



Indian Institute of  
Corporate Affairs  
*Partners in Knowledge, Governance, Transformation.*



Building<sup>®</sup>  
Tomorrow's  
Boards

Independent Director's  
D A T A B A N K

# WELCOME

IOD & IICA jointly present

## Independent Directors' Dialogue Series

Thursday | **September 10, 2020**  
1600 - 1730 hrs IST

THEME >>

Building **Corporate Governance**  
**Competencies** in the Boardroom  
through **Independent Directors**

# FLOW OF AGENDA

<b>Welcome Address</b>	1600 - 1610 hrs	<b>Lt. Gen. J. S. Ahluwalia, PVSM (Retd.)</b> President, Institute of Directors, India
<b>Opening Address</b>		<b>Dr. Sameer Sharma, IAS</b> DG & CEO, Indian Institute of Corporate Affairs, Ministry of Corporate Affairs, Govt. of India
<b>Inaugural Address</b>		<b>Mr. U. K. Sinha, IAS (Retd.)</b> Former Chairman, SEBI - Securities and Exchange Board of India & Board Member on multiple Boards
<b>Keynote Address I</b>		<b>Mr. O. P. Bhatt</b> Non-Executive Chairman of GreenKo Group Holdings PLC and Independent Director on the Boards of TATA Consultancy Services (TCS), TATA Motors, TATA Steel, Hindustan Unilever, et al. <i>Former Chairman, State Bank of India</i>
<b>Keynote Address II</b>		<b>Mr. Raminder S. Gujral, IAS (Retd.)</b> Independent Director on the Boards of Reliance Industries Ltd., Jio Platforms Ltd., Adani Power Limited, Adani Green Energy Limited, and Adani Power (Mundra) Ltd. <i>Former Secretary Finance, Ministry of Finance, Govt. of India</i>
<b>Keynote Address III</b>		<b>Dr. Punita Kumar-Sinha PhD, CFA</b> Investment Professional & Board Member Independent Director on the Boards of Infosys, Lupin Limited, JSW Steel, Embassy REIT, Rallis and Governor on the Board of the CFA Institute and the Research Foundation Board of Trustees, Managing Partner, Pacific Paradigm Advisors Boston / India and Chairperson, InCred AMC
<b>Special Address</b>		<b>Dr. Niraj Gupta</b> Head, School of Corporate Governance & Public Policy, and Nodal Officer, Centre for Independent Directors, Indian Institute of Corporate Affairs, Ministry of Corporate Affairs, Govt. of India
<b>Chairman Address</b>		<b>Mr. Shailesh V. Haribhakti FCA</b> Chairman - Mumbai, Institute of Directors, India Chairman on the Boards of Blue Star Ltd., L&T Finance Holdings Ltd., L&T Mutual Fund Trustee Ltd., Future Lifestyle Fashions Ltd. and NSDL e-Governance Infrastructure Ltd.; Independent Director on the Boards of, Bennett Coleman and Co. Ltd. (Times Group), Mahindra Lifespaces, Ambuja Cements Ltd., ACC Ltd. etc.; and Chairman, New Haribhakti Business Services LLP
		<b>(Q&amp;A) Interaction with Audience; Moderated by Chairman</b>
<b>Concluding Remarks</b>	1725 - 1745 hrs	<b>Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)</b> Vice Chairman, Institute of Directors, India Ex-Chairman, Union Public Service Commission, Ex-Vice Chief of Army Staff Ex-Independent Director on the Board of Larsen and Toubro Ltd.



## **Lt. Gen. J. S. Ahluwalia, PVSM (Retd.)**

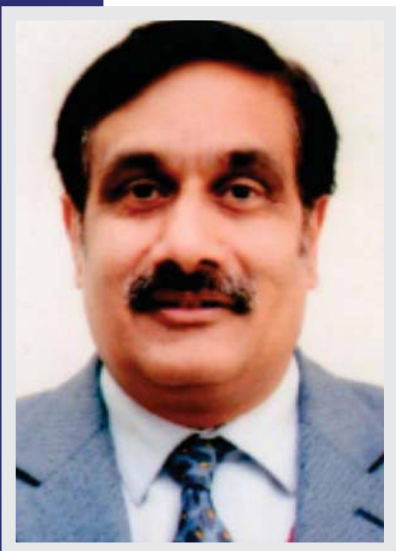
President  
Institute of Directors, India

**Lt. Gen. J. S. Ahluwalia, PVSM (Retd.)** is President of the 'Institute of Directors' and of the 'World Environment Foundation' (WEF).

