the next round.

1. Workplace Environment and Safety

1.1 Facilities and Infrastructure

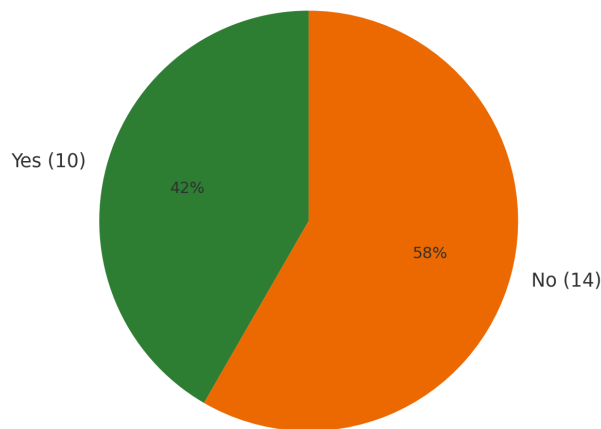
1.1.1 Clean Toilets & Basics



Clean Toilets & Basic Facilities (1.1.1)

Every factory surveyed reported that both field and factory workers have access to clean toilets, drinking water, and rest areas. This universal “Yes” response (24 of 24) shows that baseline hygiene access in the tea sector is relatively strong. However, follow-up notes indicate that in a few locations, women workers themselves carry the burden of daily cleaning using factory-supplied detergents. While this demonstrates worker ownership, it also reveals how unpaid care labour can slip into formal workplaces. Sustaining hygiene quality therefore requires both adequate resources and gender-sensitive management attention.

Menstrual Product Affordability & Access (1.1.2) — n=24



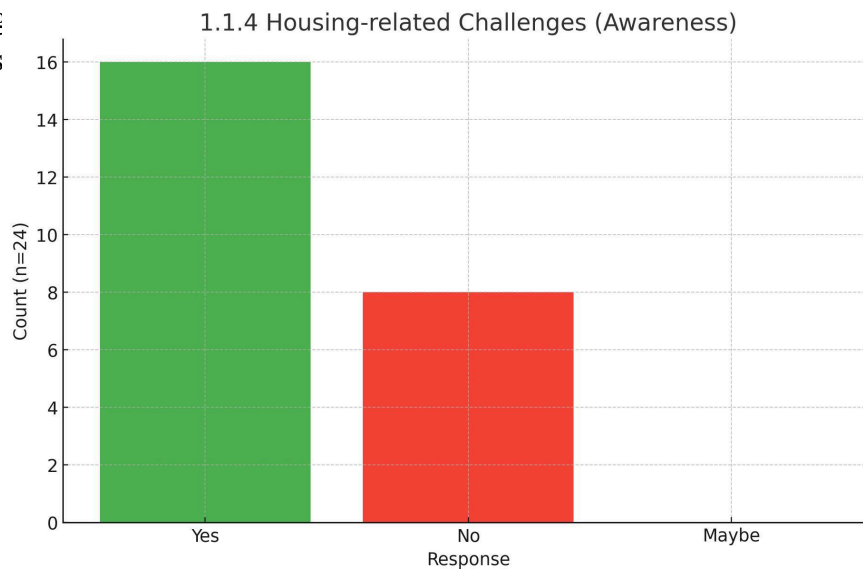
Menstrual Product Affordability (1.1.2)

Across the combined English and Sinhala responses, ten factories confirmed providing menstrual products free or at subsidised cost, 14 reported no such provision. Although awareness of menstrual hygiene management (MHM) is improving, affordability and consistent access remain limited. Respondents described cost barriers, unclear policies, and occasional shortages. Women’s dignity and comfort—and thus their attendance—are directly affected when pads, soap, or disposal bins are unavailable. Factories that have already introduced bins and supplies illustrate good practice, but GI standards should formalise these provisions through explicit commitments and routine monitoring.



1.1.3 Addressing Menstrual Stigma

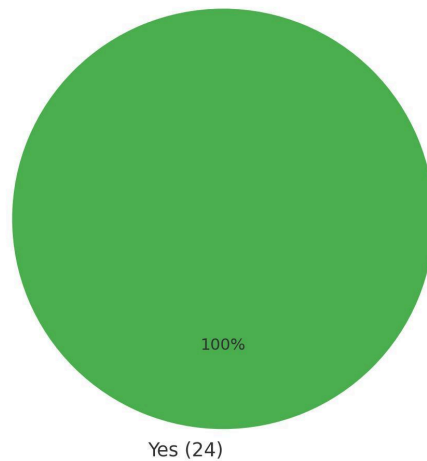
Responses were split: 13 factories said they actively address menstruation-related stigma through awareness or welfare programmes, while 11 had no such measures. The qualitative feedback shows that even when initiatives exist, they are often ad-hoc or one-off events. Some supervisors still assign “light duties” or restrict tasks during menstruation, reflecting lingering social bias. Embedding regular sensitisation sessions, manager training, and anonymous feedback channels would help normalise discussion of menstruation as a health issue rather than a taboo. GI compliance could require evidence of recurring prevention mechanisms



1.1.4 Housing-Related Challenges

Sixteen respondents acknowledged housing-related difficulties affecting women's attendance and well-being, while eight reported no major concerns. Common issues include overcrowded quarters, leaking roofs, poor sanitation, and time lost managing caregiving responsibilities. These conditions link directly to workplace outcomes such as tardiness, fatigue, and absenteeism. Because housing management typically falls under estate or government authorities, factories often lack direct control, yet coordination and advocacy remain essential. Joint action plans for repairs and sanitation upgrades, flexible shifts during maintenance, and on-site childcare could significantly reduce women's time poverty and stress.

1.1.5 Water & Bathing Access



1.1.5 Water & Bathing Access

All 24 factories confirmed reliable access to drinking water and bathing facilities near work or housing areas, which represents a positive baseline. Nevertheless, narrative responses reveal that women frequently walk long distances to fetch water for household chores before work, leading to lateness and exhaustion. These hidden burdens are rarely recorded but are central to women's daily experience. Integrating gender-sensitive water-management planning—such as placing taps closer to women's work zones or coordinating with local water schemes—would enhance both productivity and well-being.

Gender-Specific Differences in Access (1.1.5 Sub-Question): Only one respondent noted explicit differences in access between male and female workers, while most (23) reported no disparity. Although this suggests formal equality, the qualitative evidence above demonstrates that equality in infrastructure does not automatically ensure equality in outcomes. Women continue to face structural constraints linked to domestic labour, caregiving, and mobility. Regular participatory audits with women workers can help surface these invisible barriers and keep the GI standard responsive to lived realities.

Overall, the Facilities & Infrastructure section reflects a sector that meets baseline occupational-health standards but still carries deep gendered layers beneath that surface. Sanitation and water infrastructure are nearly universal, yet menstruation-related needs, housing conditions, and unpaid care work remain persistent gaps. Menstrual hygiene management should be treated as a non-negotiable part of workplace safety, with zero stock-out targets and transparent procedures for product distribution and waste disposal. Similarly, housing and water access should be addressed through inter-departmental and local-authority coordination, with GI audits tracking not only facilities but also their gendered impact. By integrating these actions, the Ceylon Tea GI standard can move beyond compliance to become a model of gender-responsive certification that values both quality and equality.

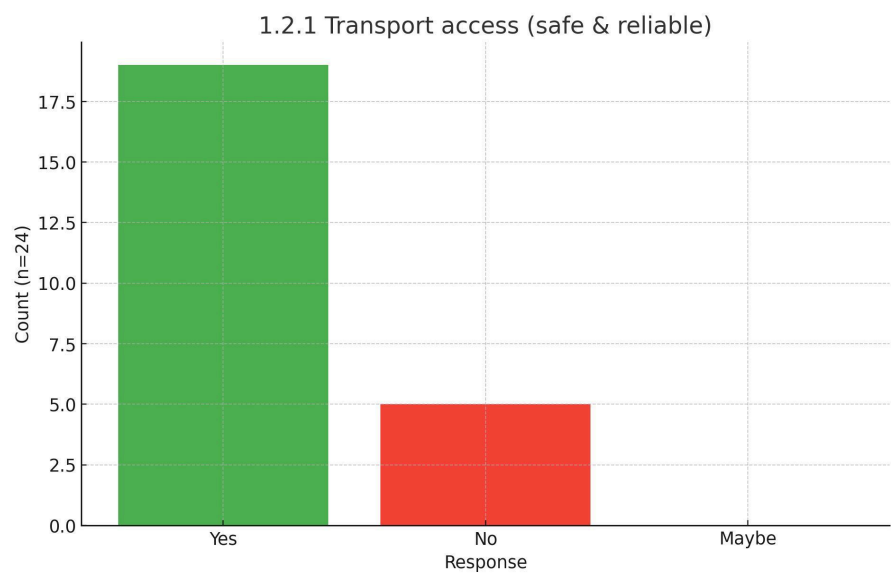
The following visual presents factory managers' perceptions and reflections from the open-ended responses to Section 1.1 (Facilities and Infrastructure). Each row combines a mini word cloud showing the most frequent terms used by managers with a brief selection of anonymised quotes that capture the tone and reasoning behind their responses. While the quantitative charts summarise what managers report in measurable form, this composite visual reveals how they understand and articulate issues such as sanitation, menstrual hygiene, stigma, housing, and water access. These insights provide a nuanced window into the decision-making mindset within tea factories—highlighting where awareness, empathy, and compliance are already strong, and where further

sensitisation, resources, and systems are required. In essence, the table captures the intersection between policy intent and operational reality as perceived by the management layer responsible for implementing gender-responsive practices.

Theme / Sub-section	Common Keywords (merged English + Sinhala responses)	Representative Manager Quotes (edited for clarity and flow)
1.1.1 Clean Toilets & Basic Facilities	clean toilets, soap, bins, rest area, maintenance, water, detergent, workers, daily cleaning, safety	“All workers have access to toilets and water facilities.” “Cleaning is done twice daily; supplies are provided by the factory.” “Sometimes women workers handle the cleaning when staff are short.”
1.1.2 Menstrual Product Affordability & Access	pads, cost, availability, free supply, affordable, disposal, bins, sanitary products, policy, awareness	“Pads are not provided free; cost is high for some women.” “We have bins and cleaning supplies, but workers buy pads themselves.” “A welfare committee is discussing subsidised products.”
1.1.3 Addressing Menstrual Stigma & Awareness	awareness, training, restrictions, supervisor, discussion, support, program, sensitivity, duty allocation	“We conduct awareness sessions for both men and women.” “Supervisors sometimes adjust duties during menstruation.” “There is no formal policy, but issues are handled case-by-case.”
1.1.4 Housing-Related Challenges	housing, overcrowding, leaks, repairs, caregiving, attendance, sanitation, family, coordination	“Houses are small and overcrowded, especially for families with children.” “Leaks and poor maintenance affect comfort and rest.” “Women’s attendance suffers when repairs or water issues arise.”
1.1.5 Water & Bathing Access	water, bathing, access, distance, shortage, time, domestic chores, privacy, reliability	“Drinking-water facilities are available at all sites.” “Women sometimes arrive late because they fetch water early morning.” “During dry months, we provide water by tractor to quarters.”

