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THE INSTITUTE OF  
CHARTERED  
PROFESSIONAL MANAGERS  
OF SRI LANKA

# CHARTERED MANAGER

SPECIAL EDITION



## STORIES OF BEST MANAGEMENT PRACTICES COMPANY AWARDS 2026

# CPM Sri Lanka HONOURS EXCELLENCE IN BEST MANAGEMENT PRACTICES IN SRI LANKA

The Institute of Chartered Professional Managers of Sri Lanka (CPM Sri Lanka) successfully held the Best Management Practices Company Awards 2026 for the fifth consecutive year, reaffirming its commitment to promoting excellence in corporate leadership and organizational management. Recognized as a key event in Sri Lanka's corporate calendar, the awards honour organizations that demonstrate superior management practices.

The 2026 edition attracted an unprecedented record of over **170 outstanding corporate entries** from a broad cross-section of companies, out of which **151 companies were awarded**, following a rigorous evaluation process, making it one of the most competitive editions to date. The awards assessed organizations across key management dimensions, including strategic leadership, governance, people management, resource optimization, operational efficiency, and effective partnerships. Beyond recognition, the initiative serves as a benchmark for organizations seeking continuous improvement.



A key highlight was the CPM Management Insights Summit, where the **top ten companies** shared their success stories, offering practical insights into effective management and leadership. To further promote learning, CPM Sri Lanka extended a complimentary seat to all participating organizations, reinforcing its commitment to professional development.



This year's programme featured an extended amount of award categories than the previous year, alongside various other sophisticated awards including the Leadership Recognition Awards, which recognized the leaders of the top ten companies for their role in driving innovation, resilience, and sustainable success, Excellence in Best Management Practices Company Awards, which recognized companies with highest overall scores in both reports and presentations, and the Outstanding Companies in Best Management Practice Company Awards 2026.



# TYPES OF AWARDS

## Overall Gold, Silver and Bronze Winners

### Excellence in Best Management Practices Company Awards 2026

### Leadership Recognition Awards for Top Ten Companies' CEO/MD/GM/Chairman

### Forty Outstanding Companies in Best Management Practices Company Awards 2026

#### Sector Awards of;

##### 1. Banking

- (a) Banking (Public Sector)
- (b) Banking (Private Sector)

##### 2. Finance, Leasing & Equity

- (a) Finance & Leasing (Public Sector)
- (b) Finance & Leasing (Private Sector)
- (c) Equity and Venture Capital

##### 3. Insurance

- Insurance (Public Sector)
  - (a) General
  - (b) Life
- Insurance (Private Sector)
  - (a) General
  - (b) Life

##### 4. Healthcare

- (a) Private Western Medicine Hospitals
- (b) Ayurvedic/Native Medicine Hospitals
- (c) Government Hospitals
- (d) Pharmaceuticals
- (e) Equipment & Accessories
- (f) Medical Laboratories

##### 5. Hospitality & Tourism

- (a) Hotels & Resorts
- (b) Services
- (c) Entertainment, Events and Recreation

##### 6. Manufacturing

- (a) Food and Beverage
  - (b) Apparel and Garments
  - (c) Printing and Publishing
  - (d) Chemical, Ceramic and Glass
  - (e) Electronics and Assembly
  - (f) Metal and Wood Furniture
  - (g) Leather, Footwear & Parts
  - (h) Diamonds, Gems & Jewelry
  - (i) Fisheries and Livestock
  - (j) Tire and Rubber
  - (k) Other
- (Industries which is not in the above list)

##### 7. Power and Energy

- (a) Renewable (Solar and Wind)
- (b) Hydropower and Coal
- (c) Fuel
- (d) Gas
- (e) Oil

##### 8. Beauty, Health & Cosmetics

- (a) Wellness Centers & Beauty Parlors
- (b) Ayurvedic & Herbal Products
- (c) Cosmetics & Hygiene

##### 9. Agriculture & Plantation

- (a) Tea
- (b) Rubber
- (c) Coconut
- (d) Paddy Farming and Rice Milling
- (e) Fruits, Nuts and Vegetables
- (f) Spices

##### 10. Educational and Professional Institutes

- (a) Government, Semi-Government and International Schools
- (b) Professional and Higher Education Institutes

##### 11. Construction, Fabrication, Condominium & Real Estates

##### 12. IT, Software & BPO Services

##### 13. Transport, Logistics, Shipping and related Services

##### 14. Diversified Group of Companies

##### 15. Supermarkets, Malls and Shopping Complexes

##### 16. Non-Governmental Organizations

(NGOs/Charitable Institutions/Societies/Chambers)

##### 17. Telecommunication

##### 18. E-Commerce and Online Retails

##### 19. Stockbrokers and Investment Advisors

##### 20. Security Guards and Patrol Services

##### 21. Other

(Industries which is not in the above list)

## Cluster Awards

1. Environmental Governance
2. Social Governance
3. People/HR Governance (ESG Cluster)
4. Diversity, Equity and Inclusion (DEI Cluster)
5. Digital Literacy Cluster
6. Corporate Social Responsibility (CSR Cluster)
7. Exports Cluster
  - Extra Large-Scale Exporters
  - Large-Scale Exporters
  - Medium-Scale Exporters
  - Small-Scale Exporters
12. Women Leadership & Women-Focused Initiatives
13. Quality & Productivity
14. Global Adaptation and Local Development
  - UN Sustainability Goals–Led Initiatives
  - Small and Medium Enterprises (SMEs)

## Merit Winners

Organizations who earn 50% to 60% marks, but do not secure any such title will be recognized as the 'Merit in Best Management Practices Company Awards 2026'

## Certificate of Recognition in Best Management Practices Company Awards 2026

Organizations who earn 40% to 49% marks, but do not secure any such title will be recognized as the 'Certificate of Recognition in Best Management Practices Company Awards 2026'

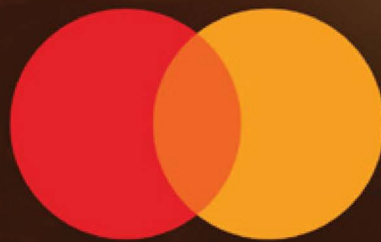
CPM Sri Lanka remains at the forefront of advancing professional management standards by acknowledging organizations that redefine excellence. The Best Management Practices Company Awards go beyond recognition, serving as a catalyst for progressive thinking, innovation, and the continuous elevation of management practices across Sri Lankan enterprises.

# AWARDS STRUCTURE AT A GLANCE





# Fueling Excellence: Powering Possibilities



Thank you, **Mastercard**  
Our Annual Platinum Partner



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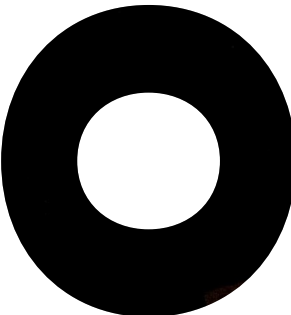
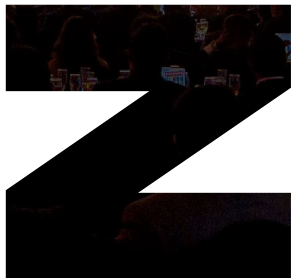
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**CPM Sri Lanka Membership**



# ABOUT US

The Institute of Chartered Professional Managers of Sri Lanka (CPM Sri Lanka) stands as a premier professional body dedicated to advancing the science and practice of management in Sri Lanka. With a strong legacy of nurturing leadership excellence, CPM Sri Lanka has consistently played a transformative role in shaping competent, ethical, and forward-thinking professionals who contribute meaningfully to national and global development.

At the heart of CPM Sri Lanka's mission lies a commitment to elevating professional standards across industries by promoting best management practices, continuous learning, and innovation. Through its structured 'Chartered Professional Manager' professional qualification pathway, from foundational to chartered levels, the Institute empowers individuals with the knowledge, skills, and strategic mindset required to thrive in today's dynamic business environment. Its flagship membership designation, the Chartered Professional Manager, reflects a benchmark of excellence, integrity, and leadership capability.

Through its unwavering dedication to excellence, CPM Sri Lanka continues to inspire a new generation of leaders while strengthening the foundations of professional management across the nation ([www.cpm.srilanka.org](http://www.cpm.srilanka.org)).

CPM Sri Lanka actively engages with the corporate sector, academia, and policymakers to bridge the gap between theory and practice. By fostering collaboration and knowledge exchange, the Institute ensures that its members and stakeholders remain aligned with global trends while addressing local challenges. Its diverse portfolio of initiatives includes executive education programmes, industry-focused training, research forums, and high-impact events such as the Management Insights Summit and the Best Management Practices Company Awards, Management Leadership Excellence Awards which have become key fixtures in Sri Lanka's professional and corporate landscape.

Driven by a vision of creating globally competitive leaders, CPM Sri Lanka also emphasises governance, sustainability, and ethical leadership as core pillars of modern management. The Institute continuously advocates for responsible business practices that balance economic success with social and environmental stewardship, aligning with broader national and international development goals.

With a growing network of over 4,000 professional members spanning multiple disciplines and industries, the Institute of Chartered Professional Managers of Sri Lanka serves as a dynamic platform for leadership development, professional recognition, and lifelong learning. As the business world evolves amidst rapid technological, economic, and societal changes, the Institute remains committed to empowering individuals and organisations to adapt, innovate, and lead with purpose.



**OUR VALUE PROPOSITIONS**

# 'CHARTERED PROFESSIONAL MANAGER' PROFESSIONAL PROGRAMME for Aspiring C-Suite Leaders

In a world marked by rigorous transformation, organizations increasingly depend on leaders who can think strategically and lead responsibly. Responding to this growing demand, the Institute of Chartered Professional Managers of Sri Lanka (CPM Sri Lanka) offers the 'Chartered Professional Manager' (CPM) Professional Programme, a comprehensive, future-oriented qualification designed to develop credible and purpose-driven leaders.

The CPM Professional Programme is a structured professional development journey tailored for graduates, undergraduates, early-career professionals, managers, and aspiring leaders across diverse sectors. Each phase of the programme is thoughtfully designed based on emerging global trends and patterns, with the objective of strengthening organizational and business expertise, fostering entrepreneurial and intrapreneurial mindsets, and building leadership capabilities aligned with modern business realities. The curriculum is firmly grounded in the **World Economic Forum's** identified core skills for professionals, ensuring relevance in a dynamic global marketplace.

The programme provides participants with a robust understanding of management principles, organizational functions, entrepreneurial skills, and strategic business perspectives essential for sustainable business growth. It goes beyond conventional academic learning by emphasizing practical application, critical thinking, ethical decision-making, and inclusive leadership.

The CPM Professional Programme is structured across four progressive levels that includes **Level 1: Applied Knowledge Phase, Level 2: Competency Development Phase, Level 3: Enterprise Performance Phase, and Level 4: Strategic Mastery Phase**. Each level is carefully designed to suit its target audience, deliver comprehensive and relevant knowledge, and progressively develop managerial and leadership capabilities, culminating in the final level which provides mastery-level strategic insight.

A defining strength of the programme is its blended learning approach. Participants benefit from **live lectures, recorded video lessons, access to a virtual learning environment, curated extra readings, and professional workshops**, creating a flexible yet meticulous learning experience. Assessments are designed to ensure real-world relevance and depth of understanding, including **four applied case studies, written examinations, and a comprehensive Final Action Project Presentation**. Each participant undertaking the Final Action Project Presentation is supported by a dedicated mentor, ensuring guidance and a smooth learning journey that enables optimal achievement.



Further, the programme is delivered by a highly experienced lecture panel comprising seasoned industry practitioners with extensive expertise across multiple business domains. Their practical insights enrich classroom learning, broadening participants' perspectives and strengthening their ability to address real organizational challenges.

The CPM Professional Programme was brought to life through constructive feedback from the **Education, Research and Development Committee**, alongside valuable insights from industry experts and practitioners. This collaborative development process has enabled CPM Sri Lanka to create a unique, practitioner-driven programme that empowers **C-Suite excellence**.

Earning the **Chartered Professional Manager** designation is more than achieving a qualification, it is a mark of professional excellence, credibility, and leadership readiness. Our Learning Partners also gain access to CPM Sri Lanka's wider value propositions, including knowledge-based workshops, professional committees, and initiatives that keep them connected to the latest developments in management practice. Whether beginning a professional journey or preparing for senior leadership, the CPM Professional Programme offers a clear, credible, and future-ready pathway to professional advancement.



SCAN ME  
FOR INQUIRY



EMPOWERING  
PROFESSIONALS  
FOR C-SUITE EXCELLENCE



Recognition

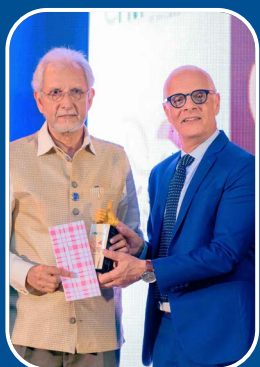
# PANEL OF





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# JUDGES



# SPECIAL JURY

## **Dr. Samantha Rathnayake**

Chairman of Panel of Judges and Governing Council Member of CPM Sri Lanka

## **Mrs. Kushani Rohanadeera**

Secretary General, Parliament of Sri Lanka

## **Mr. Sandun Hapugoda**

Country Manager-Sri Lanka & Maldives, Mastercard

## **Prof. Athula Gnanapala**

Dean, Faculty of Management Studies/Professor in Tourism Management, Sabaragamuwa University of Sri Lanka

## **Dr. Janadari Wijesinghe**

Head of Academic Affairs, University Grants Commission Sri Lanka

# JUDGING PROCESS BMPC AWARDS 2026

The judging process of the CPM Sri Lanka Best Management Practices Company Awards 2026 was conducted through a structured, rigorous, and transparent multi-stage evaluation framework. This carefully designed process was aimed at identifying and recognizing organizations that demonstrate excellence in management practices, strategic foresight, innovation, and sustainability.

Participating organizations were required to submit comprehensive reports and presentations in accordance with a standardized template provided by CPM Sri Lanka. These submissions detailed their management practices, strategic initiatives, and performance outcomes, forming the basis for the initial stage of evaluation.

A distinguished panel of judges, comprising experienced professionals and members of CPM Sri Lanka, carried out a thorough and objective assessment using a well-defined scoring rubric. While several submissions demonstrated strong capabilities, a number were not advanced due to non-compliance with the prescribed format and insufficient alignment with the specified evaluation criteria. It is important to note that

such decisions were not a reflection of the organisations' overall performance or capabilities, but rather due to non-adherence to the required template. This approach ensured consistency, fairness, and clarity throughout the judging process.

The evaluation encompassed multiple stages, including initial screening and compliance checks, detailed assessment of submissions, evaluation of structured presentations, and final panel deliberations. Each entry was assessed against key parameters such as leadership, strategic execution, stakeholder engagement, innovation, operational efficiency, and overall impact.

CPM Sri Lanka extends its sincere appreciation to the panel of judges for their dedication, professionalism, and invaluable contribution in upholding the integrity of the process and ensuring that the most deserving organizations were recognized.



# PANEL OF JUDGES

**Mr. Gunalan Karuppanan**

Procurement Expert, WHO Hub for Pandemic and Epidemic Intelligence,  
World Health Organization, Germany

**Mr. M. N. M. Ziyad**

Head of IT Systems & Networking,  
Oman Dental College

**Mr. Hikan Khalid**

Vice President, GLT Freight,  
Saudi Arabia

**Mr. Hassan Mubarak**

Managing Director,  
HM Canada

**Mr. Piyal Joseph Fernando**

Telecommunication Fraud Investigator,  
Australia

**Ms. Nadeesha Sanjeevane Hemachandra**

Director of External Operations,  
Seylanya Holdings Pvt. Ltd.

**Mr. Mohomed Hafeez Marikkar**

Senior Manager, Bank Dhofar

**Dr. Nishantha Harshana Bandara Ranasinghe**

Operations Manager-Shipping Services,  
Emirates Shipping Line

**Ms. Kaushalya Hatch**

Management Consultant,  
Former Head of Legal-Seylan Bank PLC

**Dr. Ruwaiha Razik**

Senior Lecturer, Department of Human Resources Management,  
Faculty of Management and Finance,  
University of Colombo

**Mr. Ashok Nayanakantha Handunpathirana**

Financial Controller, Alia Construction (Pvt) Ltd

**Ms. Mahesha Amarasuriya**

Director, Mastercard

**Dr. Thilini Sumudu Kumari**

Deputy Director, Central Bank of Sri Lanka

**Dr. Ravi Bamunusinghe**

Senior Faculty, Postgraduate Institute of Management,  
University of Sri Jayewardenepura

**Dr. Chani Imbulgoda**

Registrar, University of the Visual and Performing Art

**Mr. Lal Jayawardene**

Director, Wijeya Newspapers Ltd. Sanvin (Pvt.) Ltd

**Mr. Lal Ravindra Perera**

Director General, Plantation Human Development Trust

**Mr. Mohideen Hussain**

Chairman, Board of Quazis of Sri Lanka

**Prof. Champika Liyanagamage**

Head of the Department, Accounting and Finance,  
Faculty of Management Studies,  
TheOpen University of Sri Lanka

**Mr. Kiron Shenoy**

Director, PanAsia Coloured Yarns (Pvt) Limited - Sri Lanka

**Ms. Nilanthi Weliwe**

Country Head of Legal & Public Affairs, Michelin Lanka

**Prof. Tissa Ravinda Perera**

Professor, Department of Management and Organization Studies,  
Faculty of Management and Finance, University of Colombo

**Mr. Ruwan Jayaratne**

Independent Management Consultant

**Dr. Nishamani Rathnayake**

Independent Management Consultant

**Mr. Anton Nallathamby**

Independent Management Consultant

**Mr. Prasad Edirisinghe**

Former Commission Member and Chief Executive Officer,  
National Science and Technology Commission

**Mr. Mohamed Rizley Mihular**

Independent Management Consultant,  
Former Chief Accountant-Ceylon Electricity Board

**Ms. Emaajine Selvarajah**

Manager-Tax & Integrated Services, Deloitte

**Dr. Asankha S. Gunasinghe**

Assistant General Manager-Marketing,  
Development Lotteries Board

**Mr. Tharanga Thilakasiri**

Deputy Principal Officer,  
Parliament of Sri Lanka

**Mr. Nishantha Gunasekara**

Senior Consultant/ Managing Director,  
Emsolv Consultants

**Mr. Lalith Bandaranaike**

Independent Management Consultant,  
Former CEO, Monaro Group and Certis Group

**Mr. Chaminda Nishantha Palihawadana**

Deputy Director,  
Telecommunications Regulatory Commission of SL



# Awardees

at the Best Management Practices Company Awards  
2026

## Overall Gold Winners

*CEAT Kelani Pvt Ltd  
and  
99X Technology Limited*

## Overall Silver Winners

*Omega Line Limited  
and  
INSEE ECOCYCLE Pvt Ltd*

## Overall Bronze Winner

*Silvermill Investment Holdings (Private) Limited*

## Excellence in Best Management Practices Company Awards 2026

(Companies in alphabetical order)

*99X Technology Limited  
CBL Foods International (Pvt) Ltd  
CEAT Kelani Pvt Ltd  
Commercial Bank of Ceylon PLC  
George Steuart Health (PVT) Ltd  
Hayleys Fabric PLC  
Horana Plantations PLC  
INSEE ECOCYCLE Pvt Ltd  
Omega Line Limited  
Silvermill Investment Holdings (Private) Limited*

## Leadership Excellence in Best Management Practices Company Awards 2026

(Companies in alphabetical order)

**Mr. Erandajith Ranasinghe**  
*Managing Director of George Steuart Health (PVT) Ltd*

**Mr. Felix A. Fernando**  
*Managing Director /CEO of Omega Line Limited*

**Mr. Hasith Yaggahavita**  
*Chief Executive Officer of 99X Technology Limited*

**Mr. Janaka Gammampila**  
*Group Chief Executive Officer of Silvermill Investment Holdings (Private) Limited*

**Mr. Johann Rodrigo**  
*Director/CEO of Horana Plantations PLC*

**Mr. Pradeep Ranasinghe**  
*General Manager - Intergrated Supply Chain of CBL Foods International (Pvt) Ltd*

**Mr. Ravi Dadlani**  
*Managing Director /CEO of CEAT Kelani Pvt Ltd*

**Mr. Rohan Goonathileke**  
*Managing Director /CEO of Hayleys Fabric PLC*

**Mr. Sanath Manatunge**  
*Managing Director /CEO of Commercial Bank of Ceylon PLC*

**Mr. Thusith Gunawarnasuriya**  
*Chief Executive Officer of INSEE ECOCYCLE Pvt Ltd*

## Forty Outstanding Companies

in Best Management Practices Company Awards 2026  
(Companies in alphabetical order)

*99X Technology Limited  
Abans PLC  
Aitken Spence Travels (Pvt) Ltd  
Alliance Finance Company PLC  
Amana Takaful PLC  
Ansell Textiles Lanka (Pvt) Ltd  
Atlas Axillia Company (Private) Limited  
CBL Foods International (Pvt) Ltd  
CEAT Kelani Pvt Ltd  
Ceylon Grain Elevators PLC  
Ceylon Petroleum Storage Terminals Limited  
Cleantech (Pvt) Ltd  
Colombo Coffee Company  
Commercial Bank of Ceylon PLC  
First Capital Holdings PLC  
George Steuart Health (PVT) Ltd  
Haleon Lanka (Private) Limited  
Haycarb PLC  
Hayleys Fabric PLC  
Hayleys Fentons Limited  
HNB Finance PLC  
Horana Plantations PLC  
Ideal Motors (Pvt) Ltd  
INSEE ECOCYCLE Pvt Ltd  
JAT Holdings PLC  
LAUGFS Gas PLC  
LIMRA Holdings Ltd  
LOLC General Insurance PLC  
Nawaloka Hospitals PLC  
Ocean Maritime Ceylon (Pvt) Ltd  
Omega Line Limited  
Oxford College of Business (Pvt) Ltd  
Pan Asia Banking Corporation PLC  
People's Bank  
People's Insurance PLC  
Silvermill Investment Holdings (Private) Ltd  
Sri Lanka Telecom PLC  
Talawakelle Tea Estates PLC  
Technomedics International (Pvt) Ltd  
Vision Care Optical Services (Pvt) Ltd  
WNS Global Services Sri Lanka*

# Cluster Winners

of the Best Management Practices Company Awards 2026

## Environmental Governance

**Winner** - Commercial Bank of Ceylon PLC, Omega Line Limited, Talawakelle Tea Estates PLC  
**Merit** - Alliance Finance Company PLC, Nawaloka Hospitals PLC, Spectra Logistics Pvt Ltd

## Social Governance

**Winner** - LAUGFS Gas PLC

## People/HR Governance (ESG Cluster)

**Winner** - Omega Line Limited, Atlas Axillia Company (Private) Limited, First Capital Holdings PLC, LIMRA Holdings Ltd  
**Merit** - Abans PLC, Ansell Textiles Lanka (Pvt) Ltd, Ceylon Petroleum Storage Terminals Limited, Ideal Motors (Pvt) Ltd, Vogue Jewellers (Pvt) Ltd

## Diversity, Equity and Inclusion (DEI Cluster)

**Winner** - Horana Plantations PLC  
**1<sup>st</sup> Runner Up** - Nippon PVC Holdings (Pvt) Ltd  
**2<sup>nd</sup> Runner Up** - Talawakelle Tea Estates PLC  
**Merit** - Monik International Pvt Ltd

## Digital Literacy Cluster

**Winner** - Pan Asia Banking Corporation PLC, Sri Lanka Telecom PLC  
**1<sup>st</sup> Runner Up** - Ceylon Petroleum Storage Terminals Limited, Hayleys Fentons Limited  
**Merit** - Abans PLC, Ansell Textiles Lanka (Pvt) Ltd, Asia Asset Finance PLC, H Connect International Pvt Ltd, Nawaloka Hospitals PLC, Oxford College of Business (Pvt) Ltd, People's Bank, Thunder and Neon (Pvt) Ltd

## Corporate Social Responsibility (CSR Cluster)

**Winner** - George Steuart Health (PVT) Ltd, Silvermill Investment Holdings (Private) Limited  
**1<sup>st</sup> Runner Up** - PE PLUS (PVT) LTD  
**2<sup>nd</sup> Runner Up** - Nawaloka Hospitals PLC  
**Merit** - Asia Asset Finance PLC, People's Bank, People's Insurance PLC, S-Ion Lanka (Pvt) Ltd, Vision Care Optical Services (Pvt) Ltd

## Exports Cluster

**Extra Large** - Scale Exporters  
**Winner** - Silvermill Investment Holdings (Private) Limited, Omega Line Limited  
  
**Medium** - Scale Exporters  
**Winner** - Ocean Maritime Ceylon (Pvt) Ltd

## Women Leadership & Women-Focused Initiatives

**Winner** - Omega Line Limited, Ansell Textiles Lanka (Pvt) Ltd, People's Insurance PLC  
**1<sup>st</sup> Runner Up** - Nawaloka Hospitals PLC  
**Merit** - People's Bank

## Quality & Productivity

**1<sup>st</sup> Runner Up** - Silvermill Investment Holdings (Private) Limited  
**Merit** - Abans PLC, Classic Travel (Pvt) Ltd, Hemas Hospitals (Pvt) Ltd, Melwire Rolling (Pvt) Ltd, PE PLUS (PVT) LTD, Premium Exports Ceylon (Pvt) Limited – Uniliver, Spectra Logistics Pvt Ltd

## Global Adaptation and Local Development

### UN Sustainability Goals – Led Initiatives

**Winner** - Hayleys Fabric PLC, Cleantech (Pvt) Ltd  
**1<sup>st</sup> Runner Up** - Hayleys Fentons Limited  
**Merit** - Talawakelle Tea Estates PLC

### Small and Medium Enterprises (SMEs)

**Winner** - Ocean Maritime Ceylon (Pvt) Ltd  
**Merit** - Career Consultants (Pvt) Ltd



# Sectors Winners

of the Best Management Practices Company Awards 2026

## 1. Banking (Public Sector)

**Winner** - People's Bank

## 2. Banking (Private Sector)

**Winner** - Commercial Bank of Ceylon PLC  
**1st Runner Up** - Pan Asia Banking Corporation PLC

## 3. Finance & Leasing (Public Sector)

**Winner** - Asia Asset Finance PLC

## 4. Finance & Leasing (Private Sector)

**Winner** - Alliance Finance Company PLC, HNB Finance PLC  
**1st Runner up** - Abans Finance PLC, Berendina Micro Investments Company Limited

## 5. Insurance General (Public Sector)

**Winner** - People's Insurance PLC

## 6. Insurance General (Private Sector)

**Winner** - Amana Takaful PLC  
**1st Runner Up** - LOLC General Insurance PLC

## 7. Healthcare

### Private Western Medicine Hospitals

**Winner** - Nawaloka Hospitals PLC  
**1st Runner Up** - Hemas Hospitals (Pvt) Ltd

### Pharmaceuticals

**Winner** - George Steuart Health (PVT) Ltd  
**1st Runner Up** - Slim Pharmaceuticals (Pvt) Ltd

### Equipment & Accessories

**Winner** - Technomedics International (Pvt) Ltd  
**1st Runner Up** - B.Braun Lanka (Pvt) Limited  
**Merit** - Meditechnology Holdings (Pvt) Ltd, Nextgen Healthcare (Pvt) Ltd, Vision Care Optical Services (Pvt) Ltd

### Medical Laboratories

**Winner** - Asiri Laboratories, Nawaloka Laboratories Private Limited

## 8. Hospitality & Tourism Services

**Winner** - Classic Travel (Pvt) Ltd  
**Destination Management**  
**Winner** - Aitken Spence Travels (Pvt) Ltd

## 9. Manufacturing

### Food and Beverage

**Winner** - Silvermill Investment Holdings (Private) Limited, CBL Foods International (Pvt) Ltd, Colombo Coffee Company  
**1st Runner Up** - Cafe Seventy Seven

