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PRESENTS

11th Edition
GATEKEEPERS OF GOVERNANCE
A CORPORATE GOVERNANCE SUMMIT

19th - 20th November, 2026

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19th November, 2026
Inaugural session | 1000 hours – 1115 hours

The Future Beckons – Is Regulation Keeping Pace?

Summit Introduction
Mr. M. Damodaran

Speakers
Mr. Tuhin Kanta Pandey
Mr. Ajay Seth
Mr. S. Ramann
Mr. Shirish Chandra Murmu

Context
The business environment is changing at a rapid pace. At the same time, the continuing attention of Regulators is on ensuring orderly conduct in the regulated universe. Can regulation keep pace?

19th November, 2026
Session I | 1125 hours – 1225 hours

NRCs and Succession Planning – Hiccups and Heartburn?

Panellists
Ms Pallavi S. Shroff
Ms Rama Bijapurkar
Mr. Shiv Shivakumar

Context
Many organisations have witnessed changes, some planned, some unplanned, at seniormost levels. Is disruption being seen more than ever before? Are legitimate career expectations being given short shrift? What should NRCs look out for?

19th November, 2026
Session II | 1230 hours – 1330 hours

AI – Will it make Boards Irrelevant?

Panellists

Mr. C. S. Setty
Mr. Kamlesh C. Varshney
Mr. Karan Bhagat

Context

Every major development generates concerns of its own. With AI becoming centre stage, there are concerns about employment, and the like. Boards are beginning to wonder about their relevance, and even existence, going forward. Is the future ours to see?

19th November, 2026
Session III | 1420 hours – 1520 hours

NFRA and TCWG - The end of Creative Accounting?

Panellists

Mr. Mukesh Butani
Mr. P. R. Ramesh
Mr. Sundararaman Ramamurthy

Context

Financial statements are expected to provide a true and fair picture of the affairs of a corporate. This expectation has been belied time and again. Is NFRA moving in with a sledgehammer and making TCWG scream “foul”? Will we see financials with the disclaimer: “This is a work of fiction”?

19th November, 2026
Session IV | 1530 hours – 1630 hours

Subsidiaries – Parental Rights and Responsibilities?

Panellists
Mr. Nilesh Vikamsey
Mr. Sanjeev Aga
Ms Shanti Ekambaram

Context
Parents have both rights and responsibilities. When it comes to subsidiaries, are the parents measuring up? How good is the supervision? Will structural prescriptions ensure good conduct by subsidiaries? What more needs to be done?

19th November, 2026
Session V | 1640 hours – 1740 hours

Boom, Bust, Bluster and Bravado – Startups and Corporate Governance

Panellists
Mr. Amish Mehta
Mr. Siddarth Pai
Mr. Vineet Nayar

Context
Startups are, in a sense, the new kids on the block. A combination of a great idea and fire in the belly often gives rise to the expectation that a success story is round the corner. Some, however, are stillborn, and some others face infant mortality. What gives?

20th November, 2026
Plenary Session | 1000 hours – 1100 hours

Management and Ownership – When the Twain Don't Meet

Panellists

Mr. K. V. R. Murty
Ms Kalpana Morparia
Dr. Suneeta Reddy
Mr. M. Damodaran

Context

The standoffs between ownership and management are often on the rise. Are promoters wanting to "own" managements, and are managements wanting to sidestep the owners? Is this internecine warfare a reflection of greed ushering in grief?

20th November, 2026
Session I | 1110 hours – 1210 hours

Disclosures – How Much is Too Much?

Panellists
Mr. Amarjeet Singh
Mr. Homi R. Khusrokhan
Mr. Rajiv Dhar

Context
Stakeholders expect to receive relevant information at the right time. To address this felt need, Regulators mandate increasing disclosures. How does this fit with the need for business confidentiality in a competitive environment?

20th November, 2026
Session II | 1220 hours – 1320 hours

Outsourced Thinking – Death Knell of Stewardship?

Panellists
Mr. G. Ananth Narayan
Mr. Sundeep Sikka
Mr. T. V. Mohandas Pai

Context
There are increasing reports of institutional investors voting, without application of mind, based on the recommendations of proxy advisory firms. Is outsourced thinking consistent with stewardship?

