



HUMAN CAPITAL

SDG Index



More Detail - Page 76

Human capital is at the heart of our operations and long-term success. Our employees' skills, knowledge, wellbeing and commitment drive productivity, quality, innovation and sustainable growth across the organization. At TTE, we take a people-centered approach by investing in employee development, leadership, inclusion, safety and wellbeing while fostering a positive and engaging work environment. This section explains how we develop, manage and strengthen our workforce to create long-term value for both our people and the organization.



What Human Capital Means to TTE

Human capital is a strategic asset that drives productivity, profitability and sustainable growth through a skilled, experienced and committed workforce. It includes employee knowledge, leadership capability, continuous learning and innovation across all operational and functional areas. Employee wellbeing, safety and retention strengthen organizational stability, performance and long-term competitive advantage within the industry.



Why Human Capital Important to Us

A skilled and motivated workforce drives organizational success through improved productivity, efficiency, quality and innovation. Strong human capital management enhances employee engagement, teamwork, leadership development and retention while supporting business growth and positive employer-employee relationships. Employee knowledge, experience and commitment contribute to operational excellence, customer satisfaction, sustainability and long-term value creation.



How Human Capital Supports Our Value-creation Goals

Effective workforce management enhances productivity, performance and employee capabilities while fostering innovation, engagement and continuous improvement. It supports strategic objectives, improves operational efficiency, reduces costs and builds strong leadership and succession pipelines. Effective people management also strengthens talent retention, minimizes employee turnover and ensures a skilled, committed and future-ready workforce.

LINK TO TTEL'S STRATEGY



Nurturing
Our People



Operational
Excellence



Business
Diversification

MATERIAL MATTERS



Workplace
Safety



Labour
Compliance



Fair
Remuneration



Employee
Relations



Productivity/
Performance
efficiency



Talent
Management



Capability
Development

CAPITAL PERFORMANCE



4,849
Workforce



52%
Women Workforce



Rs.15 Mn
Training Investment



Rs.3,731 Mn
Remuneration & Benefits



MANAGEMENT APPROACH

GRI 3-3 | 13.15.1, 13.16.1, 13.17.1, 13.18.1, 13.19.1

As a large-scale plantation Company TTE is inherently dependent on its workforce. Acknowledging that employees are a critical driver of operational success and long-term value creation, the Company adopts an integrated approach to Human Capital development guided by three key pillars: Positive and Progressive Workplace, Employee Value Proposition and Safety & Wellbeing. Collectively, these pillars work in tandem to create an environment where all employees are empowered to perform at their best, thereby building a high-performing workforce capable of carrying forward the Company's strategic objectives.

GOVERNANCE

Strategic Oversight



- Board oversight of HR strategy aligned with corporate strategy
- Approval of policies on workforce, ethics and labour standards
- Oversight of talent management, succession planning and leadership development
- Ensuring alignment of human capital strategy with ESG commitments

Risk & Decision Intelligence



- Identification and management of workforce-related risks
- Monitoring HR compliance risks
- Use of workforce data analytics for decision-making
- Early warning systems for employee grievances and productivity issues

Operational Execution



- Implementation of HR policies across estates, factories and regional offices
- Recruitment, training and performance management execution
- Health, safety and welfare program delivery
- Day-to-day employee relations and grievance handling

Monitoring, Assurance & Reporting



- Regular HR performance monitoring
- Internal audits of HR compliance and labour practices
- Reporting to senior management and Board on human capital metrics
- ESG and sustainability reporting on workforce-related indicators

KEY OUTCOMES



98%

Employee Satisfaction Rate



92.4%

Employee Retention Rate



TRADE OFF

Please refer page 189

How Human capital interacts with and impacts other capitals in creating balanced value.



FUTURE OUTLOOK

Please refer page 189

Short, medium, and long-term impact driving resilience, performance, and strategic value creation.

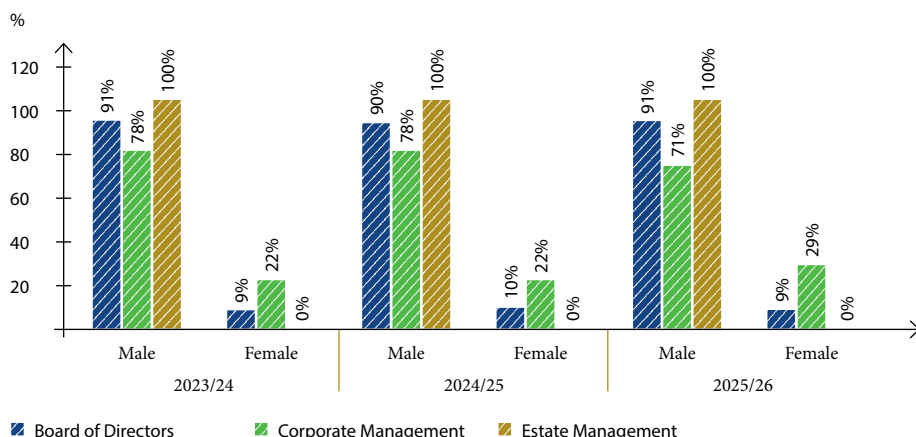
Human Capital

GRI 2-7, 2-8 | 405-1 | 13.15.2, 13.21.1, 13.21.2, 13.21.3

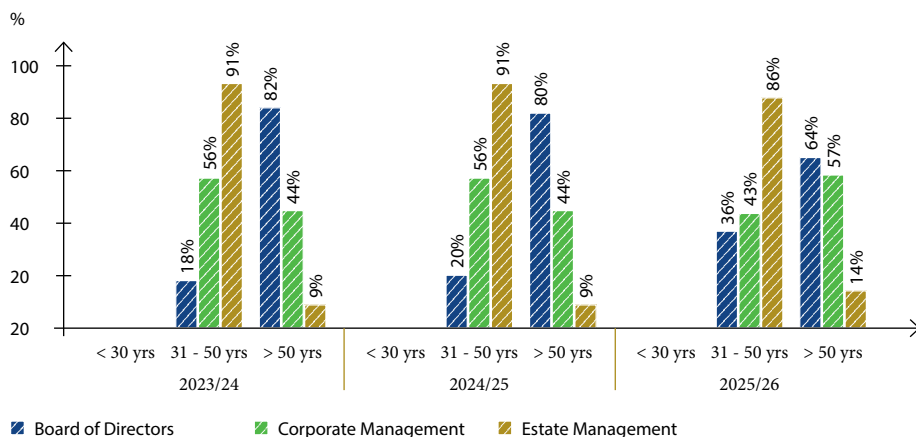
Employee Statistics	Status	FY 2025/26								
		Central		Southern		Western		Total		
		Male	Female	Male	Female	Male	Female	Male	Female	Total
Employees by Type	Permanent	1,234	1,740	319	383	22	16	1,575	2,139	3,714
	Contract	468	126	303	236	0	2	771	364	1,135
	Total	1,702	1,866	622	619	22	18	2,346	2,503	4,849
FY 2024/25										
Employees by Type	Permanent	1,363	1,929	356	421	22	15	1,741	2,365	4,106
	Contract	403	214	291	228	3	2	697	444	1,141
	Total	1,766	2,143	647	649	25	17	2,438	2,809	5,247
FY 2023/24										
Employees by Type	Permanent	1,437	2,085	326	365	21	13	1,784	2,463	4,247
	Contract	21	4	2	4	1	5	24	13	37
	Total	1,458	2,089	328	369	22	18	1,808	2,476	4,284