### Apparel and Garments

**Winner** - Omega Line Limited, Ansell Textiles Lanka (Pvt) Ltd  
**1st Runner Up** - Ocean Lanka (Pvt) Ltd

## Printing and Publishing

**Winner** - JF & Packaging (Pvt) Ltd

## Electronics and Assembly

**Winner** - Noratel International Pvt Ltd

## Diamonds, Gems & Jewelry

**Winner** - Vogue Jewellers (Pvt) Ltd

## Fisheries and Livestock

**Winner** - Ceylon Grain Elevators PLC

## Tire and Rubber

**Winner** - CEAT Kelani Pvt Ltd  
**2nd Runner Up** - Sundaram Lanka Tyres Limited

## Pharmaceutical Drugs

**Winner** - Haleon Lanka (Private) Limited

## Activated Carbon

**Winner** - Haycarb PLC

## Paints and Luxury Home & Office Furnishing

**Winner** - JAT Holdings PLC

## Energy Innovator

**Merit** - Leader Kaijie Battery (Pvt) Ltd

## Signage

**Winner** - Thunder and Neon (Pvt) Ltd

## Packaging

**Winner** - Unidil Packaging Ltd

## 10. Power and Energy

### Renewable (Solar and Wind)

**Winner** - Silvermill Investment Holdings (Private) Limited, Hayleys Fentons Limited  
**1st Runner up** - Abans Electricals PLC

### Fuel

**Winner** - INSEE ECOCYCLE Pvt Ltd, Ceylon Petroleum Storage Terminals Limited

### Gas

**Winner** - LAUGFS Gas PLC

### Oil

**Winner** - LAUGFS Lubricants Limited

## 11. Beauty, Health & Cosmetics

### Wellness Centers & Beauty Parlors

**Winner** - Look Amazing (Pvt) Ltd, Nawaloka One Wellness Centre

### Cosmetics & Hygiene

**Winner** - 4Ever Skin Naturals (Pvt) Ltd

## 12. Agriculture & Plantation

### Tea

**Winner** - Talawakelle Tea Estates PLC

### Spices

**Winner** - Agro Ventures Plantation (Pvt) Ltd

## 13. Educational and Professional Institutes Professional and Higher Education Inst.

**Winner** - Oxford College of Business (Pvt) Ltd

**1st Runner Up** - British Institute of Management and Technology Campus, Vision Care Optical Services (Pvt) Ltd

**14. Construction, Fabrication,  
Condominium & Real Estates**

**Winner** - Hayleys Fentons Limited  
**1<sup>st</sup> Runner Up** - Ceyoka Private Limited,  
Nippon PVC Holdings (Pvt) Ltd, R I L Property PLC

**15. IT, Software & BPO Services**

**Winner** - 99X Technology Limited, H Connect  
International Pvt Ltd, WNS Global Services Sri Lanka

**16. Transport, Logistics, Shipping  
and related Services**

**Winner** - Advantis Projects & Engineering PVT LTD,  
Ceylon Petroleum Storage Terminals Limited  
**1<sup>st</sup> Runner Up** - Ocean Maritime Ceylon (Pvt) Ltd

**17. Diversified Group of Companies**

**Winner** - Abans PLC

**18. Supermarkets, Malls and  
Shopping Complexes**

**Winner** - Colombo City Centre (Pvt) Ltd,  
LAUGFS Supermarkets (Pvt) Ltd

**19. Non-Governmental Organizations  
(NGOs/Charitable Institutions/Societies/  
Chambers)**

**Winner** - Berendina Development Services  
Guarantee Limited, Sri Lanka Chamber  
of Medical Devices Industry

**20. E-Commerce and Online Retail**

**Winner** - Abans PLC  
**Merit** - eChannelling PLC

**21. Security Guards and Patrol Services**

**Winner** - Sitrek Security Solutions (Pvt) Ltd

**22. Automobile**

**Winner** - Abans Auto (Pvt) Ltd,  
Ideal Motors (Pvt) Ltd,  
Sathosa Motors PLC

**23. Engineering Services**

**Winner** - Abans Engineering (Pvt) Ltd

**24. Consumer Electronics**

**Winner** - Abans PLC

**25. Fashion & Lifestyle**

**Winner** - Abans PLC

**26. Microfinance**

**Winner** - Berendina Micro Investments Co. Ltd,  
People's Micro Commerce Ltd.  
**1<sup>st</sup> Runner Up** - Monik International Pvt Ltd

**27. Investment Banking**

**Winner** - First Capital Holdings PLC

**28. Project Engineering**

**Winner** - Hayleys Fentons Limited

**29. Eye Care and Hearing Aids Services**

**Winner** - Vision Care Optical Services (Pvt) Ltd





## Message from the Chief Guest

### BEST MANAGEMENT PRACTICES COMPANY AWARDS 2026

I extend my sincere congratulations to the Institute of Chartered Professional Managers of Sri Lanka on the successful organisation of the Best Management Practices Company Awards 2026. It is a privilege to be associated with an event that recognises organisations demonstrating excellence in management, leadership, and corporate performance.

These awards go beyond recognising business success; they highlight the importance of ethical leadership, sound governance, and strategic vision in shaping a sustainable and resilient economy. The organisations honoured this year have set exemplary standards through their commitment to continuous improvement, innovation, and responsible business practices. In particular, the role of transparency remains vital, as it strengthens accountability, builds trust, and supports long-term organisational success.

I commend all award recipients for their dedication and outstanding achievements, which serve as an inspiration to the wider business community. I also acknowledge CPM Sri Lanka for its continued efforts in promoting professional management and elevating standards across the nation. May this initiative continue to encourage organisations to embrace excellence, sustainability, and integrity in contributing towards a prosperous future.



**Sam Hanna**

Director,  
Business and Corporate Development at the  
School of Management,  
Asian Institute of Technology (AIT), Thailand



**Prof. Lakshman R. Watawala**  
Founder and President of CPM Sri Lanka

As the leading professional management body in Sri Lanka, CPM Sri Lanka is proud to host the Best Management Practices Company Awards 2026 (BMPC Awards) and the Management Insights Summit 2026 (MI Summit), two flagship initiatives that continue to promote excellence in management and the adoption of best practices across both public and private sectors.

Sri Lanka stands at a critical stage of transformation, where meaningful reforms, strong governance, and strategic alignment are essential to ensure sustainable progress. It is vital that organisations operate with enhanced accountability, transparency, and professionalism to rebuild institutional strength and support long-term economic resilience. In this context, the BMPC Awards serve as a platform to recognise organisations that demonstrate outstanding management practices, setting benchmarks for others to follow. I extend my sincere congratulations to all award winners and participating organisations for their commitment to excellence and continuous improvement.

## Message from the Founder and President

CPM SRI LANKA

The Management Insights Summit 2026, held under the theme “Reset: Reform and Realign,” provides a timely platform for thought leadership, focusing on practical strategies to navigate change and drive organisational and national transformation. The Summit brings together leading experts and professionals to share insights that inspire innovation, strengthen leadership capabilities, and promote sustainable growth.

We were honoured to welcome our distinguished Chief Guest, Mr. Sam Hanna, Director – Business and Corporate Development at the School of Management, Asian Institute of Technology (AIT), Thailand, at the Best Management Practices Company Awards 2026, whose presence underscored the importance of strengthening governance and professional standards in management. We were further privileged to have him serve as the Chief Guest and Keynote Speaker at this year’s Management Insights Summit, reinforcing the continuity of thought leadership across both flagship events.

In conclusion, I extend my sincere appreciation to the Governing Council, and staff of CPM Sri Lanka for their dedication and professionalism in organising these significant events. Their continued efforts play a vital role in advancing management excellence and fostering a culture of continuous improvement across the nation.



## Message from the Chairman of the Panel of Judges

### BEST MANAGEMENT PRACTICES COMPANY AWARDS 2026

It is a privilege to serve as Chairman of the Panel of Judges for the Best Management Practices Company Awards 2026 (BMPC Awards), a prestigious platform that recognises excellence in management, leadership, and sustainable growth in Sri Lanka's evolving business landscape.

Over the years, the BMPC Awards have become a benchmark for corporate excellence, encouraging organisations to continuously elevate their practices in line with global standards. This year's submissions reflected exceptional professionalism, innovation, and commitment, with a rigorous evaluation process ensuring that only the most deserving organisations were recognised.

The award-winning companies have demonstrated outstanding leadership, resilience, and strategic foresight, integrating governance, operational excellence, and sustainability into their business models. Their achievements not only reflect individual success but also contribute to strengthening Sri Lanka's broader economic and corporate landscape.



### **Dr. Samantha Rathnayake**

Chairman of the Panel of Judges  
of the BMPC Awards 2026  
and Governing Council Member  
of CPM Sri Lanka

It is encouraging to witness the growing emphasis on transparency, accountability, and ethical management key pillars for long-term sustainability and stakeholder trust.

I extend my sincere congratulations to all award recipients and commend the Institute of Chartered Professional Managers of Sri Lanka for its continued commitment to advancing professional management. The BMPC Awards will undoubtedly continue to inspire excellence and drive positive transformation across Sri Lankan enterprises.



## Kosala M. Dissanayake

Chairman of the Journal Committee  
Hon. in secretary and Governing Council Member  
of CPM Sri Lanka

Welcome to the Special Edition of the Chartered Manager journal, dedicated to the **Best Management Practices Company Awards 2026**. This edition highlights exemplary success stories from the Awards, providing valuable insights into the importance of adopting best management practices and their impact on organizational excellence in today's corporate landscape.

I extend my sincere congratulations to all award winners and participants whose dedication and achievements continue to set high standards for others to follow. I also wish to express my appreciation to Mr. Sam Hanna, Director – Business

## Message from the Chairman of the Journal Committee

### BEST MANAGEMENT PRACTICES COMPANY AWARDS 2026

and Corporate Development at the School of Management, Asian Institute of Technology (AIT), Thailand, for gracing the occasion as Chief Guest. His presence underscored the significance of strengthening governance and advancing best management practices.

My gratitude is further extended to all organizations that contributed articles and advertisements to this special edition. Your participation enriches the dialogue on management excellence and supports the sharing of knowledge within our professional community.

Finally, I acknowledge the dedicated efforts of the CPM Sri Lanka staff, whose commitment and professionalism have ensured the successful publication of this journal. Their contributions have been instrumental in bringing this edition to fruition. We thank all our readers and stakeholders for being part of this journey in advancing management excellence and fostering

The Best Management Practices Company (BMPC) Awards 2026 received over 170 outstanding corporate entries, reflecting the remarkable milestones achieved by organizations across various sectors. Out of these, 26 distinguished companies have graciously granted approval to publish their success stories in this special edition of the Chartered Manager journal, offering valuable insights into real-world excellence in management practices.

## Journal Committee

Mr. Kosala M. Dissanayake – Chairman  
Mr. Dilshan Arsakularathna – Chief Executive Officer  
Ms. Rashmi Randunne – Secretary  
Mr. Upali Ratnayake  
Mr. Tharanga Thilakasiri



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MANAGEMENT



**BEST  
MANAGEMENT  
PRACTICE SYSTEM  
COMPANY AWARD  
2024**

**#BMPCAWARD**

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# Overall Winners

of the Best Management Practices Company Awards  
**2026**



Best Management Practices in Sri Lanka  
2026

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**BMP  
AWARDS 2026**

Overall Winner **GOLD**

# Path to **GOLD**





# RETHINKING TALENT, PRODUCTS AND SERVICES



by implementing a management best-practice  
centered on AI adoption





## 01 The situation emerged in the organization before implementing the best management practice.

### Context to disruption

In 2024, 99x faced growing disruption in the software services industry due to AI. Projects that previously required multiple developers were increasingly being handled by fewer AI-proficient engineers in Norway. This shift challenged traditional outsourcing delivery models, impacting revenue and talent utilization while clients demanded faster, higher-value outcomes.

### Embracing AI: Rethinking talent, products and services

Understanding the magnitude of this shift, 99x responded by implementing a management best-practice centered on AI adoption. This initiative embedded AI into workflows, redefined developer responsibilities, and built AI-native tools and platforms. This transformed AI from a potential threat into a strategic driver of revenue growth, productivity, and innovation.

## 02 A brief description of the “best management practice” in Single Pillar/ Two Pillars/Three or more Pillars basis.

To address this threat, 99x implemented a two-pillar AI strategy, exemplifying a management best-practice that spanned across our service offerings, talent and technology assets.

### Pillar 1: Nurturing AI-native Software Engineers

Led by Kalana Wijesekara, Chief Developer Experience Officer at 99x, this pillar focused on equipping software engineers to excel in an environment that demanded AI competence.

Activities within this pillar included:

1. Structured upskilling programs, internal hackathons, and workshops to build and maintain AI competency.
2. Introduced AI copilots and productivity tools that automated repetitive coding, testing and review tasks, allowing developers to focus on higher value-added tasks.
3. Knowledge sharing and community engagements, with external webinars, whitepapers and open-source contributions.

These initiatives enabled teams to be conversant with AI-led development, vibe-coding and supporting tools to deliver AI-native innovation. This also enabled our engineers to increase productivity, while future-proofing their careers.



### Pillar 2: Building AI-Enabled product, processes and tools

Led by Chatura De Silva, Chief AI Officer at 99x, we built Xians.ai and Agentri.ai as our own agentic AI orchestration platform. This enabled us to accelerate product feature development in our client engagements, while using AI within our core delivery processes.

1. Xians.ai: An agentic AI orchestrator that streamlines internal workflows, automates nonfunctional work and reduces delivery effort.
2. Agentri.ai: Allows clients to embed AI into products and automate enterprise workflows in a safe, sandboxed environment.

These platforms have accelerated delivery, standardized AI adoption, and reduced operational risk. While Xians.ai being open source has also contributed to the wider developer community.

The combined effects of these two pillars reflect client outcomes, including faster delivery, higher satisfaction, and stronger business results, which will be further elaborated in the next section.

## 03 How has the said best management practice/s contributed to the business/organization to sustain/ grow the business

### Revenue growth from AI-led engagements

In 2025, AI-led engagements generated LKR 149 million (NOK 4.82M), accounting for 70% of all new project wins (including Pengefix, ThePrep, Areasim, My1Min, NRC Group, Parkly, Adra Trintech in Norway and QIB in Australia), while 30% of existing clients re-engaged for AI initiatives, including NRC Group, Visma Amili, Varda Care, Grunt, and Adra. These engagements were delivered through AI-integrated workflows that allowed 99x to take on more complex projects with fewer resources, increasing both delivery capacity and client satisfaction.

With typical project lifecycles exceeding five years, the estimated lifetime value of AI-enabled projects reaches LKR 1.3 billion (NOK 43.2M). Beyond immediate revenue, these initiatives facilitated the development of new AI-driven service offerings and expanded 99x's reach into USD-denominated export markets, demonstrating the strategic and scalable economic impact of embedding AI across services.

### Business Sustainability by nurturing AI-native Developers

99x has invested over USD 40,000 in developer AI tools, including Microsoft Copilot, Cursor, OpenAI, and other platforms, providing intensive AI exposure to 180 developers. Teams were further supported with monthly webinars, weekly workshops, and internal hackathons, building strong AI-native capabilities. In response to a developer 'AI adoption' survey conducted in November 2025, we received the following responses.

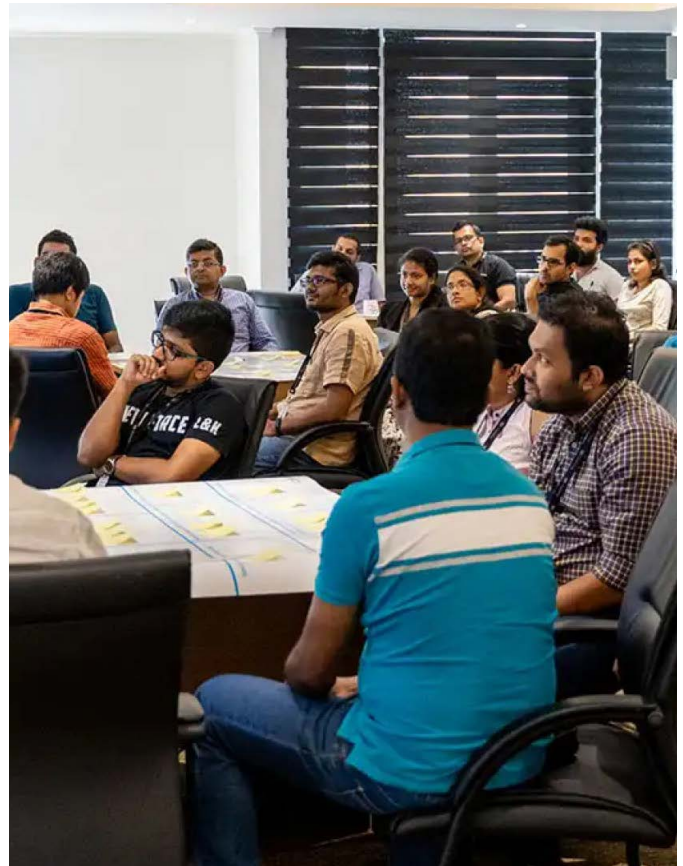
- 80% of team members use AI tools for core work
- 25% of teams follow prompt-driven or spec-driven development methods
- And 16% track AI usage and benefits within projects.

These initiatives have resulted in upto 200% improvement in speed of certain tasks and 15–35% increase in sprint throughput, improving productivity and enabling developers to focus on higher-value, client impacting work.

### Winning market credibility though Innovation in AI

The development and deployment of Xians.ai and Agentri.ai has solidified 99x's position as a leader in agentic AI orchestration. Xians.ai was deployed across all AI-led projects in 2025, with 10 successful AI-native client engagements providing clear evidence of its features, stability, and market acceptance. The platform was also launched as open-source, enabling the broader developer community to extend its capabilities, experiment with agentic AI use cases, and strengthen 99x's reputation as an employer of choice for AI-native software engineers.

From a global client perspective, Xians.ai has been recognized as a production-grade, scalable, and flexible solution, and shortlisted by multiple organizations (such as Confirma Group Norway and Tabeo London). And we see several more successful engagements commence with SuperOffice and Compello using Xians.ai in Q1 2026, highlighting its reliability and practical applicability in real-world projects. By combining enterprise adoption with public engagement, these platforms have reinforced client trust, accelerated AI adoption, and positioned 99x as a thought leader, demonstrating measurable business impact and industry recognition.



## 04 How could the output and outcome of the said best management practice/s be measured or described?

### Contribution to the Economy

The economic impact of 99x's AI-driven management practices is evident through both new revenue streams and the sustained value of long-term client partnerships. In 2025, AI-led engagements generated LKR 149 million (NOK 4.82 million) in direct revenue, representing 70% of new project wins, including clients such as Pengefix, ThePrep, Areasim, MyIMin, NRC Group, Parkly, Adra Trintech, and QIB. Given that a typical engagement spans over five years, the estimated lifetime revenue value of these AI-enabled projects is LKR 1.3 billion (NOK 43.2 million).

By embedding AI into delivery models and offering agentic AI platforms like Xians.ai and Agentri.ai, 99x has not only expanded service offerings but also unlocked USD-denominated export revenue, reinforcing scalable, sustainable growth and strengthening 99x's position in global tech services.

### Industry Impact

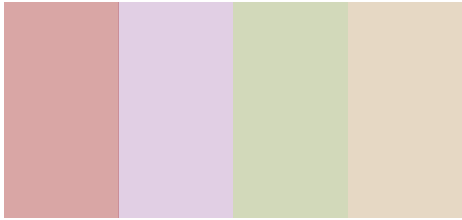
99x's best management practices have transformed the software engineering delivery model, raising both efficiency and adoption of modern AI-driven practices. The introduction of Spec-Driven Development (e.g., go-vibe, BMAD) combined with AI copilots enabled AI-assisted workflows in 85% of applicable projects, yielding productivity gains of 15–35% in sprint throughput, with some specialized tasks seeing up to 200% efficiency gains in coding, testing, and review.

Simultaneously, the development and open-source release of Xians.ai demonstrated production-grade agentic AI orchestration, adopted across multiple client engagements and recognized by industry leaders like Confirma Group Norway, Visma Amili, and Tabeo London. By standardizing AI adoption while maintaining responsible oversight for regulatory, sensitive, or legacy tasks, 99x has established a benchmark for safe, quality-driven AI integration in software engineering.

### Societal Impact

99x's AI-driven practices have positively influenced talent development, community engagement, and ethical AI adoption. Over 80% of developers have been exposed to intensive AI tools such as Microsoft Copilot, Cursor, and OpenAI, supported by monthly webinars, weekly workshops, and internal hackathons, equipping teams to excel in AI-native software engineering.

The open-source availability of Xians.ai and public-facing community initiatives have enhanced AI literacy beyond 99x, enabling independent developers to innovate on agentic AI use cases. Additionally, embedding ethical AI governance into internal workflows has contributed to responsible and sustainable AI adoption, setting industry-wide standards for quality, transparency, and talent preparedness.



**Ethics and Governance**

Robust AI policies and audit frameworks safeguard responsible AI use, mitigate bias, and monitor compliance. Regular model reviews and quarterly audits ensure ethical standards are upheld, reinforcing client trust and enabling scalable, responsible AI deployment across all projects — including adherence to standards such as honoring robots. txt for website scraping

**Continuous Learning**

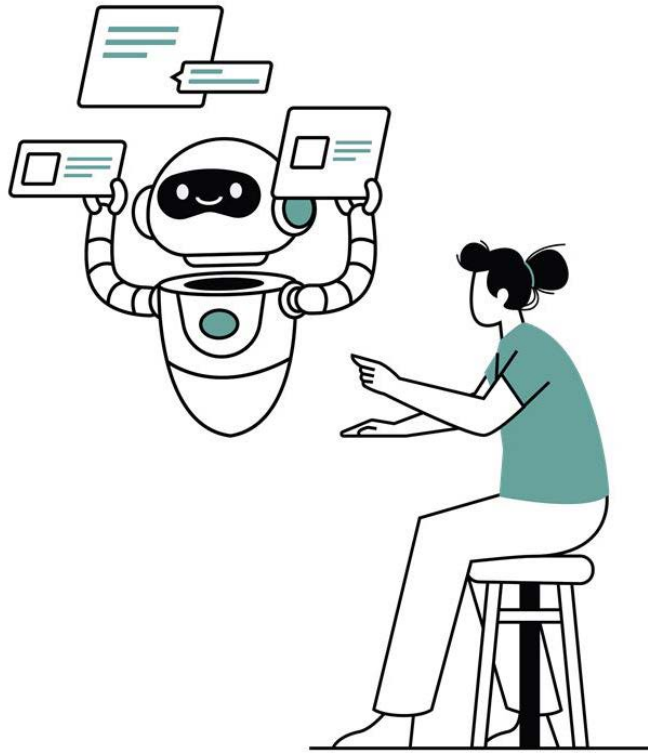
Internal reviews, feedback loops, and structured learning programs sustain improvement. Initiatives such as InnovateX and internal hackathons like “go-vibe” foster innovation and skill development. External programs, including webinars, workshops, and community engagement, ensure knowledge dissemination and thought leadership. Over the past year, 300+ internal developers & 1000+ external developers participated in learning initiatives, driving continuous skill enhancement and adoption of AI practices.

**Strategic Investments**

With annual AI investments totaling USD 506,000, including over USD 40,000 in AI tools and licenses, USD 295,000 in a core AI team and internal platform development, and additional funds for events and publicity. 99x has already recovered 86% of these investments in the first year, with full cost recovery and profitable returns projected to begin in Q1 2026.

**Community Engagement**

99x shares knowledge through webinars, workshops, and community events, reaching over 500 participants in 20+ events in 2025. Under COO Shehani Seneviratne, who has also been appointed President of SLASSCOM, 99x contributes to national AI initiatives, while the open-source release of Xians.ai empowers the developer community to tackle AI challenges. These efforts strengthen AI literacy, support talent development, and reinforce 99x’s role as a thought leader in agentic AI.



**05 Measures are taken to sustain and consolidate the process**

**Leadership and Accountability**

The appointment of Chief AI Officer Chatura De Silva and Chief Developer Experience Officer Kalana Wijesekera ensures strategic oversight and ownership across developer enablement and AI platform initiatives. Their leadership drives alignment of AI adoption with business goals, monitors performance metrics, and ensures accountability for operational and client outcomes.

**06 A brief description of any other supporting aspects**

In addition to the core AI initiatives, 99x has strengthened its ecosystem through strategic partnerships, internal knowledge repositories, and mentoring programs that reinforce best practices and encourage continuous innovation. These efforts are complemented by external recognition, including the NCE Awards 2025, highlighting 99x’s industry impact and credibility.





# Where human insight powers the AI leap



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Digital Products  
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AI Adoption &  
Agentic AI

Design & Digital  
Transformation

Data Platforms  
& Analytics



Best Management Practices in Sri Lanka  
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**BMP** AWARDS 2026

Overall Winner **GOLD**



# Path to **GOLD**

**CEAT**



# FROM STATE ENTERPRISE TO GOLD STANDARD:

How CEAT Kelani built Sri Lanka's Best-Managed Company





In a field of more than 170 companies spanning banking, finance, IT, manufacturing, education and services, CEAT Kelani Holdings has emerged at the very top, adjudged Sri Lanka's best-managed company with the Overall Gold Award at the CPM Best Management Practices Company Awards 2026. It is a distinction that goes beyond a trophy, signalling the arrival of an India – Sri Lanka joint venture manufacturing enterprise as a benchmark for management excellence, built on discipline, clarity of purpose, and an unwavering focus on quality and customers.

That this achievement comes from a company that traces its origins to the privatisation of the state-owned Tyre Corporation makes the story even more compelling. Today, CEAT Kelani is widely regarded as a model for successful transformation, a company that has redefined what is possible when robust management principles are consistently applied over time.

At the heart of this transformation lies CEAT Kelani's Quality-Based Management (QBM) philosophy, a comprehensive, company-wide framework rooted in Total Quality Management principles. More than a system, QBM is the organisation's operating DNA, aligning people, processes and customer expectations with business goals to deliver consistent, measurable results.

The philosophy rests on three interconnected pillars.

**Customer Focus** ensures that every decision begins with the customer in mind. This "outside-in" approach has driven CEAT Kelani to reimagine not just its products, but the entire customer journey, from purchase to after-sales service. A standout example is the company's transformation of its customer claim settlement process. What was once time-consuming has been re-engineered into a streamlined, transparent system enabling inspections within a single day. This has significantly strengthened customer confidence and dealer trust, while directly supporting growth in key segments.

**People Focus** recognises that sustainable excellence cannot be achieved without engaged, empowered employees. CEAT Kelani has embedded a culture of cross-functional collaboration, encouraging teams across technical services, supply chain, distribution and other functions to work together on solving business challenges. Structured Quality Improvement Projects (QIPs) and Kaizen initiatives are central to this effort, fostering continuous improvement while delivering tangible gains in quality, cost and delivery. Importantly, contributions are formally recognised, reinforcing a sense of ownership and shared achievement across the organisation.

**Process Focus** completes the triad, ensuring that operations are efficient, standardised and data-driven. From sourcing raw materials to manufacturing, distribution and customer service, QBM is embedded across the entire value chain. Decisions are guided by data, processes are continuously optimised, and innovation is encouraged, not as an abstract ideal, but as a disciplined practice linked to business outcomes.

This integrated approach is closely aligned with globally recognised quality frameworks inspired by the Deming philosophy, emphasising continuous improvement, innovation and rigorous execution. It also incorporates critical dimensions such as safety, sustainability and resource efficiency, ensuring that growth is both responsible and resilient.

The results speak for themselves. CEAT Kelani's management practices have not only delivered operational and financial performance, but have also strengthened stakeholder confidence and elevated the company's brand credibility locally and internationally. The company's victory at the CPM awards demonstrates how effectively it has translated the voice of the customer into sustainable business outcomes.

The CPM evaluation process itself underscores the significance of this achievement. Companies are assessed through a rigorous, multi-stage process that includes detailed case study submissions, presentations, and extensive questioning by a distinguished panel of academics and corporate leaders. The evaluation examines not just results, but the scientific methodologies deployed, the sustainability of improvements, and future plans. To emerge as the Overall Gold winner in such a process is to be validated at the highest level of management scrutiny.

CEAT Kelani's performance at the 2026 awards was emphatic. In addition to the Overall Gold, the company secured the Manufacturing (Tyre & Rubber) sector award, was ranked among the Top 40 Outstanding Companies, received a Best Management Practices Excellence Award, and saw its Managing Director and CEO honoured with a Leadership Excellence award. It is also notable that CEAT Kelani remains the only tyre manufacturer in Sri Lanka to be ranked among the Top 40, further underlining its leadership within the industrial landscape.

