



INSTITUTE OF DIRECTORS (IOD), INDIA

— NATIONAL —
**CONVENTION SERIES ON
'BOARDS'**



Presentation of
IODGLOBAL Award
for Leadership (IDEAL)



Felicitation of
IOD Life Members

Theme

Board Strategy for **Driving Transformation**
and **Global Competitiveness**

SOUVENIR

July 25, 2026
Chennai (India)



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also Presentation of
Golden Peacock Awards

at Hotel Montcalm Mayfair
London, W1H 7TN



2026 ANNUAL

LONDON

GLOBAL CONVENTION

Corporate Governance & Sustainability

November 18 - 21, 2026
London, UK



Global Business Meet
at House of Lords - UK Parliament

THEME

Boards at the Crossroads of
Volatility and the AI Era



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NATIONAL CONVENTION SERIES on 'Boards'

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Title Partner



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ACCA

MEDIA Partner



2026

DIRECTORS' CONCLAVE

& 36TH 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.

CHIEF GUEST



Jyotiraditya M. Scindia

Union Cabinet Minister for
Communications and Development
of North Eastern Region
Govt. of India

GUEST OF HONOUR (Keynote Address)



Tuhin Kanta Pandey, IAS

Chairman, SEBI
(Securities and Exchange
Board of India)

GUEST OF HONOUR



Rajesh Agrawal, IAS

Secretary
Department of Commerce
Ministry of Commerce & Industry
Govt. of India

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.

INSTITUTE OF DIRECTORS (IOD)

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Tel: +91-11-41636717, 41636294, 41630030, 46061475, 46061476

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



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IOD Vice Chairman Message

Hon'ble Justice Ritu Raj Awasthi

Chief Guests



Thiru. Rajendra Vishwanath Arlekar

Hon'ble Governor of Tamil Nadu



Dr. Kumar R.

Minister for Artificial Intelligence, Information Technology & Digital Services, Government of Tamil Nadu

Recognitions & Felicitations

IODGLOBAL Award for Leadership (IDEAL)



Shobana Kamineni

Executive Chairperson - Apollo Health Co. Ltd.

Sankaranarayanan Padmanabhan

Chairman - Tata Chemicals Limited and Rallis India Limited

Hans Raj Verma, IAS (Retd.)

Director General, Council of State Industrial Development & Investment, Corporations of India (COSIDICI)

M. P. Vijay Kumar

Executive Director and Group CFO - Sify Technologies Limited

Prasanna Kumar Motupalli

former CMD - NLC India Ltd.

IOD Life Members : Profile

(April 2024 – June 2026, Tamil Nadu Region)

Programme

Speakers' Profile

Partners' Profile



Title Partner

Tristar Group, UAE



Knowledge Partner

ACCA



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Global *Board* Fellowship

Experience a Masterclass

A premier, immersive leadership accelerator designed exclusively for board members to sharpen judgement, strengthen strategic oversight, and lead decisively in an increasingly complex risk environment.

6 Programme Modules	2 Case Studies	1 Global Board Fellow Pledge	3 Breakfast Roundtables	4 Gala Dinners
3 Cultural & Wellness Events	1 Felicitation Ceremony	3 Companion Activities/Day	20+ Learning Hours	2 Evening High Teas



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Institute of Directors (IOD), INDIA

Empowering Boardrooms, Enabling Leadership since 1990

Established in 1990 under the Societies Registration Act, XXI of 1860, the **Institute of Directors (IOD)**, India was founded as the apex professional body for corporate directors - dedicated to building effective boards and advancing boardroom leadership.

Over the past 35 years, IOD has grown into India's leading organisation for directors, with a vibrant network of **over 30,000 senior executives** from the public, private, and government sectors—both in India and abroad - including more than **11,000 trained Certified Directors** through its acclaimed Masterclass for Directors.

With its headquarters in **New Delhi** and regional offices in **Bengaluru, Chennai, GIFT City, Hyderabad, and Mumbai**, IOD provides region-specific support and services across India's diverse corporate landscape.

IOD remains at the heart of India's boardroom ecosystem - strengthening governance frameworks, driving director development, and cultivating a future-ready leadership community.

IOD's Core Competency Framework for the Boardroom Community:

1. **Membership & Representation**
A membership-based organisation representing directors across sectors and supporting peer collaboration.
2. **Board Training & Certification**
Comprehensive training for directors, board chairs, CEOs, MDs, and aspiring board leaders—focused on governance, compliance, ESG, risk, and performance.
3. **Directors' Databank (since 2013)**
A trusted repository of board-ready professionals from diverse backgrounds, supporting Independent Director appointments across companies.
4. **Networking & Thought Leadership**
High-impact national and international conventions that offer platforms for directors to share insights, build networks, and tackle boardroom challenges.
5. **Golden Peacock Awards**
Globally recognised awards in 16 corporate verticals, benchmarked against the Golden Peacock Excellence Model - honouring exemplary leadership and innovation.
6. **Board Research & Advisory**
Bespoke services covering board evaluations, governance diagnostics, industry sentiment analyses, and boardroom policy guidance.
7. **Knowledge Dissemination**
Regular publications including professional books, handbooks, and the widely read Director Today journal, keeping directors informed of emerging trends and best practices.

IOD continues to empower the current and next generation of directors to lead with purpose, accountability, and innovation—bringing a silent revolution to boardrooms in India and beyond. ■



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Institute of Directors (IOD)

Directors Databank

A Platform for Directors, A Gateway for Companies

bringing the world to India...

Join the Pool of Executive & Non-Executive Directors

IOD Directors Databank (<https://iodglobal.com/directorsdatabank/>)

➤ **What is IOD Directors Databank?**

The Directors Databank represents a distinctive initiative by the Institute of Directors, aiming to curate a repository of Directors, Senior Executives, and Professionals interested in taking Board positions or Advisory roles in both listed and unlisted companies. The Directors Databank serves as a targeted pool for scouting global top-tier talent for Boardroom positions.



➤ **How it Works?**

FOR DIRECTORS

- Enroll and create a profile showcasing your skills and professional background.
- Enhance your opportunities to join the Boardroom community.

FOR CORPORATE

- Gain instant access to comprehensive profiles of industry experts and directors with relevant qualifications and experience.
- Utilise IOD Directors Databank to facilitating a swift and accurate fulfilment of niche requirements for your Board Recruitment needs.



INSTITUTE OF DIRECTORS

M-56 A, Greater Kailash Part - II (Market), New Delhi-110048,

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Golden Peacock Awards[®]

A Strategic tool to Lead the Competition

Golden Peacock Awards, instituted by the Institute of Directors (IOD), India is now celebrating over 30 glorious years, which is currently regarded as hallmark of Corporate Excellence, both locally and globally.

Established in the year 1990, as one of the early prime initiatives of IOD, it has been attracting more than 1000 corporate applications annually, for 16 different corporate key functional domains.

These awards have a meticulously defined & transparent 3 level evaluation criteria managed by independent professional assessors. Today, no other business Award globally is accorded such recognition & patronage - known as 'Badge of Excellence' globally under the '**Golden Peacock Excellence Model**'

Former Chief Justice of India, Chairman, National Human Rights Commission of India and National Commission for Constitution of India Reforms, **Justice M. N. Venkatachaliah**, is National Chairman of IOD and also the chairman of these coveted Awards Jury.

Some of the other Jury Members include: **Hon'ble Justice U. U. Lalit**, former Chief Justice of India, **Hon'ble Justice Ritu Raj Awasthi**, Chairperson, Law Commission of India and former Chief Justice, Karnataka High Court, **Mr. Shekhar Dutt, IAS (Retd.)**, former Governor, State of Chhattisgarh & former Secretary, Ministry of Defence, Government of India, **Lt. Gen. Surinder Nath (Retd.)**, former Vice Chief of Army Staff & former Chairman, UPSC and Independent Director, Larsen & Toubro Limited, **Dr. Vivek K. Agnihotri, IAS (Retd.)**, former Secretary-General, Rajya Sabha (Parliament of India), **Dr. Ajay Dua, IAS (Retd.)**, Director on the Boards of Dabur India Ltd, Dabur International Ltd, Kirloskar Pneumatics

and Compressors Ltd and Bussan Auto Finance Ltd, Senior Advisor to Mitsui & Co, BNP Paribas Bank and Kyosan Electric Manufacturing Ltd. former Secretary, Ministry of Commerce and Industry, Govt. of India, **Mr. Dhanendra Kumar, IAS (Retd.)**, Chairman, Committee on National Competition Policy of India former Chairman, Competition Commission of India & Secretary to Govt. of India and Executive Director, World Bank, **Mr. Desh Deepak Verma, IAS (Retd.)**, Principal Advisor of the Institute of Directors, former Secretary General, Rajya Sabha, Parliament of India, **Mr. Anil Bajjal, IAS (Retd.)**, Former Lieutenant Governor of Delhi and former Union Secretary to the Government of India, **Mr. Anurag Goel, IAS (Retd.)**, former Secretary, Ministry of Corporate Affairs, Government of India, **Dr. Aruna Sharma, IAS (Retd.)**, Independent Director, Jindal Steel & Power Ltd and Welspun Infra, Member - Digitisation Committee, Reserve Bank of India, Independent Member, MFIN (Micro Finance Institutions Network), former Secretary, Ministry of Steel, Govt. of India, **Ms. Ruchi Ghanashyam, IFS (Retd.)**, former High Commissioner of India to UK, **Mr. C. K. Mishra, IAS (Retd.)**, former Secretary, Ministry of Environment, Forest & Climate Change, Govt of India, **Dr. Anup Wadhawan, IAS (Retd.)**, former Secretary, Ministry of Commerce & Industry, Govt of India, **Mr. Hem Pande, IAS (Retd.)**, former Secretary, Ministry of Consumer Affairs, Food & Public Distribution, Government of India & former Special Secretary, Ministry of Environment, Forests and Climate Change, Government of India, **Dr. Uddesh Kohli**, Secretary General, IFTDO & Senior Advisor, Global Compact Office, UN, **Dr. Reena Ramachandran**, former Chairman and Managing Director, Hindustan Organic Chemicals Limited & currently Independent Director on multiple Boards et al.



www.goldenpeacockaward.com



Foreword

We find ourselves at a defining moment in global business. Climate imperatives, geopolitical realignments, technological disruption, evolving regulations, and changing stakeholder expectations are reshaping industries at an unprecedented pace. As markets become increasingly volatile, the role of boards has become only more consequential.

Across industries, organisations are navigating profound transformation. Energy systems are evolving, supply chains are being reconfigured, digital technologies are redefining competitive advantage, and capital markets are increasingly rewarding resilience, responsible governance, and long-term value creation. In this environment, standing still is no longer an option.

At TRISTAR, we believe that the most effective response to this era of complexity is not caution, but purposeful transformation. Sustainable success, commercially, socially, and environmentally depends on our ability to embrace innovation, strengthen governance, anticipate emerging risks, and build organisations that are resilient by design.

For us, transformation extends beyond operational excellence. It is about creating long term value by integrating sustainability into strategy, embedding resilience into decision-making, and cultivating a culture that continuously adapts to dynamism. While the journey poses significant challenges, it also offers significant opportunities for organisations prepared to lead with vision and conviction.

This is where the role of the board assumes even greater importance. Today's boards are expected to be all-equipped to provide oversight, guide innovation, strengthen organisational resilience, and ensure that governance keeps pace with a rapidly evolving business environment. Forward-looking board leadership is no longer an aspiration, it is a strategic necessity.

We deeply value the leadership of the Institute of Directors, (IOD) India, in fostering excellence in corporate governance and creating platforms that bring together distinguished board members, policymakers, industry leaders, and governance professionals. The IOD National Convention on Boards Series serves as an important forum for exchanging ideas, strengthening institutional leadership, and collectively shaping the future of governance.

The theme of this Convention, "Board Strategy for Driving Transformation and Global Competitiveness," is timely and apt. As India strengthens its position in the global economy, boards must champion innovation, responsible growth, digital transformation, sustainability, and international competitiveness while remaining firmly anchored in ethical governance and long-term stakeholder value.



This is an era that heralds bold leadership, mindful stewardship, and collaborative action. The organisations that will succeed tomorrow will be those whose boards can anticipate change, make informed decisions, and convert uncertainty into opportunity.

On behalf of TRISTAR, I commend the Institute of Directors, India, for its continued commitment to advancing board excellence and governance leadership.

We are proud to partner with IOD and extend a warm welcome to all distinguished delegates, speakers, and participants to the Tristar-IOD National Convention Series on 'Boards' 2026-27.

I wish the Convention every success and trust that the deliberations will inspire meaningful dialogue, actionable insights, and enduring impact.



July 25, 2026
Chennai (India)

Eugene Mayne
Founder and Group CEO
Tristar Group, UAE
IOD Distinguished Fellow (2023)



Preface

The pace of change in today's world is no longer measured in decades; it is measured in months. New technologies are redefining industries, geopolitical developments are reshaping global trade, supply chains are being reconfigured, sustainability is influencing investment decisions, and artificial intelligence is transforming the very foundations of business. In this rapidly evolving landscape, the role of corporate boards has undergone a profound transformation. Boards are no longer expected merely to oversee organisational performance—they are increasingly called upon to anticipate change, inspire innovation, guide responsible risk-taking, and shape institutions that are resilient, competitive and future-ready.

It is in this context that the **Institute of Directors** is privileged to organise the **National Convention on Boards 2026**, on **25th July 2026** at Chennai, under the theme "**Board Strategy for Driving Transformation and Global Competitiveness**." This is the first of a series of National Conventions on Boards to be organised at Chennai, Bangalore, Mumbai and Hyderabad. The theme of the convention reflects one of the most pressing priorities before business leaders today: how boards can steer organisations through continuous transformation while enabling them to compete successfully in an increasingly interconnected global economy. IOD has focused on international scenarios and now realised that National Conventions will focus on national issues and cover different regions of the

country. IOD is the only organisation that has a national presence.

History has repeatedly shown that periods of great economic advancement have been driven not only by technological breakthroughs but also by visionary leadership. Every industrial revolution has rewarded organisations that recognised emerging opportunities ahead of their competitors and possessed the courage to transform themselves before circumstances demanded it. Today's boardrooms therefore have a responsibility that extends well beyond governance—they must become architects of climate resilient enterprise transformation, custodians of stakeholder trust, and catalysts of sustainable growth.

India stands at a particularly significant moment in its development journey. With one of the world's fastest-growing major economies, an expanding manufacturing base, rapid digitalisation, world-class entrepreneurial talent, and growing integration with global value chains, the nation is uniquely positioned to enhance its competitiveness on the international stage. Realising this opportunity, however, will require boards that think strategically, embrace innovation with confidence, nurture responsible leadership, and cultivate organisational cultures capable of adapting continuously to change.

The deliberations during this Convention have therefore been carefully designed to examine the multidimensional role of boards in shaping high-performance organisations. They encompass strategic foresight, innovation-led growth, digital transformation, responsible adoption of Artificial Intelligence, sustainable industrial development, resilient supply chains, clean mobility, and effective ESG leadership. Collectively, these discussions recognise that competitiveness will increasingly be determined by the quality of governance, the agility of decision-

making, the capacity for innovation, and the ability to balance commercial success with long-term societal value. Operational sustainability will be the determining factor in achievements.

The Institute of Directors has, for over three decades, remained committed to advancing the standards of corporate governance, board effectiveness, ethical leadership, and director development. Through its conferences, training programmes, publications, policy initiatives, and the globally respected Golden Peacock Awards, IOD has consistently provided a platform for knowledge exchange and thought leadership, enabling boards to remain responsive to emerging opportunities and challenges in an ever-changing world.

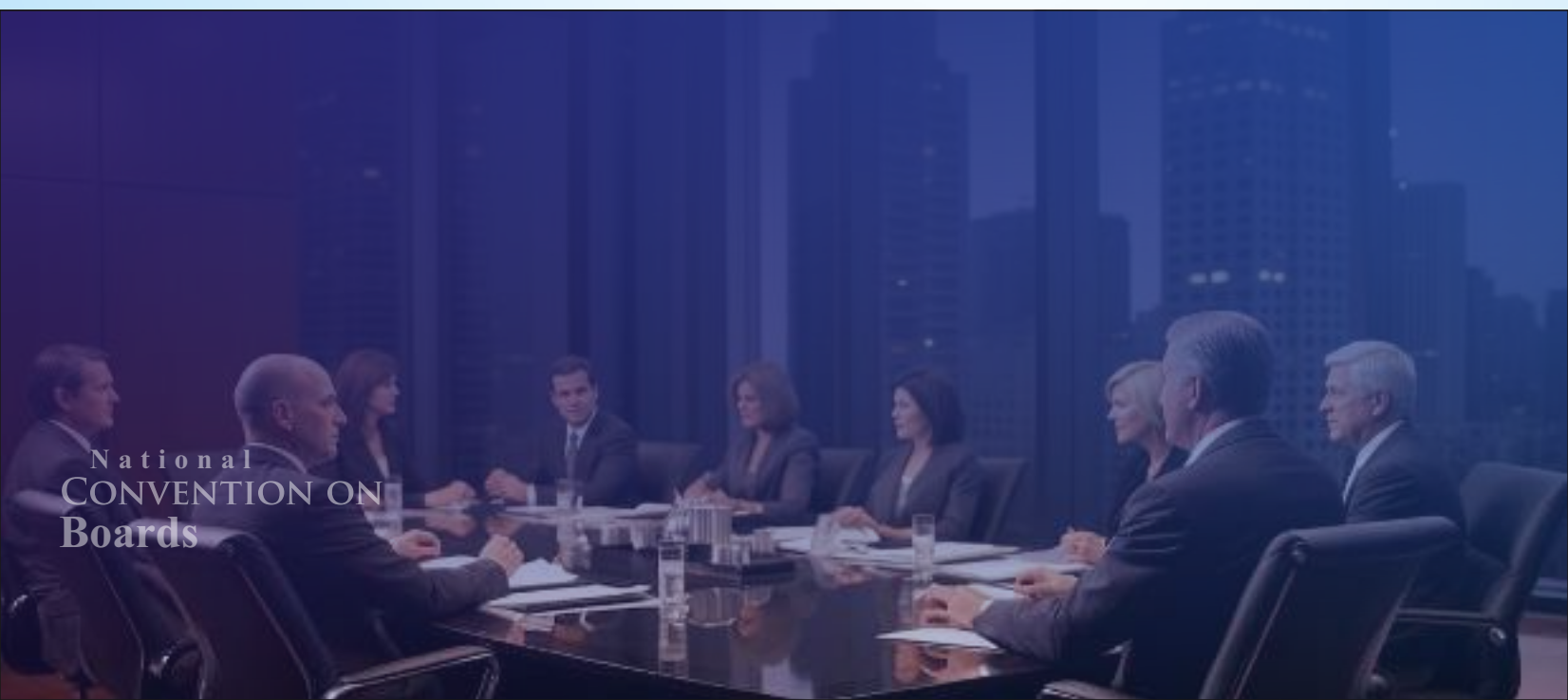
I am confident that the National Convention on Boards 2026 will stimulate constructive dialogue, inspire fresh thinking, and generate practical insights that will help boards strengthen strategic leadership and organisational competitiveness. More importantly, I hope it will reinforce the conviction that the future belongs to institutions whose boards possess not only the wisdom to govern responsibly but also the vision to transform boldly.

I extend my warm greetings to all our distinguished speakers, delegates, industry leaders, partners, and participants, and wish the National Convention on Boards 2026 every success. ■



July 25, 2026
Chennai (India)

Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)
President
Institute of Directors



National
CONVENTION ON
Boards

JOIN IOD

**NETWORKING OVER
30,000 LEADERS**

**AN OPPORTUNITY TO CONNECT WITH
BUSINESS LEADERS & BOARD EXPERTS BY
BECOMING A MEMBER OF IOD, INDIA**

The Institute of Directors (IOD) empowers company directors and boards to enhance skills and leadership by offering professional networking and development programmes:

- 1) Connect with Leaders: Build relationships with visionary directors and executives.
- 2) Elevate Expertise: Enhance leadership skills for evolving business landscapes.
- 3) Expand Reach: Grow your network and unlock collaboration opportunities.
- 4) Stay Ahead: Stay updated on governance, CSR, and sustainability trends.
- 5) Showcase Excellence: Highlight best practices to boost recognition.

Join IOD to cultivate leadership, gain insights, and influence the future of corporate governance.

