



India alumni newsletter

September 2016

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CEO's Foreword



Dear all,

I am excited to connect with you through the first edition of KPMG in India's alumni newsletter. This is a proud and emotional moment for all of us in the team as we have spent months silently conceptualising and building it from scratch. The journey has been incredible and has helped us reconnect with our alumni who were part of KPMG in India in the recent past and many who had left the firm years ago. It has been heartwarming to discover that we share the same connect with all of you even today. To give you an idea, we have already connected with almost 10,000 alumni, and the number is growing by the day.

You know and understand our belief in the 'Power of People' and the 'Power of One'. The newsletter has been designed and built to reflect just that - the power of the bond that we have built and that we never cease to cherish. Over the years, the India firm has grown manifold and today we are one of the fastest growing firm in the KPMG global fraternity. We are evolving

every day and I am delighted to see the team reach out for the stars. We owe our growth and our progress to our people, not only the team we have today, but all of you who have helped us reach here over the years. It has been a fantastic journey and I would like to thank you personally for your hard work and the sacrifices you have made for the firm.

The alumni newsletter is going to be your window to the firm, as it is now. You will find all essential information about our initiatives and achievements, so that you can stay connected while you are away. I would like to welcome you to connect with us whenever you want to and use this as a platform to connect with the wider KPMG family.

Welcome on board and hope to connect with you very soon!

Sincerely,

Richard Rekhy

Making the most of the Global Alumni network

Dear all,

As KPMG alumni, you are among the brightest professionals in your field in India and globally. Many of you will now be with global organisations and have career opportunities based outside India. It can be quite daunting to arrive in a new country where you do not know many people, but by joining the new country's KPMG Alumni programme, you will be able to see if any of your fellow country people are based there, connect and gather local insights. With over 700,000 KPMG alumni globally, there is likely to be another KPMG alumnus nearby!

We want to be able to support our alumni, wherever they are based. To join another country's KPMG Alumni network, when you arrive, go to: www.kpmg.com/alumni, select the relevant country and register to join. Most countries have a KPMG annual Alumni event to which you will be invited, in addition to business webexes on new technical updates, which may be useful to you.

Sincerely,



Madeleine Wright
Global Head of Alumni



KPMG in Focus

Events and webinars

'Women on Board' workshop

The Federation of Indian Chambers of Commerce and Industry (FICCI) Ladies organisation, in association with KPMG in India, organised a half-day workshop titled 'Women on Board' for their members. The objective was to help aspiring new women directors understand the roles and responsibilities of independent directors, and how to better understand a financial statement which can serve as a financial scorecard for the company.

Women leaders also briefly shared their hands-on experience on what it entails for women to be directors in male-dominated boards.



Cyber risk: How well protected is your organisation?

KPMG in India conducted a session on cybersecurity, which, based on KPMG International's 2016 Global CEO Survey, is the foremost risk occupying the mind share of CEOs today.

On the occasion, 'Cyber KARE' – a first of its kind mobile application on cybersecurity was launched, which allows the senior management of organisations to carry out self-assessments of cyber risk exposure and helps them manage it at a strategic level.





Ind AS reporting: Managing stakeholder communication

KPMG in India, in association with the Bombay Stock Exchange Ltd. (BSE Ltd.), and the Investor Relations Society (IR Society), hosted a successful conference on 'Ind AS reporting: Managing Stakeholder Communication'.

The two-hour session highlighted the importance and need of engaging in communications with the investor community on aspects related to a company's Ind AS transition journey, and was very well attended by over 50 participants comprising CFOs, heads of investor relations and other representatives of listed companies.



Nasscom Fintech Summit 2016

The 'India Fintech Day' event was organised by NASSCOM 10,000 Start-ups along with KPMG India as the knowledge partner, where the report 'Fintech in India – a global growth story' was inaugurated by Shanti Ekambaram, President, Consumer Banking, Kotak Mahindra Bank; Richard Rekhy CEO, KPMG in India; and Neelam Dhawan, MD, HP India.

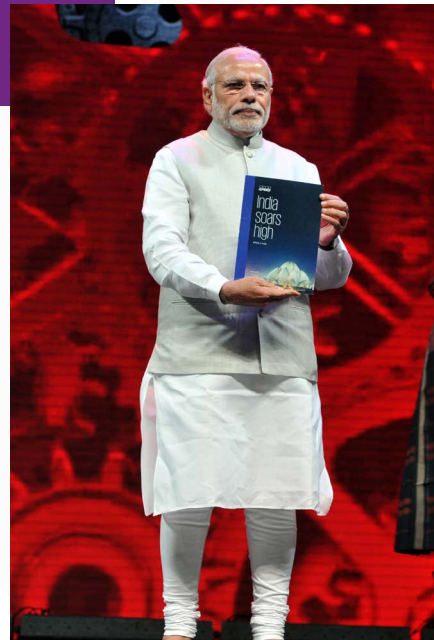
Panel discussions at the event explored the evolution of fintech firms and opportunities for India to emerge as a global hub.

