

PROFILE

Professional

- Honorary Consul of Georgia in Sri Lanka | 2018 to date
- Chairman, Hela Clothing (Pvt) Ltd | 2016 to 2018
- Board Director, MAS Holdings | 1995 to 2016
- Managing Director, MAS Intimates | 1992 to 2016
- Chairman of Colombo School of Business & Management | 2016 to 2019
- Non-Executive Director Nestle Lanka PLC | 2017 to date
- Non-Executive Director of Lankem Ceylon PLC | 2015 to 2017
- President of the Chartered Institute of Management Accountants (UK) | 2001- 2002

Sports

- President of Sri Lanka Boxing Association | 2001 to 2007 & 2017 to date
- President of National Association of Fencing Sri Lanka | 2001 to 2018
- Vice President National Olympic Committee Sri Lanka | 2015 to
- Member Commonwealth Advisory Body on Sport (CABOS) | 2012 to 2016

Entrepreneurship

- Chairman, Westgate Interiors - (www.westgateinteriordesign.com) | 1986 to date
- Chairman, Gandhara - (www.gandharastore.com) | 2001 to date
- Chairman, Innovest - (www.innovest.lk) | 2015 to 2019
- Chairman, Villa Republic - (www.villarepublic.com) | 2015 to date
- Chairman, Gandhara Street – (www.gandharastreet.com)
- Founder, Colombo Art Gallery – (www.colomboartgallery.com)

Dian has been building a globally best-in-class organization with a uniquely passionate culture and a strong sense of belonging for the past 30 years. Slimline and Unichela, flagship apparel factories of MAS Holdings have been the crucible of innovation in employee wellbeing and community engagement within the industry. MAS Intimates grew under his watch to a USD 2

billion company with over 85,000 associates, and is a globally sought-after manufacturer of lingerie.

Upon completing his tenure at MAS Holdings, Dian's passion to support the community and the country did not come to a halt. He took over the reigns as the Chairman of Hela Clothing (Pvt) Ltd a USD 55 million company and provided leadership to grow to a USD 160 million company within a short span of 2 years, thus providing employment to many people around the country.

Dian has also been the pioneer in creating global platforms for Sri Lankan talent to excel by setting up ventures in countries such as Indonesia, Bangladesh and very recently in Kenya and Ethiopia. He believes and has the utmost confidence in Sri Lankans to perform at the highest level in any country has certainly reaped results over the past years.

Developing people is the crux of his philosophy. Numerous protégés have taken senior leadership positions globally, and he takes pride in supporting the professional development of key talent within the companies he has provided leadership. He dedicates a part of his time teaching leadership externally, with over 500 lectures during the past 15 years, to varied audiences both locally and internationally, inspiring them towards excellence.

In his various roles in sports administration, especially boxing, He has nurtured talented village youth to become world-class sportspersons, creating opportunities where they were lacking. His long-term efforts were materialized in 2008 where a boxer from a village in Kandy was able to qualify for Olympic Games 2008 in Beijing. Dian's vision for boxing wasn't short term, he continued his drive to mentor potential world class athletes which reaped benefits in 2018 by winning 3 bronze medals after 68 years at the recently concluded Commonwealth in Australia.

A strong conviction for supporting communities with infrastructure development and capacity building has given Dian credibility within the operating localities. Focused on uplifting community quality-of-life and impacting our employees, their families, communities and the nation.

1. Academic & Professional Affiliations:

Awarding body	Qualification	Year of Completion
Chartered Institute of Management Accountants (CIMA, UK)	A Fellow member (FCMA)	1988
Association of Chartered Certified Accountants (ACCA, UK)	A Fellow member (FCCA)	2010
Certified Practising Accountants (CPA, Australia)	A Fellow member (FCPA)	2010
United Kingdom Association of Professionals	Honorary Fellow Membership – in recognition of Excellence in Leadership	2010
Chartered Global Management Accountant (CGMA, UK)	Member	2012
Executive Education		
Ashridge Business School, UK	Executive Development program	1994
University of Pennsylvania, Wharton Business School, USA	General Management program	1996

Harvard University, Harvard Business School, USA	Strategic Human Resource Management	1997
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2. Special prizes/awards won

Type of award	Name of the Award	Year
National		
CIMA-Janashakthi Pinnacle Awards	Business Leader of the Year - under the Large-Scale Category Business Icon of the Year	2003 2013
State Literary Awards	Best Prose (non-fiction), co-author. Costumes of Sri Lanka	2003
Sri Lanka Institute of Marketing	Sri Lanka's 'Male Icon'	2007
International		
CIMA UK	Commendation, Business Leader Awards, London	2004
The World Brand Congress	Brand Leadership Award (India)	2009
African Leadership Congress	African Leadership for Award for Sports	2013