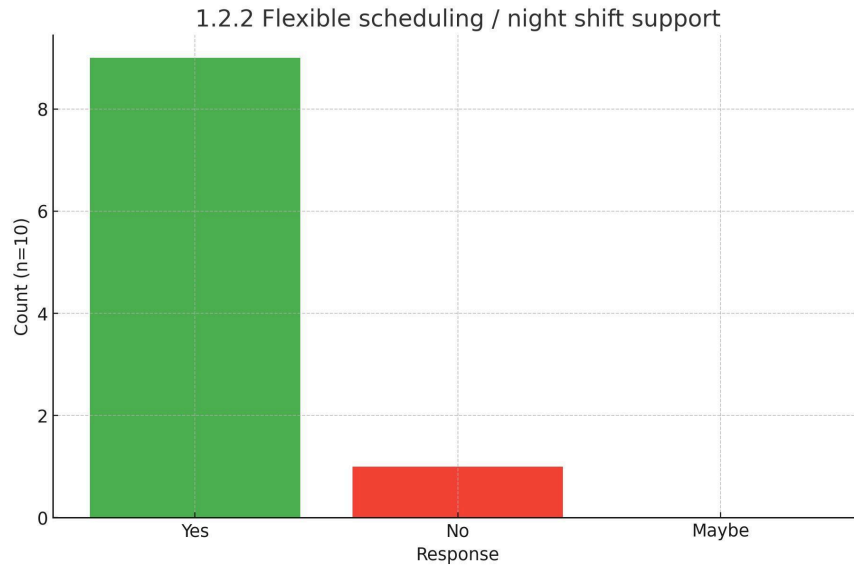
1.1.5 (Sub-Q) Gender Differences in Access	equality, fairness, no difference, women, men, access, equal facilities	“We treat all staff equally in facilities and access.” “No reported difference between men and women.” “Still, women may face extra household duties that affect timing.”
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1.2 Transport and Scheduling



1.2.1 Transport access

21 Managers generally report that workers have access to transport, and 3 managers have said no, but the qualitative notes indicate unevenness by geography and shift time. Where company transport is not available, staff walk long distances or depend on irregular public buses, with women affected most in early morning shifts due to household responsibilities and safety concerns on dark routes. Factories providing vans, fixed pick-up points, or pooled arrangements see better punctuality and reduced fatigue.

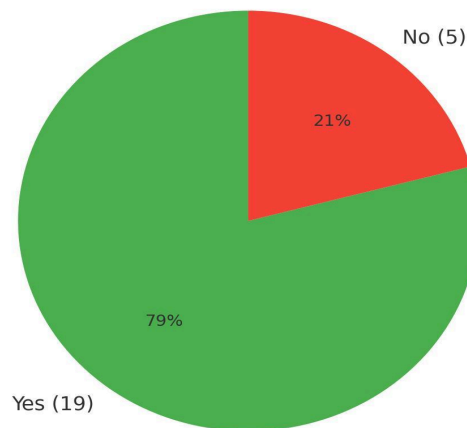


1.2.2 Flexible scheduling / night-shift support

Provision is mixed. Some estates offer adjusted rosters for young mothers or women with caregiving roles, and a few designate escorts/security for late finishes. Others cite cultural restrictions, fear of animals on estate roads, or women’s reluctance to travel at night as reasons for not arranging night work. From a GI and equity lens, consistent policies (opt-in night work, safe transport, and security accompaniment) help retain women, reduce absenteeism, and support fair progression into roles that require rotational shifts.

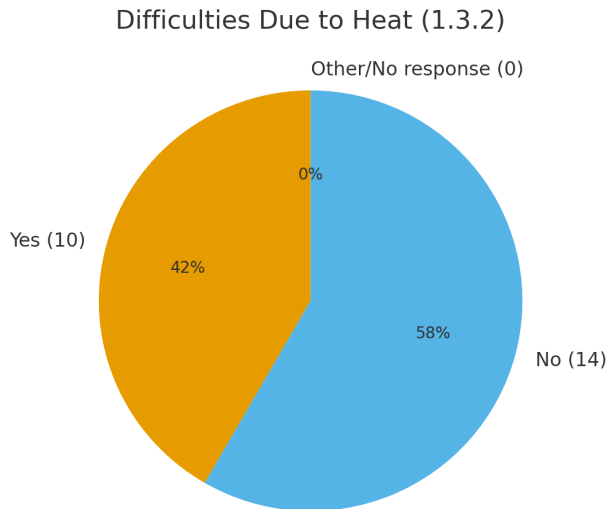
1.3 – Climate Change Adaptation

1.3.1 Heat-stress mitigation measures in place



Heat-stress mitigation measures (1.3.1)

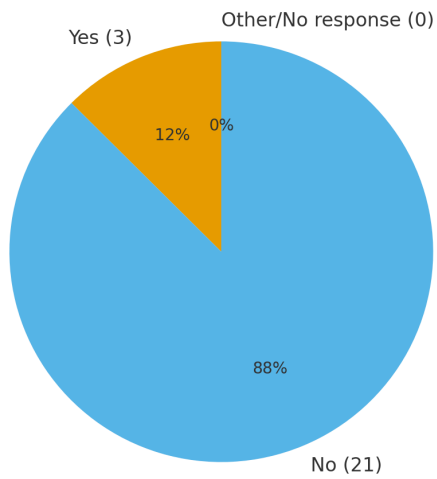
Most managers (19) indicate measures such as shade breaks, hydration points and rest scheduling for field work and the other managers stated there were no measures taken.. Where these are routine and logged, reports of heat-related fatigue are lower. In some estates, measures are informal and not consistently monitored.



1.3.2 Difficulties due to heat

Some managers acknowledge workers report tiredness, headaches and reduced productivity on hot days; several note that women may be additionally affected by domestic workload and physiological factors. Estates that track symptoms and provide water bottles/filters and scheduled breaks show improved attendance and fewer incidents.

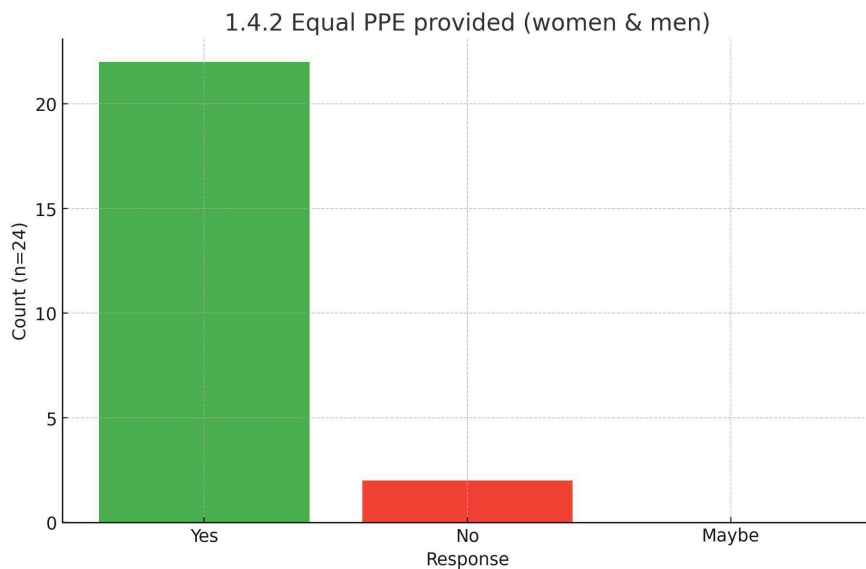
Attire Expectations in Heat (1.3.4)



1.3.4 Attire expectations in heat

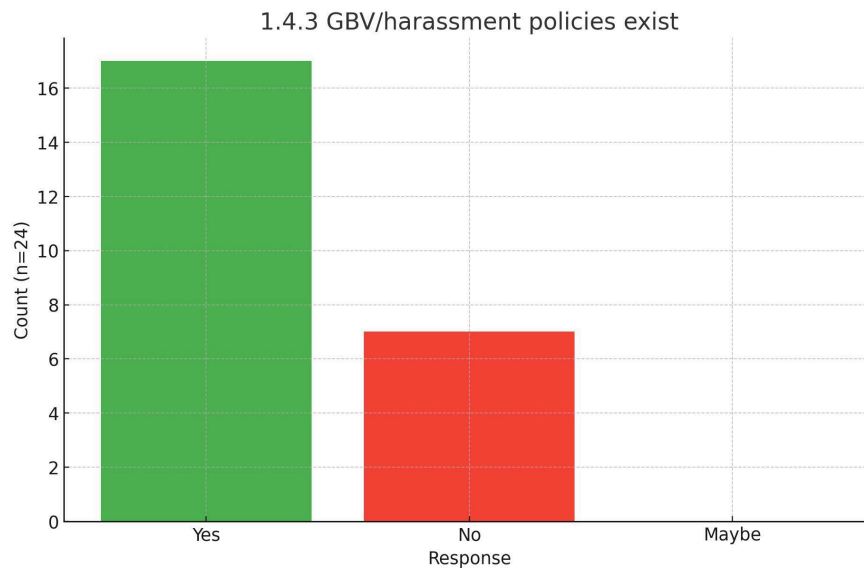
A few managers still expect traditional attire or specific uniforms even during hot periods; others allow lighter fabrics or alternatives. Where options are discussed with staff, comfort improves without detracting from professionalism or safety.

1.4 Harassment, Discrimination and Gender-Based Violence in the workplace and Safety



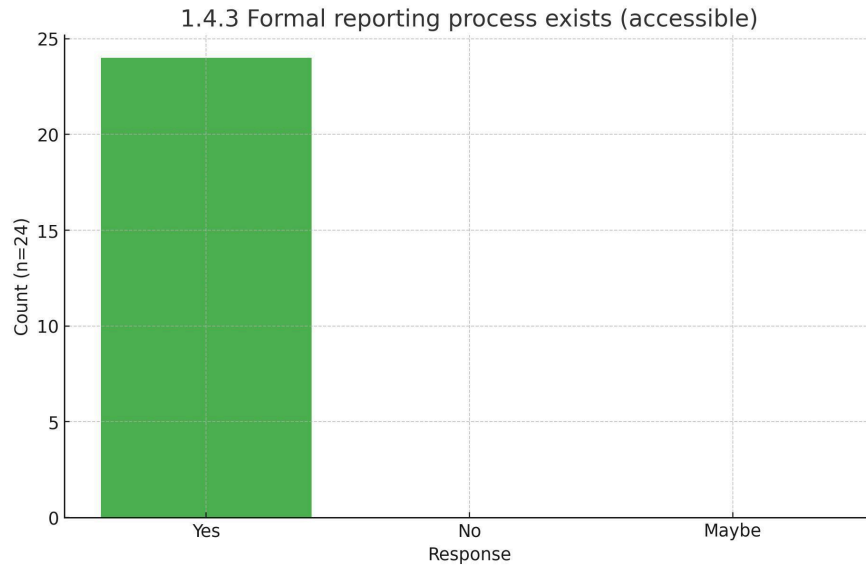
1.4.2 Equal PPE Provided (Women & Men)

Across 24 factory manager responses, the majority (22) report that both women and men are provided with personal protective equipment (PPE) such as gloves, masks, footwear, and rain gear. However, several note differences in fit, comfort, and replacement frequency. In some cases, women workers receive gear designed for men, affecting usability during long hours or high-heat conditions. A few managers highlighted ongoing efforts to procure women’s-size boots and breathable raincoats, while others admit limited budgets delay replacements. The overall response indicates positive compliance on paper but highlights the need for gender-sensitive procurement and size inclusivity within PPE distribution.



