

most

admired  
companies

of

Sri Lanka  
2018

**AON**  
Empower Results®

**ICC** SRI LANKA  
INTERNATIONAL  
CHAMBER OF COMMERCE  
The world business organization

 CIMA™

 HEALTHIER. LONGER.  
BETTER LIVES

*Daily* **FT**  
The Empowered

**KPMG**

# CONTENT

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1. Message from Editor .....	2
2. About AON .....	3
3. About ICC .....	4
4. About CIMA .....	5
5. About Daily FT .....	6
6. About AIA Insurance Lanka.....	7
7. Aon Hewitt Research.....	8
8. Company profiles.....	17
9. Leader's profiles.....	27

# Message from Editor

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**Sandeep Chaudhary**

CEO, Aon Consulting

Having spent the last decade working closely with several businesses in Sri Lanka, I have witnessed an unprecedented growth coupled with a sense of national pride. The beautiful island nation not only boasts of its cultural dividend but also of demographic dividend. An educated, English speaking working class which is empowered and well poised to compete with the best-in-class. This backed by a strong spiritual and cultural upbringing enables a perfect culmination of values into workplace ethics. Sri Lankan economy is beautifully primed for its next phase of growth. The young, ambitious and educated workforce, coupled with strong Sri Lankan expats bring in rich, diverse and globally competitive leadership skills. These together carve a promising vision and approach to fuel growth.

The Government of Sri Lanka realizes how essential the Skill Development Program is to its Economic Development plan. It is encouraging to see the effort being put into expanding the supply of skilled and employable workers by increasing access to labor market relevant and high-quality training programs. Strong leadership is more than a competitive advantage. It separates world-class companies from the rest, whether in situations of crisis or boom. There is a lot that the Island nation can learn and leverage from other developing economies when it comes to making training and up-skilling a vital constant in their growth trajectory.

In the current environment of confidence, business and HR leaders need to be focused on prioritizing the people agenda to maximize their chances of success. We believe the future growth of the Sri Lankan economy will rest a lot on its ability to harness human capital. As Sri Lankan organizations look towards a turning of the cycle over the next few years the focus should be on leadership development. Globally, organizations face a scarcity of the right talent and hence lay tremendous effort in building technical, functional and leadership skills aligned to the business strategy.

Since 2009, the country has made significant progress in its socio-economic and human development indicators. Social indicators rank among the highest in South Asia and compare favourably with those in middle-income countries. It's encouraging to see how the Government and Corporate are working closely to create holistic policies, supporting infrastructure; hence creating a sustainable promise that will enable creation of a world-class working environment for organizations and institutions.

Today's event is a testimony to how organizations are holistically looking at creating value across 3 P's of Profit, People and Planet. The pace of evolution and adoption of best practices by organizations in Sri Lanka across Business, Talent and Sustainability metrics is unparalleled and promises a better future for the employees, organizations, economy and the nation. I am vastly optimistic and curious to partner with all of you during this exciting phase and with the opportunity it represents for all of us.

To making Sri Lanka a better place to work!



# About Aon

## Aon India Consulting

On leaving St. Thomas' at a very young age, he could not embark on his int

Aon is the global leader in human resource consulting. We partner with your organization to measure, design, develop and deliver strategies to help you achieve business and results.

We maximize your human resource potential by helping you manage your workforce at every step of the employment life cycle.

From talent evaluation, leadership assessment, performance and compensation management to workforce planning, we support your HR strategy. We have programs and tools that identify, engage, reward, develop and motivate your people to work to their highest potential. Together, we ensure your business is in good hands, now and in the future.

## Human Resource Advisory

We partner with your organization to deliver HR strategies that help you achieve business results.

We can help your organization:

- choose the right people for your organization
- keep your employees engaged and become a Best Employer
- reward your employees effectively to drive performance
- manage your people strategies through times of organizational change or mergers or acquisitions
- ensure your retirement and benefit programs are competitive and compliant

## Human Resource Data and Benchmarking

Aon with its Human Resource data and benchmarking capabilities can help you gain a holistic understanding of how your organization compares with others in the market.

Aon Hewitt's leading research delivers analysis and fact-based into all areas of HR Management.