As per the Company's policy, all TTE employees are engaged in full-time roles. The Company does not engage employees on a part-time or casual (non-guaranteed) basis. In the period under review, TTE did not engage any non-employee workers whose work was controlled by the Company. Independent service providers and leaf suppliers operate autonomously under the Revenue Share Model (RSM), without being subject to the Company's direction or control, and are therefore excluded from these disclosures

Gender Profile of Governance Bodies



Age Profile of Governance Bodies



Positive and Progressive Workplace

GRI 405-1, 2, 406-1 | 13: 13.15.2, 13.15.3

Diversity, Equality and Inclusion (DEI)

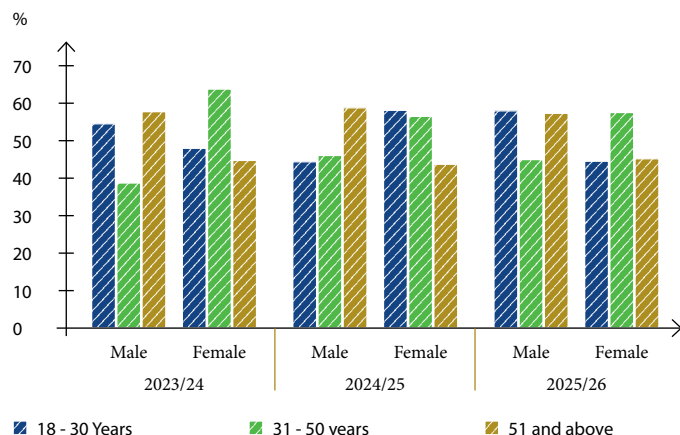
As a large-scale employer with over 52% of its workforce represented by women, TTE distinguishes itself as a keen advocate for Diversity, Equity, and Inclusion (DEI) in the workplace. Demonstrative of this commitment, DEI principles are embedded across the full employee lifecycle to ensure every stage of the employees' journey from recruitment, training and career growth is defined by equal opportunity and based solely on merit, competence, and performance. DEI principles are put in practice with leaders expected to integrate these practices into day-to-day operations, while gender sensitisation and inclusion programmes are conducted regularly to raise employee awareness on topics such as respect, dignity, unconscious bias, and equitable leadership.

Pay equity forms an integral component of the DEI commitment. TTE's strict policy of maintaining a 1:1 ratio in the entry level salaries between men and women. Furthermore, no significant differentiation exists in the salary and benefit structures between genders across all other employee categories. TTE also strives to increase female participation and retention across the workforce through the provision of maternity & family benefits, childcare support, health & wellbeing and safe working conditions that aim to create an enabling environment for women to thrive in the workplace.

In line with efforts to institutionalise DEI, TTE implemented a new Gender Equality & GBV (Gender-Based Violence) Policy during the current year. This was complemented by targeted awareness sessions for planting executives, Human Resource Development staff, and workers to educate them on gender equality, GBV prevention and women inclusion as well as to reinforce child protection & safety.

Ongoing efforts to increase women's participation in the workforce and at leadership also gathered momentum in the current year. In this regard, the scope of the Company's ETP-supported Women in Leadership (WIL) Initiative aimed at empowering female employees was significantly expanded in the current year with more emphasis on leadership, empowerment, communication, and gender equality training for workers and staff delivered in both Tamil and Sinhala to ensure inclusivity and equal access.

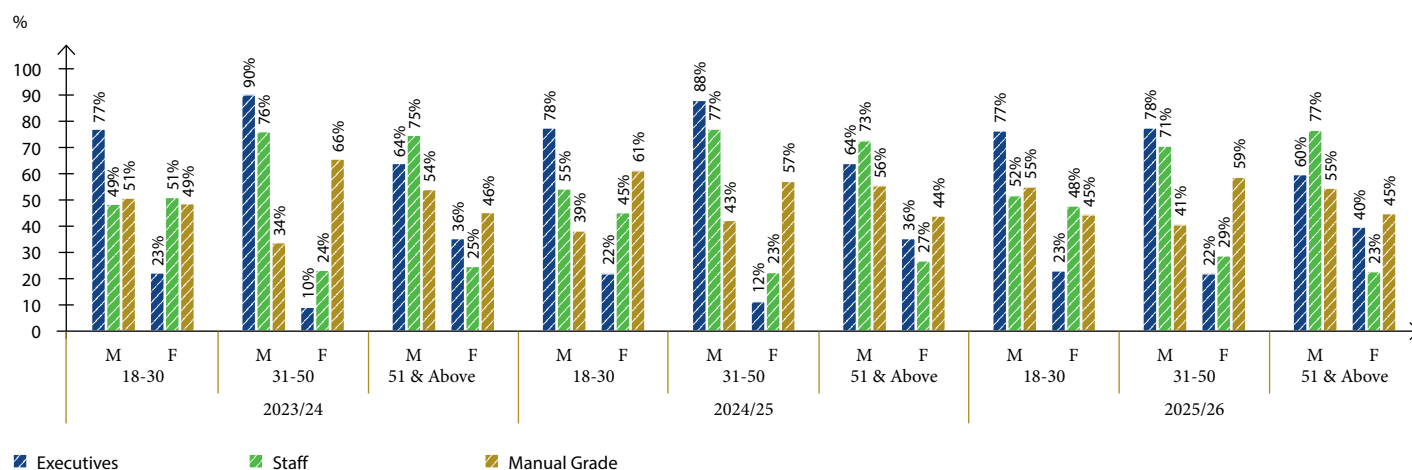
Profile of Employee Categories - By Age & Gender



Profile of Employee Grade Categories - By Gender & Type



Employee categories by Age and Gender



Strengthening TTE's HR Management Framework - Key Highlights for FY 2025/26



Governance

- ✓ Expanded role of Regional HRD to coordinate group-wide initiatives and strengthen reporting.
- ✓ Improved coordination between Estates, Regional HRD, and Corporate HR for decision-making and monitoring.



Compliance

- ✓ Standardised contract and appointment procedures for all employee categories, including formal appointment letters and fixed-term contracts are provided.
- ✓ Strengthened HR oversight through compliance monitoring, audits, and alignment with governance standards.



Policy Development

- ✓ Strengthened existing HR-related policies and procedures.
- ✓ Gender Strategy was implemented.
- ✓ Child Protection & Safeguarding Procedures were enhanced to meet regulatory and certification requirements.

Human Capital



Women in Leadership Programme

Advancing inclusion, capability and dignity across plantation communities

During 2025/26, Talawakelle Tea Estates PLC continued the Women in Leadership Programme in partnership with the Ethical Tea Partnership and The Republic of Tea, strengthening its focus on gender equality, women's inclusion and leadership development across estate operations.