LIFE MEMBER BENEFITS

 National & Global Events	 Networking
 Joining the celebration of achievers of Golden Peacock Awards	 Handbook Set
 Memento	 Educational Sessions
 Speaking Opportunity	 Publications

30,000
MEMBERS & CONNECTIONS
ACROSS
THE GLOBE

ADDITIONAL BENEFITS FOR LIFE MEMBERS

- Life Members shall enjoy all benefits as entitled to an annual Member.
- Life Members receive a Welcome Kit.
- Complimentary registration for all Life Members in one of the international conferences abroad annually, beyond that they need to pay 50% of the registration fee of all the other international conference aboard if they wish to attend. All National conference in India will be complimentary for all members.
- Life Members Profile with photograph (Individual & Institutional and their nominated executives) get published in "Director Today" (max. 100 words), in any one issue, & Life Members also get listed on IOD website.
- Complimentary Registration in the IOD Directors Databank (In an Elite Category), a dynamic platform for aspiring Individuals and also for currently serving Directors to be appointed as Executive & Non-Executive Directors on organisations that are eager to enhance their boards with diverse expertise.
- Institutional Life Members (per Institution / Company) can view upto 50 CVs (Free of charge) per year for short listing candidates as IDs on their respective Boards.
- Special 20% Discount on Board & Director's Performance Evaluation and Corporate Governance Compliance services rendered by IOD's Board Research and Advisory.
- Preferential Discount 30% for Life Members on all Training & Professional Development programmes of IOD.
- Life Member (Individual and Institutional) can share their recent achievements in our members column in Director's Today.
- Life Members may contribute articles for 'Director Today' & for Conference Proceedings Books (when published), subject to acceptance of the Editorial Board.
- Special 25% Discount on purchase of all IOD Publications (Director's Handbooks, Winners' Digest, Conference Proceedings and Souvenirs etc).
- Any Existing Member converting into Life Member would be entitled to avail 10% discount on Life Membership fee.
- All senior citizens (60+) would enjoy upto 100% discount on the admin charges and 25% discount on life membership fees.
- All super-senior citizens (80+) would enjoy upto 100% discount on the admin charges and 50% discount on life membership fees.
- Special 25% Discount for all Women enrolling for Life Membership.
- Special 25% discount for armed forced personal on Individual Life Membership fees.
- Special 25% discount for specially abled people for Life Membership.
- Felicitation programme for Institutional Life Members held annually.
- Felicitation programme for Individual Life Members, organized region-wise.

NOTE:

- Membership Fee as laid down is statutory by the IOD Governing Council & MoA.
- One of the above discounts will be applicable. Incremental discounts are not offered as per standard IOD policy.

GET IN TOUCH

INSTITUTE OF DIRECTORS (IOD)

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Message *from* IOD Chairman

Uday U. Lalit

Former Chief Justice of India

MESSAGE

It gives me great pleasure to learn that the Institute of Directors (IOD), India is launching its National Convention on the Boards series, with the inaugural edition being held on 25 July 2026 in Chennai. This important initiative marks a remarkable milestone in IOD's continuing efforts to strengthen board leadership and corporate governance by creating a dedicated national platform for meaningful dialogue among industry leaders, policymakers, regulators, and governance professionals.

The theme of this Convention, "Board Strategy for Driving Transformation and Global Competitiveness" is both timely and relevant. At a time when organizations are navigating an increasingly unpredictable landscape shaped by technological transformation, regulatory expectations, geopolitical developments, sustainability imperatives, and increased stakeholder expectations, the role of boards has become more important than ever. Effective governance today requires foresight, integrity, resilience, and a steadfast commitment to creating long-term value.

I am pleased to participate in this inaugural Convention, which brings together an eminent gathering of board leaders, policymakers, business executives, and governance experts to deliberate on the evolving responsibilities of corporate boards and the strategic priorities that will define the future of responsible leadership. Such exchanges are imperative in fostering stronger governance frameworks and encouraging the adoption of best practices across sectors.

I am also delighted that the Convention will recognize distinguished leaders through the felicitation of IOD Life Members and presentation of the prestigious IDEAL Awards celebrating excellence in corporate governance, business leadership, and institutional stewardship. I extend my warm congratulations to all the award recipients and commend the Institute of Directors for its sustained commitment to promoting excellence in governance and responsible business leadership.

I am confident that the deliberations during this Convention will generate valuable insights, encourage constructive dialogue, and contribute meaningfully to strengthening board effectiveness and governance standards across India.

I extend my best wishes to the Institute of Directors and to all delegates for the grand success of the first IOD National Convention on the Boards, Chennai 2026, and I am confident that this inaugural edition will establish a strong foundation for the National Convention series in the years to come.

[Uday U. Lalit]
22.07.2026



GREATER
CHENNAI
CORPORATION



CHENNAI
SUSTAINABLE CITY
INITIATIVE

Transforming Chennai

Through Vision & Action



3+
CENTURIES
OF SERVICE



15
ZONES



200
WARDS



MILLIONS
OF CITIZENS

For over three centuries, the **Greater Chennai Corporation (GCC)** has been shaping Chennai's growth through progressive governance, sustainable development, and citizen-centric services. Today, GCC is driving the city's transformation to create a **Cleaner, Greener, Smarter, and Future-Ready Chennai.**



OUR PRIORITY AREAS



GREEN & CLIMATE RESILIENCE

Urban forests, sponge parks, blue-green infrastructure, and climate-resilient development.



URBAN INFRASTRUCTURE & MOBILITY

Better roads, stormwater drains, pedestrian-friendly streets, smart mobility, and improved public spaces.



WATERFRONT & HERITAGE DEVELOPMENT

Conservation of heritage buildings, redevelopment of waterways, and revitalisation of public spaces.



EDUCATION & PUBLIC HEALTH

Strengthening Corporation schools, improving healthcare facilities, and enhancing citizen welfare services.



SMART & DIGITAL GOVERNANCE

Technology-driven governance, digital services, and innovative urban solutions for efficient city management.



OUR VISION

To build a **Cleaner, Greener, Smarter, Inclusive, and Climate-Resilient** Chennai that offers a high quality of life for every citizen.



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chennaicorporation.gov.in



Message *from* IOD Vice - Chairman



Justice Ritu Raj Awasthi
Judicial Member
(Former Chairman, Law Commission of India)
(Former Chief Justice, Karnataka High Court)



LOKPAL OF INDIA
ICADR Building, Plot No. 6
Vasant Kunj, Institutional Area, Phase -2
New Delhi- 110070
Tel.: 011-26867372

22nd July, 2026

Message from the Vice Chairman

It gives me immense pleasure to know that the Institute of Directors (IOD), India is launching its National Convention on the Boards series, with the inaugural edition being organised on 25 July 2026 at Chennai. This pioneering initiative reflects IOD's enduring commitment to advancing excellence in corporate governance by creating a dedicated national platform for thoughtful deliberations on the evolving role of boards in shaping resilient, responsible, and future-ready organisations.

The theme of the Convention, "Board Strategy for Driving Transformation and Global Competitiveness," is quite relevant in today's dynamic business landscape. Boards today are expected not only to ensure compliance but also to provide strategic direction, uphold the highest standards of ethics and accountability, provide for emerging risks, and ensure sustainable value creation for all stakeholders. As governance frameworks continue to evolve, boardrooms must remain agile, informed, and guided by principles of transparency, integrity, and long-term stewardship.

I am pleased to participate in this inaugural Convention, which brings together a distinguished assembly of eminent board leaders, jurists, policymakers, regulators, academicians, and governance professionals and gives an invaluable opportunity to exchange ideas, deliberate on contemporary governance challenges, and collectively explore ways for strengthening board effectiveness in an increasingly interconnected and rapidly changing world.

I am also delighted that the Convention will witness the presentation of the IOD Members and felicitation of the prestigious IDEAL Awards, recognising outstanding achievements in corporate governance, leadership excellence, and organisational performance. I extend my warm congratulations to all the distinguished award recipients.

I trust that the deliberations at this inaugural National Convention will yield meaningful insights and practical perspectives that will further strengthen governance practices across corporate India.

I extend my best wishes to all the participants for a highly successful and enriching Convention.

(Justice Ritu Raj Awasthi)



NATIONAL CONVENTION SERIES on 'Boards'

Theme

**Board Strategy for
Driving Transformation
and Global Competitiveness**



Presentation of
IODGLOBAL Award
for Leadership (IDEAL)



Felicitation of
IOD Life Members

**July 25, 2026
Chennai (India)**

About the Tristar-IOD National Convention Series on 'The Board' (2026-27)

Today, boardrooms are navigating an era of unprecedented complexity, disruption, and transformation. Never before has the role of the Board been more consequential, as the world's greatest opportunities and its greatest risks now converge in one place—the Boardroom.

Responding to the growing aspirations of the IOD Global Boardroom Community, the **Institute of Directors (IOD), India**, in partnership with its esteemed **Title Partner, Tristar Group (UAE)**, is proud to launch the **Tristar-IOD National Convention Series on 'The Board' (2026-27)** across India's leading metropolitan cities.

This landmark nationwide initiative has been conceived as India's premier boardroom leadership platform, bringing together directors, independent directors, policymakers, regulators, institutional investors, industry leaders, academicians, and governance professionals to deliberate on the future of boards in an increasingly interconnected and unpredictable world.

As organisations confront technological disruption, artificial intelligence, cyber threats, geopolitical shifts, climate challenges, regulatory changes, and rapidly evolving stakeholder expectations, the Board has emerged as the strategic centre of enterprise leadership. The Convention Series seeks to redefine the role of boards—not merely as custodians of governance, but as architects of resilience, innovation, competitiveness, sustainable value creation, and national economic progress.

With India emerging as one of the world's fastest-growing major economies, and with Chennai, Mumbai, Bengaluru, and Hyderabad serving as global centres for manufacturing, technology, innovation, finance, entrepreneurship, and investment, the Convention provides a unique platform to examine how world-class governance can strengthen India's global competitiveness and accelerate its journey towards becoming a developed nation.

The Convention Series will also foster meaningful dialogue between government, regulators, industry, investors, and the boardroom community on the leadership priorities, policy frameworks, and governance practices that will shape the next generation of Indian enterprises.

The Convention seeks to:

- Strengthen board leadership for long-term resilience, innovation, competitiveness, and sustainable value creation.
- Explore emerging governance challenges arising from artificial intelligence, digital transformation, cybersecurity, ESG, climate change, geopolitical uncertainty, and evolving regulatory landscapes.
- Equip boards to become future-ready through strategic foresight, continuous learning, ethical leadership, diversity of thought, and responsible decision-making.
- Showcase global best practices in corporate governance, board effectiveness, sustainability, manufacturing excellence, innovation, risk management, and organisational transformation.
- Foster strategic collaboration among directors, policymakers, regulators, investors, business leaders, academia, and governance institutions to build globally competitive enterprises.

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CHENNAI
July 25, 2026
Taj Coromandel



MUMBAI
September 05, 2026
Hotel Taj Lands End



BENGALURU
January 23, 2027
The Lalit Ashok



HYDERABAD
March 20, 2027
Taj Deccan



CHIEF GUEST

**Thiru. Rajendra Vishwanath
Arlekar**

Hon'ble Governor of Tamil Nadu

Thiru. Rajendra Vishwanath Arlekar was sworn in as the 23rd Governor of Kerala on January 2, 2025. Born on April 23, 1954, in Panaji, Goa, he is the son of Late Thiru. Vishwanath Arlekar and Late Smt. Tilomattama Arlekar.

Thiru. Arlekar completed his matriculation at St. Joseph's Institute in Vasco da Gama, Goa, and pursued a degree in Commerce at MES College in Vasco da Gama. His early interest in public service was nurtured through his association with the Rashtriya Swayamsevak Sangh (RSS) during childhood and later through his involvement with the Bharatiya Janata Party (BJP) as an active member since 1989. He also served as the State President of the Goa BJP for four years. His unwavering commitment to democratic values was exemplified during the Emergency (1975-1977), when he faced imprisonment along with his father for his resolute defence of democracy.

Thiru. Arlekar's tenure as a Member of the Goa Legislative Assembly (2002-2007) was marked by respect for his ideologies and his advocacy for social issues, development, and environmental conservation. From 2012 to 2017, as the Hon'ble Speaker of the Goa Legislative Assembly, he earned nationwide acclaim for his visionary leadership in making the Assembly the first in India to adopt a paperless system. He also served as the Minister for Forest & Environment and Panchayati Raj in Goa.

In July 2021, Thiru. Arlekar was appointed as the 21st Governor of Himachal Pradesh, a position he held until 2023. In February 2023, he assumed office as the 30th Governor of Bihar, where he continued to demonstrate his commitment to public service. Thiru. Arlekar is married to Tmt. Anagha Arlekar. The couple is blessed with two children: a daughter, Tmt. Aditi Kulkarni, and a son, Thiru. Amogh Arlekar. Thiru. Arlekar, has been appointed as the 27th Governor of Tamil Nadu by the Hon'ble President of India. Thiru. Rajendra Vishwanath Arlekar, assumed office as the Hon'ble Governor of Tamil Nadu on 12.03.2026.



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CHIEF GUEST

Dr. Kumar R.

Minister for Artificial Intelligence,
Information Technology & Digital Services
Government of Tamil Nadu

Dr. Kumar R (Hon.) is a first-generation entrepreneur, infrastructure developer, and civic leader whose more than three-decade journey stands as a testament to what perseverance, discipline, and an uncompromising work ethic can build — not only in concrete and steel, but in the lives of thousands of families across Tamil Nadu. His journey as a Don Bosco student was defined not by inherited wealth or institutional favour, but by personal merit and dedication. It is the story of a young engineering student who took up small contract works to pay his own way through college — and who, through sheer force of will, built that foundation into one of Chennai's most respected infrastructure enterprises, delivering over 2.20 million square feet of homes, commercial, industrial, and community projects. ■



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- **NLC India Limited is committed to playing a pivotal role in the Nation's evolving multi-dimensional energy landscape, contributing significantly to the vision of a resurgent economy and a "Viksit Bharat".**
- **A premier "Navratna" Public Sector Enterprise with over seven decades of distinguished service in the energy sector, NLC India Limited has established a strong PAN-India presence and is strategically positioned to drive India's energy security and sustainable growth with ambitious targets of achieving a Mining Capacity of 104 MTPA and 10 GW of Thermal Power generation by 2030.**
- **With the operationalisation of the Machhakata and Patrapara Coal Blocks, the Company is poised to surpass the landmark Mining Capacity of 100 Million Tonnes per annum.**
- **NLCIL is also expanding its power generation portfolio through a balanced mix of Lignite, Coal and Renewable Energy projects. The Company aims to enhance its installed power generation capacity from the present 7,681 MW to over 20,000 MW by 2030.**
- **As the first PSU in the country to cross 1 GW of Renewable Energy generation capacity, NLC India Limited has charted an ambitious renewable energy roadmap to achieve 10.11 GW of Renewable Energy capacity by 2030. This includes major green energy initiatives such as:**
 - **A 2000 MW Solar Power Project in Rajasthan**
 - **A 1000 MW Solar Power Project in Assam**
 - **A pilot-scale Green Hydrogen Project in Neyveli**
 - **Floating Solar Power Projects and other sustainable energy initiatives**
- **Alongside its growth ambitions, NLC India Limited remains steadfast in its commitment to impactful initiatives in Corporate Social Responsibility (CSR) involving Education, Healthcare and Community Development, which include:**
 - **Construction of classrooms and educational infrastructure including learning aids to schools in and around Neyveli**
 - **Conduct of health camps in surrounding villages**
 - **Distribution of assistive aids and devices to differently-abled persons**
 - **Various welfare measures aimed at improving the quality of life of local communities**



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NLC India Limited

3. **REMARKS:** The respondent is hereby notified that

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HEALTHCARE
2026

Shobana Kamineni

Executive Chairperson -
Apollo Health Co. Ltd.

Shobana Kamineni, the 3rd daughter of legendary Dr. Prathap C Reddy, is a Promoter Director of Apollo Hospitals Enterprise Limited and Executive Chairperson of Apollo Health Co Ltd. She has spearheaded significant initiatives, including the development of three of the largest verticals within the Apollo Group and the leadership of India's largest integrated digital healthcare platform, Apollo 24/7. She oversees Apollo Pharmacy, comprising of over 7500+ stores nationwide, and was the founder and chairperson of Apollo Munich Health Insurance (divested to HDFC Ergo). Notably, she pioneered the establishment of a "Biobank," recognized by Time Magazine among the top 10 ideas of the decade in Life Sciences.

As the first female President of the Confederation of Indian Industry (CII) in over a century, Shobana made history. Committed to global public health enhancement, she has previously served on the board and audit committee of the Foundation for Innovative New Diagnostics (FIND), focusing on diagnostic test development for poverty-related diseases. She also founded 'Billion Hearts Beating', an NGO promoting heart disease prevention in India.

Additionally, Shobana holds roles at the World Economic Forum (WEF), advocating for India's skills development and preparedness for the Fourth Industrial Revolution.

Her achievements have earned her prestigious awards, including the Women Economic Forum's 'Businesswoman of the Decade' and honorary doctorates from Bryant University, USA, and BML Munjal University, India.

A keen sportsperson, she has played national-level squash, enjoys long-distance cycling, and adventure sports. ■

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Chennai

Sept 25, 26 & 27, 2026

Gandhinagar (GIFT City)

Dec 11, 12 & 13, 2026

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Sankaranarayanan Padmanabhan

Chairman
Tata Chemicals Limited and
Rallis India Limited

Mr. S. Padmanabhan is Chairman of the Board of Tata Chemicals Limited and Rallis India Ltd., and serves on the Boards of The Associated Building Company Limited and the Malcolm Baldrige Foundation. He is also a member of the Governing Council of the Tata Affirmative Action Programme, the Advisory Committee of the Centre for Wisdom in Leadership at SP Jain Institute of Management and Research, and a Trustee of the AI-171 Memorial and Welfare Trust. A Tata Group veteran, Mr. Padmanabhan retired from Tata Sons in 2023 after an illustrious 41-year career. As Chairman of the Tata Business Excellence Group, he led enterprise-wide initiatives to enhance performance through diagnostics, benchmarking, and best practices. Earlier, he served as Group Chief Human Resources Officer at Tata Sons, Executive Director-Operations at Tata Power, and Executive Director at TCS, where he held several senior leadership roles, including HR Head. He also founded the TCS-Singapore Airlines joint venture and played a pivotal role in the landmark US\$1 billion TCS IPO. A Gold Medalist and Distinguished Alumnus of both IIM Bangalore and PSG College of Technology, he has also completed the Advanced Management Program at Harvard Business School. ■

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IODGLOBAL Driving Excellence
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INVESTMENT PROMOTION
2026

Hans Raj Verma, IAS (Retd.)

Director General
Council of State Industrial Development
and Investment, Corporations of India
(COSIDICI)

Hans Raj Verma, IAS (Retd.), is a distinguished bureaucrat with nearly four decades of public service, including 38 years in the Indian Administrative Service (Tamil Nadu cadre), and extensive expertise in governance, public policy, infrastructure, MSME development, energy, environmental sustainability, and strategic administration. Currently serving as Director General of COSIDICI and Chairman of ITCOT, he is spearheading initiatives to strengthen MSMEs through innovative financing, renewable transition, sustainability strategies, and industrial development, while leading ITCOT's transformation into a nationally reputed consultancy with significant achievements in infrastructure, renewable energy, digital education, and public-private partnerships. During his illustrious IAS career, he held key positions including Secretary to the Governor of Tamil Nadu and Secretary of Rural Development, Environment & Forests, IT, MSME, and Special Programme Initiatives, besides chairing TNEB, TEDA, TIDCO, TIIC, SIDCO, ELCOT, TASMAL, TITAN Industries, and other leading institutions. He also serves on several national boards and committees, contributing to ESG, higher education, cybersecurity, biodiversity, sustainable finance, and India's net-zero and industrial growth agenda.

■

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TECHNOLOGY
2026

M. P. Vijay Kumar

Executive Director & Group CFO
Sify Technologies Limited

M.P Vijay Kumar, or MPV as he is fondly called is a Chartered Accountant, Cost Accountant and Company Secretary by training and the Executive Director and Group CFO of Sify Technologies. MPV is also an Independent Director and Chairman of the Audit Committee on the Board of Mahindra and Mahindra Limited, Wheels India Limited, an Independent Director on the Boards of Heritage Foods Limited, ONGC Petro additions Limited and Chairman of Geojit Investments Limited. He earlier served as Independent Director and Chairman of the Audit Committee of Life Insurance Corporation of India (LIC) and Thejo Engineering Limited. MPV serves as a Member of the IFRS Interpretation Committee of International Accounting Standards Board. He served as Member of IFRS Advisory Council of the IFRS Foundation, London, Council Member of Institute of Chartered Accountants of India (2016-2022), was Chairman of Accounting Standards Board and Ex Officio Member of National Financial Reporting Authority for the period 2019-2022. MPVs early professional engagements include being a Partner at Chartered Accountants' firm, Yoganandh & Ram. Prior to that, he headed the Investment Banking portfolio in addition to being Company Secretary of Sundaram Finance Services Ltd., Chennai, the Investment Banking arm of Sundaram Finance Limited. ■

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IODGLOBAL Driving Excellence
Award for Leadership in
COAL MINING
2026

Prasanna Kumar Motupalli

former CMD
NLC India Ltd.