Our extensive data and benchmarking capabilities can help you gain a holistic understanding of how your organization compares with others in the market. Enabling you to make informed decisions in areas including:

- Remuneration and Total Rewards
- Employee Engagement
- Hiring Assessment
- Leadership and Assessment

# About ICC



## Message from the International Chamber of Commerce Sri Lanka

The International Chamber Of Commerce Sri Lanka (ICCSL) is honored to partner with CIMA to launch the first ever awards for the "Most Admired Companies of Sri Lanka. The International Chamber of Commerce is the largest, most representative business organization in the world. The Chamber has 6 million members in over 100 countries having interests spanning every sector of private enterprise. ICC works to promote international trade, responsible business conduct and a global approach to regulation through an unique mix of advocacy and standard setting activities – together with market leading dispute resolution services. In addition, ICC also specializes in world-class business and legal training and are an industry-leading publisher of practical tools for international business, banking and arbitration.

In Sri Lanka the ICC national committee has been in existence for over 60 years. The Chamber engages with the business community to promote good business practices and acts as a voice for the business community on policy advocacy. ICC Sri Lanka

also is responsible for issuing the international guarantee chain of ATA Carnets- the Customs document allowing the duty-free and tax-free temporary import of good. We are also improving the capacity of the chamber in issuing certificate of origin.

Finally, by organizing competitions to recognize successful companies with best practice, the chamber hopes to provide a platform for leaders and corporate bodies to share and, exchange insights, develop networks, address the latest business issues affecting their communities, and learn about new areas of innovation from experts.

ICC wishes to express their gratitude to all the companies who participated and who wish to showcase their companies to other practitioners so that their example will illuminate the paths to success of those others waiting in the wings to participate in the future. ICCSL also would express their gratitude to Daily Financial Times the Print media partner and AIA Insurance the main sponsor and other sponsors for supporting ICC in this national endeavor.

### **Dinesh Weerakkody**

Chairman



# About CIMA

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## Message from CIMA Sri Lanka

The Most Admired Companies of Sri Lanka Awards, jointly organised by CIMA and the International Chamber of Commerce Sri Lanka, recognize and celebrate the best in Sri Lankan business. These are the companies that have built strong reputations and are driving prosperity in Sri Lanka through the creation of long-term value.

At the heart of these and other successful businesses are finance professionals equipped with the right skills, knowledge and tools to lead their organisations to even greater success in the future.

In that future world, change will continue to be constant. Machines and humans will increasingly work together; technology will augment human intelligence. Learning will become ever-more important as the skills and knowledge we value today will be replaced by others.

### **Zahara Ansary**

Country Manager

Informed by our Future of Finance research, CIMA – and our Association with the American Institute of CPAs – are providing resources to prepare this and the next generation of management accountants for this profound shift.

By driving better decision-making in companies, CIMA qualified professionals with the CGMA designation are continuing to contribute to the success of the best companies in Sri Lanka, Asia and across the world.

We wish to offer our heartiest congratulations to the award winning companies on their outstanding achievements.

# About Daily FT

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## Message from Daily FT

The Daily FT, which is Sri Lanka first and only national daily economic and business newspaper, is pleased to be associated with the first ever Most Admired Companies of Sri Lanka Awards initiative of the Chartered Institute of Management Accountants (CIMA) and the International Chamber of Commerce (ICC) Sri Lanka.

A credible Awards scheme to recognize the most admired companies of Sri Lanka has been a long felt need hence the ground breaking endeavor by the CIMA and ICC Sri Lanka is highly commendable. It will encourage the private sector which has been playing a critical role in the socio-economic development of Sri Lanka.

The Daily FT has been championing the greater need to celebrate outstanding entrepreneurship and companies in Sri Lanka as it is the private sector which can lead the country to be more equitably prosperous. The opportunities and challenges ahead are many but awards of this kind will certainly inspire the collective and socially responsible private sector to do more and better.

### **Nisthar Cassim**

Founder Editor and Chief Executive  
Daily FT



# About AIA Insurance Lanka

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**HEALTHIER, LONGER,  
BETTER LIVES**

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## Message from AIA

As part of Asia's leading insurance group, AIA Insurance is keen to promote a corporate culture of business excellence, pursued in a sustainable and ethical way. That is why AIA Insurance is proud to be the Platinum Sponsor for the coveted 'Sri Lanka's Most Admired Companies Awards 2018', jointly organized by the Chartered Institute of Management Accountants (CIMA) and the International Chamber of Commerce Sri Lanka (ICCSL).

As a key player in Sri Lanka's corporate sphere, we take great pride in being associated with an event of this nature, which seeks to recognize and reward excellence and business ethics. As the second largest insurer in the world, AIA endorses international standards of excellence in business and enduring elements of successful business organization. In this light, we are delighted to be a part of this effort to recognize honesty, and integrity in Sri Lanka's most reputed corporates.

