

AMBASSADOR OF INDIA  
ABU DHABI

भारत का राजदूत, अबू धाबी  
سفیر الهند، ابوظہبی



MESSAGE

The Institute of Directors (IOD), India is to be commended for organizing the '**Dubai Global Convention**' every year on '**Business Excellence & Innovation**'. This year the theme of the Convention is "**Building Future-Ready Organisations**". The Global Convention is scheduled to be held during March 14 - 17, 2023 at Hotel Habtoor Palace, Dubai (UAE).

India and United Arab Emirates (UAE) enjoy the strongest bonds of friendship which are founded on millennia-old cultural, religious and economic intercourse between the two countries. People-to-people contacts and barter trade between the two countries have continued for centuries. These age-old ties have been further strengthened by the CEPA between the two nations concluded last year and the growing strategic partnership between the two countries.

'Future-ready organizations' accomplish this mainly in three ways: they are clear on their purpose; they know how they can create long-term value and why they're unique; and they create strong and distinct cultures that help attract and retain the best people.

I am glad to note that the Convention is likely to witness the coming together of the best minds from government and industry, to focus on key areas affecting the Boardroom functioning. I am sure it will also build global synergies through varied experience of participating nations.

I also congratulate the winners of the Golden Peacock Awards for 'Business Excellence', 'Innovative Product/ Service', 'Quality' and 'Training' who will be felicitated during this Convention, and will share their winning corporate initiatives with all other participants, to raise overall standards in the conduct of business.

I applaud the IOD on periodically taking up pertinent and burning crucial issues for future growth of economy. I wish this 30<sup>th</sup> edition of the Global Convention all success in its endeavours.

(Sunjay Sudhir)

February 15, 2023

हरदीप एस पुरी  
**HARDEEP S PURI**



आवासन और शहरी कार्य मंत्री  
पेट्रोलियम एवं प्राकृतिक गैस मंत्री  
भारत सरकार  
Minister of  
Housing and Urban Affairs; and  
Petroleum and Natural Gas  
Government of India

### Message

I am glad to note that the Institute of Directors, India is organising the 'Global Convention on Leadership for Innovation & Business Excellence' in Dubai. I believe that this year's theme of "Building Future-Ready Organisations" has been aptly chosen to respond to the urgent imperative for businesses to adapt to uncertain economic and environmental realities.

Companies play an important role in creating a conducive ecosystem for inclusive and sustainable economic growth. In India, private sector participation has been one of the key drivers of innovation and will continue to play an important role in India's journey of becoming a ten trillion-dollar economy. The quantum jump in the number of unicorns and startups within India is disrupting business processes, and will help strengthen the industry in acclimatising to a rapidly changing world.

It is encouraging to see that the private sector is transforming itself to become more resilient in the aftermath of the pandemic. Continuous upskilling of their workforce will enable them to become truly future-ready. This Convention is an important forum for discourse on these ideas. I am certain that representatives from the government and industry will learn a great deal from the discussions.

I wish the Institute of Directors, India success in all its endeavours. I also congratulate the winners of the various awards at this gathering. I hope that this 30<sup>th</sup> edition of the Convention will help build global synergies through the varied experience of participating institutions.

New Delhi  
24 February 2023

  
(Hardeep S Puri)



वी. मुरलीधरन  
V. Muraleedharan



सत्यमेव जयते

विदेश राज्य मंत्री एवं  
संसदीय कार्य राज्य मंत्री  
Minister of State for External Affairs &  
Minister of State for Parliamentary Affairs  
Government of India



### MESSAGE

I am glad that the Institute of Directors, India has been hosting the Annual Global Convention on Leadership for Innovation & Business Excellence in Dubai for the last 10 years. I have also noted that the theme for this year's Global Convention is "**Building Future-Ready Organizations**", scheduled during March 14 -17, 2023 at Hotel Habtoor Palace, Dubai (UAE), which is apt and timely.

This Convention will witness the coming together of the best minds from Government and Industry, to focus on key areas affecting the Boardroom functioning. I am sure it will also build global synergies through varied experience of participating stakeholders.

I understand that the Golden Peacock Awards will be conferred during the Convention, being recognition of exemplary work done, will also be a source of motivation and learning for all. I congratulate the winners of the Golden Peacock Awards for 'Business Excellence', 'Innovative Product/ Service', 'Quality' and 'Training'.

I wish the participants and the Institute of Directors, India all success for this timely Convention.

(V. Muraleedharan)



सोम प्रकाश, मा.प्र.से. (से.नि.)  
**SOM PARKASH, I.A.S. (Retd.)**  
सोम प्रकाश, आई.ए.से. (रिटा)



सत्यमेव जयते  
75  
आज़ादी का  
अमृत महोत्सव

राज्य मंत्री  
वाणिज्य एवं उद्योग मंत्रालय  
भारत सरकार  
**Minister of State  
Commerce & Industry  
Government of India**

## MESSAGE

I am glad to note that the Institute of Directors, India has been hosting the Annual Global Convention on Leadership for Innovation & Business Excellence in Dubai for the last 10 years. I have also noted that the theme for this year's Global Convention "**Building Future-Ready Organisations**", scheduled during March 14 -17, 2023 at Hotel Habtoor Palace, Dubai (UAE), is apt and timely.

I am given to understand that the event is being organised under the patronage of His Highness Sheikh Nahayan Bin Mabarak Al Nahayan, Hon'ble Minister of Tolerance & Coexistence, Govt. of UAE, who has consented to inaugurate the Convention.

The Convention is a platform conceptualised to bring together opportunities for learning and sharing among the members, associated companies and organisations, covering transformational leadership for 'Disruptive Innovation and Business Excellence'. The Convention will bring forth diverse companies and dignitaries on one platform, to critically discuss Business Excellence and collaborations.

It will begin by defining what it means for a workforce to be truly "Future-Ready," & will provide a four-part framework that will outline the actions organizations can take to rethink how work will be performed and to build an adaptable, resilient, and continuously learning workforce they'll need.

The Golden Peacock Awards which will be conferred during the Convention, besides being recognition of exemplary work done, are also a source of motivation and learning for all. I congratulate the winners of the Golden Peacock Awards for 'Business Excellence', 'Innovative Product/ Service', 'Quality' and 'Training'.

I wish the participants and the Institute of Directors, India all success for this timely Convention.

(Som Parkash)



#startupindia

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**Rajeev Chandrasekhar**  
**राजीव चंद्रशेखर**



**Minister of State for Skill Development &  
Entrepreneurship and  
Electronics & Information Technology  
Government of India**  
कौशल विकास और उद्यमशीलता एवं  
इलेक्ट्रॉनिक्स और सूचना प्रौद्योगिकी राज्य मंत्री  
भारत सरकार

**28<sup>th</sup> February, 2023**

**MESSAGE**

It gives me immense pleasure to know that the Institute of Directors, India is organising 'Global Convention on Business Excellence & Innovation' on the theme "Building Future-Ready Organisations" on 14-17 March, 2023 at Dubai.

India and United Arab Emirates (UAE) enjoy special bond of friendship. I hope the Convention will provide an excellent platform to promote business excellence & innovation, build global synergies and partnership between the two countries.

I congratulate the winners of the Golden Peacock Awards for Business Excellence, Quality, Training and Innovative product/service for 2023 presented during the Convention and wish the Convention all success in its endeavours.

**Rajeev Chandrasekhar**

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**E-mail : mos-msde@gov.in**

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**Fax : +91-11-24360958, E-mail : mos-eit@gov.in**

प्रो. एस.पी. सिंह बघेल  
PROF. S.P. SINGH BAGHEL



राज्य मंत्री  
विधि एवं न्याय  
भारत सरकार  
MINISTER OF STATE FOR  
LAW & JUSTICE  
GOVERNMENT OF INDIA

### Message

It is heartening to know that the Institutes of Directors, India which has been hosting the Annual Global Convention on Leadership for Innovation & Business Excellence in Dubai for the last 10 Years, is organizing the Convention on the theme "**Building Future-Ready Organisations**". I understand that Golden Peacock Awards for 'Business Excellence', Innovative Product/ Service', 'Quality' and 'Training' will also be given away during this event.

India and the UAE share historical ties and have maintained regular cultural exchanges both at official and people-to-people levels. Emiratis are familiar and receptive to Indian culture. Recognition of Indian culture by Emiratis was visible when the foundation stone of the Hindu temple was laid on 20 April 2019.

The Convention is a platform conceptualised to bring together opportunities for learning and sharing among the members, associated Companies and Organisations. I am sure it will also build global synergies through varied experience of participating nations.

I also congratulate the winners of the Golden Peacock Awards and wish the participants and the Institutes of Directors, India all the success for this timely Convention.

(Prof. S.P. Singh Baghel)

अनुप्रिया पटेल  
ANUPRIYA PATEL



वाणिज्य एवं उद्योग राज्य मंत्री  
भारत सरकार  
Minister of State for Commerce & Industry  
Government of India

## MESSAGE

I am happy to learn that the Institute of Directors (IOD), India organizes '**Dubai Global Convention**' every year on '**Business Excellence & Innovation**'. This year, the theme of the Convention is "**Building Future-Ready Organisations**". The Global Convention is scheduled to be held during March 14 - 17, 2023 at Hotel Habtoor Palace, Dubai (UAE).

