Board Guidance in Action: From Oversight to Value Creation

Area	Board guidance	Management response	Value created	Capital Impact
Leadership continuity	Oversaw CEO succession and guided a smooth leadership transition.	Ensured structured handover and alignment of senior management priorities.	Maintained strategic stability, stakeholder confidence and uninterrupted operational leadership.	Human+, Intellectual+ Social+
Board composition	Strengthened governance through the appointment of a new Non-Executive Director.	Integrated the new Director into Board deliberations and oversight processes.	Enhanced Board perspective, governance capability and independent challenge.	Intellectual+ Social+
Crop diversification	Guided diversification beyond tea after reviewing the performance of cinnamon cultivation at Moragalla Estate.	Expanded cinnamon cultivation planning and allocated estate resources for replanting and crop development.	Supported revenue diversification, land productivity and long-term resilience against tea market volatility.	Financial+ Natural+ Manufactured+
Specialty tea / value addition	Emphasised the need to move towards higher value-added tea products.	Developed matcha tea, with the initial production batch fully sold within three months	Demonstrated market acceptance and strengthened product innovation potential.	Financial+ Intellectual+ Social+
Wage increase and cost pressure	Reviewed financial and operational implications of the mandated wage revision.	Focused on cost control, productivity improvement and labour efficiency.	Helped protect profitability while meeting wage-related regulatory and social expectations.	Financial+ Human+
Adverse weather / cyclone response	Monitored operational recovery, worker safety and estate continuity following adverse weather impacts.	Implemented recovery actions, safety measures and continuity arrangements across affected estates.	Reduced operational disruption, protected workers and supported faster estate-level recovery.	Natural+ Human+ Manufactured+
Operating volatility	Reviewed performance in a challenging environment marked by adverse weather, production shortfalls and declining tea prices.	Maintained disciplined cost management, market focus and operational controls.	Preserved profitability and demonstrated business resilience under difficult external conditions.	Financial+ Intellectual+
Workforce compliance	Guided management to classify the workforce into registered workers, fixed-term contract workers and RSM workers; encouraged absorption of committed casual workers where appropriate.	Reviewed workforce categories, attendance patterns and compliance requirements.	Strengthened labour compliance, protected employee benefits and improved workforce stability.	Human+ Social+
Asset management policy	Mandated that scrapped vehicle disposals follow Department of Motor Traffic guidelines and be publicly advertised.	Applied transparent disposal procedures and ensured regulatory compliance.	Improved asset governance, transparency and control over disposal processes.	Manufactured+ Social+
Internal controls	Directed attention to recurring control issues such as factory labour output variances, field/factory/check-roll green leaf variances and delayed gratuity payments.	Strengthened follow-up on audit findings and required management to act on recommendations.	Improved financial discipline, operational accountability and control reliability.	Financial+ Intellectual+
IT controls and cyber resilience	Placed special emphasis on IT general controls, business continuity planning and privileged access audits conducted by TechCERT and KPMG.	Initiated corrective actions to address audit findings and improve IT control discipline.	Reduced exposure to IT control breaches and strengthened cyber and business continuity resilience.	Intellectual+, Manufactured+ Financial+
Risk management	Regularly reviewed the Risk Assessment Matrix to identify, monitor and mitigate emerging business risks.	Updated risk registers and strengthened risk monitoring through management review.	Improved preparedness, faster risk response and stronger enterprise risk governance.	Financial+ Intellectual+
SLFRS S1/S2 readiness	Oversaw sustainability-related financial disclosures and assurance readiness.	Strengthened sustainability data, disclosure alignment and internal review processes.	Improved reporting credibility, regulatory readiness and confidence in ESG disclosures.	Financial+ Natural+ Social+
ESG oversight	Reviewed ESG priorities including environmental management, stakeholder engagement, social compliance and governance improvement areas.	Advanced ESG monitoring through committee-level review and operational follow-up.	Strengthened integrated thinking, stakeholder trust and sustainability performance management.	Natural+ Social+ Financial+