With over three decades of experience doing business in Sri Lanka, AIA Insurance is intimately familiar with the country's corporate landscape and are respectful of companies that succeed financially, but more so, through sustainable and ethical value creation. It is our absolute pleasure to be a part of recognizing such companies on their admirable performance and contribution to the local economy.

I extend my sincerest congratulations to Sri Lanka's Top 10 Most Admired Companies for 2018 and have no doubt their strong reputations and work ethics will inspire other organizations and entrepreneurs.

### **Pankaj Banerjee**

Chief Executive Officer





# Aon Hewitt Top Companies for Leaders<sup>®</sup>

## Research Highlights

### Leading Into the Next Frontier

Economic, technological, regulatory, and social challenges across global boundaries have come together to form a “perfect storm” of volatility, uncertainty, chaos, and ambiguity (VUCA). Despite a recent upturn in the economy, the environment in which organizations operate is increasing in complexity, presenting new challenges—in uncharted territory—for organizations to navigate.

In the face of this VUCA environment, an unrelenting focus on talent and leadership is how top companies stay on top. In fact, this focus is in their DNA. The outstanding companies identified in the 2014 Aon Hewitt Top Companies for Leaders study were found to have the edge that supports and enhances leadership—and leads to great organizational performance. We’ve identified what makes up the distinctive top companies’ DNA—and these traits are “The 2015 Imperatives.”

### Top Companies’ DNA



### What is VUCA?

A “perfect storm” of volatility, uncertainty, chaos, and ambiguity (VUCA).



## Top companies...

1. Have self-aware leaders who understand their personal strengths and weaknesses, and use this information to become more effective leaders of others.
2. Build resilience in their leaders through stretch experiences, encouragement and support for taking risks in innovating, learning from failing quickly, and exposure to multiple perspectives and ideas.
3. Identify and build engaged leaders who connect strongly with their people, who connect their teams more strongly with the organization's purpose and mission, who are both mobilizers and stabilizers, and who are ambidextrous influencers who can appeal as needed both to minds and to hearts.

## The Discipline of Assessment

A disciplined and fact-based approach to assessment is fundamental to Aon Hewitt Top Companies for Leaders.

Assessments allow leadership to:



“The ‘Developing Leaders’ process (for high-potential employees) moves talent through a one-day assessment by senior company executives, a two- day classroom session on interpreting 360 results and leadership skills, and creation of a professional development plan complete with mentor assignment, coaching, growth assignments, and more. The Developing Leaders process begins with the communication of high- potential status, [then] moves into the aforementioned assessment, feedback and creation of an action plan. Process includes regular follow-up with the talent’s manager and HR manager.”

–Sonoco

Top Companies Use Varied Assessment Techniques	360-degree feedback	Competency-based assessments	Personality assessments	Cognitive assessments	Leadership style inventories
Global Top Companies	100%	96%	84%	64%	80%
All Others	88%	85%	77%	51%	71%

**Companies that use 360-assessments have:**

**35%**

**higher relative performance in profitability when assessment conducted at mid-management levels**

**15%**

**higher relative performance in profitability when assessment conducted at senior-management levels**

Aon Hewitt Top Companies for Leaders employ full-spectrum assessment—from early career to executive-level assessment. Aon Hewitt evaluated the relationship between the use of assessments and organizational performance and found that companies that use assessments at the middle and senior manager levels had stronger fiscal performance.



The “Potential Assessment Process” of ICICI Bank takes into consideration views from various stakeholders through the Talent Management system, which records details discussed during the talent panel, the 360-degree report with internal benchmarks, and the personal profile of the employee. Middle to senior management grades are assessed by a cross-functional panel of skip-level leaders who have leadership potential (Talent Scouts). The cross-functional panel ensures balanced assessment by calibrating talent across different functions.



## The Power of Self-Awareness

Aon Hewitt Top Companies for Leaders know that a leader's ability to recognize and understand his or her own strengths and weaknesses is an integral component of leading in a VUCA world.

Self-awareness surrounds countless practices top companies champion for capability development, adaptability, diversity and inclusion, and internal mobility. It is embedded in the infrastructure and culture, and starts strongly at the front line.

### Capabilities Required for Future Success

<b>Senior Management</b>	Thinks strategically, Leads teams, Supports change
<b>Middle Management</b>	Leads teams, Thinks strategically, Supports change
<b>Front-Line Management</b>	Leads teams, Supports change, Takes initiative



Self-aware leaders are on a continuous journey of discovery, seeking clarity on their own behaviors and how their actions impact peers, customers, and the bottom line. They ask questions like:

- How can I leverage my team to help fill my own gaps?
- How am I leading through change?
- Am I celebrating others' success more than my own?
- When I fail or lose step, how open am I to my own faults?
- Am I really appreciating the power of inclusion and the importance of differences and diversity?
- Am I letting great talent flourish or am I holding others back to protect my own interests as a leader?