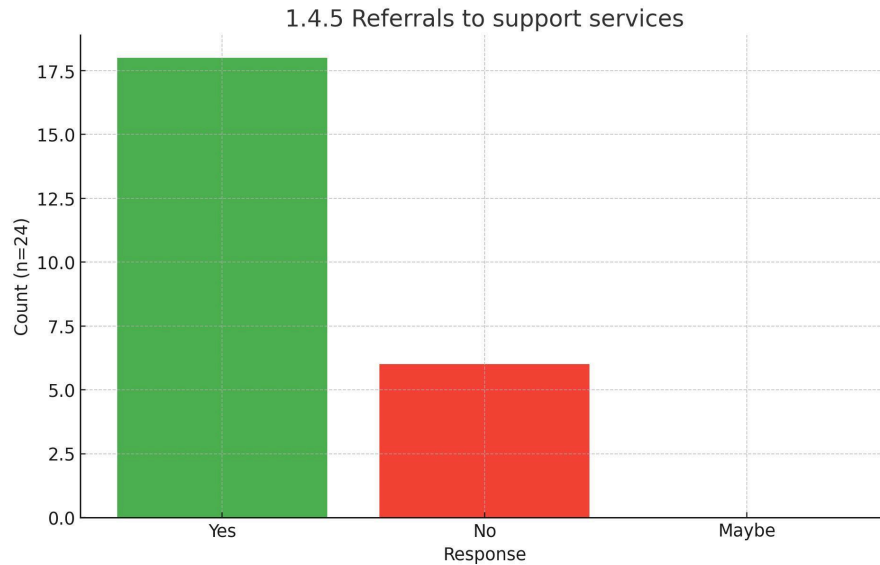
1.4.3 GBV / Harassment Policies Exist

Most managers confirm that their organization has written policies addressing gender-based violence, discrimination, and harassment. These policies are often displayed in noticeboards and explained during induction. However, about one-third of managers acknowledge that while a policy exists, there is limited awareness among workers — especially due to language barriers and infrequent refresher sessions. Some managers mention that posters are displayed in Sinhala and Tamil, while others are yet to translate them. This pattern shows that policy presence is not the issue; communication and sustained awareness remain key challenges to ensure workers, particularly women, understand and trust the system.



1.4.3 Formal Reporting Process Exists (Accessible)

Responses show 100% positive. Some factories have anonymous complaint boxes, dedicated welfare officers, or female HR staff for confidential reporting. Others lack a formal mechanism beyond verbal complaints to supervisors. Where anonymous or language-accessible systems are in place, reports are more likely to be registered and acted upon. Managers in smaller estates cite limited HR capacity and fear of misuse as reasons for not having anonymous systems. Accessibility, confidentiality, and trust are the cornerstones of a functional reporting system. Factories that operationalize these principles build a safer, more inclusive workplace and set benchmarks for GI compliance.



1.4.5 Referrals to Support Services

A little over half of the managers (18) note that their estates offer or facilitate referrals to external counseling, legal, or medical support — usually through welfare officers or local NGOs. In some cases, these services are available only for severe incidents or upon management approval. Others cite logistical constraints or a lack of local partners as barriers. The responses suggest growing awareness but fragmented implementation. Integrating referral processes into HR protocols — with clear contact lists, confidentiality assurances, and post-referral follow-up — will strengthen both worker trust and organizational accountability.

1.4.4 Barriers to Reporting

Although not a single-choice question, most managers identified multiple challenges that discourage women workers from reporting harassment or discrimination. The most cited barriers include fear of losing one’s job, social stigma, and not having a clear or trusted reporting system. Others mentioned lack of female officers to handle complaints and fear of not being believed. The perception of fear and stigma reveals deeper systemic issues around power, communication, and trust. Addressing these requires proactive awareness campaigns, anonymous mechanisms, and consistent follow-up to build faith in internal justice processes.

The following table consolidates direct insights and recurring themes shared by factory managers across Sections 1.2 to 1.4, reflecting practical realities of gender inclusion, workplace safety, and well-being. It highlights common keywords derived from qualitative responses and includes representative quotes that capture managers’ attitudes, awareness levels, and actions. These reflections reveal both commitment to compliance

and the ongoing need for deeper institutionalisation of gender-responsive practices across transport, scheduling, climate adaptation, and protection from harassment and discrimination.

Theme / Sub-section	Common Keywords (merged EN + SI)	Representative Manager Quotes (edited for flow)
1.2.1 Transport access (safe & reliable)	transport, company van, bus, pick-up points, night, punctuality, distance	“Company transport covers most routes; punctuality has improved.” · “Some areas rely on public buses; early shifts are harder for women.” · “Walking long distances affects attendance during busy seasons.”
1.2.2 Flexible scheduling / night-shift support	flexible shifts, security escort, opt-in night duty, caregiving, safety	“Young mothers receive adjusted rosters where possible.” · “Night work is optional; we provide an escort for late finishes.” · “Some women prefer not to travel at night due to family concerns.”
1.3.1 Heat-stress mitigation measures	shade, rest breaks, hydration points, water bottles, filters	“We schedule shade breaks and provide water at field points.” · “Hydration bottles are issued during dry months.” · “Supervisors monitor fatigue and adjust tasks.”
1.3.2 Difficulties due to heat	tiredness, headache, dehydration, productivity, attendance	“Hot days reduce output; workers report headaches.” · “Women sometimes feel extra fatigue due to morning domestic work.” · “We advise more frequent short breaks.”
1.3.4 Attire expectations in heat	saree, uniform, breathable fabric, comfort, safety	“Uniforms are required, but lighter fabric is allowed in heat.” · “Traditional dress is optional; we encourage breathable options.” · “We are reviewing PPE compatibility with uniforms.”
1.4.1 Protections & safety measures	PPE, first aid, hazards, animals, dust, heat, training	“First-aid kits and hazard briefings are standard.” · “Leech and wasp risks are addressed in toolbox talks.” · “We’re improving dust control around machinery.”

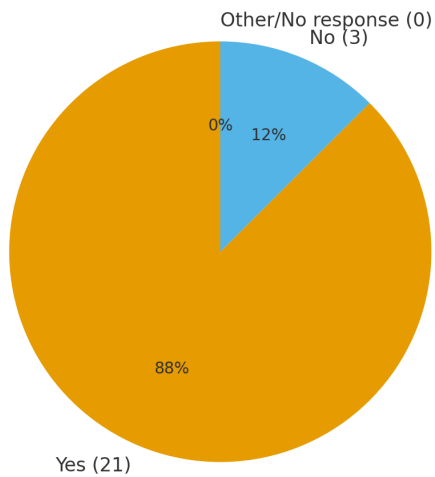
1.4.2 Equal PPE provided	gloves, masks, boots, rain gear, sizes, comfort	“PPE is issued equally; we are adding more women’s sizes.” · “Usage improves when items fit properly.” · “Rain gear stocks increased last season.”
1.4.3 GBV / harassment policies exist	written policy, awareness, posters, training	“Policy exists and is displayed in Sinhala and Tamil.” · “Annual awareness is conducted, but participation varies.” · “We are simplifying the policy for clarity.”
1.4.3 Reporting process (accessible)	anonymous, hotline, complaint box, focal point	“Anonymous complaint boxes are placed near offices.” · “A female welfare officer handles sensitive cases.” · “We share reporting steps in orientation sessions.”
1.4.4 Barriers to reporting	fear of job loss, stigma, disbelief, no clear system, no female staff	“Fear of losing a job discourages complaints.” · “Some hesitate because they think nothing will change.” · “We need more female focal points on all shifts.”
1.4.5 Referrals to support services	counselling, legal aid, medical, NGO, welfare	“Serious cases are referred to counselling and legal support.” · “We maintain contacts with local services.” · “Follow-up is documented by HR.”

Across the surveyed estates, the tea sector demonstrates solid baseline compliance on occupational-health and safety standards, yet still reflects deeply gendered gaps in lived experience. Universal access to toilets, water, and bathing facilities points to institutional commitment, but menstrual-product affordability, stigma, and housing conditions continue to shape women’s well-being and attendance. Transport access is generally adequate, though early-morning and night-shift safety concerns remain. Climate-adaptation efforts—shade breaks, hydration points, and attire flexibility—exist but are inconsistently monitored, leaving female workers more exposed to heat stress. Policies on harassment and PPE distribution show high formal compliance, yet awareness, fit, and trust in reporting systems vary by site. Overall, managers display empathy and growing gender sensitivity, but implementation is uneven and often ad-hoc. Embedding gender-responsive audits, multilingual communication, and routine worker feedback will shift the sector from “basic compliance” toward transformational equity, ensuring that safety, dignity, and participation are experienced—not just promised—by women across the Ceylon Tea value chain.

2. Financial Equity

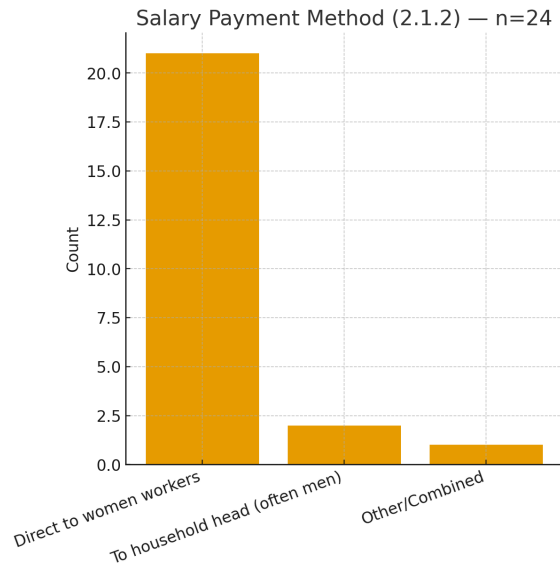
2.1 Wage Fairness

Equal Pay for Same Work (2.1.1) — n=24



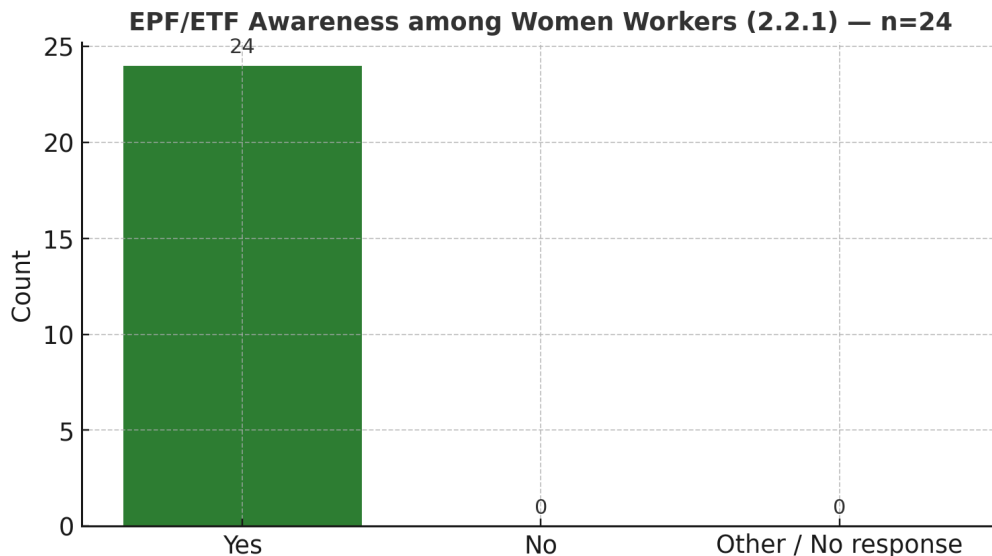
2.1.1 Equal Pay for Same Work

Across the surveyed factories, 21 managers confirmed equal pay for identical roles, while three indicated remaining disparities—mostly within overtime, task allocation, or performance incentives. Although formal wage parity has largely been achieved at the base-salary level, informal gendered expectations—such as heavier workloads for women or fewer advancement opportunities—continue to obscure full equity.



2.1.2 Salary Payment Method

A strong majority (21 factories) transfer wages directly to women workers, while two pay household heads (typically men) and one uses a mixed approach. This shift toward direct payment marks notable progress in women’s financial autonomy and transparency. Making this the default payment mechanism, with optional opt-out provisions, ensures women have greater control over income use and savings—reducing intra-household financial dependency and supporting gender-equitable economic participation.

