

**Gatekeepers of Governance – Corporate Governance Summit  
2<sup>nd</sup> – 3<sup>rd</sup> November, 2023  
Hotel Trident, Bandra Kurla Complex, Mumbai**

**Summit Introduction:**

Mr. M. Damodaran

*Chairperson, Excellence Enablers; Director on Boards*

**Inaugural Session -  
The Challenge of Regulation**

Ensuring orderly conduct in the regulated universe is a major challenge given that human conduct is often informed by greed, and the pursuit of short-term benefits. What does it take to ensure compliance and good governance? At the same time, have increasingly prescriptive regulations adversely impacted the ease of doing business?

**Panellists**

Mr. Debasish Panda

*Chairperson, IRDAI*

Mr. M. Rajeshwar Rao

*Deputy Governor, RBI*

Mr. Amarjeet Singh

*Whole Time Member, SEBI*

**Are Professional-led Companies Professionally Managed?**

There has been a belief that companies led by professionals are professionally managed. Some events in the past few years have given the lie to that presumption. The question now being asked is whether having a professional at the helm necessarily translates to the company being managed professionally.

**Panellists**

Mr. Atanu Chakraborty

*Non-Executive Chairperson, HDFC Bank*

Mr. Subodh Bhargava

*Director on Boards; former Chairman, CII*

Mr. Sanjeev Aga

*Director on Boards; former MD & CEO, Idea Cellular*

**Startups and Corporate Governance – Leaving it too Late?**

Startups constitute the expression of an entrepreneurial spirit married to an aspirational behaviour pattern. Growth becomes an obsession, with the founders of as well as the investors in startups. Are they giving Corporate Governance short shrift in the early years? If so, with what consequences?

**Panellists**

Mr. S. Ramann

*Chairman & MD, SIDBI*

Mr. Nithin Kamath  
*Founder & CEO, Zerodha*

Mr. Siddarth Pai  
*Founding Partner, CFO & ESG Officer, 3one4 Capital*

### **Planning for a Better Planet**

It is rightly said that every generation has the responsibility to leave the planet a better place than was inherited. With ESG moving centrestage, responsible corporate citizenship is beginning to manifest itself. In travelling on this path, are the financial aspects of doing business, getting adequate attention, or are stakeholder interests being sacrificed in the process of trying to look good?

#### **Panellists**

Mr. Chandru Badrinarayanan  
*Former Country Head, MSCI; COO, Blue Sky Analytics*

Mr. Govind Sankaranarayanan  
*Co-founder & COO, Ecofy; former CFO, Tata Capital*

Mr. Jamil Khatri  
*Co-Founder & CEO, Uniqus Consultech; former Head of Audit, KPMG*

### **Institutional Investors – Journey from Entry to Exit**

More often than not the voting behaviour of institutional investors tends to impact on the decisions being taken in the corporate universe. How do institutional investors choose the companies that they invest in, and what decides their behaviour pattern while they are invested, until they exit the company?

#### **Panellists**

Mr. A. Balasubramanian  
*MD & CEO, Aditya Birla Sun Life AMC*

Mr. Rajeev Gupta  
*Board Director & Founding Partner, Arpwood Capital*

Ms Renuka Ramnath  
*Founder, MD & CEO, Multiples Alternate Asset Management*

### **Corporate Governance Premium – Fact or Fiction?**

Even today there are persons who believe that the structural arrangements for Corporate Governance constitute a cost, and not an investment. Does Corporate Governance really add value, or is it only a feel-good factor? Do markets see additional value in companies perceived to be well governed?

#### **Panellists**

Mr. Rajnish Kumar  
*Director on Boards; former Chairman, SBI*

Mr. Sundararaman R.  
*MD & CEO, BSE*

Dr. Umakanth Varottil  
*Associate Professor, National University of Singapore*

### **Plenary Session – An Embodiment of Leadership**

An institution builder, and a leader beyond compare, Mr. A. M. Naik shares his thoughts on his corporate journey.

#### **Panellists**

Mr. A. M. Naik  
*Chairman Emeritus, Larsen & Toubro*

Mr. M. Damodaran  
*Chairperson, Excellence Enablers; Director on Boards*

### **Corporate Governance and its Punching Bags**

When things go wrong with any corporate entity, it is normal to attempt to identify those that contributed to the downfall by acts of omission or commission. Rating agencies, auditors and the Stock Exchanges have emerged as the favourite punching bags of the commentariat. Is there more to this than meets the eye? Are they more sinned against than sinning?

#### **Panellists**

Mr. Ashishkumar Chauhan  
*MD & CEO, NSE*

Mr. Amish Mehta  
*MD & CEO, CRISIL*

Mr. Aniket S. Talati  
*President, ICAI*

### **Do Boards Lead?**

The Board of Directors is structurally at the apex of decision-making in companies. The expectation is that they will provide the elements of superintendence, direction and control. Does this actually happen in boardrooms, or have Boards become increasingly captive to management's ideas and proposals?

#### **Panellists**

Mr. R. Gopalakrishnan  
*CEO, The Mindworks; former Director, TATA Sons*

Mr. M. Damodaran  
*Chairperson, Excellence Enablers; Director on Boards*