“There is a comprehensive ‘Talent & Organization Assessment’ conducted every 2-3 years to identify strengths and opportunity areas in line with business priorities. The output then forms part of the annual HR planning exercise and is signed off as part of the HR strategy. Line leaders take full accountability of the action plan that impacts their teams and the larger organization and play a key role in making a difference. What works well for them is within the overall framework, they are given all the space they need to exercise their own leadership style. There is no ‘one-size-fits-all’ approach.”

– **Global Aon Hewitt Top Companies for Leaders organization; Household and Personal Products**

Companies are becoming more aware of the inevitable shift in the pace of change, the talent skills required, and the need to be able to fill positions with ready talent. Leaders must be open to understanding the impact their unique strengths and development areas have on achieving objectives, and the specific adjustments required to drive business forward.

### Top Three Talent Challenges Impacting Business Objectives Over Next 1–3 Years

1. Insufficient number of ready-now leaders
2. Change in demand for talent and skills required for success
3. Pace of talent development does not match the speed of growth initiatives

## The Impact of Resilience

Aon Hewitt Top Companies for Leaders embrace the 80% rule, where tremendous success comes from a relative few. They try new things and accept the notion of “failing fast.”

Top companies understand the importance of building resilience through:

- Stretching people in challenging assignments
- Encouraging adaptability to changing market demand
- Cultivating a culture where appropriate risk taking is valued and supported

“The six pillars of leadership behavior the company wants leaders to embody: (1) ability to make use of both left and right brain; (2) multipliers of passion, energy, and sense of ownership; (3) ability to manage fear and leverage failure; (4) mindfulness in the age of distractions; (5) global mindset, openness to changes; (6) comfort with ambiguity, and creating a culture of trust.”

—Mahindra & Mahindra

## Development Opportunities Offered to All Leaders

	Global Top Companies			All Other		
	Senior	Middle	Front-Line	Senior	Middle	Front-Line
Developmental assignments	80%	76%	64%	52%	51%	37%
Special projects/teams	68%	72%	64%	46%	57%	44%
Leaders serving as teachers	80%	76%	56%	40%	42%	34%
Corporate philanthropy exercises	68%	72%	72%	38%	40%	36%
Cross-cultural awareness training	72%	76%	68%	34%	38%	36%

“General Electric uses an Integrated Learning approach to leadership development using programs that infuse logic and linear thinking with spontaneity and creativity, drawing upon a range of disciplines. Their goal is to build adaptive leadership capable of navigating uncertainty through a process of mindfulness and reflection. This comprehensive approach elevates and honors the human dimensions of the leadership journey—learning styles, personality traits and passions—to help participants connect who they are to how they lead.”

—General Electric



### Top companies know:

- When leaders build resilience, the organization benefits from an inclusive culture where diverse perspectives are heard and considered
- Resilient leaders act with greater fluidity and confidence in new frontiers. They recover quickly, and learn from setbacks to build on business success

### The Aon Hewitt Top Companies for Leaders seek leaders who can:

- Recognize mistakes and learn from them
- Adapt well and articulate a clear vision for the future
- Dig into their surroundings to uncover what's driving challenges
- Collaborate and build a sense of optimism
- Identify the importance of leading people

## The Shape of Engaging Leadership

Aon Hewitt Top Companies for Leaders see engaging leaders across all ranks fostering and building an engaged workforce that builds the organization's employment brand, exerts high levels of discretionary effort and skill, and remains with the organization to provide stability for core capabilities.

### Engaged Leaders Set the Tone and See Results

■ Global Top Companies

■ All Other

Our organization has a strong reputation in the marketplace for cultivating talent

100%

73%

Our leaders have a strong reputation internally for cultivating talent throughout the organization

100%

66%

Leaders are formally held accountable for employee engagement

84%

70%

Leaders receive coaching and development on skills and behaviors to engage others

96%

70%

We have a strong group of leaders who create high engagement levels among their direct reports and others they interact with in our organization

96%

68%

Employee engagement levels have risen since last review

83%

62%



Engaging leaders are:

- **Mobilizers.** Embrace change and look for ways to transform people, practices, policies, and processes to exploit opportunities for enhancing organizational effectiveness
- **Stabilizers.** Calm the waters, maintain optimism, and overcome skepticism in the face of the stresses that accompany change
- **Ambidextrous.** Beyond multitasking, the ambidextrous leader can appeal to both the rational and emotional sides of stakeholders, finding solutions that benefit all involved

Engaging leaders give the businesses the drive strategies and forecast road bumps that could break their businesses. They articulate their organization's larger picture in a way that draws followership and motivates teams to become part of that success, and provides the safe and purpose-driven environment that maintains engagement.