The programme moved beyond awareness creation to address the practical realities that influence women's participation in the plantation workforce, including workplace safety, grievance responsiveness, health and wellbeing, skills development, caregiving responsibilities and leadership opportunities. Through executive sensitisation, gender grievance committee meetings, "Empower U" capacity building, agriculture training, medical check-ups, haemoglobin studies, psychological first aid and project evaluations, the initiative supported both women workers and the estate management systems that enable inclusive workplaces.

By linking gender inclusion with workforce resilience, productivity and long-term estate sustainability, the programme continues to strengthen TTE's Human Capital agenda. It reflects a clear shift from viewing women's empowerment as a standalone social initiative to embedding it as a core part of ethical, future-ready plantation employment.



Psychological first aid training



NILS certificate awarding ceremony for "Empower U" trainees - field, factory, office



Agriculture training for tea harvesters



Gender equality, GBV, negotiation and basic counseling training for the gender grievance committee in TTE estates



Awareness & Sensitization for Planting Executives - Gender Equality, GBV, WIL, Women Inclusion and Child Protection & Safety



Visit by ETP CEO - funding partner

2025 Focus Areas



Gender
equality



Women's
leadership



Workplace
safety



Health &
wellbeing



Skills
development



Inclusive
participation

Gender Strategy – Women in Leadership Project

Embedding gender equality into estate-level people management

During 2025/26, TTE developed a dedicated Gender Strategy under the Women in Leadership Project, funded by the Ethical Tea Partnership. The strategy provides a structured and practical framework to strengthen gender equality across estate operations, with a particular focus on improving women's participation, representation and progression within the plantation workforce.

The strategy builds on TTE's existing policy framework, including grievance handling, anti-sexual harassment, child protection, disciplinary and whistleblowing mechanisms. However, its purpose is not only to restate policy commitments, but to translate them into consistent estate-level practice. It seeks to harmonise procedures, strengthen accountability and improve the tracking of gender-related outcomes across estates.

Developed through worker consultations and stakeholder engagement, the strategy recognises the barriers that affect women's long-term participation in estate employment, including caregiving responsibilities, financial vulnerability, limited leadership pathways and youth migration from estate communities. These are not soft issues. They directly affect workforce retention, productivity, employee engagement and the future talent pipeline of the plantation sector.

By promoting gender-responsive training, safer workplaces, inclusive leadership opportunities and stronger support systems, the Gender Strategy positions gender equality as a core Human Capital priority and a strategic enabler of ethical, resilient and future-ready plantation employment.



Preliminary Discussion with Top Management



Resource Person's Field Visit to gather insights

Plantation Talent & Excellence Awards 2026

Celebrating people, performance and progress

The Plantation Talent & Excellence Awards 2026 was held in Araliya Green Hills, Nuwara Eliya, recognising outstanding contributions across plantation operations, employee performance, youth achievement, women's leadership and community development.

The awards celebrated excellence under several key categories, including Pride of the Tea Fields(Manual Grade Employees), Factory Excellence(Manual Grade Employees), Field Leadership Excellence (Female Field Staff) , Academic Excellence (Estate Youth), Emerging Professional Star (from an Estate Family), Women in Leadership (Estate Team Leaders) and Community Leadership & Impact (Gender Champion-Male).

This initiative reinforced TTE's commitment to recognising talent at every level of the plantation ecosystem. It created visibility for Field and Factory Employees, estate youth,

women leaders, emerging professionals and community contributors whose efforts are often central to estate performance but not always formally recognised.

Importantly, the awards also supported the wider objectives of the Women in Leadership Programme. Categories focused on female field leadership, women in leadership and selected women for mechanical tea harvesting helped create role models within estate communities and encouraged greater participation of women in both operational and leadership roles.

For TTE, the Plantation Talent & Excellence Awards 2026 was more than a recognition event. It was a platform to strengthen dignity of work, celebrate capability, inspire estate youth and demonstrate that the future of plantations will be shaped by people, performance, inclusion and continuous progress.



Deniyaya Estate Winners (Low Country)



Great Western Estate Winners (Up Country)

Human Capital

GRI 406-1 13.15.4

TTE DEI Tracker	FY 2025/26	FY 2024/25	FY 2023/24
Gender Diversity (overall)	M 2346 F 2503	M 2438 F 2809	M 1808 F 2476
Female Recruits (as a % of total recruits)	39%	54%	55%
Females Promoted (as a % of total promotions)	14%	20%	15%
Female representation in leadership roles (%)	11%	13%	13%
Gender Pay Equity (overall)	1:1	1:1	1:1
Gender Pay Equity (at a leadership level)	1:1	1:1	1:1
Training hours for women (overall)	18067	14750	26807
Training hours for women (at a leadership level)	460	176	363
Incidents of Discrimination (TTE's operations + bought leaf suppliers and any other business partners)	ZERO	ZERO	ZERO

Human Rights

GRI 406-1 | 13: 13.15.2, 13.15.3

Non-Discrimination

TTE’s approach to non-discriminatory employment is based on the respectful treatment of employees to ensure no individual is disadvantaged on the basis of gender, caste, religion, ethnicity, political opinion, disability, marital status, or union membership. Non-discriminatory principles are embedded across all employment practices encompassing fair and equitable recruitment and selection processes, equal pay practices, and a formal grievance handling mechanism that allows concerns to be raised confidentially and without fear of retaliation. Ongoing awareness and sensitisation programmes further reinforce employee understanding of their rights, fostering a workplace culture grounded in respect, fairness, and accountability.

Salary Ratios						
Employee Category	FY 2025/26		FY 2024/25		FY 2023/24	
	M	F	M	F	M	F
Managerial	1:1		1:1		1:1	
Executives						
Staff						
Manual Grade						

Sustainable Development Goals		
	5 GENDER EQUALITY	Gender in leadership positions
	8 DECENT WORK AND ECONOMIC GROWTH	Improve work place diversity index by 25% in 2030
	10 REDUCED INEQUALITIES	The company's leadership development initiatives and maternity care programs promote equal opportunities and a gender-sensitive work environment.
Related Targets		5.5

Freedom of Association & Collective Bargaining

GRI 2-30 | 407-1 | 13: 13.18.1, 13.18.2

The Company fully recognises and respects employees’ rights to freedom of association and collective bargaining, with employees free to join or form trade unions in line with Sri Lankan labour laws. Given that approximately 98% of TTE’s estate workforce is organised under trade unions with collective bargaining agreements in place, the Company strives to build strong relations through regular interactions with worker representatives and estate welfare committees to ensure employee concerns, policy updates, and welfare matters are addressed transparently. In line with the provisions of the current collective bargaining agreement, a 20% salary increase for estate staff was implemented in October 2025, followed by annual increments in January 2026.

Elimination of Child Labour

GRI 408-1 | 13: 13.17.1, 13.17.2

TTE adopts a zero-tolerance approach to child labour and operates in full compliance with national regulations and as well as the best practices set out under the International Labour Organization (ILO) Conventions and the United Nations Global Compact (UNGC) Principles. A clearly defined policy prohibits the employment of individuals below the legal minimum working age with necessary due diligence conducted as part of the selection process to verify the age of new recruits. A special clause pertaining to child protection is also included in the letter of appointment given for every new employee.