3. Career progression

Place of work	Designation	Date from	Date to	Total no. of Years
KPMG Ford Rhodes	Management Trainee	1978	1981	3
Saracen Interior International	Finance Director	1982	1988	6
May Inc. (USA)	General Manager (Sri Lanka)	1989	1991	2
MAS Intimates Pvt. Ltd. Slimline Division	Managing Director	1992	2016	24
MAS Holdings (Private) Limited	Group Director	2000	2016	16
Hela Clothing (Private) Limited	Chairman	2016	2018	2

As the Chairman of Hela Clothing, Dian has been instrumental in an expedient growth within the last two years by increasing the topline by three folds since taking over as the Chairman of the company. He has provided leadership to increase the standards of the local manufacturing facilities and also expanding to foreign countries

As Board Director of MAS Holdings, He provided input to strategic direction of MAS Holdings, and its subsidiaries. Dian's role also includes guiding and directing the organizational HR, CSR & branding strategies.

As Managing Director of the MAS Intimates, he was responsible for the overall performance of 18 manufacturing facilities and design centers in 7 countries. Responsibilities include financial performance, long term strategy and sustainability, regional expansion, key stakeholder relationships and providing leadership to 75,000 employees.

I hold responsibility for development and execution of strategies to mitigate geographical, customer and product portfolio risk for MAS Intimates. I provide direction for recruitment, development and retention of talent across the organization. I support and give leadership to key focus areas of innovation and lean enterprise.

Additional responsibilities held

- Spearheading MAS Holdings' branding and communication strategy and implementation.
- Providing overall leadership and direction to MAS Holdings' flagship women's empowerment initiative (MAS Women Go Beyond) and Community sustainability outreach programme MAS Eco Go Beyond.
- Initiating and leadership to Management Trainee development programmes for MAS Holdings.
- Guiding, mentoring and supporting sporting talent of MAS Holdings including national and emergent cricketers, pugilists, fencers, rugby players and other athletes.

4. Corporate Leadership

(i) Visionary leadership

- Growing Hela Clothing from a USD 55mil to USD 160 mil within a period of 2 years
- Expanding Hela Clothing Operations to countries such as Kenya and Ethiopia within a short time span
- Growing MAS Intimates from its USD 10 Million beginning at Slimline to USD 600 Million within a period of 20 years and the group to a USD 2 Billion conglomerate.
- Identifying and groom the next generation of corporate leadership by allocating 20% of value adding time to identify leadership growth areas, develop key talent and bridge leadership gaps arising in the next 5-10 years.

- Redefining the apparel industry in the region, by setting benchmark in terms of employee work conditions, above average wages and intensive drive towards social responsibility and sustainability
- Investing pro-bono time for community capacity building, allocating approx. 100 hours per year
- Developing Sri Lankan aspiring athletes to global sportspeople in diverse sports such as cricket, boxing, rugby and fencing. Developing two rural athletes into Olympians, and employing and supporting over 200 athletes that represented Sri Lanka at MAS Intimates & Hela Clothing

(ii) **Corporate strategy**

- Creating a truly multinational organization. Expansion of geographic presence both from manufacturing and customer contexts, leading into business risk mitigation and strategic resilience
- Branding Sri Lankan apparel to be ethical by developing and benchmarking global best practices and championing the 'Garments Without Guilt' brand
- Managing a large workforce in a consultative manner through participative Worker Councils, enabling factories to function free of labor tensions and disputes
- Creating a people centric culture that functioned as an enabler for rapid and effective implementation of lean manufacturing principles and an ecosystem for grass-root innovation
- Creating diverse cost and service models to accommodate a variety of customer engagement platforms based on customer expectations

(iii) **Innovation**

- Enabling grassroots innovation through cultural enablers; empowerment, development, reward and formal public recognition

- Developing an innovative skill base, risk analysis and commercialization of new technology
- Continuous investment on R&I focusing on step changes and blue sky innovations. These innovations have created groundbreaking products such as high-tech Rugby Jerseys for England/France for the Rugby World Cup, Olympic apparel and product innovation driven lingerie for Victoria's Secret, Nike, CK and M&S
- Significant investment on exploring new technology and nurturing of an innovation culture within the organisation

(iv) Risk taking

- Investing in SAP based ERP system in 1999, the first company in Sri Lanka and the first apparel manufacturer in Asia to do so
- Investing in design and innovation, being one of the pioneers to do so in the regional apparel industry
- Initiating the buyback of shares from the US/UK JV partners (Sara Lee Courtaulds & MAST Industries), thus foregoing the security of business. Leveraging the autonomy to drive growth beyond pre-JV era after the share buyback.
- Investment in Thurulie, the world's first purpose-built eco-manufacturing facility for apparel with LEED Platinum certification. High stake investment with an evolving customer strategy on sustainability and making a world class award winning case out of it
- Investing significant time and resources to develop Sri Lankan boxing, focusing on top global competitions. Qualified a boxer to represent Sri Lanka at Olympics after a 40 year wait and winning a medal at Commonwealth Games after a lapse of 68 years