"At John Deere we believe that leadership is about creating a vision that drives engagement. Leaders are carefully developed to understand the larger picture and to communicate a vision to all key stakeholders, especially your employees and customers. Effective leaders are actively engaged with their employees rather than simply managing people. Leaders give employees autonomy, are conversational, create mutual trust, and clearly align objectives to our strategy. Leaders must earn followership."

– VP of HR, Deere & Company



## Conclusion

Aon Hewitt Top Companies for Leaders build cultures that embody the comprehensive and consistent leadership practices to build the talent required in today's (and tomorrow's) VUCA environment. They get key practices right while continuing to raise the bar to anticipate what's around the bend:

- Visible CEO and board of directors' involvement. They have a passion for leadership development and invest in face time, coaching, and mentoring
- Business strategy clearly aligned to talent strategy. HR and leadership practices intentionally support the execution of business strategy
- Comprehensiveness and depth of leadership and talent programs. Programs are varied and build in the active involvement of senior managers
- Leadership mindset matches today's complex environment. Leaders are adaptable, innovative, resilient, entrepreneurial, and employee-centric
- Leading with purpose. Sustained results are bigger than the efforts of any one individual. The team, organization, and communities are top of mind in day-to-day work.

### It's rooted in their DNA.

Aon Hewitt Top Companies for Leaders know the power of a robust pipeline of resilient, engaged, and self-aware leaders for stronger financial performance, greater sustainability against future challenges, and a stellar internal and external reputation that continues to attract and retain the very best talent. How does your organization stack up?





# Most Admired Companies



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Name of the Organization	: <b>Aitken Spence PLC</b>
Year Established	: <b>1868</b>
Chairman	: <b>D.H.S. Jayawardena</b>
CEO	: <b>J.M.S. Brito</b>
Industry	: <b>Diversified</b>
Our Vision	: <b>To achieve excellence in all our activities, establish high growth businesses in Sri Lanka and across all frontiers, and become a globally competitive market leader in the region.</b>

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<b>PROFITS</b>	Turnover:	<b>Rs. 52.7 Bn</b>
	Profit:	<b>Rs. 6.4 Bn (PBT), Rs. 5.2 Bn (PAT)</b>
	EPS:	<b>Rs. 8.77</b>
	ROE:	<b>8.4%</b>
	Market Capital:	<b>Rs. 20.5 Bn</b>
	Profit per employee:	<b>Rs. 380,517</b>

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## PEOPLE

**Hiring:** Non-discriminatory practices are adopted in all vacancy advertising ; Ventured into the overseas job market and provides the opportunity of working in overseas branches

**Employee Development:** Aitken Spence Employee Development model (Professional, Managerial, Organizational, Individual)

**Performance and Productivity:** Kaizen, 5S are in practice starting at the shop floor levels

### Other highlights:

- Direct income provided for families: **13,533**
- Investment in training and development: **Rs. 47 Mn**
- 209,947 training hours across the Group and Average hours of training **15.5** (no. of hours) per employee; **200+** differently abled employees
- Female representation: **41%** in the overall workforce and **12%** in the Main Board
- **Over 60%** of the employees hired from the local community in the tourism and strategic investments sectors

Name of the Organization	: <b>Commercial Bank of Ceylon PLC</b>
Year Established	: <b>1969</b>
Chairperson	: <b>Mr. Dharma Dheera singh</b>
CEO	: <b>Mr. S Renganathan</b>
Industry	: <b>Banking</b>

## PROFITS

FY 2017/18		SPECIAL MENTION
Assets	LKR 133 bn	<ul style="list-style-type: none"> <li>• Legacy of 100 years</li> <li>• Only Sri Lankan Bank amongst the Top 1000 Banks of the world for 8 successive years (The Banker Magazine UK)</li> <li>• Commercial Bank accounts for the largest Market Capitalization among all listed banks in Sri Lanka</li> <li>• Commercial Bank is the first private Bank in the country to reach the momentous feat of surpassing Rs.1 trillion in assets</li> </ul>
Profit after tax	LKR 16.58 bn	
EPS	LKR 17.26	
Return on Assets	1.54%	
Market cap (2017)	LKR 133 bn	
Return on Equity	17.88%	