Yet, beyond the accolades, what stands out is the consistency of the company's journey. CEAT Kelani has been recognised among Sri Lanka's best-managed organisations for several years, reflecting not a one-off performance but a deeply embedded culture of excellence.

In many ways, the company's evolution captures the essence of modern industrial success: a relentless commitment to quality, a sharp focus on customer experience, and a belief that people and processes, when aligned with purpose, can deliver extraordinary outcomes.

# SRI LANKA'S #1 TYRE WINS OVERALL GOLD

AT THE BEST MANAGEMENT PRACTICES COMPANY AWARDS 2026



Sector Awards  
Winner-Manufacturing (Tyre & Rubber)



Overall Gold Award  
Best Management Practices Company Awards 2026



Best Management Practices  
Excellence Award



Forty Outstanding Companies



Leadership Excellence Award  
Mr. Ravi Dadlani - Managing Director & CEO,  
CEAT Kelani Holdings (Pvt) Ltd.

At the Best Management Practices Company Awards 2026, CEAT was awarded Overall Gold, the highest recognition for management excellence. An absolute testament to the trust we've built and the faith our customers and partners place in us.

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Best Management Practices in Sri Lanka  
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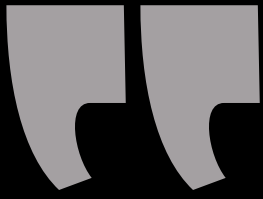
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**BMP AWARDS 2026**

Overall Winner **SILVER**

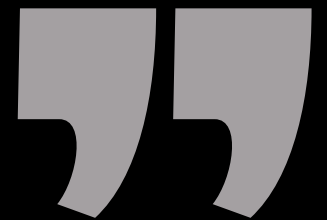
# Path to **SILVER**





# CONVERTING WASTE INTO SUSTAINABLE SOLUTIONS

by promoting Circular Economy





## 01 The situation emerged in the organization before implementing the best management practice

INSEE Ecocycle's business is to convert waste into an alternative fuel for cement manufacturing. Waste from multiple streams is processed, blended into a fuel mix, and fed into the cement kiln main burner to generate thermal energy. The alternative fuel mix includes polythene waste, non-recyclable Municipal Solid Waste (MSW), textile waste, biomass, and many more waste streams.

Before implementing this fuel mix quality optimization, the organization faced a major operational constraint: inconsistent quality of incoming waste streams. Although waste volumes were available and demand for alternative fuel was strong, the chemical variability of key streams made it difficult to increase the volume of waste fed into the kiln burner. Polythene and MSW were readily available and low-cost, but their unpredictable chemical characteristics required the kiln operations to maintain a conservative feeding approach to avoid operational disruptions. As a result, the organization was unable to utilize the full processing capacity of the plant.

In 2024, these quality inconsistencies forced Ecocycle to limit the volume of waste transformed to an alternative fuel, leading to a clear gap between waste availability and waste processing capacity. Waste materials with unfavorable chemical properties accumulated at the Puttalam plant, increasing storage requirements and handling costs. The conservative feeding practice also limited alternative fuel supply to the cement kiln, thereby increasing dependence on imported coal and restricting revenue growth.

In summary, the constraint was not equipment capacity but the instability of waste quality management, which prevented the organization from increasing waste processing despite having available resources and market demand.

## 02 A brief description of the "best management practice" in Single Pillar/ Two Pillars/Three or more Pillars basis.

The Theory of Constraints (TOC) asserts that the performance of any system is governed by its most limiting factor (the constraint) and that sustainable improvement is achieved by focusing managerial effort on identifying, exploiting, subordinating, and ultimately elevating this constraint. In the context of INSEE Ecocycle Lanka, the constraint was not the physical capacity of the cement kiln or market demand, but the **instability of the alternative fuel mix**, which forced conservative feeding rates and prevented higher waste throughput.

Ecocycle's solution was therefore structured as a TOC-based intervention that transformed the system from reactive management to disciplined constraint-driven performance. The organization first **identified the constraint** (fuel mix quality variability) and then **exploited it** by creating a controlled environment that stabilized input variability. The entire operational system was **subordinated to the constraint** through disciplined decision-making and integrated planning,

ensuring that every process supported consistent fuel quality. Finally, the constraint was **elevated and institutionalized** by embedding the Fuel Quality Index (FQI) into governance, pricing, and standard operating procedures, enabling continuous improvement and preventing regression.

This strategic approach is reflected in the three-pillar model, which collectively shifts the system from uncertain, experience-based operations to a predictable, quality-driven process that maximizes productivity without additional capital investment.

### Pillar 1: Structured Segregation and Controlled Handling

The first pillar established physical and operational segregation of high-variability waste streams. By separating inconsistent inputs such as polythene waste and MSW into dedicated receiving, storage, and preprocessing pathways, the organization created a buffer that prevented unpredictable chemical variations from reaching the kiln.

This approach transformed reactive operational decisions into planned, controlled processes, enabling stable daily operations and reducing the risk of quality spikes.



### Pillar 2: Fuel Mix Quality Optimization and Disciplined Decision-Making

With segregation established, the second pillar introduced the Fuel Mix Quality Optimization model supported by a Fuel Quality Index (FQI). The FQI became the standard reference for evaluating throughput and determining appropriate mixing ratios.

This replaced experience-based decisions with quality-guided planning, ensuring that the final fuel mix behaved predictably during feeding. Daily feeding plans were reviewed jointly by operations and quality teams, reinforcing discipline and preventing unilateral adjustments that could destabilize the kiln.

This pillar enabled higher waste feeding rates by improving predictability and consistency rather than by increasing operational intensity.

### Pillar 3: Institutionalization through Governance, KPIs, and Continuous Monitoring

The third pillar ensured the practice became permanent and scalable. The FQI was elevated into a formal KPI and integrated into management reviews. Performance against the FQI was linked to internal pricing and performance evaluation mechanisms, ensuring that quality discipline was reinforced through financial accountability.

The process was codified into ISO 9001-aligned SOPs, with standardized segregation rules, mix preparation guidelines, approval workflows, and monitoring routines. Regular review cycles enabled early detection of deviations and timely corrective actions.

03

**How has the said best management practice/s contributed to the business/ organization to sustain/grow the business**

### **Higher Waste Feeding Volumes (Operational Efficiency & Capacity Utilization)**

The most immediate validation of the “Fuel Mix Quality Optimization” practice is the significant expansion of operational throughput. Prior to this intervention, the facility’s processing capacity was artificially capped by the volatility of the concentration of adverse chemical parameters. These quality fluctuations frequently forced to lower feeding rates to protect the cement kiln.

The implementation of the segregated processing ecosystem successfully dismantled these “quality bottlenecks.” By hermetically isolating difficult waste streams such of polythene and MSW, the organization transformed a volatile input into a predictable fuel source. This operational discipline delivered a measurable, year-on-year surge in total waste feeding volumes:

#### **Year-on-Year Waste Volume Growth (2024–2025): +3.5%**

This volume increase of over 2,300 MT is strategically profound as it was achieved with zero additional capital expenditure (CAPEX) and without expanding the client base. It serves as empirical proof that the limitation was not infrastructure, but management practice. By optimizing the method of processing rather than the scale of the plant, Ecocycle unlocked dormant asset capacity. This efficiency directly strengthens business sustainability by securing a stable alternative fuel supply while maximizing asset turnover.

Financial Turnaround & Budgetary Outperformance - (Higher Intercompany Revenue via Quality-Linked Pricing)  
The implementation of the Fuel Mix Optimization model delivered a profound financial impact, directly leveraging the organization’s value-based pricing structure. Intercompany revenue is strictly governed by a Fuel Quality Index (FQI), where higher calorific value and quality consistency trigger a premium price per ton through a defined bonus/penalty mechanism. By stabilizing the fuel mix, the organization successfully transitioned to a premium-grade fuel supplier. This shift is evidenced by a definitive reversal in financial trajectory:

#### **Strong Revenue Turnaround: From Below Budget in 2024 to Exceeding Targets in 2025**

This turnaround—moving from a budgetary deficit in 2024 to a surplus in 2025—confirms that quality discipline acts as a direct revenue multiplier. Crucially, this revenue growth was achieved without capacity expansion, new customer onboarding, or increased operating expenditure. It reflects a structurally efficient business model where optimized internal processes unlock higher unit value, directly strengthening the organization’s profitability and financial momentum.

Higher Alternative Energy Input (Thermal Substitution Rate Increase) - (Strengthened Energy Sustainability & Strategic Alignment)

The most technically significant outcome of the “Fuel Mix Quality Optimization” practice is the measurable increase in the Thermal Substitution Rate (TSR)—the critical indicator of fossil fuel replacement. Prior to this intervention, high-calorific waste streams (specifically Polythene waste and MSW) were severely underutilized due to the risk of spikes of adverse chemical levels breaching kiln performance parameters.

By implementing the dual-pillar approach of physical segregation and dynamic blending, Ecocycle successfully unlocked the ability to feed these high-energy materials without compromising kiln stability.

This technical breakthrough resulted in a verified year-on-year growth in alternative energy contribution:

#### **Improved TSR (Thermal Substitution Rate) Performance: Advancing from Fossil to Waste-Derived Fuels (2024–2025)**

This increase represents a direct reduction in the cement plant’s reliance on imported coal, translating to immediate cost efficiencies and improved energy resilience for the parent operation. Furthermore, it strategically aligns the business with Sri Lanka’s national circular economy goals by converting non-recyclable plastics into energy rather than allowing them to accumulate in landfills.

This evidence confirms that the new management model has effectively transformed a “waste disposal” challenge into a sustainable “energy generation” advantage, delivering structural improvements with national, environmental, and economic significance.



## 04 How could the output and outcome of the said best management practice/s be measured or described?

The efficacy of the Fuel Mix Quality Optimization practice is measured through **quantitative outputs** validated by technical and financial audits, and **qualitative outcomes** that demonstrate national economic, environmental, and social impact. This integrated measurement framework ensures productivity gains are verifiable and deliver tangible national value.

Data integrity is maintained through a dual-layer verification system: incoming waste is measured using calibrated weighbridges certified by government standards, and actual feeding into the kiln is monitored via high-precision weigh feeders. This ensures every ton reported corresponds to physical material processed, eliminating discrepancies and reinforcing trust in operational reporting.

Financial performance is evaluated against annual budget targets. This practice enabled the organization to exceed its intercompany revenue target in 2025, surpassing the planned budget. These results are derived from SAP (ERP) systems and validated through internal audits and audited financial statements, confirming the financial impact and value generated through quality optimization initiatives.

Technical output is measured by the **Thermal Substitution Rate (TSR)**, which quantifies the percentage of fossil fuel energy replaced by alternative fuels. TSR is calculated using actual fuel weight and calorific value, with laboratory testing conducted using calibrated instruments adhering to **ISO 17025** standards. The improved TSR demonstrates increased energy efficiency and reduced dependence on imported coal.

The practice delivers strategic national benefits beyond operational metrics. The cement industry is energy-intensive and dependent on imported coal. By optimizing the fuel mix to accept high-calorific waste such as polythene waste and Municipal Solid Waste (MSW), the organization replaced imported fuel with domestic waste resources. Each ton of waste co-processed reduces coal consumption, generating **foreign exchange savings** and strengthening national energy resilience. This mechanism supports macroeconomic stability by retaining foreign currency within the economy and reducing vulnerability to global fuel price volatility.

The practice also provides a scalable solution to Sri Lanka's waste management crisis. By diverting non-recyclable waste from open dumping and unauthorized burning, the organization ensures complete thermal destruction of hazardous components without residue. Open burning releases toxic gases and particulate matter that contribute to respiratory illnesses and long-term health complications. By safely processing MSW through the cement kiln, the initiative reduces toxic emissions and protects community health, particularly among vulnerable populations such as children and the elderly.

The increased disposal of MSW through co-processing also improves urban aesthetics and quality of life. Waste accumulation blocks drainage systems, creates unsightly dumps, and reduces tourism appeal. By reducing waste in streets and informal dumping sites, the practice supports cleaner neighborhoods, improved sanitation, and a more attractive urban environment. Cleaner public spaces contribute to reduced pest propagation and improved public hygiene, enhancing everyday living standards.

The practice aligns directly with national and global sustainability frameworks. The operational execution supports **SDG 7 (Affordable and Clean Energy)** through increased utilization of alternative fuels and reduced dependence on imported





coal. It contributes to **SDG 12 (Responsible Consumption and Production)** by diverting non-recyclable waste from landfill and turning it into energy, and **SDG 13 (Climate Action)** through reduced carbon emissions. The initiative also supports **SDG 3 (Good Health and Well-being)** by reducing toxic emissions and improving air quality.

At the policy level, the practice aligns with Sri Lanka’s **national waste management strategy** and circular economy goals by providing a scalable solution for non-recyclable waste. The practice also supports the country’s **NDC commitments** under the Paris Agreement by lowering fossil fuel combustion and carbon emissions. Through implementation, the organization demonstrates how industrial-scale co-processing can be integrated into national policy frameworks to deliver measurable environmental and economic benefits.

## 05 Measures are taken to sustain and consolidate the process

To ensure the longevity and continuous improvement of the “Fuel Mix Quality Optimization” practice, the organization moved beyond simple technical monitoring to establish a Financial Governance Framework. This approach ensures that the best management practice is not merely a temporary initiative but is institutionalized as a permanent operational standard.

1. Institutionalization of the Fuel Quality Index (FQI)  
The core measure taken to consolidate this process was the elevation of the Fuel Quality Index (FQI) from a technical metric to a primary Key Performance Indicator (KPI). The FQI integrates all critical chemical parameters into a single weighted score. This simplifies complex technical data into a clear performance target that is monitored daily by the management team and monthly by the financial controlling team to connect the KPI performance with financial achievements.

2. Implementation of a Financial Governance Mechanism  
To sustain high performance, the organization introduced a direct financial lever that links operational quality to fiscal accountability. A specific Incentive and Penalty Mechanism was embedded into the intercompany pricing structure. This mechanism imposes a graduated scale based on the FQI achievement

FQI Achievement (%)	Incentive/Penalty
Less than or equal to 84.9%	-15% (Penalty)
85.0% – 89.9%	-10% (Penalty)
90.0% – 94.9%	-5% (Penalty)
95.0% – 105.0%	No adjustment
105.1% – 109.9%	+5% (Incentive)
110.0% – 114.9%	+10% (Incentive)
Greater than or equal to 115.0%	+15% (Incentive)

3. Operational Accountability and Standardization  
This financial structure ensures that operational teams remain permanently accountable for the quality of the final product. It drives a culture of ownership where “quality” is treated with the same urgency as “volume.” Furthermore, the process has been consolidated through the ISO 9001 Quality Management System. The dynamic blending protocols and sampling frequencies have been codified into official Standard Operating Procedures (SOPs). This documentation guarantees that the knowledge is retained within the system, ensuring the process remains stable regardless of staff turnover or external market fluctuations.

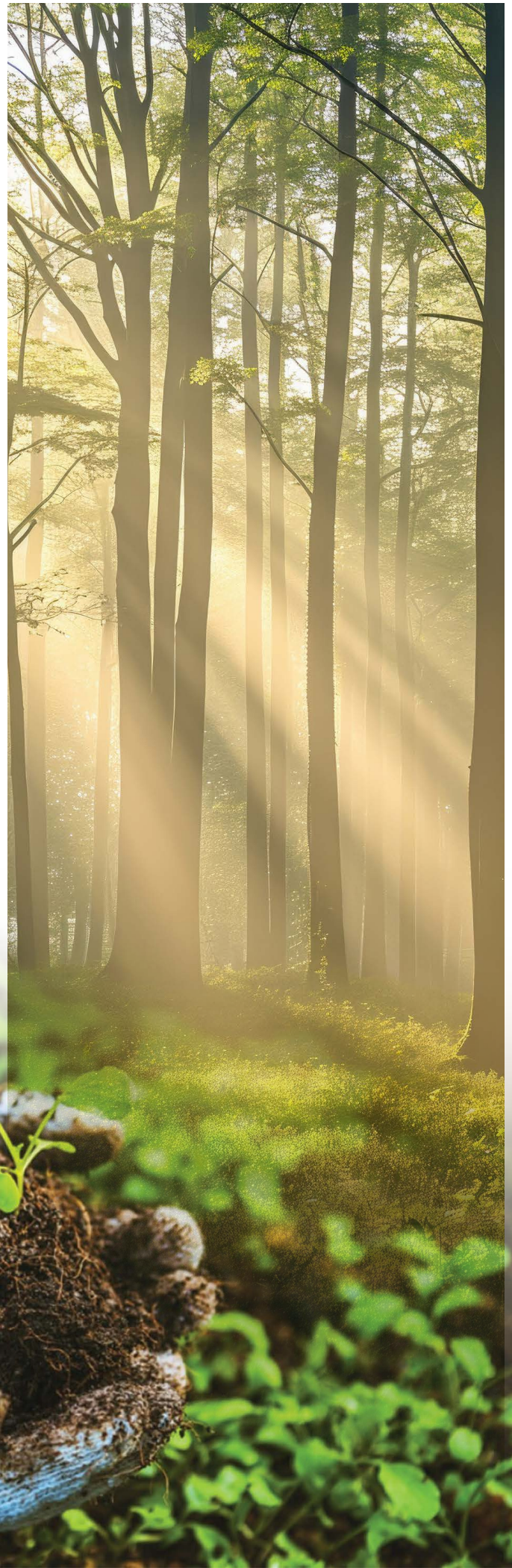




## 06 A brief description of any other supporting aspects

The organization achieved the distinction of being Sri Lanka's first entity to be certified under the **Plastic Pollution Reduction Standard (PPRS)** by PCX Markets. This certification validates that the plastic waste co-processing mechanism adheres to strict global standards for transparency and environmental auditing. It serves as third-party verification that the organization's handling of plastic waste is not only operationally efficient but also ethically compliant with international plastic credit frameworks.

Recognizing that fuel quality depends on the input material, the organization extended its management practice to the source. Specialized training programs were conducted for Municipal Council staff and other waste generators. By educating these external stakeholders on proper source segregation techniques, the organization actively reduced the contamination of waste streams before they arrived at the facility. This "upstream" intervention ensures a cleaner supply chain and reduces the burden on the internal segregation infrastructure.





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# EXCELLENCE

in Best Management Practices Company Awards  
**2026**



## The Situation Before Implementation

Given our dependence on the communities for harvesting, the plantation sector is facing an immense pressure in meeting operational targets in light of labour migration and absenteeism. Outside employment opportunities and higher education levels of the younger generation means majority of the workforce is leaving the plantation community. Those left behind are of lower literacy levels, and are faced with challenges like finding proper education and nutrition for their children, and being able to leave their child in a safe space while they work.

Horana Plantations PLC (HPL) has consistently exemplified a strong commitment to sustainable and inclusive development. Through the implementation of innovative programmes and strategic partnerships, the company has made meaningful contributions to both community upliftment and employee well-being.

## Description of the Best Management Practice

Since assuming management of the estates, Horana Plantations PLC (HPL) has actively pursued the upliftment of estate communities through comprehensive welfare programmes, implemented in collaboration with both governmental and non-governmental organizations. Our initiatives reflect a commitment to delivering equitable healthcare to communities that are underserved due to their geographic isolation and socio-economic challenges.

The Company has made investments in community health, including the appointment of a qualified MBBS doctor residing within the estate. Her work transformed the Primary Medical Care (PMC) unit, upgrading the estate dispensary into a fully functional health clinic and enhancing access to essential healthcare services for estate communities, reflecting a holistic approach to well-being and inclusive development.

## Contribution to Business Sustainability and Growth

The key components of our efforts include the establishment of on-site medical clinics, implementation of health awareness campaigns, proactive communication on disease prevention, enhancement of skill development programmes, and active contributions to local communities. These initiatives collectively support the creation of a sustainable business model that promotes the health and wellbeing of the plantation community. Engagement in projects that have empowered women has given us a better brand image, recognition and reputation. This has allowed us to increase customer loyalty and sales which has deepened our competitive advantage. More importantly it has allowed us better access to funding which allows us to sustain and expand on our community initiatives, which is our ultimate goal as our objective to retain key and talented employees, while invigorating employee and employer engagement to enhance social cohesion.

## Measurement of Output and Outcome

Capacity building aimed at promoting better literacy levels and welfare programs addressing social barriers have enhanced labour retention and promote community as well as employee-employer relations. Pivotal as the estate community are the ones who depend on and contribute towards the growth of the industry, and in turn providing economic gains the Nation. Our efforts towards inclusive growth will elevate our visibility among external stakeholders, encouraging collaboration and support for our shared mission. This will play a vital role in advancing our vision of reshaping the long-standing perception of estate work, promoting dignity and respect for those engaged in this sector.

## Sustainability Measures

Finding likeminded stakeholders and maintaining frequent communication with them to enrich transparency has been vital. This is key to ensure the long-term sustainability of any initiative as it will promote trust and confidence between the company and its potential partners. The trust and relationship we built overtime through our communications channels has allowed us to sustain projects and expand on them.





# Redefining Inclusive Growth in Sri Lanka's Plantation Sector

Horana Plantations PLC was recognised at the Best Management Practices Company Awards 2026 for excellence in leadership, inclusion and operational discipline





## The Situation Before Implementation

George Stuart Health operates in the pharmaceutical marketing sector, where corporate responsibility is intrinsically linked to public health outcomes, ethical conduct, and community trust. Over many years, the organization consistently engaged in socially responsible activities such as disaster relief donations, medical camps, institutional support, and sponsorship of healthcare-related initiatives. While these efforts demonstrated a strong commitment to social responsibility, they were implemented in a largely unstructured and reactive manner, driven by immediate needs rather than a formally articulated long-term CSR strategy.

Prior to the implementation of the current Best Management Practice (BMP), CSR activities were dispersed across departments and undertaken on a case-by-case basis. Although the scale of support increased year-on-year, there was no unified framework to distinguish between short-term humanitarian relief and long-term preventive healthcare investment. As a result, the organization faced challenges in prioritizing initiatives, measuring outcomes, and clearly communicating the long-term societal value of its CSR efforts. Compared to the previous year, CSR expenditure and activity volume remained strong, but strategic clarity, continuity, and outcome measurement were limited.

## Description of the Best Management Practice

To address these gaps, George Stuart Health formally implemented a Structured Corporate Social Responsibility Best Management Practice based on a Dual-Horizon CSR Model. Importantly, this BMP did not represent a change in values or commitment, but rather the institutionalization and streamlining of CSR into a purposeful, forward-looking management system, with multiple emergency relief initiatives alongside long-term health, education, and sustainability projects, including disaster relief, medical camps, and academic sponsorships. CSR activities were no longer conducted in an ad hoc manner; instead, each initiative was aligned to clearly defined objectives with either immediate or long-term impact.

The Dual-Horizon CSR-CME Model consists of two integrated pillars. Horizon One focuses on immediate humanitarian and disaster response, addressing urgent, life-threatening healthcare needs arising from natural disasters, medical emergencies, and crisis situations. Horizon Two focuses on long-term preventive healthcare, and continuous medical education to support medical capacity building, aimed at addressing the root causes of disease and strengthening the healthcare ecosystem over time.

This structured approach introduced novelty and innovation by transforming CSR from a reactive function into a managed, purpose-driven practice. Each CSR intervention is now evaluated based on its relevance, time horizon, and sustainability impact, ensuring balanced allocation of resources between urgent relief and long-term health development.

Within a single year, structured CSR initiatives covered a notable number of distinct national-level interventions.

## Contribution to Business Sustainability and Growth

The implementation of the Dual-Horizon CSR-CME BMP has contributed positively to the sustainability and long-term growth of George Stuart Health. A structured and credible CSR framework strengthened stakeholder trust among healthcare professionals, institutions, regulators, and communities. Employee engagement improved as staff clearly understood the purpose and long-term impact of CSR initiatives, fostering pride and alignment with organizational values. In addition, sustained partnerships with medical institutions and professional bodies enhanced the organization's standing within the healthcare ecosystem, supporting long-term business relationships and reputational capital- the compilation of which helps to realise our commitment towards 'Happiness for All' and 'Purpose beyond Profit'.

The organization committed over Rs. 9 million toward structured CSR initiatives within a single year, reinforcing long-term stakeholder trust and institutional credibility.

## Measurement of Output and Outcome

Outputs of the BMP model are measured using indicators such as the number of disaster relief initiatives supported, medical camps conducted, academic sessions sponsored, institutional partnerships established, and beneficiary groups reached. Outcomes are assessed in terms of improved access to healthcare during emergencies, increased disease awareness, early detection, and strengthened medical knowledge within the professional community. Broader outcomes include positive societal impact, ethical industry leadership, and indirect economic benefits through reduced long-term healthcare burden.

These initiatives collectively involved over 200 employees and volunteers, contributing extensive onground volunteer hours across disaster response, healthcare support, and community services.

## Sustainability Measures

The sustainability of the BMP is ensured through leadership oversight, integration into organizational planning processes, long-term partnerships, and periodic review of societal needs. By embedding CSR into governance structures and aligning it with the organization's mission, George Stuart Health ensures that social responsibility remains continuous, adaptive, and impactful.



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## The Situation Before Implementation

Hayleys Fabrics PLC, Sri Lanka's largest weft-knitted fabric manufacturer, operates within a highly energy and resource-intensive global textile supply chain that has recently faced significant volatility. Escalating production costs driven by fossil fuel dependency, downstream pressure of water intensity/discharge quality monitoring, and chemical compliance to be elevated with tier 01 customer standards were further intensified by external impacts such as global geopolitical unrest and increased taxation pressures in key export markets, particularly the United States. These challenges directly impacted on margins, competitiveness, and long-term business continuity.

Prior to the implementation of the structured intervention, energy sourcing was significantly reliant on Heavy Furnace Oil (HFO) and non-renewable energy streams, water recovery systems were underoptimized, and sustainability initiatives, while present, were largely fragmented. Recognizing the need to protect cost competitiveness while strengthening buyer confidence and compliance alignment, Hayleys Fabric embarked on a consolidated sustainability transformation anchored in the UN Sustainable Development Goals (SDGs).

## Description of the Best Management Practice

### “Driving Resilience Through UN SDG–Led Environmental Transformation”

Hayleys Fabrics implemented a multi-year, investment-driven environmental management framework aimed at reducing absolute environmental impact while improving operational efficiency under the “Green Catalyst - Hayleys Fabric ESG Roadmap 2030”

#### SDG 07 – Affordable and Clean Energy

To achieve 90% sustainable and renewable energy utilization by 2030, the company initiated a structured HFO (Heavy Furnace Oil) phase-out plan, replacing fossil fuels with low-carbon footprint fuels & certified sustainable biomass. Rooftop and floating solar photovoltaic systems were deployed across manufacturing facilities to displace grid electricity. Complementing renewable integration, several engineering-led energy efficiency projects were implemented, including upgrading steam distribution insulation from glass wool to high-performance rockwool, SCADA (Supervisory Control & Data Acquisition) -based realtime energy monitoring, and Active Harmonic Filter (AHF) systems to improve electrical efficiency and power quality.

Average HFO reduction per month – 46,090.6 Liters (YTD)

Reliance on sustainable and renewable energy sources – 74% target for 2025/26

Average biomass consumption per month – 4,738,863.53 kg (78.4% of total thermal energy) (YTD)

Average solar generation per month – 644,465.52 kWh (YTD)

#### SDG 13 – Climate Action

These interventions directly support the target of 42% reduction in absolute Scope 1 and Scope 2 GHG (Green House Gas) emissions by 2030. Decarbonization and Net-Zero strategy aligning with SBTi (Science Based Target initiatives) 2030 and 2050 targets were initiated, and measures were prioritized based on emissions intensity, abatement potential, and financial payback, ensuring climate action delivered both environmental and economic value.

Total GHG emission reductions – 18,800.8 tCO<sub>2</sub>e (YTD)

#### SDG 06 – Clean Water and Sanitation

In response to increasing water intensity in the production process, Hayleys Fabrics adopted an advanced water stewardship approach targeting 30% sustainable water sourcing, and 30% water intensity reduction by 2030. Key initiatives included steam condensate recovery, boiler blowdown water reuse, cooling water recycling, backwash water recovery, and comprehensive site-level water risk assessments to guide infrastructure investments and business risk.