India and United Arab Emirates (UAE) enjoy the strongest bonds of friendship, which are founded on millennia-old cultural, religious and economic intercourse between the two countries. People-to-people contacts and barter trade between the two countries have continued for centuries. These age-old ties have been further strengthened by the recently - concluded FTA between the two nations, and the growing strategic partnership between the two countries.


'Future-ready organizations' accomplish this mainly in three ways: they are clear on their purpose; they know how they can create long-term value and why they're unique; and they create strong and distinct cultures that help attract and retain the best people.

I am glad to note that the Convention will witness the coming together of the best minds from government and industry, to focus on key areas affecting the Boardroom functioning. I am sure it will also build global synergies through varied experience of participating nations.

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I applaud the IOD on periodically taking up pertinent and burning crucial issues for future growth of economy. I wish this 30<sup>th</sup> edition of the Global Convention all success in its endeavours.

February 24, 2023  
New Delhi



(Anupriya Patel)





### Greeting,

I am glad to note that the Institute of Directors, India has been hosting the Annual Global Convention on Leadership for Innovation & Business Excellence in Dubai for the last 10 years. I have also noted that the theme for this year's Global Convention is "**Building Future-Ready Organisations**", scheduled during March 14 -17, 2023 at Hotel Habtoor Palace, Dubai (UAE), which is apt and timely.

The event is being organised under the patronage of **His Highness Sheikh Nahayan Bin Mabarak Al Nahayan**, Cabinet Member and Hon'ble Minister of Tolerance & Coexistence, Govt. of UAE. His Highness Sheikh Nahayan has consented to inaugurate the Convention.

The Convention is a platform conceptualised to bring together opportunities for learning and sharing among the members, associated companies and organisations, covering transformational leadership for 'Disruptive Innovation and Business Excellence'. The Convention will bring forth diverse companies and dignitaries on one platform, to critically discuss Business Excellence and collaborations.

It will begin by defining what it means for a workforce to be truly "Future-Ready," & will provide a four-part framework that will outline the actions organizations can take to rethink how work will be performed and to build an adaptable, resilient, and continuously learning workforce they'll need. Our goal is to help equip companies with insights and tools they can use to move quickly and with confidence to ensure they and their workforce are ready to make opportunity of unpredictable future.

The Golden Peacock Awards which will be conferred during the Convention, besides being recognition of exemplary work done, are also a source of motivation and learning for all. I congratulate the winners of the Golden Peacock Awards for 'Business Excellence', 'Innovative Product/ Service', 'Quality' and 'Training'.

I wish the participants and the Institute of Directors, India all success for this timely Convention.

**Abdulla Al Saleh**

**Undersecretary**





## DUBAI GLOBAL CONVENTION 2023



also Presentation of  
**Golden Peacock Awards**

March 14 -17, 2023  
Dubai (UAE)

30TH ANNUAL WORLD CONGRESS ON  
LEADERSHIP FOR INNOVATION  
AND BUSINESS EXCELLENCE

THEME

Building **Future-Ready**  
Organisations

Under the Patronage of **His Highness Sheikh Nahayan bin Mubarak Al Nahayan**, Hon'ble Cabinet Member and Minister of Tolerance & Coexistence, Govt. of UAE, the **Institute of Directors, India** organised the (Tristar) **Dubai Global Convention** on 'Leadership for Innovation and Business Excellence' in Dubai (UAE) on **March 14-17, 2023**. The venue of the Convention was The Habtoor Palace, Al Habtoor City, Dubai (UAE).

The theme of this year's Convention was, '**Building Future-Ready Organisations**'. The famed Golden Peacock Awards, instituted by the Institute of Directors, India for **Innovative Product/Service**, '**Quality**', '**Business Excellence**' & '**Training**' were also presented to the winners amongst business and industry at the Golden Peacock Awards Presentation Ceremony, held on March 15, 2023.

The Convention was attended by over 400 experts, prominent industrialists & well-known speakers from India and around the world. Delegates from as many as **18 countries** attended the event, including the UAE, UK, Germany, Rwanda, Oman, Maldives, France, Singapore, Belarus, Afghanistan, Kenya, Serbia, Zambia, Ireland, Switzerland, Qatar, Venezuela, and Italy, besides India. A large number of prominent members of the Indian diaspora in UAE were present and participated in the Global Business Meet.

**DAY 1, MARCH 14, 2023**  
**THE HABTOOR PALACE, AL HABTOOR CITY**

### PLENARY SESSION I: Opening Session

The '**Welcome Address**' was delivered by **Mr. Ashok Kapur, IAS** (Retd.) Director General, Institute of Directors. He welcomed all guests, and participants, especially the Guest of Honour, **His Excellency Dr. Aman Puri**, Consul General of India, Dubai, **His Excellency Abdullah bin Ahmed Al Saleh**, Undersecretary, Ministry of Economy, UAE, as well as other dignitaries on the dais, including **Mr. Eugene Mayne**, Founder and Group Chief Executive Officer, Tristar Group, UAE and the Title Partner for the event.

This was followed by the '**President Address**', delivered by **Lt. Gen. Surinder Nath, PVSM, AVSM** (Retd.), President, Institute of Directors, India. He welcomed all the guests and dignitaries to the World Congress on Leadership for Innovation and Business Excellence at the outset. He said, "The calculus of innovation is quite simple: Knowledge drives innovation, innovation drives productivity, productivity drives economic growth." He spoke about disruptive technologies, corporate leadership and future boards, and explained that with rapid changes due to emerging technologies, corporate culture too has to change to match this decade's technological revolution.



Chief Guest, **His Highness Sheikh Nahayan bin Mubarak Al Nahayan** at the Inaugural Chief Guest Session  
Also seen (L to R) **Dr. Tayeb Kamali**, **Lt. Gen. Surinder Nath, AVSM PVSM** (Retd.) and **H.E. Sunjay Sudhir IFS**

# PLENARY SESSION – I: OPENING SESSION



**Mr. Ashok Kapur, IAS (Retd.)**  
 Director General  
 Institute of Directors, India  
 setting the tone with the  
 'Welcome Address'



**Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)**  
 President  
 Institute of Directors, India  
 delivering the 'President Address'



**Mr. Eugene Mayne**  
 Founder and Group Chief Executive Officer  
 Tristar Group, UAE  
 delivering the 'Keynote Address'



**Mr. Nishant Arya**  
 Vice Chairman & Managing Director  
 JBM Group, India  
 delivering the 'Special Address'



**Ms. Sushma Paul Berlia**  
 Co-Promoter & President  
 Apeejay Styta & Svrn Group  
 Co-Founder & Chancellor  
 Apeejay Styta University, India  
 delivering the 'Special Address'



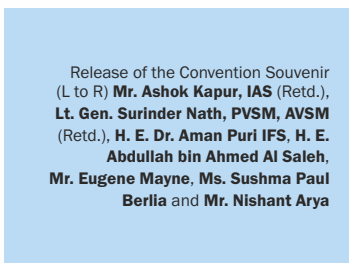
**H. E. Dr. Aman Puri, IFS**  
 Consul General of India, Dubai  
 delivering the  
 'Guest of Honour Address'



**H. E. Abdullah bin Ahmed Al Saleh**  
 Undersecretary  
 Ministry of Economy, UAE  
 delivering the  
 'Guest of Honour Address'



**Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)** presented mementos to the Distinguished Speakers (L to R) **Mr. Ashok Kapur, IAS (Retd.)**, **H. E. Dr. Aman Puri, IFS**, **Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)**, **H. E. Abdullah bin Ahmed Al Saleh**, **Mr. Eugene Mayne**, **Ms. Sushma Paul Berlia** and **Mr. Nishant Arya**



Release of the Convention Souvenir (L to R) **Mr. Ashok Kapur, IAS (Retd.)**, **Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)**, **H. E. Dr. Aman Puri IFS**, **H. E. Abdullah bin Ahmed Al Saleh**, **Mr. Eugene Mayne**, **Ms. Sushma Paul Berlia** and **Mr. Nishant Arya**





TITLE PARTNER



IN COLLABORATION WITH



UNITED ARAB EMIRATES  
MINISTRY OF ECONOMY

SUPPORTED BY



EMBASSY OF INDIA  
Abu Dhabi, United Arab Emirates



Consulate General of India  
Dubai

This was followed by the '**Keynote Address**' delivered by:

**Mr. Eugene Mayne**

Founder and Group Chief Executive Officer  
Tristar Group, UAE

**Mr. Mayne** mentioned three ideas that built the fabric of UAE: Ambition, Gumption, and Innovation. He said that Dubai is one of the leading examples of what we can do today to prepare for tomorrow. Dubai is a hub, nucleus, connector & home to entrepreneurial ecosystem, angel & institutional investors, business incubators and accelerators, specialised 'free zones', venture capital financials, etc. Alongside there is Good Governance, digital transformation, infrastructure, gender parity, and safety and focus on Sustainability, all of which adds to its magnetic appeal. From a boardroom perspective, this means, the readiness to look beyond immediate measure of time, the resources to bridge all gaps and the revolutionary ways to approach it. CSR, ESG & DEI are a part of every boardroom conversation. 'Future proofing' must deviate from the norms of informed expectations, and challenge established explanations, and this is the world we should be building. In conclusion, he said; "The future is not something that happens to us, it is something we create".