20th November, 2026

Concluding session | 1320 hours – 1330 hours

Remarks by Mr. M. Damodaran

OUR SPEAKERS



Ajay Seth

Chair,
Insurance Regulatory and
Development Authority of India
(IRDAI)

Amarjeet Singh

Former WTM,
Securities and Exchange
Board of India (SEBI)





Amish Mehta

MD & CEO,
CRISIL

CS Setty

Chair,
State Bank of India





G Ananth Narayan

Former WTM,
Securities and Exchange
Board of India (SEBI)

Homi R Khusrokhan

Former MD,
Tata Tea & Tata Chemicals





Kalpana Morparia

Former Chair,
South & South East Asia, JP Morgan

Kamlesh C Varshney

WTM,
Securities and Exchange
Board of India (SEBI)





Karan Bhagat
Founder, MD & CEO,
360 ONE

KVR Murty
WTM,
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M Damodaran
Chair, Excellence Enablers;
Former Chair, SEBI, UTI & IDBI

Mukesh Butani
Founder & Managing Partner,
BMR Legal Advocates;
Member, Global Supervisory Board, IFA





Nilesh Vikamsey
Past President,
ICAI;
Senior Partner,
KKC & Associates LLP

Pallavi S Shroff
Managing Partner,
Shardul Amarchand
Mangaldas & Co.





PR Ramesh
Former Chair,
Deloitte India

Rajiv Dhar
Chief Investment Officer,
NIIF





Rama Bijapurkar
Business Advisor
and Author

S Ramann
Chair,
Pension Fund Regulatory
& Development Authority
(PFRDA)





Sanjeev Aga
Former MD,
Idea Cellular & Aditya Birla Nuvo

Shanti Ekambaram
Former DMD,
Kotak Mahindra Bank





Shirish Chandra Murmu
Deputy Governor,
Reserve Bank of India (RBI)

Shiv Shivakumar
Operating Partner,
Advent International;
Former Chair, PepsiCo India





Siddarth Pai

Founding Partner,
CFO & ESG Officer,
3one4 Capital

Sundararaman Ramamurthy

MD & CEO,
BSE





Sundeep Sikka

MD & CEO,
Nippon India Mutual Fund;
Chair,
AMFI

Suneeta Reddy

Managing Director,
Apollo Hospitals





Tuhin Kanta Pandey
Chair,
Securities and Exchange Board
of India (SEBI)

TV Mohandas Pai
Chair,
3one4 Capital & Aarin Capital





Vineet Nayar
Founder,
Sampark Foundation;
Former CEO,
HCL Technologies

About Gatekeepers of Governance

Corporate calamities play havoc with the interests of stakeholders. Gatekeepers of Governance, the annual two day Corporate Governance Summit, is the clearing house of ideas and opinions of experts who have “been there, done that”, and have solutions to suggest.

About Excellence Enablers

We are a niche Corporate Governance advisory firm. We do not attempt to be all things to all persons. Improving Corporate Governance policies and practices is our *raison d'être*. Our mission is to demystify Corporate Governance and to persuade corporates that it is nothing more than doing the right things at the right time in the right manner for the right reasons.

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Red flags don't turn Green by themselves.

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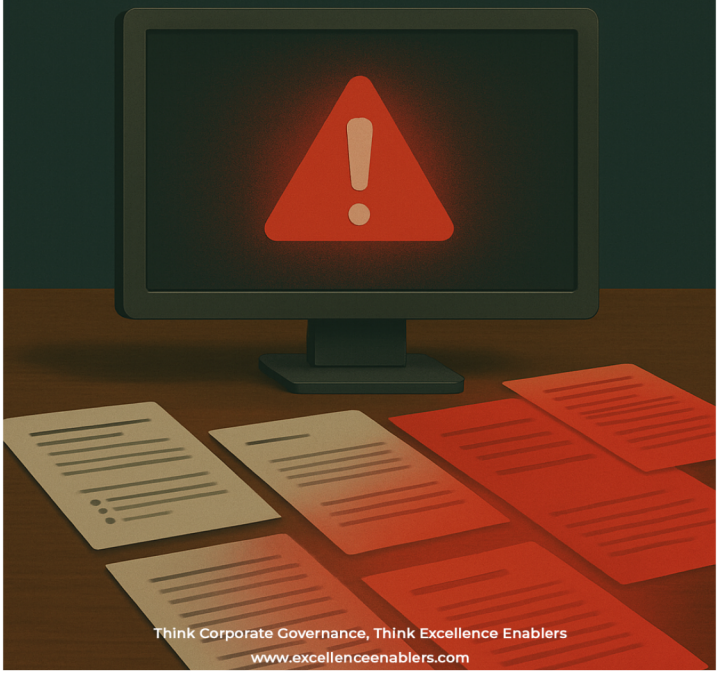