## PEOPLE

- As one of leading employers in the country, the Bank promotes a culture of continuous learning and knowledge gathering, performance based appraisals, work life balance and team work
- The Bank's Training and Development strategy is formulated to facilitate ultimate job satisfaction and career progression and to ensure that its staff are well equipped with the competencies to undertake the tasks now and in the future
- Commercial Bank adopts sound strategies in talent development and succession planning allowing smooth and effective business progress as well as career progression of its employees



Name of the Organization : **DFCC Bank PLC**  
Year Established : **1955**  
Chairperson : **Mr. C.R Jansz**  
CEO : **Mr. L.H.A.L. Silva**  
Industry : **Banking**

## PROFITS

Parameters	For the 6 months ended 30th June, 2018 LKR Million
Turnover / Income:	19,944
Profit:	1,710
EPS:	6.45
ROE:	6.2%
Market Cap:	27,782
Profit per employee:	0.947

## PEOPLE

- DFCC is an equal opportunity employer and this is reinforced through our gender balance ratios as well which are one of the best in the banking sector
- The Bank also offers mentoring opportunities to selected staff groups. During the period January - August 2018 about 37,000 hours of training has been provided through in-house, local external and overseas programmes
- A focused re-skilling programme has been launched to enable employees for career advancement to be developed in new job roles. 18 of 48 participants have transitioned into new roles
- The individual focused career development programmes, “Ascension” and “Rise” Currently 45 employees are undergoing the Ascension
- Board approved grievance and whistle blowing policies are in place and communicated to staff

Name of the Organization : **Hayleys PLC**

Year Established : **1878** (Celebrating our 140th Year in 2018)

Chairman & Chief Executive : **Mr. Mohan Pandithage**

Industry : **Diversified Conglomerate** (present in all three industry sectors of Agriculture, Manufacturing and Services)

Vision : *“To be Sri Lanka’s corporate inspiration at all times”*

## PROFITS

FY 2017/18		SPECIAL COMMENTS
Turnover	LKR 163 bn	● First Sri Lankan listed company in the CSE to surpass <b>USD 1bn</b> revenue
Profit before tax	LKR 5.8bn	
EPS	LKR 13.65	● The Group contributes to <b>3.3%</b> of Sri Lanka’s exports
ROE (PAT/ Average Total equity)	5.6%	
Market cap (31st August 2018)	LKR 15 bn	● Number 1 Listed Company in Sri Lanka – LMD (2016/17)
PBT per employee	-LKR 181,000	

## PEOPLE

- The Hayleys’ Way serves as an ethical road map, articulating our values and how we do business
- The Group’s goals are linked to the overall vision, mission and values, where the Hayleys culture is engrained in our people’s DNA. We are an equal opportunity employer
- The overall female representation amounted to 39% during the year
- We take pride that all our Sri Lankan Chairmen joined Hayleys as Management Trainees and have reached the pinnacle of their careers



# HNB

Name of the Organization : **Hatton National Bank PLC**  
Year Established : **1888**  
Chairperson : **Mr. Dinesh Weerakkody**  
CEO : **Mr. Jonathan Alles**  
Industry : **Banking**

## SECTION

## PARAMETERS

### PROFITS

#### FY 2017 - Group Financials

Turnover	- Rs 119.8 Bn
Profit to Parent	- Rs 15.9 Bn
EPS	- Rs 35.50
ROE	- 15.0%
Total Market Cap	- Rs 115.4 Bn (Voting & Non Voting)

#### FY 2017 – Bank Financials

Turnover	- Rs 106.3 Bn
Profits	Rs 16.5 Bn
EPS	Rs 36.66
ROE-	- 17.79%
Total Market Cap	- Rs 115.4 Bn (Voting & Non Voting)
Profit per staff	- Rs 3.8 Mn

### PEOPLE

- Holistic approach to building an engaged and happy team
- Strategic Talent Management: -Creating an inclusive workplace and Rewarding Excellence
- Supportive environment resulting in Win-win strategy;
- Flexible work options, Integration of family in Bank social activities, access to health programmes, Counselling, etc.
- Increased productivity, better employee morale, staff retention, lower absenteeism, etc.



