

# The Director

VOLUME 21 ISSUE 04

**Conversation with  
Aruni Goonetilleke  
Chairperson, HNB PLC**

**National Survey on  
Board  
IT Governance  
among Company  
Directors**

**RING THE BELL  
FOR GENDER  
EQUALITY!**

**The Corporate  
Governance  
Framework  
under the New  
SEC Act**

**Cyber Security for  
Board Members**

**SLID's Young  
Directors Forum  
to Refresh the  
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## The Director

### Contents

02	National Survey on Board IT Governance among Company Directors
04	Conversation with Aruni Goonetilleke Chairperson, HNB PLC
07	RING THE BELL FOR GENDER EQUALITY!
10	Cyber Security for Board Members
12	The Corporate Governance Framework under the New SEC Act
14	The Sri Lanka Institute of Directors (SLID) and KPMG host 24th Audit Committee Forum on the theme
16	Women Directors Forum unveils new initiatives
19	SECRETARIAT NEWS
20	SLID launches its Family Business Forum
24	Robust and resilient public financial management essential to manage present and future risks
28	SLID's Young Directors Forum to Refresh the Boardroom with Young Talent
30	New Members

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# National Survey on Board IT Governance among Company Directors

“The Sri Lanka Institute of Directors (SLID) in collaboration with EY supported by Colombo Stock Exchange (CSE), Ceylon Chamber of Commerce (CCC), National Chamber of Commerce of Sri Lanka (NCCSL), and the Ministry of Finance (MoF) will launch a national survey aimed at assessing the Board IT governance among Companies in Sri Lanka. The survey will invite Directors of private and public companies as well as directors of state-owned enterprises to share their views on the role of the director and the board in IT governance.

In the current business context, the Board as the ultimate decision-making body is responsible for the right organizational decisions for key IT activities. The survey is to better understand the extent of the Board's involvement in this area. While strategic IT management has long been considered partly the responsibility of senior executives, including the CEO, little has been said about the role of the board in the management and governance of IT. However, Board level involvement in IT governance is an emerging practical concern driven by several developments, including the operational dependency and strategic importance of IT.”

**Commenting on the initiative, Faizal Salieh – Chairman SLID stated,**

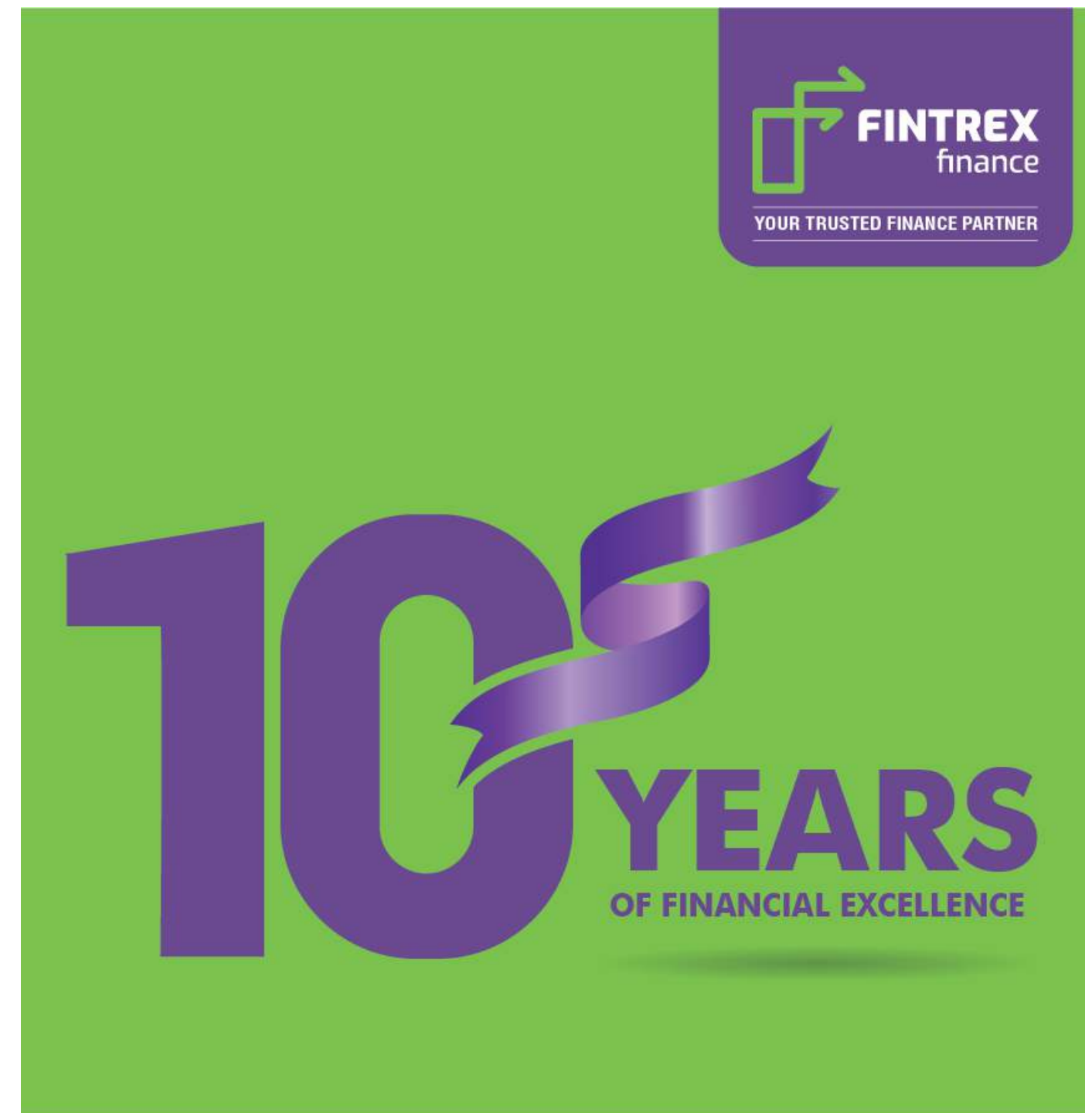
“Arjuna Herath Partner and Head of Consulting at EY commenting on the survey stated “The survey, based on extensive international research and thought leadership, will be the first of its kind in Sri Lanka and help provide a deeper, research-based understanding of the status of Board IT Governance across various segments of the corporate world in Sri Lanka. The key findings and implications will subsequently be shared through a joint publication by SLID, EY, and a strong international academic team.”

The survey analytics and insights will be powered by the seasoned data scientists of EY Global Delivery Services (GDS) having multiple years of global experience in building analytics solutions for different industries and sectors.

The survey is intended to reach members of Boards of Directors in Sri Lankan companies through SLID, CSE, CCC, NCCSL, and MoF.

Specific request to participate in this survey or for clarification email the SLID Secretariat at ops@slid.lk

**Arjuna Herath**



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# Conversation with Aruni Goonetilleke Chairperson, HNB PLC

## An initiative of the Chairpersons Forum

### 1) What have been your top priorities in setting business strategy during the COVID-19 crisis?

The COVID 19 pandemic, which is still ongoing, has had an unprecedented impact across global economies. While Western markets have witnessed a faster recovery albeit a recent threat to prospects due to the Omicron variant, frontier markets such as Sri Lanka continue to see a more protracted recovery.

HNB business strategy since the onset of the pandemic has focused on a multi-pronged approach with the health and safety of our employees, customers and all other stakeholders being paramount. Facilitating secure work from home with only critical staff expected to report to office, enabling virtual meetings, providing personal protective equipment and transport are some of the steps taken in this regard.