A Post Graduate in Electronics Engineering and MBA, he had specialised in engineering support to weapon systems of the Army. He has undergone extensive training in various manufacturing concerns in France, UK, USSR and Japan. He is a Chartered Engineer and Fellow Member of a large number of foreign and Indian professional engineering and management institutions.

He has been Chairman of the 'Institution of Engineers (INDIA)', President of 'Delhi Management Association' and chairman of 'Safety & Quality forum' (Institution of Engineers).

PROFILE



## **Dr. Sameer Sharma, IAS**

DG & CEO, Indian Institute of Corporate Affairs,  
Ministry of Corporate Affairs, Govt. of India

**Dr. Sameer Sharma, IAS**, an officer of the India Administrative Services (Andhra Pradesh Cadre, 1985 Batch) is the Director General & CEO, of the Indian Institute of Corporate Affairs under the Ministry of Corporate Affairs, Govt. of India. He appointed to this position in May 2018. A distinguished leader, he has held many senior positions with the Central Government including Additional Secretary- Urban Affairs and Joint Secretary- Smart Cities, with the Ministry of Housing and Urban Affairs; Joint Secretary- Housing, Housing and Urban Poverty Alleviation Ministry (HUPA), amongst others. As Director, Ministry of Home, with the Govt. of India, he was instrumental in formation of the Uttarakhand States and the reorganisation of Uttar Pradesh State. Previously, he has also been the Managing Director of Indian Tourism Development Corporation (ITDC).

A policy maker and transformational leader, he leads the 'National Urban Policy Framework' (2020) as Chairman of the Policy Preparation; he has also led the 'Report of the Group of Secretaries on Health, Sanitation and Urban Development' (2017); Value Capture Finance Policy Framework (2017); 'India: Smart City Mission' policy making and designing process (2015); the 'India: AMRUT Mission' (2015); as the Mission Director, with Ministry of Home Development at the Centre; amongst many others. He has received many awards including the 'V. Ramachandran Award for Excellence in Urbanization', (2017). He has a Doctorate in Literature from CSSVM University and a PhD from the School of Planning, DAAP, University of Cincinnati, Ohio, USA. He has authored many books, chapters, articles, and academic papers.



## **U. K. Sinha, IAS (Retd.)**

Former Chairman, SEBI - Securities and Exchange Board of India &  
Board Member on multiple Boards

**Mr. U. K. Sinha, IAS (Retd.)** served as the Chairman of Securities and Exchange Board of India (SEBI) for a period over six years between 2011 and 2017. During his stewardship SEBI is credited with having brought in significant regulatory amendments in areas such as Takeover Code, Foreign Portfolio Investors, Alternate Investment Funds, REITs, InVITs., Corporate Governance etc. Prior to this; Mr. Sinha was the Chairman and Managing Director at UTI Asset Management Company Pvt Ltd from 2005 until February 2011. Preceding this, he was the Joint Secretary in Department of Economic Affairs at Ministry of Finance and looked after Banking Division and Capital Markets Division – including external commercial borrowings, pension reforms and foreign exchange management functions.

For his contribution as Chairman SEBI, Mr Sinha was conferred with many awards viz. CNBC-TV18 India Business Leader Awards (IBLA) – Outstanding Contribution to Indian Business Award 2014 and Economic Times - Business Reformer of the Year Award 2014 to name a few. Mr. Sinha was selected for the Indian Administrative Service in 1976. He holds a M.Sc. and LLB degree.



## **O. P. Bhatt**

Non-Executive Chairman of GreenKo Group Holdings PLC and Independent Director on the Boards of TATA Consultancy Services (TCS) TATA Motors, TATA Steel, Hindustan Unilever, et al.