Name of the Organization : **John Keells Holdings PLC**  
Year Established : **1870**  
Chairman/CEO : **Susantha Ratnayake**  
Industry : **Diversified Sector / Conglomerate**  
Vision : **Building businesses that are leaders in the region**

## PROFITS

### FY 2017/18

- Turnover - LKR 121,215 mn
- Profit before tax - LKR 27,634 mn
- Profit after tax - LKR 23,120 mn
- EPS - LKR 15.15
- ROE - 11.1%
- Market Cap - LKR 221,445 mn
- Highest market capitalisation in the Colombo Stock Exchange as at 31st March 2018

## PEOPLE

- New hires of 7,954 employees
- Development and training of 629,770 training hours
  - Custom made Executive level-wise leadership and competency-based training by the Post Management Institute of Management, National University of Singapore and Harvard Business Publishing
  - Overall competency-based training for all staff based on skills gaps and future potential and career movement
- Hiring and movement
  - Policy based internal career movements within the Group for every vacancy prior to external candidate search. Allows employees to seek best fit career paths within the diversified Group
  - Annual managed programs such as the Management Trainee Program, Summer Internship program, and Science-Tech-Engineering-Math (STEM) program for specific skills
- Performance
  - Transparent Performance Management System with Career Committee based evaluations.
  - Talent identification, talent and career discussions with senior management, cross functional forums
- Special Awards
  - Special Chairman's Award presented annually for individuals and teams for Chairman's Award for Outstanding Excellence, CSR , sustainability, Innovation, Disruptive innovation



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Name of the Organization : **MJF Group**  
Year Established : **1974**  
Chairperson : **Mr. Merrill J Fernando**  
CEO : **Mr. Dilhan C Fernando**  
Industry : **Tea exports**

## **PROFITS**

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<b>SECTION</b>	<b>PARAMETERS</b>	<b>SPECIAL MENTION</b>
	<ul style="list-style-type: none"><li>• ROE – 15%.</li><li>• Group Turnover - Not publically disclosed.</li><li>• Group Profit - Not publically disclosed.</li></ul>	<p>When compared with previous year,</p> <ul style="list-style-type: none"><li>• Turnover increased by 19%</li><li>• PBT increased by 79%</li><li>• PAT increased by 96%</li><li>• ROE increased from 8% to 15%</li></ul>

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## **PEOPLE**

- Stringent recruitment process
- Significant investment in L&D
- Comprehensive Employee Performance Management System (EPMS)
- High focus on ensuring a safe work environment





# Sampath Bank

WE PRESENT YOUR FUTURE

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Name of the Organization	: <b>Sampath Bank PLC</b>
Year Established	: <b>1986</b>
Chairperson	: <b>Mr. Channa Palansuriya</b>
CEO/MD	: <b>Mr. Nanda Fernando</b>
Industry	: <b>Banking Industry</b>
Vision	: <b>The Growing force in Sri Lankan Financial Services</b>

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## PROFITS

<b>Key Financial Highlight</b>	<b>As at 31.12.2017 (Rs)</b>
Turnover (Gross Income)	92.6 Bn
Profit	12.1 Bn
EPS	Rs 61.95
Market Capitalization	68.6 Bn
*Market Capitalization as at 31.07.2018	83.0 Bn
Profit per Employee	3.0 Mn
<hr/>	
Return on average assets (after tax)	1.67%
Return on average equity (after tax)	23.35%
Growth in profits	32.7%
Growth in total assets	20.7%

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## PEOPLE

- Hiring - Yield ration in employee recruitment and selection: 4%; Success rate in recruitments: 95%
- Performance Evaluation - Tripartite process to improve reliability: Employee, Reporting Officer and Reviewing Officer.
- Critical reviewing of performance using a Tripartite Process to improve reliability to include the evaluation of the immediate reporting officer and the reviewing officer through which candid feedback is provided
- Development - Employee Retention Ratio : 97.7%; 39 hours training per team member (2017) 50% of learning is carried out through distance learning ; Branch Bench Strength: 2.53
- Rewards : The salary survey is conducted once in two years in order to provide a competitive salary and benefit package ;Performance based culture: In 2016 71% and in 2017 80% of the total staff received full quota of bonus through the Performance Based Bonus Scheme
- Sampath STARS (Sampath Talents and Recognition Scheme) rewards team members on pre- defined criteria



Name of the Organization : **Sunshine Holdings PLC**  
 Year Established : **1967**  
 Chairperson : **Mr. Munir Shaikh**  
 Group Managing Director : **Mr. Vish Govindasamy**  
 Industry : **Diversified** (Healthcare, FMCG, Agribusiness, Renewable Energy)