Shri Prasanna Kumar Motupalli is one of India's most distinguished public sector leaders, currently serving as Chairman and Managing Director of NLC India Limited (NLCIL), a Navratna Central Public Sector Enterprise under the Ministry of Coal. A transformational leader with over three decades of richly diverse experience spanning coal and lignite mining, thermal and renewable power generation, fuel supply chain management, project execution, and strategic corporate leadership across NTPC, GSECL, and NLCIL, he has redefined what it means to lead a national energy enterprise in the 21st century.

A Gold Medalist in Mechanical Engineering from Bapatla Engineering College, Shri Motupalli holds an MBA in Operations Management, four specialization diplomas in Marketing, Human Resources, and Financial Management - all from IGNOU with First Class Distinction - and is pursuing a Doctorate in Management Studies from NIT Trichy, with his research expected to culminate in a PhD focused on ESG frameworks. His academic rigour is matched by rare professional certifications: Certified Portfolio Director at IPMA Level A, Certified Energy Auditor (National Topper), and Certified Energy Manager under the Bureau of Energy Efficiency.

Since assuming charge at NLCIL in January 2023, Shri Motupalli has engineered a decisive inflection point in the organisation's history. Under his stewardship, NLCIL achieved its highest-ever combined coal and lignite production of 41 MT in FY 2024-25, and in FY 2025-26 recorded all-time highs across every financial metric - Revenue from Operations of Rs.17,490 crore, EBITDA of Rs.7,475 crore, Profit After Tax of Rs.3,769 crore, and Capital Expenditure of Rs.9,131 crore. Market capitalisation crossed Rs.53,801 crore with the share price touching an all-time high of Rs.388 on 14 May 2026, while Total Net Worth stood at Rs.21,525 crore. The organisation achieved 100% collection efficiency from power debtors for FY 2025-26 and secured a maiden ECB loan of USD 200 million, yielding savings of approximately Rs.300 crore over the loan tenure. The group's installed capacity now stands at 7,744 MW. ■

IODGLOBAL DRIVING EXCELLENCE AWARD FOR **LEADERSHIP** —*— (IDEAL)



The **IODGLOBAL Driving Excellence Award for Leadership (IDEAL)** is a prestigious recognition presented by the **Institute of Directors (IOD)**, India annually.

This award is designed to honor outstanding contributions in corporate governance, leadership, and sustainable business practices. It celebrates directors and organizations that have demonstrated exceptional vision, ethical leadership, and a commitment to driving positive change within their industries and communities.

The recipients of the IODGLOBAL Driving Excellence Award for Leadership (IDEAL) are chosen based on their exemplary achievements in fostering innovation, promoting diversity, ensuring ethical governance, and leading their organizations toward long-term success.

These awards are generally being considered annually, under various business domains, each excelling in different sectors and bringing remarkable changes to their respective industries.

ELIGIBILITY FOR NOMINATIONS:

- Corporate / Business Leaders / Entrepreneurs / Professionals who have demonstrated outstanding achievements and leadership skills.
- Entrepreneurs who have successfully launched and grown innovative start ups.
- Distinguished business professionals who have successfully turned around businesses through significant transformations often exhibit visionary leadership, strategic foresight, and a deep understanding of market dynamics.
- Innovators and inventors with ground-breaking ideas and technological advancements.
- Social entrepreneurs driving positive social and environmental change.



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This award serves as a testament to the impact that visionary leadership can have on the global business landscape.

Each year, the IODGLOBAL Committee carefully selects and nominates a few distinguished leaders, professionals, and public figures of eminence for the prestigious IODGLOBAL Driving Excellence Award for Leadership (IDEAL). This honor is conferred upon individuals who have made outstanding contributions to business, public welfare, and society at large.

The award recognizes those who have demonstrated exceptional leadership, ethical practices, and a commitment to driving positive change, serving as role models within their industries and communities. Their work not only advances their organizations but also has a profound impact on the broader society, embodying the values and mission of the Institute of Directors.

The IODGLOBAL Driving Excellence Award for Leadership (IDEAL) recognise dynamic leaders who embrace innovation, resilience, and a generous ethos of inspiring and investing in others. These awards celebrate leaders whose ambitious outlook and visionary vision contribute to the strength of their businesses, teams, & the wider community.

They drive positive change, foster growth, and empower their teams through mentorship and collaboration. Moreover, their influence extends beyond their organisations, making a meaningful impact on society.



**IODGLOBAL
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recognition presented
by the Institute of
Directors (IOD), India.

WHO SHOULD APPLY:

The IODGLOBAL Driving Excellence Award for Leadership (IDEAL) is open to individuals who show exceptional promise, leadership, and potential for significant contributions in their respective fields.

PROCESS:

Any one may submit a nomination for the Leadership Award with the candidate's permission, or by a self nomination.

Candidate must be serving in any business / industry and have also been contributing towards transformation with outstanding achievements and have made outstanding contribution towards the society.

HOW TO APPLY:

There is no prescribed criteria / guidelines for IODGLOBAL Driving Excellence Award for Leadership (IDEAL). However the nominations with the detailed profiles needs to be submitted along with all achievements by email only at info@iodglobal.com

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Independent Director
India Trade Promotion Organisation
Chennai



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Director and Group President
Tractors and Farm
Equipment Limited (TAFE)
Chennai



Fellow Life

Dr. Sriram Natarajan, F. IOD
Independent Rating
Committee Member
ESG RISK Assessment & Insights
Chennai



Fellow Life

Vijay Ananth K, F. IOD
Executive Director & Chief
Operating Officer
Data Patterns (India) Ltd.
Chennai



Fellow Life

Krishna Shankar Venkataraman, F. IOD
Managing Director and
Chief Executive Officer
Subramany & Co Exports Pvt. Ltd.
Tuticorin



Fellow Life

K R R Chandran, F. IOD
Advisor - Special Initiatives,
Corporate Strategy
Larsen & Toubro Limited
Chennai



Fellow Life

Sundaram Ramaswamy, F. IOD
Founder and Managing Director
Aerospace Engineers Pvt. Ltd.
Salem



Fellow Life

Mahendranath Ramachandralal, F. IOD
Chief Financial Officer
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Independent Director
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Sandeep Dhingra, M. IOD
Head Of Finance
Vanguard India
Chennai



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Sakthivadivel G. N., M. IOD
Senior Executive -
Finance, Accounts and Taxation
Sathyanidhi Chits Pvt. Ltd.
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**Flt. Lt. Vasu Tiruvali
Ramaswamy (Retd.), M. IOD**
Senior Director - Enterprise Digital
IT Services
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Chief Manager
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Head – Programme of Political Science
School of Humanities,
Guru Nanak College (Autonomous)
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SASPRO Tech Consultants Pvt. Ltd.
Chennai



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Director
Exxelo Business Consulting Pvt. Ltd.
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Dr. Deepti Sharma, M. IOD
Strategic Process Lead
Pfizer Healthcare India Pvt. Ltd.
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Chief Operating Officer
KRR Air Pvt. Ltd.
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Theme

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Presentation of
IODGLOBAL Award
for Leadership (IDEAL)



Felicitation of
IOD Life Members

July 25, 2026
Chennai (India)

PROGRAMME

SATURDAY, 25 JULY, 2026

Taj Coromandel, Nungambakkam, Chennai

SESSIONS	SUBJECT/TOPICS	TIMING
	Registration & Networking Tea / Coffee / Refreshments	0800hrs onwards
Plenary Session - I	Inaugural Session	0915 - 1100 hrs
	Guests to be Seated by 09:15 hrs, Special Announcements by the Emcee, Followed by a Corporate Presentation of Tristar Group, UAE	
	Arrival of the Chief Guest & Guests of Honour National Anthem Tamil Thai Vazhthu Lighting of the Lamp	0925 - 0930 hrs
Opening Address	Mr. Manoj K. Raut CEO & Secretary General, Institute of Directors (IOD)	09305 hrs
Welcome Address	Mr. G. Srinivasan Hony. Chairman- Chennai Region, Institute of Directors (IOD) Former CMD, The New India Assurance Co	
Special Address	Mr. Balaji Nagabhushan Group Chief Administrative Officer, Tristar Group, UAE	
Special Address	Dr. G.S. Sameeran, IAS Commissioner, Greater Chennai Corporation	
Guest of Honor Address	Hon'ble Justice Ritu Raj Awasthi Vice-Chairman, Institute of Directors (IOD) Judicial Member, Lokpal of India Former Chairperson, Law Commission of India Former Chief Justice, Karnataka High Court	
Chairman Address	Hon'ble Justice U. U. Lalit National Chairman, Institute of Directors (IOD) Former Chief Justice of India	
Chief Guest & Inaugural Address	Thiru. P. Venkataramanan Hon'ble Minister for Food and Civil Supplies, Government of Tamil Nadu	
	Release of Convention Souvenir Release of IOD Handbook for Directors - 'The Board'	
	TEA / COFFEE BREAK	1100 - 1130 hrs



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MOTCHA PRADHA A

MS(Eng.) Environment, Leeds, UK,
PG Dip, Environmental Law



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SATURDAY, 25 JULY, 2026
Taj Coromandel, Nungambakkam, Chennai

SESSIONS	SUBJECT/TOPICS	TIMING
Plenary Session – II	Building High-Performance Boards for an Era of Transformation	1130 - 1230 hrs
Keynote	- Empowering Boards with Strategic Foresight and Adaptive Governance to Drive Global Competitiveness. - Defining the Board's strategic agenda for long-term value creation and sustainable growth - Aligning board priorities with global competitiveness in an era of disruption and uncertainty - Building agile, accountable, and resilient governance frameworks for the future - Leadership for transformation: Strengthening alignment between boards, management, and stakeholders - India's global rise: Opportunities, challenges, and the strategic way forward	
Chair and Opening Address	Amb. T.S. Tirumurti, IFS (Retd.) Former Permanent Representative of India to the UN Former Secretary, MEA, Govt. of India	
Speakers	Dr. G. S. Sameeran, IAS Commissioner, Greater Chennai Corporation Mr. Prasanna Kumar Motupalli Former Chairman and Managing Director NLC India Limited Mr. Rajiv Gupta Group President, PB Fintech Ltd and Director, PB Pay and PB Account Aggregator (Parent Company of Policybazaar and Paisabazaar) (Q & A) Interaction with audience	
Plenary Session – III	Global Growth, Innovation & Competitive Advantage in the New Economy	1230 - 1330hrs
Keynote	- Enabling innovation-led growth and long-term enterprise value through effective board leadership - Guiding international expansion and strengthening global competitiveness - Harnessing strategic partnerships and collaborative ecosystems for business advantage - Reimagining business models to thrive in the new economy - Building future-ready boards for resilience, agility, and sustained competitive success.	
Chair	Mr. U. Subba Rao General Manager Integral Coach Factory (ICF), Indian Railways	
Speakers	Mr. Vish Sahasranamam Co-Founder & CEO, Forge Innovations & Ventures Ms. Geetha Ramamoorthi Founder and Principal Advisor, Herizon Advisory Mr. George John Executive Director, ESAF Bank	

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SATURDAY, 25 JULY, 2026
Taj Coromandel, Nungambakkam, Chennai

SESSIONS	SUBJECT/TOPICS	TIMING
	Mr. Kanakasabapathi Subramanian Senior Vice President, Ashok Leyland Limited (Q & A) Interaction with audience	
	LUNCH BREAK	1330 - 1430 hrs
Plenary Session – IV Keynote	Board Strategy for India's Mobility Transformation: Clean Mobility, Scale and Global Competitiveness	1430 - 1515 hrs
Theme Address	- Strategic positioning of India as a global mobility hub – EVs, hybrids, and export leadership - Driving demand at scale – consumer adoption, affordability, and product competitiveness - Enabling infrastructure & support architecture – charging networks, supply networks, and policy alignment - Localisation with global integration – value chains, cost competitiveness, and global benchmarking. - Innovation-led growth – design, engineering excellence, technology partnerships and alliances.	
Special Address	Mr. Vikram Kapur, IAS (Retd.) Former Addl. Chief Secretary to the Government of Tamil Nadu Dr. T.R. Kesavan Director on Board & Group President, TAFE Ltd (Q & A) Interaction with audience	
	Tea / Coffee Networking	1515 - 1545 hrs
Plenary Session – V	Board's Mandate on Sustainability, ESG & Climate Leadership as Strategic Imperatives	1545 - 1700 hrs
Chair	- Advancing the Board's mandate in building competitive industrial ecosystems by integrating sustainability into core business strategy - Driving climate resilience, responsible business conduct, and long-term value creation through effective board leadership - From ESG to enterprise value: shaping a board-led sustainability agenda for future-ready organisations - Strengthening manufacturing competitiveness with scale, productivity, innovation, and export orientation in a global economy - Building resilient, diversified, and digitally integrated supply chains in an era of global disruption and FTAs - Enabling deeper MSME participation through inclusion, capability development, and value chain strengthening - Accelerating the energy transition through clean technologies and sustainable industrial transformation	
Speakers	Mr. Ravichandran Purushothaman President, Danfoss Industries, India Ms. Usha Subramaniam Country President, Grundfos India Pvt. Ltd. Mr. Krishna Chaitanya CEO, Tamil Nadu Infrastructure Fund Management Corporation Limited (TNIFMC)	



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SATURDAY, 25 JULY, 2026
Taj Coromandel, Nungambakkam, Chennai

SESSIONS	SUBJECT/TOPICS	TIMING
	Mr. Praveen Krishna Head, Investor Relations, Public Relations, Communications & ESGSify Technologies Limited Ms. Motcha Pradha A Director, Jwala Risk Consulting Pvt. Ltd. Dr. R.V. Perumal Member-Judge Tamil Nadu State Consumer Disputes Redressal Commission (Q & A) Interaction with audience	
Plenary Session - VI	Board Governance for the Digital Enterprise: AI, Data and Risk	1700 - 1800 hrs
Chair Speakers	• Redefining board leadership in the age of AI, emerging technologies, and digital trust • Harnessing Artificial Intelligence to drive innovation, strategic insight, and sustainable enterprise value • Strengthening board oversight of data, cybersecurity, digital resilience, and technology-led transformation • Embedding responsible AI governance and ethical digital practices into long-term business strategy • Building future-ready boards for competitive advantage in the digital economy • Engaging with startups & innovation ecosystems – partnerships for agility and growth Mr. Vijay Ananth K Executive Director and Chief Operating Office Data Patterns (India) Ltd. Mr. Satish Gidugu CEO Medi Assist Healthcare Services Limited Mr. Sai Sumanth Battepati Entrepreneur in RegTech & Strategic AI Advisor, Kotak Mahindra Bank Ms. Neetu Choudhary Business & Leadership Coach & Trainer (Q & A) Interaction with audience Special Networking Session Special Networking with IOD Fellows, Members, Business leaders and Awardees	1800 - 1855 hrs
	IODGLOBAL FELICITATION CEREMONY & BANQUET	1900 - 2030 hrs
Welcome Remarks Guest of Honor Remarks	Presentation of IDEAL 2026 & Felicitations of IOD Life Members Mr. Manoj K. Raut CEO & Secretary General, Institute of Directors (IOD) Hon'ble Justice Ritu Raj Awasthi National Vice-Chairman, Institute of Directors (IOD) Judicial Member, Lokpal of India Former Chairperson, Law Commission of India Former Chief Justice, Karnataka High Court	

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SATURDAY, 25 JULY, 2026
Taj Coromandel, Nungambakkam, Chennai

SESSIONS	SUBJECT/TOPICS	TIMING
Chairman Remarks	Hon'ble Justice U. U. Lalit National Chairman, Institute of Directors (IOD) Former Chief Justice of India	
Chief Guest Address	His Excellency Thiru. Rajendra Vishwanath Arlekar Hon'ble Governor of Tamil Nadu	
Special Remarks	Mr Desh Deepak Verma, IAS (Retd) Principal Advisor, Institute of Directors (IOD) former Secretary-General, Rajya Sabha (Parliament of India)	
Special Remarks	Mr. Balaji Nagabhushan Group Chief Administrative Officer, Tristar Group, UAE	
Guest of Honor Address	Hon'ble Dr. Kumar R. Minister for Artificial Intelligence, Information Technology and Digital Services Government of Tamil Nadu	
Felicitation of IDEAL Awards 2026 and Acceptance Remarks	Mrs. Shobana Kamineni Executive Chairperson, Apollo Health Co. Ltd. Mr. Sankaranarayanan Padmanabhan Chairman, Tata Chemicals Limited and Rallis India Limited Mr. K.N. Radhakrishnan Director and CEO, TVS Motor Company Limited Mr. M. P. Vijay Kumar Executive Director and Group CFO, Sify Technologies Limited Mr. Hans Raj Verma, IAS (Retd.) Director General, Council of States Industrial Development & Investment Corporations of India (COSIDICI) Mr. Prasanna Kumar Motupalli Former Chairman & Managing Director, NLC India Limited Felicitation of new IOD Life Members from Tamil Nadu Region (April 2024- June 2026)	
Vote of Thanks	Dr. Sundari Suresh Regional Manager- Chennai Region, Institute of Directors (IOD)	
	Banquet Dinner	2030 hrs onwards
	***** The End ***** *Subject to change and modifications	



INSTITUTE OF DIRECTORS (IOD), INDIA

National Convention series on 'Boards'

Theme

Board Strategy for Driving Transformation and Global Competitiveness

SPEAKERS'
PROFILE

July 25, 2026
Chennai (India)

By last name in A to Z order



Motcha Pradha A

Director

Jwala Risk Consulting Pvt. Ltd.

Ms. Motcha Pradha Ramagopal is an accomplished Environmental and Sustainability Consultant with over 16 years of experience in environmental engineering, sustainability, and risk consulting. She is Director of Jwala Risk Consulting Pvt. Ltd., Chennai, and holds a B.Tech in Chemical Engineering from SRM University, a Master's in Environmental Engineering & Project Management from the University of Leeds, UK, and a PG Diploma in Environmental Law from WWF-NLU Delhi. She is also pursuing specialized training in Operational Risk Management from the Institute of Risk Management (IRM), London. Her expertise includes Environmental & Social Impact Assessments (ESIA), environmental compliance, audits, due diligence, pollution control, and risk management. She has worked on major industrial and infrastructure projects, including World Bank and UNDP assignments. A QCINABET & MoEFCC-approved Solid Waste Expert, ISO 50001 EnMS Auditor, ISO 14064 Greenhouse Gas Verifier, Certified ESG Practitioner, TEDA Certified Solar Engineer, and GRIHA Net Zero Certified Professional, she is a committed advocate of sustainable development with a global perspective.



Sai Sumanth Battepati

Entrepreneur in RegTech

Strategic AI Advisor, Kotak Mahindra Bank

A two-decade entrepreneur and operator. Began at Nestle India and GE Capital; co-founded 361 Degree Minds in 2014 — one of India's earliest digital-first EdTech ventures, acquired by CL Educate (NSE-listed) in 2024. Architected Tamil Nadu's BFSI Centre of Excellence under public-private partnership, mobilising Rs.50+ crore in CSR and state funding and placing over 100,000 youth into gainful employment. Currently AI Advisor at Kotak Mahindra Bank on AI strategy and agentic platforms, while building production AI systems for compliance and inclusion. Recognised as Most Impactful CSR Leader of the Year, 2024. Member, Institute of Directors.