Additionally, at all TTE estates, a dedicated child Protection focal point has been appointed and entrusted with the responsibility of raising awareness among estate communities about the importance of education and encouraging parents to ensure their children remain in school. Rigorous audits are also conducted regularly across all estates to identify any potential risks and for child-labour. At the same time, TTE also continues to work closely with the Save the Children Fund and the Centre for Child Rights and Business to incorporate standard child protection procedures across all operations.

Efforts to prevent Child Labour extend across the Company's value chain, with bought-leaf suppliers and other business partners expected to commit to TTE's standards for the prevention of child labour. Regular training and ongoing engagement with suppliers and business partners emphasise the importance of eliminating child labour within the supply chain.

In the year under review, no incidents of child labour were reported across TTE's operations, among bought leaf suppliers or any other business partners

Employment Practices

GRI 13.20.1

At TTE, we are committed to ethical, inclusive, and transparent employment practices. Our Ethical Recruitment Policy applies to all estates and factories and strictly prohibits recruitment fees and the retention of workers' identity documents. As TTE does not use third-party recruitment agencies, all hiring is conducted directly by the company, ensuring full compliance with our internal standards. Any breaches are addressed through established grievance mechanisms, including the "We Care 360" platform.

We provide fair and timely wages without unjustified deductions and offer in-kind benefits such as housing, childcare, and community services. To safeguard labour rights throughout our value chain, we evaluate suppliers against national and international labour standards. This includes monitoring risks related to informal or disguised employment and ensuring workers are employed under legally recognized contracts where required. Through these workforce practices, TTE promotes safe, equitable, and rights-based employment, reinforcing our commitment to decent work and sustainable livelihoods within Sri Lanka's plantation sector.

Prevention of Forced & Compulsory Labour

GRI 409-1 | 13: 13.16.1, 13.16.2

The Company strictly prohibits all forms of forced, bonded, or compulsory labour, underscoring the belief that employment is based entirely on voluntary engagement. Accordingly, employees are free to resign from the company subject to the agreed

terms and conditions of employment. The Company does not retain personal documents, wages, or belongings, nor any use of coercion or intimidation in employment practices. These safeguards are reinforced through regular internal audits and independent assessments, ensuring ongoing compliance and strengthening trust across the workforce.

During the reporting period, TTE identified no incidents of forced, bonded or compulsory labour across its operations, including estate and factory activities. No grievances, complaints, lawsuits, fines or non-monetary sanctions were reported in relation to forced or compulsory labour or related human rights violations during the financial year. Compliance is monitored through internal audits, management reviews and estate-level supervision

Employee Relations

GRI 2-25, 2- 26, 2- 30 | 402-1, 407-1 | 13.18.2

TTE places strong emphasis on open communication as the basis of building strong, positive workplace relationships. Managers at all levels are encouraged to maintain close connections with their teams through regular meetings and briefings. In keeping the commitment to build employee trust, TTE maintains an open-door policy that enables employees to approach management freely to voice their concerns. Monthly labour forums further strengthen engagement by providing estate workers with direct access to management.

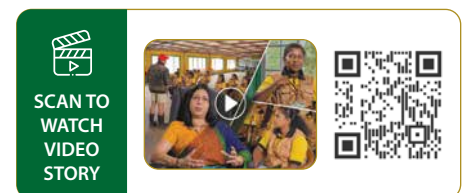
With a significant proportion of the workforce covered under collective bargaining agreements, regular engagement with trade union representatives is a critical component of TTE's employee relations approach. Monthly interactions with union representatives facilitate ongoing dialogue and collaboration. Meetings during the current year focused on wage negotiations and periodic revisions aligned with statutory requirements and estate

Performance along with enhancements to worker welfare provisions, including improvements in housing, healthcare support, and transportation. In parallel, targeted training and awareness programmes were conducted to strengthen employee understanding of their rights and responsibilities covered under the collective agreement.

As a policy, operational changes are communicated in a timely manner with adequate notice of four weeks prior to implementation. Executives are informed via email, while estate staff and manual workers are notified through notice boards and on-ground briefings. Union representatives are also kept updated at monthly meetings.

Meanwhile, the formal grievance handling and resolution framework, aligned with Rainforest Alliance standards, is in place to manage estate level grievances, while the "Chat with HR" enables corporate employees to feedback and share concerns. These frameworks are further reinforced by the whistleblower mechanism, which encourages employees to report misconduct or rights violations with full assurance of confidentiality and protection. All grievances and whistleblower complaints are treated with utmost seriousness, investigated promptly, and escalated to regional or corporate HR teams where necessary to ensure fair and timely resolution.

During the year under review, TTE enhanced internal communication by introducing WhatsApp groups, email updates, and internal portals to disseminate estate news, HR updates, and welfare-related information more efficiently across executives, staff, and manual workforce. Additionally, grievance management processes were closely integrated with welfare initiatives, enabling coordinated responses to employee concerns related to working conditions, housing, and social protection, particularly for the estate workforce. In parallel, a structured grievance tracking system accompanied with standardised timelines was introduced to monitor cases, ensure timely resolution, and reinforce accountability across management levels. To support effective utilisation of these mechanisms, awareness sessions were conducted to educate employees on their rights, available reporting channels, and the grievance resolution process.



Human Capital



Measuring Employee Satisfaction

Acknowledging that employee satisfaction is a critical driver of engagement, productivity, and long-term organisational success, TTE has established a range of feedback loops to capture employee insights on an ongoing basis, to facilitate targeted actions and measurable improvements across the organisation.

At the core of this approach are periodic employee surveys conducted by the HRD function to identify emerging trends, highlight gaps, and prioritise actionable areas for improvement. These surveys, which cover all employees categories to assess key dimensions such as work environment, recognition, career development opportunities, and communication effectiveness.

Findings from these surveys and feedback sessions are consolidated and presented to management to form the basis of targeted action plans addressing areas such as career progression, recognition, training, and employee welfare.

These efforts are further complemented by TTE's participation in external initiatives such as the Great Place to Work (GPTW™) platform which provides independent benchmarking of workplace culture and engagement. Findings from the latest GPTW™ saw a 98% Employee Satisfaction Rate.

Likewise, feedback from Women in Leadership (WIL) programmes offers valuable insights into employee perceptions around empowerment, inclusion, and gender equality.

Fair and Equitable Recruitment

GRI 401-1, 13.20.1

TTE's commitment to fair and equitable recruitment is led by a merit-based framework designed to attract talent aligned with the Company's strategic priorities. The process is underpinned by a multi-tiered approach, with clearly defined responsibilities to ensure recruitment decisions are both purposeful and aligned with operational needs while upholding principles of equal opportunity and non-discrimination.

Estate-level (manual) workforce recruitment is managed by Estate Managers operating under the supervision of the Corporate HR function, while estate staff hiring is carried out in line with approved staffing plans developed in consultation with the Director Plantations and the Chief Executive Officer. Recruitment of executive-level roles is centrally managed by Corporate HR, subject to final approval by the Managing Director.