*Former Chairman, State Bank of India*

**Mr. O. P. Bhatt** is the Non-Executive Chairman of GreenKo Group Holdings PLC and Independent Director on the Boards of TATA Consultancy Services (TCS), TATA Motors, TATA Steel, Hindustan Unilever, et al. He has served as Chairman, State Bank Group, which includes State Bank of India (SBI), India's largest commercial bank; five associate banks in India; five overseas banks; SBI Life, the country's largest private life insurer; SBI Capital Markets, India's leading investment bank; SBI Fund Management; and other subsidiaries spanning diverse activities, from general insurance to custodial services. Mr. Bhatt led SBI during challenging times and under his leadership, SBI rose on the global list rankings of Fortune 500.

He was also Chairman of Indian Banks' Association, the apex body of Indian banks and has served as India's economic diplomacy as government's nominee on the India-US CEO Forum, Indo-French CEO Forum and Indo-Russia CEO Forum, forging links with a cross section of the world's business leaders. He is also a Governor on the Board of Centre for Creative Leadership, USA. Mr. Bhatt was nominated Banker of the Year by Business Standard and Indian of the Year for Business in 2007 by CNN-IBN. He a graduate in Science and a post graduate in English Literature.



## **Raminder S. Gujral, IAS (Retd.)**

Independent Director on the Boards of Reliance Industries Ltd.  
Jio Platforms Ltd., Adani Power Limited, Adani Green Energy Limited, and  
Adani Power (Mundra) Ltd.

*Former Secretary Finance, Ministry of Finance, Govt. of India*

**Mr. Raminder Singh Gujral, IAS (Retd.)** is an Independent Director on the Boards of Reliance Industries Ltd., Jio Platforms Ltd., Adani Power Limited, Adani Green Energy Limited, and Adani Power (Mundra) Ltd. He retired from the Government of India as the nation's Finance Secretary in 2013. He has held various posts in the Central Government such as Secretary (Revenue), Secretary (Expenditure) and Secretary (Ministry of Road, Transport and Highways). He has experience on functioning of CBEC and CBDT.

He also served as Chairman of National Highways Authority of India. He was also the Director General of Foreign Trade and Chairman of Board of Governors of National Institute of Financial Management. He also worked in the Indian Administrative Services for over 37 years. He is B.A. (Economic Honours), LLB, MBA (IIM Ahmedabad) and M.A. (International Finance/ Business – Fletcher School).





## **Dr. Punita Kumar-Sinha PhD, CFA**

Investment Professional & Board Member,  
Independent Director on the Boards of Infosys,  
Lupin Limited, JSW Steel, Embassy REIT, Rallis and  
Governor on the Board of the CFA Institute and  
the Research Foundation Board of Trustees, Managing Partner,  
Pacific Paradigm Advisors Boston/ India and Chairperson, InCred AMC

**Dr. Punita Kumar-Sinha PhD, CFA**, has focused on investment management and financial markets during her 30-year career. She also has significant governance and Board experience across India and North America. Currently, she serves as Independent Director on the Boards of Infosys, JSW Steel, Blackstone Embassy REIT, Rallis and Lupin Limited. She is also a Governor on the Board of CFA Institute; on the Board of Trustees, CFA Institute Research Foundation. Prior to this, Dr. Kumar-Sinha was Senior Managing Director, Blackstone and Head & Chief Investment Officer, Blackstone Asia Advisors. She was also the Senior Portfolio Manager and CIO for The India Fund (NYSE: IFN), one of the largest India funds in the US, for almost 15 years. Prior to joining Blackstone, she was a Managing Director and Senior Portfolio Manager, Oppenheimer Asset Management Inc. and CIBC World Markets. She has also worked at Batterymarch (a Legg Mason company), Standish Ayer & Wood (a BNY Mellon company), JP Morgan, and IFC/World Bank. Dr. Kumar-Sinha pioneered some of the first foreign investments in the Indian subcontinent in the early 1990s.

Currently, she is also Founder and Managing Partner, Pacific Paradigm Advisors; Chairperson, InCred AMC. She is frequently featured in the media and at global conferences as an expert commentator on Asian capital markets and women's issues. She has also anchored many TV shows on major economic trends, key policy issues for India, and global capital markets. She has a PhD and Master's in Finance from the Wharton School. She is Chemical Engineering from the Indian Institute of Technology, New Delhi. She has an MBA and is a CFA charter holder. She is a member of CFA Institute, Boston Security Analysts Society, a TiE Charter Member, and a member of the Council on Foreign Relations. She has won many awards including Best Woman Director 2016 by Asian Centre For Corporate Governance and Sustainability. She was featured as one of the top 2019 Directors to Watch: Racial and Ethnic Diversity by Directors and Boards publication.