Krishna Chaitanya

CEO

Tamil Nadu Infrastructure Fund Management Corporation Limited

Mr. Krishna Chaitanya is an infrastructure investment and project finance professional with over 20 years of experience across emerging markets, focusing on economic and social infrastructure as well as natural resources sectors with experience in infrastructure finance innovations, stakeholder management, board-level leadership, policy development and execution. He has proven track record in launching and operating funds focused on infrastructure, renewable energy, transportation, and smart grids, with advanced expertise in ESG parameters and sustainable investing models. Additionally, he had been the founder and CEO of a profitable Infrastructure sector focussed operating lease companies, implementing innovative lease models. He is currently the CEO of TNIFMC, a multi thematic fund manager sponsored by the TN state government that is investing in projects in the Affordable Housing, backing startups in the Emerging Sectors of economy and partnering companies contributing to the Carbon neutrality and recycling. He is an engineering graduate with a master's degree in management, had worked in organisations such as Actis, IL&FS, Globeleq in a fund management role where he has concluded investments on deals aggregating US\$550m, structured financing transactions aggregating US\$300m, M&A of E&P assets besides being active part of fundraising for various Infrastructure Funds as well as his own startup to the tune of US\$200m. In an entrepreneurial role, his startup (PASPL) achieved a compound annual growth rate (CAGR) of over 30% in assets building an asset book of more than US\$100m and a pipeline of an additional US\$300m.


Neetu Choudhary

Decision & Governance Coach for CEOs & Boards | Founder,
Evolvitude Speakers Bureau | Dubai GCC

Ms. Neetu Choudhary is a distinguished business leader, certified corporate director, and executive coach with over 25 years of experience in IT governance, board advisory, business excellence, and organizational transformation. As Founder & Principal of Evolvitude FZE, Dubai, she advises boards and C-suite executives on governance, leadership, and strategic growth while coaching senior leaders to enhance their executive presence and boardroom effectiveness. A former IT Release Manager at DP World UAE, she has also served as a senior assessor and jury member for leading international business excellence awards across the UAE and beyond. An accomplished international keynote speaker, author, and podcast host, Neetu has worked with organizations in over 30 countries, combining expertise in governance, neuroscience-based leadership, Six Sigma, and business excellence to build high-performing leaders and resilient organizations.


Satish Gidugu

CEO
Medi Assist Group.

Mr. Satish Gidugu is a Director on the board of Medi Assist Insurance TPA Pvt Ltd and CEO of the Medi Assist group, a listed company. Satish is a graduate from IIT Madras and has 26+ years of work experience. He held multiple technology roles in start-ups and large Enterprises for 15 years prior to joining Medi Assist. He was instrumental in building and scaling redBus, India's largest online bus ticketing platform, as the Chief Technology Officer. At Medi Assist, he has held the roles of CTO, COO and CEO across multiple lines of business. Satish has been responsible for building industry leading technology platforms at Medi Assist - for claims, cashless outpatient services and payer-provider exchange platforms. Each of these platforms is now a leader in its respective area of operation. Satish served as a member of the Insurance Advisory Council in the past and also contributed to the Regulation Review Committee as the Chairman of the TPA & IR sub-committee.


Rajiv Gupta

Group President, PB Fintech Limited
Director, PB Pay and PB Account Aggregator

Mr. Rajiv Gupta is President of PB Fintech Ltd. and brings over 34 years of leadership experience across banking, insurance, securities, fintech, and insurtech. He has a distinguished track record of building and scaling businesses while driving strategic growth, governance, and innovation across the BFSI sector. At PB Fintech, he leads the Group's Strategy, Risk Management, and Advocacy functions, spearheading engagement with government policymakers, regulators, industry associations, and other key stakeholders on critical policy and regulatory matters. He also serves as Director on the boards of PB Pay, PB Fintech Account Aggregator, and several other group subsidiaries, representing the organisation at leading government and industry forums. Rajiv plays an active role in advancing India's financial services ecosystem through leadership positions in prominent industry bodies. He is Co-Chairman of the National Committee on Insurance at ASSOCHAM, Co-Chair for BFSI at the European Union Chambers of Commerce, and a member of CII's National Committee on Fintech. Prior to PB Fintech, he held senior leadership positions at GE Capital, ICICI Ltd., HDFC Securities, Willis Towers Watson, and SBI Life. He also founded and managed his own start-up, InstaRemedy, adding entrepreneurial depth to his corporate leadership experience. Rajiv has represented India on several international assignments during his student years and is a qualified Certified Financial Planner (CFP) and Chartered Wealth Professional (CWP), reflecting his enduring commitment to excellence in the financial services industry.


George K John

Executive Director
ESAF Small Finance Bank

George John is the Executive Director of ESAF Small Finance Bank and a seasoned banking leader with over 30 years of experience in banking, financial inclusion, digital transformation, technology, operations, and institutional development. He has been instrumental in ESAF's evolution from a leading microfinance institution into a prominent Small Finance Bank. He has led key functions including Information Technology, Digital Banking, Operations, Retail and Micro Banking, Treasury, Finance, Corporate Lending, Sustainable Banking, and Enterprise Transformation. As Executive Director, he is driving ESAF's strategic transformation through technology modernization, AI-enabled banking, governance, operational excellence, and customer-centric growth. George is widely recognized for aligning business strategy with technology and governance while advancing financial inclusion and community development. He holds an MBA in FinTech from BITS Pilani, a Master's in Social Work from the University of Pune, and a Bachelor's in Commerce. A regular speaker at banking and fintech forums, he champions innovation, sustainable finance, and future-ready financial institutions.


Vijay Ananth K

Executive Director and Chief Operating Officer
Data Patterns (India) Ltd.

Vijay Ananth K, aged 45 years, is the Chief Operating Officer and Chief Information Security Officer of our Company. He holds a bachelor's degree in computer science from Manonmaniam Sundaranar University and a master's degree in computer applications from the Faculty of Science of University of Madras. He has also served in the National Cadet Corps for three years. He has more than two decades of experience in software engineering and product management. He joined our Erstwhile Subsidiary on September 7, 1998 as a software engineering trainee and was confirmed as a software engineer in 1999. He was promoted as Manager Software and Information Technology Support in 2000. He was moved to the role of Head Delivery in 2000 and was redesignated as Head-Operations in 2008. He was appointed as Chief Operating Officer in 2016, a position he holds till date. He is also the Chief Information Security Officer since July 2011. He was appointed as Additional Director of the Company on 08th February, 2022 and was regularized as Whole-time Director w.e.f. 06th May, 2022.


Vikram Kapur IAS (Retd.)

former Addl. Chief Secretary to
Government of Tamil Nadu

Mr. Vikram Kapur is a 1988 batch officer of the Indian Administrative Service, borne on its Tamil Nadu state cadre, who retired in the year 2025 in the rank of Additional Chief Secretary. He had his education in Springdales School, New Delhi and was ranked 8th in the All-India Senior School Certificate Examination in 1984. Thereafter, he graduated in Physics (Honours) from St. Stephens College, Delhi in 1987 and was selected to the IAS in his first attempt. Later, during the course of his career in the civil service, he did his postgraduation in Public Policy and Management from the Indian Institute of Management, Bangalore and the Maxwell School of Citizenship and Public Affairs, Syracuse University, New York. During his over 37 years of service, he worked in various capacities, including that of District Collector, Dindigul, Executive Director, Tea Board, Government of India, CEO, Tamil Nadu Urban Development Fund, Member Secretary, Chennai Metropolitan Development Authority, Chairman, Tamil Nadu Pollution Control Board, Principal Secretary, Industries, Energy, Tourism and Culture Departments, Commissioner, Municipal Corporation of Chennai, Managing Director, Chennai Metrowater, Chairman & Managing Director, TANGEDCO and TANTRANSCO, the state power utilities of Tamil Nadu, Additional Chief Secretary, Planning and Development department as well as Director, Anna Administrative Staff College and Director General of Training, Government of Tamil Nadu. While working in the Government, he faced several challenging assignments, including the turn-around of an ailing tea industry during 2000-05, managing the unprecedented floods of Chennai in 2015 and the speedy restoration of power infrastructure in several coastal districts that were devastated by a cyclone in 2018. He specializes in the areas of urban affairs, energy, infrastructure and disaster management.


Dr. T. R. Kesavan

Director and Group President
Tractors and Farm Equipment Limited (TAFE)

Dr. T. R. Kesavan, DSc is Director & Group President of Tractors and Farm Equipment Limited (TAFE), the world's third-largest tractor manufacturer and one of India's largest exporters of tractors. He also serves on the Boards of TAFE Motors and Tractors Limited, National Skill Development Corporation International, TAFE Access Limited, TAFE Reach Limited, and Agrievolution, Italy. With over 50 years of leadership experience across agriculture, construction and mining, oil tools, and material handling, Dr. Kesavan has held several prominent positions in industry and government bodies, including FICCI, CII, MCCI, ARAI, NATRIP, the Karnataka Government's Vision Group (Agri Implements), and international organizations such as the Club of Bologna and UNAHA. A distinguished academic, he is a gold medalist in Engineering from the University of Madras and in Management from the University of Bombay, completed the University of Michigan's sandwich programme, and was conferred an honorary Doctor of Science (DSc) by Harper Adams University. A respected speaker, mentor and visiting faculty, he is recognized globally for his contributions to agricultural productivity, industry-government collaboration, and public-private partnerships.


Praveen Krishna

Head, Investor & Public Relations and Corporate Communications
Sify Technologies Limited

Praveen Krishna is a strategic communications, sustainability, investor relations, and corporate reputation leader with over 25 years of experience across advertising, corporate communications, governance, ESG, and capital markets. He has played a pivotal role in the evolution of one of India's leading ICT enterprises, with expertise in change management, stakeholder engagement, crisis communications, and corporate positioning. As Head of Sustainability, Investor Relations, Public Relations, and Corporate Communications, he has led financial communications, governance disclosures, and ESG reporting. He established Sify's sustainability function and co-authored its BRSR, Integrated, and Sustainability Reports, contributing to global recognition through LACP, Stevie, and Communicator Awards, as well as Golden Peacock Awards for Good Governance. He also co-authored key sections of the Draft Red Herring Prospectus for India's first proposed publicly listed data centre company.



Balaji Nagabhushan
Group Chief Administrative Officer
Tristar Group, UAE

Mr. Balaji Nagabhushan is an accomplished leader and adviser, with vast experience directing compliance, control, excellence, governance and Corporate Social Responsibility. He is a goal-oriented professional across the banking and finance as well as logistics fields of business. He is a Certified not only as an Independent Director but also as a Fraud Examiner and an Anti-Money Laundering Specialist. He is a qualified EFQM assessor and a Distinguished Toastmaster. Not only a good communicator but an excellent public speaking personality. He devotes his free time to rendering service to the community, reading and spending quality time with his family and pets.



Dr. R. V. Perumal
Member-Judge
Tamil Nadu State Consumer Disputes Redressal Commission

Dr. R. V. Perumal is a Serving Member Judge, engineering professional, and sustainability leader with multidisciplinary expertise in governance, infrastructure, engineering, and institutional development. Alongside his judicial responsibilities, he serves as Director General of ICSEI and Chief Mentor of INSET, promoting Environmental, Social and Governance (ESG), sustainable development, and professional capacity building. As an Advisor to World Bank and Asian Development Bank funded projects, he contributes to infrastructure and institutional development initiatives. He has delivered over 100 keynote addresses and executive programmes for academic institutions, professional bodies, industry associations, and corporate organizations.



Ravichandran Purushothaman
President
Danfoss Industries, India

Mr. Ravichandran Purushothaman (Ravi) is President of Danfoss India, the Indian subsidiary of the €10 billion Danish family-owned Danfoss Group. With over 30 years of experience, he has led the company's growth, expanding its footprint to 4,000 employees, four Global Competence Centres, and six manufacturing facilities. A visionary leader, Ravi is recognized for his expertise in strategy, business transformation, energy efficiency, electrification, and industrial decarbonization. He has been instrumental in advancing sustainable technologies, start-up innovation, university collaborations, and policy advocacy. Ravi currently serves as Chairman, CII Southern Region, Chairman of the CII National Water Mission, and Chairman of the CII Task Force on Cold Chain & Logistics. He is a former President of the Madras Management Association, former Chairman of CII Tamil Nadu, and former member of the World Economic Forum's Agriculture Council. He also mentors start-ups, serves as an independent director on multiple boards, and champions India's transition towards a sustainable, net-zero future.



Geetha Ramamoorthi
Founder and Principal Advisor
Herizon Advisory

Ms. Geetha Ramamoorthi is the Founder and Principal Advisor of Herizon Advisory, a strategic advisory firm that partners with global enterprises to establish, scale, and transform Global Capability Centres (GCCs) in India, drive digital transformation, and advance women's workforce participation. Until recently, she served as Vice President and Managing Director of KBR India, leading a 3,000-member organization. With extensive experience across manufacturing, financial services, engineering, and technology, she is recognized among Thinkers360's Top 100 Thought Leaders in APAC, with leading rankings in Energy, Engineering, International Relations, and AI Infrastructure. She received the 2025 CII Centre for Women Leadership Award for Gender Parity and the SSF Global Highly Influential GCC & Enterprise Services Leader Award. A Chartered Accountant and Cost Accountant, she has executive certifications from MIT Sloan, UCL School of Management, and Imperial College Business School. She also serves in leadership roles with NASSCOM, the Indo-American Chamber of Commerce, ASME India, and CII, championing inclusion, innovation, and talent development.



U. Subba Rao
General Manager
Integral Coach Factory (ICF)

Mr. U. Subba Rao, assumed charge as the General Manager of Integral Coach Factory (ICF) on 01.02.2024. Shri Subba Rao belongs to the 1987 batch of Indian Railway Service of Mechanical Engineering (IRSME). He is a Graduate in Mechanical Engineering and has done Post Graduate Programme in Public Policy & Management with Indian Institute of Management, Bengaluru. Before assuming charge as GM/ICF, Shri Subba Rao was holding the office of the Additional General Manager, South Western Railway, Hubballi. He has worked in various Management and Executive positions in Railways including Principal Chief Mechanical Engineer of South Western Railway, Chief Mechanical Engineer (Planning) of South-Central Railway, Secunderabad, Divisional Railway Manager (DRM) of Salem Division, Southern Railway, Chief Workshop Manager, Coaching Workshop, Mysuru, in South Western Railway, and Chief Workshop Engineer, at the Rail Wheel Factory, Bengaluru. During his stint in Rail Wheel Factory, Bengaluru, cast wheels for EMUs and locos were designed and developed under his leadership. He has experience of more than 35 years in the field of rolling stock production, inspection, maintenance and Diesel/Steam Locomotives maintenance. Presently, he is guiding ICF team in design and production of sleeper version of 50 Vande Bharat trains, Amrith Bharat Version 3.0 and 250 kmph high speed trains.



Manoj K. Raut
Secretary General and Chief Executive Officer
Institute of Directors (IOD), India

Mr. Raut is a seasoned CEO, boardroom leader, and governance visionary with over 25 years of experience in transforming institutions, shaping governance frameworks, and building global leadership communities. He has been instrumental in elevating IOD, India into one of the world's most respected networks of company directors, business leaders, policymakers, and governance professionals. A driving force behind the internationalisation of Indian boardrooms, he has expanded IOD, India's footprint across London, UAE, Europe, Africa, and Asia, promoting global benchmarks in corporate governance and board excellence. Mr. Raut holds a Post Graduate Diploma in Business Management and a Law Degree (LLB) from Govt. Lingaraj Law College, Berhampur University, India. A First Class Honours Graduate in Botany (B.Sc. Hons.) from Khallikote Autonomous College, Berhampur, Odisha, he began his career in law before joining IOD as a Management Trainee in 2000 and later rising to the position of CEO. He also serves on several not-for-profit & corporate boards and is an Advisory Council Member of the ESG Exchange, South Africa. He is also the Editor of "Director Today," IOD, India's monthly journal. His prior affiliations include the Advisory Boards of RIMS (USA), Lincoln Business School (UK), and the CII TCM Board (India).



Vish Sahasranamam
Co-Founder and CEO
Forge Innovations and Ventures

Mr. Vish Sahasranamam is the CEO & Co-founder of Forge Innovation & Ventures and a leading architect of India's innovation ecosystem. With over 25 years of global experience in technology, telecom, product strategy, and international business, he has transitioned from an entrepreneur to an institution builder, driving innovation-led transformation across strategic and industrial sectors. He co-architected iDEX (Innovations for Defence Excellence), the Ministry of Defence's award-winning open innovation platform that has reshaped India's defence innovation landscape. Through Forge, he has led pioneering initiatives with the Government of India, Government of Tamil Nadu, Vedanta, Bosch, and other leading institutions to accelerate startup innovation, venture growth, and industrial transformation. A former Professor of Practice at IIT Madras, Vish is also Program Director for the Ministry of Ports, Shipping & Waterways' S2I2 initiative. He serves on several national advisory boards and offers his insights on topics including innovation, technology, and strategic capability development.



Dr. G. S. Sameeran, IAS
Commissioner, Greater Chennai Corporation

Dr. G. S. Sameeran, IAS, a 2012-batch Indian Administrative Service officer of the Tamil Nadu cadre, is the Commissioner of the Greater Chennai Corporation, having assumed office on 19 May 2026. An MBBS graduate from the University of Kerala, he is widely recognized for his people-centric leadership and expertise in urban governance, public health, infrastructure development, and district administration. As Commissioner, he oversees civic administration, public health, sanitation, urban infrastructure, disaster preparedness, and sustainable development, with a strong focus on pedestrian safety, flood mitigation, civic services, and climate-resilient urban planning. Previously, he served as Managing Director of the Tamil Nadu Water Supply and Drainage (TWAD) Board and the Tamil Nadu Housing Board, Joint Commissioner (Works), Greater Chennai Corporation, District Collector of Coimbatore and Tenkasi, Director of Fisheries, and Sub-Collector, Paramakudi. Combining medical training with administrative expertise, Dr. Sameeran has consistently advanced initiatives in urban infrastructure, environmental sustainability, effective public service delivery, and inclusive development.

**G. Srinivasan**

Hony. Chairman- IOD, Chennai Region
MD & CEO – Galaxy Health Insurance
former CMD The New India Assurance Co.

Mr. G. Srinivasan is a distinguished insurance industry leader with over four decades of global experience. He currently serves as Managing Director & CEO of Galaxy Health Insurance Ltd., leading its mission to transform India's health insurance sector. Previously, he was Chairman & Managing Director of New India Assurance Co. Ltd. (2012-2018), India's largest non-life insurer, and United India Insurance Co. Ltd. (2007-2012). He also served as MD & CEO of New India Assurance Co. (Trinidad & Tobago), overseeing operations across the Caribbean. Mr. Srinivasan has held several prominent leadership positions, including Director of the National Insurance Academy, Chairman of the General Insurance Council, Chairman of GIPSA, and member of the Insurance Advisory and Reinsurance Advisory Committees of IRDAI. His distinguished contributions have earned him the Asia Insurance Industry Awards' Personality of the Year honour and recognition as ICON of the Profession by the Institute of Cost Accountants of India. He is a Commerce graduate of the University of Madras and a Fellow of the Institute of Cost Accountants of India and the Insurance Institute of India.

**Usha Subramaniam**

Country President
Grundfos India Pvt. Ltd.

Ms. Usha is a seasoned business leader with a proven track record of driving organisational success. Her tenure at Grundfos spans over 12 years, during which she has held both local and global roles and led several key projects. As the Country President of Grundfos India, Usha plays a pivotal role in shaping the company's strategic direction and growth within the Indian market, which leverages her extensive experience in business management, profit centre management, and fostering people development. Her leadership aligns with Grundfos' commitment to Diversity, Equity and Inclusion (DE&I). She champions a workplace where diversity is celebrated, equitable opportunities are provided, and inclusion is at the heart of the organisational culture. She emphasises integrating sustainable strategies into business operations, ensuring long-term value creation for the company, its stakeholders, and the environment.

**Dr. K. Subramanian**

Senior Vice President, Ashok Leyland Limited

Dr. K. Subramanian obtained his PhD from Cornell University in Electrical Engineering with specialization in Micro ElectroMechanical Systems or MEMS. He holds a B.Tech in Mechanical Engineering from IIT Madras. He is currently Senior Vice President at Ashok Leyland where he leads Advanced Engineering and several other product development functions. Previously, he was CEO and Executive Director of R&D at Powergear Ltd., Chennai where he worked on implementing several novel technologies in Energy, Aviation, Electronics and Biotechnology. He previously worked at GE's Global Research Center in New York. Subramanian has more than 60 issued patents as inventor in addition to numerous patents pending. He managed a large program on MEMS at GE and received two prestigious awards for his research. One of them, the Hull Award, is among the top individual recognitions at GE. The other award, the Whitney technical achievement award is for a market game changer project. Subramanian is a Six Sigma Black Belt. He is a fellow of the Indian National Academy of Engineering (INAE) and a recipient of the Lifetime Achievement Award in Engineering from the Institution of Engineers (IEI). He mentors faculty, students and startups in technology and business.