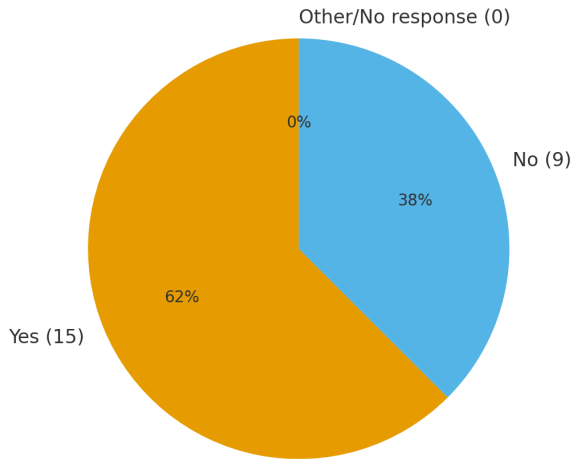


2.2 Financial Awareness and Benefits

2.2.1 EPF/ETF Awareness among Women Workers

While nearly all respondents confirmed that women are enrolled in EPF/ETF, fewer managers were confident that workers fully understand their balances, benefits, or withdrawal procedures. Awareness is consistently higher for EPF than ETF, revealing uneven communication. Introducing visual infographics, bilingual payslip inserts, and regular workshops could transform passive compliance into informed participation, enhancing long-term financial security for women employees.

Co-operative / Welfare Fund Exists (2.2.2) — n=24

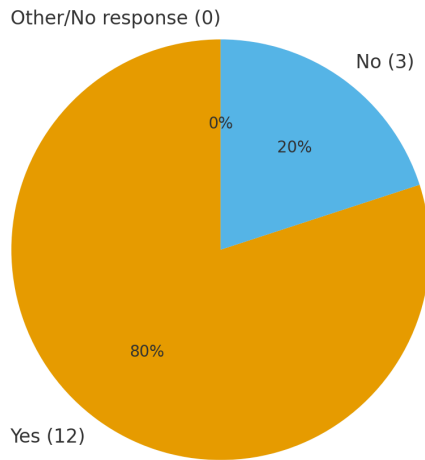


2.2.2 Co-operative / Welfare Funds Existence

Almost all factories maintain a Welfare or Co-operative Fund for shared purchases like raincoats or welfare supplies. Yet, transparency and participation vary significantly—some women are unaware of decision-making processes or fund governance. Strengthening representation on committees, publishing annual financial disclosures, and ensuring gender-balanced leadership within these funds would build trust and promote equitable benefit-sharing.

2.3 Women’s Financial Empowerment & Household Dynamics

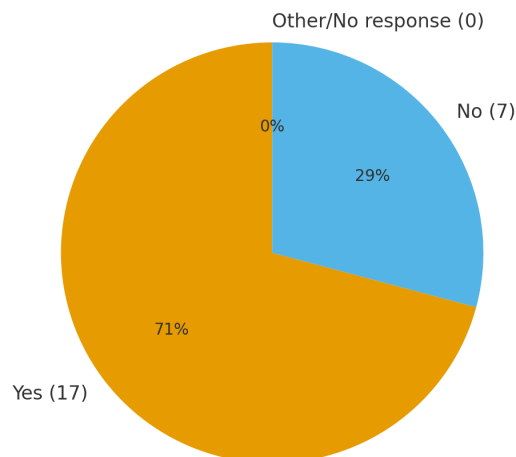
Financial Empowerment Programs Provided (2.3.1) — n=15



2.3.1 Financial Empowerment Programs Provided

Managers consistently recognised that although women’s wages provide stability, true financial empowerment is limited by male control over household income, land ownership, and savings decisions. Only a few factories run structured financial literacy or digital-banking sessions for women, often in partnership with NGOs. Institutionalising such training within factory HR or welfare divisions can expand women’s agency and prepare them for emerging digital economies.

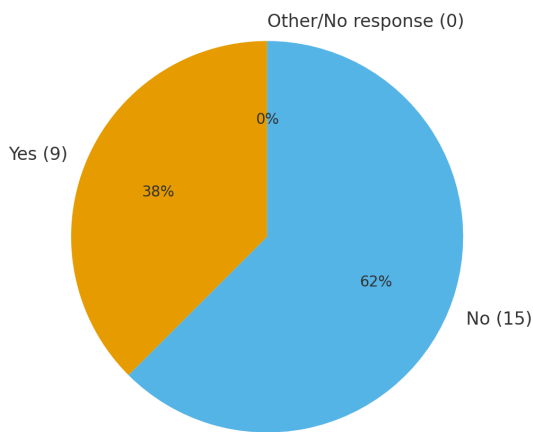
Alcohol/Tobacco Impact Recognised (2.3.2) — n=24



2.3.2 Alcohol / Tobacco Impact Recognised

Many managers highlighted that alcohol and tobacco consumption among men continues to erode household savings and fuel social stress for women workers. A few estates have launched awareness drives and savings circles through welfare societies, yet these efforts remain sporadic. Embedding substance-abuse awareness within gender and family well-being programs could strengthen household resilience and improve intergenerational outcomes.

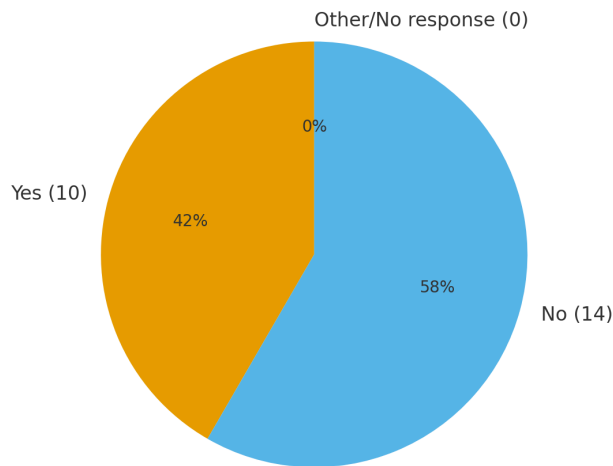
Difficulties in Women Owning Land (2.3.3) — n=24



2.3.3 Difficulties in Women Owning Land

Managers acknowledged that women's access to land and assets remains deeply constrained by both legal and social barriers. Although few estates actively engage in land-related advocacy, many expressed openness to collaborate with local authorities or NGOs if guided by clear frameworks. Such partnerships could help women formalise ownership and enhance their economic bargaining power.

Awareness of Government Land Programs (2.3.4) — n=24



2.3.4 Awareness of Government Land Programs

Awareness of initiatives such as Semata Himi Bimak remains low—only 10 managers reported any familiarity, while 14 indicated none. Targeted outreach with Divisional Secretariats, simplified materials, and joint awareness campaigns could significantly improve uptake and visibility. Factories can play a catalytic role in connecting workers with government resources that advance women’s economic inclusion.

The table below summarises how factory managers perceive wage fairness, financial transparency, and women’s economic participation. Their reflections show gradual progress on pay equality but persistent gaps in financial literacy, control, and inclusion in decision-making. Financial equity within the tea sector shows strong policy-level parity but uneven practice. Equal pay is achieved formally, yet autonomy is limited by payment routing and low financial literacy. EPF/ETF coverage is universal but under-understood; fund transparency and women’s leadership remain gaps. Empowerment initiatives exist in pockets, while household financial drains (alcohol/tobacco) and restricted land ownership continue to undercut economic security. Embedding financial literacy, transparent fund management, and women-centered ownership pathways will transform formal equality into real economic agency.

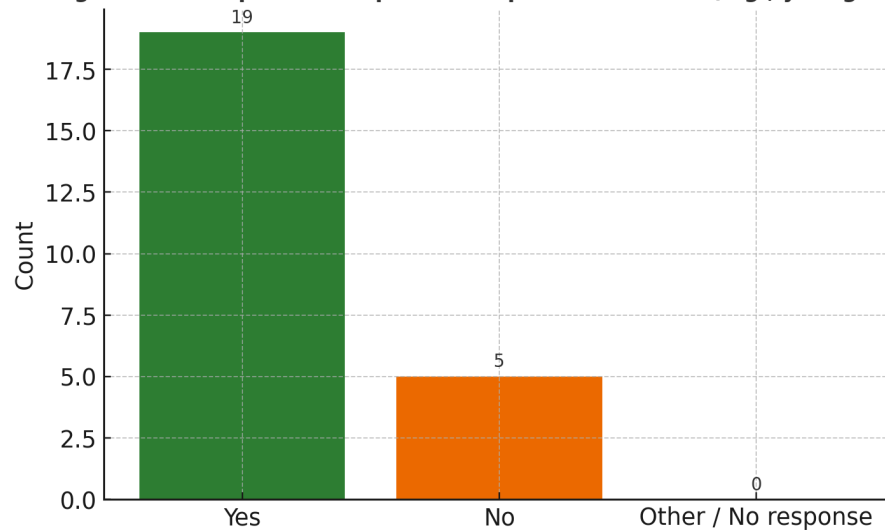
Theme / Sub-section	Common Keywords (merged EN + SI)	Representative Manager Quotes (edited for clarity)

2.1.1 Equal Pay	equal salary, productivity, fairness, output, plucking rate	“Both men and women are paid the same per kilo.” · “Some say men finish faster, but the pay rate is fixed.” · “We monitor attendance, not gender.”
2.1.2 Salary Distribution & Control	bank account, household head, direct payment, autonomy	“Payments go to the main account holder, often men.” · “We’re exploring salary transfers to women’s accounts.” · “Welfare officers help with disputes.”
2.2.1 EPF / ETF Awareness	contribution, notice board, payslip, meeting	“We explain EPF once a year.” · “Women rarely check balances.” · “Need simpler notices in Sinhala and Tamil.”
2.2.2 Cooperative / Welfare Funds	transparency, welfare, contribution, rain jackets	“The fund buys common items like raincoats.” · “Workers ask for more clarity on spending.” · “We display fund use annually.”
2.2.3 Bonuses & Benefits	leave bonus, production bonus, calculation, clarity	“Bonuses follow productivity; women benefit equally.” · “Rules are explained at meetings.” · “No written guideline yet.”
2.3.1 Financial Empowerment Programs	savings groups, training, digital banking, NGO support	“NGOs held sessions on savings.” · “We plan to open digital accounts for women.” · “Awareness improves confidence.”
2.3.2 Alcohol & Household Impact	alcohol, family problems, welfare, awareness	“Alcohol affects family income.” · “We counsel men on spending habits.” · “Women face added pressure at home.”
2.3.3 Land Access & Ownership	land title, government scheme, awareness, support	“We heard of Semata Himi Bimak but need guidance.” · “No formal process yet.” · “We’d support women applying if trained.”

