Tackling Childcare: The Business Case for Employer-supported Childcare in Sri Lanka

Case Study

F. J. & G. de Saram
Legal Services
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The IFC-led Women in Work (WW) Program, a four-year program valued at US$11.5mn and funded by the Australian Government, launched in April 2017.

It is IFC’s largest, standalone country-based gender program, working with private sector companies to close gender gaps while improving business performance. The program, which benefits from multi-sector program design and works closely with the World Bank on research, tackles women’s access to jobs and assets at the same time. It aims to increase women’s workforce participation in Sri Lanka’s private sector, create more and better jobs for women, and has the potential to increase company profits and drive overall economic growth. WW also contributes to the vision of the Government of Sri Lanka where all citizens can achieve higher incomes and better standards of living by 2025.

Access to quality childcare services is a key constraint on women’s labor force participation. Following IFC’s global Tackling Childcare initiative, this report highlights Sri Lanka-specific data, experiences and resources on employer-supported childcare and may not only be relevant to individual businesses but can also serve as a resource for special economic zones, Information Technology (IT) parks and other consortium models. This case study is one of 10 featured in the report “Tackling Childcare: The Business Case for Employer-supported Childcare in Sri Lanka”, available at www.ifc.org/tacklingchildcare.

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F. J. & G. de Saram has always had women among their workforce, with the first woman lawyer hired in the late 1950s. Today, the law firm has over 100 employees out of whom 64 percent are women. Eighteen years ago, two young attorneys and mothers Ayomi Akuwihare, professional assistant (currently, Precedent Partner), and Shehara Varia, professional assistant (currently, Partner), identified the need to open a daycare facility at the law firm as they wanted to continue their career and fulfill their roles as mothers while being productive at the workplace. The Precedent Partner at the time, Udaya Kadurugamuwa, was open to the suggestion and requested them to submit a business case. At the time, women made up about 68 percent of legal professionals in the firm and the business plan for the crèche was approved with immediate effect with the mothers having taken the ownership of setting up the crèche by themselves.

It all started by converting a room in the office and employing a qualified nursery teacher who is still running the daycare. The crèche caters to children from five months to any age above and is open both to children of male and female professionals working at the firm. Children who are less than two and a half year old are expected to bring their nannies to ensure that all needs are taken care of. The teacher is aware of the necessary skills and knowledge that are required to be imparted for each age group and supports the children with school homework which enables the parents to spend more quality time once they get home. To keep the children engaged, the crèche conducts different activities such as arts and crafts, playtime, celebrations, dance classes, etc.

“Never wait for the organization to create a daycare facility. If it’s a business case, it’s in your hands to convince the management, as all it takes is a small space and dedication of the parents to run it.”

Shehara Varia, Partner, Founding Parent of the F. J. & G. de Saram crèche

“Transport from school to the childcare facility is a critical part for the parents to manage. Thanks to flexible work hours, I can pick up and drop my daughter from school to the daycare, which helps me manage work effectively.”

Mother who uses the F. J. & G. de Saram crèche
The facility is provided free of all costs to the employees who are professionals and can accommodate up to 10 children. Opening hours of the crèche are from 2:00 p.m. to 6:00 p.m. as it is currently catering to school-going children. One of the key challenges faced while running the daycare was the retention of the crèche facility assistants. However, as the children grew older, their needs also evolved, and a call was made not to employ full-time working assistants.

"The children have grown up together over many years and have built some long-lasting friendships despite moving into different schools."

Mother who uses the F. J. & G. de Saram crèche

In addition to the daycare facility, the firm provides extended maternity leave, work from home and flexible work hour arrangements upon request. For non-professional staff, there is a separate provision for childcare, at the discretion of finding an external facility on their own. F. J. & G. de Saram has noticed positive business benefits because of their childcare efforts. They have seen a close to 100 percent maternity return rate since the childcare facility was launched and the percentage of women professionals in the firm has remained high. In recognition of its support to working parents, the firm received the “Best Firm in Sri Lanka” award by Asia Women in Business Law Awards in 2011.

"I have four children and took some time off and I re-joined the company. Thanks to the daycare facility I can focus and perform at my absolute best."

Mother of four children who use the F. J. & G. de Saram crèche

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3. https://thepactpractice.harvard.edu/training/wwm/en/what_is_the_pact/what_is_a_pact/standard_of_profession/
The DFAT-IFC Women in Work Program Sri Lanka, in partnership with leading private sector companies, aims to demonstrate that corporate performance can improve from closing gaps between women and men in the private sector.