Our business strategy is to continue to build on the foundation of business sustainability. The focus is to sustain the strength of the Bank to withstand any future shocks arising from the uncertainties. Continuous efforts in managing asset quality through improvements in underwriting standards and timely recovery action enabled the Bank to improve its NPA ratio from 5.91% in 2019 to 3.92% in September 2021, the lowest among peers. The increased focus on managing liquidity resulted in maintaining liquidity levels well above the regulatory standards. These together with the high capital buffers compared to industry has enabled the Bank to demonstrate resilience, stability, and the capacity to grow.

Supporting our clients and ensuring that their requirements are met is a key priority for HNB. Our team has worked tirelessly to support revival of customers affected by the pandemic by granting



moratoriums and working capital financing. During the first wave of the pandemic, approximately 40% of our loan book was under moratorium. This has gradually reduced to under 10%, indicating business recovery.

We are also very conscious of the fact that a prolonged recovery phase could result in the credit migration of our loan book, and we are proactively working with clients to manage these exposures in a pragmatic way. We have also been impairing more conservatively with management overlays. The biggest risk we see at this stage is the sovereign

risk and resultant implication for Bank ratings and ability to raise foreign currency to support clients.

### 2) Companies have been forced to embark on a digital transformation journey. What has been the role of technology in your business strategy?

Whilst we had already commenced the digital transformation journey, rapid digitalization became a necessity during the pandemic to ensure access and reach during lockdowns and the need for social distancing. With changing customer needs and more efficient ways of doing business, adaptability, flexibility, and innovation is key. Significant investment has been made in both technology and in remote banking infrastructure such as ATMs, CDMs and express banking centers. The pandemic has re-emphasized the need to be future ready and to ensure reach and access to all our diverse clients.

The continuous focus on digital enabled HNB to be ahead through solutions such as the digital payment app SOLO, upgraded IPG, mobile POS – MOMO as well as through solutions such as Appigo and WebePay. These are proving to be invaluable in enabling our customers to carry out their businesses and transactions digitally during COVID and in the future beyond COVID to maximise revenues and efficiency.

The Bank will continuously focus on collaborations with Fintechs in offering solutions to customers and in improving the delivery times and service.

Recently, we have deployed robotics to automate and streamline some of our processes and engaged chatbots to support our clients. These initiatives as well as usage of technologies such as block chain would continue in the years ahead. Use of big data and

analytics is a priority and we have been strengthening our capabilities through the adoption of technology and by obtaining the expertise required to maximize in this area.

Digitization and innovation across the Bank will continue to be a priority, in line with the evolving needs and lifestyles of our highly diverse customer base.

### 3) What does Climate Governance mean to you? How if at all, have you embedded concepts of climate governance into your Boardroom agenda?

Environmental, Social and Governance (ESG) is a core focus area at Board level with sustainability and climate action being integral elements of the 'Business Sustainability Pillar' of the Bank's overall strategy.

We consider climate change as one of the greatest challenges facing world and Sri Lanka today, given its widespread and proven impacts on the physical environment. Human health and its potential to adversely impact economic growth. Banks have a unique role to play in facilitating a transition to a net zero carbon economy both in terms of our own footprint and those of our clients and suppliers. Our goal is to increase sustainable finance and support our clients in their endeavors to achieve net zero.

The Board is looking at systematically measuring, managing and reducing the emissions associated with the financing of our clients. We are already using sector specific metrics to help guide our financing towards activities which support net zero climate goals.

HNB is a member of the Sustainable Banking Initiative of the Sri Lanka Banks' Association. The Bank's lending proposals are assessed through an environmental and social management system (ESMS) and is governed by the ESMS policy approved by the Board. HNB is also a key lender to the renewable energy segment covering hydro, solar, wind, biomass, and waste to energy. Over the years, several steps have been taken to reduce the carbon footprint through driving concepts such as a paperless office, green building and solar energy.

### 4) What in your view are key trends that will shape the post C19 business environment?

The Pandemic has dramatically changed the way businesses are run, the need for flexibility and adaptability and ability to respond to continuous change is essential. The most compelling case precipitated by COVID was the rapid migration to digital channels witnessed across many sectors and socio-economic groups including the older generation which had not considered digital as a viable option previously. This has accentuated the need to continuously innovate to face disruptions that could arise in an ever-evolving environment.

While flexible work arrangements have been in place in many countries across different sectors, the pandemic compelled businesses to shift to remote working virtually overnight; meetings and training became virtual eliminating the need to travel, leading to time, and cost savings. While remote working has its own limitations, it provides flexibility to employees and enables organizations to rationalize their brick-and-mortar requirement. Hence, it is anticipated these new ways of working will continue in a post COVID environment.



M & A activity has increased considerably across the world as the pandemic has resulted in entities merging to eliminate costs and enhance survival prospects. Further, M & A activity will also be seen as companies try to integrate Fintechs into their businesses and engage in vertical integration to have better control over supply chains and distribution. Overall supply chain reconfigurations can also be expected as businesses consider diversification of suppliers and speed of delivery to minimize disruptions

From an organizational perspective it would also be imperative that employees are equipped with the right skill set in the post COVID business environment which will involve reskilling and upskilling. Hence a greater demand is expected in areas such as digital skills, data analytics, managing virtual teams, business contingency planning and cyber security.

### 5) 3 crucial steps for steering Sri Lanka out of the present economic crisis?

For Banks, certain positive aspects have come out of the pandemic and Banks remain resilient and better placed to take on the business opportunities and play a key role in economic recovery. Banks remain liquid and well capitalized with capacity to grow. However, the global and local operating environment remains challenging with an increase in commodity prices, supply chain disruption, covid variants and shutdowns. For Sri Lanka, recovery largely depends on the containment of the pandemic and pick up of tourism and exports. Primarily there needs to be policy consistency and the economy is too fragile to take further shocks.

Pressure and uncertainty are looming large due to the deterioration in the sovereign rating, The sovereign rating impacts the Banks significantly. Downgrades limit the ability to raise foreign currency and thereby support clients. Therefore, in the immediate term, we need to manage our country rating through a credible plan and build our foreign currency reserves.

To achieve this through market forces rather than forced measures, there would need to be a workable exchange rate. Whilst this may send inflation up, I believe that some of the increased cost has already been priced into goods and services in anticipation of a devaluation, therefore the shock may not be as bad as anticipated. Getting back the confidence of the global markets and investors is critical to come out of this crisis. This can only be done through transparency, consistent policy, coordination between the various government entities and decision makers and continuous communication on how we are tracking against these plans.

In the medium term, the structural adjustments need to be done to achieve sustainable growth. This requires courage since there is likely to be the need to balance competing needs and politically unpopular decisions, however I believe that we now have the perfect platform to undertake reforms and the people understand that.

### 6) How have your prior experiences groomed and shaped you to fit into your current role?

I have worked in both international and local banks in Sri Lanka and outside. I was with ANZ and thereafter with Standard Chartered Bank in both Sri Lanka and for many years in Singapore.

I had the opportunity to work across various functions including Risk Management, Credit, Audit and Business origination. My stint with Audit was a global function, where I was required to travel up to 50% of my time, to various geographies and countries. Most of these roles were in leadership positions, during periods of transformation and rapid change. I had the opportunity to work in close collaboration with the Singapore and Hongkong Regulators which gave me good insight into how those markets were regulated and how regulation was evolving.

