



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

**Institute of Directors (IOD)**  
presents

**2026**

# DIRECTORS' CONCLAVE

**& 36<sup>TH</sup> IOD ANNUAL DAY**

also Felicitation of  
**IOD Distinguished Fellows**

**AUGUST 22, 2026**  
New Delhi (India)

THEME

Making Boards  
Effective for  
Investor  
Confidence  
& Sustainable  
Value Creation



## ABOUT THE CONCLAVE

The annual flagship event of IOD, the **2026 Annual Directors' Conclave**, will deliberate on the most pressing issues shaping the boardroom and the global director community, in its continued endeavour of 'Building Tomorrow's Boards'.

This year's theme, '**Making Boards Effective for Investor Confidence & Sustainable Value Creation**', reflects the evolving responsibilities of boards in navigating an era of technological upheaval, geopolitical shifts, regulatory scrutiny, and rising stakeholder expectations.

The Conclave remains a premier platform for C-suite leaders, board members, policymakers, and governance experts to exchange perspectives and engage in meaningful dialogue on the future of corporate governance.

**44** The real test of governance is not during steady growth; it's when something goes wrong... That's when your governance model speaks loudest. And what it reveals depends not on policies, but on the people.

**Tuhin Kanta Pandey, IAS (Retd.)**

Chairman, Securities & Exchange Board of India (SEBI)

while delivering the '**Keynote Address**' at the **2025 Directors' Conclave** in New Delhi

## WHO SHOULD ATTEND

The Conclave is open to all stakeholders interested in the practice of Corporate Governance and Sustainability, including Independent Directors, Board Members, Policymakers, Govt. Officials, Company Chairmen, Directors, Women Leaders, CEOs, MDs, CFOs, Bankers, CAs, CSs, Legislators, Jurists, Diplomats, Investors, Management Analysts and Financial Consultants.



# IOD DISTINGUISHED FELLOWS 2025



Chief Guest

**Arjun Ram Meghwal**  
Hon'ble Union Minister of State (I/C) for Law & Justice, Parliamentary Affairs and Culture, Govt. of India.



**M. Nagaraju, IAS**  
Secretary  
Dept. of Financial Services  
Ministry of Finance  
Govt. of India



**Chanchal Kumar, IAS**  
Secretary  
Ministry of DoNER  
Govt. of India



**Nadir B. Godrej**  
Chairman & MD  
Godrej Industries Limited

**Angelo George**  
CEO  
Bisleri International

## DISTINGUISHED SPEAKERS

(Over the years)



**R. Venkataramani**  
Attorney General for India



**Girish Chandra Murmu, IAS (Retd.)**  
former Comptroller & Auditor General of India



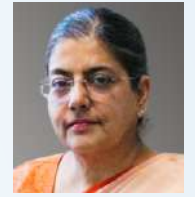
**Amitabh Kant**  
Ex- India's G20 Sherpa & former Chief Executive Officer NITI Aayog, Govt. of India



**Jayant Sinha**  
Member of Parliament & former MoS, Finance and Civil Aviation, Govt. of India



**Dilip Shanghi**  
Chairman & MD  
Sun Pharmaceutical Industries Ltd.



**Ravneet Kaur, IAS**  
Chairperson  
Competition Commission of India



**Dr. Ajay Bhushan Prasad Pandey, IAS**  
Former Chairperson  
National Financial Reporting Authority (NFRA)



**A.S. Lakshminarayanan**  
MD & CEO  
Tata Communications Ltd.



**Sunil Kant Munjal**  
Chairman  
Hero Enterprise



**G. Kamala Vardhana Rao, IAS**  
Former Chief Executive Officer  
Food Safety and Standards Authority of India (FSSAI)



**Dr. Sushma Paul Berlia**  
Co-Promoter & President  
Apeejay Stya & Svan Group  
Co-Founder & Chancellor  
Apeejay Stya University



**Shefali Goradia**  
Chairperson  
Deloitte, South Asia



**Durga Shanker Mishra, IAS (Retd.)**  
former Chief Secretary to  
Government of Uttar Pradesh



**Pradeep K. Kheruka**  
Chairman  
Borosil Renewables Ltd.



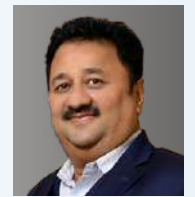
**Mugdha Sinha, IAS**  
Managing Director  
India Tourism Development Corporation (ITDC)



**Vijay Karia**  
Chairman & MD  
Ravin Group of Companies  
India



**Dr. Meenesh Shah**  
Chairman & MD  
National Dairy Development Board



**Prasanna Mohile**  
National Head &  
Executive Board Member  
Pernod Ricard India

### KEY THEMES FOR DELIBERATION



The Future-Ready Board: Capability, Culture & Sectoral Foresight

Leadership in an Era of Regulatory Intensification:  
*Are boards prepared for regulatory activism?*

The ESG Inflection Point: From Reporting to Responsibility

Promoter-Controlled Companies vs. Institutional Governance Models

For more information and participation, write to us@ [info@iodglobal.com](mailto:info@iodglobal.com)

### INSTITUTE OF DIRECTORS (IOD)

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