(v) Adding value

- Design & Development: Setting up customer centric design and development facilities for intimate wear. Creating a trend for the industry in the region by moving beyond conventional cut/sew manufacturing to a full-service model
- Innovation: Cutting edge technological advancements utilized to introduce newness into products. (bonding, structured fabric, silicone flocking etc)

- Speed: Crashing lead times from 4 months to as low as 10 days for cotton briefs from purchase order to delivery. Enabling customer to read and react effectively at the retail end, thereby reducing write downs and improving margins

(vi) **Best practice**

- **Lean Manufacturing**

Facilitate industry leadership in technology driven Lean manufacturing practices by supporting the development of MAS own lean systems (MAS Operating System - MOS). Lean implementation at MAS Intimates has reduced total inventory levels by 26%, space saving leading to releasing of facility capacity, reduction in style changeover time by 83%, and reduction in raw material write offs by 48%.

- **Environmental Sustainability**

Championing greening of apparel facilities whilst developing a global best practice - MAS Intimates Thurulie. Investment of USD 3 Million for green retrofits 2011-2013. Providing leadership to breakthrough environmental initiatives including Burkina Faso Organic Cotton Initiative for Victoria's Secret and the world's first carbon neutral lingerie range, "Leaves", for Marks & Spencer.

- **Building Social capital**

Providing employment for over 85,000 people locally and 10,000 people inter nationally offering them an employee value proposition that surpasses purely financial engagement into a platform for securing their well-being, future development and nurturing their communities.

Pioneer of setting up best practices in Africa which resulted in winning "Global Human Rights" award by PVH

Custodian of the MAS Women Go Beyond programme, an industry best practice on women's empowerment in the apparel industry focused on career advancement, development of life skills, work-life balance and recognition.

Custodian of the MAS Eco Go Beyond programme. Focusing on education for Sustainable Development based on providing experiential learning on sustainability for 17,500 students in 30 Sri Lankan rural schools across 6 years, with measurable improvement of key sustainability indicators within their homes, schools and community.

Employed over 200 athletes who have represented Sri Lanka internationally including 4 Olympians and 2 Commonwealth Medalists providing them with support for advancement of their sporting and corporate careers.

(vii) Employee relations

- Investing in training and skill-building of grass root employees including soft skill development, on the job learning and adventure/experience based training
- Sustaining a culture which is conducive to employee engagement, productivity and creation of a sense of belonging, leading to decreased employee turnover and absenteeism
- High level input into HR strategy to recruit, develop and retain the best talent aligned to long term plans as well as evolving market requirements
- Retention of scarce and high impact roles and developing a robust technical talent pool

(viii) Contribution to the community

- Providing employment to 80,000 associates, mostly in rural Sri Lanka with above average pay
- Pioneering community investment in the apparel industry since 1995, and continuing close integration of community and the factories through diverse set of mechanisms including knowledge sharing, capacity building, community investment and civic life participation

- Continuous investment to develop community health infrastructure and education
- Continued investment in development of community sports infrastructure and sharing of facility sporting infrastructure/resources with community schools.
- Aggressive responses in times of national need including 2004 Tsunami, floods and natural disasters, post-war refugee and reintegration support, support for war veterans.

5. Special achievements & Awards

Type of award	Name of the Award	Year
National		
	Taiki Akimoto 5S Award - Implementing Japanese 5S Productivity Techniques - Slimline	1996, 1997, 1998 and 2003
	National Safety Award - Slimline	1996
	MAST Industries - Most Technologically Advanced Plant - Slimline	1996 – 1997
	National Productivity Award - Slimline	1997
	National Safety Award – All Island Winner – Slimline	1999
	MAST Industries – Quality Award for Outstanding Performance and Superior Quality – Slimline	1999
	National Award for Export Excellence – Slimline	2003
	National Chamber of Exporters - Export Awards - 2 Gold and 1 Silver – Slimline	2003
	National HRM Awards - Most Innovative HR Practice: Gold Award – Slimline	2003