**Amb T. S. Tirumurti, IFS (Retd.)**

former Permanent Representative of India to the United Nations
former Secretary (Economic Relations), Ministry of External Affairs, Govt. of India

Mr. T.S. Tirumurti was in the Indian Foreign Service with a diplomatic career spanning 37 years between 1985-2022. He served as Ambassador/ Permanent Representative of India to the United Nations in New York between 2020-2022. He was President of the UN Security Council for August 2021. Earlier, he was Secretary in the Ministry of External Affairs. He was also BRICS Sherpa. Mr. Tirumurti has previously served in Cairo, Geneva, Gaza, Washington D.C., Jakarta and was also India's High Commissioner to Malaysia. He served in various capacities in Ministry of External Affairs, New Delhi including Head of the United Nations Division and also Head of Division for four neighboring countries - Bangladesh, Sri Lanka, Maldives and Myanmar. He is currently Head of Steering Committee for Deccan Centre for International Relations, Chennai - a think tank focusing on global engagement of South India. He is also Distinguished Professor in Indian Institute of Technology Madras and Member of the Board of Governors of Dhirubhai Ambani University, Gandhi Nagar. He is the author of three books.

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IOD Chairman



Hon'ble Justice Uday U. Lalit

Chairman, Institute of Directors

former Chief Justice of India

Hon'ble Justice Uday U. Lalit enrolled as an advocate in June 1983. He specialised in criminal law and practiced at the Bombay HC from 1983 to 1985. Following his stint at the Bombay HC, he worked in the chambers of then Attorney General of India, Soli Sorabjee, from 1986 to 1992. Justice Lalit was designated as Senior Advocate at the Supreme Court in April, 2004. He aided the Court as amicus curiae in many important matters pertaining to forests, vehicular pollution and pollution of the Yamuna river. Justice Lalit was elevated as a

Judge of the Supreme Court directly from the Bar on August 13th, 2014. He was the sixth Judge elevated directly to the SC without having served as a Judge in a lower court or High Court. As an SC Judge, he was appointed as the Executive Chairman of the National Legal Services Authority (NALSA) on May 14th, 2021. Justice Lalit took over as the 49th Chief Justice of India on August 27th, 2022, becoming the only second CJI to be elevated directly from the bar. ■

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Hon'ble Justice Ritu Raj Awasthi

Vice-Chairman, Institute of Directors

*Judicial Member, Lokpal of India
former Chairperson, Law Commission of India
former Chief Justice, Karnataka High Court*

Hon'ble Justice Ritu Raj Awasthi, graduated in Law from Lucknow University in the year 1986 and enrolled as an Advocate on 1st February, 1987. He practised in Civil, Service, Educational matters at Lucknow Bench, Allahabad High Court and was appointed the Assistant Solicitor General of India for the Allahabad High Court in the year 2007. After practising for more than 20 years, he was elevated as an Additional Judge on 13th April, 2009 and took oath as permanent Judge on 24th December, 2010. Hon'ble Justice Awasthi was also nominated as the Senior Judge at High Court at Lucknow in the year 2021 and thereafter was elevated as Chief Justice of Karnataka High Court on 11th October, 2021.

During his tenure as a Judge for more than 13 years, Hon'ble Justice Awasthi decided approximately 44,000 cases, out of which more than 600 judgments were approved for reporting. Most of the cases decided by Hon'ble Justice Awasthi have had nation-wide impact as well as international importance too. Justice Awasthi presided over the matters related to NRHM Scam, SAHARA-SEBI case, Reservation in promotion case, CBI Enquiry in CMO Murder Case, etc. Justice

Awasthi also issued directions for the cleaning and preservation of River Ganga in the Namami Gange Case at Allahabad High Court, which had a far-reaching impact on the revival of the scared river and making it pollution free.

Justice Awasthi while holding the post of Chief Justice of Karnataka, decided various full bench cases, including those of Income Tax Matters and National Investigating Agency (NIA) case, mines and minerals and also the wearing of Hijab in school case. Justice Awasthi also decided other landmark cases like Online Gaming case, issue of legacy waste in Mangalore, appointment of Public Prosecutors and important Arbitration Cases as well.

Justice Awasthi has made a remarkable contribution to the field of law which has had far reaching impact. He was appointed Chairman of 22nd Law Commission of India on 09th November, 2022 and continued till 26th March, 2024. He has been appointed as Hon'ble Judicial Member, Lokpal on 27th March, 2024. ■

COMPANY PROFILE



TRISTAR GROUP

The Tristar Group is a fully integrated Energy Logistics Solutions provider that offers a comprehensive list of services to cater to the needs of the petroleum, chemical and petrochemical industries, both in the Middle East region and globally. The company's core expertise lies in its ability to safely house and distribute all types of retail fuels, lubricants, chemicals, petrochemicals and liquid gases by road, sea or air.

Eugene Mayne is the Founder and Group Chief Executive Officer. Under his leadership, since its inception in 1998, Tristar has evolved from a local transport company to the Middle East's largest privately-owned energy logistics solutions provider. It has a global presence in more than 30 countries across the Middle East, Africa, Asia, the Pacific, the Americas and Europe.

Tristar's strong founder-led management team drives a 'Business for Purpose' ethos focused on positive community impact including job creation in the countries in which it operates. Tristar is committed to reducing its carbon footprint and is a signatory to the UN Global Compact (UNGC) which encourages businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation.



Tristar has received 10 Golden Peacock Global Awards from the IOD covering Corporate Social Responsibility, Occupational Health & Safety, Sustainability, ESG, and Business Excellence. The Golden Peacock Award recognizes the achievements of the best performing organizations and has become a benchmark of corporate excellence globally.

Tristar has four business verticals:

- **Road Transport and Warehousing** – deals in surface transport, transportation of cryogenics and gases, and chemical and dangerous goods storage.
- **Maritime Logistics** - owns and operates a large fleet of maritime vessels transporting clean petroleum products, LNG, LPG, dry bulk commodities.
- **Fuel Farms** - owns and operates fuel storage facilities in Guam, Haiti, Africa and the UAE.
- **Fuels: Remote and Commercial** - uninterrupted fuel supply to peacekeeping forces, fuel storage facilities, into-plane refuelling, and operating retail fuel stations in East Africa.

Mr. Eugene Mayne

Founder and Group CEO
Tristar Group, UAE



Mr. Mayne has been listed among the top 25 most influential logistics executives in the Middle East for seven consecutive years by the ITP Media Group. He also received a number of recognitions such as the Institute of Directors, India (IOD) Distinguished Fellow for 2023, Maritime Personality of the Year at the ShipTek International Awards 2021, the Lifetime Achievement Award at the Seatrade Maritime Awards Middle East, Indian Subcontinent & Africa 2020, and the RoSPA Influencer Award at the RoSPA Health & Safety Awards 2020.

He is a Board Member of the Global Compact Network UAE. The network works closely with the UN Global Compact (UNGC) headquarters to provide opportunities for learning, policy dialogue, and partnerships on the Ten Principles of responsible conduct and the 17 UN Sustainable Development Goals (SDGs).

Mr. Mayne is also in the Board of Governors of the Indian Business & Professional Council IBPC Dubai, which is the largest association of Indian businessmen and professionals established under the aegis of Dubai Chambers

Tristar is a Board Member of the Emirates Environmental Group (EEG) which is a professional working group devoted to protecting the environment through the means of education, action programmes and community involvement.

The company's website is www.tristar-group.co and email is info@tristar-group.co



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COMPANY PROFILE

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Guided by our purpose and values, our vision is to develop the accountancy profession the world needs. Partnering with policymakers, standard setters, the donor community, educators and other accountancy bodies, we're strengthening and building a profession that drives a sustainable future for all. ■



Corporate Strategy for India's Global Competitiveness

Pradeep Chaturvedi

Introduction

The global economy is undergoing one of the most profound transformations in modern history. Geopolitical realignments, technological disruption, climate imperatives, evolving trade architectures, and the rapid adoption of artificial intelligence (AI) are reshaping the foundations of competitiveness. In this environment, global competitiveness is no longer determined solely by cost efficiency or market size; it increasingly depends on innovation capability, technological leadership, supply-chain resilience, sustainability performance, governance quality, and organizational agility.

For India, the opportunity is unprecedented. As one of the fastest-growing major economies, India is emerging as a pivotal player in global trade, manufacturing, services, and digital innovation. The World Bank and IMF continue to project India among the world's fastest-growing large economies, with growth expected to remain above most major economies over the medium term.

However, sustained economic growth alone will not guarantee global competitiveness. Indian corporations must develop strategies that enable them to move up global value chains, create intellectual property, embrace advanced technologies, and build globally respected brands. The coming decade will determine whether India evolves from being primarily a large market to becoming a leading global economic power.

India's Position in the Global Economy

India today occupies a unique position in the international economic landscape. It possesses a large domestic market, a young workforce, world-class digital infrastructure, expanding manufacturing capabilities, and a globally competitive services sector.

The country's strengths are evident in information technology, pharmaceuticals, digital public infrastructure, engineering services, automotive components, renewable energy, and increasingly in electronics manufacturing. Indian firms such as Tata Group, Reliance Industries, TCS, Infosys, Mahindra Group, Larsen & Toubro, Bharat Forge, and Sun Pharma have established significant global footprints.

Yet India's share of global manufacturing exports remains below its potential. While services exports continue to perform strongly, the next phase of growth requires

deeper integration into global supply chains, higher productivity, stronger innovation ecosystems, and greater value addition across sectors. IMF and World Bank assessments consistently emphasize innovation, trade integration, infrastructure development, and private-sector-led investment as critical drivers of India's long-term competitiveness.

Emerging Global Trends Reshaping Competitiveness:

- **Geopolitical Realignment and Supply Chain Diversification**

The post-pandemic world has accelerated the shift from efficiency-driven globalization toward resilience-driven globalization. Businesses are increasingly adopting "China+1" strategies to diversify supply chains and reduce concentration risk.

India has emerged as a major beneficiary of this trend, particularly in electronics, semiconductors, renewable energy equipment, pharmaceuticals, and defense manufacturing.

- **Technological Disruption**

Artificial intelligence, machine learning, robotics, cloud computing, quantum technologies, and advanced analytics are fundamentally altering business models. Companies that fail to adopt these technologies risk rapid obsolescence.

According to global consulting firms such as McKinsey, Deloitte, and BCG, AI alone has the potential to create trillions of dollars in economic value globally over the next decade.

- **Sustainability and ESG Expectations**

Investors, customers, regulators, and employees increasingly expect organizations to demonstrate measurable environmental, social, and governance (ESG) performance. Sustainability has evolved from a compliance obligation to a strategic differentiator.

- **Talent and Knowledge Economy**

The battle for global competitiveness is increasingly a battle for talent. Countries and companies capable of developing highly skilled workforces in digital technologies, AI, cybersecurity, advanced manufacturing, and green technologies will enjoy a significant advantage.

Strategic Pillars for Indian Corporations:

- **Innovation-Led Growth**

Historically, many Indian firms competed primarily on cost advantage. Future competitiveness, however, requires innovation-driven growth. Indian corporations must increase investments in: Research and Development (R&D), Product innovation, Design capabilities, Intellectual property creation, Deep-tech commercialization

The success of firms such as Tata

Consultancy Services, Infosys, Zoho, and Sun Pharma demonstrates how innovation and intellectual capital can create sustainable global advantages.

- **Global Value Chain Integration**

Indian firms should actively position themselves within high value segments of global supply chains. Rather than focusing solely on assembly or low-margin activities, businesses must move toward: Advanced manufacturing, Engineering services, Product development, Technology platforms, Global design centers.

Supply chains have undergone basic transformation and global chains are now being overtaken by regional and local supply supply chains. In view of war in middle east, EU countries has taken a decision in June 2026 to open invest in new supply chains with in Europe.

- **Brand India and Global Market Expansion**

Indian corporations must invest in building globally trusted brands. The acquisition strategies pursued by Tata Group, Mahindra Group, and other leading firms illustrate how global expansion can accelerate market access, technology acquisition, and brand recognition.

- **Technology, Innovation, and AI as Competitive Differentiators**

Technology is now the primary determinant of productivity and competitiveness.

- **Artificial Intelligence**

AI is transforming customer engagement, manufacturing, logistics, risk management, healthcare, financial services, and supply-chain operations. Indian firms should move beyond experimentation toward enterprise-wide AI deployment. Boards should establish AI governance frameworks that address: Data privacy, Ethical AI use, Cybersecurity, Workforce transition, Regulatory compliance

- **Industry 5.0**



The adoption of Industry 5.0 technologies—including IoT, digital twins, predictive maintenance, automation, robotics, and smart factories—can significantly improve productivity and quality.

Companies such as Larsen & Toubro, Bharat Forge, and Mahindra Group are already leveraging advanced manufacturing technologies to strengthen global competitiveness.

- **Digital Transformation**

Digital transformation should not be viewed merely as technology implementation. It requires reimagining business models, customer experiences, operating structures, and value creation mechanisms.

Indian enterprises that successfully combine digital capabilities with scale will be better positioned to compete internationally.

- **ESG, Sustainability, and Responsible Business**

Sustainability has become a strategic business imperative.

Global investors increasingly allocate capital based on ESG performance. Customers are demanding environmentally responsible products, while regulators are introducing stricter disclosure requirements. Indian companies should focus on: Net-zero transition strategies, Renewable energy adoption, Circular economy initiatives, Sustainable supply chains, Diversity and inclusion, Responsible governance practices

Reliance Industries' investments in green energy, Tata Group's sustainability initiatives, and Adani Group's renewable energy projects illustrate the growing importance of sustainability-led transformation.

Strong ESG performance can improve access to capital, reduce operational risks, strengthen brand reputation, and enhance long-term competitiveness.

Government Policy as a Strategic Enabler

Corporate strategy and public policy must work in tandem. Several government initiatives provide significant strategic advantages:

- **Make in India**

Encourages domestic manufacturing and integration into global supply chains.

- **Production Linked Incentive (PLI) Scheme**

Supports investments in strategic sectors such as electronics, pharmaceuticals, automotive components,

telecommunications, and advanced manufacturing.

- **Digital India**

Has created one of the world's most sophisticated digital public infrastructures, enabling innovation and financial inclusion at scale.

- **Startup India**

Strengthens entrepreneurial ecosystems and supports innovation-driven enterprises.

- **PM Gati Shakti and National Logistics Policy**

Aim to reduce logistics costs, improve connectivity, and strengthen trade competitiveness. Research consistently demonstrates that logistics efficiency is a critical determinant of international competitiveness.

Together, these initiatives create an enabling environment for Indian firms seeking global expansion.

- **Key Challenges**

Despite significant progress, several structural challenges remain:

- **Infrastructure Gaps**

While infrastructure development has accelerated, gaps remain in logistics efficiency, urban planning, and industrial ecosystems.

- **Low R&D Intensity**

India's overall R&D expenditure remains below leading innovation economies.

- **Skill Gaps**

The rapid pace of technological change requires continuous workforce upskilling and reskilling.

- **Regulatory Complexity**

Although reforms have improved the ease of doing business, regulatory compliance remains challenging in certain sectors.

- **Global Economic Uncertainty**

Trade tensions, geopolitical conflicts, protectionism, and supply-chain disruptions continue to create risks for internationally active firms. Global growth remains moderate amid persistent uncertainty.

Recommendations for Corporate Boards and Business Leaders

National Convention on Boards is an opportunity to interact on various corporate issues where India can strengthen its global businesses standing through technology leadership; ethical and responsive corporate governance and long term policy ecosystem.

To strengthen global competitiveness, boards and executive leadership teams should prioritize:

1. Embed competitiveness into corporate strategy rather than treating it as a functional objective.

“ India can strengthen its global businesses standing through technology leadership; ”

2. Increase R&D investments and establish innovation-driven cultures.
3. Accelerate AI and digital transformation across business functions.
4. Strengthen cyber resilience and digital governance frameworks.
5. Develop future-ready talent pipelines through continuous learning initiatives.
6. Integrate ESG objectives into strategic planning and performance measurement.

7. Expand globally through partnerships, acquisitions, and strategic alliances.
8. Build resilient and diversified supply chains.
9. Enhance board capabilities in technology, sustainability, and geopolitical risk management.
10. Focus on productivity improvement and operational excellence.

Boards must increasingly function as strategic foresight institutions, helping organizations anticipate disruption rather than merely respond to it.

July 25, 2026
Chennai (India)

Pradeep Chaturvedi
Vice President
Institute of Directors

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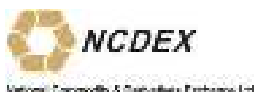
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Hon'ble Minister of Finance of India, Govt. of India
addressing IOD Annual London Global Convention

In her Chief Guest address, Hon'ble Minister of Finance of India outlined the policy of the new government in India, which is most investor-friendly. She also outlined the concept of **"Make-in-India"** as the cornerstone of the new industrial policy, as enunciated by the Hon'ble Prime Minister of India. She also stressed upon how both India and UK shared 'the principle of governance'. She also commented on the role of Independent Directors as the emerging modern concept of board functioning, which is a core competence of IOD, India.



Invitation from the
Chairperson

The Baroness Sandip Verma

Global Chair, IOD India Advisory Council
&
Chair UN Women UK
former Minister of Energy, Climate Change and
International Development
Govt. of UK



M. Nagaraju, IAS

Secretary
Dept. of Financial Services
Ministry of Finance, India



The Rt. Hon. Lord Jonathan Marland

Chairman, Commonwealth Enterprise and
Investment Council and
former UK Minister and, PM's Trade Envoy



Eugene Mayne

Founder & Group CEO
Tristar Group, UAE



The Rt Hon Sir Alok Sharma KCMG MP

(the then) President of COP26



The Rt Hon. the Lord Goldsmith KC

Hon'ble Member at the House of Lords,
former Attorney General for
England & Wales,
Chair of European & Asian Litigation
Debevoise & Plimpton LLP, UK



Dr. Marshall Goldsmith

Executive Coach
Leadership Thought Leader
#1 NYT Bestselling Author
USA

D I S T I N G U I S H E D S P E A K E R S

Dear Friends,

I have pleasure in inviting you to the Annual **'2026 London Global Convention'** on **'Corporate Governance & Sustainability'** being organised by the **Institute of Directors, India** on November 18 - 21, 2026 in London (UK). The theme of the Convention is **'Boards at the Crossroads of Volatility and the AI Era'**.

As economies and corporations across the world grapple with changes in the global economic landscape, the aim of this Convention is to engage in deliberations on the effects of these changes across corporate boardrooms and weigh the possible response.

The Convention seeks to help create an effective Corporate Governance and Sustainability framework for boardrooms, as a response to manage these changes, for lasting success, in the emerging world order. It will also provide an opportunity to network with global peers and professionals, in these fields.

As in the earlier years, the convention will be attended by leaders, policy makers, academicians, jurists, social thinkers, and professionals in business, finance, Corporate Governance, and Sustainability fields from across the world.

The famed **'Golden Peacock Awards'** will also be presented during the Convention. This year's Convention will also host a **Luncheon Global Business Meet** at the **House of Lords**, UK Parliament.

A combination of visionary and innovative leadership at the highest levels of an organisation, are now a real competitive edge, for any organisation.

Look forward to welcoming you

Best wishes,

The Baroness Sandip Verma



“

As I look ahead, I carry an unwavering belief in the strength of our people and the promise of our nation. If we continue with unity of purpose, clarity of vision, and dedication to ethical governance, India will not only rise, it will lead.

Mr. N. Chandrababu Naidu

Hon'ble Chief Minister of Andhra Pradesh, India
while addressing the Annual London Global Conference 2025



“

Today, we live in a world of complex and interrelated needs, but also of challenges. Most of all, it is important to realize that Sustainability means taking along the largest majority of people that is possible.

H. E. Vikram Doraiswami, IFS

the then High Commissioner of India to UK



Golden Peacock Awards®

A Strategic Tool to Lead the Competition

Golden Peacock Awards, instituted by the Institute of Directors, India in 1991, are now regarded as benchmark of Corporate Excellence globally.

The Award has been instituted to celebrate and honour the best, as recognition of their unique achievements to build their Quality and Brand. No Award has achieved such respectability and admiration from the industry as the 'Golden Peacock Awards'. Today, it receives around 1000 applications for various Awards each year. The selection of Award winners is an elaborate process conducted by a team of professional independent Assessors. The Jury comprises some of the most eminent public figure in India, known for their independence and impartiality.

The Jury is Chaired by **Hon'ble Justice Uday U. Lalit**, former Chief Justice of India.