This was followed by the '**Special Address**' delivered by:

**1. Mr. Nishant Arya**

Vice Chairman & Managing Director  
JBM Group, India

**2. Ms. Sushma Paul Berlia**

Co-Promoter & President, Apeejay Styra & Svrana Group  
Co-Founder and Chancellor, Apeejay Styra University, India

**Mr. Arya** spoke about the importance and implementation of sustainability in building the future. To achieve a great future, all stakeholders must come together. He said 'What brought us here, will not take us there'. Sustainability is being re-defined, and it is Sustainability alone that will build scalability. "Be the change you want to see". Every country and company has a lot to offer. With a changing environment at a rapid pace, with the way industries and markets are growing, developing the right health and environment practices is crucial. He said that 'Change will come upon us much faster than we have imagined'.

**Ms. Berlia** painted an elaborate picture of what needs to be done for the future. She congratulated UAE for the way it has been imagining the future. Referring back to Covid, she gave the Mantra, 'We are there 'With' each other, and we are there 'For' each other'. In her opinion, when we talk about having a future-ready organisation, we are talking about future-ready 'people'. She emphasised on the importance of cultivating good values in people. For boards, she suggested increased cognitive diversity with a focus on the New Generation. She highlighted the importance of governance and processes, but also strongly believes that these values have to be inculcated in the 'People'. In conclusion, she said that we need to understand and realise 'who we are'.

This was followed by the '**Guest of Honour Address**' delivered by:

**1. His Excellency Dr. Aman Puri, IFS**

Consul General of India  
Dubai

**2. His Excellency Abdullah bin Ahmed Al Saleh**

Undersecretary  
Ministry of Economy, UAE

**H.E. Dr. Puri** said that UAE has been bringing people together from all over the world. He mentioned that it is important for companies to also have a global team. 'An Institution is only as good as the people who run it'. He emphasised the entrepreneurial spirit in young Indians, who have developed so many successful start-ups and Unicorns. He referred to the Comprehensive Economic Partnership Agreement (CEPA), signed by the two countries last year and said that the India-UAE relationship is now viewed by experts globally as a role model of how countries should collaborate. "With such unprecedented levels of collaboration, it is now up to the business community to take advantage of such booming times".

**H.E. Al Saleh** spoke about CEPA and the overall India UAE relationship. He congratulated all the Golden Peacock Award Winners. He said that a farsighted board and holistic board strategy, practises and good governance – transparency, justice and accountability, are essential in achieving social, environmental and economic transformation. He added that 'future ready' resonates so much with everything that is going

## PLENARY SESSION – II: 'BUILDING FUTURE-READY ORGANISATIONS'



**Mr. Nasser M. Munjee**  
Chairman, Tata Motors Finance Limited  
Board Chairman and Independent Director on multiple  
Boards in India, delivering the  
'Keynote Address' as Session Chair



**Mr. Navneet Munot**  
Managing Director & Chief Executive Officer  
HDFC Asset Management Company Limited  
(HDFC AMC)



**Prof. Sa'ad Medhat**  
Chief Executive, Institute of Innovation and  
Knowledge Exchange, STEM Foundation and Visiting Professor  
of Innovation and Digital Transformation  
University of Westminster, UK



Distinguished Speakers of the Session (L to R) **Mr. Navneet Munot, Mr. Nasser M. Munjee and Prof. Sa'ad Medhat.**

## PLENARY SESSION – III: 'THE BOARD'S TRANSFORMATIONAL STRATEGY TO DRIVE EXCELLENCE & THE NEXT WAVE OF GROWTH'

'THE BOARD'S TRANSFORMATIONAL STRATEGY TO DRIVE EXCELLENCE & THE NEXT WAVE OF GROWTH'



**Mr. Arun Raste**  
Managing Director & Chief Executive Officer  
National Commodity & Derivatives Exchange  
(NCDEX), delivering the  
'Keynote Address' as Session Chair



**Mr. Yasser Sharaf**  
President & Founder  
Sharaf HQ Investment  
Vice President  
Sharaf Group, UAE



**Mr. Manoranjan 'Mao' Mohapatra**  
Director and Chief Executive Officer  
Comviva, India



**Mr. Asim Mohamed**  
President  
Privatisation and Corporatisation Board (PCB)  
Ministry of Finance, Republic of Maldives



PLATINUM PARTNERS

IN ASSOCIATION WITH



on in the UAE economic environment currently. The UAE economy is transitioning to a more flexible, sustainable model that is more resilient as well as open to the world. Underpinning this transition is the largest set of laws enacted in the country that the UAE has witnessed in the last 50 years. He outlined three main challenges facing family businesses. The first is 'Good Governance'; second is awareness and 'education of their businesses' and the third is 'practise', gap between the founders and the next generations.

This was followed by the release of the Convention Souvenir.

## PLENARY SESSION – II: Building Future-Ready Organisations

The Session was Chaired by:

### Mr. Nasser M. Munjee

Chairman

Tata Motors Finance Limited

Board Chairman and Independent Director  
on multiple Boards in India

Distinguished Speakers of the Session were:

#### 1. Mr. Navneet Munot

Managing Director & Chief Executive Officer  
HDFC Asset Management Company Limited (HDFC AMC)

#### 2. Prof. Sa'ad Sam Medhat

Chief Executive

Institute of Innovation and Knowledge Exchange  
STEM Foundation

Visiting Professor of Innovation and Digital Transformation  
University of Westminster, UK

**Mr. Munjee** began by quoting Peter Ducker, “The future has already happened”. He discussed six principles about the future, which are, Clarity and Purpose, Human Talent, Agility, Data Analytics, Sustainability, and Private-Private Partnerships. He said that it is “no longer sustainable to be unsustainable”. He concluded by quoting Mr. Billy Bragg “Capitalism is like fire: keep it under control and it will give you heat and light; leave it untended and it will consume everything in its path”. His concluding message was about the primacy of the “Moral Compass”.

**Mr. Munot** described the event as a 'Museum of Future'. The only certainty is the continuity of uncertainty. The world is moving from a hyper- optimised supply chain to a reliable chain and every industry wants to produce more locally. The world is digitally re-aligning. There has been increased demographic-divergence and a large portion of the world population is aging. India will, in the future, be the largest supplier of labour, and the largest markets. He highlighted that the Next Gen is focusing majorly on business impacts. As an institutional Investor, he recommended 5 R Concept, i.e. **R**esilience, **R**isk Management, **R**esearch & Innovation, **R**esources, and **R**elationships. He added that the current times call for building a feedback loop and developing resilience. In future, the “great termination and the great resignation” will co-exist. Organisations which are future-ready will ensure that their people are physically energised mentally focused, and emotional engaged. He added that either an organisation will disrupt or get disrupted.

**Prof. Medhat** spoke about building resilience in the organisations and Future Proofing. According to him, future-proofing means creating adaptive technologies. It is the process of preparing for and adapting to future changes and challenges. It involves re-alignment of the organisational business model, and its operative part. He recommended 8 principles to consider for Future-proofing any organisation. These are: Strategic Foresight, Responsible Innovation, Digital Enablement, Agility, Skills, Diversity and Inclusion (DEI), Collaboration, & Risk Management. In conclusion, he said that our inherent beliefs, values, and heritage should be the focus of the future.

This Session was followed by an interactive **Q&A Session** with the Audience.

## PLENARY SESSION – III: The Board's transformational Strategy to drive Excellence & the next wave of Growth

The Session was Chaired by:

### Mr. Arun Raste

Managing Director & Chief Executive Officer  
National Commodity & Derivatives Exchange (NCDEX), India

Distinguished Speakers of the Session were:

## PLENARY SESSION – III:

'THE BOARD'S TRANSFORMATIONAL STRATEGY TO DRIVE EXCELLENCE & THE NEXT WAVE OF GROWTH'



Distinguished Speakers of the Session  
(L to R) **Mr. Asim Mohamed**, **Mr. Yasser Sharaf**, **Mr. Arun Raste** and **Mr. Manoranjan 'Mao' Mohapatra**



**Dr. Shibab Ghanem**  
Cultural Leader, Poet and Writer, UAE  
reciting the poem 'Fifty Years' dedicated to  
His Highness Sheikh Mohammed bin  
Rashid as 'Special Guest Speaker'

## PLENARY SESSION – IV:

'GOLDEN PEACOCK EXCELLENCE MODEL'



**Mr. Saleh Janeeh**  
Advisor – Innovation  
I & TF, Dubai Electricity and Water Authority (DEWA)  
delivering the 'Special Address' as the Moderator of the Session

- 1. Mr. Yasser Sharaf**  
President & Founder, Sharaf HQ Investment  
Vice President, Sharaf Group, UAE
- 2. Mr. Manoranjan 'Mao' Mohapatra**  
Director and Chief Executive Officer  
Comviva, India
- 3. Mr. Asim Mohamed**  
President  
Privatisation and Corporatisation Board (PCB)  
Ministry of Finance, Republic of Maldives

**Mr. Raste** introduced the Session theme and shed light on crucial ideas such as Risk Management, Gender, and Stakeholder Relationships. He drew insights and examples from his rich experience, having served on multiple types of Industries. He set the tone of the Session and introduced the Speakers. He further highlighted the importance of 'giving back to the stakeholders what we get from 'our environment and society'. He concluded by saying that Risk Management means to look after for a 50 year journey of the organisation after one has left it.