Strengthening TTE's Recruitment Practices - Key Highlights for FY 2025/26



Executives

- ✓ Introduction of competency-based selection processes, with a stronger focus on succession planning to support leadership continuity and reduce reliance on external hiring.
- ✓ Enhanced involvement of Regional Management and HRD ensured greater consistency and governance in appointments.



Staff

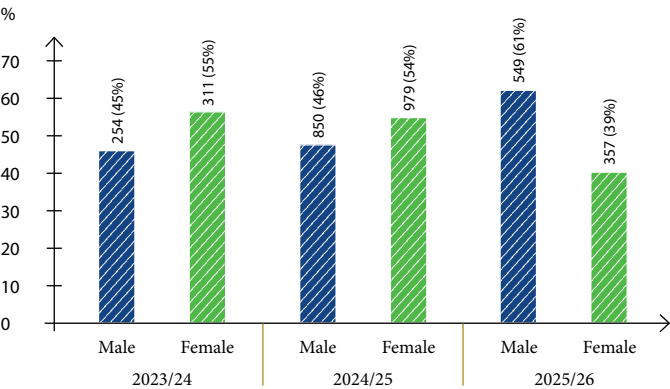
- ✓ Introduced standardised job descriptions, panel interviews, and formal background checks.
- ✓ All hiring decisions were aligned with approved cadre and budgets, ensuring fairness, objectivity, and effective workforce planning.



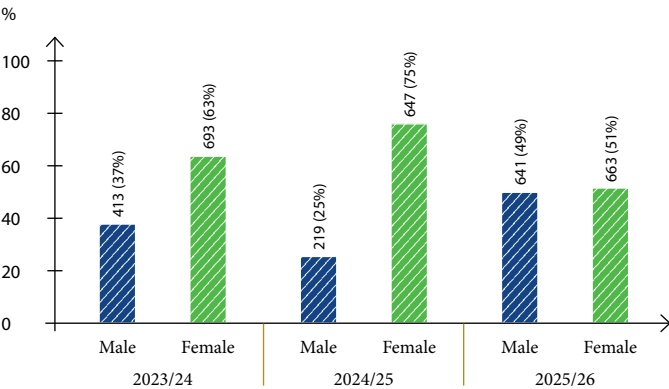
Manual Workforce

- ✓ Increased community-based outreach, simplified onboarding, and streamlined documentation processes.
- ✓ Closer coordination between Estate Management, HRD, and Welfare teams to facilitate smoother induction, improved compliance, and stronger early-stage retention.

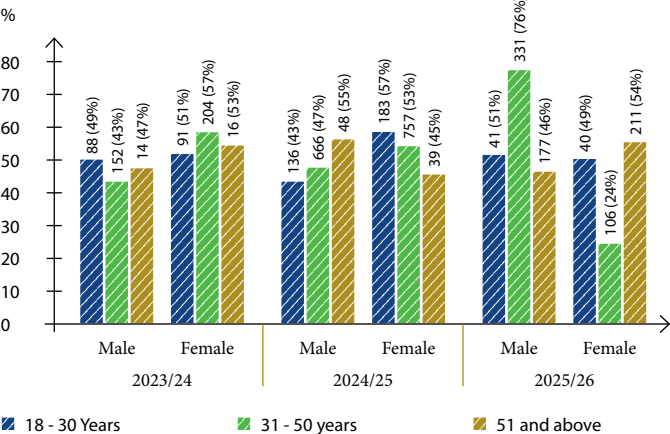
New Hires by Gender



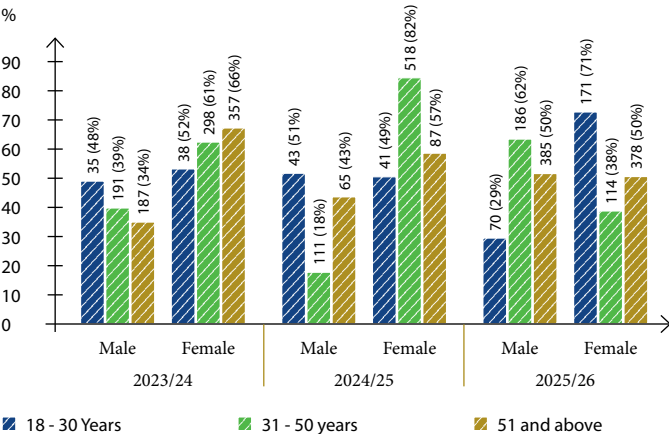
Employee Turnover by Gender



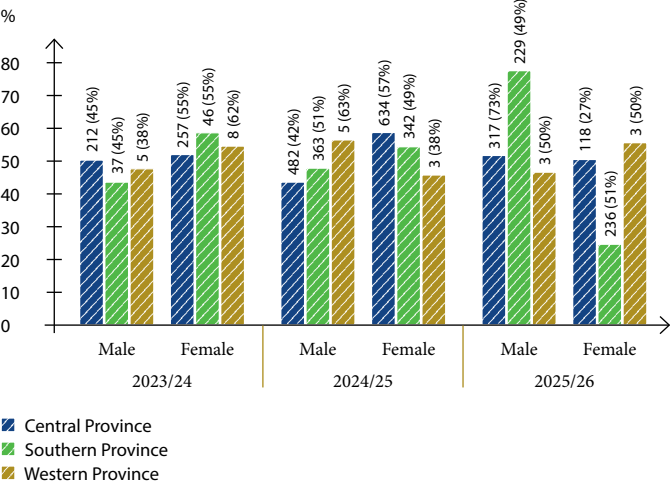
New Hires by Age & Gender



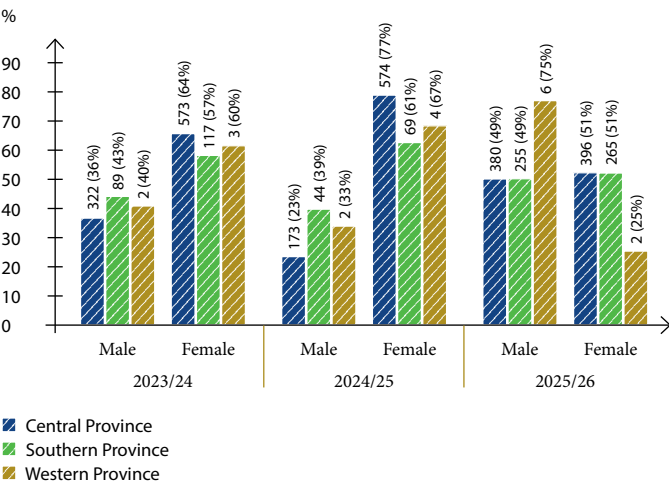
Employee Turnover by Age and Gender



New Hires by Region and Gender



Employee Turnover by Region and Gender



Human Capital

Employee Value Proposition

GRI 201-3, 401-2, 405-2; 407-1

Sector Standards 13.15.3, 13.18.2

Industry Competitive Remuneration and Benefits

TTE's remuneration and benefits structures are designed to ensure full compliance with applicable labour laws, while maintaining industry competitiveness. All statutory obligations are met, including contributions of 12% to the Employees' Provident Fund (EPF) and 3% to the Employees' Trust Fund (ETF), calculated on basic salaries. Employees are also entitled to gratuity in line with the provisions of the Gratuity Act upon completion of the required period of continuous service.