Average monthly river water intake reduction – 40, 711.5 Cubic meters (YTD)

#### SDG 12 – Responsible Consumption and Production

Circularity and chemical safety were strengthened through increased recycled yarn consumption, in-house research and development for natural dye applications, and the development of PFAS (Per and Polyfluoroalkyl Substances) - free fabric solutions. These efforts support the target of 20% recyclable and reusable packaging, 30% green production initiatives, and 100% alignment with ZDHC (Zero Discharge of Hazardous Chemicals) Level 01 and OEKO-TEX requirements. Increased and strengthening supplier evaluation process has been initiated with safe chemical consumption and contribution towards ZDHC level improvements and maintaining 100% ZDHC level 01 compliance level for all chemicals. Obtaining Eco-Label certification in 2025 showcases the environmentally friendly production process throughout the facility.

## Contribution to Business Sustainability and Growth

The integrated approach has enabled Hayleys Fabric to directly reduce unit production costs through lower energy and water consumption, improved process efficiency, and reduced dependency on volatile fossil fuel markets. Simultaneously, strengthened compliance with global buyer sustainability requirements has enhanced customer retention, supported access to premium markets, and mitigated risks associated with evolving environmental regulations and trade barriers. Importantly, sustainability initiatives are positioned not as cost centers but as value-generating investments that reinforce long-term resilience, supply chain credibility, and brand leadership.

## Measurement of Output and Outcome

Performance is tracked using standardized KPIs aligned with internal ESG frameworks and international reporting practices. Key indicators include percentage of renewable energy contribution, Energy Intensity, Absolute Scope 1,2 & 3 GHG emissions (tCO<sub>2</sub>e), GHG reduction achieved against baseline year, Total water withdrawal, recycled/reused & recovered water volume, and water intensity per unit production and Percentage of recycled raw material. These metrics are monitored through internal meter monitoring & calculations, SCADA systems, utility audits, lifecycle assessments, and third-party certifications.

## Sustainability Measures and Long-Term Continuity

To ensure durability & sustainability targets are embedded into capital planning, operational KPIs, and employee performance metrics. Supplier certification, continuous research & development, periodic risk assessments, and alignment with the company's ESG Roadmap 2030 ensure ongoing improvement beyond compliance. Through this structured SDG-led approach, Hayleys Fabrics continues to decouple growth from environmental impact while strengthening its position in an increasingly sustainability-driven global textile market. Further long-term effectiveness, consistency, and scalability of the implemented Best Management Practices, is measured via ESG Steering Committee Meetings, Energy & Water Focus Meetings, ESG Roadmap KPI review & monthly Management Review Meetings.



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# Mr. Hasith Yaggahavita

Chief Executive Officer of  
99x Technology Limited



## Q1 | What was the most critical turning point that made your leadership team decide that the implemented best management practice was crucial?

By early 2024, it was clear to me that AI wasn't just another trend; it was fundamentally rewriting the economics of software delivery. Work that once needed a large engineering team could now be done by a few sharp people with the right tools. For a consultancy like ours, where the business model lives and dies on efficient delivery, that wasn't just interesting; it was existential.

The real turning point came from our global clients, as the conversation shifted. They stopped asking about team size and started focusing on outcomes: Could we deliver results that were previously impossible? Could we move faster and do more with less? The old playbook of scaling headcount to scale results wasn't working anymore.

That's when we knew we needed a structured, repeatable way to build and deliver AI-powered solutions.

## Q2 | How has the best management practice directly contributed to the business growth?

One of the first things we did was establish clear leadership and accountability across our developers and processes.

We appointed Kalana Wijesekera as Chief Developer Experience Officer to upskill our engineers into AI-first developers, and Chatura de Silva as Chief AI Officer to lead AI product and process engineering, with Sachith Perera, our CTO, supporting both. That leadership clarity was the foundation for everything else that was built on.

From there, we set the direction and the team delivered. In 2025, roughly 70% of new business came from AI-led engagements. Another 1/3rd of existing clients came back to us specifically for AI projects.

## Q3 | In your opinion, how has your leadership competence impacted the overall performance of the business?

We set a simple North Star: transform talent and platforms together, not separately.

The results followed - 180 engineers upskilled, 80% AI adoption, 15 to 50% productivity gains, and our best lead-conversion rates to date.

My approach was straightforward: recognize what needed to happen, then get out of the way so the right people could make it happen.

## Q4 | How sustainable are the organization's growth initiatives in the long term, and what governance and monitoring mechanisms are in place to ensure transparency, accountability, and ethical compliance in sustaining them?

Long-term sustainability wasn't an afterthought; it was built into the strategy from day one. Governance mechanisms came with it: quarterly audits, regular model reviews, and transparent AI policies. That includes ethical practices like honoring robots.txt for responsible data use, even when ignoring it might seem like an easy shortcut.

Open-sourcing Xians.ai, our Agent Control Plane, was a team-driven call. I supported it because transparency is its own form of accountability. When the world can see your code, you write better code - simple as that.

Governance isn't a burden to us. It's a shared discipline. My job is to keep accountability clear and then trust the right people to carry it forward.

## Q5 | How has this best management practice influenced employee engagement, culture, or leadership behaviour within your organization?

When I told my team "Master AI before it replaces you," I wasn't being harsh; I was being honest about where things are headed, and I genuinely cared about their careers.

They ran with it. They built programs, hackathons, workshops, and webinars that turned that vision into something real. Now our engineers use AI tools every day and run their own internal events such as "vibe coding," "AI-DLC" - all initiatives they created themselves.

But the biggest shift wasn't the tools. It was the mindset. People stopped looking at problems the same way. Instead of diving straight into a task, they now ask: "How can AI-first thinking help me solve this?" That didn't come from a memo or a mandate. It came from people seeing what worked and choosing to adopt it.

Looking back, I keep landing on the same thought: disruption only threatens those who refuse to rebuild their foundations. We chose to challenge ours - and rebuild.

# Mr. Ravi Dadlani

Managing Director & CEO of  
CEAT Kelani Holdings (PVT) LTD



**CEAT**



## Q1 | What was the most critical turning point that made your leadership team decide that the implemented best management practice was crucial?

The most critical turning point came when insights from our own frontline sales teams and cross-functional market visits consistently highlighted the need for improvement in customer claim settlements. It became evident that this was directly impacting on customer satisfaction, dealer confidence, our service excellence levels and our brand promise. The growing pressure from the market, combined with internal analysis, made it clear that incremental fixes would not be sufficient. We recognized the need for a more structured, system-driven approach. CEAT Kelani's recognition this year is anchored in its Quality-Based Management (QBM) philosophy, which places customer satisfaction at the centre of its operations while aligning quality, processes and people with overarching business objectives.

## Q2 | How has the best management practice directly contributed to the business growth?

QBM philosophy has been instrumental in transforming CEAT Kelani into a truly customer-centric organisation, while simultaneously driving strong operational and financial performance. Continuous improvement anchored in digital transformation and deep employee engagement remains at the heart of the company's strategic direction.

The impact is evident. CEAT Kelani's management practices have not only enhanced operational efficiency and financial outcomes but have also strengthened stakeholder confidence and reinforced the brand's credibility among all Sri Lankan consumers. CEAT Kelani's success at the CPM awards stands as a testament to the organization's ability to effectively translate the voice of the customer into sustainable, long-term business results.

Further reinforcing this momentum, CEAT has also been recognized as the "Most Loved Tyre Brand" in LMD's Brands Annual, based on consumer research conducted among customers an endorsement that reflects the strength of its customer-first approach.

## Q3 | In your opinion, how has your leadership competence impacted the overall performance of the business?

Our leadership approach has always been simple. We believe empowering people and building a strong culture anchored in our values and employee happiness. We believe that culture is the true embodiment of an organisation, and performance is a natural outcome of a positive, trust-based environment. By fostering open communication, encouraging ownership, and leading with intent rather than control, we have been able to unlock the full potential of our teams.

In our view, leadership is about bringing positive energy and setting examples of how we handle challenges, stay humble in success, and make grounded decisions, this shapes the

organisation. By trusting our people, recognising their strengths, and maintaining a learning mindset, we've built a cohesive, agile team that consistently delivers strong results.

## Q4 | How sustainable are the organization's growth initiatives in the long term, and what governance and monitoring mechanisms are in place to ensure transparency, accountability, and ethical compliance in sustaining them?

CEAT's growth is built for long-term sustainability by embedding it across people, processes, and the entire value chain. A strong focus on people empowerment ensures employees at all levels take ownership and drive continuous improvement. From Daily Work Management to annual planning, everything runs through structured systems. Our Quality-Based Management approach ensures disciplined execution with clear accountability. An outside-in mindset, supported by regular market visits, keeps decisions customer-led and fact-based, while our digital ecosystem enables real-time tracking, data-driven decisions and service excellence.

We have institutionalized a cross-functional Customer Complaints Council, led by senior leadership, to continuously monitor performance and drive improvement. In parallel, our digital transformation, integrating digital platforms, ensures complete transparency, accountability, and faster decision-making across the value chain.

This combination of structured oversight and data-driven control enables us to proactively address issues, uphold ethical standards, and ensure that our growth remains resilient, scalable, and aligned with long-term stakeholder value.

## Q5 | How has this best management practice influenced employee engagement, culture, or leadership behaviour within your organization?

QBM at CEAT Kelani is not merely a management philosophy; it is a way of life embedded across the organisation, brought to life by each one of us at CEAT Kelani. It has transformed us from an "inside-out" company to an "outside-in" organisation, placing customer and market centricity at the heart of everything we do. This shift has significantly elevated employee engagement, with teams across the value chain having a mindset of continuous improvement, actively participating in Kaizen initiatives, Quality Improvement Projects and structured problem-solving.

Leadership behaviour has evolved to be more inclusive, data-driven, and growth-minded, fostering empowerment and continuous learning. Every employee, regardless of function, contributes to enhancing our processes, product quality, innovation and enhancing our service standards. This deeply ingrained culture has enabled consistent performance, reflected in our recognition as one of Sri Lanka's best-managed organisations for three consecutive years, demonstrating a sustained journey of excellence.

# Eng. Thusith Gunawarnasuriya

Chief Executive Officer of  
INSEE ECOCYCLE Pvt Ltd





## **Q1** What was the most critical turning point that made your leadership team decide that the implemented best management practice was crucial?

The business and economic outlook in 2025 was still in the recovery phase from the financial crisis, with new capital investments limited. Also, as a heavy industry, we have a significant time gap between investment and the realization of returns. However, the leadership team was strongly aligned on the need to drive continuous growth annually to build investor confidence and motivate internal teams. This marked a clear turning point, shifting the focus from capital-driven growth to operational optimization, leveraging existing assets to deliver maximum output. The team focused on identifying opportunities to optimize existing operations by implementing a pillar-based debottlenecking approach, leading to the elimination of existing constraints and enabling improved performance with greater efficiency.

## **Q2** How has the best management practice directly contributed to the business growth?

The implementation of the Theory of Constraints for optimizing waste-derived alternative fuel quality has delivered measurable business outcomes. By debottlenecking quality fluctuations, strengthening performance monitoring, and institutionalising best practices, we significantly improved operational efficiency and kiln performance. This enabled higher substitution of fossil fuels (coal) with waste-derived alternative fuels derived from materials such as biomass or sorted non-biodegradable municipal solid waste. As a result, INSEE Ecocycle was able to utilize higher waste volumes, which is also beneficial for the country by creating better living conditions for the public. Beyond financial gains, this approach has strengthened our value proposition among industrial partners, enhanced resource efficiency, and reinforced our leadership in sustainable waste management, directly linking operational excellence with shared value for stakeholders.

## **Q3** In your opinion, how has your leadership competence impacted the overall performance of the business?

Our approach has been guided by a clear strategic direction to drive meaningful change during difficult macroeconomic conditions. We remain committed to our sustainability goals and continue to advance circular economy principles within the business while supporting our customers to become ESG compliant by acting as an enabler. To move forward in that strategic direction, we leveraged data-driven decision-making with strong change management practices and empowered our teams to take ownership of outcomes. We were also able to enhance operational efficiency and unlock sustainable growth. By fostering a culture that prioritizes continuous improvement and accountability, we ensured that the Theory of Constraints was not implemented as a one-time initiative but as a

sustained operational discipline. We also invested in capability building, ensuring our teams were equipped to manage complexity in waste streams during processing. The alignment between strategic direction and team execution has enhanced operational performance, strengthened resilience, and enabled us to consistently deliver business and sustainability outcomes.

## **Q4** How sustainable are the organization's growth initiatives in the long term, and what governance and monitoring mechanisms are in place to ensure transparency, accountability, and ethical compliance in sustaining them?

Our growth initiatives are designed with long-term sustainability at their core, integrating performance monitoring and governance considerations. At INSEE Ecocycle, we have institutionalized new management practices through robust monitoring systems to track real-time performance. As an ISO-certified company, these practices are embedded in the standard operating procedures of our ISO 9001 system, ensuring improved performance is sustained in the long run and evaluated through regular performance reviews (KPIs) as part of the management system's governance framework. Governance is reinforced through clear accountability structures and compliance with local regulations and global best practices of the INSEE Group standards. Ethical conduct and environmental responsibility are also embedded into our decision-making processes. These mechanisms ensure our growth is not only scalable but also sustainable in the long term, driven by strong governance, transparency, and responsible practices.

## **Q5** How has this best management practice influenced employee engagement, culture, or leadership behaviour within your organization?

The implementation of this best management practice has had a profound impact on employee engagement and organizational culture at INSEE Ecocycle. It supported the establishment of a consistent growth mindset to motivate the team in achieving stronger outcomes despite macroeconomic conditions. It is also a strong example of driving meaningful change using existing resources without relying on continuous capital infusion. By strengthening structured processes, clear performance indicators, and continuous monitoring, our employees gained greater clarity on their roles and contributions to the overall success of the business. This has fostered a culture of ownership, accountability, and continuous improvement. Training and upskilling initiatives further empowered teams to manage complex operational challenges with greater confidence. Overall, the practice has created a high-performance culture aligned with our sustainability and growth ambitions.

# Mr. Johann Rodrigo

Director/CEO of  
Horana Plantations PLC



**Horana**  
Plantations



## **Q1** What was the most critical turning point that made your leadership team decide that the implemented best management practice was crucial?

Plantations are often located in remote areas where the Estate community serves as the primary labour pool. The Sector is highly labour intensive and cannot be fully mechanized under current terrain and quality requirements. The sustainability of manual harvesting depends on a stable, motivated, and socially supported workforce. When workers face chronic challenges such as poor nutrition, lack of healthcare or education gaps, the Sector experiences decline in attendance, diminishing productivity and increases in turnover. A declining or disengaged workforce reduces harvesting frequency and yields leading to crop losses and quality deterioration. Hence these chronic challenges are addressed not merely as philanthropy, but as a core business necessity, as Investments in social upliftment and gender equity directly protect operational continuity, productivity, and long term value creation.

## **Q2** How has the best management practice directly contributed to the business growth?

Business growth at Horana Plantations PLC is directly supported by proactive investments in workforce wellbeing, social upliftment, and capacity building. Improved access to healthcare, nutrition, and social support reduces absenteeism, stabilises labour availability, and ensures harvesting cycles are met consistently. Addressing period poverty and gender specific health needs improves attendance and productivity among women pluckers, while better morale and wellbeing translate into sustained physical performance and quality outcomes. Education and family focused initiatives strengthen workforce loyalty, reduce attrition, and secure an intergenerational labour pipeline critical for long term operations. These interventions lower unit production costs, protect revenue, and reduce operational risk, while strengthening ESG credibility and market access. Collectively, they enable resilient, cost efficient growth and sustainable value creation for all stakeholders.

## **Q3** In your opinion, how has your leadership competence impacted the overall performance of the business?

At Horana Plantations there is firm belief that enduring business success must go hand in hand with social upliftment and environmental stewardship. Our disciplined management approach ensures strong alignment between strategy and operations, enabling sustainable growth that creates shared value for communities while safeguarding natural capital. Effective leadership ensures that workforce focused interventions are not treated as isolated welfare initiatives but are strategically integrated into core business planning and execution. Competent leaders recognise the direct link between employee wellbeing, labour stability, productivity, and revenue protection, and therefore prioritise investments that sustain workforce capacity. Strong leadership also fosters

a people-centric culture that builds trust, loyalty, and retention, securing an intergenerational labour pipeline essential for long-term growth.

## **Q4** How sustainable are the organization's growth initiatives in the long term, and what governance and monitoring mechanisms are in place to ensure transparency, accountability, and ethical compliance in sustaining them?

The Company ensures long-term sustainability of its growth initiatives by embedding social upliftment, workforce wellbeing, and environmental stewardship into its core business strategy. Leadership ensures these initiatives are closely aligned with operational priorities such as labour stability, productivity, and cost efficiency, enabling them to deliver measurable business outcomes. A long-term planning approach focused on intergenerational workforce development, community resilience, and natural capital protection strengthens business continuity and scalability.

Robust governance frameworks support this approach through active Board oversight, clear policies, and senior management accountability. Performance is monitored using financial and non financial KPIs, supported by regular reviews and transparent reporting. Continuous capability building, data-driven decision-making, and adaptive management allows the Company to respond to evolving labour, climate, and market risks, ensuring growth remains resilient and scalable.

## **Q5** How has this best management practice influenced employee engagement, culture, or leadership behaviour within your organization?

Our best management practice has had a transformative impact on employee engagement, organisational culture, and leadership behaviour by reinforcing the principle that people are central to business success. When employees experience improved access to healthcare, nutrition, education, and gender responsive support, trust in the organisation increases, leading to higher morale, stronger commitment, and improved attendance and productivity. Employees are more engaged when they feel valued and supported in their long-term wellbeing.

From a leadership perspective, sustained focus on these initiatives encourages ethical, empathetic, and performance-driven leadership behaviours. Leaders are required to balance commercial outcomes with social and environmental considerations, strengthening decision-making discipline, transparency, and accountability. Over time, this alignment builds a resilient organisational culture that supports sustainable growth and long term value creation.

# Mr. Erandajith Ranasinghe

Managing Director of  
George Steuart Health (Pvt) Ltd



George Steuart  
HEALTH

## **Q1** What was the most critical turning point that made your leadership team decide that the implemented best management practice was crucial?

For us, it was not a single defining moment, but a gradual shift in how we understood impact across both CSR and our core pharmaceutical operations. Resource constraints and repeated system shocks made it clear that reactive approaches were no longer enough. In CSR, we saw the limitations of ad hoc interventions that lacked continuity and measurable long-term value. At the same time, in our distribution operations, gaps in visibility, compliance, and efficiency highlighted the need for a more structured, data-driven approach. The real turning point was recognising that both challenges stemmed from the same root cause- the absence of an integrated system for decision-making. This led us to adopt a best management practice framework that combined structured CSR delivery with a three-pillar digital transformation model focused on real-time visibility, regulatory compliance, and sustainable market optimisation. It was a necessary shift towards more disciplined, system-led, and impact-driven operations.

## **Q2** How has the best management practice directly contributed to the business growth?

In our industry, growth is not driven by visibility alone, but by trust, consistency, and credibility within the medical fraternity. Our best management practice approach helped us shift from doing CSR as isolated activity to embedding it within a structured, purpose-led framework, which strengthened brand integrity far more than traditional visibility ever could. That trust has directly translated into stronger professional relationships and, in turn, more sustainable business growth.

From a performance perspective, the impact has been measurable across multiple levels. Operationally, we have seen reduced expiry-related wastage, improved stock turnover ratios, lower logistics and warehousing costs, and stronger audit compliance outcomes. Within our pharmaceutical operations, the digital integration model has improved supply chain reliability and supported wider adoption of data-driven inventory practices across the network.

At an industry level, this has contributed to more efficient and transparent distribution systems. Socially, it has helped improve access to affordable, quality-assured medicines while reducing the risk of near-expiry products reaching patients. Economically, the efficiencies achieved have supported cost optimisation and reduced unnecessary environmental and disposal burdens.

These combined outcomes have also reflected in our overall performance, including a move from rank 11 to rank 4 in IQVIA rankings, reinforcing that structured management practices drive both impact and sustainable growth.

## **Q3** In your opinion, how has your leadership competence impacted the overall performance of the business?

Leadership today is less about control and more about clarity in uncertainty. Every decision carries weight, and in our space, the margin for error is very small. We've had to be open-minded, willing to challenge our own thinking, and sometimes even redefine the frameworks we operate in. It's not just about thinking outside the box, we have quite the number of regulatory frameworks which restrict us from getting too creative or out of the way of compliance structures- at those instances, it's about expanding the box when needed. Introducing a model like this required conviction, but also the willingness to take calculated risks. Leadership competence, to me, is about balancing experience with adaptability. You learn from the past, respond to the present, and prepare for what's ahead. That mindset has helped us make decisions that are not just effective, but also responsible and forward-looking.

## **Q4** How sustainable are the organization's growth initiatives in the long term, and what governance and monitoring mechanisms are in place to ensure transparency, accountability, and ethical compliance in sustaining them?

Sustainability, for us, comes from structure, discipline, and accountability built into the way we operate rather than treated as separate controls. In the pharmaceutical sector, we already function within a highly regulated environment, and we place strong emphasis on maintaining and exceeding those standards across all areas of work. Beyond external compliance, we have strengthened internal governance frameworks that ensure every initiative is aligned with organisational strategy and long-term objectives.

We operate with clearly defined KPIs, continuous monitoring systems, and cross-functional oversight, allowing us to track performance not just at a project level, but across the full value chain. This is particularly important in initiatives such as our digital integration model, where real-time visibility of inventory, compliance tracking, and risk alerts require constant review and refinement to remain effective.

With our Dual Horizons CSR framework, every initiative is assessed for both immediate relevance and long-term impact, ensuring that short-term interventions are always connected to sustained value creation. The same principle applies across our pharmaceutical operations, where efficiency, regulatory compliance, and sustainability are measured together rather than in isolation.

This integrated approach, supported by data-driven decision-making and strong governance discipline, allows us to scale responsibly while maintaining ethical integrity, operational control, and long-term resilience.

## **Q5** How has this best management practice influenced employee engagement, culture, or leadership behaviour within your organization?

It has had a very real and visible impact on how our people understand their role within the organisation. While we have always been a people-centric company, this best management practice approach has given that philosophy greater structure, clarity, and direction. When employees can see the outcomes of their work not only within the organisation, but also in terms of real societal impact, it creates a much deeper sense of purpose. Work is no longer viewed as a routine function, but as meaningful contribution. This has naturally strengthened engagement across teams. Our "Api Culture" has always emphasised support, collaboration, and shared responsibility, and this framework has further reinforced that environment. It encourages a mindset of "give to gain"- not in a transactional way, but in recognising that sustained value is created through consistent contribution and ownership.

It has also influenced leadership behaviour in a practical way. With structured models in place, decision-making becomes more transparent, outcomes are easier to track, and alignment across teams improves. This has strengthened communication between different levels of management and created a more cohesive way of working across the organisation, where purpose and performance are more clearly connected.

# Mr. Rohan Goonetilleke

Managing Director /CEO of  
Hayleys Fabric PLC





## **Q1** What was the most critical turning point that made your leadership team decide that the implemented best management practice was crucial?

The most critical turning point for our management at Hayleys Fabric PLC were the challenges faced during the period of last two financial years which included surging demand depletion, energy cost, fossil fuel volatility, supply-chain risks and stringent global and local stakeholder push towards sustainability. These exposed our textile operations to existential threats amid geopolitical instability and export pressures, compelling a strategic pivot to best management practices under “The GreenCatalyst” ESG Roadmap 2030. The strategy was built on the UN SDGs (Sustainable Development Goals) and the NDCs (Nationally Determined Contributions). Recognizing that ad-hoc ESG efforts were insufficient, we embedded these into enterprise-wide strategy via Board-level committees, strategic planning and capital prioritization with a measurable future forecast ensuring both long-term competitiveness and well-being of our around 1,877 employees.

## **Q2** How has the best management practice directly contributed to the business growth?

Our best management practices have holistically propelled business growth by seamlessly integrating sustainability with business strategies. Resource management via renewable energy consumption, water reuse and recycling, waste management and responsible consumption have reduced costs and emissions despite scaling operations. Enabling premium market access for global brands through pioneering SBTi-validations and other global recognitions has been an added advantage with the integration of sustainable business approach positioning us as Sri Lanka’s textile leader.

Digitalization and innovation efforts, including integrated SCADA monitoring, product traceability and incorporation of modern technology have enhanced operational agility, supporting customer-centric diversification into circular materials like recycled polyester yarn. This fusion foster resilient growth, stakeholder value, and ethical leadership amid the volatility.

## **Q3** In your opinion, how has your leadership competence impacted the overall performance of the business?

Leadership competence has holistically transformed company performance through strategic thinking and strong top management focus, as reflected in day-to-day operations and long-term approaches. An understanding of shifting global trends, rising concerns, and emerging business threats has driven a re-evaluation of strategies, enabling both smooth and rigorous adaptation.

A strategic, forward-thinking approach has fundamentally elevated company performance by embedding sustainability as a core business imperative. This has enhanced operational resilience, secured premium export partnerships, and unlocked cost efficiencies that support reinvestment in growth.

In turn, this approach has strengthened stakeholder trust and regulatory compliance, streamlined decision-making, and positioned Hayleys Fabric as an industry benchmark in both local and global contexts.

## **Q4** How sustainable are the organization’s growth initiatives in the long term, and what governance and monitoring mechanisms are in place to ensure transparency, accountability, and ethical compliance in sustaining them?

Growth initiatives under strengthened ESG approach of Hayleys Fabric PLC are highly sustainable long-term under the five governance pillars which are Structure and Oversight, Stakeholder Engagement, Transparency and Accurate Reporting, ESG Risk Management and Ethics and Culture. These practices have already demonstrated resilience against the business volatility and regulatory shifts while scaling output, ensuring profitability for verified sustainability in textiles.

Under the top to bottom approach, Group senior management drives integrated functions aligning strategy with execution and builds buyer and community trust through verified compliance. Public disclosure of accurate data and calculated targets provides a platform for proactively mitigate/minimize future risks and opportunities for the stakeholders for a proper analysis. Ethics and Culture fosters accountability within the organization and improves the cross-functional efficiency. This approach solidifies the company’s position as a visionary.

## **Q5** How has this best management practice influenced employee engagement, culture, or leadership behaviour within your organization?

Our best management practices under the company strategy have transformed employee engagement and culture at Hayleys Fabric PLC, promoting cross-functional collaboration across staff that unite operations, procurement, and leadership. Awareness programs and targeted trainings on resource efficiency, water management, circularity and waste management have been embedded to the core trainings apart from the cross functional and regular trainings. These have empowered teams to champion good practices, fostering innovation and ownership.

The fostered culture of innovation and ownership, evident in cross-functional teams driving operational, community development and environmental initiatives via visible wins like cost reductions, cleaner operations and social and environmental impacts. Employees now prioritize long-term resilience, aligning personal growth with ethical leadership and contribution towards continual improvement.



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2026**

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# EXCELLENCE UNCOVERED

Insights from organizations leading management innovation



**Abans**  
Engineering (Pvt) Ltd.

## The Situation Before Implementation

Abans Engineering (Pvt) Ltd, a leading HVAC, Vertical Transportation, Engineering Services and Maintenance provider in Sri Lanka, faced an unprecedented combination of economic, operational, and human capital challenges during the period following the COVID-19 pandemic and the subsequent national economic crisis. The organization was confronted with extremely high finance costs arising from macroeconomic instability, severe cash-flow disruptions due to delayed and unrecoverable government receivables, and sharp inflationary pressures triggered by currency depreciation and supply-chain breakdowns. In parallel, the company experienced a significant risk of brain drain, threatening its longstanding knowledge-based differentiation strategy. Compared to previous years, these conditions represented a structural threat to business continuity, particularly as the company was required to maintain uninterrupted services to mission-critical facilities such as hospitals, ICUs, data centers, and telecom infrastructure, even during lockdowns and fuel shortages.

## Description of the Best Management Practice

In response, Abans Engineering introduced a three-pillar Best Management Practice framework focused on Finance, Operations, and Human Resources. This integrated approach was designed to ensure business continuity, higher profit margins, and sustain long-term competitiveness. The practice was innovative in its holistic design, combining financial risk mitigation, operational agility, and people-centric transformation under a single strategic direction.

The finance pillar emphasized strict financial discipline, foreign currency risk management, and liquidity protection through mechanisms such as Usance letters of credit, USD-based pricing, and alternative payment negotiations. The operational pillar focused on agility, digital approvals, and design-and-build capabilities to ensure uninterrupted project delivery. The human resource pillar centered on continuous professional development, employee engagement, and adaptive work practices to retain and enhance critical knowledge.