**Mr. Sharaf** began by quoting H.H. Sheikh Mohammed bin Rashid Al Maktoum, "The future does not wait for hesitant people. The more we achieve, the more we realise how much we can further achieve". He highlighted the excellent trade relations developing between India and the UAE. While also making reference to the CEPA, he said that there is huge commonality between the leaders of the UAE and India, who maintain the track of 'Vyapaar' (Business) and 'Vikas' (Development). The UAE has been a melting pot of Infrastructural growth, building connections through the seas, land and air. According to him, the solution to the challenge of building 'future-ready' organisations lies in creating 'Innovation Labs that encourage integration of human talent beyond boundaries. He concluded by the quote, "The future belongs to those who can imagine it, design it and execute it".

**Mr. Mohapatra** spoke about the role of Boards in transformational growth of organisations. According to him, Boards have a much larger role to play other than taking care of traditional fiduciary duties, risks and compliances.



## GOLD PARTNERS



## SILVER PARTNERS



## TV CHANNEL PARTNER



He emphasised on the 'relationships delivering value'. The board is the custodian of organisational culture. He said that a Board has to be in a competitive position, and welcoming to the next generation leaders as well. Boards should endeavour to create a resilient organisation by their actions, questions and relationships. Factors of resilience include ESG, Sustainably and Vision. He further highlighted the importance of reward recognition mechanisms, HR/ Practises and culture in organisations.

**Mr. Asim** talked about the new policies with respect to Board Directors that have been introduced in the Maldives. He said that a new Code of Conduct has been developed, which includes principles like mandatory seat for the Next Gen, as well as women. They have introduced an audit-based, open policy of getting into the Board of Directors. He spoke about ERM and climate adaptability risks. He concluded by inviting the Institute of Directors, India to hold such events in the Maldives as well.

This was followed by an interactive **Q&A Session** with the Audience.

The '**Special Guest Speaker**' of the Session was:

**Dr. Shihab M. Ghanem**

Cultural Leader, Poet and Writer  
UAE

**Dr. Ghanem** dedicated a poem, titled "**Fifty Years**" to H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai.

**PLENARY SESSION – IV: Golden Peacock Excellence Model****Success Stories on 'Innovative Product / Service'**

Case Study Presentations

The '**Special Address**' was delivered by:

**Mr. Saleh Janeeh**

Advisor – Innovation  
I&TF, Dubai Electricity and Water Authority (DEWA)

**Mr. Janeeh** introduced the Golden Peacock Awards to the esteemed gathering. He invited the Award winners one by one to present their success stories.

Case Studies in the '**Innovative Product / Service**' Award category were made by the below-mentioned companies, which were earlier conferred physically and collected by the winners of the Golden Peacock Awards in the category of '**Innovative Product / Service**' for the year 2023:

1. Tata Motors Limited, CV Engineering – *Automobile*
2. Bajaj Electricals Limited – *Consumer Appliances*
3. Schneider Electric India Private Limited – *Electrical Equipment*
4. Danfoss Industries Private Limited – *Engineering*
5. Reliance BP Mobility Limited – *Hydrocarbons*
6. SBI Life Insurance Company Limited – *Insurance*
7. CEAT Limited – *Rubber*
8. JSW Steel Limited, Vijayanagar Works – *Steel*
9. Tata Steel Limited – *Steel*
10. Comviva Technologies Limited – *Telecommunication*

Each presentation was followed by an interactive **Q & A Session**.

**PLENARY SESSION – V: Building a Strategic Roadmap for the new era of Economic, Political and Social Growth**

The Chair of the Session was:

**Mr. Srinivasan Sathyamoorthy IA&AS (Retd.)**

Advisor  
TIW Capital

Distinguished Speakers of the Session were:

1. **Mr. Sadaf Sayeed**  
Chief Executive Officer  
Muthoot Microfin Limited, India
2. **Mr. Harsha Shetty**  
Chief Executive Officer  
Jindal Shadeed Iron and Steel, Oman
3. **Mr. Debashis Prasad Pattanaik**  
Chief Executive Officer & Executive Director  
LIC (International), Bahrain

## PLENARY SESSION – V:

‘BUILDING A STRATEGIC ROADMAP FOR THE NEW ERA OF ECONOMIC, POLITICAL AND SOCIAL GROWTH’



**Mr. Srinivas Sathyamoorthy, IA&S (Retd.)**  
Advisor, TIW Capital  
delivering the ‘Special Address’  
as Session Chair



**Mr. Harsha Shetty**  
Chief Executive Officer  
Jindal Shadeed Iron and Steel  
Oman



**Mr. Sadaf Sayeed**  
Chief Executive Officer  
Muthoot Microfin Limited  
India



**Mr. Debashis Prasad Pattanaik**  
Chief Executive Officer & Executive Director  
LIC (International)  
Bahrain



Distinguished Speakers of the Session  
(L to R) **Mr. Debashis Prasad Pattanaik**, **Mr. Harsha Shetty**, **Mr. Srinivas Sathyamoorthy, IA&S (Retd.)** and **Mr. Sadaf Sayeed**

## PLENARY SESSION – VI:

‘NEW APPROACHES AND CAPABILITIES TO DRIVE THE NEXT-GENERATION OPERATING MODEL’



**Mr. J. K. Arora**  
Chairman & Chief Executive Officer  
Tradologie.com, India



**Mr. Ahmad Alwazzan**  
Group EVP and Managing Director  
Tap Payments, UAE



**Mr. Ankur Gupta**  
Head – Corporate Affairs & Growth  
TATA Sons, Middle East and North Africa (MENA)



## BRONZE PARTNERS



**Mr. Sathyamoorthy** introduced the theme of the Session to the gathering. While emphasising on technology, he said that it can be National, Social, and Universal and that it would impact all sectors. At the national level, there can be controls such as cyber-controls. At the social level, there is work from home, or gender parity. These changes have to be taken into consideration when Boards formulate their strategy. He then invited the esteemed panellists for sharing their insights.

**Mr. Sayeed** shared his thoughts on building an organisation having a 'double bottom line', one having social impact as well as profitable business ventures. He said that one needs to learn to live in a world of Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), and this means to create a sustainable organisation. As a micro finance organisation, they are currently working towards as many as 10 SDGs including Gender Equality, Poverty Alleviation and more. He encouraged organisations to look beyond profits and create an impact. He gave examples of how his organisation is creating innovative solutions to community problems. He added that this also helps in brand reputation and, customer loyalty. He further emphasised the importance of 'Digital Inclusion'.

**Mr. Shetty** said that the most important factor of all other factors in building an effective future organisation is 'Going Green'. Through a presentation, he warned that if businesses keep running the way they are now; there will be a 4°C rise in global temperature. He pointed out that if we deliver on promises made in the many International Conferences, we hope to limit the rise of global temperature by a minimum 2°C. This still means that there will be 13% shrinkage in global GDP. To help with such pressing climate issues, he announced that Jindal Shaded plans to create a '5 Million Ton Green Steel Facility' targeted at supplying auto grade steel to all eco-conscious customers. It would be using renewable energy, and eco-friendly methods of processing, thus reducing its carbon footprint.

**Mr. Pattanaik** spoke about the importance of insurance in this VUCA world. He talked about many types of insurance, including

life insurance, health insurance, and other social security schemes. He further said that innovation in insurance and insurance products is important. Recently, there has been a shift in the trend of Insurance in India. There is huge demand for micro-insurance. This helps the lower income households. He concluded that in order to thrive, and sustain, technology is key in the insurance sector as well. At LIC, their motto is, "Insure and be assured". He mentioned that to have proper growth in economic, social and political dimension, insurance is required.

This was followed by an interactive **Q&A Session** with the Audience.

### PLENARY SESSION – VI: New Approaches and Capabilities to drive the Next-Generation Operating Model

This Session was moderated by:

**Ms. Laura Buckwell**  
Broadcast Journalist, UAE

Distinguished Speakers of the Session were:

- 1. Mr. J. K. Arora**  
Chairman & Chief Executive Officer  
Tradologie.com, India
- 2. Mr. Ahmad Alwazzan**  
Group EVP and Managing Director  
Tap Payments, UAE
- 3. Mr. Ankur Gupta**  
Head - Corporate Affairs & Growth  
Tata Sons, Middle East and North Africa (MENA)

**Mr. Arora** spoke about how Tradologie.com has helped in creating a solution to issues faced in the global supply chains. He said that Tradologie.com is the only B2B platform where the buyer gets for less and the seller gets more. It is a trading hub in the digital space. This innovation will eventually remove the need for marketing and a procurement team in businesses.

## PLENARY SESSION – VII:

‘GLOBAL BUSINESS MEET FOR EXPANDING TRADE & INVESTMENT OPPORTUNITIES’



**H. E. Abdullah bin Ahmed Al Saleh**  
Undersecretary, Ministry of Economy, UAE  
delivering the 'Guest of Honour Address'



**Mr. George Jacob Muthoot**  
Chairman  
The Muthoot Group, India



**Mr. Navneet Munot**  
Managing Director & Chief Executive Officer  
HDFC Asset Management Company Limited (HDFC AMC)



**H. E. Abdullah bin Ahmed Al Saleh** presenting the Distinguished Fellowship 2023 to  
**Mr. Eugene Mayne**, Founder and Group Chief Executive Officer, Tristar Group, UAE



**Mr. Eugene Mayne**  
Founder and Group Chief Executive Officer  
Tristar Group, UAE, delivering the Acceptance Speech  
for being felicitated with IOD Distinguished Fellowship 2023



**Mr. Sadaf Sayeed**  
Chief Executive Officer  
Muthoot Microfin Limited, India



**Mr. Nimish Makvana**  
Honorary Director – UAE Chapter  
Institute of Directors, India  
delivering the 'Vote of Thanks'



## ASSOCIATE PARTNERS



**Mr. Alwazzan** shared his insights on 'Tap Payments'. Tap Payments specialise in allowing merchants to accept digital payments internationally. We must build a strategy that sits on top of the conventional provider. It will complement the existing infrastructure. It will allow everybody to reach the desired goals faster. He said that the Next Generation operating model should not be built from scratch, but should complement or fit into the existing models; this is especially valid in Middle East and North Africa (MENA). He highlighted the importance of Digital Inclusion, Artificial Intelligence (AI), Data Localisation, and Cyber Security.