For executive grades, remuneration is determined by the Remuneration Committee, taking into account role requirements, qualifications, experience, and individual performance, while remaining aligned with market benchmarks. Salary increments are linked to performance outcomes derived through the annual performance evaluation process, ensuring a strong pay-for-performance culture.

For estate staff and manual workers, wages are governed by the Plantation Workers Wages Board Ordinance and relevant collective agreements. With a highly unionised workforce, compensation structures, including annual increments are determined through collective bargaining processes, which are formally reviewed every three years. While the statutory wage establishes a baseline, TTE also offers productivity-linked components beyond the statutory minimum. Moreover, efforts to progressively transition estate workers towards the Revenue Share Model (RSM) provides further opportunities to supplement their earnings, underscoring the Company's broader commitment to fair compensation, improved livelihoods, and economic dignity across its workforce.

Remuneration and Monetary Benefits Paid to Employees	FY 2025/26 Rs. Mn	FY 2024/25 Rs. Mn	FY 2023/24 Rs. Mn
Remuneration	2,598.40	2320.4	2253.3
Performance Incentives	966.6	968.6	1022.3
Welfare Benefits	166.6	192	174.5
Total Remuneration and Monetary Benefits	3,731.60	3481	3450.2
EPF	223.9	180.6	151.5
ETF	55.9	45.1	37.9
Gratuity Provision	200.7	179	202.4
Gratuity Payments	200.4	160.7	196.1

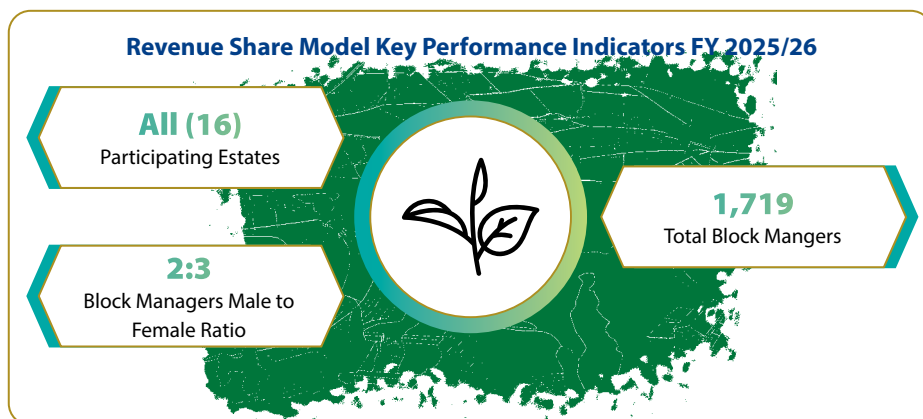
Living Income and Living Wage

GRI 13.21.1, 13.21.2, 13.21.3

TTE's Revenue Share Model (RSM) represents a definite commitment to enhance the living income of plantation workers. The RSM is a ground breaking initiative that continues to challenge traditional plantation employment norms through the appointment of "Block Managers" responsible for the cultivation and harvesting of tea. The model provides the autonomy for "Block Managers" to directly influence their earnings based on effort and performance, while additional performance-based recognition programmes, including "Best Harvester" awards, further support income enhancement and employee motivation.

TTE's estate workforce was covered by collective bargaining on wage terms. Using the Anker methodology, RA-aligned wage matrix and IDH Living Wage Roadmap, TTE confirmed that 100% of male and female employees were paid at or above the applicable living wage benchmark. Progress is monitored through annual wage matrix updates, RA tools, supplier certifications and internal audits, with no Company-controlled non-employee workers engaged.

Living income considerations are fully integrated into TTE's broader business model to reflect the true cost of sustainable tea production through the commitment to inclusive fair worker compensation.



Employee Benefits Coverage – 2025/26

GRI 401 -2, 401 -3

Supporting employees and their families through category-specific benefits.

Benefit	Estate Manager	Estate Executive	Estate Staff	Estate Manual	Corporate Manager	Corporate Executive	Corporate 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	–	–	–	✓	–	–	–
Legend: ✓ Applicable – Not Applicable							
Benefits are provided based on employee category, residential status, operational role level and applicable company policy.							

GRI 401-3

	FY 2025/26	FY 2024/25	FY 2023/24
Parental Leave			
In compliance with the Shop and Office Employees Act of 1954 and the Wages Board Ordinance Amendment Act, female employees are entitled to 84 days paid maternity leave, post-delivery as well as two hours nursing time for a period of one year after recurring to work.			
Currently, there is no scheme for paternal leave. However, all employees are entitled to statutory leave of 14 annual and 7 days of casual along with 21 medical leave.			
Total number of employees that were entitled to parental leave	2503	2839	2476
Total number of employees that took parental leave	12	39	37
Total number of employees that returned to work in the reporting period after parental leave ended	6	13	21
Retained after 12-months of return from maternity leave	5	71	29

83.3%
Retention Rate

50%
Return to Work Rate

Employee On-Boarding

GRI 401-1, 13: 13.20.1

As a large-scale plantation sector employer, TTE recognises that systematic and well-structured onboarding is critical to integrating employees effectively and enabling individuals to contribute productively from the outset, thereby minimising early-stage attrition. During the year, a more formal on-boarding framework was introduced comprising programmes tailored for each employee category.

Executive onboarding was enhanced through the introduction of a structured induction programme to convey the Company's strategic priorities, sustainability agenda, operational practices, policy orientation and leadership expectations. Clearly defined mentorship and reporting structures were also established to support smoother integration into estate and regional management teams. Standardised onboarding timelines further enabled executives to transition quickly into their roles and assume responsibilities with minimal disruption.

At the staff level, role-specific induction sessions were introduced combined with HR and administrative briefings and streamlined documentation processes to reduce administrative delays. Another notable initiative was the introduction of buddy systems to promote better employee integration.

Likewise onboarding of manual workforce focused on community-based orientation sessions conducted at the estate level helped familiarise workers with workplace expectations, safety procedures, and operational practices, while dedicated support from HRD and Welfare teams were tasked with ensuring workers received continuous guidance during induction.

Human Capital

Performance Management

GRI 404 -3

Performance management is a key component of TTE's Employee Value Proposition as it serves as a key platform for recognising and rewarding employees for their contribution and commitment to the Company's strategic objectives. To that end, TTE follows customised approaches for each employee category.

Performance of Executive level employees is tracked via the cloud-based Oracle HRIS, with quarterly reviews conducted to provide timely feedback and facilitate course correction as needed. All Executive level employees also received a formal annual appraisal based on the Balanced Scorecard methodology to evaluate outcomes, identify development needs, and support career planning. Outcomes from the annual appraisal directly inform decisions on promotions, salary increments, and performance-based rewards, while high-performing individuals are further developed through targeted training, coaching, and mentorship to prepare them for future leadership roles.

For estate staff, performance is managed through a combination of ongoing feedback and structured annual evaluations by Estate Managers and validated by senior leadership. Annual performance discussions also help identify skill gaps and training needs, supporting continuous improvement, while high-performing employees are recognised through additional increments and advancement opportunities beyond those provided under collective agreements.