## Contribution to Business Sustainability and Growth

This best management practices directly supported business sustainability and growth in several ways. First, uninterrupted operations during lockdowns enabled the company to continue serving mission-critical clients such as hospitals, telecom operators, and data centers. Second, improved estimation accuracy and disciplined pricing strengthened cash flows and gross profit margins. Third, the knowledge-based differentiation strategy allowed the company to capture niche markets and command premium pricing, even during periods of economic instability.

## Measurement of Output and Outcome

The outputs of the implemented practice are evidenced through measurable financial and operational indicators. Operating profits remained positive during the most volatile periods, while profitability improved markedly in the recovery phase, reflecting enhanced efficiency and strategic focus. Revenue volatility was managed without compromising service continuity to critical national infrastructure. Qualitatively, the outcomes included improved employee engagement and retention during a period of widespread talent migration, strengthened customer trust due to uninterrupted service delivery, and enhanced organizational agility. Industry recognition through prestigious awards further validates the effectiveness and impact of the implemented practice.

## Sustainability Measures

To ensure long-term sustainability, Abans Engineering formally institutionalized this best management practices through structured governance mechanisms, clearly defined policies, and systematic performance oversight. Regular performance reviews, management review meetings, and data-driven decision-making processes were established to monitor effectiveness and ensure accountability across all functional levels.

Digital workflows were fully integrated into daily operations to enhance transparency, efficiency, and traceability, while HRIS-based KPI monitoring enables real-time tracking of individual and departmental performance against strategic objectives. In parallel, internal Continuous Professional Development (CPD) programs were embedded into the organizational culture to continuously upgrade technical, managerial, and digital competencies in line with evolving industry requirements.

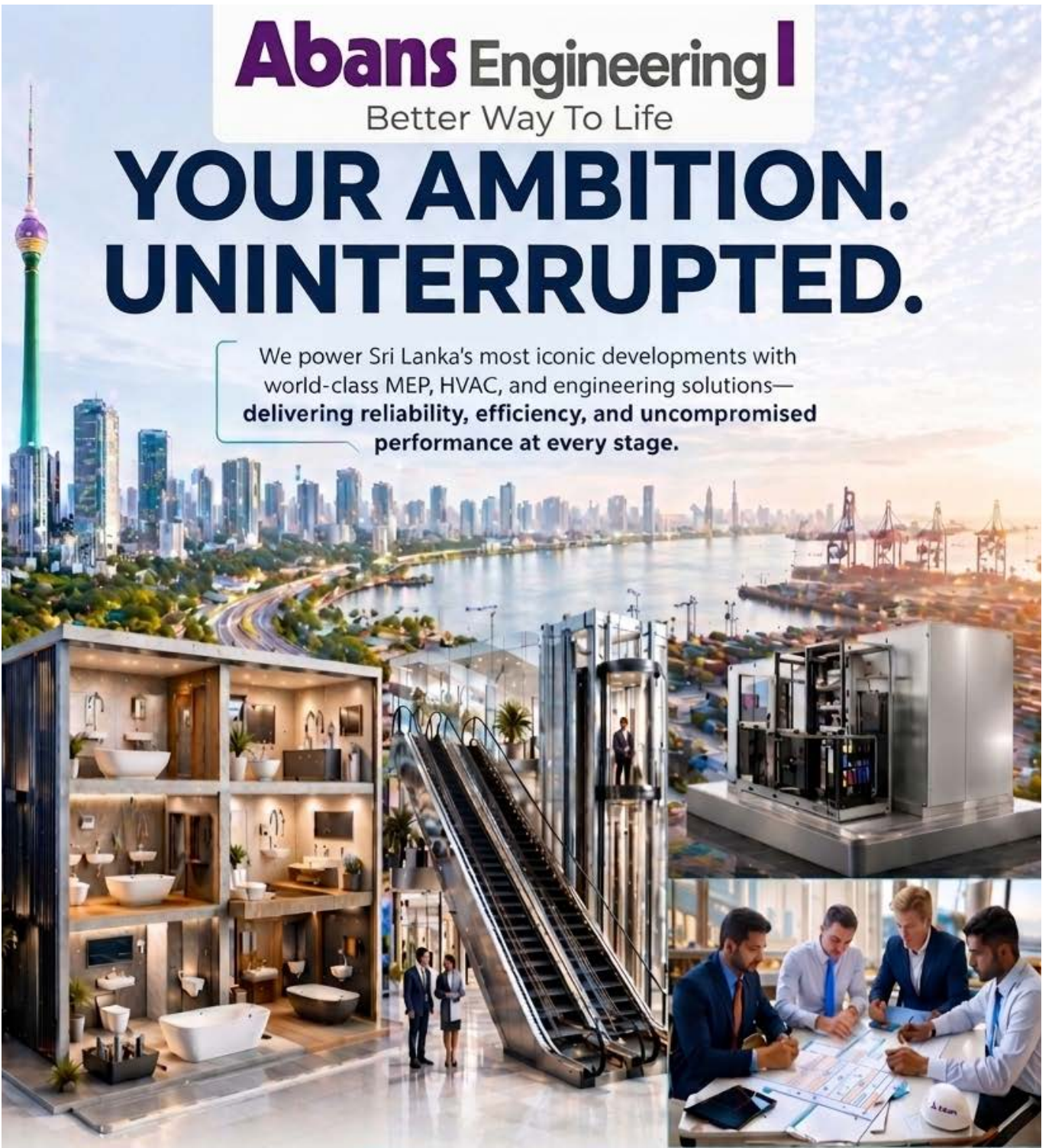
Strong and consistent strategic communication & involvement from the CEO level to form an organic organizational structure reinforces organizational alignment with the company's knowledge-based differentiation strategy, ensuring that employees clearly understand their roles in achieving long-term business goals. Furthermore, structured training needs assessments, feedback loops, and continuous improvement mechanisms support learning, innovation, and adaptability. Collectively, these measures ensure that the best management practices remain resilient, scalable, and responsive to future economic fluctuations, technological advancements, and industry-wide disruptions.

# Abans Engineering |

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## YOUR AMBITION. UNINTERRUPTED.

We power Sri Lanka's most iconic developments with world-class MEP, HVAC, and engineering solutions—**delivering reliability, efficiency, and uncompromised performance at every stage.**



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## The Situation Before Implementation

Prior to the implementation of this best management practice, Abans faced key operational and market challenges within the pedestal fan category:

### 1. Gaps in Pre-Shipment Quality Verification

There was no structured and measurable pre-shipment quality and compliance checking process for each batch. As a result, inconsistencies in quality, safety, and durability standards were observed, creating a risk of variable product performance and customer dissatisfaction.

### 2. Excessive Focus on Generic, Price-Driven Products

The pedestal fan category had become highly commoditised and strongly price-driven, with most products in the market offering very limited differentiation.

While cost competitiveness was maintained, product performance, durability, and energy efficiency were not sufficiently addressed. This resulted in frequent consumer complaints, including issues such as fan instability, higher noise levels, and reduced long-term reliability—ultimately weakening perceived value.

### 3. Absence of a Structured Communication Framework

There was no structured and focused communication framework to clearly explain product quality, safety standards, durability benefits, and long-term value to consumers.

Marketing communications relied heavily on price-led promotions, which limited the ability to differentiate offerings and build a strong value-based brand narrative.

## Description of the Best Management Practice

Abans implemented a focused best management practice to drive value differentiation through enhanced quality assurance, product innovation, and targeted marketing communications.

### 1. Investment in Pre-Shipment Quality Checking and Verification

Abans introduced a structured pre-shipment quality checking process to inspect every batch prior to import. Batch-by-batch inspection and sample testing were carried out through V-Trust, Asia's largest independent product inspection company.

This ensured that each mass-produced batch met defined Abans quality, safety, and durability standards prior to shipment, strengthening product integrity and improving consistency across all consignments.

### 2. Product Differentiation

To move away from generic, price-driven products, Abans introduced Rust-Free pedestal fans for higher durability in local climatic conditions, along with energy-efficient BLDC pedestal fans to Sri Lanka for the first time, delivering lower power consumption.

These innovations created clear differentiation from low-priced alternatives and shifted consumer focus from upfront price to long-term value, reliability, and performance.

### 3. Focused Marcom Strategy

Abans implemented a focused marcom strategy using clear, accessible messaging that simplified complex product features into relatable consumer value propositions.

A dedicated mass-market communication strategy was developed to connect with mainstream audiences, supported by a celebrity endorsement aligned with the target demographic, helping strengthen credibility and brand trust.

This approach repositioned the category from price-led purchasing to value-based decision-making, supporting long-term growth and brand equity.

## Contribution to Business Sustainability and Growth

The implementation of this best management practice directly contributed to business sustainability and growth by strengthening product quality, enhancing consumer trust, and improving overall value perception.

### Evidence 01: Operational Efficiency and Quality Consistency

The introduction of batch-by-batch pre-shipment inspection and sample testing through V-Trust addressed quality and compliance gaps, resulting in improved product consistency and strengthened supply chain governance.

- Ensured that manufacturers consistently **used approved quality materials** and complied with **Sri Lanka Standards Institution (SLSI)** quality, safety, and durability standards when manufacturing Abans products.
- Enabled Abans to retain only **reliable manufacturers** while eliminating inconsistent suppliers.
- Reduced the **field failure rate from 5% to 2%**, representing a **60% reduction** in product failures.
- Lowered **customer complaints, warranty claims, and after-sales service escalations.**

These outcomes reduced compliance, safety, and reputational risk, improved product reliability, increased customer satisfaction, and strengthened long-term consumer trust.



## Evidence 02: Financial Performance Improvement

Following implementation, the pedestal fan category recorded strong year-on-year growth:

- Sales volume increased by **52.14% (April–December FY 2025/26 vs. previous year)**
- Gross profit increased by **62% year-on-year**.

This reflects reduced reliance on aggressive price discounting and improved margins through differentiated, value-led offerings.

## Evidence 03: Market Trust Building through Focused Marcom

The implementation of a clear and focused marketing communications strategy translated product innovation into accessible consumer value, driving stronger market adoption and engagement:

- Achieved over **30 million in organic reach**
- Strengthened brand awareness among mass-market consumers
- Improved consumer trust, consideration, and purchase intent
- Reduced reliance on price-led promotions

Collectively, these outcomes reinforced Abans' positioning as a quality-driven, consumer-focused brand.

## Measurement of Output and Outcome

The outputs and outcomes of the best management practice were measured across quality compliance, product reliability, market awareness, industry impact, societal contribution, and economic value.

### Output Measurement (Direct Results of the Practice Implemented)

At an operational level, the practice delivered measurable outputs in quality assurance and compliance:

- Batch-by-batch pre-shipment inspections and sample testing conducted via V-Trust
- Independent third-party verification of product quality, safety, and compliance standards prior to import
- Only manufacturers consistently meeting defined Abans standards were prioritised for continued engagement
- Standardised quality control mechanisms established across the supply chain

### Outcome Measurement (Product Reliability and Consumer Protection)

The strengthened quality governance framework delivered tangible improvements in product performance and customer experience:

- Reduced product failure rates and customer complaints
- Lower warranty claims and after-sales service escalations
- Improved product safety and durability
- Enhanced long-term consumer trust and satisfaction

## Industry and Societal Impact

From an industry perspective, this initiative raised the benchmark for quality and compliance within the pedestal fan category. The introduction of energy-efficient BLDC pedestal fans supported national efforts toward energy conservation, while improved product reliability contributed to reduced environmental waste.

From a societal standpoint, consumers benefited from safer, more durable, and energy-efficient products, resulting in improved long-term value and overall user experience.

## Market Awareness and Trust Building

The integrated approach—combining enhanced product quality, innovation, and clear communication—enabled Abans to build a strong and differentiated position within the market.

The brand successfully transitioned from a price-driven player to a value-led, trust-driven organisation, strengthening long-term consumer relationships and brand equity.

## Economic Value Creation

The implementation of this best management practice delivered measurable financial outcomes:

- Increased sales volumes and revenue growth
- Improved gross profit margins through reduced dependency on discounting
- Enhanced pricing power driven by product differentiation
- Sustained category growth supported by stronger consumer trust

## Sustainability Measures

Abans established formal processes and governance mechanisms to ensure that the implemented best management practice is sustained, monitored, and continuously improved over time:

### 1. QC Check SOP

Batch-by-batch pre-shipment inspection and sample testing through V-Trust were formalised as a mandatory standard operating procedure (SOP) for all imports. This strengthened quality control mechanisms and ensured consistency across the supply chain.

### 2. Supplier Governance and Performance Management

A structured supplier performance management framework was introduced, monitoring key metrics such as inspection outcomes, compliance results, defect rates, and field failure performance.

Suppliers demonstrating sustained adherence to Abans standards were retained, while underperforming manufacturers were subject to corrective action or removal—ensuring long-term reliability of the supplier base.

### 3. Customer and After-Sales Feedback Integration

A structured feedback mechanism was established to capture field failure data, service reports, dealer insights, and customer feedback.

This real-world data is systematically analysed and integrated into product development and quality improvements, ensuring continuous enhancement based on actual consumer experience.

# 15 AWARDS

## ONE ABANS



Demonstrating strength, scale, and cohesion as ONE ABANS, the Abans Group reflected excellence across automotive, engineering, finance, retail, sustainability, and digital innovation at the Best Management Practices Company Awards 2026, reaffirming its position as a powerhouse of corporate excellence. This is the story of a bold entrepreneurial journey that began 58 years ago, which has evolved into one of Sri Lanka's largest essential conglomerates.

- Abans Auto (Pvt) Ltd – Sector Award Winner, Automobile
- Abans Engineering (Pvt) Ltd – Sector Award Winner, Engineering Services
- Abans PLC – Sector Award Winner, Consumer Electronics
- Abans PLC – Sector Award Winner, Diversified Group of Companies
- Abans PLC – Sector Award Winner, E-Commerce and Online Retail
- Abans PLC – Sector Award Winner, Fashion and Lifestyle
- Colombo City Centre (Pvt) Ltd – Sector Award Winner, Supermarkets, Malls and Shopping Complexes
- Cleantech (Pvt) Ltd – Cluster Award Winner, UN Sustainability Goals Led Initiatives
- Abans Electricals PLC – Sector Award 1st Runner up, Power and Energy Renewable Solar and Wind
- Abans Finance PLC – Sector Award 1st Runner up, Finance and Leasing Private Sector
- Abans PLC – Cluster Award Merit, Digital Literacy
- Abans PLC – Cluster Award Merit, People and HR Governance ESG
- Abans PLC – Cluster Award Merit, Quality and Productivity
- Abans PLC – Forty Outstanding Companies Recognition, Diversified Group of Companies
- Cleantech (Pvt) Ltd – Forty Outstanding Companies Recognition, UN Sustainability Goals Led Initiatives

**Abans**



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## The Situation Before Implementation

Before the introduction of the best management practice, H Connect International operated within a tightening talent environment. As a global business services provider in the IT-BPM and Finance & Accounting outsourcing sector, the organization relies heavily on skilled, internationally aligned professionals. However, Sri Lanka faced a persistent shortage of trained talent due to economic instability and the migration of experienced workers seeking overseas opportunities.

This reduced the availability of job-ready recruits with the technical, process, and digital skills needed for global service delivery. As a result, onboarding timelines lengthened, dependence on a small pool of experienced hires grew, and operational scalability was limited. Inconsistent skill readiness among new recruits also added pressure on service quality and contributed to increased client feedback regarding delivery consistency and transition effectiveness.

Compared to previous years, the organization encountered higher recruitment risks, slower workforce readiness, and greater exposure to client dissatisfaction, highlighting the need for a structured internal capability-building approach.

## Description of the Best Management Practice

In response to growing talent and capability constraints, H Connect International made a strategic leadership decision to concentrate on factors within its control rather than depend on external market conditions. Management recognized that long-term sustainability required a structured, internal approach to developing internationally aligned capability on a scale.

To address this need, the organization established a **Domain University** under the H Connect International Learning Academy as a core best management practice. Domain University functions as an institutionalized framework designed to build the technical, process, systems, and digital competencies essential for global service delivery.

It operates through a dedicated structure of Subject Matter Experts (SMEs) from each service vertically who design and deliver both vertical-specific and cross-functional learning content. These programs are rooted in real client scenarios, operational case studies, and practical use cases rather than theoretical instruction. The learning pathways span 3–6 months and are hosted on an online platform, enabling continuous access and flexibility across time zones.

Structured assessments and progress tracking ensure measurable outcomes and capability readiness. Governance is maintained by the Learning Academy to ensure consistency, quality, and alignment with evolving industry and client expectations. This practice institutionalized scalable capability development, strengthening talent readiness and long-term business resilience.

## Contribution to Business Sustainability and Growth

The establishment of Domain University has made a measurable contribution to business sustainability by reducing reliance on external talent, strengthening workforce readiness, and enhancing service continuity for international clients.

### 1. Workforce Sustainability and Talent Readiness

Structured 3–6 month learning pathways ensure that over 85% of new hires complete role-specific technical, process, and digital training before entering client-facing work. Compared to previous years, operational readiness time has reduced by roughly 30%, enabling faster scaling despite industry-wide talent shortages. This structured development has lowered recruitment risk and improved retention by providing clear, internationally aligned career pathways.

### 2. Operational Stability and Service Quality

Assessment-led learning and SME-driven content have improved capability consistency across teams. Post-implementation, client transition issues related to skill gaps decreased by approximately 25%, while rework and supervisory intervention during onboarding declined noticeably. Standardized process and digital training strengthened compliance, reduced error rates, and enhanced productivity across finance and accounting delivery teams.

### 3. Revenue Protection and Growth Enablement

By developing internal capability rather than depending on experienced lateral hires, the organization maintained delivery continuity during market volatility. Domain University supported onboarding for new client engagements, strengthening delivery confidence and enabling continued revenue growth. Reduced dependency on external trainers and consultants generated an estimated 15–20% efficiency in workforce development costs.



Collectively, this best management practice has reinforced organizational resilience, enabled scalable growth, and positioned capability development as a strategic driver rather than an operational constraint.

## Measurement of Output and Outcome

Area	Key Outputs (Quantitative)	Measured Outcomes (Quantitative Impact)
<b>Workforce Readiness</b>	<ul style="list-style-type: none"> <li>85%+ of new hires completed Domain University programs</li> <li>3-6-month structured learning pathways</li> </ul>	<ul style="list-style-type: none"> <li>Time to productivity reduced from 4-5 months to ~3-3.5 months</li> </ul>
<b>Learning Effectiveness</b>	<ul style="list-style-type: none"> <li>100% programs include assessments</li> <li>LMS-enabled 24/7 access</li> </ul>	<ul style="list-style-type: none"> <li>25% reduction in onboarding-related rework and supervisory effort</li> </ul>
<b>Cost Efficiency</b>	<ul style="list-style-type: none"> <li>Internal SME-led delivery model</li> </ul>	<ul style="list-style-type: none"> <li>15-20% reduction in training and onboarding costs</li> </ul>
<b>Scalability Support</b>	<ul style="list-style-type: none"> <li>Standardized vertical and horizontal curricula</li> </ul>	<ul style="list-style-type: none"> <li>Ability to scale teams without proportional increase in experienced lateral hires</li> </ul>

Impact Dimension	Observed Outcomes (Qualitative)
<b>Industry Impact</b>	Workforce capability became an internal, controlled asset rather than market-dependent
<b>Service Quality</b>	Improved consistency in delivery standards across clients and teams
<b>Workforce Development</b>	Clear career and capability pathways improved employee engagement and retention
<b>Societal Contribution</b>	Professionals equipped with internationally relevant technical and digital skills
<b>Economic Contribution</b>	Stable delivery enabled revenue continuity during labor market volatility

## Sustainability Measures

Sustainability Area	Control / Measures	Impact of Sustainability
<b>Governance &amp; Ownership</b>	Domain University embedded under the H Connect Learning Academy with defined accountability	100% programs governed by internal SMEs and reviewed annually
<b>Capability Continuity</b>	Structured 3-6 month learning pathways with mandatory assessments	85%+ completion rate sustained across new hires
<b>Learning Infrastructure</b>	Centralized LMS with version-controlled content	24/7 access maintained; content refreshed based on client and process changes
<b>Performance Monitoring</b>	Periodic reporting on readiness, assessment scores, and deployment timelines	Time-to-productivity metrics reviewed at management level
<b>Cost Control</b>	Internal SME-led delivery model	15-20% sustained reduction in external training and onboarding costs

Dimension	Sustainability Mechanism	Long-Term Impact
<b>Institutionalization</b>	Domain University is formalized as a permanent capability-building structure	Eliminates dependence on individual trainers or ad-hoc learning
<b>Leadership Oversight</b>	Learning outcomes and capability risks reviewed through senior management forums	Ensures continued strategic alignment and corrective action
<b>Adaptability</b>	SME-led content enables rapid updates based on client, regulatory, and technology changes	Keeps learning relevant to evolving IT-BPM requirements
<b>Cultural Integration</b>	Capability development positioned as a prerequisite for deployment	Reinforces learning as a core operational discipline
<b>Replicability &amp; Scalability</b>	Framework applicable across service lines and geographies	Supports sustainable growth without proportional talent risk





## The Situation Before Implementation

Prior to the introduction of best management practices, Asia Asset Finance PLC faced operational inefficiencies that hindered productivity, transparency, and accountability in its operations. Fuel reimbursements were processed manually, requiring multiple layers of verification and approvals that consumed over 17 hours per cycle. This delayed payments, increased the risk of human error, audit findings, and employee dissatisfaction. Staff also struggled to access internal policies and compliance documents quickly, often spending 8–15 minutes per query. These delays created inconsistencies in decision making and wasted valuable time. Compared to previous years, the organization was reliant on outdated, paperbased systems and fragmented knowledge access, limiting its ability to deliver efficient, transparent, and accountable financial services. The cumulative effect was slower service delivery, reduced productivity, and weakened public sector credibility; highlighting the urgent need for transformation.

## Description of the Best Management Practice

To address these challenges, Asia Asset Finance PLC implemented two landmark practices that impacted multiple pillars of value creation: Digitalization Excellence, Governance & Responsibility, and Sector Value Creation & Innovation.

**The Fuel Reimbursement Digitalization Project** transformed a manual process into an automated workflow. By embedding Lean Six Sigma methodologies, turnaround time was reduced from 17 hours to under 2 minutes, achieving 94% staff satisfaction and introducing audit ready governance features.

The second initiative, **AMIE – Sri Lanka's first AI powered internal assistant in the NBFi sector**, revolutionized knowledge access. AMIE reduced query resolution time from 8–15 minutes to just 23 seconds, with 98% accuracy. Its modular design ensured scalability and sustainability, while its novelty lay in applying agentic AI and NLP to transform static documents into a dynamic knowledge engine.

Together, these practices were innovative and sector defining. They directly supported strategic goals of digital transformation, operational excellence, and employee empowerment, while aligning with public sector mandates of transparency, accountability, and financial inclusion.

## Contribution to Business Sustainability and Growth

The practices contributed significantly to sustaining and growing the business, evidenced by three outcomes:

### Operational Efficiency and Cost Savings

Fuel reimbursements reduced from 17 hours to under 2 minutes, with a 98% workload reduction for HR and Finance teams.

Freed resources were redirected to strategic financial services, reducing administrative costs and strengthening audit compliance

### Employee Empowerment and Productivity Gains

AMIE reduced query resolution time to 23 seconds, empowering employees with instant access to policies and compliance documents

Higher productivity and morale translated into stronger service delivery and improved organizational agility.

### Sector Leadership and Innovation Benchmarking

By pioneering Sri Lanka's first AI assistant in the NBFi sector and introducing replicable digital workflows, Asia Asset Finance PLC positioned itself as a sector leader.

Recognition as an innovator enhanced brand reputation, attracted new stakeholders, and supported expansion into broader financial services aligned with national development goals.

## Measurement of Output and Outcome

Results demonstrate impact across industry, society, and economy:

**Industry Impact:** Processing time reduced from 17 hours to 2 minutes; staff satisfaction reached 94%; AMIE achieved 98% accuracy. Outcomes included setting a benchmark for digital transformation, strengthening governance standards, and inspiring replication across NBFis.

**Societal Impact:** HR and Finance teams reported a 98% workload reduction; UAT pass rates exceeded 95%; real-time disbursement achieved 100% uptime. Outcomes included improved morale, enhanced financial literacy, and a culture of digital adoption and trust in public sector finance.

**Economic Contribution:** Error rates reduced to <1%; productivity gains saved thousands of hours annually; internal deployment avoided consultancy costs, saving millions of LKR. Outcomes included strengthened efficiency, support for Sri Lanka's digital economy goals, and improved customer service and financial inclusion.

## Sustainability Measures

To ensure longevity, Asia Asset Finance PLC embedded strong governance and sustainability mechanisms:

**Governance & Monitoring:** Weekly KPI dashboards and governance meetings track performance, while continuous audit traceability ensures compliance.

**Standardization & Training:** SOPs were developed for both systems, supported by regular training and refresher sessions to maintain adoption.

**Continuous Improvement:** Kaizen feedback loops and automated surveys capture user input, enabling ongoing refinement.

**Scalability & Replication:** The workflow model has been replicated across other financial processes, while AMIE is prepared for Phase 2 enhancements such as mobile access and multilingual support.

**Technology & Resource Sustainability:** Inhouse development reduces dependency on external vendors, while scheduled updates and AI tuning cycles sustain accuracy and reliability.

## Conclusion

Asia Asset Finance PLC's best management practices demonstrate measurable impact across multiple pillars; digitalization, governance, and sector innovation. By addressing inefficiencies, empowering employees, and setting industry benchmarks, the organization has strengthened its position as a leader in Finance & Leasing (Public Sector). These practices sustain business growth while contributing to national development, economic resilience, and the digital transformation of Sri Lanka's financial sector.



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Aitken Spence Travels

## The Situation Before Implementation

### About ASTL

Aitken Spence Travels (ASTL) is a leading inbound Destination Management Company (DMC), with over 48 years' of experience operating in Sri Lanka. The company has welcomed 233,797 foreign visitors accounting for 20% of the organized tourism sector.

### Background to the problem

Globally tourism contributes 10% to the global GDP, while generating over USD 11 trillion annually. While in Sri Lanka tourism accounts for 2.5% of national GDP (World Bank 2024; SLTDA 2024). Despite this economic importance, Sri Lanka's tourism growth has focused on visitor numbers rather than quality and long-term value.

This action has continued to increase pressure on natural resources and communities, with tourism benefits unevenly distributed and limited adoption of responsible tourism practices. Issues such as overtourism, environmental stress, and lack of industry awareness continue to date. Without a strategic shift toward sustainable and regenerative tourism, visitors may opt to choose other destinations reducing Sri Lanka's competitiveness. The country's future growth remains at a risk not only for the country but for ASTL as a DMC.

### What did we do?

Over the years, the company had pursued multiple sustainability initiatives that operated in silos, limiting their collective impact. Understanding the need for coherence, all efforts were consolidated into a unified framework under PURE PATH FOUNDATION which acted as the Umbrella brand for ASTL. All programs were aligned to the United Nations Sustainable Development Goals (UN SDGs). Through this, the company strategically embraced REGENERATIVE TOURISM (RT) where initiatives were not only sustainable but also measurable and delivering long-term value to the communities and the environment.

## Description of the Best Management Practice

ASTL adopted **Regenerative Tourism (RT)** as a **single-pillar** approach to **Best Management Practices** implemented during the FY 2024/25 planning cycle. RT was selected because "Destination Sri Lanka" is ASTL's core product and is directly dependent on the long-term good health of the ecosystems and communities. Unlike conventional sustainability approaches that focus primarily on minimizing harm, RT aims to leave the destination better than it was found, restoring ecosystems, strengthening biodiversity, uplifting communities, and remaining economically viable.

**RT is delivered through the Pure Path framework**, targeting biodiversity protection, community empowerment, and education & awareness with governance, measurement, and continuous improvement embedded in planning processes.

ASTL consciously reframed sustainability from a peripheral obligation into a risk-informed strategic business driver, integrating responsibility with profitability and embedding RT into operational and management decision making.