	National Business Excellence Awards – 2 Gold and 2 Silver – Slimline	2004
	National Business Excellence Awards Overall Winner – Gold Excellence in Blockbuster Performance – Gold Best Global Reach – Gold Extra Large Category – Gold Processing, Manufacturing, Industrial Engineering sector – Gold Best Tech Savvy Company – Silver	2005
	Ceylon Chamber of Commerce – Category Award Winner for Economic Performance at the Best Corporate Citizen Awards – Slimline	2004
	Ceylon Chamber of Commerce – 2 nd Runners-Up at Best Corporate Citizen Awards - Slimline	2005
	National Chamber of Exporters Overall: Gold Apparel Sector: Gold Quota Sector: Gold Non-Quota Sector: Bronze	2005
	Community Leader Awards - Gold in large organizations category – Slimline	2006
	National Commission of UNESCO – Recognition of contribution to Public-Private Partnership: Eco Go Beyond – Slimline	2009
	Ceylon Chamber of Commerce – 2 nd Runner- Up at Best Corporate Citizenship Awards – MAS Initmates	2010
	Ceylon Chamber of Commerce -1st Runner-Up at Best Corporate Citizenship Awards	2011

	Runners Up - Category Award for Environment - MAS Intimates	
	Ceylon Chamber of Commerce Winner - Category Award for Environment - MAS Intimates	2010, 2011
	MAST - Best vendor for quality in Sri Lanka/India region	2011
	AON Hewitt and AHRP Sri Lanka - Gold at the HRM Awards - MAS Intimates Unichela	2012
	The National Green Awards - Gold in the Apparel manufacturing category - MAS Intimates Thurulie	2012
	Ceylon Chamber of Commerce – Best Corporate Citizen Awards –MAS Intimates	
International		
	Willis Carron International Award for Risk Management (Courtaulds Textiles) (the first non-UK plant to win award)	1996, 1998
	Sara Lee Courtaulds - Millionaires Club Awards (chronologically for 5, 10, 20 and 30 million hours work without a lost work day accident)	2001, 2002, 2003, 2005
	John H Byran Community Service Award	2004
	CIMA International - CIMA Financial Management Award for CSR	2007
	Victoria’s Secret - Vendor of the Year Award	2007
	Dim Branded Apparel - Vendor of the year	2008 / 2009
	Femmy Award - Vendor of the Year in the Intimate Apparel Industry	2009

	US Green Building Council – LEED Platinum certification for MAS Intimates Thurulie	2010
	Globe Forum, Sweden - Globe Award for Sustainability Innovation	2010
	The World HRD Congress - Asia’s Best Employer Brand Awards: Winner for Best HR Strategy	2011
	The World HRD Congress - Asia’s Best Employer Brand Awards: Winner for Best HR Strategy and Excellence in Training	2012
	Asia’s Best CSR Practices Awards – Winner for Women’s Empowerment and Carbon Accounting	2012
	The New Economy - Women’s Empowerment Corporate Leader	2012
	PVH - Global Human Rights Award - Hela Clothing	2017

6. Other leadership positions held

Sports

- President, Sri Lanka Amateur Boxing Association (2004-2009) / (2017 to date)
- Member, Asian Boxing Confederation (ASBC) Athletes and Youth Commission (2012-Present)
- Vice President, National Olympic Committee of Sri Lanka (2004- 2018)
- Vice President, National Association of Fencing, Sri Lanka (2008-2010)
- Secretary, Marketing Commission, International Boxing Association (AIBA, 2008-2009)
- Secretary, Finance Commission, International Boxing Association (AIBA, 2010-2011)
- Chef De Mission for the Sri Lankan contingent - Beijing Olympic Games 2008
- Chairman, Opening Ceremony Committee, Commonwealth Games General Assembly 2007
- Chairman, Organizing Committee, National Sporting Honors 2008, which felicitated 219 most outstanding athletes of Sri Lanka

- Member Commonwealth Advisory Body on Sport (CABOS) (2012 -2016)

Professional

- Chairman, Textile Committee, Ceylon Chamber of Commerce (2007)
- Director, Sri Lanka Tourist Board (2007)
- Leadership/Motivational Speaker – delivered lectures on Leadership, Motivation and Organizational Behaviour at both national and international level conferences, including;
- Symposium on Gender Inequality in Emerging Markets | Green Templeton College, University of Oxford (2013)
- “The Business of Belonging – the heart of an exceptional apparel company” | Said Business School, University of Oxford (2008)

Corporate Social Responsibility

- Trustee of Colours of courage trust, a non-profit organization founded in 2008 to address the needs of cancer patients in Sri Lanka.
- Trustee of Unity Mission, which aims at fostering and facilitating national unity, reconciliation, integration and healing amongst and between children of the North, Wanni, South, Central, East and other critical areas of Sri Lanka.

Board memberships

- Non-Executive Director of Lankem Ceylon PLC (2010-2017)
- Non-Executive Director Nestle Lanka PLC (2017 – Present)

Entrepreneurship

- Chairman, Westgate Interiors
- Chairman, Gandhara
- Chairman, Innovest
- Chairman, Gandhara Investments
- Chairman, Villa Republic