In 2016, I decided to come back to Sri Lanka and undertook the role of Head of Corporate Banking, People's Bank, a large state bank. Moving from an international bank in Singapore to a local state bank was an enormous change but I embraced the new opportunity and felt that it would give me an opportunity to understand the local market more. This role gave me insights into the entire gamut of businesses and customer segments from micro finance, SME to private corporates and SOEs across regions and towns across People Bank's over 700 branches and service centers. It also gave me a good understanding of how Central Government, Treasury and public administration works.

The international exposure coupled with the local experience has helped me tremendously in the current role. Working with an international bank and a good understanding of the global framework and benchmarks is invaluable in sharing those best practices with a local bank. The strong knowledge of Compliance, Risk, Audit and Governance is especially useful for someone undertaking a role of a Chair of a systemically important local bank. The global network of Banker contacts that I have built up is also proving to be very useful.

# RING THE BELL FOR GENDER EQUALITY!



The Sri Lanka Institute of Directors Chairman, Faizal Salieh, speaking at the Ring The Bell for Gender Equality event held at the Colombo Stock Exchange on 7 March 2022 said " Today the Bell tolls for all women in the world of work, business and society. Women do matter and for sure they are getting better and better in every sphere of activity. The Bell also tolls for all those men who continue to champion the progression of women into higher executive management and into the Boards of companies. The Bell is also a grim reminder to those

men who are yet to step out of their traditional mindset and reach out to welcome more women as equal colleagues in the boardroom."

Salieh said that just as much as there is a sound business case for good corporate governance, there's also a sound business case emerging for more competent women to get on Boards. "The men in our boardrooms should take heed of this business case and embrace the female value proposition."

He said that SLID stood firmly committed to gender equality and inclusivity as an integral part of its larger and broader Board Diversity Agenda and is a focal point on its advocacy agenda. "Our drive for this is beyond any semblance of tokenism. Among the many forums we've created for the betterment of directors, our Women Directors Forum is dedicated to grooming and building capacity for women."

SLID works closely with the IFC, Australian High Commission, SEC, CSE and other like-minded institutions in order to increase female participation in business and company boards. "We shall do everything possible to enable companies build and facilitate this process", he said. "In this journey our companies need to facilitate and grow the supply side of competent women for higher management roles and break the traditional mind blocks and any embedded or unconscious biases that may exist in their processes when nominating and admitting directors to company boards."

The SLID Chairman urged Corporate Sri Lanka to respond to the call of the bell and come together to build better boards with better women.



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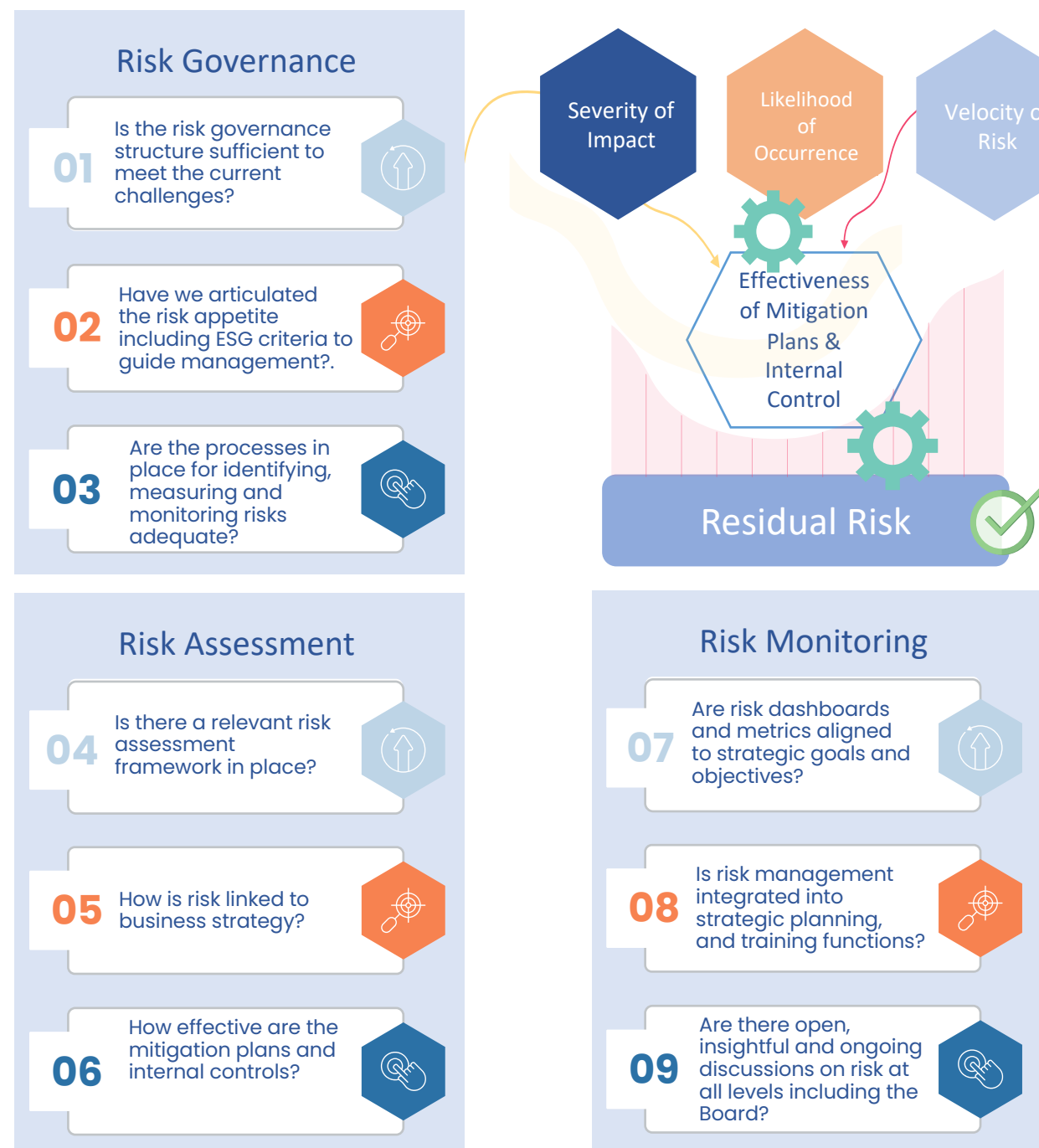
## SERIES 1

# RISK OVERSIGHT

### WHAT EVERY DIRECTOR NEEDS TO KNOW



Risk management continues to gain prominence on the Board agenda as Boards focus on building more agile and resilient companies. Boards play a critical role in guiding management and holding them accountable for the identification, measurement, monitoring and management of key risks.



This is part of a series developed by The Sri Lanka Institute of Directors to strengthen corporate governance. For inquiries on membership, activities and training, please contact the Secretariat on e;[ops@slid.lk](mailto:ops@slid.lk) t:0779485210





# Cyber Security for Board Members



**Mr. Madu Ratnayake**  
Chairman  
Co-Founder Scybers

The Innovation and Technology Committee of The Sri Lanka Institute of Directors (SLID) organized a timely webinar titled "Cybersecurity: What Company Boards Should Know" for its members recently to enhance their knowledge on cybersecurity, a threat that is targeting businesses in an increasingly online world. Nuwan Perera – Chairman of the SLID Committee for Innovation and Technology introduced the keynote speaker Madu Ratnayake – Chairman & Co-Founder of Scybers, a global cybersecurity consulting & managed services company, Board member of SLCert, formerly at Virtusa, Independent Director of HNB, and former Chairman of SLASSCOM as

a top professional with deep expertise in digital transformation, cybersecurity and building high performing global teams in high tech and financial services companies.