**Mr. Gupta** spoke about the importance of Automation, Environment & Interdisciplinary Approach in tackling global issues. He stressed that in the Middle East and North Africa (MENA) region, the average temperature is rising at a rate that is twice as fast as the world average, meaning that the region's average temperature will be around 56°C in 2050. He added that Sustainability will be one of the largest Next Generation Operating Models. While discussing the significance of environmental economics, he said that we need to factor the environment into the cost of doing business. He also talked about how humans will need to learn to work together with technology. He proposed 'Interdisciplinary Cooperation' across various streams, and said that the solution does not lie in isolated streams; there is a need for all to work closely together, and the same must be reflected in our Boards as well.

This was followed by an interactive **Q&A Session** with the Audience.

### PLENARY SESSION – VII: Global Business Meet for Expanding Trade & Investment Opportunities

The '**Welcome Address**' was delivered by **Lt. Gen. Surinder Nath, PVSM, AVSM** (Retd.), President, Institute of Directors, India. He extended a warm welcome to all delegates to the Dubai Global Business Meet. He mentioned about the Golden Peacock Awards and said that these have achieved wide of acceptance & patronage from the industry – and have become a 'holy grail' of Corporate Excellence. The elaborately defined Awards comprise a three - stage quantitative assessment

process. It has always been very rigorous, transparent and independent; we are constantly evaluating the feedback for further improvements. The Awards jury is being chaired by **Justice M. N. Venkatachaliah**, Padma Vibhushan, former Chief Justice of India & has as its members some of the top public figures in India. He congratulated all the Golden Peacock Award winners, most of whom, had specially flown into UAE to receive the Awards in person, along with their teams.

This was followed by the '**Guest of Honour Address**' delivered by:

**His Excellency Abdullah bin Ahmed Al Saleh**  
Undersecretary  
Ministry of Economy, UAE

**H.E. Al Saleh** spoke about the changing economics of our times. While emphasising on business clusters, he said that companies that used to set up their businesses in a certain earmarked area were termed a 'cluster'. But with new technology today, when we are bringing even our competitors on a common supply chain, connecting all companies of one industry with a common supply chain, we are creating a cluster, irrespective of their location. He went on to congratulate all the winners of the prestigious Golden Peacock Awards.

This was followed by the Felicitation of the **IOD Distinguished Fellowship 2023**, conferred on:

**Mr. Eugene Mayne**  
Founder and Group Chief Executive Officer  
Tristar Group, UAE

**Mr. Mayne**, in his '**Acceptance Speech**', extended his gratitude to all his male and female employees and staff who tirelessly work at Tristar, and who have made this achievement possible for him today. He said that major events in the world, irrespective of where these take place, will continue to affect us. More recently, after decades of hostility, Iran and Saudi Arabia agreed to bury the hatchet and this peace deal was brokered by China. He said, "Is there a new world order in the making?". He added that it is our job to raise relevant questions, and attempt to find solutions to deliver results. He further added that from the board room into the larger world, we must engage with the larger issue facing society, and use the skills and resources at

## PLENARY SESSION – VIII:

‘GOLDEN PEACOCK EXCELLENCE MODEL’



**Mr. S. Lakshmanan**

Managing Director, Tecton Engineering & Construction LLC, UAE  
delivering the 'Special Address' as Moderator of the Session

their disposal to create a positive change beyond the confines of a particular organisation and industry. For this evolving camaraderie, he thanked everyone.

'Special Remarks' by distinguished leaders from business & industry were given by:

**1. Mr. George Jacob Muthoot**

Chairman  
The Muthoot Group, India

**2. Mr. Navneet Munot**

Managing Director & Chief Executive Officer  
HDFC Asset Management Company Limited (HDFC AMC)

**3. Mr. Nishant Arya**

Vice Chairman & Managing Director  
JBM Group, India

**Mr. Muthoot** spoke about the significance of Corporate Governance, especially in family businesses. He said that everything is changing in the world, and there is no substitute for the fundamental values of the business, which is why Muthoot has adopted the motto, 'Unchanging values in changing times'. He went on to congratulate all the Award winners who has assembled for the Convention.

**Mr. Munot** inspired the gathering by his motivating words. He said, "If you give passion with a deep sense of purpose, the entire universe will conspire to provide you a lot of energy". He said that Dubai has not just been adapting to changing reality; it is also shaping our future. He added that Dubai is the place that gives you a peak into the future and is also a place of tolerance. He said that UAE and India can together meet the challenges

faced by global businesses today. He reminded everyone of the ancient wisdom that says that humanity is one single family and all life is bound together by mutual interdependence. He concluded that if we keep the interest of all stakeholders in mind, businesses will do well.

**Mr. Arya** said that it is heartening to see focused efforts of organisation into working towards environment. UAE is becoming a hub of technology and new ideas. Here is where we can collaborate, and the new generation can take these ideas to the global stage and make a real difference. He predicted that the India – UAE relationship will become even stronger in times to come.

This was followed by the signing of the **Memorandum of Understanding (MoU)** between the **Institute of Directors** and **Dubai Quality Group (DQG)**. The Institute of Directors was represented by its Chief Executive Officer and Secretary-General, **Mr. Manoj K. Raut**, and Dubai Quality Group (DQG) was represented by its Managing Director, **Ms. Samira Mohamed**.

The '**Vote of Thanks**' was proposed by:

**Mr. Nimish Makvana**

Honorary Director – UAE Chapter  
Institute of Directors, India

**Mr. Makvana** said that we are fortunate to witness the strong relationship between the two countries, UAE and India, and the opportunities created by the leadership of both countries for business house and people of both countries. He thanked all distinguished guests, and leaders, especially **H.E. Abdullah bin Ahmed Al Saleh**, Undersecretary, Ministry of Economy, UAE. He further thanked **Mr. Eugene Mayne**, Founder & Group Chief Executive Officer, Tristar Group for his support in hosting the mega event, and **His Excellency Dr. Aman Puri, IFS**, Consul General of India, Dubai, for his gracious presence. He expressed his sincere gratitude to **His Highness Sheikh Nahayan bin Mubarak Al Nahayan**, Hon'ble Cabinet Member and Minister of Tolerance & Coexistence, Govt. of UAE for blessing the event by his august presence.

**DAY 2, MARCH 15, 2023**  
**THE HABTOOR PALACE, AL HABTOOR CITY**

**PLENARY SESSION – VIII: Golden Peacock Excellence Model**

Success Stories on '**Quality**' & '**Business Excellence**'

Case Study Presentations

The '**Special Address**' was delivered by:

**Mr. S. Lakshmanan**

Managing Director  
Tecton Engineering & Construction LLC, UAE



**Mr. Lakshmanan** stated that, “Whatever God cannot change, can be changed by human effort”. He said that the human strength can be calculated by one's own strength, and the confidence he can instill in other minds. He said that that an organisation must be able to win the confidence of a large number of people to be successful. He then welcomed the presenters, one by one.

Case Studies in the '**Quality**' Award category were made by the below-mentioned companies, which were conferred physically and collected by the winners of the Golden Peacock Awards in the category of '**Quality**' for the year 2023:

1. HARMAN International (India) Private Limited - *Automobile Ancillary*
2. Welspun Corp Limited – *Engineering*
3. Syngene International Limited – *Pharmaceutical*
4. Sterlite Tech Cables Solutions Limited - *Telecom Equipment*

Case Studies in the '**Business Excellence**' Award category were made by the below-mentioned companies, which were conferred physically and collected by the winners of the Golden Peacock Awards in the category of '**Business Excellence**' for the year 2023:

1. JK Lakshmi Cement Limited – *Cement*
2. Larsen & Toubro Limited, L&T Energy – *Power*

Each presentation was followed by an interactive **Q&A Session**.

### **PLENARY SESSION – IX: Opening Keynote Session**

The '**Welcome Remarks**' were delivered by:

#### **Mr. Balaji Nagabhushan**

Group Chief Administrative Officer  
Tristar Group, UAE

The '**Special Address**' was delivered by:

#### **1. Ms. Samira Mohamed**

Managing Director  
Dubai Quality Group (DQG)

#### **2. Mr. Sivaramkrishnan Ganapathi**

Managing Director  
Gokaldas Exports, India

#### **3. Mr. Surender Singh Kandhari**

Chairman  
AI Dobowi Group, UAE

**Mr. Nagabhushan** spoke about the evolution and growth of Tristar and its present position. Tristar works in the area of road transport and fuel farms, where they provides fuel to the UN

Peace Keeping Forces around the world. The organisation is also active on its ESG obligations. He said that Tristar is not just a 'business for profit', but a '**business with a purpose**'. He said that Tristar is very active in its service to the community which includes conducting awareness campaigns with young students, teaching them about safety, helping flood victims in Pakistan, free health clinics for their employees etc. For governance, they have all the right policies in place. He said, “we always try to be future-ready”.