Horasis-India meeting 2016

The 2016 Horasis meet in Portugal brought together highly influential groups of business leaders to discuss collaborative approaches to addressing sustainable growth. Being the strategic partner for the event, KPMG in India, together with Horasis, announced three outstanding entrepreneurs who

have been building successful Indian firms: Rakesh Bharti Mittal, Vice Chairman, Bharti Enterprises; Arunachalam Muruganatham, Chairman, Jayaashree Industries, and Ronnie Screwvala, Founder, Unilazer Ventures.





'India Soars High' launched at 'Make in India' week

The honourable Prime Minister of India, Mr. Narendra Modi, launched KPMG in India's report titled 'India Soars High' at the 'Make in India' week held in Mumbai. The report offers perspectives on campaigns based on in-depth research and analysis of all important policy reforms and initiatives, their impact on the Indian economy, the opportunities that have emerged as a result, and is expected to help accelerate investments for India. It also focusses on performance of various states in enabling business transactions and achieving higher operational efficiency for investors.



CII-KPMG session on impact analysis of model GST law and FDI reforms

KPMG in India was the Knowledge Partner at CII's event titled 'Impact analysis of model GST law and FDI reforms in India'.

The event saw the participation of key personnel in the industry (CFOs, CEOs, managing directors, business owners, etc.) and was very well received by attendees.

Enactus India National Competition 2016

The Enactus India National Competition 2016, held in Mumbai, saw participation from over 65 colleges from across the country. Over 100 of our Partners and staff helped facilitate the event as judges, coordinators and scorers. We also organised a career hotspot on both days where representatives from the HR department interacted with students and helped answer queries on career prospects at KPMG.

Shaheed Sukhdev College of Business Studies was announced the winner of the Enactus India National Competition 2016, and will be representing India at the Enactus World Cup scheduled later this year in Toronto, Canada.



Partner Notes

What Indian CEOs want

Nitin Atroley
Partner and Head
Sales and Markets
KPMG in India

Global CEOs are bullish on the prospects for India, making it one of the most favourable destinations for new market growth. However, they also expect India to outpace China in economic growth, and emerge as the go-to destination for investments in infrastructure, insurance and manufacturing.

According to KPMG's India CEO Outlook 2016 survey, 94 per cent of CEOs surveyed are confident about India's growth over the next three years, with 63 per cent of CEOs stating that India is currently at the peak of its development.

CEOs in India are also confident about growth of their own organisations and are preparing themselves in a multitude of ways to help them successfully navigate through the challenging business ecosystem.

Evolution in technology, geo-political events, and millennial consumers have also emerged as a few of the several considerations that are motivating CEOs to devise newer ways to make their organisations agile and stay relevant in the market.

In this scenario, CEOs in India acknowledge the 'need for transformation', as one of their biggest concerns is new entrants disrupting their business models, which could lead to a valuable loss of their share of customer loyalty.



While 46 per cent CEOs are already undertaking organisational restructuring as part of their current strategy execution, the same majority believes that their organisations are likely to be transformed into different business entities in the next three years. Thus, they feel the need to adopt a more customer-oriented approach across functions and pursue real-time tracking of customer preferences to stay updated.

CEOs realise the potential of technology and how it can act as a game changer. While there may be heavy reliance on technological innovations and big data to understand customer behaviour, there is also increasing awareness on emergence of cybersecurity as one of the foremost threats to business. Around 70 per cent of the CEOs surveyed also believe that their current data practices, with respect to accuracy, effectiveness and ethical use, need improvement.

Sixty per cent of CEOs are also focussed on adopting technologies to increase efficiencies in the system, and believe that automation is likely to be adopted, replacing an estimated 5 per cent of their manpower.

Adopting a rather aggressive approach for both organic and inorganic growth, one in two CEOs envisage an acquisition or merger in the near future. While 62 per cent of the CEOs agree that not all competencies can be developed in-house, and that they are likely to consider inorganic growth to drive shareholder value, 51 per cent of them expect to undertake M&A with other firms over the next three years. Forty-four per cent of the CEOs are already forming new partnerships/alliances to accelerate strategy execution, which may increase in the future as the focus on building competencies expands.

Most CEOs also consider management of the regulatory

environment as one of their biggest challenges. Regulations around environment, taxation and financial reporting form their top concern, fuelling the need for regulators, and consequent regulations, to keep pace with the changing business environment.