3. Opportunities for Women

3.1 Recruitment and Career Advancement

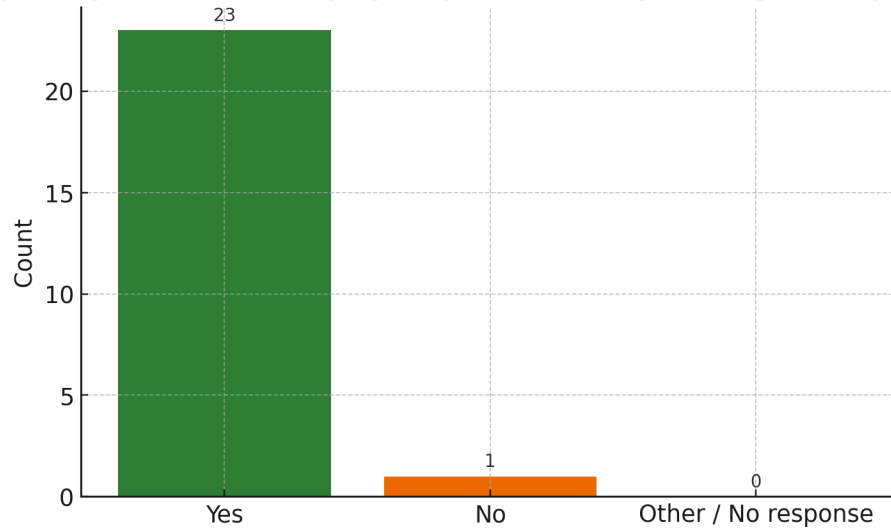
3.1.1 Has your organization implemented policies to promote women (e.g., young wom... (3.1.1) — n=24



3.1.1 Policies to promote women into leadership (supervisory/managerial)

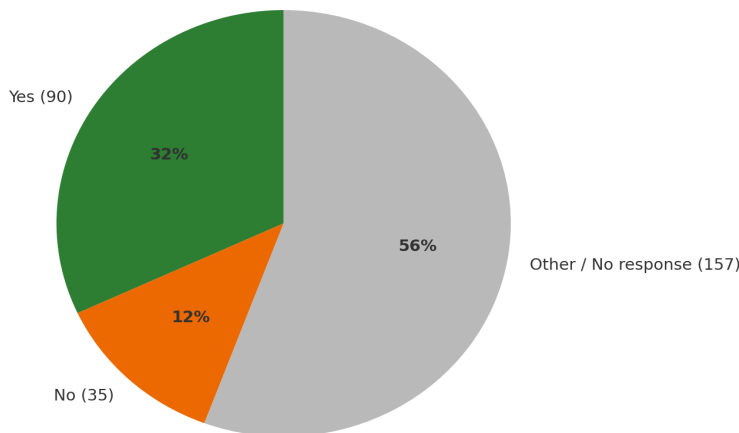
Most factory managers reported having policies or informal goals to improve women’s representation in supervisory or administrative roles. However, only a few have clear implementation plans or measurable targets. While the willingness exists, systemic mentoring and transparent selection criteria are often missing. Embedding leadership pipelines, annual gender-balance reviews, and targeted capacity-building would help convert intent into tangible progress.

3.1.2 Does your organization address pregnancy-related assumptions (e.g., assumpti... (3.1.2) — n=24



support) are usually aligned to national law, yet awareness and access can be uneven.

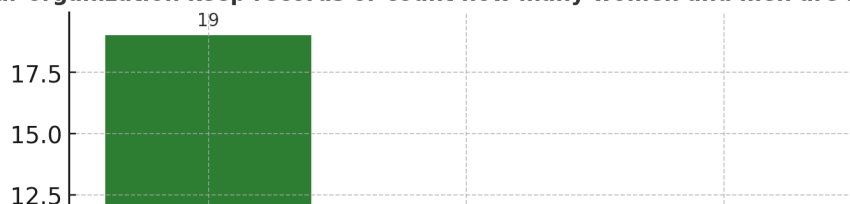
Gender-Based Task Assignment (3.1.3) — n=24



3.1.3 Task assignment by gendered assumptions

Roughly two-thirds of managers acknowledged some degree of gendered task assignment—for example, women in plucking and men in physically demanding or machine-based roles. While framed as “practical suitability,” such norms restrict women’s upward mobility. Rotational task training, ergonomic redesign, and gender-neutral job descriptions would foster fairer opportunities..

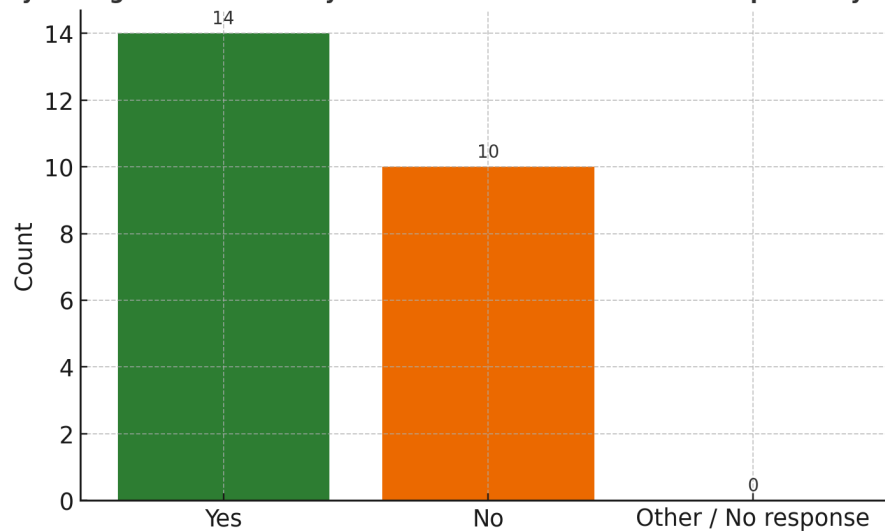
3.1.4 Does your organization keep records or count how many women and men are recr... (3.1.4) — n=24



3.1.4 Keeping gender-disaggregated recruitment records (workers, officers/supervisors, management, pluckers)

Yes 19 / No 5. Pathways exist on paper; Record-keeping is inconsistent. Some factories track gender by role, but others lack a consolidated view, making it difficult to detect bias or progress.

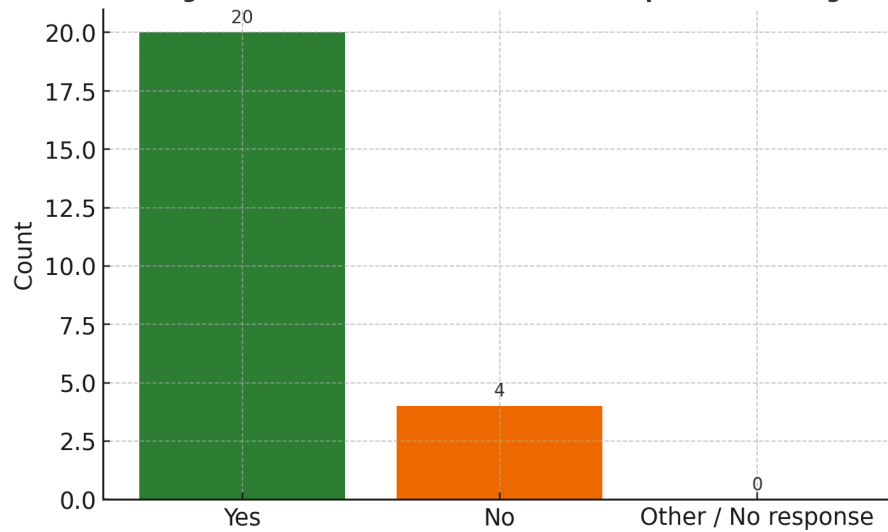
3.1.5 Does your organization actively recruit women for technical or supervisory r... (3.1.5) — n=24



3.1.5 Active recruitment of women for technical/supervisory roles

A subset of estates report outreach to women (community groups, notice boards, referrals). Elsewhere, hiring channels remain informal and male-dominated.

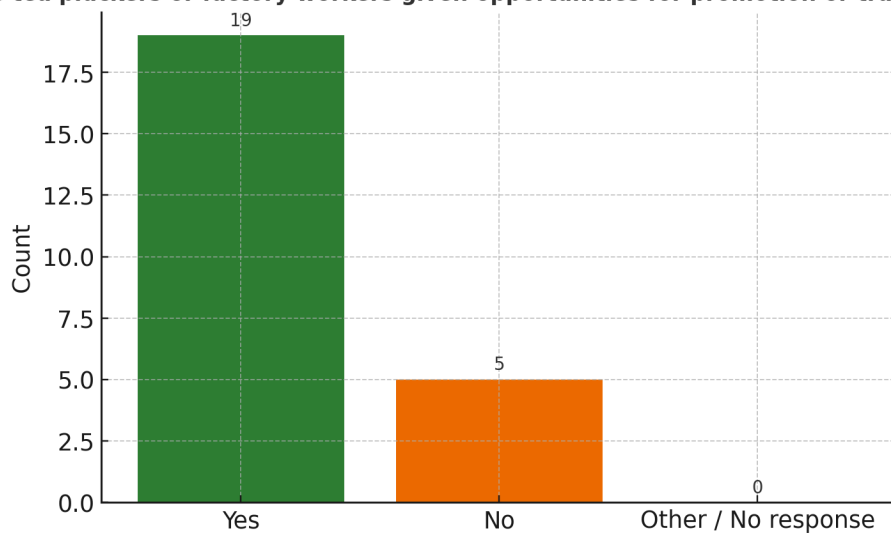
3.1.6 Are women workers given the same chances as men to be promoted to higher roles? (3.1.6) — n=24



3.1.6 Equal chances for promotion to higher roles

Managers state promotions are “performance-based,” yet qualitative notes reveal visibility gaps—men more often receive tasks that showcase leadership or technical skill. Vacancy notices do not have inclusive vocabulary to motivate women to apply.

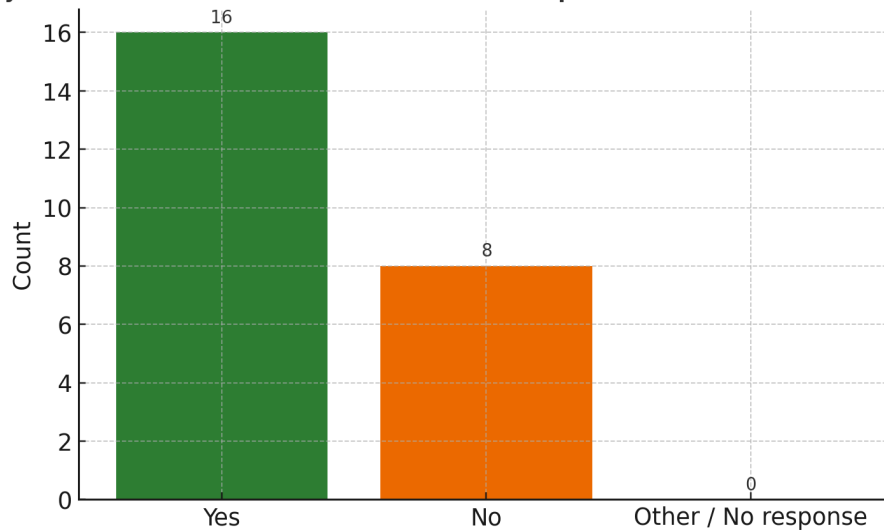
3.1.7 Are tea pluckers or factory workers given opportunities for promotion or training? (3.1.7) — n=24



3.1.7 Promotion/training opportunities for pluckers and factory workers (e.g., Kangani, factory supervisors)

Yes 19 / No 5. Improving processes but: Opportunities exist in principle, but access for women varies with supervisor attitudes, scheduling, and childcare constraints.

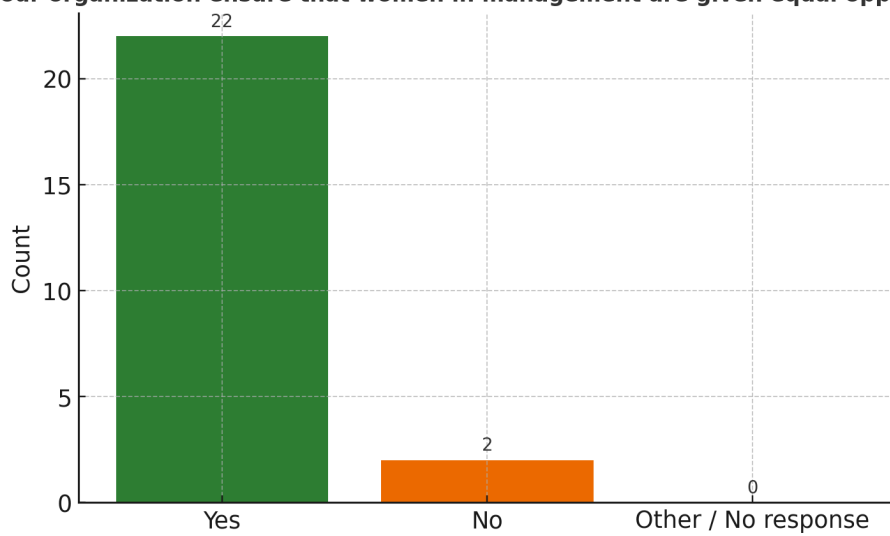
3.1.8 Are you familiar with the terms 'Worker's or Group Leaders' or 'Thalaivars' ... (3.1.8) — n=24



3.1.8 Worker/Group Leaders (“Thalaivars”)—selection & benefits

Most managers recognise the role; selection is often based on experience and supervisor recommendation, sometimes via informal worker endorsement. Financial or non-financial benefits are uneven.