In his keynote, Madu Ratnayake said that digital adoption is accelerating due to COVID and that there is a significant number of digital services in the market since most companies are taking their companies digital which are accessed by more and more people. "If one looks at the threat landscape in the data breach space, there is a significant increase in cyberattacks. It is not unique to a few companies it is happening across the board in various forms. Cybercriminals are getting more advanced using tools such as AI to carry out their attacks, and hacking has become an industry or business by itself with companies providing various attack services including Ransomware-as-a-Service with increasing rewards. Add to this a severe shortage of skills in cybersecurity and technology estimated at 1.8 m vacancies, it's a perfect storm into which you are launching in a paper boat. It is in this context that you as a Board member and business leader should look at this situation and make sure you navigate the storm and safeguard your business with what is available".

He said "It takes on average 287 days to identify and contain a data breach with almost 90% of the attacks happening due to lapses in basic cyber hygiene and companies become victims of "keeping their backdoor open" by not patching their infrastructure, fixing vulnerabilities etc. In relation to targeted attacks, which can be organized crime or nation-state, nothing much can be done to defend. In

such a situation, your strategy should be to limit the impact. A data breach or attack will occur at some point in time".

Providing a framework to drive the conversation at the Board level, he said that cybersecurity is the protection of confidentiality, integrity, and availability of data, and the safest way to look at cybersecurity as a Board member is to treat it as a risk no different from any other business, technological or financial risk. To reduce the likelihood of a cyberattack, you need to avoid being a target of an opportunity by understanding what you need to protect, implementing good cyber hygiene, and adopting the right security architecture comprising of people, principals, and platforms. To reduce impact, you need to assume a breach and build resilience such as encrypting your data, and data backups that need to be tested often. To reduce exposure, the blast radius needs to be reduced by building capabilities to detect and act fast and consider insurance.

"The conversation should also consider balancing the investments in the defense and resilience and needs to be addressed in the discussions with your CISO and security team. In today's context of WFH, cloud infrastructure, use of SaaS systems, modern cyber protection methodologies such as zero-trust, 2FA architectures are preferred against the older castle-and-moat security implementations which are no longer a working model" he added.

A Q&A session followed the keynote address in which the audience was able to obtain direct responses and clarifications to their concerns on cybersecurity.

# The Corporate Governance Framework under the New SEC Act



**Mr. Ravi Abeysuriya**  
Director  
Candor Group/Seylan Bank  
PLC/HNB Assurance PLC



**Dr. D.C. Jayasuriya PC**  
Former Director General & Chairman  
Securities & Exchange Commission  
of Sri Lanka



**Dr. Harshana Suriyapperuma**  
Former Director Corporate Affairs  
Securities & Exchange Commission  
of Sri Lanka



**Mr. Reyaz Mihular**  
Managing Partner  
KPMG Sri Lanka



**Mr. Murtaza Jafferjee**  
Chairman – Advocata Institute  
CEO – JB Securities Ltd

The provisions that are now being ratified by the regulators, within the freshly drafted SEC Act, behoves all constituents directly involved in the functions of a listed Company, to strictly abide with those regulations and laws, according to Dr. Harshana Suriyapperuma, Former Director Corporate Affairs of the Securities and Exchange Commission of Sri Lanka. This webinar arranged by The Sri Lanka Institute of Directors [SLID], and moderated by its Director Mr. Ravi Abeysuriya, on new mandatory Corporate Governance Rules that are yet to be published was a precursor for all Directors and prospective Directors, Company Secretaries and Auditors of listed companies to be fully conversant with the new Rules.

The new Corporate Governance rules that are being drafted will not only apply to listed companies but extend to the management of un-listed companies such as subsidiaries and associate companies of listed entities. Therefore, will impact all commercial decisions undertaken by such company's

management, and Directors who serve in subsidiaries and associate companies of listed entities are obliged to be vigilant that they abide by the rules.

Structuring and more importantly effectively implementing a comprehensive governance framework across the listed company is therefore imperative to reduce overall impact and liabilities arising from regulatory non-compliance. The penalty per offence that will be levied by the regulator will be LKR 50 million and could even result in each of the Directors having to pay a sizeable penalty. Non-awareness of rules is no plea.

Dr. Harshana Suriyapperuma elaborated on some of the key Corporate Governance concepts that would be applicable to PLCs, Directors, and other stakeholders. The requirement that Board meetings must be conducted with regularity, and information must be communicated effectively as to what decisions are taken. Furthermore, it is mandated that Directors must attend meetings and their failure to comply, with

avoiding or missing a specific consecutive number of committee meetings, will result in the position as having been vacated. Some concepts that are pending refinement are specifies on segregation of the roles of CEO & Chairman and the role played by Independent Directors (and Chairpersons) where they are to conduct at least one meeting per year without the presence of Executive Director, in order to ensure that transparency in all decision making.

Dr. D.C. Jayasuriya PC, a former Chairman of SEC, pointed out that the concept of 'Corporate Governance' per se is not a legal concept; however, where a law incorporates a code of conduct or enables such a code to be drafted such code (once drafted and duly adopted) would have the force of law. There can be multiple sources of Corporate Governance. He referred to several provisions in the new SEC Act which gives rise to obligations to follow basic norms of integrity, honesty, fairness, absence of conflict of interest etc. Issues such as 'conflict of interest' on the part of an individual Director of a company and how the Board will handle such, and what is incumbent on the Company Secretary about the discussions where conflicts of interest arise were described.

Since a listed company has its capital input provided by investors, the onus and responsibility devolve upon the Directors of such a company to make certain that all information as regards to the company's business and conduct is available at any time. Riyaz Mihular, Managing Partner of KPMG Sri Lanka observed that, 'fairness and transparency, and the assurance that all those who have contributed their money to a listed company have their interests guaranteed within a completely transparent corporate governance structure' is important. Regulators wish to ensure that the market remains 'free', and a 'free-market' does not imply that there is the freedom of the wild-ass that should accrue.

'Fit and Proper' assessment for nominating Directors to listed companies must be a robust procedure overseen by the SEC and other allied agencies. All non-executive Directors, be they local or foreign, will bear the same burden of liability within a company, and there is no virtue in an individual boasting about holding Director posts in many companies. Additionally, there are practical challenges devolving upon a single person holding several such posts, since a Director has to also be members of committees in a company and attending to multiple commitments cannot usually be supported by a single individual and also be expected to meaningfully engage in the business of proper governance.

Murtaza Jafferjee, Chairman, Advocata Institute/CEO - JB Securities Ltd observed that Boards comprising

individuals need to be effective in their collective effort; at the same time, there is a definite cultural nuance in Sri Lanka that could and has come into play at Board level. Occasionally there is a sense of 'Tribalism', and that sort of baggage could manifest itself in the Board room. He felt that such trends or tendencies ought to be considered when prescribing rules. The ideal is to have an adequacy of number of Independent Directors, paying greater heed to the successful conduct of the overall business of the company. He was firmly of the stand that there must be a separation of the roles of CEO and Chairman. It does not have to be an Independent Chairman/Leader, but the person nominated must not be subservient to the CEO but be able to function as 'Leader'. The best person to lead the Board is one who elicits respect from the others on the Board, and one who can foster honest evaluation and feedback in making adjustments along the way.