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And is lost in seconds

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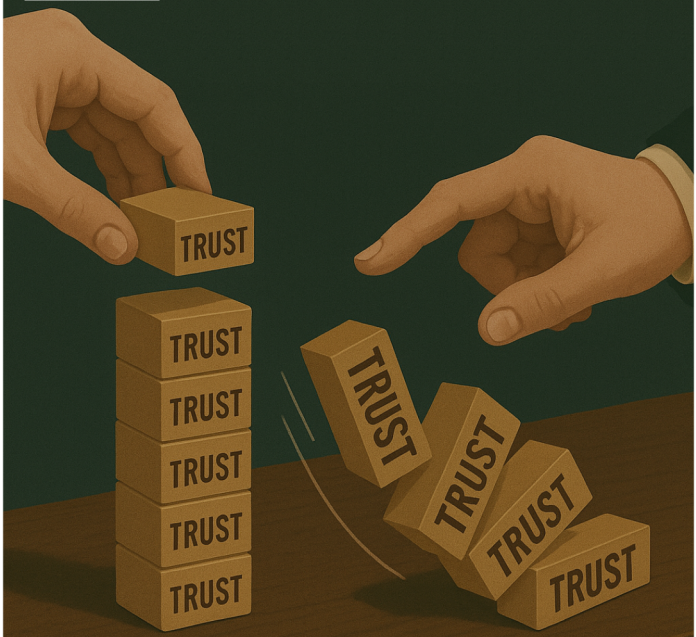

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Compliance is cheaper than crisis

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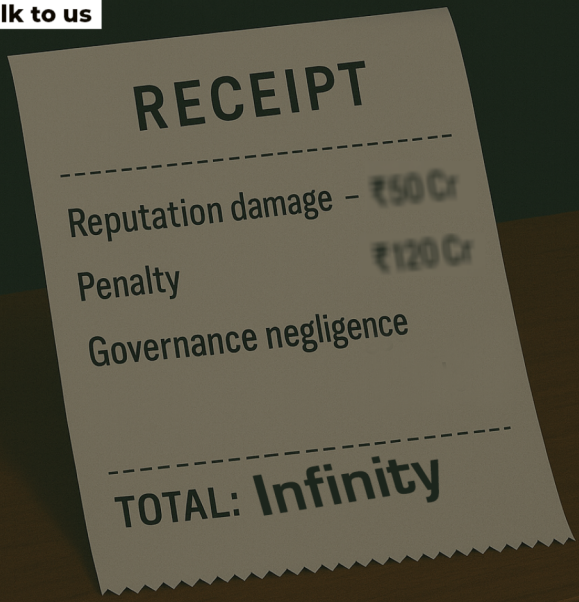

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When the whistle blows, what will it reveal?

Build ethical structures before they break you.