The following **Golden Peacock Awards** will be presented during the **2026 London Global Convention** being held on **November 18 - 21, 2026**.

GLOBAL AWARDS

- Golden Peacock **Global** Award for Excellence in **Corporate Governance** (GPGAECG)
- Golden Peacock **Global** Award for **Sustainability** (GPGAS)
- Golden Peacock **Global** Award for **ESG** (GPGAESG)

NATIONAL AWARDS

- Golden Peacock Award for Excellence in **Corporate Governance** (GPAECG)
- Golden Peacock Award for **Sustainability** (GPAS)
- Golden Peacock Award for **ESG** (GPAESG)
- Golden Peacock Award for **Risk Management** (GPARM)

The Guidelines-cum-Application Forms can be downloaded from
www.goldenpeacockaward.com

LAST DATE for submission of completed application
August 10, 2026



The Rt. Hon. Theresa May MP

(the then) Hon'ble Secretary of State for the Home Department, Govt. of UK & former Prime Minister Government of UK

Inaugurating London Global Convention & presenting the Golden Peacock Awards in London in 2014.

She also stressed upon the importance of such initiatives, to promote closer UK- India co-operation.

IOD Distinguished Fellows felicitated in London



Late Mr. Gopichand P. Hinduja
Co-Chairman
Hinduja Group
UK



Mohit Burman
Chairman
Dabur India Ltd.



Mr. Donald H. Brydon CBE
Chairman
London Stock Exchange
UK



Dr. Raghupati Singhania
Chairman and MD
JK Tyre & Industries Ltd.
India



Mrs. Nara Bhuvaneshwari
Vice Chairperson & MD
Heritage Foods Limited



Mr. Sunil Kant Munjal
Chairman
Hero Enterprise India



H.E. Ahmed Bin Sulayem Executive Chairman, DMCC receiving the Honour of IOD Distinguished Fellowship - 2017 from **The Rt. Hon. Priti Patil MP**, Cabinet Minister & (the then) Secretary of State for International Development, Govt. of UK.



Prof. (Judge) Mervyn E. King SC, Chairman, King Committee on Corporate Governance, and former Judge, Supreme Court of South Africa receiving the Golden Peacock Award in London.



Mr. Sanjiv Goenka, Chairman, RP- Sanjiv Goenka Group receiving the IOD Distinguished Fellowship - 2016. Also seen in the picture **Mrs. Preeti Goenka**.



Ms. Roshni Nadar Malhotra, Chairperson, HCL Technologies receiving the Golden Peacock Award for Social Leadership - 2014.



Ms. Shriti Vadera, Chair, Prudential plc. and The Royal Shakespeare Company, Co-Chair, World Bank Private Investment Lab, UK receiving the IOD Distinguished Fellowship - 2023.



Mr. Anajit Singh, Founder & Chairman, MAX India Limited receiving Golden Peacock Award from **The Rt. Hon. Eric Pickles**, (the then) Secretary of State for Communities and Local Government of the United Kingdom in 2012 and **Dr. Ola Ullsten**, former Prime Minister of Sweden.

KEY HIGHLIGHTS

- Engage with over 400 global business leaders, board experts, government officials, and top executives.
- Discuss and debate pressing issues, including climate change, AI, the global economy, and the impact of worldwide elections.
- Network with peers and forge new connections over morning coffee and evening cocktails.
- Attend a special glittering business ceremony and banquet where the Golden Peacock Awards will be conferred.
- Business Session at the House of Lords: Global Market Opportunities & Challenges

CONVENTION TOPICS

- Boards Under Pressure: Leading Through Uncertainty
- Sustainability on the Board Agenda: From Intent to Accountability
- Governing the Algorithm: Boards in the Age of AI
- Boardroom Strategies for a Shifting Global Economy
- Beyond Risk: Building Truly Resilient Organisations
- Transform or Fall Behind: The Board's Role in Reinvention
- Profit with Purpose: Can Boards Deliver Both?

WHO WOULD BENEFIT?

All those concerned with the efficient and ethical conduct of corporations, including policy makers, legislators, jurists, diplomats, Govt. officials, Chairpersons, Board Directors, CEOs, MDs, CFOs, Bankers, Chartered Accountants, Company/Corporate Secretaries, Fund Managers, Investors, NGOs, Management Analysts, Management Students, Financial Consultants, Academics, et al. It is also beneficial for all those business stakeholders who have an interest in good Corporate Governance, Sustainability, effective business models, the well-being of society, and improving the quality of life for all on this planet.



Golden Peacock Awards Nite & Banquet



The Rt. Hon. The Lord Mayor Nicholas Stephen Leland Lyons (Alderman)
Lord Mayor of the City of London, UK, delivering the 'Guest of Honour Keynote Address'



The Rt. Hon. Sir Conor Burns MP, former Minister for Trade Policy at the Department for International Trade, Govt. of UK, delivering the 'Chairperson Address'



Ms. Ritu Prakash Chhabria
~~Co-founder Managing~~ Trustee
Mukul Madhav Foundation, India

receiving Golden Peacock
Leadership Award - 2022



Dr. B. V. R. Mohan Reddy

Founder Chairman & Board Member
Cyient Limited
receiving Golden Peacock Award for
Lifetime Achievement &
Leadership in Technological
Innovations - 2024



Mr. Mohit Burman

~~Chairman~~
Dabur India Ltd.
receiving the IOD
Distinguished Fellowship - 2024



Mr. Donald H. Brydon, CBE

~~Chairman~~
London Stock Exchange Group &
The Sage Group plc, UK
Distinguished Fellowship - 2018

75+ Speakers • 500+ Business Participants • 20+ Countries

GALAXY OF SPEAKERS OVER THE YEARS



1. **Mr. Vindi Banga**
Partner, Clayton Dubilier & Rice;
Senior Independent Director, GlaxoSmithKline plc., UK
2. **Dr. Sushma Paul Berlia**
Chairman, Apeejay Styia & Svrn Group and Chancellor
Apeejay Styia University, India
3. **Lord Karan Bilimoria, CBE, DL**
Chairman & Founder, Cobra Beer and Chancellor
University of Birmingham
4. **Ms. Helen Brand OBE**
Chief Executive, ACCA, UK
5. **Sir David Clementi**
Chairman, BBC-The British Broadcasting Corporation, UK
6. **Mr. David Cruickshank**
Global Chairman, Deloitte Touche Tohmatsu Ltd., UK
7. **Mr. Michael Eckhart**
Managing Director and Global Head of Environmental
Finance and Sustainability, Citigroup, USA
8. **Lord Jitesh Gadhia**
Strategic Advisor & Board Member UK, Government
Investments, UK
9. **Mr. Viral Gathani**
Sr. Managing Director Strategy & Finance
Essar Energy Transition, Essar Capital, India
10. **Dr. Angelo George**
Chief Executive Officer, Bisleri International Pvt. Ltd., India
11. **Mr. John Griffith-Jones**
Chairman, Financial Conduct Authority (FCA), UK
12. **Prof. Sergei Guriev**
Dean, London Business School, UK
13. **Mr. Manoj Jain**
Chairman & Managing Director
Bharat Electronics Limited (BEL)
14. **Mr. Sanjeev Jaiswal, IAS**
VP & CEO
Maharashtra Housing and Area Development Authority
(MHADA), India
15. **Prof. Charlie Jeffery CBE**
Vice-Chancellor & President, University of York, UK
16. **Ms. Shallu Jindal**
Chairperson, JSPL Foundation and Jindal Art Institute
17. **Mr. Tim Jones CBE**
Executive Director, Tata Limited, UK
18. **Lord Clement-Jones CBE**
LibDem House of Lords spokesperson for
Science, Innovation and Technology, UK
19. **Dr. Tayeb Kamali**
Chairman - UAE, Institute of Directors, India
20. **Mr. Vijay Karia**
Chairman & Managing Director, Ravin Group
21. **Mr. Zubin Jal Karkaria**
Founder & CEO, VFS Global, UAE
22. **Sir John Anderson Kay, CBE**
Author, Columnist and Britain's leading Economist, UK
23. **Ms. Manasi Kirloskar Tata**
Vice Chairperson, Toyota Kirloskar Motor
24. **Dr. Vivek Lall**
Chief Executive, General Atomics Global Corporation, USA
25. **Mr. Venu Lambu**
Chief Executive Officer & MD, LTMindtree, UK
26. **Sir Andrew Likierman**
Dean, London Business School, UK
27. **Mr. R. Madhavan**
Chairman and MD, Hindustan Aeronautics Limited (HAL), India
28. **Mr. Navneet Munot**
Managing Director & Chief Executive Officer
HDFC Asset Management Company Ltd. (HDFC AMC)
29. **Ms. Brahmani Nara**
Executive Director
Heritage Foods & Trustee - NTR Memorial Trust, India
30. **Mr. Praveen Pardeshi, IAS (Retd.)**
Chief Economic Advisor to Hon. CM Maharashtra &
CEO, Maharashtra Institution for Transformation (MITRA), India
31. **Mr. Mohit Ralhan**
Chief Executive Officer, TIW Capital, Singapore
32. **Mr. Raghav Singhal**
Managing Director & CEO, ICICI Bank UK PLC
33. **Prof. Mark E. Smith CBE**
President & Vice Chancellor, University of Southampton, UK
34. **Mr. Rajesh Kumar Srivastava**
former Chairman & Managing Director
Oil and Natural Gas Corporation Limited, India
35. **Ms. Girija Subramanian**
Chairman cum MD
The New India Assurance Co. Limited, India
36. **Dr. Mark C. Thompson**
Chairman & Founder, Chief Executive Alliance, USA
37. **Mr. Kate Thornley**
Chief Negotiator, UK-India FTA
Department for Business and Trade, Govt. of UK
38. **Lord Adair Turner**
Sr. Fellow, Institute for New Economic Thinking, Sr. Fellow &
Grantee, INET & former Chairman, Financial Services Authority, UK
39. **Mr. P. Velrasu, IAS**
Chief Executive Officer
Maharashtra Industrial Development Corporation Limited
India
40. **Mr. Martin Wolf CBE**
Chief Economics Commentator
The Financial Times, UK



TESTIMONIALS



The Rt. Hon. Alok Sharma, MP
(the then) Hon'ble Minister of State for Employment
at the Department of Work and Pensions
Govt. of UK

The IOD, India has been a champion for what I describe as responsible capitalism over many years, and what you have done is champion issues such as corporate social responsibility, minority shareholding, sustainability, and all of this before it became either fashionable or indeed became a must for corporate leaders to talk about."



Mr. Donald H Brydon CBE
(the then) Chairman,
London Stock Exchange Group and The Sage Group Plc., UK

"Thank you to the Institute of Directors for your leadership in championing this key topic."



Late Mr. Gopichand P. Hinduja
Co-Chairman
Hinduja Group
UK

IOD has really been very instrumental in enhancing the trade and investment between India and UK. Every year, what they do here is remarkable."



Mr. Ajay Piramal
Chairman
Piramal Group & Shriram Group

I think I have to complement IOD because they started talking about governance and role of directors from 1990 onwards which was not as fashionable as it is today."

PARTNERSHIP & NETWORKING OPPORTUNITIES

The Global Convention offers an unique opportunity to project your organisational commitment to Leadership for Good Corporate Governance and Sustainability. The event will be attended by eminent corporate heads, executive directors and opinion leaders, from India & abroad.

A Souvenir will also be released on the day of the Convention. It will also be distributed to members and associates, industry leaders, concerned Govt. departments, decision makers, eminent persons, NGOs and institutions et al. worldwide.

REGISTRATION DETAILS

4 Day - Convention Highlights

Network with global leaders, policymakers, and experts from business, industries, and government & Gain access to world-class case study presentations.

Four Days of Information-Packed, Interactive Sessions:

- Top technical speakers and renowned board experts loaded with professional experience from across industries and geographies.
- Learn best practices and gain insights from well performing global companies through business case study presentations.

Special Sessions:

- Special High-Level Sit-Down Luncheon and Global Business Meet at the House of Lords, UK Parliament.
- Special Golden Peacock Awards Felicitation Ceremony & Sit Down Banquet.

Networking Opportunities:

- Meet & greet the winners of the Golden Peacock Awards in 'Corporate Governance', 'ESG', 'Risk Management', and 'Sustainability'.
- Business Networking sessions

Categories



Institute of Directors (IOD), India IOD Members (Active)

Exclusive Complimentary participation applies to the main convention all sessions on **18th, 19th and 21st Nov.**

Note: Separate passes will be required for the House of Lords session on **20th Nov** subject to limited availability.



Non Member fee

D 48,500 / £ 450 / \$ 550



Accompanying Spouse fee

D 30,500 / £ 250 / \$ 350

LIMITED
SEATS

Register Now

www.iodglobal.com

For any Visa/ Travel/ Stay related assistance
please get in touch with us at: **info@iodglobal.com**

* Inclusive of all Taxes



Are you ready to serve on a **Board of Directors**?
Are you up-to-date on the issues faced by **Directors** in **Boards** today?

Are You a **Certified Director**?

Masterclass for Directors[®]
leading to '**Certified Corporate Director**'[™]
A Condensed Programme for company Directors, Senior Executives & Professionals

- ✓ As per SEBI & Companies Act, 2013 all listed companies shall have at least 1/3rd of Directors as Independent Directors & 1 Woman Director.
- ✓ Over the years, IOD has conducted over 500 Batches of Masterclass training programmes nationwide, and trained a large number of senior executives as "**Certified Corporate Director**", many of whom have reached highest positions of leadership in their respective organisations.

Join the pool of
Executive & Non-Executive Directors

Create a profile & upload your CV on

IOD Directors Databank >>

www.iodglobal.com

Scan with
Smart Phone
QR Reader App:





Masterclass participants with **Hon'ble Suresh Prabhu**, former minister for Railways, Govt. of India

✓ What is "Masterclass for Directors"?

The enactment of the Companies Act, 2013 has brought a number of provisions which will help the directors and the companies to ensure better corporate governance.

The learning curve of understanding the functioning of the board is considerably shortened by putting in place a well-structured training programme for all directors, focused at bringing forth the best practices and qualitatively informing the directors of the legal as well as socio-economic regime they are functioning in.

Our rigorous programme – tailored to the needs of board members and characterized by debate, exchange, relevance and impact – are designed to support you in your aim to make a real difference as a director.

The Masterclass programme is delivered in two formats, to best suit the company's and directors' needs:

- **Virtual Class:** This is offered over a period of 4 days for two consecutive weekends. This allows the participant to access learning through technology at their convenience.
- **Offline Class:** This is offered over a period of 3 days and is conducted in major metro cities at premium venues. This allows the participant to choose the venue and dates as per their convenience.

Masterclass for Directors provides regular training on changes in dynamics of law so as to keep the directors updated to implement a robust Corporate Governance Framework with all applicable legal provisions at all times.



Dr. Supachai Panitchpakdi, Ex. Secretary-General of the United Nations Conference on Trade and Development (UNCTAD) with the participants of 'Masterclass for Directors' in Delhi.

✓ Why Masterclass for Directors?

Stakeholder's aspirations have profoundly altered the market landscape. Directors need to understand the enormity of changes and learn strategies to deal with them.

The Masterclass opens a whole new vista of opportunities for those intending to join the pool of Independent Directors. Here are some key highlights:

- A condensed programme followed by submission of a project study report that is approved will lead to the award of "Certified Corporate Director".
- One year complimentary membership of Institute of Directors to non-members.
- Complimentary empanelment in the **"IOD Directors Databank"**, subject to Committee's Approval.
- Prepare with our Mock Test to excel in the mandatory online proficiency self-assessment test conducted by IICA for the Independent Director's databank.
- Gain access to IOD's exclusive Handbooks for Directors – a comprehensive guide for Directors and Senior Executives.
- Enhance your professional reputation and standing within the boardroom & industry.
- Networking Opportunities to build strong professional network by connecting with fellow directors and industry experts.
- Understand business risk and learn how boards can effectively implement risk management techniques to safeguard the organization.
- Improve boardroom dynamics and contribute more effectively to board discussions and decisions.
- Gain a competitive edge by staying updated with the latest business trends and practices.
- Strengthen your ability and skills, increasing your chances of securing prestigious directorship opportunities.
- Identify fiduciary duties and compliance responsibilities of directors, ensuring you meet legal and ethical expectations as a board member.
- Enhance your ability and effectiveness as a Director by embracing good Corporate Governance practices aligned with international standards.
- Shape professionalism in directorship in line with the "International Best Practices".

✓ Why Now?

The demand for Independent Directors on the boards of Indian Companies has gone up manifold due to the Companies Act, 2013 & SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. Additionally, the growing requirement for experienced and qualified women directors has been fueled by the appointment of women on the boards of specific companies.

Top 1000 listed companies must appoint women independent directors and the law mandates that the Chairpersons of both the Audit Committee and the Nomination and Remuneration Committee must be Independent Directors of the highest calibre.

Under Regulation 4(2)(f)(iii)(4) of SEBI (LODR) Regulations, 2015, the Board shall encourage continuing directors training to ensure that the members of board of directors are kept up to date.

✓ Masterclass Contents

The training course offers flexibility in accessing information on a range of training modules relevant to directors and senior executives. The course undergoes continuous changes to keep it updated, with the latest regulatory requirements, global trends and practices. The following are the normal set of modules, which are subject to change.

Module - 1: Companies Act, 2013 & Other Corporate laws: An Overview

This module will provide an overview of the important provisions of the Companies Act 2013 which deal with the ways companies are incorporated, how it is managed by the board and the manner in which the board interacts with their stakeholders.

Module - 2: The Board's Legal Environment: Duties, Responsibilities & Liabilities of a Director

The module provides an essential understanding of the role, duties, legal responsibilities and liabilities of Directors and the working environment of a Board.

Module - 3: Corporate Governance vis-à-vis Liabilities

Corporate Governance relates to structures, processes, systems and practices that are established by the company in the best interests of all stakeholders. This module deals with the principles and tenets of corporate governance, international codes, frameworks and practices and key requirements

Module - 4: Independent Directors: Improving Corporate credibility and Governance standards

This module covers the role, functions, rights, liabilities of Independent Directors who have become a very important part of the Boardroom. It will enable the participants to understand the nuances of this role, requirements of Schedule IV of the Companies Act, 2013 and key provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Module - 5: Strategic Leadership of Corporate Boards: Maximizing Effectiveness and Accountability

This module deals with good practices of effective Boards, including leadership composition and skills-mix, Board reviews and how Boards can add greater value. The module will enable an understanding of the operating environment of Directors and expectation of stakeholders to deliver strategic outcomes.

Module - 6: Financial Literacy for Directors

Financial literacy is a key skill for any director. This module provides an understanding of what it means to be financially literate, the statutory provisions, financial terms and concepts, financial statements, key accounting standards, sources of finance and budgeting

Module - 7: Driving Financial Performance

The Board of Directors drive organizational strategy, provide oversight to financial performance and risk management amongst other areas. The module will assist a director to further understand the role in evaluating the health of the organization including its liquidity position and solvency, key aspects of Mergers & Acquisitions, decision making and control and identifying early warning signs of financial failures

Module - 8: Corporate Strategy

Strategy setting is an important role of the board. Globalization, digitization of business, emerging technologies, focus on Sustainability and the new workforce have provided a new dimension to strategy, its execution and performance monitoring.

Module - 9: Enterprise Risk Management

Companies have to ensure that significant risks are identified, evaluated and managed. Non-financial intangible risks include social, ethical, environment and reputational risks. This module will enable an understanding of the key legal provisions related to enterprise risk management, ERM process, key definitions, risk frameworks, concepts such as emerging risk and how ERM needs to be aligned with company strategy. This will also provide a brief understanding on fraud risk and cybersecurity risk and the importance of risk culture within the organization which will positively contribute to effectiveness of the ERM process.

Module -10: Corporate Sustainability: ESG & Resilience

Competitiveness depends on the productivity with which companies can use financial capital and manage risk pertaining to broader areas such as geographical, technological, energy or human resource. Becoming environmentally responsible means building management systems capable of attaining best practice. A key competitive differentiator will be the ability to transform a business' product, operations and complete the supply chain to make it sustainable. This module will provide an understanding on various aspects of building a sustainable business and the need to have an agenda for surviving and thriving in the future.