## Contribution to Business Sustainability and Growth

The **regenerative tourism strategy** has directly strengthened business sustainability by enhancing operational resilience, market competitiveness, and long-term risk management. By embedding internationally recognized sustainability and management systems across its operations, Aitken Spence Travels improved consistency, governance, and supply chain reliability. It enabled the company to meet stringent international partner expectations, secure competitive bids, and maintain strong brand positioning with global tour operators while reducing reputational and compliance risks.

**Climate responsibility and risk management:** Alignment with group net-zero goals and structured planning for climate and disaster risk strengthened readiness for environmental disruptions, reducing vulnerability and elevating sustainability as a business driver.

**Value chain and supplier effectiveness:** A stringent supplier onboarding and compliance framework ensured that environmental, social, health, safety, and regulatory standards were consistently upheld across all SME suppliers. Parallely, structured training for the stakeholders strengthened supplier capability, improved governance, and service reliability, creating a future-ready supply chain.

**Operational efficiency** were further realized through transport optimization and vehicle refueling. The phased introduction of hybrid vehicles within a fleet of over 700 vehicles, improved fuel efficiency, reduced emissions, and stabilized operating costs without compromising service quality. Complemented by strict vehicle maintenance protocols, chauffeur health checks, and regular training, these measures ensured safe, efficient, and responsible service delivery across all of ASTL transport operations.

**Market impact:** A holistic mix of actions supported visitor growth, expanded agent base, and reinforced market leadership, while aligning commercial performance with environmental stewardship and social value creation.

## Measurement of Output and Outcome

Tourism distribution and site impact : By end 2025 around 1.9 million tourists (over 85% of visitors to the country) had visited all National parks with majority visiting Yala national park, followed by Udawalawe and Horton Plains. Through our RT actions ASTL consciously distributes tourists at all these parks during the peak seasons reducing the pressure and sustaining visitor volumes.

Social benefits : **The Green Paws** conservation initiatives and proactive wildlife incident response through community awareness and use of the DWC hotline **1992**. Societally, education and livelihood initiatives improved opportunity and resilience, including increased reed bag purchases from 100 to 500+ monthly, and support for over **1,600 rural school children** through education-focused interventions.

Education and workforce development : The **'Ignite'** education program, we actively engage with Russian speaking students in the Central Province, nurturing the next generation of Russian language-speaking guides. By investing at the grassroot level, we ensure that a continued supply of Russian speaking guides is nurtured for the country.

Economically, strengthening suppliers, protecting wildlife assets, stabilizing operating costs, and investing in education, we help protect the destination appeal, brand credibility, repeat business potential, and long-term revenue stability. By developing all activities holistically we ensure service quality, workforce sustainability, and continued competitiveness is upheld for the tourism sector.

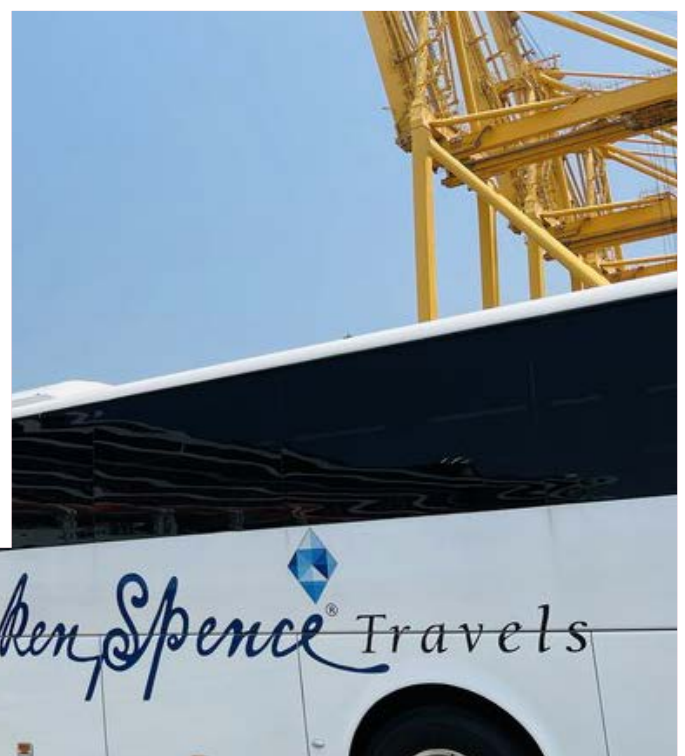
## Sustainability Measures

To sustain RT, ASTL embedded the practice across governance, operations, and culture through structured accountability, standardized systems (certifications and SOP alignment), supplier compliance mechanisms, stakeholder collaboration, and continuous monitoring and review.

The Pure Path Foundation framework is the umbrella that holds all other areas together by adapting regenerative tourism into the core planning and decision-making process of the company. It has enabled us to set the trend on destination sustainability while making economic sense today. This framework establishes a durable, scalable practice that delivers business value while safeguarding Sri Lanka's destinations for the future.

Together, these supporting aspects provide the structural foundation that sustains regenerative tourism as a long-term management practice, enhancing resilience, governance strength, and industry credibility while reinforcing the organization's leadership position in sustainable destination management.

This decision to focus on consolidating would create significant ripple effects across communities, suppliers, and have significant impact on the natural ecosystem.



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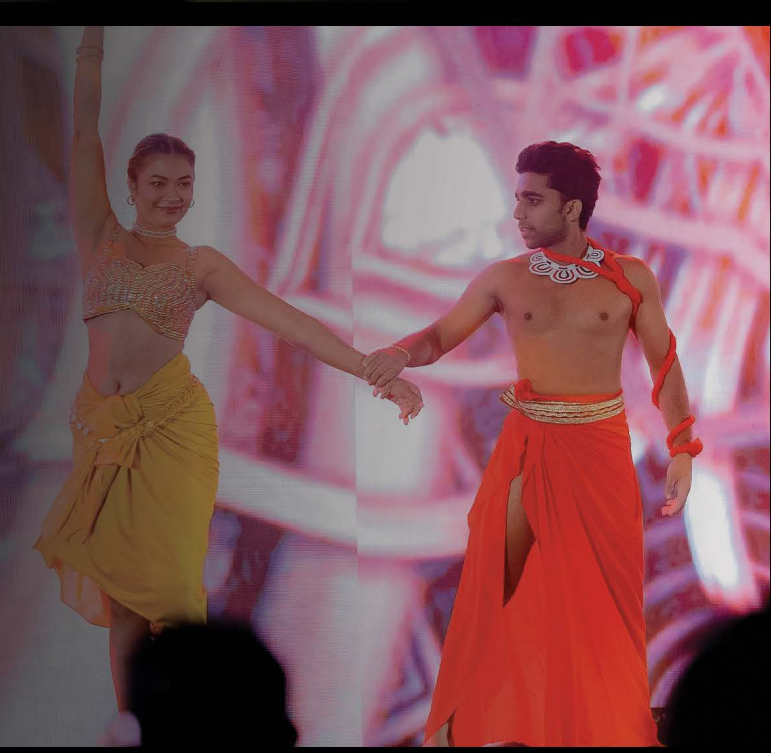
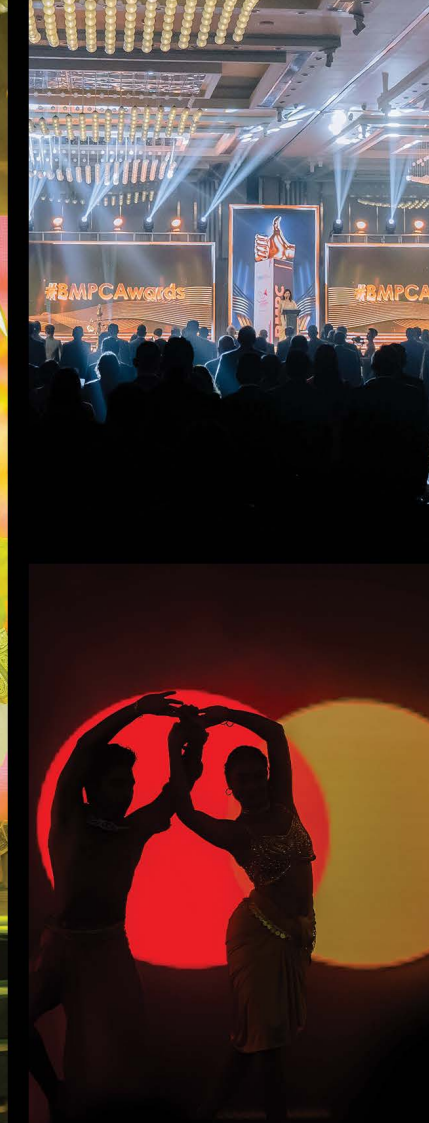


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## Executive Summary

Recognition at the BMPC Awards 2026, including wins across Power & Energy – Renewable (Solar and Wind), Construction, Fabrication, Condominium & Real Estate, Project Engineering, Digital Literacy, and UN Sustainability Goals–Led Initiatives, along with being ranked among the Top 40 Outstanding Companies, reflects Hayleys Fentons’ continued leadership in delivering integrated, future-focused engineering solutions. It reinforces our commitment to excellence in management practices, sustainable value creation, and scalable impact across the sectors that power national development.

Founded in 1919, Hayleys Fentons Limited is one of the first engineering companies to be founded in Sri Lanka. With over a hundred-year legacy in providing the nation with engineering services, the company has now grown to over 12 different sectors with a growing global presence. Renowned for innovation and exceptional client service, the company’s main aim is to provide sustainable and innovative engineering services for a better life.

Hayleys Fentons has evolved into the trusted pioneer in the industry. It has made its mark and established an undisputed reputation across various sectors. The company is focused and places much emphasis on the value of engineering and innovation to provide a diverse range of services enhanced by cutting-edge technology to its customers. At Hayleys Fentons, we uphold the highest ethical standards, ensuring accountability and integrity in every endeavour. As a catalyst for positive change, we’re forging a legacy of innovation, excellence, and progress – a legacy that will shape a brighter tomorrow for Sri Lanka and beyond.

Building on this legacy of engineering excellence, Hayleys Mobility, the mobility arm of Hayleys Fentons Limited, delivers new-energy vehicle solutions that are redefining Sri Lanka’s transportation landscape. Through exclusive partnerships with globally recognized and fast-growing brands in electric, hybrid and advanced automotive technologies, the segment introduces cutting-edge mobility solutions and charging infrastructure for both commercial and passenger needs, supporting the nation’s transition toward a smarter, cleaner and future-ready mobility ecosystem.

As the company continues to expand its capabilities, Hayleys Fentons remains focused on delivering high-impact engineering solutions that shape industries, strengthen infrastructure, and create lasting value for Sri Lanka and beyond.



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**OMODA E5** | All Electric Range **505km** (NEDC)  
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## The Situation Before Implementation

Prior to implementing the Volunteer Engagement Model, Berendina Development Services (BDS) faced growing operational and strategic constraints typical of geographically dispersed development organizations. Routine yet essential functions such as beneficiary follow-up, data collection and logistical coordination consumed a disproportionate share of professional staff time. Compared with the previous year, rising travel costs, delayed feedback cycles and increasing staff fatigue weakened operational efficiency and responsiveness. Highly trained development officers were increasingly engaged in repetitive field tracks rather than higher-value activities such as program design, complex case management and partnership development. Meanwhile, beneficiary communities remained largely passive recipients of assistance, limiting local ownership, accountability and sustainability. This misalignment between staff capacity, scalability, prompting BDS to pursue a deliberate management intervention rather than incremental operational adjustments.

## Description of the Best Management Practice

In response, BDS introduced a structured Community-Based Volunteer Engagement Model that integrates trained local youth into project delivery, monitoring and community mobilization. Selected volunteers are embedded within target communities and assigned clearly defined roles traditionally performed by staff, including monthly beneficiary follow-ups, real-time data collection using digitalized mobile-based tools, and facilitation of community initiatives. Though focused trained, standardized reporting templates, and staff supervision, volunteers function as para-professionals within formal operational systems.

From a management perspective, the model represents a shift from a staff-centric delivery approach to a hybrid operating system that combines professional expertise with community-based execution. Anchored in Participatory Development Theory and Resource-Based View of organizations within digital monitoring and governance frameworks, BDS transformed community participation into a scalable, cost-effective and data-driven management practice.

## Contribution to Business Sustainability and Growth

The Volunteer Engagement Model has strengthened operational sustainability and growth of BDS across financial, operational and relational dimensions. Financially, the model enabled BDS to expand program reach without proportional increases in staffing or overheads. Volunteers, engaged on modest stipends rather than full salary and travel expenditures and improving cost efficiency. Resources saved were redirected to program quality enhancement and expanded beneficiary coverage.

Operationally, the model optimized staff deployment by allowing professional staff to focus on higher-order responsibilities such as program innovation, advanced casework management and strategic partnerships. This realignment reflects principles of Job Design Theory, enhancing task significance, role clarity and feedback. Staff motivation and productivity improved as employees spent more time on mission-critical activities supported by volunteer-generated field intelligence. Relationally, engaging local youth volunteers strengthened trust and cultural alignment with communities, resulting in smoother implementation, better data quality and strong participation—key drivers of long-term organizational relevance.

## Measurement of Output and Outcome

The impact of Volunteer Engagement Model is evidenced through measurable outputs and outcomes. Operational efficiency improved with a 16% reduction in staff travel distances, generating annual administrative savings of approximately LKR 3 million. Staff well-being and retention also improved, with annual turnover declining from a three-year average of 34% to 25.4%, including enhanced job satisfaction and alignment.

Societally, the model catalyzed civic participation and grassroots leadership. Volunteer-led engagement contributed to the formation of 21 youth-led community-based organizations and 58 community initiatives over the past year, nearly doubling the average achieved during the previous three years. These initiatives addressed disaster responses anti-drug advocacy, environmental conservation and community well-being.

Economically, strengthened follow-up and monitoring improved the successful continuity of supported livelihoods to 91%, compared to a previous average of 83%, injecting an estimated LKR 54 million annually into local economies across 50 Grama Niladhari divisions and 15 plantation estates.

## Sustainability Measures

To ensure long-term viability, BDS has institutionalized the Volunteer Engagement Model through structured training pathways, continuous feedback mechanisms and integrated governance systems. Volunteers receive regular orientation, refresher training and peer learnings opportunities, while performance is monitored through standardized tools and supervision protocols. Feedback from volunteers informs adaptive improvements to processes and digital tools. Importantly, the model is embedded within donor frameworks and supported by community leaders and government stakeholders, ensuring legitimacy, continuity and scalability. Together, these measures position the model as a sustainable, replicable and strategically robust best management practice.



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Official Facebook Page  
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## The Situation Before Implementation

The domestic LPG market in Sri Lanka has historically been evaluated using penetration-led metrics, primarily focusing on the number of LPG-owning households. However, internal and industry-wide analysis revealed a critical structural gap: LPG ownership did not necessarily translate into LPG being the primary household cooking fuel. A significant proportion of households continued to rely on firewood alongside LPG, resulting in shallow usage intensity, inconsistent refill cycles, and volatile Cylinder Turnover Ratios (CTR).

Conventional LPG growth strategies treated all non-LPG or partial-LPG households as equally convertible, leading to inefficient marketing expenditure, low durability of conversion, and persistent reversion to biomass fuels. These challenges were further compounded during periods of supply constraint, where unmanaged demand stimulation risked eroding customer trust and dealer confidence. Recognizing that LPG category growth is fundamentally a behavioral and structural transition problem rather than a purely supply or pricing issue, LAUGFS Gas identified the need for a scientific, evidence-based management practice.

## Description of the Best Management Practice

LAUGFS Gas introduced the **Scientific LPG Adoption & Usage Management Model (SLAUMM)**, a two-pillar, data-driven management framework designed to systematically increase LPG adoption, deepen usage intensity, and reduce fuel switching.

This model represents a **novel management intervention within the Sri Lankan LPG industry**, integrating principles from behavioral economics, applied consumer science, and energy transition theory. Unlike conventional promotional or CSR-led approaches, SLAUMM institutionalizes analytical indices directly into managerial decision-making.

The framework is anchored on two proprietary indices:

### 1. Firewood Persistence Index (FPI):

Quantifies behavioral resistance to abandoning biomass cooking despite LPG availability.

### 2. LPG Conversion Difficulty Score (LCDS):

Measures economic and operational barriers to sustained LPG adoption and usage.

Together, these indices enable precise segmentation of households based on conversion readiness and usage sustainability

## Contribution to Business Sustainability and Growth

The implementation of SLAUMM has contributed to business sustainability and category growth through three key pathways:

### 1. Improved LPG Usage Quality:

Management focus shifted from household acquisition to **primary LPG usage**, improving refill regularity and CTR stability.

### 2. Efficient Resource Allocation:

Marketing and conversion investments were redirected towards structurally convertible segments, reducing post-adoption drop-offs and improving cost efficiency.

### 3. Long-Term Category Development:

A structured conversion pipeline replaced ad-hoc adoption efforts, supporting gradual yet durable LPG penetration aligned with national clean cooking objectives.

## Measurement of Output and Outcome

Outputs are measured through district-wise FPI and LCDS distributions, LPG primary usage ratios, CTR uplift by segment, and reduction in abandoned conversion attempts. Outcomes include behavioral normalization of LPG cooking, reduced dependence on solid fuels, enhanced household energy confidence, and strengthened LPG category resilience.

## Sustainability Measures

SLAUMM has been embedded into annual planning, dealer engagement, and performance governance frameworks. The indices are periodically recalibrated to reflect economic, behavioral, and market shifts, ensuring long-term relevance and institutional continuity.

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## The Situation Before Implementation

Prior to the implementation of these best management practices, the HR department at LIMRA Holdings operated as a traditional, reactive administration hub, often described as an “order taker”. The function was fragmented, characterized by a “firefighting” approach to immediate crises rather than strategic planning. Key challenges included:

**Lack of Strategic Alignment:** HR fulfilled requests (such as recruitment) without questioning team efficiency or business goals.

**Operational Gaps:** A focus on compliance and policy over revenue and growth led to a significant gap between HR services and organizational objectives.

**Ineffective Development:** Leadership development was limited to “training events” rather than genuine “capability building”.

**Transactional Communication:** Communication was strictly top-down, and the department lacked the collaborative nature required of an internal consultant or change agent

## Description of the Best Management Practice

Our core management practice centered on the strategic transformation of HR from a reactive administrative function into a **proactive Strategic Business Partner**. By redefining the HR scope, we successfully aligned human capital governance with the organization’s long-term business goals, directly linking workforce productivity to financial performance. To dismantle this reactive model, LIMRA institutionalized a data-driven, performance-based culture through a three-pillar framework:

### 1. Performance-Based Culture & Productivity:

HR implemented a digital lifecycle via the MiHCM (HRIS) platform, cascading SMART KPIs to every employee. Appraisals were standardized using a 70/30 balanced scoring system (70% quantitative, 30% qualitative) and Bell Curve analysis to eliminate bias. Financial rewards were directly linked to these metrics, such as 15% increments for high performers.

### 2. Strategic Internal Partnering (SLAs):

Formal **Service Level Agreements (SLAs)** were established between service departments and subsidiary CEOs. These define measurable KPIs and Turnaround Times (TAT) for HR deliverables, such as a 60-day target for onboarding executives.

### 3. Learning Ecosystem & Engagement:

The group invested heavily in future-proofing, including Rs.1.5 Million in AI and data analytics training and Rs. 2.5 Million in a PIM Leadership Program for high-potential managers.

## Contribution to Business Sustainability and Growth

The transition from a cost-center to a **value-creation enabler** is evidenced by three key metrics:

- **Strategic Feedback Loops:** Every six months, subsidiary CEOs evaluate HR on strategic alignment, ensuring the department remains accountable to the business.
- **Employee Engagement:** An annual survey measuring five pillars (including Well-being and Growth) achieved an average score of 4.06/5, indicating a healthy workplace culture.
- **Workforce Efficiency:** Revenue per Employee, Human Capital ROI (HCROI), Staff Cost as % of Revenue & Staff Turnover

## Measurement of Output and Outcome

LIMRA utilizes quarterly trend analysis and industry benchmarking to measure success:

- **Revenue per Employee:** In the FMCG sector (KTI), productivity improved by 68.3% during 2025, moving the company into the upper-mid band of industry benchmarks. In the Systems Integration sector (EGUARDIAN), revenue per employee reached LKR 7,884,432 in Q4, exceeding standard industry norms.
- **Human Capital ROI (HCROI):** KTI’s HCROI rose to 6.83 (upper end of industry standards), while EGUARDIAN reached 36.37, reflecting exceptional talent monetization.
- **Staff Cost Efficiency:** Despite performance-linked pay increases, staff costs remained controlled. KTI’s labor cost share improved from 11.9% to 8.9% by Q4, demonstrating high operational health. EGUARDIAN reduced 5% in 01 quarter to 2.7% in 04th quarter.
- **Retention:** The group maintained a quarterly turnover ratio below 5%, validating the success of engagement activities.

## Sustainability Measures

To consolidate these gains, LIMRA has implemented several long-term measures:

- **Institutionalized Digitization:** Full migration of KPI tracking to MiHCM ensures unbiased, data-driven decision-making remains the standard.
- **Leadership Pipeline:** Ongoing investment in the Management Trainee program and the PIM Leadership development ensures a continuous flow of “Change Agents”.
- **Continuous Governance:** Quarterly SLA reviews and biannual CEO surveys ensure HR remains agile and aligned with evolving subsidiary needs.
- **Cultural Integration:** The launch of the “HR Connect” newsletter and significant investment in employee recognition (e.g., the Rs. 5 Million Gala Dinner) foster long-term loyalty and transparency.



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## The Situation Before Implementation

Before the implementation of the best management practices at MONIK International, the company faced significant challenges, primarily in operational efficiency and market reach. Operating in one of Sri Lanka's most underserved regions, Badulla, MONIK struggled to expand its services beyond a limited geographic area. With just two branches in 2020 and a relatively small workforce of 118 employees, the company was unable to capitalize on the growing demand for microfinance services. The previous year's situation showed limited operational capacity, and there was a critical need for a transformation in leadership, operational efficiency, and employee engagement. The company lacked a comprehensive strategy for scaling operations and addressing the needs of an underserved market, creating gaps in service delivery, financial performance, and employee morale.

## Description of the Best Management Practice

MONIK International implemented its best management practices through a two-pillar approach: Strategic Leadership & Operational Innovation and Employee Engagement, Empowerment & Client-Centric Approach. Under the visionary leadership of Dr. Wasala Maduwantha Ariyapala, the company made significant strides in expanding its branch network, implementing digital technologies, and enhancing customer service delivery. The leadership team focused on creating an environment of operational excellence and fostering employee engagement through continuous development programs and innovative financial products. The company's strategic vision was anchored in creating a customer-centric service model, expanding its reach nationwide, and leveraging technology to streamline operations. Key practices included the development of a nationwide branch network, digital loan processing systems, and training programs aimed at employee growth. By adopting these practices, MONIK sought to address its operational inefficiencies, improve employee morale, and expand its market presence.

## Contribution to Business Sustainability and Growth

MONIK's best management practices have significantly contributed to the company's business sustainability and growth in several key areas:

1. **Market Expansion:** By implementing the strategy of expanding its branch network, MONIK grew from 2 branches in 2020 to 26 branches in 2025. This expansion has allowed the company to serve a larger portion of Sri Lanka's underserved populations, particularly small businesses, farmers, and micro-entrepreneurs, expanding its client base by 71% over the same period.

2. **Financial Performance:** The company's loan portfolio grew from LKR 11.8 million in 2020 to LKR 2.83 billion in 2025, a growth of 84%. This substantial increase demonstrates the effectiveness of MONIK's new business practices in meeting the financing needs of MSMEs and micro-entrepreneurs.

3. **Employee Engagement and Retention:** MONIK's commitment to employee empowerment and welfare resulted in 91% of employees endorsing the company as a 'Great Place to Work®'. The company's emphasis on training, recognition, and well-being has led to high employee retention, loyalty, and productivity.

## Measurement of Output and Outcome

The measurable results of MONIK's best management practices can be seen in various metrics:

- **Industry Recognition:** MONIK was awarded Best Business Entrepreneurs of the Year and Best Microfinance Institution awards at national and international events. These accolades highlight the company's leadership and innovation in microfinance.
- **Financial Metrics:** The company's total assets grew by 88% from 2020 to 2025, reflecting its increasing financial strength. The loan portfolio also saw an 84% increase, demonstrating the growing demand for MONIK's services and its ability to meet market needs.
- **Societal Impact:** MONIK's focus on financial inclusion has positively impacted underserved communities, providing financial solutions to individuals and businesses in rural areas. The company's empowerment initiatives have improved the livelihoods of its clients, helping them achieve financial independence.

## Sustainability Measures

To ensure the sustainability and consolidation of these practices, MONIK International has implemented several key measures:

- **Leadership Development:** Continuous training programs for the leadership team ensure that MONIK's leaders remain adaptable and resilient in the face of changing market conditions. Succession planning is also in place to ensure smooth leadership transitions.
- **Technological Integration:** MONIK continues to invest in digital platforms to streamline operations, improve service delivery, and enhance customer experiences. Automation of loan processing and client onboarding has increased efficiency and reduced operational costs.
- **Employee Engagement:** The company maintains a 360-degree evaluation system, ensuring that employees receive constructive feedback for continuous professional development. Annual recognition programs, such as the MONIK Legacy Award Night, continue to celebrate employee achievements.
- **Financial Oversight:** MONIK has strengthened its financial management systems with enhanced risk assessments and improved loan recovery practices. The company's strong financial position is backed by regular audits and transparent reporting.

These sustainability measures ensure that MONIK's management practices are not only maintained but continuously improved, positioning the company for ongoing success and growth.

**MONIK INTERNATIONAL LTD  
A DOUBLE TRIUMPH IN  
MANAGEMENT EXCELLENCE**



Monik International Ltd has reached a significant milestone in its corporate journey, securing two prestigious accolades at the Best Management Practices Company Awards (BMPC) 2026, organized by the Institute of Chartered Professional Managers (CPM) Sri Lanka.



The company was honored as the 1st Runner-Up for Best Microfinance Company and received a Merit Award in the Diversity, Equity, and Inclusion (DEI) cluster. These awards serve as a powerful validation of Monik's "Transformative Strategy" and its unwavering commitment to ethical, inclusive, and high-performance management.

**Strategic Excellence:** 1st Runner-Up, Best Microfinance Company Monik's recognition in the microfinance sector is a direct result of its robust operational framework designed to bridge the urban-rural financial divide. The CPM criteria evaluate companies on their ability to innovate while maintaining stability. Monik met these benchmarks through its "Transformative Strategy for Building an Island-Wide Branch Network", Digital Agility vs. Personalized Service and Targeted Impact (MSME Focus) Proving that micro-loans are a powerful tool for national economic growth and long-term community resilience.



**Leadership in Social Impact:** Merit Award for DEI The Merit Award for Diversity, Equity, and Inclusion recognize Monik's internal culture and its external social impact. To comply with these rigorous DEI criteria, **Monik demonstrated:** Gender Equity & Youth Empowerment, certified as a **Great Place to Work®**, Comprehensive Support.

**Future Outlook:** The Road to 2027 and Beyond

Pillar	Strategic Focus	Expected Outcome
Educational Nurturing	Launching dedicated "Higher Learning Loans."	Building a skilled national workforce and long-term loyalty.
Financial Literacy	Providing business training for rural entrepreneurs.	Reducing default rates and increasing MSME survival.
Tech-Driven Inclusion	Upgrading mobile banking for low-bandwidth areas.	Scaling operations without high physical overhead costs.





## The Situation Before Implementation

Nawaloka One Wellness Centre (Pvt) Ltd, located at One Galle Face a premium destination catering to highend and executive clientele previously operated through a traditional, service-based wellness model. Services were largely delivered on a standalone and transactional basis, with limited coordination across consultations, diagnostics, therapies, fitness, and aesthetic services.

In the preceding year, this fragmented approach resulted in lower programme completion rates (approximately 55%), inconsistent client experiences, and limited ability to measure wellness outcomes. Wellness plans were predominantly based on generalized recommendations rather than objective diagnostic evidence, leading to variable results and reduced long-term engagement. Manual and semi-digital processes further constrained confidentiality, structured follow-ups, and time efficiency—critical expectations of executives, professionals, and VIP clients.

At the same time, market competition intensified, and client expectations evolved toward personalized, clinically credible, confidential, and seamlessly coordinated wellness solutions. These gaps highlighted the need to transition to a structured, outcome-driven, and clinically governed wellness management model aligned with the organization's premium positioning and sustainability objectives.