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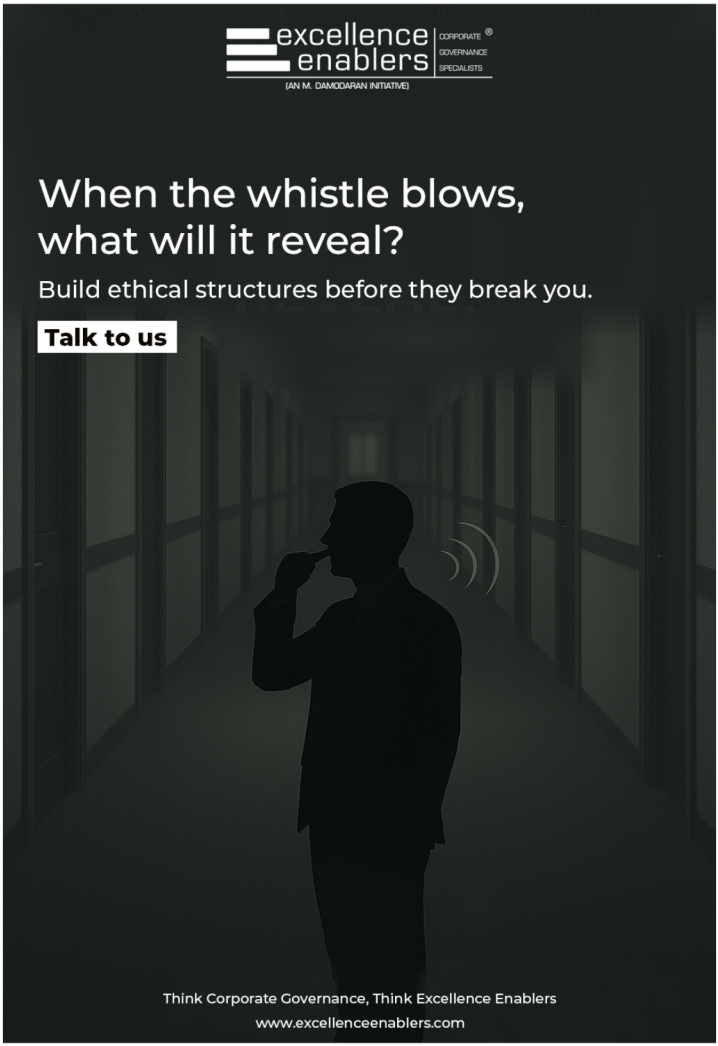

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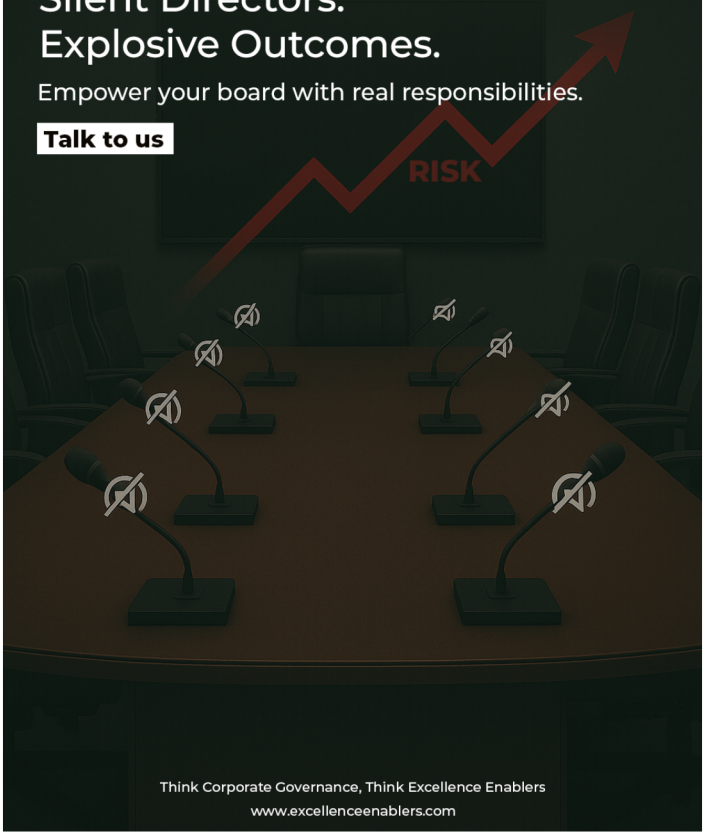

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It didn't start with fraud. It started with silence.

Don't wait for silence to become scandal.