Module-11: Board Committees: Enhancing Effectiveness and Accountability

The Board of Directors acts on behalf of the shareholders in overseeing the company and its management. Today, Boards are under intense scrutiny - from shareholders, regulators, the media, company employees, and other stakeholders. Directors rarely receive accolades for taking steps to ensure that their companies succeed and avoid major problems, but they are questioned when things go wrong. Given the wide range of the Board's responsibilities and the diverse nature of skills required, the Board delegates certain responsibilities to specialist Committees of the Board. The Companies Act 2013 prescribes four such mandatory Committees. This module discusses the broad role, duties and powers of these committees in general, with sharper focus on the Audit Committee

Module-12: Learning into Practice (Boardroom Simulation Exercise)

This session provides an opportunity for real-time experience of the 'Quarterly Boardroom meeting' situation. The participant would also briefly understand important board procedures prior to the simulation.

✓ Who Would Benefit?

This course is designed for Independent, executive and non - executive directors & CEOs, Company Chairman, Presidents, CFOs, Bankers, Chartered Accountants, Company Secretaries, Fund Managers, Management Analysts, Management Consultants, Academicians, Corporate Lawyers and Other Senior Executives, who are keen to serve on boards of Public Listed, Private, Government and not-for-profit Organizations.

✓ Project Study Report

To enhance practical exposure, each participant is required to prepare and submit a project study report within 6 weeks after programme completion. The chosen topic should relate to programme content, allowing participants to put into practice the knowledge gained through the course. The project study report must be original and free from any copied content.

✓ Empanelment on “IOD Directors Databank”

IOD maintains “IOD Directors Databank” that looks after the placement and empanelment of Executive and Non-Executive Directors. It maintains an extensive databank of accomplished individuals, both male and female, who possess the requisite qualifications, experience, and enthusiasm to serve as Directors across a spectrum of major industries. These individuals are readily available to fulfil corporate legal requirements.

SEBI & Companies Act, 2013 mandates that all listed companies appoint one-third or more of their board members as Independent Directors. In line with this requirement, we offer a convenient online portal at <https://iodglobal.com/directorsdatabank/>. Here, you can register and upload your CV, especially if you are seeking appointment as Independent Directors in Public Limited companies.

Your boardroom journey as a Director begins here with “IOD Directors Databank” and the Institute of Directors.

✓ Empaneled Faculty/ Masterclass for Directors

Mr. Santhanakrishnan S. Independent Director on Multiple Boards	Mr. Gopal K. Pillai, IAS (Retd.) Independent Director on Multiple Boards <i>former Secretary, Ministry of Home Affairs, Govt. of India</i>
Mr. Anurag Goel, IAS (Retd.) <i>former Secretary, Ministry of Corporate Affairs, Govt. of India</i>	Ms. Savithri Parekh Compliance Officer & Company Secretary, Reliance Industries Ltd.
Mr. R. Jayaprakash Professional Mentor, Advisor and thought leader in the areas of Finance, Risk Management and Governance CA & Independent Financial Services	Mr. M. R. Prasanna Corporate Law Expert and Arbitrator, <i>former Group General Counsel</i> Aditya Birla Group
Prof. Anil Kumar Professor, Department of Commerce - DSE & SRCC Independent Director - LIC of India	Mr. Nagesh Pinge Independent Director on multiple Boards, <i>former Chief-Internal Auditor and Chief Ethics Officer</i> at Tata Motors
CA M. P. Vijay Kumar Executive Director & Group CFO SIFY Technologies Limited	Mr. Kanchinadham Parvatheesam Company Secretary and Chief Legal Officer (Corporate & Compliance) - TATA Steel Limited
Mr. G. P. Madaan Managing Partner, Madaan Law Offices, Advocates & Solicitors, Vice-President- Insolvency Practitioners Bar Association, Registered Insolvency Professional	Mr. B. Renganathan Corporate Law Advisor
Dr. Ashish Makhija Managing Attorney, AMC Law Firm Registered Insolvency Professional World Bank - Trained Corporate Trainer	Ms. Shashikala Rao Practicing Company Secretary, Shashikala Rao & Co. <i>former Vice President - Corporate Secretarial,</i> Reliance Industries Ltd.
Mr. G. Mahalingam Independent Director on Multiple Boards, <i>former Whole Time Member</i> Securities and Exchange Board of India (SEBI)	Mr. Giridhar Sanjeevi Fellow IOD & former Chief Financial Officer The Indian Hotels Company Limited (IHCL)
Mr. Jyotin Mehta Independent Director on Multiple Boards <i>former Chairman of the Audit Committee</i> Linde India Ltd.	Dr. (Smt.) Aruna Sharma, IAS (Retd.) Practitioner Development Economist Independent Director on Multiple Boards <i>former Secretary, Ministry of Steel, MeitY Govt. of India</i>
Dr. R. S. Murali Managing Director and Principal Consultant, MaGC™ Director, ANSA India Private Limited, Ph.D. (Eco.) FCA, ACMA, ACS, CMC, CISA, CRISC, FAFD	Mr. Narayan Shankar <i>former Executive Vice President & Company Secretary</i> Mahindra & Mahindra Ltd.
Dr. Ganesh Natarajan Independent Director – SBI Founder – Centre For AI And Advanced Analytics Kalzoom Advisors and NES	Mr. S. Sudhakar <i>former Vice President - Corporate Secretarial</i> Reliance Industries Ltd.

et. al.



Women Batch

► What Participants Say

“The subjects were of current requirements. Was able to brush up with changes in Rules & Regulations”.

- Koshy Alexander
Director Finance, Bharat Electronics Ltd.

“Sharing relevant knowledge is the best aspect of this course”.

- T. R. Doongaji
MD, TATA Group Services

“Very useful programme for the persons to be inducted as EDs/NEDs”.

- Arvind Kumar Mittal
MD, Bhagyanagar Gas Limited
(Joint venture of GAIL & HP)

IOD strongly believes that networking is a great competitive differentiator, in the 21st century.

“One of the best and relevant program”.

- Yogesh Lohiya
CMD, General Insurance Corporation

“As a non-finance & technical director, I found the programme very useful & it has added sufficient value by knowing relevant regulations, Acts & materials”.

- Jaiprakash Gupta
Director Technical, Eastern Coalfield Ltd

“This is quite comprehensive. All about the Company Law & the Director responsibilities. A very well organized course”.

- Shekhar Dutt, IAS (Retd.)
former Governor, Indian, State of Chhattisgarh

Registration Fee:

Virtual Class

Rs. 60,000/-
+ GST 18%
(SAC 999293)

Offline Class

Rs. 70,000/-
+ GST 18%
(SAC 999293)

Discount on Registration Fee:

- 10% Registration & Payment one month in advance
- 10% for Woman / Senior Citizens participant
- Special Discount for all IOD members
- Group participants from same organisation - 20% for 3 or more nominations & 25% for 6 or more nominations

P.S: Only one discount is applicable

Disclaimer: Course description, including fees, are given in good faith. However, IOD reserves the right to change course content, faculty, locations and fees, or cancel a course, for whatever reason. Paid participants will be entitled to attend the next course at any convenient location, where the course is being conducted, within a year from the registration date.

‘Certified Corporate Director’ Certificate

will be issued, on successful completion of the course, including submission of a project study report.





Golden Peacock Awards®

A Strategic Tool to Lead the Competition



Mr. M. Venkaiah Naidu, (the then) Hon'ble Union Minister of Urban Development, Housing and Urban Poverty Alleviation and Parliamentary Affairs, Govt. of India and **Mr. Piyush Goyal**, (the then) Hon'ble Union Minister of State with Independent Charge for Power, Coal and New & Renewable Energy, Govt. of India at the IOD Annual Meet in 2014

WHY IT IS SO SPECIAL?

The only award, which has a meticulously defined and transparent selection criteria and is determined by a highly elaborate and independent assessment process

The award builds your **BRAND EQUITY** and worldwide recognition

Award winners are eligible to use the Golden Peacock Awards LOGO with year on all promotional literatures

Preparation for award application helps to align and inspire the entire workforce and rapidly accelerates the **PACE OF SYSTEM IMPROVEMENT**

Even, if you don't win the award, the **PREPARATION & FEEDBACK** helps your strategic learning process to put you, on your way to achieving world class status



Sir George Adrian Hayhurst Cadbury Chairman, Cadbury and Cadbury Schweppes receiving the Golden Peacock Leadership Award for Lifetime Achievement in Corporate Governance



Prof. (Judge) Mervyn E. King SC Chairman, King Committee on Corporate Governance & former Judge, Supreme Court of South Africa receiving the Golden Peacock Global Award for Lifetime Achievement in Corporate Governance

Golden Peacock Awards, instituted by the **Institute of Directors (IOD)**, India in 1991, are now regarded as a benchmark of Corporate Excellence worldwide.

No other Business Award today receives the kind of recognition and adulation among peers, that Golden Peacock does. Today, there are a large number of Business Awards globally. The purpose is to create a competition for raising overall standards and recognise the achievements of the best performing organisations. The question is how relevant, elaborate and predetermined are the criteria and how impartial is the assessment process?

It is here that Golden Peacock Awards, established in 1991, excel. Golden Peacock Awards for Leadership and Institutional Excellence, over the time, have become a hallmark of excellence, both locally and globally. No award has achieved such respectability and admiration from the industry as the 'Golden Peacock Awards', which today receives around 1000 applications for various Awards each year. This is largely due to its transparent and 3-Tier evaluation process, based on internationally recognized criteria. Besides recognition & Award, mere preparation of information and compilation of data required for 'Self-Appraisal Report', helps to align and inspire the entire workforce and rapidly accelerates the pace of system improvement in an organisation.

Award winners are eligible to use the Golden Peacock Awards Logo with year, on all printed and promotional materials, which evidences the highest accolade received by the organisation.

APPLICATIONS ARE INVITED, UNDER TWO CATEGORIES:

NATIONAL AWARDS
GLOBAL AWARDS

ANNUAL NATIONAL AWARDS

1. Golden Peacock **ENVIRONMENT MANAGEMENT** Award (GPEMA)
2. Golden Peacock **OCCUPATIONAL HEALTH & SAFETY** Award (GPOHSA)
3. Golden Peacock **ECO-INNOVATION** Award (GPEIA)
4. Golden Peacock Award for **ENERGY EFFICIENCY** (GPAEE)
5. Golden Peacock Award for **EXCELLENCE IN CORPORATE GOVERNANCE** (GPAECG)
6. Golden Peacock Award for **SUSTAINABILITY** (GPAS)
7. Golden Peacock Award for **ESG** (GPAESG)
8. Golden Peacock Award for **RISK MANAGEMENT** (GPARM)
9. Golden Peacock Award for **CORPORATE SOCIAL RESPONSIBILITY** (GPACSR)
10. Golden Peacock **HR EXCELLENCE** Award (GPHREA)
11. Golden Peacock **INNOVATION MANAGEMENT** Award (GPIMA)
12. Golden Peacock National **QUALITY** Award (GPNQA)
13. Golden Peacock **BUSINESS EXCELLENCE** Award (GPBEA)
14. Golden Peacock National **TRAINING** Award (GPNTA)
15. Golden Peacock **INNOVATIVE PRODUCT/SERVICE** Award (GPIPSA)

ANNUAL GLOBAL AWARDS

1. Golden Peacock Global Award for **EXCELLENCE IN CORPORATE GOVERNANCE** (GPGAECG)
2. Golden Peacock Global Award for **SUSTAINABILITY** (GPGAS)
3. Golden Peacock Global Award for **ESG** (GPGAESG)
4. Golden Peacock Global Award for **CORPORATE SOCIAL RESPONSIBILITY** (GPGACSR)

WHO CAN APPLY?

Any organisation, Large, Medium or Small, either in Manufacturing or Service Sector whether in Government, Public or Private sector, Research Organisations and NGOs, from India & abroad, are eligible to apply for these awards.

BUSINESS SECTORS

To create an **Intra-Sector competitiveness**, Golden Peacock Awards are considered separately under various **Business Sectors** and **Sub-Sectors**.



His Highness Sheikh Nahayan Bin Mubarak Al Nahayan, Cabinet Member and Minister of Tolerance, Govt. of UAE (Right) and **His Highness Sheikh Ahmed Bin Saeed Al Maktoum**, President, Dubai Civil Aviation Authority, Chairman and Chief Executive, The Emirates Airline & Group Chairman, Dubai World (Left) presenting the Golden Peacock Award to **H.E. Dr. Khalaf Ahmad Al Habtoor**, Group Chairman, Al Habtoor Group, UAE (centre)



The Rt Hon Sir Alok Sharma **KCMG MP**, former President, COP26 and **The Rt. Hon. Priti Patel MP**, former Cabinet Minister & Home Secretary, Govt. of UK at the Annual London Global Convention 2017



Mr. H. D. Kumaraswamy, Hon'ble Union Cabinet Minister for Heavy Industry and Steel, Govt. of India, presenting the Golden Peacock Award at International Conference on Environment Management & Climate Change 2025 in Bengaluru



Dr. Neerja Birla
Founder & Chairperson, Aditya Birla Education Trust receiving the
Golden Peacock Award for Social Leadership 2023

(L to R) **Mr. Desh Deepak Verma IAS (Retd.), Lt. Gen. Surinder Nath, PVSM AVSM (Retd.)**
Dr. Neerja Birla, Hon'ble Justice Devendra Kumar Upadhyaya, Hon'ble Justice Uday U. Lalit and
Mr. Sailesh, IAS. Also seen, **Mr. Aryaman Vikram Birla & Ms. Advaitesha Birla**



Follow the path of organisational transformation and global benchmarking through **Golden Peacock Excellence Model**

The Golden Peacock Excellence Model is a globally
recognised framework for organisational excellence.

Assessed over 30,000 organisations in the last 34 years

with a special emphasis on
Transformative Technologies and ESG Practices.

AWARD APPLICATION AND SELECTION PROCESS

1. Visit website – www.goldenpeacockaward.com
2. Select the Award category – based on your business and performance.
3. Guidelines-cum-Application Form can be downloaded directly from the website. If unable to download, please email us at info@goldenpeacockaward.com
4. Golden Peacock Awards Secretariat must receive the completed application on the prescribed assessment criteria, with supporting documents, and the application fee by the due date.
5. The selection of winners is an elaborate process executed by a team of professional independent experts.
6. The evaluation process recognizes a variety of conditions under which a organization conducts its activities. Evaluators are required to consider these factors in their assessment of the organization's performance against the assessment criteria.
7. The decision on whether to conduct a site visit or not, is made by the evaluation team at the shortlisting stage. Site visit is not an automatic part of the evaluation procedure for clarifying issues raised during the evaluation.
8. The cost of site visits, in case of shortlisted applicants, by evaluators, if required, shall be borne by the respective companies, as per actuals.
9. The shortlisted applicants are then submitted to a Jury of eminent people, known for their independence and impartiality, Chaired by **Hon'ble Justice Uday U. Lalit**, former Chief Justice of India.
10. Results are announced on website and emails are sent to the applicants conveying the same.



Mr. Kumar Mangalam Birla
Chairman, Aditya Birla Group receiving the Golden
Peacock Business Leadership Award



Mr. Anil Agarwal
Founder Chairman, Vedanta Group receiving the
Golden Peacock Business Leadership Award. Also
seen (on Right), **Mr. Naveen Patnaik**, Hon'ble Chief
Minister, Govt. of Odisha



Mr. A. M. Naik
Chairman, Larsen & Toubro Limited receiving the
Golden Peacock Business Leadership Award



Mr. Adi Godrej
Chairman, Godrej Group receiving the
Golden Peacock Lifetime Achievement Award
for Ethical Leadership



Ms. Sangita Jindal
Chairperson, JSW Foundation receiving the Golden
Peacock Award for Social and Cultural Leadership
from **Ms. Rajashree Birla**, Chairperson, Aditya Birla
Centre for Community Initiatives & Rural
Development, Aditya Birla Group



Ms. Shailu Jindal
Chairperson, JSPL Foundation, and Director on the
Board, Jindal Steel & Power Ltd., India receiving Golden
Peacock Award for Social & Cultural Leadership



Dr. Azim H. Premji
Chairman, Wipro Group receiving the
Golden Peacock Business Leadership Award



Mr. Sunil Bharti Mittal
Chairman, Bharti Enterprises receiving the Golden
Peacock Business Leadership Award



The Lord Johnson of Lainston CBE
Minister of State for Investment in Cabinet Office and
the Department for International Trade, Govt. of UK
presenting the Golden Peacock Awards



The Rt. Hon. Theresa May MP, former Prime Minister,
Govt. of UK presenting the Golden Peacock Leadership
Award to **Ms. Roshni Nadar Malhotra**, Chairperson,
HCL Technologies (receiving the Award on behalf of her
father **Dr. Shiv Nadar**, Founder & Chairman, HCL
Corporation and Shiv Nadar Foundation) during the
London Global Convention 2014 in London (UK)



Mr. Arjun Ram Meghwal
Hon'ble Union Minister of State for
Parliamentary Affairs and Culture, Govt. of India
presenting the Golden Peacock Awards along with
Mr. Manoj Joshi IAS, Secretary, Ministry of Housing
and Urban Affairs, Govt. of India in New Delhi (India)

PANEL OF JUDGES

CHAIRMAN
Hon'ble Justice Uday U. Lalit
former Chief Justice of India

Hon'ble Justice Ritu Raj Awasthi
Judicial Member, Lokpal of India, former Chairperson, Law Commission of India
and former Chief Justice, Karnataka High Court



His Holiness The Dalai Lama
presenting the Golden Peacock Awards in
Palampur (Himachal Pradesh)



Banco Bradesco SA, Brazil
receiving the Golden Peacock Award
in Lisbon (Portugal)



H.E. Prof. António Castro Guerra
Deputy Minister of Economy & Innovation, Govt of
Portugal presenting the Golden Peacock Awards in
Lisbon (Portugal)

CONFIDENTIALITY

All entries/applications are
treated in strict confidence
and the entire evaluation
process is **confidential**.



**Building[®]
Tomorrow's
Boards**



INSTITUTE OF DIRECTORS (IOD), INDIA

N a t i o n a l CONVENTION ON BOARDS



**Saturday
September 05, 2026**



**Hotel Taj Lands End
Mumbai**



**Felicitation of
IOD Life Members**



**Presentation of
IODGLOBAL Award
for Leadership (IDEAL)**

THEME

**Board Leadership
for an Emerging Global order**

www.iodglobal.com

ABOUT THE CONVENTION

The Institute of Directors (IOD) Western Region National Convention 2026, themed “Board Leadership for an Emerging Global Order,” will bring together directors, policymakers, regulators, and industry leaders to deliberate on the evolving role of boards in a complex and interconnected global economy. Hosted in Mumbai, the convention aims to strengthen boardroom leadership across corporate, financial, and public sectors, with a strong emphasis on governance in the financial domain, including regulatory compliance, risk oversight, audit integrity, and capital stewardship.

The convention will also address broader priorities such as ESG integration, sustainable finance, and climate responsibility, alongside technology governance covering digital transformation, cybersecurity, data privacy, and AI-led innovation.

A special Felicitation Ceremony will feature the presentation of the IODGLOBAL Driving Excellence Award for Leadership (IDEAL), while also honouring distinguished IOD Life Members for their contribution to corporate governance and leadership excellence.

KEY DELIBERATIONS

- Strengthening board accountability and governance frameworks in line with evolving regulatory expectations, particularly across financial markets, audit practices, and supervisory engagement.
- Enhancing board oversight of financial performance, capital allocation, risk governance, and compliance within the banking and broader financial sector.
- Integrating ESG principles and sustainable finance into board strategy, with a focus on climate risk, energy transition, and responsible business practices.
- Governing digital transformation through robust oversight of data privacy, cybersecurity, AI-driven innovation, and emerging technology risks.



PROGRAMME HIGHLIGHTS

The programme brings together high-impact plenary sessions, engaging fireside chats, and cross-sector discussions spanning finance, governance, technology, and sustainability. It offers practical insights into emerging boardroom priorities, encourages interactive audience engagement, and includes focused dialogues on high-growth enterprises. Participants also benefit from valuable networking opportunities and a special segment recognizing excellence in leadership and corporate governance.

WHO SHOULD ATTEND

The convention is ideal for board members, independent directors, and chairpersons, along with CEOs, Managing Directors, CFOs, and CXOs across sectors. It is especially relevant for leaders from banks, NBFCs, insurance companies, and capital market institutions focusing on financial governance and regulatory compliance. Regulators, policymakers, and government representatives will also benefit from the discussions. Additionally, audit committee members, risk and compliance professionals, ESG and sustainability leaders, and technology heads will gain valuable insights. Legal professionals, will find the convention highly relevant.