Additionally, the emphasis on innovation is considered by CEOs to be a necessity rather than a planned activity. Ninety-three per cent CEOs cite innovation as one of the leading three issues on their personal agenda, and a significant majority says it was important to specifically include innovation in their business strategy with clear targets and objectives.

Innovation is the answer to a majority of organisational concerns – from bridging skill gaps to penetrating new markets – and is evidently going to be the key word that defines the strategies of companies and the way they exist in the future.



Our pledge for parity... and purpose



Most organisations aim to instill a culture that is inclusive, driven and supportive of personal and professional growth, but achieving all these objectives is more than just a pipedream. Amidst the generality of policies and processes that have reigned for decades, a lot gets overlooked owing to structural intensities. Which is why, at KPMG in India, we decided to adapt to our people's needs and watch them flourish.

This year, on the occasion of International Women's Day, out of the several HR initiatives under the firm's wing, we decided to aggressively pursue the crucial and necessary concept of 'parity' in our goals. We celebrated the social, economic, cultural and political achievements of women by embarking upon our **'Pledge for Parity'**, supporting it through our **'Pledge with Purpose'**.

Additionally, we launched a **Women Advisory Board (WAB)**, consisting of key members of the firm. The ideology behind WAB is to help us create a more compelling environment and enhance career opportunities for our women by driving initiatives that support, advance, retain and reward them.

Shalini Pillay

Partner and Head

People, Performance and Culture (PPC)
KPMG in India



Within the Board, the Talent Development Committee focusses on the retention and advancement of KPMG in India's female employees at all levels by developing initiatives that support them in their career endeavours. Following which, functional working groups will review and monitor functional data and advise functional leaders in trends, issues and best practices. Therefore, the Board aims to continuously collaborate to assess needs, develop solutions, and recommend and implement policy changes and/or enhancements that benefit employees.

Another focus that has been greatly received and appreciated is the much-awaited revamp of our **Maternal Policy**. In addition to a maternity leave of six months, the policy allows the beneficiary to club one month annual leave with it, apart from opening a window of five months where she can choose flexible working options – work

from home or part-time – depending on the role and subject to business requirements.

Through these initiatives, and many more, we intend to transcend the prevalent barriers to professional growth and contentment amongst our people.



Citizenship at KPMG

Citizenship at KPMG in India helps shape our values, influences the choices we make and gives us the opportunity to work towards fulfilling our purpose. We believe that we can inspire confidence through our actions and investments, working to help lift people beyond poverty and ensuring economic growth is balanced. We understand and value the benefits of lifelong learning, and support a number of initiatives in schools and colleges. We are also committed to reducing our impact on the environment, addressing local environmental challenges and supporting disaster relief initiatives. Our programmes are aligned with the Sustainable Development Goals that were adopted by Member States of the United Nations in September 2015.

The success of our work is driven by the strong commitment of our people towards our programmes. This commitment to our communities is evident through the contributions of time and knowledge that our people make. We invite our alumni and their families to help us make a difference in improving communities.



Rupendra Singh
Chairman
KPMG Foundation
Citizenship



In celebration of 'Library Month', volunteers read stories to children at schools we support



By providing students with key inputs and facilities during their school years, we are developing leaders who will be equipped to contribute to the advancement of our communities. In 2015, we supplemented our programme by helping set up well-stocked libraries in schools. We also celebrated our first 'Library month' to encourage our people to share their love for reading with students at schools. Over 500 volunteers across four cities participated in activities such as storytelling, cataloguing books at libraries, and making bookmarks for students.



Join our Family for Literacy programme

Through KPMG's Family for Literacy Programme (KFFL), we help build confidence in students. Our staff and families read to students on a regular basis to promote spoken English and life skills. Proficiency in reading is a crucial part of the KFFL programme. All through September, we invite our alumni and their families to share their love for reading with students at the schools we support across the country.

To know more on how you can volunteer, please write to ifoundation@kpmg.com





Enactus is a community of students, academics and business leaders that uses the power of entrepreneurial action to make a sustainable difference in communities. We have been supporting Enactus India since 2007, and have conducted over 40 mentoring sessions in 2015. Through the KPMG Business Ethics grant, we help nurture and inculcate a feeling of responsible business amongst the leaders of tomorrow. Over 25 Partners and senior staff act as mentors for Enactus college teams. Richard Rekhy, who is the Chairman of the Enactus India National Advisory Board, also serves on the Enactus Worldwide Board of Directors. Shalini Pillay (Head of People, Performance and Culture, KPMG in India) is a member of the Enactus India Program Committee.