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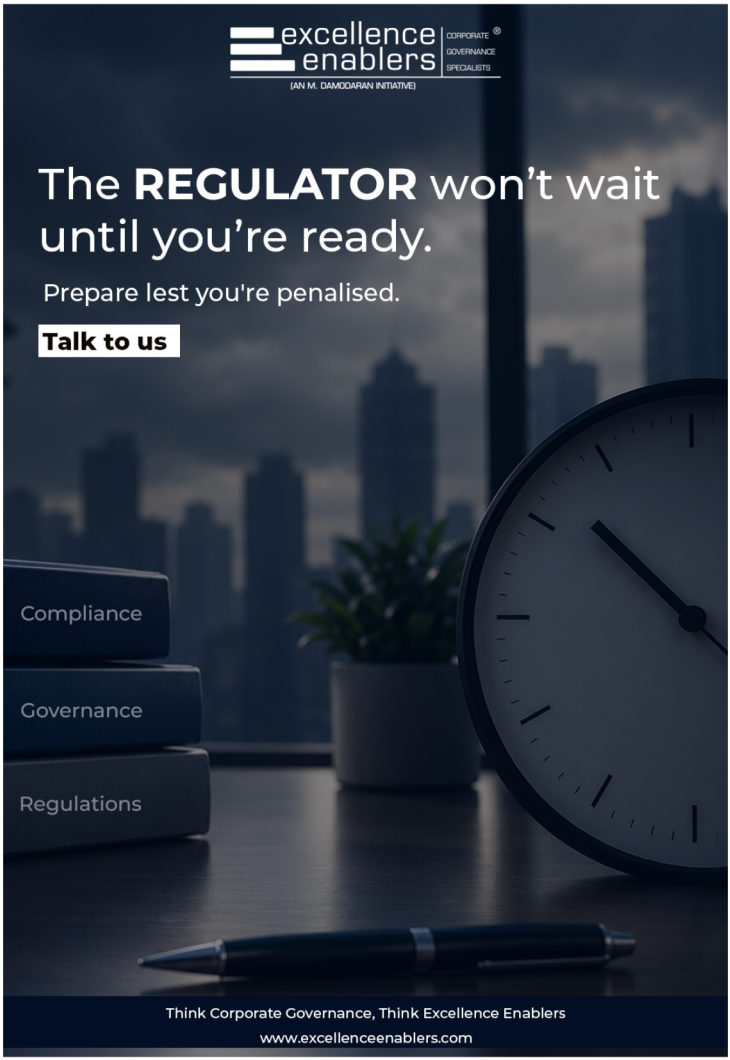
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The real cost of poor governance?
Trust lost forever.

Safeguard what takes years to build.

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The scandal you didn't see coming.

Before you trend for the wrong reasons,

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The real cost of a bad decision? Everything.

Don't become the case study they teach in law school.

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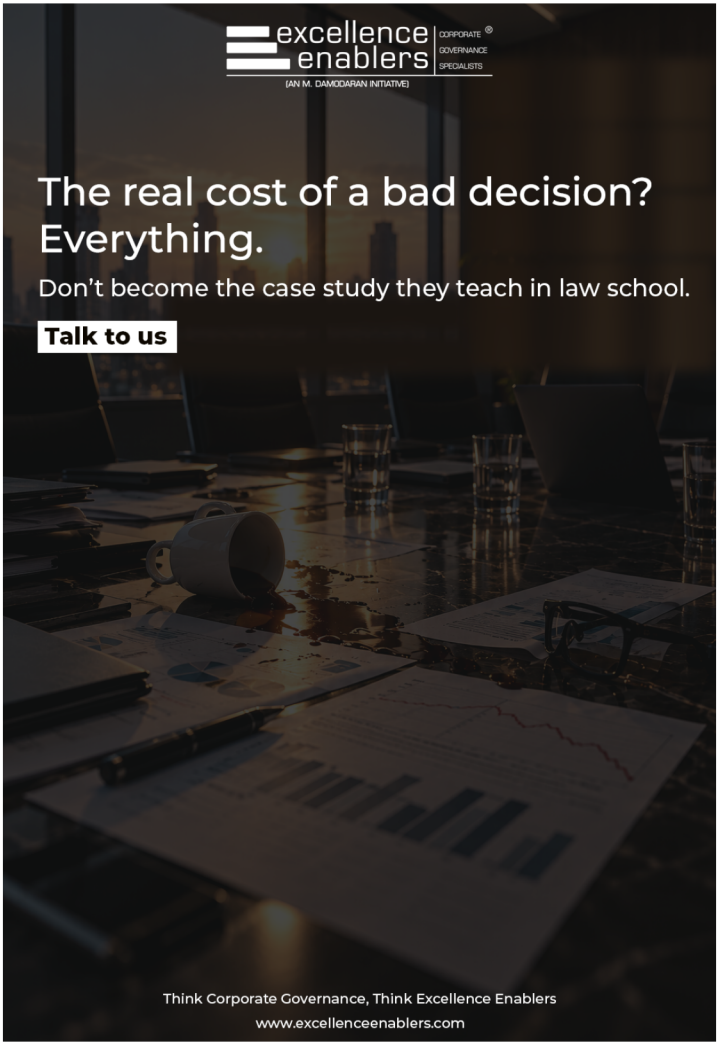

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The **AUDIT** trail leads somewhere

Get your house in order before others do it for you.