CONVENTION TOPICS

- Regulatory Expectations & Board Accountability: Strengthening Governance in India's Financial Capital
- Board Governance in India's Financial Capital: Navigating
- Regulatory Expectations Across Critical Sectors
- Governance of Sustainable Growth & Climate Responsibility: The Board's Mandate
- Technology Governance: Board Oversight in a Digital Era



Presented at the National Convention on Boards, Mumbai

Recognising Visionary Leadership | Honouring Excellence | Celebrating National Impact

Honouring Exceptional:

- Corporate Leaders
- Directors & Board Members
- Entrepreneurs & Innovators
- Public Leaders
- Social Impact Champions

Celebrating Excellence In:

- Boardroom Excellence & Ethical Governance
- Innovation & Enterprise Transformation
- ESG & Sustainable Growth
- Leadership with Societal Impact
- Nation-Building through Responsible Enterprise

A Mark of Distinction for Leaders Driving Change

Where leadership, governance, and excellence converge.

ABOUT US

INSTITUTE OF DIRECTORS (IOD), India :

Established in India in 1990, the Institute of Directors (IOD) is an apex national association of Corporate Directors under India's 'Societies Registration Act XXI of 1860'. Currently, it is associated with over 30,000 senior executives from Govt, PSU and Private organizations, India and abroad.

IOD, India is committed in its endeavour of building boards of the future. The IOD, India's activities extend from Boardroom Training, Research, Publications, Board Advisory Services, Monthly Lectures to Workshops and networking of Members, Directors and Global Leaders through various National & International Conventions and platforms to debate the issues of topical interest, held in India and abroad.

The IOD, India's 'Masterclass for Directors' covers training in Corporate Directorship, and 'Golden Peacock Awards' in 15 different corporate disciplines, have become global benchmarks.

REGISTRATION PACKAGE

Includes Lunch, Dinner, Tea / Coffee, Refreshments and Literature for Conference Proceedings & Souvenir etc.

Non-Residential Registration Fee	Indian Participant (in ₹)	Overseas Participants (US \$)
IOD Members (Active)	Complimentary for IOD Members	
Non IOD Members:	7000	100

* Pre-registration is required

* Exclusive of all taxes

PAST EMINENT SPEAKERS



Hon'ble Justice U. U. Lalit
Chairman
Institute of Directors
former Chief Justice of India



Anurag Singh Thakur
Hon'ble Member of Parliament
(Lok Sabha)
& Former Cabinet Minister
Government of India



Sujata Saunik, IAS
Chief Secretary
Government of Maharashtra



Ashwini Bhide, IAS
Additional Chief Secretary to Hon.
CM of Maharashtra & MD
Mumbai Metro Rail Corporation Limited



Dr. P. Anbalagan, IAS
Secretary
Industries Department
Government of Maharashtra



Vijay Singhal, IAS
Vice-Chairman & MD
CIDCO



P. Velrasu, IAS
CEO
MIDC



Roop Rashi, IA&AS
CEO, Khadi and Village
Industries Commission



Dr. Prashant Narnaware, IAS
Secretary to the
Governor of Maharashtra



Amarjeet Singh
Whole Time Member
SEBI



V. S. Sundaresan
Executive Director
SEBI



Dr. Alka Mittal
Chairman & Managing Director
ONGC



Alok Kumar Choudhary
Managing Director
State Bank of India



Ashishkumar Chauhan
Managing Director & CEO
NSE



Arun Raste
Managing Director & CEO
NCDEX



Pranay Ranjan Dwivedi
Managing Director || CEO
SBI Pension Funds Pvt. Ltd.



Gautam Thakur
Chairman
Saraswat Bank



Shishir Bajaj
Bajaj Group Patriarch and Chairman
Bajaj Foundation



Dr. Niranjana Hiranandani
Co-Founder || MD
Hiranandani Group



A.S. Lakshminarayanan
Managing Director || CEO
Tata Communications Limited



Vijay Karia
Chairman & MD
Ravin Group of Companies



Dr. Brinda Jagirdar
Business Economist &
Independent Director



Kalpana Unadkat
Independent Board Member



Tony Goldner
CEO - Taskforce on Nature-related
Financial Disclosures (TNFD)



Alessandro Giuliani
Managing Director
SDA Bocconi Asia Center

For more information please contact

P: +91-40238141/2/3 • M: 8655673926

E: rm.mumbai@iodglobal.com

www.iodglobal.com

Global *Board* Fellowship

Experience a
Masterclass

A premier, immersive leadership accelerator designed exclusively for board members to sharpen judgement, strengthen strategic oversight, and lead decisively in an increasingly complex risk environment.



PROGRAMME OVERVIEW

FORMAT	3 Days 4 Nights Fully Residential
DELIVERY	Fully In-Person Premium Heritage Venue, India
AUDIENCE	Board Members — Listed & Unlisted Companies
AWARD	Global Board Fellowship Certificate (GBF) IOD India
SPOUSES	Companion Programme Available
COHORT	25 Fellows (Subject to Eligibility Screening)

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6

INTRODUCTION

Today's boards are no longer evaluated only on compliance and structure.

They are being judged on their ability to anticipate risk, challenge management, protect long-term value and respond decisively in uncertainty.

While IOD's "Masterclass for Directors" programme build foundational understanding, Global Board Fellowship focuses on advanced board judgement, decision-making and leadership in real-world, high-risk and high-impact situations.

This Global Board Fellowship Programme is designed exclusively for the Board Members and emerging leaders aiming to tackle the challenging business scenarios and board-level governance. The curriculum focuses on equipping the participants with real world use cases surrounding evolving role of the board, strategic oversight, ESG (Environmental, Social, and Governance) frameworks, and ethical leadership in a digital-first global economy.

In essence, the Global Board Fellowship moves beyond what a Director should know and focuses on how a Director must think, challenge, decide and lead in today's boardroom.

WHY NOW - GLOBAL BOARD FELLOWSHIP (GBF)

The real gap today is not knowledge of regulations, but board-level judgement, risk oversight and strategic response in uncertain situations.

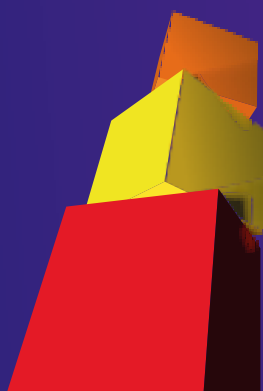
Further, the risk landscape has changed permanently. Cyber threats, geopolitical disruptions, ESG accountability, supply-chain vulnerabilities and reputation risks now sit squarely within the board's oversight mandate. Directors are increasingly expected to provide strategic stewardship, not merely compliance supervision.

In parallel, even domestically focused companies are exposed to global investors, partners and reporting expectations—making global governance understanding and comparative board practices essential.



ABOUT THE PROGRAMME

The Global Board Fellowship (GBF) is a prestigious, immersive experience that prepares professionals for the complexities of modern boardroom dynamics. The fellowship is a premier leadership accelerator designed for those at the helm of organizational steering. The Global Board Fellowship is essential to equip experienced Directors, MFD Alumni and IOD Fellows with advanced, practice-driven board capabilities—to lead, challenge and decide effectively in an era where regulatory surprises, complex risks and public scrutiny are no longer exceptional, but routine.



Key Learning Pillars:

- Corporate Governance - practical insights for Building effective boards
- Board's Preparedness on Geo-Politics & International Trade Policies
- Compliance framework for Listed Companies - what every Director must know
- Effectively Chairing the Board Committees
- Crisis Management and Effective Leadership
- AI in the Boardroom

ELIGIBILITY CRITERIA & SCREENING PROCESS

Who Should Apply

We seek a diverse cohort of visionaries. This programme is exclusively curated for established leaders and members of our professional community.

Admission is restricted to:

- Chairpersons & Founders: Individuals leading Board of Directors or governing bodies of private, public, listed organizations having minimum 20 years of experience.
- Senior-Level Management: KMPs, CXOs (CEO, CFO, COO, etc.), Managing Directors, and Vice Presidents with significant decision-making authority having minimum 20 years of experience.
- Existing Board Members: Current Executive or Non-Executive Directors of listed companies looking to modernize their governance skill set for a global context.
- MFD Alumni: IODs past “Masterclass for Directors” Alumni who have completed their Level -1 and are looking forward for transitioning into a more challenging role, subject to approval of Training committee.
- IOD Fellows



* Please note that admission to Global Board Fellowship programme is subject to approval by the Training committee



5-STAGE SCREENING PROCESS

ONLINE APPLICATION

Applicant submits the Expression of Interest (EOI) form on the IOD, India portal, including current board roles, company details, annual turnover, and a 200-word governance statement.

DOCUMENT VERIFICATION

IOD, India's Programme Office verifies directorship credentials via MCA records, board appointment letters, company annual reports, or equivalent evidence.

ELIGIBILITY ASSESSMENT

A designated IOD, India Training Committee reviews the application against eligibility criteria — ensuring authentic board-level accountability and peer parity within the cohort.

PERSONAL INTERVIEW (IF REQUIRED)

For borderline or complex applications, a 20-minute virtual interview may be conducted with a member of the IOD, India Training Committee to assess governance maturity and learning readiness.

ACCEPTANCE & ENROLMENT

Selected candidates receive a formal Letter of Acceptance from IOD, India. Enrolment is confirmed upon payment of the programme fee within the stipulated deadline.

COMPANION (SPOUSE/PARTNER) POLICY

Fellows may bring their spouse or partner to the programme venue as a companion. Companions are warmly welcomed and will have access to a dedicated Companion Programme designed to offer a curated, enriching residential experience while Fellows are in sessions.

INCLUDED FOR COMPANIONS

- Full residential accommodation for 4 nights
- All meals, social events & cultural evenings
- Welcome Dinner & introduction among fellow Participants on Night 1
- Cultural Evening and Special Dinner on Night 2
- Gala Dinner on Night 3
- Felicitation Ceremony on Night 4

COMPANION PROGRAMME ACTIVITIES

- Heritage & Cultural Walk — curated local experience
- Wellness Session — Yoga, Meditation & Spa
- Art & Craft Workshop — Traditional Indian Art Form
- Shopping & City Heritage Tour (optional, self-paced)

BENEFITS FOR THE PARTICIPANTS

- Complimentary empanelment in the IOD's "Directors Databank", subject to Committee's Approval once it meets all desired requirements.
- Enjoy a complimentary one-year IOD membership to non-members, granting access to networking conventions in India and overseas. Expand your horizons, forge valuable connections and foster learning and socializing opportunities.
- Access reading materials and course slides to revisit essential insights for real-world application even after the Programme concludes.
- Access to IOD's exclusive Handbooks for Directors – a comprehensive guide for Directors and Senior Executives.



CERTIFICATION

As part of the Global Board Fellowship, participants are required to submit a Capstone Board Impact Project Study Report within six weeks of programme completion, demonstrating practical application of board-level concepts.

All submissions must be original and will be evaluated by the Training Committee. Upon successful approval, participants will be awarded the title of “Global Board Fellow (GBF)”.



GLOBAL BOARD FELLOWSHIP PROGRAMME FEE

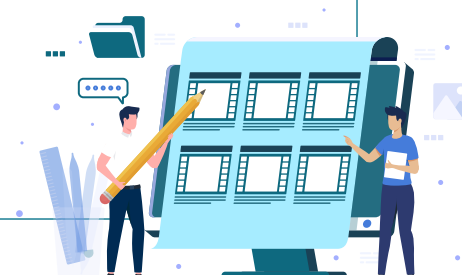
FORMAT	DURATION	VENUE	REGISTER YOUR INTEREST
 Fully Residential (In-Person)	 3 Days / 4 Nights	 Premium Heritage Property, India	 info@iodglobal.com

Note: Participants are requested to kindly make their own travel arrangements, for themselves and their accompanying companions, to and from the venue.

PROGRAMME MODULES - GLOBAL BOARD FELLOWSHIP

All six modules are developed and delivered under the IOD India Academic Framework, aligned with the Institute of Directors' global standards for board director education.

MODULE 1	CORPORATE GOVERNANCE - PRACTICAL INSIGHTS FOR BUILDING EFFECTIVE BOARDS
Module Description This module is designed for Directors to deepen their ability to apply corporate governance principles in complex, real-world boardroom situations. The programme focuses on strengthening Board effectiveness through practical insights into Board dynamics, regulatory and fiduciary responsibilities, risk and crisis oversight, stakeholder and ESG considerations, technology and data governance, and performance evaluation of the Board and its committees. Learning Outcome Participants will enhance their capability to exercise independent judgement, provide strategic oversight and build high-impact, future-ready Boards that create sustainable long-term value for all stakeholders.	Key Topics Covered • Board dynamics and interpersonal governance • Regulatory and fiduciary responsibilities of directors • Risk and crisis oversight at the board level • Stakeholder management and ESG integration • Technology and data governance frameworks • Board and committee performance evaluation



MODULE 2	BOARD'S PREPAREDNESS ON GEO-POLITICS & INTERNATIONAL TRADE POLICIES
Module Description Geopolitics plays a very important role in business decision making. In these times where any event happening in one part of the world impacts businesses and individuals in another part of the world, business decision-makers need to pay more attention to geopolitical happenings. Learning Outcome This module is designed to provide a more profound perception of contemporary international relations, to develop the ability to build geopolitical scenarios, augment critical thinking to evaluate media coverage on international relations, and integrate it in strategic decision-making.	Key Topics Covered - Contemporary geopolitical landscape - key fault lines and flashpoints - Impact of international trade policies on Indian businesses - Geopolitical scenario building for boards - India's strategic positioning - bilateral and multilateral frameworks - Supply chain resilience in a fragmented world order - Integrating geopolitical risk into board-level strategy



MODULE 3	COMPLIANCE FRAMEWORK FOR LISTED COMPANIES - WHAT EVERY DIRECTOR MUST KNOW
Module Description This session aims to equip aspiring and current directors with a clear and practical understanding of the compliance ecosystem governing listed companies, enabling them to discharge their fiduciary and statutory duties effectively, mitigate regulatory risks, and uphold strong standards of governance, transparency, and accountability. Learning Outcome Participants will learn what compliances apply, when they apply, who is responsible, and how the Board is expected to exercise oversight — thereby enabling them to ask the right questions and prevent compliance failures.	Key Topics Covered - SEBI LODR Regulations - listed company obligations - Companies Act 2013 - director duties and liabilities - BRSR and ESG disclosure requirements - Related party transactions - board oversight framework - Insider trading regulations and UPSI obligations - Practical compliance calendar for boards and committees

MODULE 4	EFFECTIVELY CHAIRING THE BOARD COMMITTEES
Module Description Today, Boards are under intense scrutiny from shareholders, regulators, the media, company employees, and other stakeholders. Given the wide range of the Board's responsibilities and the diverse nature of skills required, the Board delegates certain responsibilities to specialist Committees. The Companies Act 2013 prescribes four such mandatory Committees. Learning Outcome This module focuses on the broad role, duties and powers of these committees, how to effectively chair the committees with sharper focus on the Audit Committee.	Key Topics Covered • Mandatory committees - Audit, NRC, SRC, and Risk Management • Role, powers and terms of reference for each committee • Chairing techniques - agenda setting, managing dissent, minute writing • Deep dive: Audit Committee - financial oversight and auditor relations • Independent director dynamics within committee structures • Case studies: Committee failures and best-in class practices

MODULE 5	CRISIS MANAGEMENT AND EFFECTIVE LEADERSHIP
Module Description This module equips Directors with practical frameworks and board-level leadership skills to anticipate, navigate and manage organisational crises, ensuring timely decision-making, clear stakeholder communication and strong executive oversight while sustaining trust, resilience and business continuity during periods of uncertainty. Learning Outcome Directors will leave with a crisis response playbook, communication frameworks, and the leadership skills to steer their organisations through adversity.	Key Topics Covered • Crisis typology — reputational, financial, operational, regulatory • Board's role in crisis vs. management's role - clear demarcation • Crisis communication - what boards must say and when • Group discussion on use cases • Building organisational resilience and continuity frameworks • Crisis simulations - real-time boardroom decision exercise



MODULE 6

AI IN THE BOARDROOM

Module Description

This module enables Directors to understand and effectively govern the use of Artificial Intelligence at the board level, with a focus on strategy, risk oversight, ethics, data governance and regulatory readiness.

Learning Outcome

The programme equips Boards to make informed decisions on AI adoption, oversee management's AI initiatives, ensure responsible and compliant use of technology, and leverage AI as a strategic enabler for long-term value creation and organisational resilience.

Key Topics Covered

- What every director needs to know about AI - demystifying the technology
- AI strategy - board-level decision framework for adoption
- AI risk oversight - bias, hallucinations, data privacy, cyber exposure
- Ethics and responsible AI - the board's accountability
- Regulatory landscape - DPDP Act 2023, EU AI Act, global parallels
- AI governance frameworks and oversight checklists for boards

PROGRAMME STATISTICS



Institute of Directors (IOD), INDIA

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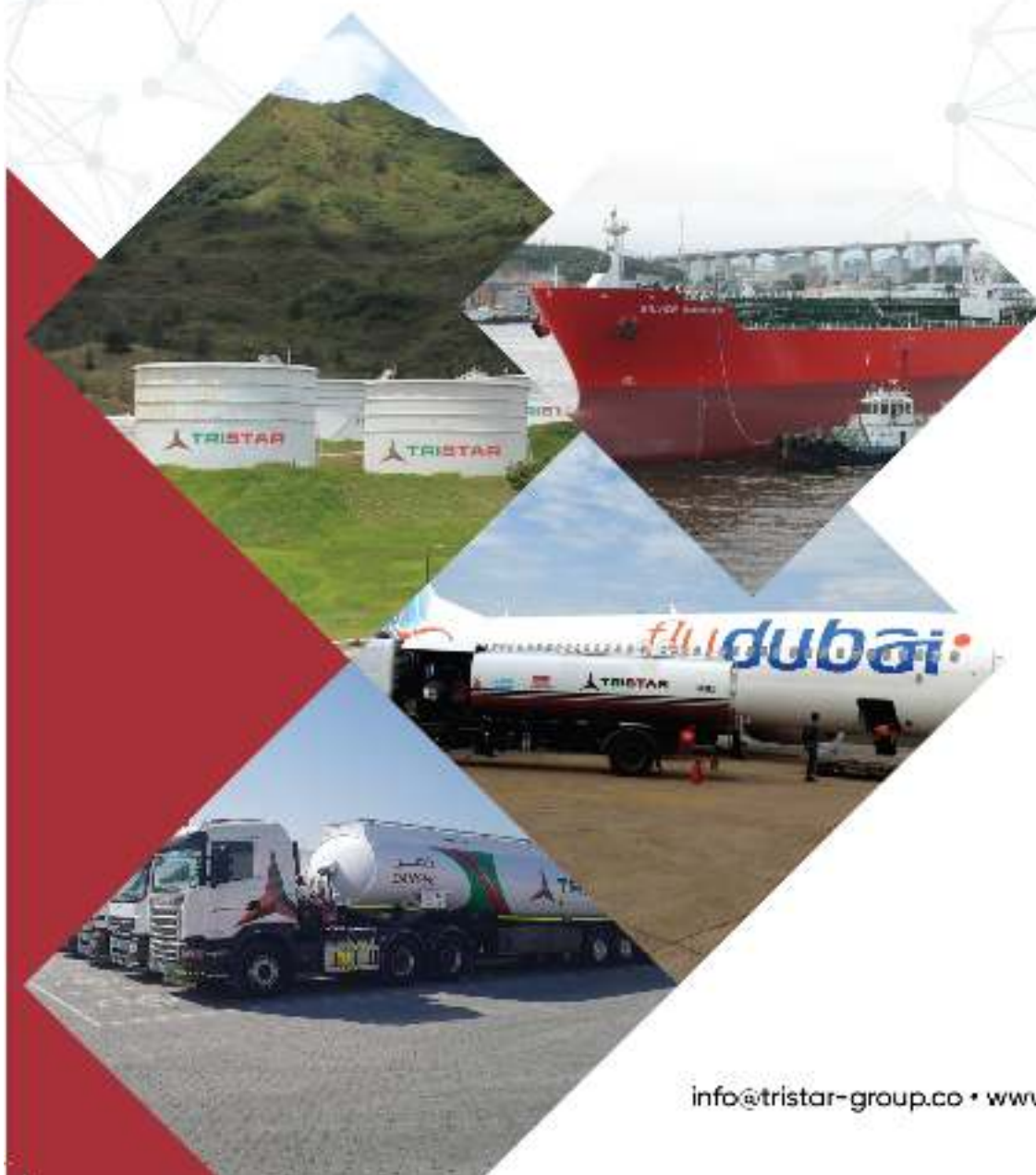


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