## Description of the Best Management Practice

In response, the organization implemented a three-pillar best management practice designed to deliver integrated, measurable, and premium wellness outcomes.

The first pillar, Concierge-Level Service and Structured Wellness Coaching, assigns each client a dedicated wellness coordinator supported by a lead consultant. This establishes single-point accountability and ensures end-to-end coordination across diagnostics, therapies, wellness treatments, follow-ups, and lifestyle coaching. Clinical recommendations are translated into practical actions covering stress management, nutrition adherence, sleep hygiene, and physical activity.

The second pillar focuses on the Integration of Diagnostics with Therapeutics and Wellness Interventions. All structured programmes are designed using objective diagnostic inputs, including laboratory investigations, body composition analysis, metabolic screening, functional assessments, and mental wellness evaluations. These insights guide intervention selection, sequencing, and intensity, supported by periodic reassessments to ensure measurable progress and clinical safety.

The third pillar, Digital Systems and Technology for Outcome Tracking and Service Excellence, enables scalability and governance through centralized digital records, real-time dashboards, automated reminders, and secure online lab report access. This ensures confidentiality, accelerates decision-making, and supports consistent service delivery across multidisciplinary teams.

## Contribution to Business Sustainability and Growth

The implementation of this integrated model delivered measurable business value.

First, client retention and continuity improved significantly. Programme completion rates increased from approximately 55% to over 85%, while repeat programme enrolments grew by 30–35%, particularly among executive clients. This reduced drop-outs and created predictable revenue streams.

Second, revenue quality improved through diagnostic-led personalization. Clients undergoing structured diagnostics generated 25–30% higher average revenue per programme due to increased utilization of consultations, diagnostics, therapies, and follow-up services, strengthening differentiation from conventional wellness providers.

Third, operational efficiency and organic growth improved through digital enablement. Client waiting times reduced by 20–30%, appointment adherence improved, and referral-based client acquisition increased by 20–25%, lowering marketing dependency while strengthening trust and brand credibility.

## Measurement of Output and Outcome

Industry impact is demonstrated through improved programme completion, higher uptake of integrated wellness programmes, and increased professional referrals—positioning the organization as a clinically governed, outcome-measured wellness destination.

Societal impact is evidenced by measurable stress reduction for over 70% of programme clients, improved lifestyle adherence by 25–30%, and stronger preventive health behaviors among high-stress professionals.

Economic contribution includes improved revenue stability, optimized capacity utilization, repeat engagement, and skilled employment generation across wellness, diagnostics, and digital operations— supporting a resilient and scalable business model.

## Sustainability Measures

To sustain and consolidate the practice, the model is embedded into governance and daily operations through KPI-driven dashboards, standardized wellness pathways, compulsory diagnostics, centralized digital records, and structured client feedback mechanisms. Ongoing staff capability development, concierge accountability, and leadership oversight ensure continuous improvement, risk control, and long-term competitiveness.



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## The Situation Before Implementation

Pan Asia Bank faced a fundamental challenge in advancing digital inclusion and customer digital literacy prior to the introduction of the Customer Onboarding Platform. The account opening process remained heavily paper-driven and anchored to physical branch visits, requiring customers to complete multiple manual forms, submit photocopies of supporting documents and engage in repeated face-to-face interactions with bank staff. This traditional approach not only resulted in long turnaround times and operational inefficiencies, but also constrained the Bank's ability to scale, with monthly onboarding volumes limited to approximately 4,000 customers.

For customers, the experience was often inconvenient and time-consuming. Individuals from semi-urban and rural communities, elderly customers and first-time banking users were particularly disadvantaged, as mobility constraints required them to travel to branches, reinforcing dependence on physical infrastructure and restricting access to financial services. Digital tools such as internet banking and mobile applications were typically introduced only after account activation, with minimal guidance or practical exposure. As a result, many customers lacked confidence in navigating digital platforms, continued to rely on branch staff for routine transactions, and perceived digital banking as complex, risky or inaccessible. Although earlier digitisation efforts had improved certain back-end processes, these remained largely invisible to customers and failed to meaningfully enhance digital capability or empowerment. Compared to the previous year, digital channel adoption remained subdued, branch footfall for basic services stayed high, and customer behaviour continued to reflect a strong dependence on manual interactions.

## Description of the Best Management Practice

The Bank therefore recognised the need for a more profound shift – moving beyond operational digitisation towards a customer-centric model that embedded digital learning into the very first point of contact.

In response, Pan Asia Bank launched the Customer Onboarding Platform in 2025, reimagining onboarding not as a transaction, but as a structured digital learning experience. This marked a strategic departure from traditional, branch-centric processes towards a flexible, technology-driven engagement model that combined operational efficiency with purposeful digital empowerment.

The platform allows customers to complete the entire account opening process using tablets, either within branches or at external locations such as homes, workplaces and community settings. Guided by trained bank officers, customers actively participate in each step of the journey – capturing photographs, scanning national identity documents, verifying mobile numbers through OTP authentication, providing digital signatures and instantly activating digital services such as SMS alerts, e-statements and internet banking.

## Contribution to Business Sustainability and Growth

Physical documentation has been eliminated entirely. All customer data and supporting documents are captured digitally, and the onboarding process now takes less than 10 minutes, with real-time activation of banking channels enabled through secure APIs. This hands-on approach transforms customers from passive recipients into confident users of digital tools from the outset, building familiarity, trust and autonomy from the very first interaction.





## Measurement of Output and Outcome

What makes the practice truly distinctive is its positioning of onboarding as the first digital literacy touchpoint. Customers gain immediate exposure to real digital processes including compliance checks, document validation and secure authentication mechanisms. Automated workflows, real-time system validations and embedded controls enhance accuracy and regulatory compliance, while simultaneously strengthening customer confidence in digital systems.

The impact on business sustainability and growth has been significant. Monthly onboarding volumes have increased to over 10,000 new accounts and deposits, more than doubling previous levels. This figure is projected to reach 15,000 by mid-2026 and 20,000 by end-2026, reflecting enhanced market reach and customer acquisition capacity.

Operational efficiency has improved substantially. Reduced processing times, paperless workflows and standardised digital procedures have enabled branch staff to manage higher volumes without increasing resource intensity. Productivity gains have allowed the Bank to redirect staff efforts from administrative tasks towards customer engagement and advisory roles.

Customer experience has also been transformed. Digital onboarding reduces friction, enhances convenience and improves satisfaction, particularly among time-constrained professionals and geographically dispersed communities. Customers who become digitally literate at onboarding require fewer follow-up interventions, adopt digital channels more rapidly and demonstrate stronger long-term engagement with the Bank’s services.

Environmental sustainability has emerged as a further benefit, with paper usage declining by 50–60 percent.

The outcomes of the initiative are both measurable and multidimensional while customer surveys indicate significantly higher confidence in independently using digital services such as mobile alerts, e-statements and online transactions.

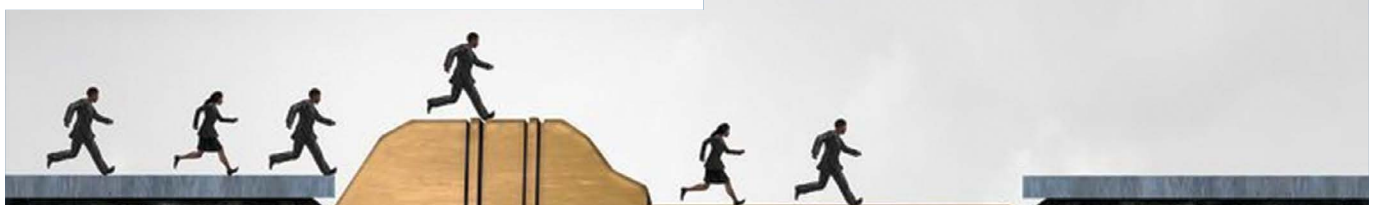
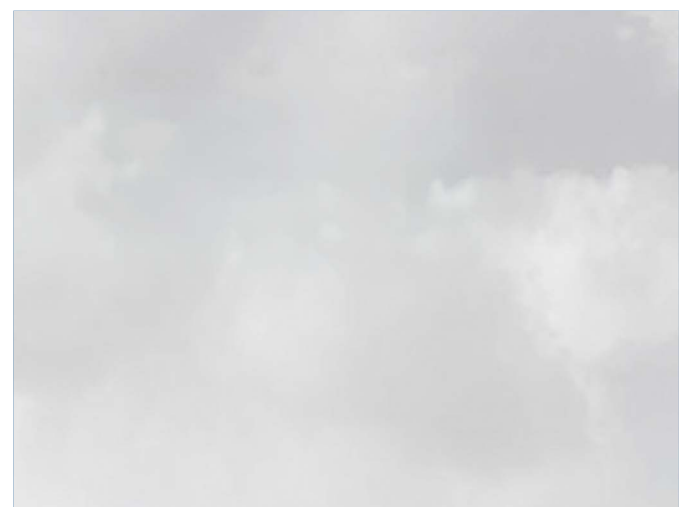
From a societal perspective, the decentralised onboarding model has expanded financial access for underserved communities. The initiative has also equipped customers with transferable digital competencies – including secure authentication, online verification and data privacy awareness – that extend beyond banking into areas such as e-commerce and digital government services.

The platform further empowers customers to independently perform a wide range of services from home or office, including FD certificate printing, standing instructions, nominee modifications, dormant account reactivation, ATM and cheque book issuance, balance confirmations, WHT certificates, FD renewals and handling deceased claims. These capabilities significantly reduce branch dependency and strengthen customer self-reliance.

## Sustainability Measures

Sustainability of the practice is supported through structured governance and continuous improvement. Comprehensive staff training ensures that frontline officers guide customers patiently and effectively through digital processes. Regular user training has been conducted for branch teams, including Assistant Managers, to reinforce system proficiency and service quality.


The platform is governed internally, enabling continuous ownership, rapid updates and long-term strategic alignment. Performance dashboards track onboarding volumes, digital engagement and service adoption, supporting data-driven refinement. Customer feedback loops ensure that the system evolves in response to diverse user needs, from digitally fluent customers to first-time users. It is evident that Pan Asia Bank’s Customer Onboarding Platform has become a cornerstone of its digital transformation.




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## The Situation Before Implementation

As Sri Lanka's leading public sector bank, People's Bank (PB) operates the nation's most extensive branch network, currently serving over **15.2 Mn** active customers. While maintaining our commercial leadership, our status as a state-owned institution requires us to balance growth with our essential duty to support key state-owned enterprises (SOEs) through long-standing financial commitments.

The 2022 economic crisis presented a significant turning point for the Bank. As a primary state-owned lender, PB absorbed immense pressure by increasing SOE financing by 8.2% in early 2023, even as other commercial banks slowed credit to the government. By facilitating over USD 2 Bn for essential imports (including 50% of the nation's oil and 100% of its coal), liquidity and foreign reserves were stretched to their limits, directly impacting post-tax profitability. The Bank intentionally slowed lending during the 2022 high interest phase to maintain national financial stability. Although this temporary pause reduced its competitiveness, the Bank successfully resumed credit growth in late 2023, reaffirming its position as the country's primary financial institution. Following this period of stabilization, the strategy for 2024–2025 was focused on expanding the credit portfolio for long-term profitability.

## Description of the Best Management Practice

Drawing from lessons learned during the economic crisis, we intentionally reduced our historical over reliance on SOEs to build a more resilient and diversified portfolio. Hence, we successfully rebalanced our business model by shifting focus from SOEs toward the private sector. Following a strategic launch in 2024 and aggressive implementation throughout 2025, this transition was executed as a cross-functional collective effort.

Under the above pillar, several initiatives had been implemented.

- The strengthening of 'Credit Force', was a key initiative in which the Corporate, Enterprise, and Retail Banking departments collaborated with HR which provided specialized trainings related to credit and relationship management.
- Deployment of advanced digital infrastructure helped to streamline the loan lifecycle. Accordingly, key enhancements were made to the Retail Loan Originating system (RLOS) and Corporate Loan Originating System (CLOS).

The Bank reallocated capital to foster private sector expansion by eliminating targets for SOEs and imposing aggressive growth targets on its Corporate, Enterprise, and Retail Banking divisions. This strategy aimed to boost high-yield private sector lending and diversify its credit portfolio by identifying emerging sectors in early 2025. By relaxing conditions for green loans, PB made renewable energy financing more accessible, ensuring a robust sustainable finance portfolio that complies with local green taxonomy regulations, promoting responsible financial practices.

## Contribution to Business Sustainability and Growth

In 2025, PB strategically reduced its SOE exposure to 21.2%. This rebalancing, stabilized income and contributed to a record PAT of LKR 28.8 Bn for nine months ending Q3, 2025. Even, this transition initially created a substantial revenue vacuum; the gap was filled through aggressive private sector credit expansion as a market expansion.

The Bank achieved a milestone expansion of its private sector credit portfolio, which grew by **LKR 314 Bn** to reach a total of LKR **1,422.7 Bn**. This growth successfully rebalanced the Bank's balance sheet, with private sector lending now at **78.8%** of the total loan portfolio.

Key contributors to this surge included the following disbursements during 2025.

Corporate Banking	→ LKR 104.79 Bn
Commercial Credit	→ LKR 126.2 Bn
SME, Development and Microfinance	→ Over LKR 46 Bn
Retail Banking	→ LKR 916.17 Bn

Furthermore, emerging sectors were identified according to the market trends and provided more facilities for them. Total sustainable financing credit portfolio of the bank as at 31. 12. 2025 was **LKR 11,067 Bn**.

## Measurement of Output and Outcome

### Industry Impact

By capitalizing on higher interest margins in the private sector, the Bank climbed the industry rankings to reach fourth place in profitability by late 2025. The third quarter concluded with a landmark **LKR 28 Bn PAT** marking a new historical peak for PB. This achievement not only stabilizes our own financial position but also serves as a significant contribution to the stability and momentum of the Sri Lankan banking sector.

### Societal Impact

The Bank serves as a crucial fiscal partner to the Government of Sri Lanka, channeling substantial income back to the state via taxes, special levies, and dividends. Contributions have shown robust growth, reaching approximately **LKR 49.18 Bn in 2025 (unaudited)**, supporting essential public welfare initiatives like pensions and the Aswesuma program.

Beyond fiscal contributions, PB utilizes its extensive 746-branch network to drive financial inclusivity, reaching the unbanked rural population. While strategically mitigating the risk of SOE dependency, the Bank reinvests its profits into critical national sectors including health, education, and infrastructure. This commitment is underpinned by a robust sustainability framework that integrates strict ESG criteria into lending policies. In 2025, PB disbursed over LKR 4 Bn in green financing facilities, funding approximately 50MW of renewable energy projects.

### Contribution to the economy

PB remains a cornerstone of Sri Lanka's economic recovery, directly fueling the nation's **GDP growth**, which reached **5.4% by Q3 2025**. Through strategic credit expansion, the Bank has bolstered the export sector—contributing to a **USD 15.5 Bn** performance in the country—while providing essential support to SMEs, cooperatives, and rural livelihoods.

## Sustainability Measures

To sustain the growth of private sector credit portfolio of the bank, several measures were taken as follows.

- Strengthen the credit staff through training & development
- Expand the digital reach
- Align to risk management techniques
- Strategic Portfolio Diversification
- Maintain Strategic Partnerships with Corporate customers
- Sustainability Integration

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## Executive Summary

The year 2025 marked a defining chapter for People's Insurance PLC, as the Company garnered significant recognition both locally and internationally. People's Insurance was honored as the Best General Insurance Company of the Year at the 6th Emerging Asia Insurance Awards organized by the Indian Chamber of Commerce, in addition to receiving the Best General Insurance Company of the Year award from Global Economics. At the CPM Sri Lanka Management Leadership Excellence Awards 2025, the Company secured multiple wins, including the Overall Silver Award. These prestigious accolades reflect more than a year of financial success — they affirm a well-defined strategy, resilient performance, strong governance, and a clear commitment to sustainable growth.

The year unfolded against the backdrop of Sri Lanka's ongoing economic recovery. Strengthened fiscal discipline, easing inflation, and renewed policy credibility helped restore business confidence and stimulate economic activity. Within this improving environment, the general insurance industry recorded growth of approximately 15% as of 2025, signalling a return of demand for structured risk protection.

Amidst this resurgence, People's Insurance delivered an outstanding 34% growth in Gross Written Premium (GWP) in the year 2025, supported by disciplined underwriting and focused risk selection. While the motor segment experienced strong momentum following the reopening of vehicle imports, the Company remained strategically anchored to profitability and portfolio quality. Performance metrics across sales and underwriting were carefully aligned with loss ratio and combined ratio benchmarks, ensuring that growth translated into sustainable returns.

The non-motor portfolio also demonstrated steady progress, supported by targeted expansion across fire, marine, and specialised lines. Rising awareness of climate-related risks, particularly following Cyclone Ditwah, reinforced the importance of resilient insurance solutions.

In response, the Company continued developing products addressing natural catastrophe protection and renewable energy investments, reflecting the evolving risk landscape of the Sri Lankan economy.

Financial resilience remained a cornerstone of operations. Despite the impact of weather-related claims and a lower interest rate environment, Profit Before Tax reached Rs. 473 million, while total assets expanded by 23.5% to Rs. 15.67 billion. This strengthened asset base enhances the Company's ability to honour policyholder obligations while supporting long-term strategic initiatives.

Digital enablement continued to transform operational capability. Workflow digitisation, real-time inspection systems, and the introduction of an AI-powered customer engagement tool significantly improved responsiveness and data-driven decision-making. Customer experience remained central to strategy, with a strong Customer Satisfaction Index of 89% and a Net Promoter Score of 43%.

Beyond financial and operational achievements, People's Insurance deepened its commitment to inclusivity and sustainability. Expanding insurance access to underserved and vulnerable communities remained a key priority, with partnerships through microfinance channels enabling broader financial protection. During 2025, the Company formalised its ESG framework, establishing structured governance mechanisms to integrate environmental, social, and governance considerations into underwriting and corporate decision-making.

At the heart of this transformation stands a dedicated workforce. Structured onboarding programmes, enhanced succession planning frameworks, and capability development initiatives ensured that employees remain empowered to deliver on the Company's strategic ambitions. Reflecting on the year, the recognition received in 2025 serves as validation of a carefully executed strategy. Looking ahead, People's Insurance remains focused on disciplined top-line growth, strengthened capital resilience, and underwriting profitability anchored in integrity. In an industry shaped by volatility and evolving risks, the Company's philosophy remains clear: it is not about navigating calm waters, but about steering confidently through complexity.



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## The Situation Before Implementation

R I L Property PLC operates three Grade “A” office buildings within the PARKLAND Complex in Colombo 02, maintaining strong occupancy and market positioning. Building operations were managed under a conventional, service-led model that ensured consistent and reliable day-to-day performance. While the company already maintained well-structured energy and water management practices, increasing operational demands and system loads resulted in higher electricity consumption, rising operating costs, greater system strain, and an expanding carbon footprint. Water usage remained heavily dependent on mains supply, increasing cost and scarcity risk. In addition, limited functional green spaces and the lack of structured green leasing provisions constrained tenant engagement and consistent building-wide performance, highlighting the need for a strategic transformation in building management practices.

## Description of the Best Management Practice

In 2025, R I L implemented a structured set of measures under PARKLAND Green Initiatives to enhance building performance, resource efficiency, mitigate sustainability related risks and long-term asset value at the PARKLAND Complex, following comprehensive discussions at senior management and Board level. Key initiatives included expanding rooftop solar PV capacity from 135kWp to 255kWp to reduce reliance on grid electricity; introducing an AHU condensate water recovery system to improve water and energy efficiency; implementing drip irrigation for landscaping to optimize water use; expanding green spaces through landscaping and green roofing; installing electric vehicle charging infrastructure to support low-carbon mobility; and introducing green lease clauses to influence tenant practices. These practices demonstrate a forward-looking, replicable approach to achieving measurable sustainability improvements in existing commercial buildings, reflecting R I L’s shift toward proactive, performance-driven property management. At the same time, the sustainable management practices enable R I L to minimise environmental impact while consistently meeting the performance and quality standards expected of a Grade “A” office space.

## Contribution to Business Sustainability and Growth

### Evidence 1: Improved Energy Efficiency

Targeted upgrades to core building systems and the expansion of on-site renewable energy capacity have significantly improved the energy performance of the PARKLAND Complex. Energy consumption at PARKLAND is significantly below the Sri Lanka Sustainable Energy Authority benchmark of 136.55 kWh/m<sup>2</sup>/year, demonstrating superior performance for a Grade “A” office asset.

### Evidence 2: Tenant Feedback

Direct feedback from key tenants confirms that the PARKLAND Green Initiatives have enhanced workplace quality and operational experience. Testimonials highlight alignment with tenant organisational strategies and reinforce confidence in R I L’s responsible and performance-driven property management approach, supporting long-term tenant retention.

### Evidence 3: Green Building Certification

PARKLAND’s progression from Gold to Platinum certification under the Green Building Council of Sri Lanka reflects continuous improvement in building performance. Notably, PARKLAND is the first existing commercial real estate building in Sri Lanka to achieve a Platinum rating, strengthening its market credibility, enhancing tenant confidence, and supporting long-term asset value.

## Measurement of Output and Outcome

The PARKLAND Green Initiatives have generated measurable industry, social, and economic impact. The introduction of green lease clauses, now incorporated in 36% of leases (22 leases), enables R I L to influence tenant behaviour and achieve consistent building-wide performance, positioning PARKLAND as Sri Lanka’s first structured green leasing initiative for commercial offices. Expanded green spaces and green roofs, supported by water-efficient systems, increased total greenery to 1,709 m<sup>2</sup>, improving microclimate conditions, tenant wellbeing, and urban biodiversity. In parallel, energy efficiency, renewable energy, and water management measures reduced carbon emissions by 81 tCO<sub>2</sub>e in FY 2024/25, strengthening building resilience, supporting national climate and economic goals, and reinforcing PARKLAND’s long-term competitiveness as a high-performing Grade “A” commercial development.

## Sustainability Measures

To sustain and consolidate the PARKLAND Green Initiatives, R I L has implemented structured governance, monitoring, and operational controls. The PARKLAND Complex undergoes annual energy audits in line with ISO 50001:2018 to assess system performance, validate savings, and identify further efficiency opportunities. Internal energy management policies define clear standards, responsibilities, and performance expectations to ensure consistent implementation. The Company also undertakes annual GHG emissions disclosure to enable transparent performance tracking and accountability. Green lease clauses are actively enforced through ongoing tenant engagement and data monitoring, while a structured preventive maintenance program ensures optimal performance, reliability, and longevity of all critical building systems.

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## The Situation Before Implementation

Before implementing the best management practice, Dreams Sleep Centre which operates as the Respiratory and Home Care Division of Technomedics International experienced consistently stagnant CPAP device sales over a five-year period, averaging approximately 340 units annually with only minor, unsustainable increases. Sales were largely opportunistic and dependent on a limited group of sleep specialists and patient demand driven by advanced symptoms. Despite advancements in diagnostic tools and product availability, low public awareness of Obstructive Sleep Apnea (OSA) and insufficient referral volumes from non-sleep specialties constrained growth. This structural challenge limited sustainable expansion and highlighted the need for a more systematic, integrated approach.

## Description of the Best Management Practice

Dreams Sleep Centre introduced a novel Three-Pillar Best Management Practice to address these structural barriers:

- **Pillar One: Customer Awareness Creation** involved targeted, evidence-based education campaigns focusing on high-risk groups through social media and public messaging, emphasizing OSA symptoms and long-term health risks without aggressive product promotion.
- **Pillar Two: Clinician Awareness and Engagement** delivered structured workshops to a broad range of healthcare professionals, fostering collaboration and positioning the organization as a clinical knowledge partner rather than just a supplier.
- **Pillar Three: Integrated Awareness-to-Access Pathway** standardized internal patient support processes to ensure smooth transitions from diagnosis to therapy initiation, reducing drop-offs and improving patient adherence.

This comprehensive, integrated strategy was innovative in shifting the market from opportunistic sales to a sustainable, ethically driven care model with clear pathways and stakeholder engagement.

## Contribution to Business Sustainability and Growth

The Three-Pillar Best Management Practice substantially contributed to sustainable business growth through:

1. **Sustained Increase in CPAP Sales** — Sales rose from an average of 340 units annually to 457 units within the first 10 months post-implementation, a 61% increase, indicating structural demand growth rather than temporary spikes. Forecasts suggest continued upward trends, projecting over 1,000 units within two years.

2. **Expansion of Referral Sources** — Referral volumes increased from approximately 560 to 700 during the same period, driven by greater engagement from non-sleep specialists, including general physicians, cardiologists, nephrologists and hematologists. This broadened the referral base and reduced reliance on a small group of sleep-focused clinicians.

3. **Improved Conversion Rates** — Streamlined patient pathways and proactive follow-ups minimized drop-offs between diagnosis and therapy initiation, ensuring higher conversion efficiency and stable revenue realization.

## Measurement of Output and Outcome

The impact of the best management practice was measurable across multiple dimensions:

- **Industry Impact:** CPAP sales revenue increased from LKR 197.31 million to LKR 259.8 million within 10 months, alongside expanded referral networks and enhanced clinical collaboration, contributing to a more professional and integrated sleep-care sector in Sri Lanka.
- **Societal Impact:** Sleep study volumes increased significantly (home studies from 370 to 480; hospital polysomnography from 850 to 1,200), leading to higher diagnosis rates in high-risk populations and improved patient quality of life through better disease management. Public awareness around OSA risks and treatment also increased, reducing health complications and accident risks.
- **Economic Contribution:** Revenue growth supported higher tax contributions and reinvestment in healthcare, while improved patient productivity lowered indirect national costs related to accidents, absenteeism and chronic disease treatment.

## Sustainability Measures

To ensure the long-term success and consolidation of the initiative, the organization embedded the Three Pillar Model into routine operations by:

- Integrating public awareness content into ongoing marketing cycles with continual updates based on clinical evidence and feedback.
- Scheduling recurring clinician education workshops aligned with updated guidelines to maintain professional engagement and knowledge dissemination.
- Standardizing internal patient pathways and proactive follow-ups to maintain high conversion rates from diagnosis to therapy.
- Implementing robust data monitoring systems to track referral patterns, sales trends and performance metrics, enabling dynamic management responses.
- Collecting continuous clinician and patient feedback to refine educational materials, workshops and support services, fostering a culture of continuous improvement.



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## The Situation Before Implementation

Vision Care Optical Services (Pvt) Ltd is Sri Lanka's largest integrated eye care and eyewear solutions provider, operating an island-wide network of 80 branches with over 600 professionals across clinical, retail, and corporate functions.

As the organization expanded rapidly, maintaining consistent clinical excellence, service quality, and professional standards across all locations became increasingly challenging. Variations in clinical practices, uneven leadership capability, and limited use of data in decision-making began to impact both patient experience and operational consistency.

At the same time, Sri Lanka's evolving eye health landscape—including increased screen-related eye strain, an ageing population, and uneven access to care—highlighted the need for a more proactive and structured approach to service delivery.

These factors underscored the importance of adopting a holistic management framework to strengthen internal capabilities, improve consistency, and support more informed, data-driven decision-making across the organization.

## Description of the Best Management Practice

In response, Vision Care implemented an integrated Three-Pillar Best Management Practice Model designed to enhance how people, knowledge, and partnerships contribute to organizational performance.

The three pillars are:

- **Development & Leadership Training**  
Continuous upskilling and leadership development across all levels to ensure professional competence and strong branch-level leadership across all locations.
- **Strategic Partnerships with Global Institutions**  
Vision Care collaborates with international partners, professional bodies, and certification providers to align its clinical and operational standards with global best practices. Through access to globally curated learning resources, teams benefit from continuous professional development, standardized training, and exposure to international advancements in eye care and eyewear.

### • Case Discussions & Eye Health Insights

A structured approach to reviewing patient cases and identifying emerging eye health trends. These discussions support ongoing improvements in clinical practices, service delivery, and training initiatives, strengthening overall organizational capability.

Together, these three pillars create a unified management ecosystem that connects people development, global benchmarking, and data-informed decision-making.

## Contribution to Business Sustainability and Growth

This management model has strengthened Vision Care's ability to grow while maintaining high standards of excellence.