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Ethics: The Firewall You forgot to install.

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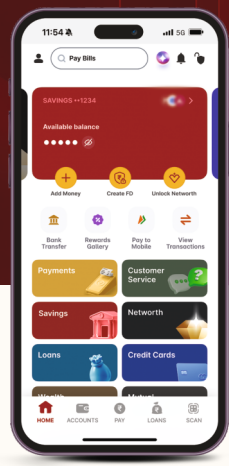



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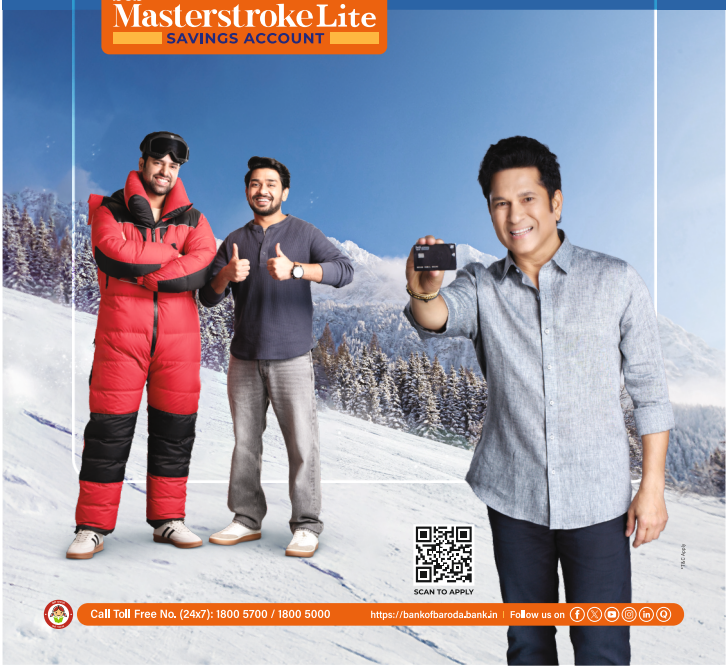

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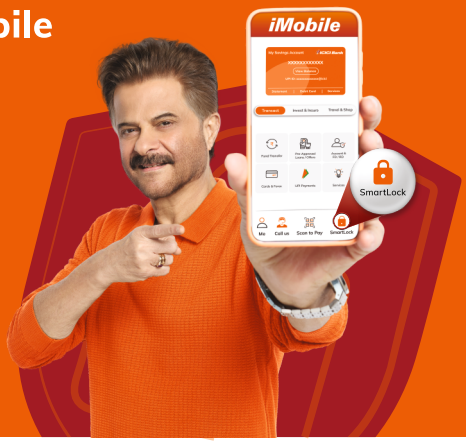

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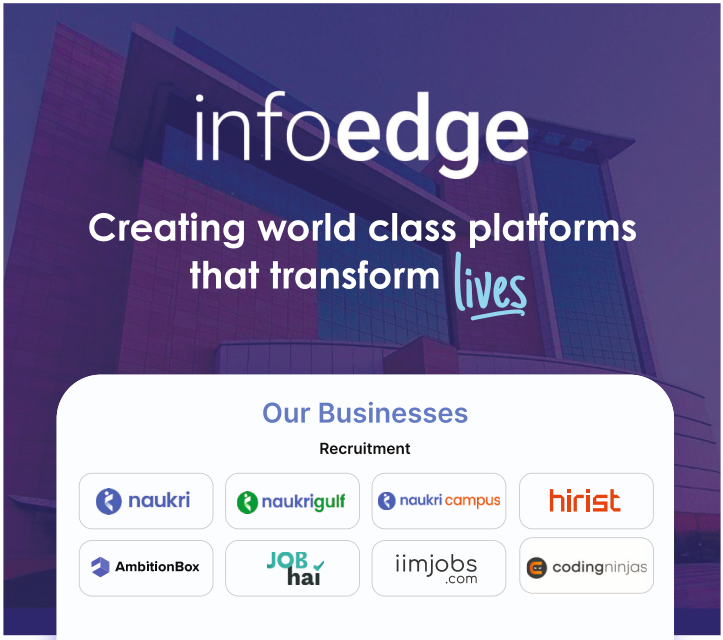