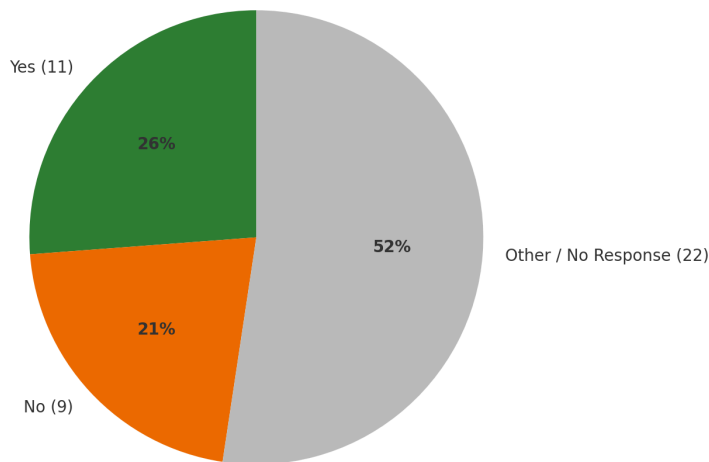
3.1.9 Does your organization ensure that women in management are given equal oppor... (3.1.9) — n=24



3.1.9 Ensuring women in management get equal opportunities to demonstrate performance for senior promotions

Women in management are present in small numbers. They report heavier scrutiny and fewer task assignments that carry high visibility.

Figure 3.1.12 — Women’s Access to Skill-Building Opportunities (n=24)

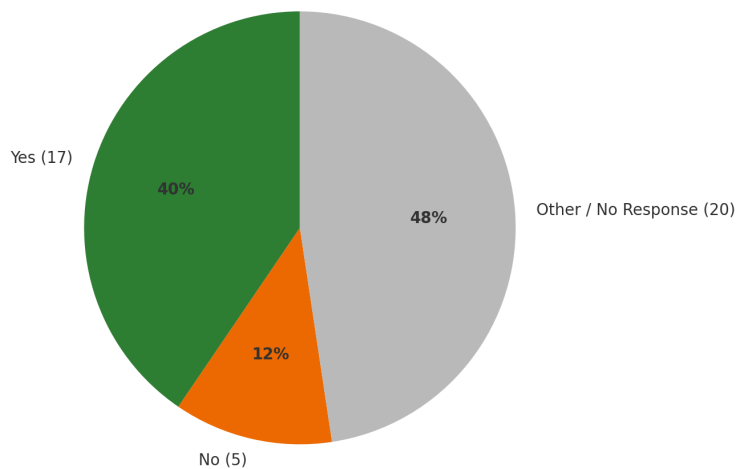


3.1.12 Access to other skills (sewing, cooking, gardening; hobby/side income)

Out of 24 factories surveyed, 11 managers reported that women workers have access to additional skill-building or livelihood programmes, while 9 said no, and 22 responses

were incomplete or unclear across the English and Sinhala datasets. These initiatives typically include training in sewing, cooking, gardening, or handicrafts, offered either during off-hours or through welfare associations. While such opportunities enhance women’s confidence and diversify income sources, the qualitative notes indicate that many of these programmes are sporadic and informal, lacking structured follow-up or certification.

Figure 3.1.13 — Workforce Reduction Trends (n=24)

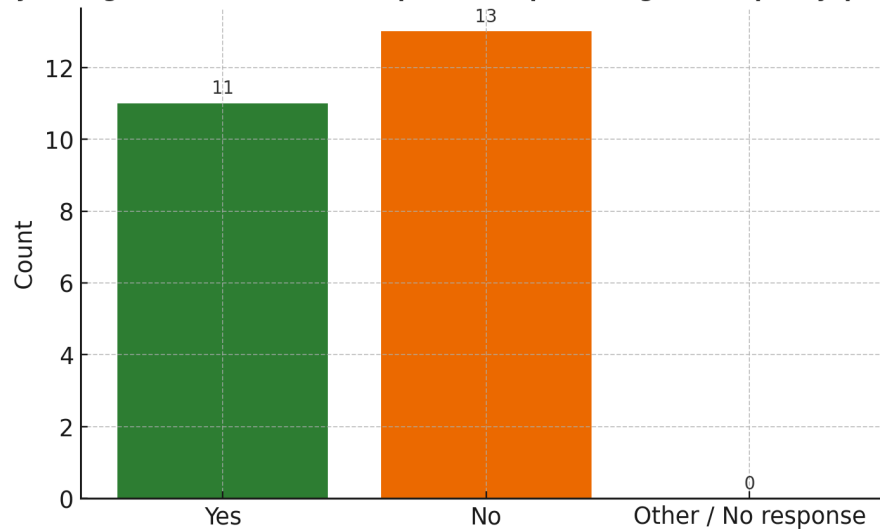


3.1.13 Workforce reduction: migration to other industries/urban areas; mechanisation

Among the surveyed factories, 17 managers confirmed observing workforce reductions attributed to migration and mechanisation, while 5 reported no such trend, and 20 provided incomplete or unclear responses. Qualitative notes indicate that both men and women are leaving estate employment — men for construction and transport jobs, women for urban domestic work or garment factories. Mechanised plucking and processing technologies have also begun displacing manual labour, reducing the number of available positions for both genders. Managers expressed concern over labour shortages, rising absenteeism, and difficulty recruiting young women, who increasingly seek less physically demanding and better-paid alternatives. From a gender lens, this trend underscores the urgency for skills diversification, improved working conditions, and career-path reforms to retain women within the tea sector while promoting equitable adaptation to technological change.

3.3 Inclusion Policies and Representation

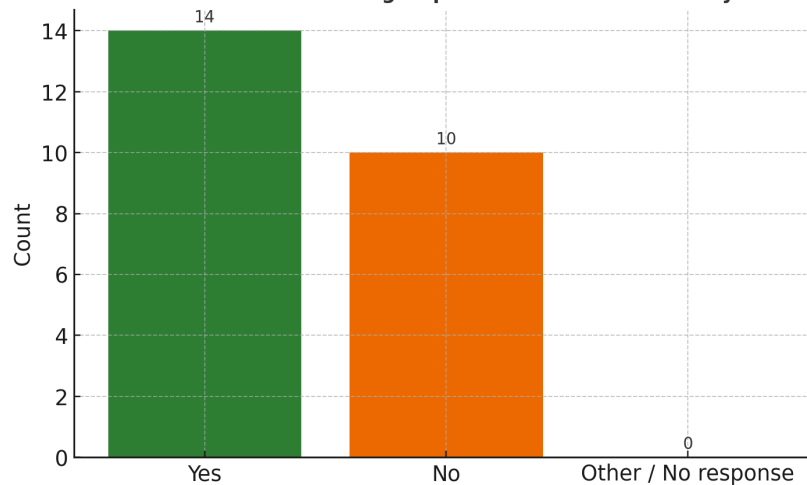
3.3.1 Does your organization have written policies to promote gender equality, par... (3.3.1) — n=24



3.3.1 Written gender-equality policies (incl. pluckers & factory workers)

Nearly all estates have formal equality or non-discrimination policies, yet worker awareness remains uneven due to limited translation and orientation. Displaying simplified bilingual posters, holding quarterly briefings, and integrating gender clauses into job descriptions would make these commitments more visible and actionable.

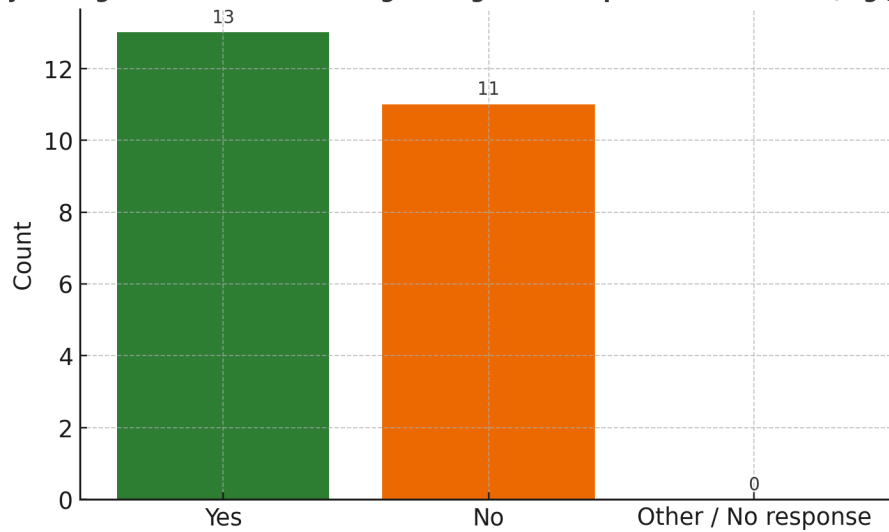
3.3.2 Are women included in trade unions or groups that make decisions in your wor... (3.3.2) — n=24



3.3.2 Women’s inclusion in unions/decision-making groups; awareness of how to join

Women’s representation is improving but remains thin in certain estates and committees. Not all women know the joining process.

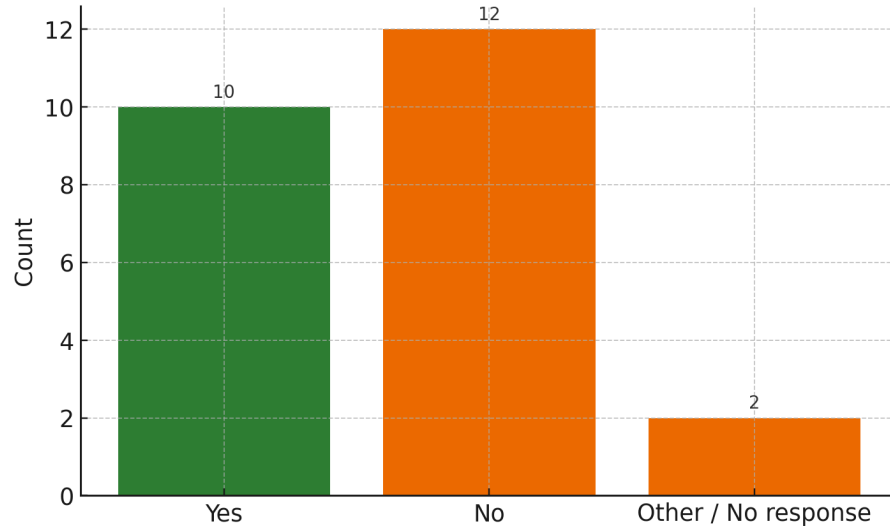
3.3.4 Does your organization allocate budget for gender-responsive measures (e.g.,... (3.3.4) — n=24



3.3.4 Budget for gender-responsive measures (training, sanitary facilities, childcare)

Most managers indicated that funds for gender initiatives exist but are modest, usually covering menstrual products, PPE adjustments, or occasional training. Establishing a dedicated gender-budget line within factory finances—with clear reporting and measurable outcomes—would institutionalise these practices and enable continuous improvement.