It is recommended that there be a Board charter and a clearly defined code of conduct where compliance is not only expected but mandated, and requiring these rules are to be clearly defined. Equally important is a 'Succession plan'. Managing and leading an organization is complex, and there cannot be a loose idea of someone arriving to serve on the board with insufficient exposure to the workings of that business, rather, there is stricture insisting on knowledge, insight and complete comprehension of the whole 'system' that defines the existence and work of a company.

Another systemic recommendation is that the ability of a majority shareholder to 'block' the appointment of suitable persons to serve on the Board and thus ride over the votes by shareholders, be curtailed. And this impinges on the legislation regarding the quantum of voting and non-voting shares that is supposed to be maintained. Ideally, there should not be a two-class system pertaining to voting rights.

Dr. Suriyapperuma, further commented that time be allowed for these new proposals to be brought into force. Matters that were initially listed as voluntary, are now going to be mandated. There are factors that still need refining. Are there to be rules regarding the age of nominees and the time that they are to serve in Boards to be mandated? He emphasised that the Regulator must be in the role of facilitator, not as a supervisor for insisting on implementation for its own sake. What is best for the company will be known by the Company's Directors and will not be fully understood by the Regulator. In the overall, with the changes in the marketplace and the methods of doing business evolve, there will be constant need of review and restructure. Therefore, the principles contained in the new SEC Act are an index of the need to 'move on' with the needs of the times.



# The Sri Lanka Institute of Directors (SLID) and KPMG host 24th Audit Committee Forum on the theme

## “Evaluating a Future Fit Finance Function”



The unprecedented challenges that arose in the post COVID-19 era has continuously posed questions on the role and responsibilities of audit committees on a global scale. The demanding times such as this has increased the expectations of Board Audit Committees (BACs) from the finance function. The evolving expectations from the finance function paves a way forward for the transformation of the finance function to benefit the Board of Directors (BODs) inclusive of the BACs.

With the theme set on a future fit finance function to aid better oversight of the BACs, the panelists presented their ideas on different topics related to how a finance function should transform to be future fit. Panelists for the evening were Aruni Goonetilleke

(Chairperson – Hatton National Bank PLC), Salinda De Silva (Asia Business Unit – Finance Head: McDonald's Operations), Nishan Walgampaya (Group Director – Finance Operations: MAS Holdings) and the session was introduced and moderated by Suren Rajakarier (Partner – Head of Audit: KPMG in Sri Lanka)

The session commenced with Suren sharing his insights on the transformation of finance function to benefit the BACs. In his introduction, he highlighted some of the key areas of discussion for the session. Some of them were:

- Why should a finance function be future fit to assist BACs? And what are the expectations of the BACs from the finance function?
- Evaluation of the finance function for the benefit of BACs.
- Transformation of finance function to assist BODs and BACs.

- Transformation of finance function from a Business Support function to a Business Partnering function.

He emphasized on how the finance department needs to evolve from being descriptive to a more predictive and self-learning function, why data is important, but talent management is just as important, and finally why CFOs need to start thinking like venture capitalists whereas venture capitalists spend money on high growth potential businesses and processes.

Nishan shared his views on MAS Holdings' "Journey to a Future Fit Finance Function". As stated by Nishan, the journey consisted of three key pillars, namely: Long Term Strategy, People & Processes, and Technology. He also emphasized on the need to leverage untapped technologies as a long-term investment that finance functions

need to commit to in order to enable a future fit transformation.

To conclude the presentation, Nishan shared the basic aims of being a future fit finance function. The key aims were to increase efficiency and cost effectiveness, become a better business partner, and maintaining integrity of financials and governance. In supporting this transformation, BAC should ask challenging questions on maintaining the integrity of financial reporting, understand the talent strategy, changes to the processes and controls, and consistently monitor progress of the transformation.

Salinda shared his views on what the McDonalds group was able to achieve by transforming their finance function. He said, to be forward looking as a finance function it is important to inculcate a growth mindset, clear vision in terms of financial risk and most significantly brand risk. These elements create a culture driven to transform in demanding times.

Ensuring that the company's human capital is ready for the evolution through value-based training and development is critical for success he said and Creating a culture of transparency, good governance, accountability and change anticipation are also fundamental in driving change.

Aruni provided the audience with her experience and expectations of the finance function from the financial services sector. Some of the key takeaways were:

- In navigating the current business complexities, the finance function should expand beyond the traditional scope of budgeting, financial review and regulatory reporting to facilitate strategic alignment across the enterprise.
- Boards and BAC expect CFOs to look beyond internal factors at external risks and competitive threats and provide input in formulating competitive strategies.
- With the increasing focus on digitalisation, finance functions have to play a key role in enabling a data driven culture and utilise modelling and analytical tools to provide real-time insights to the Board.
- CFOs should also ensure that non-financial performance indicators including socio-economic impacts and environmental footprints are measured, monitored and reported to the Board.
- The finance function should play the role of a collaborator, working with other functions in designing an optimal business model that generates sustainable returns to all stakeholders.
- Boards and BAC should ensure that the company adds new capabilities to the finance function, including data scientists and data analysts.
- ESG (Environmental, Social and Governance) factors should be considered in KPIS in order to ensure long-term sustainability of the Corporate.

The final item of the agenda was the panel discussion and the key points discussed to improve governance were:

- The Finance team should take measures to ensure the conciseness and the clarity of information that is presented to the BAC. Efforts are made to present information visually, graphically and in summarised form to increase understandability. Effective dashboards are recommended.
- Boards are reluctant to commit to the investment required to drive integrated automation. This has been a key challenge in banks, which typically operate several legacy systems. New investments are directed mainly towards customer-facing processes, while back-end systems remain outdated and not fit for purpose.
- To recommend new systems or a transformation process and to obtain approval, it is important to demonstrate the business case for such investments with customer-driven data and research.
- Insufficient time allocated to BACs to discuss key matters. It is important to frame the agenda based on value-adding discussions which should also be supplemented with regular reporting to the BAC.
- While the finance function has to evolve, a similar transformation should happen at BAC where Directors engage in the assessment of broader risks. Internal audit should also be risk-based, which in turn would provide a solid starting point for BAC to improve controls over financial reporting.

SLID has been at the forefront of corporate governance in Sri Lanka bringing together the largest community of Boardroom Leaders comprising of Directors representing the private and public sectors in Sri Lanka. The Institute is committed towards creating "Better Directors, Better Boards and Better Companies" through its 'best in class' Board Leadership training and wide range of Forums and Committees focused on key areas of corporate governance. In line with this commitment SLID has partnered with KPMG by way of a MOU to use KPMG's Audit Committee Institute to build better audit committee governance in Sri Lanka.

KPMG's Audit Committee Institute is committed to providing valuable insight via discussions with BACs in delivering practical experiences, resources, and exchange knowledge to continuously improve financial reporting and audit quality and is also focused on bringing about emerging technologies that need to be leveraged to overcome challenges in dynamic ecosystems. KPMG Sri Lanka along with The Sri Lanka Institute of Directors facilitate the Audit Committee forum which seeks to bring together Audit Committee Members to discuss key issues and challenges in a way that is meaningful and relevant to them and helps them become more effective in their roles.



## WOMEN DIRECTORS' FORUM

# Women Directors Forum unveils new initiatives

The Women Directors Forum (WDF) of The Sri Lanka Institute of Directors (SLID) will launch its "Women on Boards" Training Program and an e-Directory of Board and Board-Ready Women, to commemorate International Women's Day this year.