**Ms. Samira** emphasised the concept of ecosystems of organisations. She described how UAE has made organisations future ready and achieved a high GDP in just 50 years of its history. It has become a happy country with just 3% unemployment. She informed that the UAE has created a special Ministry on Artificial Intelligence and made sure that AI is part of its government agenda. She also discussed other innovative steps taken by UAE. She encouraged the gathering to read more about UAE's National Strategy on Innovation, which includes renewable energy, water, education, transportation, health, technology, space, etc.

**Mr. Ganapathi** shared some key learnings from his rich experience in running successful organisations. He said that organisations must embrace an entrepreneurial mind-set that promotes experimentation and continuous learning. “The greatest impediment to achieving a goal is not the obstacles or the path, but the availability of clearer “paths to lesser goals”. There has to be a compelling value proposition that all members of an organisation must adhere to. A 'future-ready' organisation will also have to have a value agenda, enabling the organisations to have clarity, and what sets it apart from its competitors. “Treat talent as an extremely scarce resource”, was one other key learning. He proposed a new age leadership mantra; “The world is a difficult place; it's people who make it easy”.

**Mr. Kandhari** spoke about a practical view and application of Sustainability. He described a few best practices of his organisation that have led to satisfied employees and a Sustainable model in the long term. Some practises include taking care of the nutritional food requirements of the factory workers, conducting medical health check-ups, ensuring safety of workers, etc. He gave 5 mantras for a successful and sustainable growth, 'self- confidence and self-belief, investing in oneself, staying true to one's word, positive thinking & thinking out of the box'.

### **PLENARY SESSION – X: Inaugural Chief Guest Session**

**Dr. Tayeb Kamali**, UAE Chairman, Institute of Directors, India, graced the session with his presence and joined **Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)** in welcoming **His Highness Sheikh Nahayan bin Mubarak Al Nahayan**.

## PLENARY SESSION – IX: OPENING KEYNOTE SESSION



**Mr. Balaji Nagabhushan**  
Group Chief Administrative Officer  
Tristar Group, UAE  
delivering the 'Welcome Remarks'



**Ms. Samira Mohamed**  
Managing Director  
Dubai Quality Group (DQG)



**Mr. Sivaramakrishnan Ganapathi**  
Managing Director  
Gokaldas Exports, India



**Mr. Surender Singh Kandhari**  
Chairman  
Al Dobowi Group, UAE

## PLENARY SESSION – X: INAUGURAL CHIEF GUEST SESSION



**Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)**  
President  
Institute of Directors, India  
welcoming the Guest of Honour in his  
'Welcome Address'



**His Highness Sheikh Nahayan bin  
Mabarok Al Nahayan**  
Hon'ble Cabinet Member and  
Minister of Tolerance & Coexistence  
Govt. of UAE delivering the  
'Patron & Chief Guest Keynote Address'



**Dr. Tayeb Kamali**  
UAE Chairman  
Institute of Directors, India



**H. E. Sunjay Sudhir, IFS**  
Ambassador of India to United Arab Emirates  
delivering the 'Guest of Honour Address'

The **Welcome Address** was delivered by **Lt. Gen Surinder Nath, PVSM, AVSM** (Retd.), President, Institute of Directors, India. He warmly welcomed **His Highness Sheikh Nahayan bin Mubarak Al Nahayan**, Hon'ble Cabinet Member and Minister of Tolerance, Govt. of UAE and other distinguished dignitaries and guests accompanying His Highness. He said that the Convention has seen huge participation from youngsters both from UAE and India.

The '**Patron & Chief Guest Keynote Address**' was delivered by:

**His Highness Sheikh Nahayan bin Mubarak Al Nahayan**

Hon'ble Cabinet Member and Minister of Tolerance & Coexistence,  
Govt. of UAE

**H.H. Al Nahayan** shared his insights on the theme of the conference. He described the ideal leader of the future and said that the future leaders must be Steady, Alert, Courageous, and Wise. He added that future leaders must consider the meaning and the implications of the changing conditions and must be curious and sharp-sighted, and must constantly seek information relevant to their mission. Building future-ready organisations, in a world of competition & uncertainty requires them to be: **Ambitious**, in their vision and aspirations; **Innovative**, in their product, service, and business model development; **Responsive**, to both existing customers and markets, and also to new market opportunities; **Trusted**, for their integrity and corporate citizenship and **Engaged**, with all their stakeholders. He added that UAE is committed to organisational learning and future success. It is committed to creating a confident, secure society, and to building a sustainable, open and a globally competitive economy. He concluded, 'Our goal is creating a society where an organisation is always looking for their future'.

The '**Guest of Honour Address**' was delivered by:

**His Excellency Sunjay Sudhir, IFS**

Ambassador of India to United Arab Emirates  
Abu Dhabi

**H.E. Sudhir** briefly discussed the blooming relationship between UAE and India, especially with regard to the recently signed CEPA. He said that this is not just a trade relationship, but goes beyond it. In this light, his concluding message was that the business community must utilise this golden time of excellent relationship between UAE and India, as it is mutually beneficial for both countries to work together.

This was followed by the Presentation of Golden Peacock Awards for '**Business Excellence**', '**Quality**', '**Training**' & '**Innovative Product / Service**' – 2023 by the Chief Guest, **His Highness Sheikh Nahayan bin Mubarak Al Nahayan**.

**PLENARY SESSION – XI: Preparing for COP28 and Aiming for Net Zero: Steering Board for effective Climate Governance**

The '**Chair & Keynote Address**' was delivered by:

**Mr. Ovais Sarmad**

Deputy Executive Secretary  
United Nations Climate Change Secretariat (UNFCCC)

Distinguished Speakers at the Session were:

**1. His Excellency Andrea Matteo Fontana**

Ambassador of the European Union to  
United Arab Emirates

**2. Dr. Waddah S. Ghanem**

Fellow and Chairman  
Board Directors Institute - GCC UAE Chapter  
Advisory Committee  
Hon Chair - Energy Institute, Middle East

**Mr. Sarmad** spoke about future organisations in the context of Climate Change. He said that in 2015, the Paris Agreement's main aim was to limit global warming to 1.5°C. He said that a time has come to deliver on these promises. He quoted the UN Secretary General, "If you cannot set a credible course for net zero by 2025 and 2030 targets, covering all your operations, you should not be in business". This is how compelling the arguments are for changing our ways of consuming resources. In this context, he elaborated that to create future-ready organisations, we must look at de-carbonisation and resilience as its core. It is now main-stream for businesses to be 'climate aware'. He advised business to re-assess their supply chains and be more environmentally friendly.

**H.E. Fontana** outlined the European perspective on Future Boards and explained what Europe is doing to prepare for the same. He said that the on-going war in Ukraine did not de-rail EU's efforts of energy transition. He believed that renewables are a part solution for the current crisis, and EU aims to reach 45% of energy supply through renewables by 2030. He explained various targets, plans and achievements of the EU for the green transition. He shared that their efforts so far have been yielding the anticipated positive results. He said that EU is also partnering with nations and organisations for furthering this transition to being climate neutral.

**Dr. Ghanem** spoke about ESG and what the role of directors in adopting ESG is. Directors need to go towards commitment from compliance. He said all organisations have economic value, and also some work with social value. But directors need to make sure that value creation is not happening at the expense of the environment. The challenge is with the system being based on short term results, unlike the environmental impacts which reflect after a long term. He recommended



## PLENARY SESSION – XI:

‘PREPARING FOR COP28 AND AIMING FOR NET ZERO: STEERING BOARD FOR EFFECTIVE CLIMATE GOVERNANCE’



**Mr. Ovais Sarmad**  
Deputy Executive Secretary  
United Nations Climate Change Secretariat (UNFCCC)  
delivering the **'Keynote Address'** as Session Chair



**H. E. Andrea Matteo Fontana**  
Ambassador of the European Union to  
United Arab Emirates



**Dr. Waddah S. Ghanem**  
Fellow and Chairman  
Board Directors Institute –  
GCC UAE Chapter Advisory Committee  
Hon Chair – Energy Institute, Middle East



Distinguished Speakers of **Session IX & XI (L to R)** Mr. Balaji Nagabhushan, Mr. Sivaramkrishnan Ganapathi, Ms. Samira Mohamed, Mr. Surender Singh Kandhari, Mr. Ovais Sarmad; H. E. Andrea Matteo Fontana and Dr. Waddah S. Ghanem

## PLENARY SESSION – XII:

‘A JOURNEY TOWARDS EXCELLENCE: ADAPTING STRATEGY FOR GOOD GOVERNANCE’



**CS B. Narsimhan**  
Vice President  
The Institute of Company Secretaries of India (ICSI)  
delivering the **'Special Address'** as Session Chair



**Mr. Krishnan Ramachandran**  
Chief Executive Officer  
Barjeel Geojit Financial Services LLC



**CMA Rakesh Bhalla**  
Vice President  
The Institute of Cost Accountants of India (ICMAI)

directors to really engage with ESG, understand what it is, and not delegate this responsibility.

This was followed by an interactive **Q&A Session** with the Audience.