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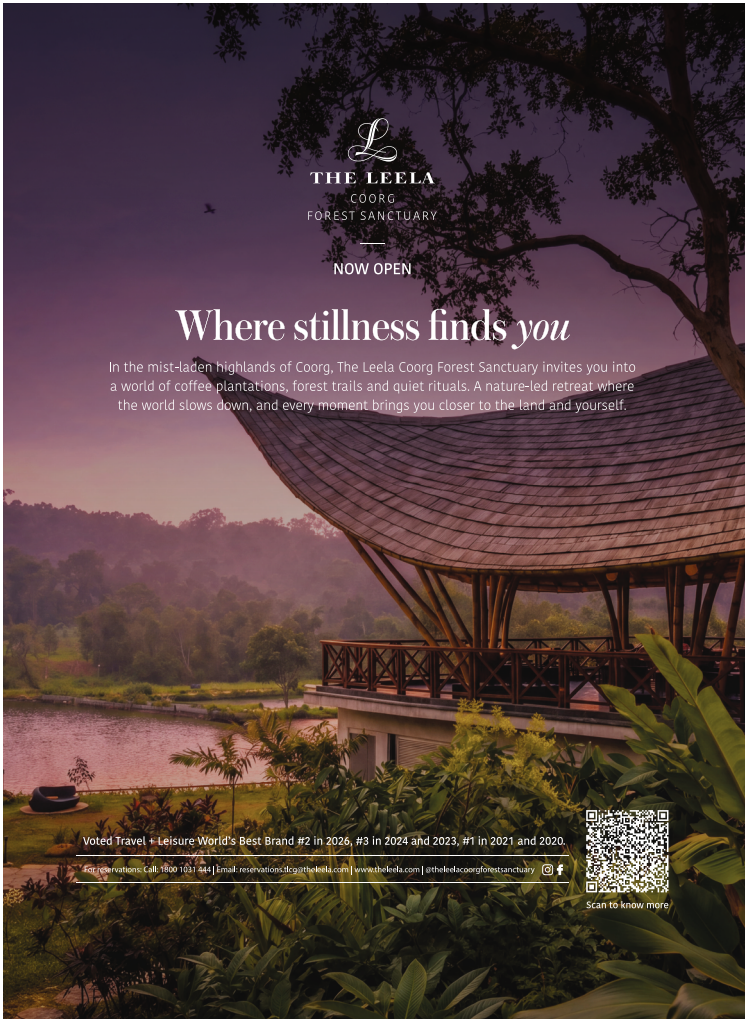
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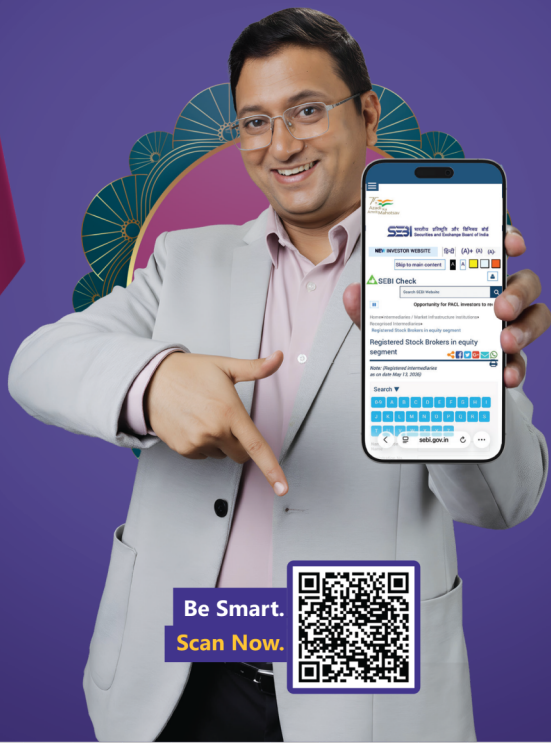

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