The "Women on Boards" Training Program will help develop a strong pool of Board-ready women Directors and ensure a female leadership pipeline in listed, unlisted, public and private corporate entities in Sri Lanka. The Forum will also launch an e-Directory featuring SLID female members who are Directors of Boards as well as Board Ready Women possessing extensive experience.

Launched in 2019, the WDF was instrumental in taking forward SLID's agenda to encourage diversity on Boards which resulted in the inclusion of progressive gender quotas in the budget presented by the Minister of Finance in 2019. The Forum also partnered with IFC on the first global training for IFC's Women on Boards and Leadership Program.

SLID Chairman, Faizal Salieh stated, "The Women Directors Forum is dedicated to building capacity for women Directors as well as grooming and sharpening the knowledge and skills of aspiring directors for Board positions. It is one of our principal forums through which we are contributing towards gender equality and inclusivity."

Commenting on the launch of the two initiatives, Aroshi Nanayakkara – Chairperson of the Women Directors Forum stated, "The Sri Lanka Institute of Directors through its Women Directors' Forum has pioneered many firsts in Sri Lanka including the launch of the WDF in 2019, the first forum dedicated to facilitating networking among women Directors, the progressive quota into the Budget of 2019 and the launch of international Women Corporate Directors (WCD) Chapter last year. The Women on Boards Training Program is yet another first and we are proud to be working towards enhancing the pool of women who will drive the future growth & potential of our beautiful country."

The Sri Lanka Institute of Directors since the year 2000 stands at the forefront of corporate governance in Sri Lanka bringing together the largest community of Boardroom Leaders comprising of Directors representing the private and public sectors in Sri Lanka. The Institute is committed towards creating "Better Directors, Better Boards and Better Companies" through its 'best in class' Board Leadership training and wide range of knowledge and skills building programs.

Annual Sponsor of the Women Directors Forum is Sampath Bank PLC and the Exclusive Business Magazine Partner – LMD.

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# SECRETARIAT NEWS

The Sri Lanka Institute of Directors is pleased to announce the list of participants who have successfully completed the Board Leadership Director Certification Program

## Graduate Members

**Ms. Ashani Jayasinghe**  
Director, Antler Group of Companies

**Ms. Aruni Siriwardene**  
Director/Co-founde, Advik Consulting (Pvt) Ltd

**Mr. Chanitha Rathnayake**  
Director, Sathuta Builders (Pvt) Ltd

**Mr. Janaka Kumarasinghe**  
Executive Director, Kent Ridge (Pvt) Ltd

**Mr. Niro Cooke**  
Group Director, The Capital Maharaja Organisation Ltd

**Mr. Ravi Ratnasabapathy**  
Director, Auto Drome

**Mr. Ricky Barnett**  
Director, Hayleys Energy Services Lanka (Pvt) Ltd

**Ms. Ruvini Kariyawasam**  
Director - Corporate Affairs, Perera & Sons Bakers (Pvt) Ltd,

**Mr. Ruwan De Silva**  
Managing Director, Sripalie Contractors (Pvt) Ltd

**Mr. Saad Mansoor**  
Chief Financial Officer, Linearsix (Pvt) Ltd

**Mr. Udaya N. Sirisena**  
Chief Logistics Officer, Business Insource Lanka (Pvt) Ltd

**Mr. V. Sivakumar**  
Chief Financial Officer, Business Insource Lanka (Pvt) Ltd

**Mr. W.A.T.I.P. Jayathilaka**  
Managing Director, IJVR (Pvt) Ltd

**Mr. Tharindu Atapattu**  
Chief Executive Officer, Swisstek Aluminium Limited

## Certified Participants

**Ms. Anoma De Silva**  
HR Consultant, KBSL Information Technologies Limited

**Ms. Ashani M. Jayasinghe**  
CEO & Chief Business Officer – DT, Just In Time (Pvt) Ltd

**Mr. Chrishan Fernando**  
Director, Sales, Fiserv Sri Lanka

**Ms. Dalrene Thirukumar**  
Company Secretary, Sri Lankan Airlines

**Mr. Damith Pallewatte**  
Deputy General Manager Wholesale Banking Group, Hatton National Bank PLC

**Mr. Dhashma Karunaratne**  
Assistance Vice President, Aitken Spence Shipping Ltd

**Mr. Geeshan Wijenayake**  
Regional Manager, BoardPAC (Pvt) Ltd

**Mr. Monroe Jayasuriya**  
Deputy Director, LEADS

**Mr. Krishantha Fernando**  
SL. General Manager, Sri Lanka Convention Bureau

**Ms. Niloo Jayatilake**  
Head of Investments, Softlogic Holdings PLC

**Ms. Prasansanie Mendis**  
CEO, NDB Securities (Pvt) Ltd

**Ms. Tamara Bernard**  
Assistant General Manager, Commercial Bank of Ceylon PLC

**Mr. Thusara Ranasinghe**  
Deputy General Manager, AIA Insurance Lanka PLC

**Mr. Inok Perera**  
Senior Relationship Manager - Branch Credit Management, DFCC Bank PLC

# SLID launches its Family Business Forum



The Sri Lanka Institute of Directors (SLID) launched its Family Business Forum recently via the virtual platform aimed at inculcating sound Board leadership and good governance practices in family-owned businesses.

In his opening remarks, SLID Chairman Faizal Salieh said "We at SLID recognize the presence,

growth, and importance of family businesses in the economy of our country. The formation of this dedicated forum is our response to the emerging need to support and enable directors, aspiring directors, and senior managers of family-owned businesses to sharpen their competencies through the process of knowledge, skills, and experience sharing, education, and training in the

various areas of good business governance. Family businesses demonstrate a great degree of entrepreneurial skills, spirit, passion, and drive which are essential ingredients in business and are important factors for economic growth but most of them don't survive beyond the second or third generation. "We are in collaboration with KPMG as our strategic knowledge partner in this initiative and we shall also access the global network of director institutes to bring the most up to date knowledge and information on how family businesses are transforming and transitioning in other countries" he added.

Imtiaz Eusufally, Chairman of SLID's Family Business Forum said "Family-owned businesses in Sri Lanka are the backbone of the private sector economy. Their effective governance and generational transformation can create immense value to our economy and society. There are common challenges that all family-owned businesses will face" and added, "Our objective in this forum is to be a catalyst in sharing knowledge and engaging in discussions of best practices of corporate and family governance in family businesses and addressing the business-owning families' generational transformation, leadership succession, and stewardship for the next generation".

The SLID Family Business Forum's Working Committee comprises Imtiaz Eusufally, Director of Hemas Group, Thamali Rodrigo, Partner and Head of Corporate Governance & Enterprise Advisory at KPMG, Fazal Fouz, Director of Rainco (Pvt) Ltd, and Eshan Tudawe, Director of Tudawe Brothers. Prakash Schaffer is the SLID's assigned Council member and eminent business leaders Sherard Amalean, of MAS Holdings, Ashroff Omar, of Brandix and Shiromal Cooray, of Jetwing Travels will sit on the the Advisory Committee.

Delivering his keynote address on "Building Lasting Businesses", founding director of the Thomas Schmidheiny Center for Family Enterprises, Indian School of Business, Prof. Kavil Ramachandran said that most businesses

across the world are family-controlled and that the percentage holding may vary varying from country to country. "The extent of the family in the business is different, but the destiny of any economy is driven, determined, and directed by business families. Discussion on family businesses was non-existent until about 15-20 years ago and they were considered bad, unscrupulous, and unprofessional. However, it is now recognized that family businesses are fantastic entities and that they create, support, and facilitate the growth of the economy" and added that while some family businesses flourish due to clarity of strategy, governance and practice, and professionalization where stewardship as a value is not only propagated but also practiced by the family, some suffer due to harmony and governance drifting towards hostility and destruction.