### **PLENARY SESSION – XII: A Journey towards Excellence: Adapting Strategy for Good Governance**

The '**Chair & Keynote Address**' was delivered by:

#### **CS B. Narasimhan**

Vice President

The Institute of Company Secretaries of India (ICSI)

Distinguished Speakers of the Session were:

#### **1. Mr. Krishnan Ramachandran**

Chief Executive Officer

Barjeel Geojit Financial Services LLC

#### **2. CMA Rakesh Bhalla**

Vice President

The Institute of Cost Accountants of India (ICMAI)

**CS Narasimhan** said that 'governance has to come from within'. He spoke about a few ideas through which one may embrace Good Governance. These are delivering leading performance through excellence; enterprise governance creates board leadership; governance risk and compliance framework for business sustainability; principles of corporate governance; Culture and strategies as business transformation enablers and, Superior governance building on stakeholder paradigm and values.

**Mr. Ramachandran** started off by saying "One does not manage people, one has to lead". He said that today, directors of boards are seeking more information than what is being provided to them by the management. He added that there is a growing trend of NED meeting separately to discuss the future plans of the organisation. The average time being spent on boards today is 31 days, compared to 25 days earlier. Boards are discussing not just financials, but many other issues including diversity, employees, CSR, Digitalisation and more. They are doing scenario analysis and future planning. He said that companies that have bounced back from Covid show the organisations resilience.

**CMA Bhalla** spoke about how Dubai is place with people from more than hundred countries working together as one unit. He spoke about the learning of Covid. He said about the Companies Act of 2013 in India changed the way companies were being lead. He also said that the platform provided by IOD is for discussing and finding solutions to business challenges.

This was followed by an interactive **Q&A Session** with the Audience.

### **PLENARY SESSION – XIII: Golden Peacock Excellence Model**

Case Study Presentations

Success Stories on '**Training**'

The '**Chair and Special Address**' was delivered by:

#### **Mr. Srinivasan Sathyamoorthy IA&AS (Retd.)**

Advisor

TIW Capital

**Mr. Sathyamoorthy** spoke about education and training. He opined that organisations can be trained.

He defined Business Excellence as strengthening management systems and processes in a holistic manner to create value for the stakeholders. He said excellence along with empathy is needed. He advocated for training of leadership in companies, as it is the leadership who is responsible for strategy and decision making. He also advocated for training of the management as well as the employees.

Case Studies in the '**Training**' Award category were made by the below-mentioned companies, which were conferred physically and collected by the winners of the Golden Peacock Awards in the category of '**Training**' for the year 2023:

1. Dynamatic Technologies Limited – *Aerospace Components*
2. Tata Motors Limited – *Automobile*
3. Sansera Engineering Limited – *Automobile Ancillary*
4. Aptech Limited – *Education & Training*
5. Engineering Staff College of India – *Education & Training*
6. Indian Bank Management Academy for Growth & Excellence - *Financial Sector (Banking)*
7. SBI Cards and Payment Services Limited - *Financial Services*
8. ICICI Lombard General Insurance Company Limited – *Insurance (General)*
9. Bharat Serums and Vaccines Limited - *Pharmaceutical*

Each presentation was followed by an interactive **Q&A Session**.

The '**Closing Remarks**' were proposed by **Mr. Manoj K Raut**, Chief Executive Officer & Secretary-General, Institute of Directors, India. He expressed sincere gratitude to all IOD partners and supporters, specially the Embassy of India in Abu Dhabi, the Consul General of India, IOD Media partners.

He further thanked the hotel authorities of The Habtoor Palace, for the excellent arrangements.

## PLENARY SESSION – XII:

‘A JOURNEY TOWARDS EXCELLENCE: ADAPTING STRATEGY FOR GOOD GOVERNANCE’



Distinguished Speakers of the Session  
(L to R) **Mr. Krishnan Ramachandran**, **CS B. Narsimhan**, **CMA Rakesh Bhalla** and **Mr. Ashok Kapur, IAS (Retd.)**

## PLENARY SESSION – XIII: GOLDEN PEACOCK EXCELLENCE MODEL



**Mr. Srinivasan Sathyamoorthy, IA&S (Retd.)**  
Advisor  
TIW Capital  
delivering the 'Special Address' as Session Chair



**Mr. Manoj K. Raut**  
Chief Executive Officer & Secretary-General  
Institute of Directors, India  
delivering the 'Closing Remarks'



**DAY 3, MARCH 16, 2023**  
**CONSULATE GENERAL OF INDIA, DUBAI – AUDITORIUM**

After absorbing and stimulating deliberations held on March 14-15, on **'Business Excellence and Innovation'** at the Hotel Habtoor Palace in Dubai, the venue for IOD's Convention 2023, shifted to the auditorium at the local Indian Consulate on March 16, 2023. This was an ideal forum for all the delegates to the convention to get first hand insight on India-UAE CEPA i.e. Free Trade Agreement (FTA) and business opportunities. The interest was palpable as one could see the auditorium almost filling up with expectations to explore opportunities in India-UAE bilateral trade and economic relations. The interactive session at Consulate added another dimension to the Tristar Dubai Global Convention, transiting from the traditional B2B set up to the crucial G2B (Government to Business) setting. The forum witnessed intense and insightful session on bilateral economic relationship and how the FTA was changing the landscape of India-UAE business association and, most importantly, what it had to offer to business and the corporate community in both the countries.

**SPECIAL SESSION: UAE – India Free Trade Agreement**

**Mr. Ashok Kapur, IAS** (Retd.), Director General, Institute of Directors, India set the tone for the day's proceedings with his **'Welcome Remarks'** on the occasion. He thanked **His Excellency Dr. Aman Puri, IFS**, Consul General of India in Dubai, as also his Consulate officials for hosting the IOD delegation in their premises and curating the whole programme. He stressed on the importance of CEPA, which effectively is a Free Trade Agreement in enhancing business opportunities and its ability to bring businesses closer, which in turn will effect bilateral engagement between India and UAE. He also traced the rich historical and cultural ties which enabled India and UAE to seamlessly come up with this complex CEPA agreement.

The **'Welcome Address'** was delivered by:

**Mr. K. Kalimuthu, IRS**

Consul (Economic, Trade and Commerce)  
 Consulate General of India, Dubai

This was followed by the **'Special Address'** delivered by:

**1. Ms. Samira Mohamed**

Managing Director  
 Dubai Quality Group (DQG)

**2. Mr. Srinivasan Sathyamoorthy IA&AS** (Retd.)

Advisor  
 TIW Capital

**3. Mr. J. K. Arora**

Chairman & Chief Executive Officer  
 Tradologie.com, India

**4. Mr. Asim Mohamed**

President  
 Privatisation and Corporatisation Board (PCB)  
 Ministry of Finance, Republic of Maldives

**Mr. Kalimuthu** pointed out that the India-UAE CEPA has the distinction of being the fastest negotiated FTA in the history of the two countries, showcasing the commitment of both countries towards enhancing bilateral commercial and business ties. Referring to one of India's critical sectors- the pharmaceutical sector, he informed the assembled gathering that the India-UAE CEPA has a specific clause to address hurdles and issues that businesses in various sectors face, when it comes to actual trade. This includes set mechanisms to facilitate regulatory and compliance issues, fast track approvals for products approved by certain advanced countries like USA, Canada and more. In addition to this, the CEPA itself has a separate clause to address the technical barriers, which often creates unsolicited hindrances to a seamless trade of goods. He also mentioned the Authorised Economic Operator Agreement (AUEOA) between UAE and India, which has unique provisions such as special status for business entities and companies to make observance of compliance procedures faster, among other benefits. He concluded his brief by stating, "Relationship is also strategic, given the wide array of engagement and opportunities being presented for future growth."

**Ms. Samira** was invited to share her views on India - UAE bilateral ties and economy. Emphasising on the deep cultural ties between UAE and India, she felt that it is the culture and the age old warmth between the two countries that is manifesting into a mutually beneficial trade and growth story. Talking about CEPA, she was of the opinion that the provision for trade in services will eventually be a game changer for both the countries as both have a sizeable fast growing service sector. However, her prime area of focus during her address was on Quality of goods and services that are a choice of the consumers in Dubai. Some of the other points and topics she touched upon during the course of her address were digital transformation, AI, Sustainability and collaboration for innovation.

**Mr. Sathyamoorthy** hailed the FTA as a success and victory for India's diplomacy and its efforts to integrate India with its historical areas of interest and influence. He pointed out that India is actually on extension of the Middle East. In his views

SPECIAL SESSION AT  
CONSULATE GENERAL OF INDIA  
UAE – India Free Trade Agreement



**Mr. Ashok Kapur, IAS (Retd.)**  
Director General  
Institute of Directors, India  
setting the tone with the **'Welcome Address'**



**Mr. K. Kalimuthu, IRS**  
Consul (Economic, Trade and Commerce)  
Consulate General of India, Dubai  
delivering the **'Welcome Address'**



**Ms. Samira Mohamed**  
Managing Director  
Dubai Quality Group (DQG)



**Mr. Srinivasan Sathyamoorthy IA&AS (Retd.)**  
Advisor  
TIW Capital



**Mr. J. K. Arora**  
Chairman & Chief Executive Officer  
Tradologie.com, India



**Mr. Asim Mohamed**  
President  
Privatization and Corporatization Board (PCB)  
Ministry of Finance, Republic of Maldives



**Mr. Manoj K. Raut**  
Chief Executive Officer & Secretary-General  
Institute of Directors, India  
delivering the **'Closing Remarks'**



Distinguished Speakers and Dignitaries at the **Consulate of India in Dubai**  
(L to R) **Mr. Manoj K Raut, Mr. Asim Mohamed, Mr. Srinivasan Sathyamoorthy, IA&AS (Retd.), Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.), Ms. Samira Mohamed, Mr. K. Kalimuthu, IRS and Mr. J. K. Arora**

CEPA is not a free trade agreement but a partnership agreement which will simultaneously integrate people from the two nations. According to him, CEPA will hugely benefit the labour intensive industries in India. He mentioned about sectors like horticulture, farming and food processing, which will gain a lot of traction from the CEPA. For India, UAE is the gateway to Europe and Africa, which are emerging as India's leading trade partners.