For manual workforce, performance management is centred on simple and clearly defined criteria such as attendance, output, adherence to safety and quality standards. Productivity is monitored daily against predefined benchmarks, with supervisor-led coaching providing real-time guidance and recognition. A digital weighing system ensures accurate and transparent measurement of output, while the Future Navigator mobile application enables real-time tracking of individual performance. Incentive mechanisms reward employees who exceed targets, reinforcing a culture of productivity and accountability

Employee Category	% Employees benefiting from the performance appraisals FY 2025/26	
	M	F
Managerial	100%	100%
Executives		
Staff		
Manual Grade		

Training and Development

GRI 404 -1, 404 - 2

Employee training remained a key enabler in strengthening a skilled, motivated and future-ready workforce. During the year, training needs for executives and staff were identified through the annual performance appraisal process, functional requirements and emerging business priorities, ensuring that learning interventions were aligned with performance improvement, career progression and organisational capability building.

In 2025/26, executive and staff development focused on priority capability areas such as sustainability and climate readiness, digital and data literacy, leadership communication, strategic decision-making, governance awareness, legal and commercial understanding, diversity and inclusion, and cyber safety. Learning was delivered through internal knowledge-sharing, external professional programmes, conferences, workshops and international exposure visits. These interventions supported employees to respond more effectively to evolving expectations relating to sustainability reporting, digital transformation, regulatory compliance, operational excellence and inclusive leadership.

Training for the estate workforce continued to be coordinated through regional cluster HR units and estate-level HR teams, in consultation with the Corporate HR Department. Estate-level programmes focused on practical capability building and behavioural improvement, including field productivity, attendance improvement, mechanical harvesting skills, health, hygiene, nutrition, reproductive health awareness, waste management, dengue prevention, environmental protection, financial literacy, savings, insurance, household resilience, gender grievance awareness, inclusion and respectful workplace behaviour. These programmes were designed to improve day-to-day work practices while supporting the wellbeing and social resilience of estate employees and their families.

Peer-learning workshops and inter-estate knowledge-sharing initiatives were also conducted to promote best practices and improve consistency across field and factory operations. Overall, TTE's 2025/26 training agenda moved beyond routine skills development towards building a more agile, digitally capable, sustainability-conscious and inclusive workforce, supporting long-term business resilience and responsible plantation management.

SUSTAINABLE DEVELOPMENT GOALS		
	4 QUALITY EDUCATION	SDG 4: Quality Education
	8 DECENT WORK AND ECONOMIC GROWTH	SDG 8: Decent Work and Economic Growth
	10 REDUCED INEQUALITIES	SDG 10: Reduced Inequalities
	TTE PLC Metric	Total Training hours & investment
	Our 2030 Target	Improve the capacity building investment and beneficiaries by 50% by 2030
	Contribution	We invested Rs. 15.6 Mn in FY 2025/26 for leadership development and training across estates, ensuring inclusive access to education and career growth.
Related Targets		7.3

Training Focus Areas – 2025/26

One Learning Agenda, Two Workforce Pathways



Executive & Staff Development

- ✓ **Diversity, Equity & Inclusion (DEI)**
DEI awareness, male allyship and inclusive workplace practices.
- ✓ **Leadership & Communication**
Speech crafting, strategic thinking, management forums and professional conferences.
- ✓ **Digital & Data Capability**
Data visualization, Power BI, Oracle awareness and digital transformation.
- ✓ **Governance, Risk & Compliance**
PDPA awareness, cyber safety, tax, legal and commercial awareness.
- ✓ **Business & Global Exposure**
Agribusiness innovation, international conferences and Foodex Japan learning exposure.
- ✓ **Sustainability & Climate Readiness**
Carbon markets, climate finance, integrated reporting and sustainability.



Estate Staff & Manual Grade Development

- ✓ **Field Productivity**
Field productivity, attendance improvement, work discipline and mechanical harvesting skills.
- ✓ **Health & Wellbeing**
Health, hygiene, nutrition and reproductive health awareness.
- ✓ **Occupational Safety**
First aid, fire safety, emergency preparedness and safe work practices.
- ✓ **Environmental Awareness**
Waste management, dengue prevention and environmental protection.
- ✓ **Financial Resilience**
Financial literacy, savings, insurance and household resilience.
- ✓ **Inclusion & Workplace Culture**
Gender grievance awareness, inclusion and respectful workplace behaviour.

Training needs are identified through appraisal outcomes, operational priorities, estate-level requirements and emerging business expectations to ensure learning drives performance, wellbeing and long-term value.

Person Head Count Trained									
Employee Category	FY 2025/26			FY 2024/25			FY 2023/24		
	M	F	Total	M	F	Total	M	F	Total
Managerial	1,049	64	1,113	246	33	279	416	66	482
Executives	38	60	98	10	19	29	26	9	35
Staff	561	1,142	1,703	552	984	1,536	955	1,774	2,729
Manual Grade	2,180	8,518	10,698	3,697	7,550	11,247	3,163	10,760	13,923
	3,828	9,784	13,612	4,505	8,586	13,091	4,560	12,609	17,169
Average Training Hours									
Employee Category	FY 2025/26			FY 2024/25			FY 2023/24		
	M	F	Total	M	F	Total	M	F	Total
Managerial	3.87	7.19	4.06	4.50	5.33	4.60	4.45	5.50	4.59
Executives	5.79	4.03	4.71	2.00	1.84	1.90	9.81	6.67	9.00
Staff	5.02	4.26	4.51	3.34	3.77	3.61	2.64	2.56	2.59
Manual Grade	1.99	1.47	1.57	1.97	1.43	1.61	2.25	2.03	2.08

Human Capital

Training Impact Dashboard – 2025/26

Learning investment, participation and capability-building indicators.



29,497

Total Training Hours
FY 2025/26



2.16

Average Training Hours
per Person Head Count
FY 2025/26



13,612

Total Trained Person Head
Count FY 2025/26



Rs. 15.6 Mn

Training Investment
FY 2025/26



Awareness programme on Employee Engagement and RSM



Training Workshop on Employee Relations & Productivity



Agriculture Training for the Field Staff at Tea Research Institute



Training on the Structure of Labor-Management Negotiations and Consultations in Japan



Hayleys Speechcrafter Programme



Critical thinking for strategic decision making - overseas training

Career Growth

GRI 404-2, 404-3

At TTE, career growth is supported through development pathways that align with both individual potential and organisational priorities. For executives, the combination of annual performance evaluations and succession planning identifies high-potential leaders for future managerial and critical leadership roles. Similarly, annual appraisals and skill assessments determine promotion readiness of staff, while among Manual Workforce, skill mapping and job role tracking highlight experienced individuals who can assume supervisory or specialised responsibilities.

Identified successors and high performers benefit from specialised developmental training, on-the-job training and exposure & cross-functional assignments guided by coaching, and mentorship from senior managers or supervisors to build leadership readiness and exposure for career growth. TTE also provides scholarships, and course fee reimbursements for Executives to pursue recognised professional and vocational qualifications that will enable them to further complement their career ambitions.