Structured leadership development has improved staff retention and internal career progression, with a high percentage of management roles filled internally and strong levels of employee engagement across the organization.

Improved service consistency across branches has enhanced customer trust and experience, reflected in consistently high customer satisfaction levels.

Strategic global collaborations have further strengthened professional credibility, while insights generated from internal case discussions have supported more informed service planning and expansion into new locations.

## Measurement of Output and Outcome

Outputs and outcomes are measured using key performance indicators such as staff retention, training coverage, customer satisfaction, and internal promotions.

Insights derived from case discussions are regularly applied to improve both clinical and operational practices. In addition, technology-enabled consultation systems and mobile outreach initiatives support wider service accessibility while strengthening data collection and analysis.

## Sustainability Measures

The Three-Pillar model is sustained through strong leadership oversight, regular programme reviews, continuous learning initiatives, and ongoing feedback mechanisms. These elements ensure that the framework remains embedded within Vision Care's governance structure and continues to support long-term strategic objectives.

# HONORING OPERATIONAL EXCELLENCE & INNOVATION



We are pleased to announce that Vision Care has been honored with multiple prestigious accolades at the CPM Awards, organized by the Institute of Chartered Professional Managers.

Recognitions of Excellence:

- ◆ **Sector Winner** | Eye Care & Hearing Aid Services Vision Care Pvt Ltd
- ◆ **1<sup>st</sup> Runner-Up** | Professional & Higher Education Institutes Vision Care Academy
- ◆ **Top 40 Outstanding Company Award**  
Recognized for overall corporate governance and management excellence.
- ◆ **Merit Award** | Health Care Equipment & Accessories
- ◆ **Merit Award** | Corporate Social Responsibility (CSR)  
Awarded under the Cluster Category for our impactful community initiatives.

At Vision Care, we believe that leadership is a continuous journey of improvement. These distinctions reinforce our resolve to innovate within the optical and audiology sectors while nurturing the next generation of professionals through the Vision Care Academy.

We extend our deepest gratitude to our partners, stakeholders, and dedicated team members who made these achievements possible.



## The Situation Before Implementation

People's Micro-Commerce Ltd (PML), a fully owned subsidiary of People's Leasing & Finance PLC, operates with a mission of expanding financial inclusion by providing microfinance and enterprise development support to underserved communities in Sri Lanka. Prior to implementing the current management practice framework, the organization experienced several structural and operational challenges that constrained its ability to scale sustainably.

Firstly, the company faced **limitations in funding diversification**, which restricted portfolio expansion despite increasing demand from micro entrepreneurs and rural borrowers. Funding sources were largely concentrated within domestic financial institutions, exposing the organization to liquidity constraints and higher funding costs.

Secondly, **rapid portfolio growth in the previous financial year highlighted the need for stronger governance, risk management, and operational systems**. The company relied heavily on centralized operational processes and shared infrastructure, which created inefficiencies in credit approvals, data reporting, and recovery monitoring.

Thirdly, **technology and digital infrastructure had not evolved at the same pace as business growth**, limiting the ability to automate loan processing, improve real-time portfolio monitoring, and enhance customer accessibility.

Compared to the previous year, when the organization primarily focused on expanding its loan portfolio, management recognized the need to transition from a growth-driven model to a **structured and governance-oriented growth framework** that integrates digitalization, risk oversight, and institutional strengthening.

## Description of the Best Management Practice

To address these challenges, PML implemented a **Strategic Institutional Strengthening and Digital Transformation Framework**, which serves as the company's best management practice. This practice is built on four key pillars:

### 1. Governance and Risk Strengthening

The organization established dedicated functional structures including risk management, compliance oversight, treasury management, and internal audit functions. This strengthened the control environment, improved transparency, and ensured stronger Board-level oversight of operational and financial risks.

### 2. Digital Transformation and Process Automation

PML initiated the transition toward a technology-enabled operating model. Key initiatives included automation of loan processing workflows, development of digital collection channels, and enhancement of management information systems to enable data-driven decision-making.

### 3. Decentralized Operational Efficiency

The company introduced regionally empowered credit evaluation and recovery mechanisms to improve responsiveness to local market dynamics while maintaining centralized governance controls.

### 4. Financial Inclusion and Community Development

A dedicated Livelihood Development framework was introduced to support financial literacy, enterprise development training, and women-focused lending initiatives, reinforcing the company's social mission while expanding its customer base.

The uniqueness of this practice lies in **integrating institutional governance, digital innovation, and social impact within a single strategic framework**, enabling the company to scale operations responsibly while maintaining strong portfolio quality.

## Contribution to Business Sustainability and Growth

The implemented management practice significantly contributed to the organization's sustainability and growth in several measurable ways.

### 1. Accelerated Financial Growth

The organization achieved substantial financial expansion with profitability increasing steadily and the loan portfolio experiencing strong growth momentum. The strategic framework enabled disciplined credit practices while supporting market expansion.

### 2. Improved Operational Efficiency

Digitalization initiatives streamlined internal processes and reduced operational bottlenecks, resulting in faster loan approval cycles and improved collection monitoring.

### 3. Expansion of Financial Inclusion

Through women-focused lending programs, livelihood development initiatives, and rural outreach activities, PML significantly expanded access to financial services among underserved communities, particularly micro entrepreneurs and women-led enterprises.

These improvements collectively strengthened the company's institutional resilience and positioned it as a leading microfinance provider focused on both financial performance and social impact.

## Measurement of Output and Outcome

The effectiveness of the implemented practice can be demonstrated through several measurable outcomes.

- **Profitability Growth:** The organization achieved strong profit growth, with projected profit after tax increasing to approximately **LKR 294 million (unaudited)**, representing significant growth compared to previous years.

- **Portfolio Expansion:** The loan portfolio expanded significantly, exceeding **LKR 12.8 billion**, demonstrating the company's ability to scale operations while maintaining disciplined credit practices.

- **Operational Performance:** Recovery performance remained strong, with collection ratios maintained above **98.43%**, reflecting the effectiveness of strengthened recovery frameworks and improved portfolio monitoring systems.

Beyond financial metrics, the practice generated **positive socio-economic impact** by supporting micro entrepreneurs, women-led enterprises, and rural livelihoods, thereby contributing to broader economic development and financial inclusion within Sri Lanka.

## Sustainability Measures

To ensure the sustainability and continuous improvement of this management practice, several long-term governance and monitoring mechanisms have been implemented.

Firstly, **Board-level oversight and governance structures** provide continuous monitoring of risk management, compliance, and operational performance through structured reporting frameworks.

Secondly, the organization conducts **periodic strategic reviews and performance evaluations** to ensure alignment with long-term business objectives and regulatory expectations.

Thirdly, continuous investments in **technology, staff development, and operational infrastructure** ensure that the organization remains adaptable to evolving industry dynamics.

Finally, the integration of social impact initiatives with financial operations ensures that growth remains **inclusive, responsible, and sustainable**, reinforcing the company's long-term mission of promoting financial inclusion and economic empowerment.



**PEOPLE'S MICRO-COMMERCE LTD (PML), a subsidiary of People's Leasing & Finance PLC, is dedicated to providing inclusive financial solutions for underserved individuals and entrepreneurs in Sri Lanka. Over the past 15 years, PML has evolved into one of the most trusted microfinance institutions, serving over 164,500 customers.**

**Beyond financial support, PML empowers woman-entrepreneurs, strengthens livelihoods, and promotes sustainable community development through credit, financial literacy, savings, and insurance solutions, and more.**

**Personal Business Loans | Group Loans | SME Loans | Hire Purchase Facilities  
Diriya Loans | Diriya Kantha Loan | Equipment Loans | Educational Loans  
Mortgage Loans | Gold Plus Loans**



**People's Micro-Commerce Ltd**

**No. 290, High Level Rd, Nugegoda | 0112 890 990**



## The Situation Before Implementation

Sathosa Motors PLC (SML), Sri Lanka's pioneering distributor of Isuzu vehicles with over six decades of presence, operated under severe disruption following the prolonged government-imposed vehicle import restrictions introduced from 2019. Compared to the pre-ban period, the Company experienced a sharp contraction in new vehicle sales, underutilization of sales and marketing capacity, and increasing pressure on workforce productivity and cost efficiency. These conditions posed material risks to revenue sustainability, employee retention, customer confidence, and long-term competitiveness.

By the early stages of the 2023/24 financial period, SML faced a critical strategic challenge: sustaining operations and financial stability, retaining skilled technical and managerial talent, and preserving customer trust in the absence of its traditional revenue engine. This environment necessitated a fundamental shift in management philosophy—from reliance on vehicle imports to a resilient, performance-driven, and people-centric operating model capable of sustaining growth.

## Description of the Best Management Practice

In response, SML implemented an integrated Best Management Practice framework anchored on three interlinked pillars: people capability and performance management, business model diversification into high-margin after-sales segments, and organizational agility and market readiness.

A structured, KPI-driven performance management system was embedded across all functional levels, aligning individual accountability with departmental and corporate objectives. Transparent evaluation mechanisms and performance-linked incentives were introduced to drive productivity and ownership. Simultaneously, the Company strengthened its learning and development ecosystem to ensure employees possessed the technical, commercial, and service capabilities required to deliver superior after-sales performance.

The distinctiveness of this practice lay in its holistic integration—linking human capital development, operational efficiency, and strategic preparedness into a single, coordinated management framework.

## Contribution to Business Sustainability and Growth

This integrated approach directly supported business sustainability and growth through measurable results. During the import restriction period, SML strengthened spare parts distribution, after-sales services, and workshop operations as scalable and recurring revenue streams, ensuring financial stability despite the near absence of vehicle sales.

Following the phased relaxation of the import ban from mid-February 2025, SML demonstrated strong organizational agility and market readiness. Leveraging operational discipline, customer trust, and employee capabilities developed earlier, the Company rapidly reactivated vehicle sales operations. By December 2025, SML recorded sales exceeding 1,000 Isuzu chassis, reflecting effective market execution.

In parallel, luxury Isuzu Double Cab sales recorded a notable surge, reinforcing brand strength and customer confidence, driven by coordinated efforts across sales, marketing, and dealer networks.

## Measurement of Output and Outcome

The effectiveness of the best management practice was measured through clearly defined outputs and outcomes linked to employee capability, service excellence, and business impact. A key output was workforce standardization and upskilling. All employees were trained through the Isuzu Motors Limited global e-learning platform, ensuring uniform technical and service standards. All workshop technicians achieved NVQ Level 4 and above certification through TVEC, fully funded by SML and reinforced through structured, hands-on training.

To maintain alignment with global advancements, Japanese Isuzu technical trainers conducted biannual programs, providing updates on vehicle technologies and best practices. These investments strengthened service capability, reduced vehicle downtime, and enhanced customer satisfaction.

Outcomes were validated through international benchmarking. In 2025, SML received the Isuzu Uptime Support Award with a 70% performance score among distributors from over 60 countries. At the Isuzu I-1GP World Competition, SML improved its ranking from 29th place in 2024 to 8th place in 2025, demonstrating rapid technical progression and global competitiveness.

## Sustainability Measures

To sustain and improve the practice, SML embedded structured governance, system-driven controls, and continuous improvement mechanisms. Periodic performance reviews, ongoing training re-certification, internal audits, and Board-level oversight ensure accountability and effectiveness.

SML is progressing toward an Integrated Management System covering ISO 9001, ISO 14001, and ISO 45001. Operational processes and legal compliance frameworks have been established, with the Desk Audit completed by Bureau Veritas and certification audits pending.

Digital sustainability was strengthened through migration to a cloud-based, AI-supported IFS ERP platform, enhancing real-time visibility, integration, and decision-making.

## Conclusion

Sathosa Motors PLC's journey demonstrates best management practices in action. By addressing structural constraints through an integrated, people-centric, and performance-driven framework, the Company navigated disruption and emerged stronger and more agile, positioning SML as a strong contender for recognition under the CPM Best Management Practices Company Awards **at national level recognition.**

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## The Situation Before Implementation

Prior to implementing the best management practice of **Integrated Customer-Centric Management Model (ICMM)**, BMIC operated within a highly challenging microfinance environment, characterized by widespread unethical practices among unregulated lenders. These practices severely damaged public trust in the sector, leading to negative perceptions of all microfinance institutions, including compliant and regulated operators like BMIC. This has adversely affected for growth of client base in new branches. Inadequate focus of brand-building, client motivation, and customer graduation initiatives were identified as a key factor limiting business goals.

## Description of the Best Management Practice

BMIC implemented the **Integrated Customer-Centric Management Model (ICMM)** as a strategic best management practice to overcome deep-rooted mistrust and negative perceptions prevailing in the society. The practice is innovative, in that it moves beyond a traditional lending-focused model to an integrated financial services, enterprise development services, social protection, brand positioning, and client motivation into a single, structured management framework. Rather than offering loans and support services as standalone products, ICMM delivers them as a **bundled, lifecycle-based solution** aimed at long-term client and institutional sustainability.

The ICMM is structured around **three interrelated pillars**: (i) Sustainable Growth Management of the organization and clients, (ii) Brand Positioning and Brand Recognition, and (iii) Client Graduation and Client Motivation.

## Contribution to Business Sustainability and Growth

The ICMM Model has significantly supported BMIC's business sustainability and growth through strengthened governance, improved portfolio quality, and enhanced client loyalty. Improved Board Committees and Management Committee structures enhanced accountability and risk governance, increasing funder confidence and access to capital. As a result, external borrowings grew by 71% from LKR **1.37 billion in 2024 to LKR 2.35 billion in 2025**, enabling responsible expansion of the loan portfolio by 21% from **LKR 5.7 billion to LKR 6.9 billion**. New branch which was open in 2023 at Pannala in Kurunegala Region has shown growth of client base by 133% from 910 to 2,119.

Operationally, the lifecycle-based customer management approach, reinforced through structured financial literacy and stabilization interventions, improved repayment discipline

and risk management. BMIC maintained **Portfolio at Risk (PAR 30) at 2.52% (NPA ratio)** even with the adverse impact of Ditwah cyclone, significantly below the industry average of approximately **5.6%**.

In parallel, relationship-driven engagement strengthened brand trust and customer retention. Total membership increased from **102,319 to 106,421**, demonstrating growth driven by loyalty, repeat borrowing, and positive community-level referrals. membership increased from 102,319 to 106,421, demonstrating growth driven by loyalty, repeat borrowing, and positive community-level referrals.

## Measurement of Output and Outcome

The ICMM have generated measurable results and sustainable impact. Among the **industry**, BMIC's strengthened governance, brand positioning. Client-centric growth model have been validated through four national level awards won in 2025, positioning BMIC as a benchmark among the industry. Its leadership is further evidenced by **local and international exposure visits**, academic research partnerships, and participation in **policy and economic forums**, reflecting sectoral influence and credibility.

BMIC delivered **impactful societal** results by various interventions, reducing household vulnerability in most difficult periods in client lives. Poverty monitoring using the internationally accepted tool called **Poverty Probability Index (PPI)** shows measurable progress in poverty levels. The social impact was further evident with a 100% increase of our Facebook page followers.

From an **economic perspective**, BMIC has disbursed **62,800 loans totaling LKR 7.3 billion**, improving liquidity for micro and nano enterprises. In **2025**, BMIC recorded a **Profit After Tax of LKR 241 million** and contributed **LKR 471 million** tax revenue to the Government, while generating indirect employment in rural economies.

## Sustainability Measures

BMIC ensured the sustainability of its ICMM Model through strong governance, standardized processes and continuous performance monitoring. The model was institutionalized through restructured Board committees and Management Committees, aligning strategic oversight, risk governance and leadership continuity initiatives.

Client engagement has been standardized across all branches through formalized financial literacy, enterprise development, and graduation processes, ensuring measurable outcomes. Robust monitoring and evaluation systems track overall performance, enabling continuous improvement based on evidence and stakeholder feedback.

Staff engagement and knowledge retention initiatives have reinforced a strong client-centric culture. Financial and operational sustainability has been secured through cost-recovery mechanisms, progressive product offerings, positioning BMIC for sustained institutional growth and long-term client impact.



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**"Leading Pure Microfinance;  
Setting New Industry Standards"**

# SRI LANKA'S BEST OF THE BEST

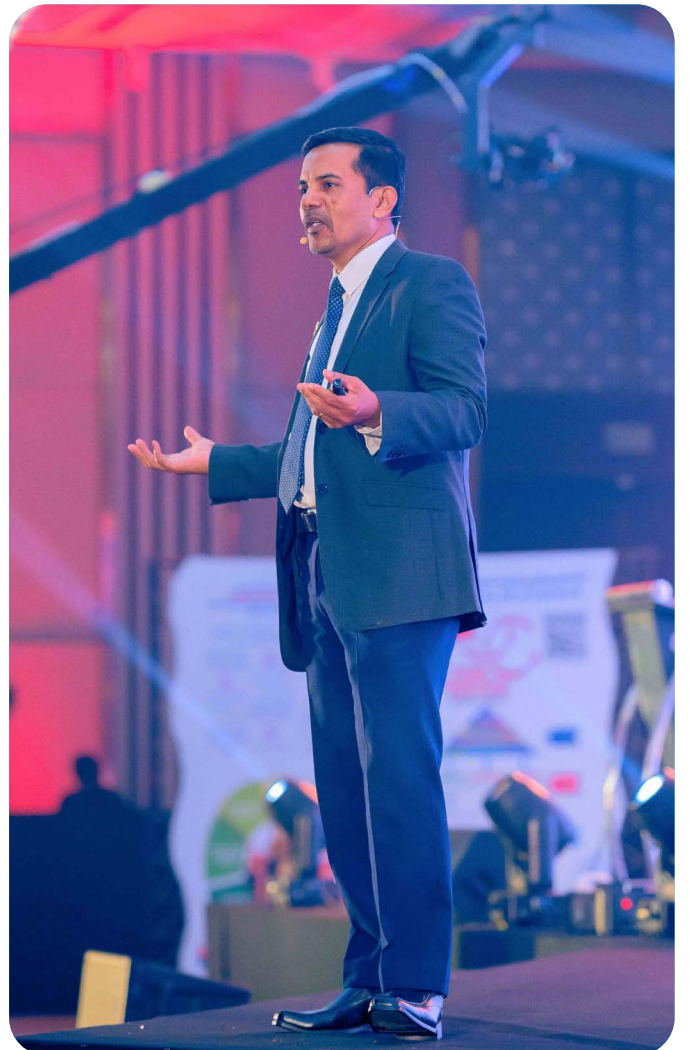
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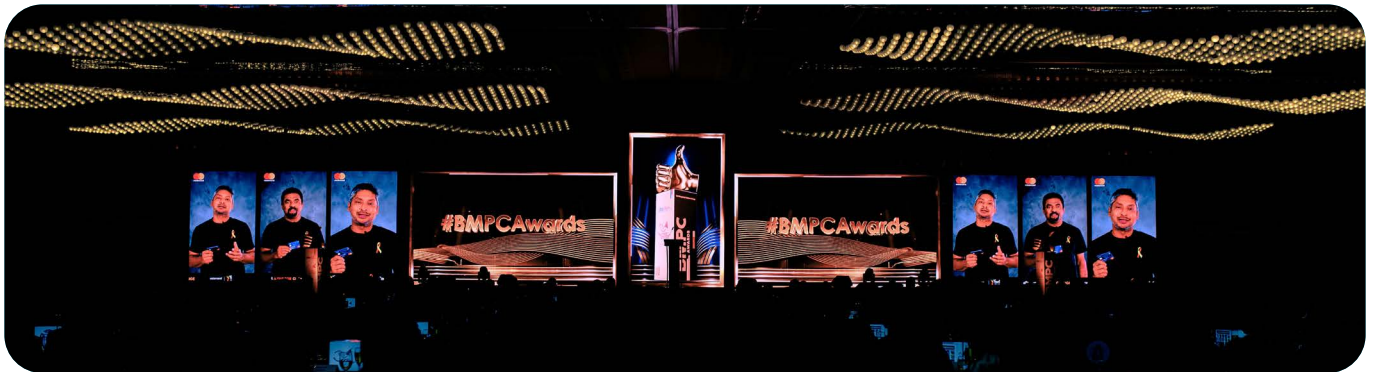


**MONARCH IMPERIAL**

Sri Jayawardanepura, Kotte.  
27 MARCH 2026

# HIGHLIGHTS

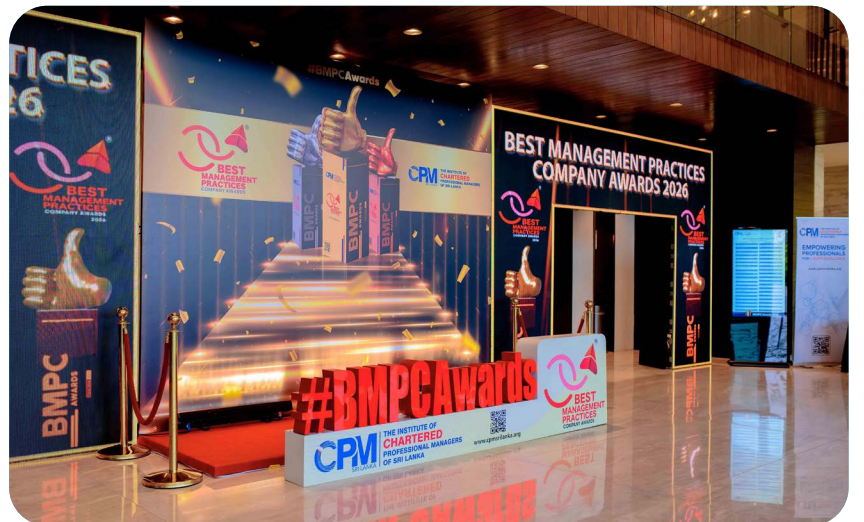


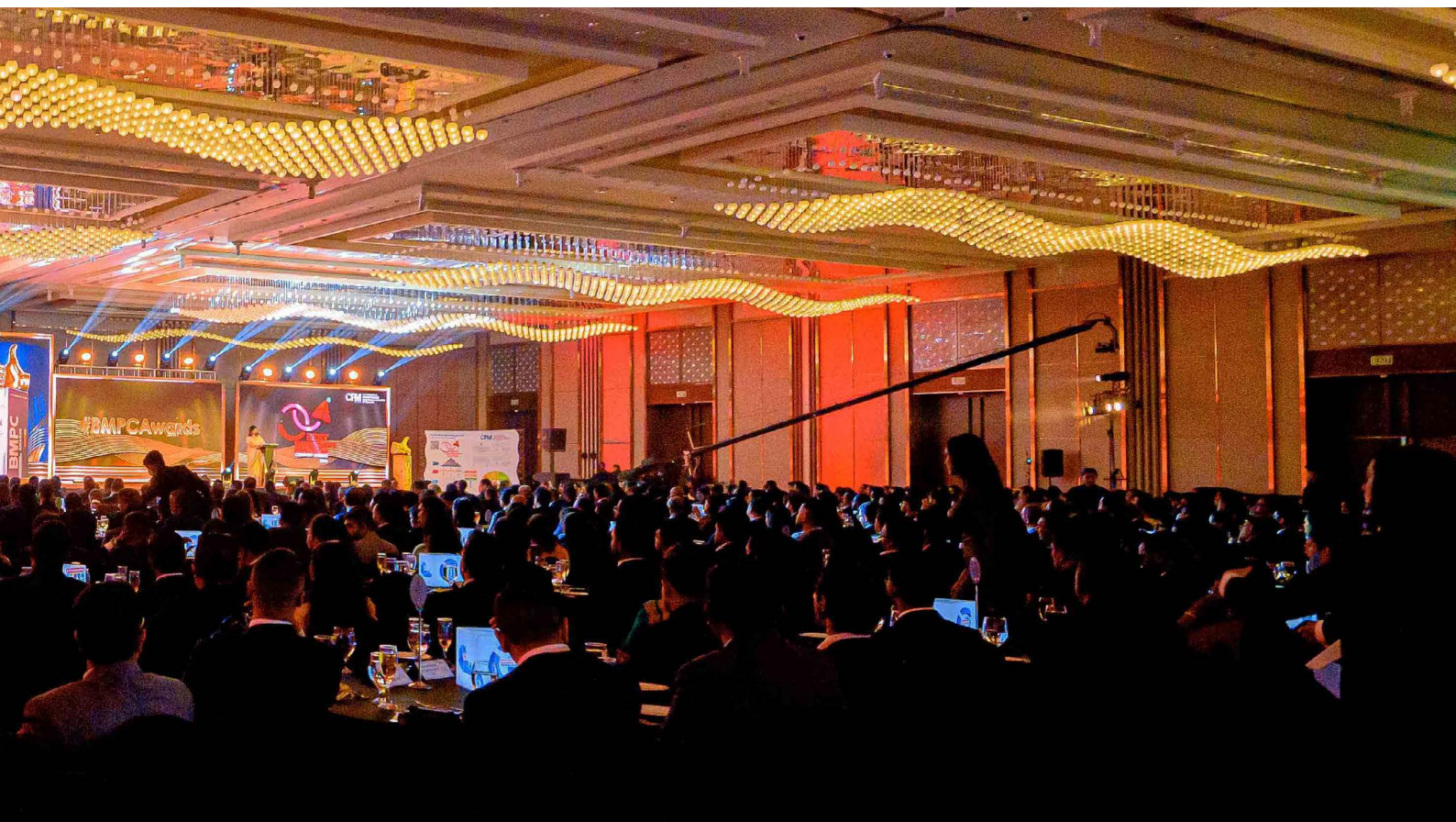












To refer to  
**MORE HIGHLIGHTS**



**SCAN ME**

# OVERALL WINNERS

Best Management Practices Company Awards 2026



Overall Winner  
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Limited



Overall Winner  
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CEAT Kelani Pvt Ltd



Overall Winner  
**SILVER**  
 INSEE ECOCYCLE  
 Pvt Ltd

Overall Winner  
**SILVER**  
 Omega Line  
 Limited



Overall Winner  
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 Silvermill Investment  
 Holdings (Private)  
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# EXCELLENCE AWARD WINNERS



# LEADERSHIP EXCELLENCE AWARD WINNERS





# TWO Platforms ONE Purpose

where  
**RECOGNITION**  
meets  
**INSPIRATION:**

## The Interconnection of BMPC Awards and the MI Summit 2026

The CPM Sri Lanka **Best Management Practices Company Awards (BMPC Awards)** and the **Management Insights Summit (MI Summit)** stand as two flagship initiatives united by a common purpose which is to recognize, celebrate, and advance excellence in management practices across Sri Lanka's corporate landscape.

Together, these initiatives create a powerful platform for knowledge exchange and professional inspiration. While the BMPC Awards honour organizations that demonstrate outstanding strategies, innovation, and leadership, the MI Summit extends this impact by providing a national forum for these success stories to be shared and explored in depth. Notably, this year's forum highlighted the top ten winning companies in the Sector and Cluster Awards to present their achievements at the Summit, offering valuable insights and practical perspectives to a wider audience.

In addition, organizations participating in the Awards are granted complimentary access to the MI Summit, enabling them to engage with industry leaders and gain exposure to proven, real-world practices. This integrated approach fosters a culture of continuous learning, collaboration, and strategic benchmarking.

By bringing together high-performing organizations and forward-thinking professionals, the BMPC Awards and MI Summit collectively reinforce CPM Sri Lanka's commitment to elevating management excellence and promoting best practices across all sectors.



# CPM SRI LANKA 13<sup>th</sup> MANAGEMENT INSIGHTS SUMMIT 2026

## **“Reset: Reform and Realign”**

The CPM Sri Lanka 13<sup>th</sup> Management Insights Summit 2026, held under the compelling theme “Reset: Reform and Realign,” brought together over 450 distinguished participants, cascading upon diverse sectors, surpassing expectations and reinforcing its position as a premier knowledge-sharing forum. The Summit attracted a high-calibre audience comprising business leaders, policymakers, academics, and professionals, creating a dynamic environment for meaningful dialogue and collaboration.

Set against a backdrop of transformation and uncertainty, the Summit explored critical pathways for reform, strategic alignment, and innovation, highlighting the importance of resilient and forward-thinking leadership. Through insightful discussions and real-world perspectives, participants gained valuable knowledge on navigating change, enhancing organisational performance, and driving sustainable growth. The event served as a catalyst for fresh thinking and strategic action, empowering organisations and individuals to adapt, lead, and thrive in an evolving business landscape.







To refer to  
**MORE HIGHLIGHTS**



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