3.3.5 Does your organization ever check if men and women are given different types... (3.3.5) — n=24

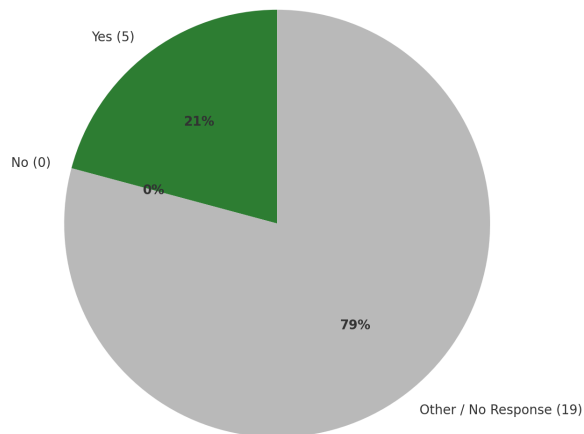


3.3.5 Checking for gender differences in tasks/pay and using findings

Only a handful of managers have conducted formal gender audits, though several expressed interest. Routine reviews of pay, benefits, and promotions disaggregated by gender would provide an evidence base for equitable management and fulfil GI certification’s accountability standards.

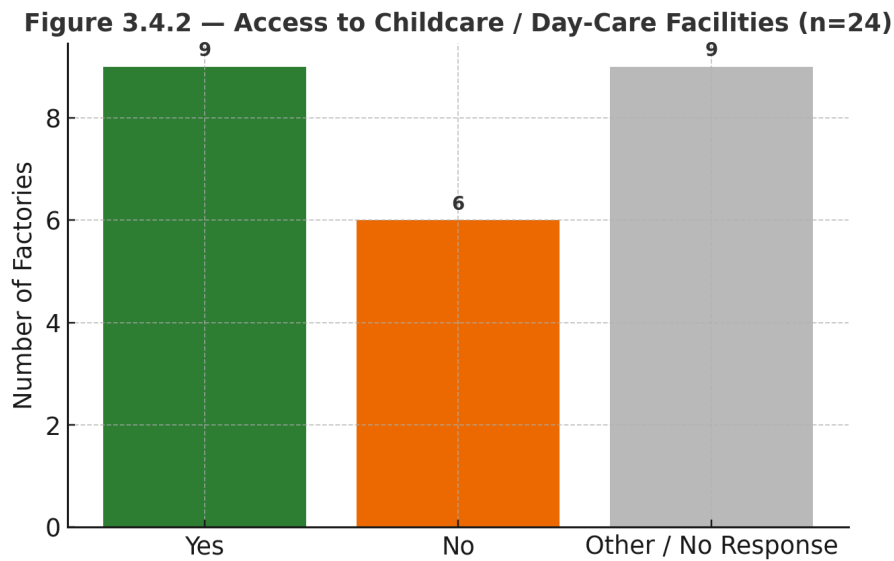
3.4 Education and Childcare Support

Figure 3.4.1 — Support for Employees’ Children’s Education (n=24)



3.4.1 — Support for Employees’ Children’s Education

Out of 24 factory managers, only 5 confirmed providing educational support for employees’ children, while 19 did not specify or left the question blank. No manager explicitly reported the absence of such initiatives. The few positive responses mentioned contributions such as school book donations, scholarship assistance, or welfare-led tutoring support. However, these initiatives remain informal and dependent on management discretion rather than policy.



3.4.2 Availability of childcare facilities (creches, on-site care, nannies)

Out of 24 , 9 managers confirmed the presence of childcare or day-care facilities, while 6 reported none, and 9 did not provide a clear answer. Where facilities exist, they are often coordinated by estate welfare officers or women’s committees and cater mainly to preschool-aged children. However, limited staffing, poor infrastructure, and distance from workers’ housing restrict consistent use. The absence of reliable childcare remains a key barrier to women’s full participation, particularly for those with infants or school-age children.

Manager Perspectives & Key Themes — Section 3 (3.1 – 3.4)

Theme / Sub-section	Common Keywords (EN + SI)	Representative Manager Quotes (edited for clarity)
3.1.1 Women in leadership policies	targets, criteria, transparency, pipeline	We plan to increase women supervisors; formal criteria will help. Announcements are open to all staff now.
3.1.2 Pregnancy assumptions & benefits	bias-free interviews, maternity/paternity, benefits guide	We avoid personal questions; a benefits leaflet is being prepared. Paternity leave helps balance caregiving.
3.1.3 Task assignment by gender	suitability, heavy work, cross-training, PPE fit	We're trialling women on technical lines with the right PPE.
3.1.4 Gender-disaggregated records	dashboard, tracking, roles, reporting	We started a simple HR dashboard by role and gender.
3.1.5 Recruiting women for technical / supervisory roles	outreach, shortlist, mentoring	Community outreach brought more women applicants.
3.1.6 Equal chances for promotion	rotations, visibility, panel reviews	Rotations now give everyone a chance to lead a shift.
3.1.7 Training & advancement (pluckers/factory)	paid training, schedule, childcare	We offer paid modules; attendance improves with childcare.
3.1.8 Thalaivar / leader selection & benefits	criteria, acting roles, stipend	We published criteria; acting roles rotate across teams.
3.1.9 Women in management – performance opportunities	stretch tasks, sponsorship, calibration	Senior sponsors help women take on high-visibility tasks.

3.1.12 Other skills (sewing/cooking/gardening)	clubs, NGO trainers, micro-orders	Skills clubs run monthly; women supply uniforms to the canteen.
3.1.13 Migration & mechanisation	retention, bridge training, multi-skilling	We're upskilling women for mechanised roles to retain them.
3.3.1 Written equality policies	translation, awareness, grievance routes	Policies are displayed in both languages; refresher training is planned.
3.3.4 Budget for gender-responsive measures	sanitary supplies, childcare, training funds	We allocate a small gender budget mainly for pads and PPE.
3.3.5 Gender audits (tasks/pay)	review, corrective action, transparency	We check bonus access and adjust if any imbalance shows.
3.4.1 Support for employees' children's education	books, scholarships, tutoring	We help with schoolbooks and sponsor prize-givings.
3.4.2 Access to childcare / day-care facilities	creche, welfare officer, attendance	Childcare helps reduce absenteeism, but space is limited.
3.4.3 School / community education involvement	donations, awareness programs, volunteers	Factory staff assist in local school clean-up days.

Factories increasingly recognise women's economic participation beyond field work. Roughly half offer or are exploring skill-building opportunities (e.g., sewing, cooking, gardening), often in partnership with local NGOs. However, most activities are ad-hoc—dependent on welfare budgets or external trainers—and lack a formal integration into HR or production strategies. Creating structured “skills clubs,” tracked through the GI gender indicators, would reinforce women's financial autonomy and diversify livelihoods. A majority of managers observed labour out-migration and mechanisation, especially among youth. Mechanised plucking, while improving efficiency, risks sidelining women unless accompanied by bridge-training and redeployment. Factories that proactively upskill women for technical tasks demonstrate better retention and morale. Most estates have gender or equality policies, but awareness among workers remains inconsistent. Few conduct systematic reviews of pay, promotion, or task allocation. Embedding gender audits and transparent dashboards will allow continuous improvement rather than compliance-only reporting. The education and

childcare indicators reveal persistent shortfalls. Only a small share of factories provide book or tuition assistance, and less than half maintain functioning childcare spaces. Managers universally acknowledge the importance of these supports but cite limited budgets and infrastructure. GI alignment could motivate joint models—shared creches, stipends, or community partnerships—to reduce absenteeism and improve retention of young mothers. This confirms that the tea sector has moved from awareness to emerging institutionalisation of gender responsiveness. Financial inclusion initiatives and policy frameworks exist but need consistent resourcing and monitoring. When combined with targeted childcare and education measures, these can strengthen both worker welfare and factory productivity—core goals of a gender-responsive GI system.

Conclusion

The pilot findings demonstrate that Sri Lanka’s tea sector has entered an important phase of transition—from basic compliance with workplace standards toward genuine gender responsiveness. Factories show clear awareness of gender equity and equality principles and an emerging commitment to improvement, yet the consistency and depth of implementation remain uneven. Across all sections—Workplace Safety, Financial Equity, and Opportunities for Women—the results point to a strong foundation of goodwill but also to structural and cultural gaps that require systemic action.

Sustained progress will depend on embedding gender equality into daily management systems, monitoring mechanisms, and decision-making spaces rather than treating it as a parallel or project-based goal. Strengthening accountability, investing in data quality, and ensuring women’s participation at every level will not only advance fairness but also enhance productivity, worker morale, and the international reputation of Ceylon Tea.

Recommendations

1. Short term (0–6 months) — Quick wins

Workplace Environment and Safety (including water, sanitation, and menstrual health and transportation)

- Set minimum standards for water, sanitation, and hygiene: Post cleaning schedules in Sinhala and Tamil at every toilet; keep all toilets stocked with soap, water, toilet paper, and discreet sanitary disposal bins with liners; add two drinking-water and hand-washing points near muster or field blocks.

Responsible team: Estate or factory manager with administration. Effort and cost: Low.

Measures of success: At least 95 percent of toilets stocked; at least one sanitary disposal bin in every women’s toilet; at least two drinking-water points per site.

- Ensure access to menstrual health products: Buy affordable sanitary pads (or provide vouchers) and place clearly signed pick-up points at the nurse’s station or human resources office.

Responsible team: Estate or factory manager with Human Resources Team and administration. Effort and cost: Low.

Measures of success: At least 80 percent of women report “easy access”; stock-outs below 5 percent per month.

- Introduce heat and safety mini-procedures: Display a short “heat procedure” covering rest breaks, shade, and water every 30–45 minutes; check that personal protective equipment fits women properly; place first-aid kits for leech bites and wasp stings at muster points.
-

Responsible team: SLTB and Estate or factory manager with administration - Safety lead and field supervisors. Effort and cost: Low.

Measures of success: Fewer heat-related incidents; at least 90 percent of teams briefed.

- Make travel and scheduling safe and workable: Publish safe travel windows in the morning and evening; provide a guard or escort for late runs; allow women to opt out of night shifts on request; create a small lactation and rest corner with privacy, a chair, and water.

Responsible team: Operations and administration. Effort and cost: Low.

Measures of success: Fewer late arrivals; all opt-out requests decided within five working days.

2. Financial Equity

- Conduct a simple like-for-like pay comparison (that is, comparing the salaries of men and women performing the same roles with similar responsibilities) for two or three common job categories to confirm pay parity. Improve transparency by issuing clear payslips that list separate lines for Employees' Provident Fund (EPF) and Employees' Trust Fund (ETF) contributions, and attach a concise one-page FAQ sheet explaining how these benefits work so that all workers can easily understand their entitlements.

Responsible team: Estate or factory with administration Payroll and human resources. Effort and cost: Low.

Measures of success: Zero pay gap for matched roles; at least 90 percent of workers say they understand Employees' Provident Fund and Employees' Trust Fund deductions and balances.

- Pay women directly by default (where lawful): Set women workers as the default recipients of their own wages, with a simple option to opt out if they choose.

Responsible team: Estate or factory with administration - Payroll and human resources. Effort and cost: Low.

Measures of success: At least 70 percent of women receive wages directly within three months.

3. Opportunities for Women

- Create a Women's Committee and guarantee women's seats: Form a Women's Committee and require at least 30 percent women on health and safety and production committees; run monthly meetings in Sinhala and Tamil.

-

Responsible team: Factory/Estate General manager and human resources and SLTB.
Effort and cost: Low.

Measures of success: At least 30 percent women on each committee; at least one meeting per month with an attendance list.

- Open training doors quickly: Publish a training calendar, reserve 40 percent of seats for women, and allow paid time or flexible hours to attend.