**Mr. Arora** agreed with Mr. Satyamoorthy that CEPA is effectively a partnership agreement rather than just a free trade agreement. Some of the areas where India could gain through the CEPA include the energy sector, as India is the biggest supplier of energy along with food products that are already found in abundance everywhere in UAE. He stated that one must look at ways to insulate business from global volatility through mechanisms like petro dollars. He emphasised on the concept of 'One Earth' taken up by G20 during India's presidency; Innovation, AI and Sustainability, as key ingredients to make India's growth stronger. In conclusion, he felt that inclusion will become the key differentiator in the current global set-up.

**Mr. Asim** focused on India-Maldives business collaboration starting with the first bilateral trade agreement between the two countries in 1991. He noted India's vital role in assistance to Maldives in the medical field. Talking about free trade agreement, he mentioned South Asia Free Trade Agreement (SAFTA), which needs to be continued and diversified further. Maldives, which has always relied on tourism and tourist resource market, requires collaboration in the field of 'state of the art' infrastructural development. This is an area where India and Maldives can come together. In conclusion, Mr. Mohamed called upon the leading businesses in India to come invest in Maldives and look at avenues for strategic partnership.

The Session was followed by an Interactive **Q&A Session** with the Audience.

The '**Closing Remarks**' were proposed by **Mr. Manoj K. Raut**, Chief Executive Officer & Secretary – General, Institute of Directors, India. He summed up the discussion during the Session and stressed on the need to create an ecosystem of Sustainability, which would take the business and the whole world forward. Mr. Raut thanked all the partners including the Speakers, the participating delegates and, most importantly, the Consulate of India in Dubai for hosting this part of IOD's Tristar Dubai Global Convention.

On behalf of IOD, India, he also thanked the authorities of the Consulate General of India for the excellent arrangements and the working lunch.

## DAY 4, MARCH 17, 2023 MUSEUM OF THE FUTURE

After an absorbing three day journey of networking and knowledge sharing, held from March 14-16, 2023, the Convention concluded with a visit to the **Museum of the Future**, held on March 17, 2023 with around 75 delegates, as part of the sub theme - '**Innovation and the latest technology**'.

IOD is especially grateful to its **Event Partners** of the Convention.

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**Mr. Eugene Mayne**  
Founder and Group CEO  
Tristar Group, UAE



Mr. Mayne is a visionary entrepreneur with more than 45 years of professional experience in business leadership in UAE, leading all Tristar Group activities spanning Surface Transport, Ocean and Coastal Transport, Specialized Warehousing, Fuel Farm Management, Turnkey Fuel Supply Operations, Commercial Aviation Services, Lubricants and Chemicals Distribution.

Under his leadership, the Group and its sister concerns have grown to become Middle East's largest privately-owned liquid logistics company, with operations in more than 29 countries spread across the Middle East, Africa, Asia, the Pacific, Europe and Americas. It has a turnover of over USD 500 million and a workforce of over 2500 people. He is a very effective Communicator and Motivator who identifies and leverages assets to reach organizational goals.

He is largely credited as the driving force behind Tristar's transformation from a local transport company to a fully-diversified and integrated energy logistics solutions provider that today is among the world leaders in the downstream oil and gas industry. As of date, Tristar has a fleet of 35 ocean going vessels and is the largest private ship owning business in the region.

His able leadership has ensured that Tristar bags accolade after accolade, being a winner of Dubai Government's Quality Awards, a 14-time winner of UK-based RoSPA's Gold Award, winner of the Sheikh Khalifa Excellence Award, six time famed Golden Peacock Global Awards for Health & Safety and CSR, as well as a recipient of the Prince Michael Award for Road Safety. A relentless optimist, he believes there is no failure, only setback. He is a member of numerous international committees: UN Global Compact Local Network (UAE), Swiss International School, Dubai & Member, Indian Business Professional Council. He is ranked among the Top 100 Indian Leaders in the Arab World (2014-2019) by Forbes Middle East Magazine, listed among the Top 25 most influential logistics executives in the Middle East.

He is now ranked number 13 by Logistics Middle East Magazine. He is an inspirational Leader recognized by International Business Excellence (IBX). He bagged 'Seatrade Maritime Lifetime Achievement Award, 2020, Middle East, Indian Subcontinent & Africa'. A brilliant speaker, he has addressed the: IOD Convention in Dubai & London –2019. He was specially invited to the World Economic Forum in Davos and a key panelist at the Republic of France Pavilion under the theme of Sustainable Future in EXPO 2020.

He was a Key panelist at the UNGCSDG Summit, 2022 for the International Women's Day. He is a well-known philanthropist associated with Al Jalila Foundation, UAE, Rashid Center for People of Determination, UAE, Elizabeth Mayne Children's Home, Bangalore, India, Gabat School in Juba, South Sudan, Kiserian School in Kajiado County in Kenya & Nursery School and Child Health Center in Boali, Central African Republic.

He is a truly exceptional leader, visionary & outstanding human being, recognized not only in UAE but also in India.



**Mrs. & Mr. Eugene Mayne**, Founder and Group CEO, Tristar Group, UAE along with Tristar Group family.



# Summary of Recommendations

Tristar Dubai Global Convention 2023 | March 14 – 17, 2023 | Dubai, (UAE)

1. India-UAE CEPA has developed a precedent of being the fastest negotiated FTA in the history of the two nations, showcasing both nations' commitment to enhancing bi-lateral trade and business ties. This agreement will boost economic ties in production and trade of innovative high quality and high value products, and also facilitate both countries to become gateways of global trade and business. Future boards will have to consider the impact of this agreement as an important externality in policy and strategy of advancing their business.
2. Climate resilient development calls on different companies to develop and create new models of development for the future. COP-27 created an opportunity for businesses to play an important role in economic growth; and COP-28 to be held in Abu Dhabi this year, is expected to transform future global business models.
3. A prudent board ensures that it is aware of the expectations of different groups of stakeholders; mainly, how they are changing in traditional areas of operation and also adapting to emerging areas. The right strategy for future boards will ensure impact assessment of the immediate future, as well as create models for long-term expectations.
4. Stakeholders expect that boards will reflect their track records of actions and gaps with respect to the previous 'rhetoric' and 'stated aspirations' and the reality of achievements. In relation to accomplishments, there has been a wide gulf between words and subsequent deeds. Communication should be so crafted that greater and wider support can be generated.
5. The board's ability to influence opinions and expectations, and attract talent, capabilities and collaborations, will depend upon whether it recognises its responsibility towards the wider range of interests, corporate purpose and priorities aligned to them.
6. Future boards will be more diverse in terms of age, qualifications, skills, exposure to transformative technologies, gender and, regional representations. New look boards will prefer to strategise for shorter time periods, of around 7 to 10 years.
7. Transformative technologies will influence functioning of the board's decision-making, procedures and operations. The board's outlook will be highly influenced, but, not controlled by artificial intelligence.
8. Future boards will have to be pro-actively alert to 'externalities' rather than spending time only on internal matters. Future boards will spend much lesser time on taking stock of agenda and spend more time on developing strategies for future operations of the company.
9. External issues including climate change, sustainability of global trade, and regional actions will be dominant in the decision-making process. Future board will have to make decisions that include the impact of all such actions.
10. Corporate policies, processes, procedures, and support tools will be upgraded in view of the changes in corporate laws, as well as the regulatory mechanisms. Operational competence will be ensured to deal with the process of digitalisation.
11. The future does not belong to one single innovation; it cannot be expected that it will provide an answer to all crisis at hand. Innovation is a continuous process and the pace of outcomes needs to improve. Disruptive technologies call for speedy rate of innovation and implementation of their results.
12. Future boards will take appropriate policy decisions differentiating between "positive risk" that are necessary for the development of strategies for company's growth, and "negative risks" which can be threatening to the very existence of the company. Boards will need mentoring to view risks positively. As organisations continue to expand reliance on digital technologies, cyber risks are becoming more complex and challenging in nature.
13. Future boards will be actively concerned with the possible impact of technological development and increased automation upon their people, customers and business partners. Boards will be helping them to adopt new and more individual ways of working and, accommodating the greater diversity that may result. Ensuring greater interaction between men and machines shall have to be ensured through appropriate operating procedures.

14. Strategic innovation can lead to new business models, industries, sectors and markets. Boards should put a higher priority on stimulating creativity, enabling innovation, and its successful commercialisation, leading to the up-skilling of industries and boosting start-ups. Boards should look out for new and innovative models that are affordable and inclusive, less demanding of resources, and also impose the least burden on the environment.
15. Where existing pre-occupations, priorities, strategies, development paths and business models are no longer sustainable, boards should have the courage to adopt a different business model and/or corporate purpose. They

and those for whom they are responsible must be adaptable, resilient and capable of imagining new actions and creating alternative enterprises.

16. Future boards will have a sustained demand from directors of younger age groups to be more active, climate resilient, and compliant with government and regulatory regimes, and to be seen as ethical and empathetic. ■



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