## **Dr. Niraj Gupta**

Head, School of Corporate Governance & Public Policy;  
Nodal Officer, Centre for Independent Directors,  
Indian Institute of Corporate Affairs,  
Ministry of Corporate Affairs, Govt. of India

**Dr. Niraj Gupta** has more than two decades of experience in Policy Research, Teaching & Consulting assignments. He is an ICSSR and DEA-FMSH France research fellow and has been a Visiting Professor to many European Universities and Research Institutes like Foundation Maison Des Sciences Paris, University of Rouan, FRANCE, CNRS- FRANCE, Asian Institute of Technology Bangkok, and Singapore Management University etc. He has also been a recipient of various scholarships and awards during his academic career. He is a Ph.D, MBA, M.com and Post Graduate Diploma in Financial Management & FDP (IIM, Ahmedabad).

He is a certified management teacher from UGC and also a Certified Trainer from Securities Exchange Board of India and Bombay Stock Exchange Institute. Dr. Gupta has extensive experience in training board of directors, Independent Directors and has been presented & published various research papers in various International / National Journals/Conferences.



## **Shailesh V. Haribhakti FCA**

Chairman - Mumbai, Institute of Directors, India;  
Chairman on the Boards of Blue Star Ltd., L&T Finance Holdings Ltd.,  
L&T Mutual Fund Trustee Ltd., Future Lifestyle Fashions Ltd. and  
NSDL e-Governance Infrastructure Ltd.;  
Independent Director on the Boards of, Bennett Coleman and Co. Ltd. (Times Group),  
Mahindra Lifespaces, Ambuja Cements Ltd., ACC Ltd. etc.; and  
Chairman, New Haribhakti Business Services LLP.

**Mr. Shailesh V. Haribhakti FCA**, is a Chartered and Cost Accountant, and a Certified Internal Auditor, Financial Planner & Fraud Examiner. Over decades of hands-on professional involvement, he has worked through myriad engagements which have defined the next steps at Haribhakti Group. Currently he is on the Boards of India's top performing organisations include L&T Finance Holdings Ltd., L&T Mutual Fund Trustee Ltd., Blue Star Limited, Future Lifestyle Fashions Ltd, NSDL e-Governance, ACC Limited, Ambuja Cements Limited, Bajaj Electricals Limited, Bennett Coleman and Company Limited and few others. His passion for quality is reflected in the ISO 9000 certification for various processes of the Group's operations.

He represented India on the Standards Advisory Council (SAC) of the International Accounting Standards Board (IASB) and also a member of Securities and Exchange Board of India (SEBI). He worked with PBAS, an affiliate of IFC Washington, to establish Activity-based costing and Strategic Planning Processes in Polish SMEs. He is a staunch believer in Corporate Social Responsibility, Governance and in promoting a greener environment.



## **Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)**

Vice Chairman, Institute of Directors, India;  
Ex-Chairman, Union Public Service Commission;  
Ex-Vice Chief of Army Staff;  
Ex-Independent Director on the Board of Larsen and Toubro Ltd.

**Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)** is the Vice Chairman, Institute of Directors, India. He is also the former Chairman, Union Public Service Commission, former Vice Chief of Army Staff and has also served on the Board of Larsen and Toubro Ltd. as an Independent Director. In December 2002, he was selected as Chairman of a Study Group constituted by the Hon'ble Prime Minister of India to review the system of performance appraisal, promotion, empanelment and placement procedures for All India Services i.e. IAS, IPS and IFOS and Group 'A' services of the Government of India.

The recommendations of the Study Group were submitted to the Hon'ble Prime Minister in July 2003 and have been frequently highlighted in the Media as "Surinder Nath Committee Report". Most of these recommendations have been accepted by the Government of India and are now under implementation. He was also a member of another Study Group constituted by the PMO in 2006 for designing and planning in-service training for IAS officers at junior, middle and senior level. The recommendations of the Study Group have been accepted and already implemented. He completed his M.Sc. in Defence Studies from Madras University and M.A. in International Relations from Allahabad University.

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