Promotions Granted

Employee Category	2025/26		2024/25		2023/24	
	Men	Women	Men	Women	Men	Women
Executive	7	0	13	2	18	4
Staff	11	3	7	3	10	1

Employee Recognition



Estate Excellence Recognition - Staff Awards

Estate staff performance is evaluated through estate-level reviews, with formal assessments conducted annually by the CEO and Director Plantations. On 28th July 2025, TTE recognised top performers in Field, Factory, Office, HR, and Support & Maintenance with Gold, Silver, and Bronze awards at Prince Hall, Hatton, reinforcing a culture of excellence, accountability, and healthy competition.



Great Division to Work Audits & Staff Symposium

TTE conducted the Great Division to Work programme for the second time to assess employee engagement, discipline, teamwork, welfare, and workplace experience. Top-performing estates included Calsay, Clarendon, Dessford, Great Western, Holyrood, Indola, Kiruwanaganga, Logie, Mattakelle, Radella, Somerset, and Wattegodde. The initiative promotes continuous improvement in facilities, engagement, teamwork, and leadership, supporting TTE's goal of a motivated, high-performing workforce.



Leadership Recognition by Plantation Human Development Trust

During the year, TTE senior leaders were recognised by the Plantation Human Development Trust (PHDT) for their contribution to employee and community wellbeing. Our Deputy General Manager – Human Resources, received the "Champion of Care" Award for her dedication, compassion, and impact on staff and community welfare. Our, Director Plantations – Up Country, received the "Pulse of the Organization" Award for his teamwork, support, and commitment. These awards reflect TTE's continued focus on care, collaboration, and accountability in strengthening sustainable plantation communities.



Honouring our Field Champions - Manual Grade Employees

Manual employee productivity is monitored daily against targets for green leaf plucking and field operations, with employees exceeding targets recognised and incentivised. TTE uses a daily operation monitoring system and the Future Navigator mobile app for real-time tracking and transparent performance assessment. Exceptional productivity and consistency are acknowledged, reinforcing a culture of motivation and excellence. Best Tea Harvesters at each estate are recognised monthly with certificates personally signed by the Managing Director and a gift pack.



Human Capital

Safety and Wellbeing

GRI 403-1, 2, 3, 4, 5, 6, 7, 8, 9, 10 | 13.19.1, 13.19.2, 13.19.3, 13.19.4, 13.19.5, 13.19.6, 13.19.8, 13.19.9, 13.19.10, 13.19.11, SASB FB-AG-320a.1

Occupational Health and Safety

Given the nature of TTE's plantation operations, employees may be exposed to a range of occupational health and safety risks, including physical strain from manual employees, exposure to agrochemicals, use of machinery and tools, and environmental factors such as extreme weather conditions and terrain-related hazards.

Hazard Area	Key Risks	Management Methods
Factory Machinery Safety	Injuries from rotating parts, sharp edges and unsafe machine operation	Machine guarding, safety signage, operator training, authorised operation and safe work procedures.
Physical Work Environment	Noise, poor illumination and fuel-related risks	Mandatory PPE, illumination improvements, safe fuel handling practices and employee awareness.
Fire and Emergency Safety	Fire incidents, emergency response delays and unsafe evacuation	Fire extinguishers, fire teams, emergency preparedness plans, fire drills and employee training.
Boiler and Pressure Equipment Safety	Explosion or equipment failure risks	Statutory inspections, authorised inspection procedures and trained licensed boiler operators.
Chemical and Agrochemical Safety	Exposure during chemical spraying and agrochemical handling	Mandatory PPE, bathing facilities, health screening, safe chemical handling training and emergency response procedures.
Field-Level Occupational Hazards	Pest-related risks, chemical exposure and unsafe field conditions	Hazard identification, worker awareness, emergency procedures, PPE provision and location-based risk communication.

TTE's comprehensive approach to occupational health and safety (OHS) is guided by a formal OHS Policy and an established Safety Manual which creates the ecosystem for ensuring the safety of employees and any third parties present on Company-owned premises. Developed in full compliance with national regulatory requirements, including the Factories Ordinance No. 45 of 1942 and its subsequent amendments, while also aligning with global best practices, the Safety Manual establishes comprehensive procedures for preventive safety measures, risk assessments, hazard identification, and incident investigation protocols for managing workplace risks.

Oversight of implementation of the Safety Manual guidelines is entrusted to dedicated OHS Committees at each estate.

Additionally, all manual workers are covered under workmen's compensation insurance in the event of injury or illness from the workplace, while staff and executives receive health insurance benefits, including accident and surgical cover.

Health & Safety Training and Work-Related Injury Indicators – FY 2025/26

Health and Safety Focus Areas

- ▶ Chemical Safety: Safe handling of chemicals & spraying
- ▶ Hazard Control: Hazard identification
- ▶ Emergency Care: First aid
- ▶ Fire Readiness: Fire fighting & fire drills
- ▶ PPE Discipline: Use of personal protective equipment

Training Coverage

6,111

Estate Employees
Trained

8,672

Training Hours

1.4 hrs

Average Training
Hours per Estate
Employee

Estate Work-Related Injury Indicators

9.9 Mn

Hours Worked

78

Injuries

7.8

Injury Rate

79

Lost Work Days

No work-related ill health, no permanent or partial disability, no occupational diseases and no work-related fatalities were reported during the year.

SUSTAINABLE DEVELOPMENT GOALS		
3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH		
	TTE PLC Metric	Percentage of work sites with zero incidents reported
	Our 2030 Target	Ensure Zero work-related accidents and injuries by 2030
	Contribution	We support employee wellbeing through healthcare access, awareness programs, and proactive safety measures including hazard prevention and risk assessments.
Related Targets		3.8 3.9

Employee Wellness

Employee wellness programmes focus on holistic wellbeing of TTE's workforce, with significant resources allocated each year towards conducting health camps, mobile medical clinics, and awareness sessions on key health topics including maternal care, child nutrition, sanitation, and disease prevention. In addition, the Company collaborates with regional health authorities and NGOs, to organise special clinics that provide screenings for chronic illnesses such as diabetes, hypertension, and vision impairment. Wellness programmes are coupled with work-life balance initiatives, flexible work arrangements for executives, effective shift and leave management for staff and workload optimisation and social support for manual workers.



Trade-offs

01

With Financial Capital



Increased investment in employee remuneration, training, and welfare benefits reduces short-term profitability but strengthens workforce productivity and long-term value creation.

02

With Natural Capital



Expanding estate operations to sustain employment and livelihoods requires careful land and resource management to minimize environmental impact on ecosystems and biodiversity.



Future Outlook



Short Term

Standardize onboarding frameworks and strengthen grievance tracking systems across all estates to improve early-stage retention, employee satisfaction and HR governance consistency.



Medium Term

Expand the Women in Leadership programme, deepen succession planning for executive roles and embed digital HR tools to enhance workforce planning, performance management and skills development.



Long Term

Build a future-ready, inclusive and resilient workforce through living wage advancement, comprehensive wellbeing ecosystems and technology-enabled people practices that position TTE as an employer of choice in the plantation sector.