Sharing her experience in working together with family businesses through her presentation titled "Insight into Family Business and Governance in Sri Lanka", Thamali Rodrigo categorized a family business into 3 elements of family, business, and succession and said that family support for the business is a major strength in Sri Lanka which helped to successfully tide over many economic challenges and crises including the present one by taking a long-term view of the business. She added that there are 3 common misconceptions amongst families, the first being "if you own you must manage" which may be damaging to the business as well as the family and that ownership is inheritance, but management is based on capability. This leads to reluctance in professionalizing the Boards resulting in family-only Boards. The second is that the owners should accumulate wealth in the business and salary does not matter and the third is that you are an owner, and no one wants to discuss how to exit. She further said that providing clarity and managing expectations through a Governance process is important.

The webinar ended with an active Q & A session.



## BOARD SNIPPETS



The Education & Training Committee of SLID is launching a series of “Board Snippets” to present aspects of special importance to Directors in an easily digested, single page capsule.

The first in the series, on Risk Governance, is produced by Ms. Aruni Rajakarier and appears in this magazine on page 9. The series will be expanded from time to time.

SLID acknowledges the contributions of Ms. Aruni Rajakarier for her thought leadership on this initiative and Mr. Dusty Alahakoon in achieving the distinctive branding of “Board Snippets”.

## ASK THE “GURU”

By popular request **ASK GURU** column has been re-introduced. Please feel free to seek responses to any clarifications/questions you have.

*We will respond to whatever appropriate*

### Question - 1

How important is it for the Audit Committee / Board to review the assessment of impairment of investment in subsidiaries/ unquoted investments carried out by management and adequacy of provisions? Should auditors specifically comment on adequacy of the assessment and provisions?

### Answer

As per LKAS 36 – Impairment of Assets, Investment in subsidiaries need to be tested for impairment at least annually. During this assessment, the management should consider the net asset value of the subsidiary against the cost of investment. In the event the net

asset value is less than the cost of investment, the need for provision should be critically assessed taking into consideration the future profit projections of the subsidiary and the underlying assumptions.

The assessment carried out by the management and the reasonableness of the assumptions should be reviewed by the Audit Committee.

Auditors will independently evaluate the assessment carried out by the management, reasonableness of the assumptions and adequacy of provisions based on Audit materiality

As per SLFRS 9, the fair value of the unquoted shares need to be compared with the cost and tested for impairment. Given that the assessment of fair value of unquoted shares will involve judgement and estimates, the assessment carried out and the adequacy of provisions need to be

reviewed by the Audit Committee.

The auditor is expected to the review the assessments carried out by the management and conclude on the adequacy of the provisions based on audit materiality.

### Question - 2

Is it necessary for an IT specialist to be a member of the Audit Committee?

### Answer

In today's context, Digitization and Digitalization are the buzz words. This results no paper trails to follow like in the good old days. There is no point in studying or interpreting the final figures without knowing how they were arrived at. Hence an IT savy person in the audit committee is a must so that he/ she can advise that procedures and controls are in place. In-fact all or majority of the audit committee members should be conversant in IT.

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# Robust and resilient public financial management essential to manage present and future risks

Achieving the UN Sustainable Development Goals (UN SDGs) depends on the effectiveness of governments and their management of the public purse.

There are important lessons to learn from the Covid-19 crisis for governments and the resilience of their approach to public financial management (PFM), says ACCA (the Association of Chartered Certified Accountants) in a new report ***Rethinking public financial management***.

Launched to coincide with ACCA's annual ***Virtual Public Sector Conference*** (1 – 2 December 2021), the report explains that a government's ability to do anything depends on the strength of its PFM system - how it prepares budgets, obtains financing, spends money, and keeps its accounts.

And to meet ongoing challenges such as Covid-19 and meeting the UN SDGs, it's essential that governments have the right, skilled people in place to do this very necessary work.

Alex Metcalfe, ACCA's head of public sector and co-author of the report explains: 'It's a significant risk to a government's success if it doesn't have the right number and quality of public finance professionals. To benefit from their improved PFM systems, governments may need to make a significant and sustained investment in their PFM systems, and also in competent public finance professionals who will advise on future decisions.'

Gary Bandy, a PFM specialist and co-author adds: 'Financial management is critical to the delivery of public services and sustainability of economies. The pandemic has led to lessons for governments about what did and what didn't work as well as expected. We offer recommendations for a way ahead as it would be a real opportunity missed to learn from the pandemic if governments returned to a pre-Covid status quo for their PFM arrangements.'

The report sought views of 1,500 ACCA members and affiliates globally, asking them how they felt governments responded to the Covid-19 pandemic and how PFM must now evolve to deal with future crises.

Respondents also said that the four most commonly faced challenges by governments were:

- responding to the financial needs of individuals and businesses (45%)
- being able to transition to remote working (42%)
- having the necessary technological/digital capacity (42%)

- maintaining accountability and transparency of government spending (41%)

Respondents in North America, the Middle East and Western Europe were much more positive about the effectiveness of their public sector institutions than respondents from other regions. Looking at sectors, public sector respondents – 62% – were much more likely than those in the private or not-for-profit sectors (42% and 37%) to agree that their government had made an effective response to the pandemic.

Respondents offered three main areas for development of PFM:

- improving transparency and accountability of government spending
- better prioritisation of resource allocation, and
- intensifying the focus on risk management

Relatively few respondents included tracking climate change as one of the top priorities for development, but governments must rebuild and manage the public finances in a way that contributes to the climate challenge.

Alex Metcalfe concludes: 'There isn't a one size all approach tackling the challenges, and each government will have its own fiscal and economic issues to solve. The path to return to the new normal will be different because each government is in a different place as a result of its Covid-19 responses. The long-term implications of Covid-19 spending - significantly increased government debt or other liabilities in most cases - means difficult policy choices will have to be made.'



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Kushan Samararatne  
DGM, Colombo Coffee Company

The brand is what makes a product glisten in the spotlight. Living up to be an 'exceptional' brand is vital since not only should it create a lasting impression on customers, but it should also inform them of what could be expected from the business.

It's a way of standing out from the crowd and stating exactly what you have to offer that makes you the better option. A brand should always be accurately designed to reflect who you are as a company and how you want to be perceived. It is the face of the company, often appeared to be made up solely of logos and colors on the surface, but it is truly a company's full identity.

A brand's stakeholders include not just customers but also the staff. Employees are the first line of contact for every brand – the first ambassadors – and human connection is the foundation of commerce. Employees that have a positive impression of the brand will pass it on to their clients and partners. Better leadership, increased engagement, and better products and services are all possible outcomes.



It is no secret that 'The Colombo Coffee Company' skilfully ticks off all the criteria in the above check-list. A brand that's recognized far and wide for being the largest total coffee solutions provider in Sri Lanka, as well as the flag carrier for Lavazza coffee; the most leading brand of coffee on a global scale. With a proven track record of over ten years of experience and more than 350 clients in Sri Lanka, it is the country's largest coffee supplier to hotels, restaurants, cafés, and workplaces.