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**SECTION      PARAMETERS**

**PROFITS**

Turnover	- LKR 21.2 Billion
Profit (PAT)	- LKR 1.8 Billion
EPS	- LKR 6.08
ROE	- 16.9%
Market Cap.	- LKR 7.6 Billion
Profit per Employee	- LKR 181,852.50

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**PEOPLE**

- **Development** – Performance Management system is directly linked to the development plans from top to bottom of organization.
- **Hiring** – Hiring is based on a meritocracy and is driven by values. A Competency Based Interview (CBI) methodology is employed in screening potential candidates.
- **Performance and Productivity** – The “**Shifting**” **Bell Curve** is used as a means of rewarding a higher number of employees in relation to better company performance.
- **Training hours per employee** for 2016/17 and 2017/18 was **19.7** and **24.1 hours** respectively
- **Employee Value Proposition (EVP)** – Market survey is carried out every 2 years. The Group follows projected unit credit recommended by LKAS 19 – “Employee Bets”.

Name of the Organization : **99X Technology**  
 Year Established : **1999**  
 CEO : **Mano Sekaram**  
 Industry : **Information Technology and Services**

## SECTION

## PARAMETERS

## ANY SPECIAL MENTION

### PROFITS

	2016	2017	2018 (Forecast)
Revenue Growth	17%	21%	22%

	2016	2017	
EBIT %	28%	31%	

- 100% equity-funded company
- 90% of revenue comes from exports

### Innovation Awards

- Top 25 APAC Agile Solutions Providers by APAC CIO outlook Magazine
- Listed among Red Herring's Top 100 Technology Companies in Asia
- First Runners-Up in Best Startup Product or Service Category at SLASSCOM Innovation Awards for Maturity

### PEOPLE

- Self-governed teams with no project managers resulting in building up leadership and management skills in all employees
- 'Leaders Without Titles' – encouraging anyone, right from an intern, to take the lead
- Operational Initiatives - Corporate objectives broken up into initiatives, which are run by employees themselves as internal projects. Helps employees discover their 'blue oceans'
- 360-degree employee assessments by peers, leads and customers
- Monetary rewards to 'hyper-performers'
- Profit sharing bonus for all employees

**Honorably mentioned (*in alphabetical order*)**

1. Access Engineering PLC
2. Bank of Ceylon
3. Peoples Bank
4. Seylan Bank PLC
5. Softlogic Holdings PLC

## Most Admired Leaders of Sri Lanka 2018

In addition, to the organizational awards, we will be recognizing three outstanding Sri Lankans- Most Admired leaders of Sri Lanka. These awards will be made under three categories- National Contribution, Business Accomplishments and Social Responsibility. The awards recognize leaders who have excelled in their respective fields but have also brought recognition not only for themselves but also to our nation. They have proven their mettle with honesty, integrity and character over the years in bringing credit to their motherland. They have been challenged by many and risen above the competitors to conquer the world with relentless courage. They are TRUE SRI LANKANS who have put our 'island nation' on the map.

### Categories

#### 1. National Contribution

Here we recognize a Sri Lankan national leader with outstanding qualities and contribution par excellence over many decades in public service. The contribution made has been achieved during his lifetime. He has served the people of this country with dignity and with humanity. Economic prosperity, personal freedom and justice has been achieved during his tenure.

#### 2. Business Accomplishments

Here we pay tribute to a Business leader in Sri Lanka that has proven success over many years by building a business empire that has withstood decades of growth. They are courageous and authentic by being true to who they are. They are decisive and are risk-takers. They have uplifted the lives of many by pioneering into uncharted territory, taking risks and providing a livelihood and sustainable opportunities. They are generous to the less fortunate and they lead by their actions.

#### 3. Social Responsibility

In this category we pay tribute to a leader that has donated a lifetime journey towards the upliftment of others and the community at large. He has expressed his desire to promote the welfare of others with compassion and demonstrated this with his generous donations to many humanitarian causes to benefit society at large. A business leader who has demonstrated social responsibility as an integral part of Commercial success; making his company successful in a clearly responsible manner.

## Platinum Sponsor

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AIA Insurance

## Silver Sponsors

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Micronet Global



GRI Tyres



Peoples Leasing & Finance PLC

## Bronze Sponsor

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Cornucopia



World Express (CMB) Pvt Ltd.



Commercial Credit



Multilac



Alliance Finance



Sena Gems



Lanka IOC



Prestige Automobile Pvt Ltd

# About Aon

Aon plc (NYSE:AON) is a leading global professional services firm providing a broad range of risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by using proprietary data and analytics to deliver insights that reduce volatility and improve performance.

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