Responsible team: Estate/Factory - Human resources and training. Effort and cost: Low.

Measures of success: Women's participation in training at or above 40 percent; at least 20 percent of trained women move into higher-responsibility tasks.

- ***Enabling Actions for Implementation***

- Establish a simple human resources tracking system using a shared spreadsheet to record key workforce data such as recruitment, promotions, turnover, and grievances, all disaggregated by sex. Appoint a data focal point (a designated staff member responsible for data accuracy) and conduct monthly quality checks to ensure completeness, consistency, and timely updates.

Responsible team: Estate/Factory- Human resources. Effort and cost: Low.

Measures of success: At least 90 percent complete each month.

- Put in place a basic policy and reporting path for gender-based violence and discrimination: Post a short policy, set up lockable complaint boxes and a phone line in Sinhala and Tamil, share a referral list for counselling, legal aid, and health services, and train one focal person per site.

Responsible team: Estate/Factory- Human resources and safety. Effort and cost: Low.

Measures of success: Policy posted in three languages; at least 80 percent of workers know how to report; cases handled within the promised timeline.

- Use outreach methods workers actually see: Send two digital reminders plus phone calls in Sinhala and Tamil for low-response sites; run a WhatsApp help desk for questions.

Responsible team: SLTB and Factory Field coordinators/supervisors and the gender consultant. Effort and cost: Low.

Measures of success: Survey completion reaches at least 85 percent of the target; faster response times.

Mid term (6–18 months) — Institutionalize and scale

1. Workplace Environment and Safety

- Upgrade toilets, hand-washing, and menstrual disposal: Refurbish priority toilets; add hand-washing stations; install managed disposal or low-cost incinerators; sign a one-year contract for sanitary pad supplies.

Responsible team: Factory Administration, safety, and procurement. Effort and cost: Medium.

Measures of success: Water, sanitation, and hygiene audit scores at or above 90 percent; zero stock-outs for menstrual products; fewer complaints.

- Build climate and heat resilience into daily work: Add shade structures in high-exposure fields; place water points every 300–500 meters; switch to breathable uniforms; include the heat procedure in daily briefings.

Responsible team: Factory Operations and safety. Effort and cost: Medium.

Measures of success: At least 50 percent fewer heat incidents; stable productivity during hot months.

- Make transport reliable where public options are weak: Fix morning and evening safe routes; provide a guard for late runs; co-finance community vans with local partners where needed.

Responsible team: Factory Operations and administration. Effort and cost: Medium.

Measures of success: Fewer late arrivals and fewer reported safety concerns.

2. Financial Equity

- Provide financial literacy and savings options: Run quarterly workshops with banks and civil-society partners; offer on-site account opening; nudge workers to set a small automatic saving on payday (with the right to opt out).

Responsible team: Factory Human resources with bank and non-government partners and SLTB. Effort and cost: Medium.

Measures of success: At least 70 percent of women have active bank accounts; at least 50 percent use the savings option.

- Improve transparency of cooperative or welfare funds: Publish simple dashboards of income and spending; let the Women's Committee co-decide purchases such as raincoats, personal protective equipment, and childcare supplies.

Responsible team: Factory Finance and Fund committee. Effort and cost: Low.

Measures of success: Quarterly disclosures every time; member satisfaction at or above 80 percent.

3. Opportunities for Women

- Make promotion and recruitment criteria visible and fair: Publish criteria for supervisors and technical roles; require interview panels with both women and men; advertise vacancies through women's groups.

Responsible team: Factory Human resources and line managers. Effort and cost: Low.

Measures of success: At least 40 percent women shortlisted; at least 25 percent of supervisory appointments are women.

- Pilot childcare solutions that match shifts: Test small on-site crèches or sign agreements with nearby providers; align hours with shifts; offer small subsidies where possible.

Responsible team: Factory Administration and corporate social responsibility teams.
Effort and cost: Medium.

Measures of success: Childcare covers at least 50 percent of expressed need; absenteeism among mothers decreases.

- Create a mentoring and pipeline program: Pair mentors with junior women; offer shadow roles in factory and field supervision; reserve scholarship seats for technical courses.

Responsible team: Factory Human resources. Effort and cost: Medium.

Measures of success: Women in feeder roles reach at least 35 percent; the promotion gap between men and women closes.

- ***Enabling Actions for Implementation***

- Move from spreadsheet to a simple human resources information system: Keep recruitment, promotions, turnover, pay, grievances, and training by sex; run monthly quality checks; publish a simple quarterly dashboard internally.

Responsible team: Human resources and data lead. Effort and cost: Medium.

Measures of success: At least 95 percent data completeness; all quarters reported.

- Make the grievance system trustworthy: Publish procedures in Sinhala and Tamil; protect confidentiality; allow reporting through an external hotline or trusted non-government partner; audit the system every quarter.

Responsible team: Factory Human resources and compliance and SLTB. Effort and cost: Medium.

Measures of success: At least 85 percent of workers know how to report; at least 80 percent of cases resolved within the promised timeline.

Long term (18–36+ months) — Embed, certify, and scale

1. Workplace Environment and Safety

- Reach the same standard across all estates: Complete toilet and water upgrades to a uniform standard; maintain menstrual health systems; include heat-risk maps and mitigation in annual plans.

Responsible team: Factory/Company headquarters for regional plantation companies and private factories, working with estate teams and SLTB. Effort and cost: High.

Measures of success: One hundred percent of estates meet the standard; heat incidents become rare and are managed as exceptions.

2. Financial Equity

- Stabilize incomes during climate shocks: Introduce income-protection arrangements such as well-designed revenue-share floors during droughts or heat waves, negotiated with worker representatives and unions.

Responsible team: Factory Senior management and unions and SLTB. Effort and cost: Medium to high.

Measures of success: Lower income volatility; higher uptake of protective options.

3. Opportunities for Women

- Set representation targets and report publicly: Reach 30–40 percent women in supervisory and management roles by year three; report progress every year to the Sri Lanka Tea Board and project partners.

Responsible team: Factory/Company headquarters. Effort and cost: Low to medium.

Measures of success: Share of women in leadership grows on schedule; equal pay and fair promotion maintained.

- Build a regional childcare network: Create or partner with a cluster of compliant crèches across regions, with support from corporate social responsibility teams and local government.

Responsible team: Factory/Company headquarters with SLTB and local government and corporate social responsibility teams. Effort and cost: High.

Measures of success: At least 75 percent of expressed childcare need is covered; retention of mothers improves

- Make gender and safety part of certification and audits: Include gender, water and sanitation, and gender-based violence indicators in Geographical Indication audits for Ceylon Tea; allow an independent path for grievances.

Responsible team: SLTB certification bodies, and industry. Effort and cost: Medium.

Measures of success: High pass rates; corrective actions closed within one or two quarters.

- *Enabling Actions for Implementation*

- Complete human resources information system and annual reporting: Use a simple system across all factories, publish an annual gender report with anonymous, aggregated data and lessons learned.

Responsible team: Factory/Company Headquarters and the SLTB. Effort and cost: Medium.

Measures of success: Data quality at or above 98 percent; report published every year.

- Grow the talent pipeline: Offer apprenticeships, scholarships, and temporary placements for women into technical and managerial tracks.

Responsible team: Factory Human resources with education and industry partners and SLTB. Effort and cost: Medium.

Measures of success: At least 60 percent of scholarship recipients placed in roles; year-over-year increases in women supervisors and engineers.

Monitoring indicators

1. Equal pay for the same work (no gap for matched roles).
2. Share of women who receive wages directly into their own accounts (percent).
3. Share of workers who understand Employees' Provident Fund and Employees' Trust Fund (percent).
4. Gender-based violence and harassment policy posted in Sinhala, Tamil, and English (yes or no).

5. Anonymous and bilingual reporting pathways available (yes or no).
6. Referral list for counselling, legal aid, and health services posted (yes or no).
7. Water, sanitation, and hygiene compliance rate across toilets and hand-washing points (percent).
8. Share of women who report easy access to menstrual products and safe disposal (percent).
9. Heat procedure in use (yes or no) and heat-related incident rate (number per month).
10. Women's representation in committees at or above 30 percent (percent).
11. Women in supervisory and management roles (percent).
12. Childcare coverage as a share of expressed need (percent).

Annexure

- Annex A — Water, Sanitation & Hygiene + Menstrual Hygiene Checklist (.docx)

A practical checklist for assessing factory and field-level WASH facilities, including access to clean toilets, safe water, and menstrual hygiene management provisions.

Helps ensure compliance with gender-sensitive health and safety standards.

- Annex B — Heat Stress & Safety Procedure Poster (.docx)

A visual guide outlining preventive measures for heat-related risks, hydration routines, and rest breaks. Designed for display in factories and field areas to promote worker well-being under changing climate conditions.

- Annex C — Policy on Gender-Based Violence, Harassment & Discrimination (.docx)

A sample policy framework for factories to adapt, defining prohibited behaviours, reporting mechanisms, and disciplinary actions to ensure a safe, respectful, and inclusive workplace.

- Annex D — Grievance Procedure + Intake Form (.docx)

Step-by-step procedure and template form for confidentially recording, tracking, and resolving worker complaints. Promotes transparency and trust in workplace accountability systems.

- Annex E — Referral Directory Template (counselling/legal/health) (.docx)

Template for mapping and maintaining contact details of local counselling, legal aid, and medical service providers. Facilitates timely referral and survivor support in cases of harassment or violence.

- Annex F — Human Resources Tracking Template (.xlsx)

An Excel tool for tracking workforce data such as recruitment, promotions, turnover, training, and grievances, disaggregated by sex. Enables monthly data quality checks and gender-responsive HR monitoring.

- Annex G — Equal Pay Audit Tool (.xlsx)

A ready-to-use worksheet for comparing salaries between men and women performing similar roles. Supports quick like-for-like pay reviews and compliance with equal pay principles.

- Annex H — Transparent Promotion & Recruitment Criteria + Panel Composition (.docx)

Template for documenting clear, gender-fair criteria for hiring and promotions, including balanced panel composition. Encourages merit-based advancement and reduces unconscious bias.

- Annex I — Childcare Readiness Checklist + Partnership Agreement Summary (.docx)

Checklist and sample agreement format for setting up on-site or shared childcare facilities. Helps factories assess readiness, identify partners, and formalise operational responsibilities.

- Annex J — Financial Literacy Session Agenda (.docx)

A short agenda template for conducting financial awareness workshops for workers, covering topics like budgeting, savings, and EPF/ETF understanding.

- Annex K — Cooperative/Welfare Fund Dashboard (.xlsx)

A dashboard template to track fund income, expenditures, and committee decisions with transparency. Encourages gender-balanced participation and financial accountability.

- Annex L — Transport Safety & Shift Flexibility Policy (.docx)

Model policy addressing safe transport arrangements, night-shift protocols, and flexible scheduling. Aims to improve attendance, safety, and women's mobility in the workplace.

- Annex M — Women's Committee Terms of Reference + Minutes Template (.docx)

Defines the structure, mandate, and documentation format for women's committees at factory level. Strengthens representation and feedback channels between management and women workers.

- Annex N — Quarterly Gender Dashboard Template (.docx)

Template for summarising quarterly progress on gender indicators such as workforce composition, training participation, and policy implementation. Supports monitoring and reporting to GI oversight bodies.

- Annex O — Lactation & Rest Corner Checklist (.docx)

Checklist for establishing and maintaining private, hygienic, and comfortable rest or lactation areas for women workers. Ensures alignment with occupational health and maternity standards.

- Annex P — Climate Adaptation Actions Log (.xlsx)

A simple tool to record site-level climate adaptation actions—such as shade, water management, or schedule adjustments—with timelines and responsible persons. Tracks progress and good practices over time.