The degree of trust that clients have in a brand determines its reputation. The more a customer trusts a brand, the better the impression of it will be, and consequently the brand's reputation will always end up stronger.

Colombo Coffee Company takes immense pride in revolving its business around the most premium coffee brands: Lavazza - one of the most important contributors to the advancement of the global coffee industry and is among the most coveted brands in the world, with a reputation for exceptional quality and diverse variety and Toscana Ceylon - a 100% locally grown coffee brand, launched by Colombo Coffee Company. Not only does it source its' coffee locally, but the brand also serves as a CSR effort, assisting rural families by providing employment to farmers, empowering women, and even assisting their children with educational needs.



"The Colombo Coffee Company believes it is our job as leaders in the local coffee industry to lift Ceylon coffee to new heights and we intend to invest in the development of the sector from scratch. We currently collaborate with coffee processors who collect only the premium quality coffee from farmers, and attempt to reach an agreement in which we'll only invest in top- quality items," Kushan Samararatne, the deputy-general manager of CCC further adds. Delivery the finest products in the market like no other, exceeding all expected standards, Colombo Coffee Company will always thrive to maintain the elite quality of its brands, continuing to make it to the top list of personal favorites – living up to its motto 'The Coffee that cares'.



The Sri Lanka Institute of Directors (SLID) recently launched its Young Directors Forum (YDF) with the aim of grooming young talent to take up positions in the Boardrooms of corporate Sri Lanka as well as in the public sector/State-Owned Enterprises. As its inaugural event, the YDF organized an online panel discussion on the topic of “Refreshing the Boardroom: In Conversation with Young Directors”. The panel comprised of Anushka Wijesinha -Economist, Independent Non-executive Director of Seylan Bank, HNB Finance, Fairfirst, Co-founder/Chairman of the Center for Smart Future, Chairman of the YDF and moderator of the panel, Ms. Annika Senanayake-Director of several listed companies and Director, Corporate Planning, IWS Holdings, Sanjay Jayawardena-Founder/Director, Spirit Kitchens, Deshal De Mel-Research Director, Verite Research and Director of several listed companies including Sampath Bank and Janashakthi, all being working committee members of the YDF together with Charaka Perera – Director/COO of Stafford Motor Company-Council Member of SLID and Council representative for the YDF.

“A fair amount of vigor goes into the selection of directors in the financial services sector and when a director is brought in, it would not be because somebody is young, but there would always be a specific skill such as risk management, finance, technology, etc. and she/he is expected to lead

eCommerce in the financial services sector” said Deshal De Mel bringing about a financial sector perspective.

“Boards are responsible for driving its business forward, keeping it under prudent control, and creating value for all its stakeholders. With digital transformation increasing complexity in business, we are looking at new skills and oversight with more companies engaging with data mining, AI, digital applications just to transform the way that they do business and provide their clientele with more digital-centric solutions. Young directors who fall into the category of millennials are digital natives, and inherently by the age factor, they have more insight and possibly exposure to the digital sphere. This enables them to provide different perspectives especially relating to the fast-moving technologies that could add value to a wide variety of industries” said Annika Senanayake expressing her views.

# SLID's Young Directors Forum

## to Refresh the Boardroom with Young Talent



**Mr. Anushka Wijesinha**  
Independent Director  
Seylan Bank PLC/HNB Finance PLC



**Deshal de Mel**  
Research Director  
Verite Research



**Sanjay Jayawardena**  
Founder/CEO  
Spirit Kitchens



**Charaka Perera**  
Director/COO  
Stafford Motor Co. (Pvt) Ltd



**Annika Senanayake**  
Corporate Planning Director  
IWS Holdings Group

“The YDF was established to provide a forum for Young Directors and future Boardroom leaders to engage their minds on topics of interest in performing their roles more efficiently and effectively. The YDF wants to reach out to directors and director aspirants of different types of companies in Sri Lanka – listed and private companies, startups, and eventually public sector SOEs as well” said Anushka Wijesinha.

Responding to a question from the moderator as to why companies are bringing young directors to their boards, panelist Sanjaya Jayawardena said that this occurs due to the need for diversity in helping companies make better decisions. “In addition to the diversity of thought, experience, background, gender, and ethnicity, age is a key element in the notion of diversity. Young Directors are better positioned to provide a fresh perspective, a fresh way of thinking and are less likely to resist change. Today we see a lot of businesses, industries going through rapid change, which has been further accelerated due to the pandemic, and we see companies recognizing the importance of looking at things through a wider lens and getting the right mix in the boardroom”.

with that skill. There is a lot of value that comes with the diversity of thoughts and the ability to bring in different perspectives. There is also an expectation that young directors would have a better grip on newer technologies or newer trends in business such as payment-related technology, fintech, and

said that youth leadership has been seen in all sectors from politics, corporate leadership, NGOs, startups, etc. and that with the rise of youth leaders in Boardrooms, young directors have repeatedly proven themselves. “The primary focus of the YDF is grooming the future Board leadership of corporate Sri Lanka. We believe that through the YDF, we can identify the needs of the younger generation and young Directors who are about to step into the Boardroom for the 1st time and develop and roll out programs that will fulfill these needs” he added.

Await an interesting line up of future initiatives by the YDF including peer networking activities, mentoring sessions from Senior Directors and Chairman and international knowledge exchange and skill building events”. For more information, contact the Secretariat via email: ops@slid.lk



# New Members



**Mr. Akmal Wickramanayake**  
Managing Director  
Pelwatte Dairy Industries



**Mr. Avishka Perera**  
Director  
Perera & Sons Bakers (Pvt) Ltd.



**Mr. Bandula Egodage**  
Chairman  
Asia Pacific Institute of  
Technology Lanka (Pvt) Ltd.



**Mr. Eshan Dias**  
Senior Vice President  
Advanced Materials &  
Chemical Engineering  
InQube Solutions (Pvt) Ltd.



**Mr. Imesh Liyanage**  
Director  
TekSek Cyber Security (Pvt) Ltd.



**Ms. Jerastin Dubash**  
Digital Lead  
Abans PLC.



**Mr. Buddhika Senanayake**  
Director  
Kanrich Finance Ltd.



**Mr. Danton  
Thambinayagam**  
Director  
Jupiter Trading Co. (Pvt) Ltd.



**Mr. Prashantha Fernando**  
Chief Executive Officer  
HNB Assurance PLC.



**Mr. Rikas Ahamed**  
Head of Operation  
A G MELCO Elevator Company  
(Pvt) Ltd.



**Mr. Ruwan Karunaratne**  
Director  
Boost Hotels (Pvt) Ltd.



**Mr. Sathananthan Sudarshan**  
Director  
Geneco (Pvt) Ltd



**Ms. Sherene Goonetilleke**  
Chief Executive Officer  
JIT Resources & Consultancy  
Services (Pvt) Ltd.



**Mr. Sutheash  
Balasubramaniam**  
Managing Director  
Bookingwhizz ISL (Pvt) Ltd.



**Ms. Trisha Peries**  
Independent Non-Executive Director  
Hela Apparel Holdings (Pvt) Ltd.



**Mr. Yohann de Zoysa**  
Director  
Associated Motorways  
(Pvt) Ltd.



**Mr. Mario Thambinayagam**  
Director  
Jupiter Trading Co. (Pvt) Ltd



**Ms. Salome Wahid**  
Manager – Site Operations  
Clindata Lanka (Pvt) Ltd



**Ms. Saruchi Dissanayake**  
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\*T&C Applied  
Offer valid until 31<sup>st</sup> January 2022 only