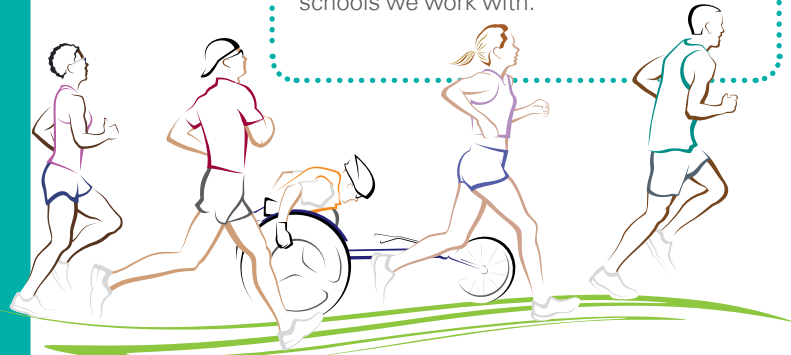
Mentoring session in progress for Enactus college teams



Volunteers help raise funds for charity through their participation in marathons



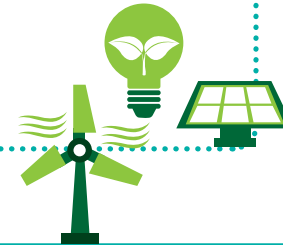
Our people's belief in the value of improving communities is evident in the contributions they make to our programmes. Over 10,000 hours were invested in marathons by our people last year to help raise funds for the NGOs and schools we work with.



Volunteers and their families participate in tree planting drives



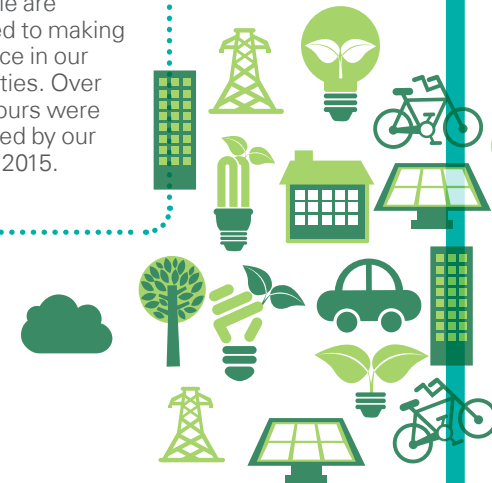
Advancing sustainability is a key part of our Citizenship strategy, and we support a number of initiatives at our offices and in our communities. Environment projects that we support include solar and rainwater harvesting projects at schools, colleges and NGOs across the country.



Volunteers organise a 'Make a Difference Day'



Our people are committed to making a difference in our communities. Over 50,000 hours were volunteered by our people in 2015.



Partner-Director Hires

Partners

Sudesh Shetty

is a **Partner** in our **Forensic practice** in **Mumbai**. He joins us with over 15 years of experience in forensic and fraud investigation, spreading across life sciences, industrial, IT-ITes, and consumer markets sectors.

Sudesh was previously with EY, where he led a team to identify data breach and threat, joint venture disputes, vendor kickbacks, FCPA non-compliance and other large cross border investigations. He has also had professional associations with KPMG, Deloitte, Patni computers and GE.

Vikram Srinivas

is a **Partner** in our **Deal Advisory practice** in **Chennai**. He joins us with over 14 years of experience in Mergers and Acquisitions (M&A), joint ventures, growth strategy and commercial projects with leading organisations across Asia and Europe. Prior to joining us, Vikram was with the Compass Group (an FTSE 100 company) and the SSP Group (an FTSE 250 company). He has had professional associations with KPMG, Citibank and EY in the past as well.



Amit Jain

is a **Partner** in our **Tax practice** in **Hyderabad**.

He has over 15 years of experience in M&A tax, income-tax, SEBI, corporate law, stamp duty and regulatory matters.

Prior to joining KPMG India, Amit was with EY where his main focus areas were M&A tax, debt restructuring, due diligence, succession planning and also tax compliance, assessment support and appeal support, withholding tax advisory on international transactions.

Amit is a part of various forums such as International Fiscal Association (IFA), ICAI, CII, Amcham and Chamber of Tax Consultants.



Hiran Bhadra

is the **Partner** and **Head of Strategy and Operations** in the **Management Consulting practice**, in **Mumbai**.

He has over 17 years of experience in strategic planning, operating model development, technology-enabled business transformation, restructuring in situations of business acquisition and divestiture and organisation-wide change management programmes.

Prior to KPMG India, Hiran was with KPMG in the U.S. where he was the national leader for Enterprise Asset Management (EAM) and Natural Resource sector.

He has also published various articles in reputed journals and publications.



Sameer Chadha

is the **Partner and CEO** of our **KPMG Global Services** in **Gurgaon**.

He has 25 years of experience with leading organisations across the financial services and consumer goods sectors. During his eight year tenure at Barclays Shared Services, the firm grew from 700 to approximately 10,000 employees.

Prior to that, he held strategic leadership roles at firms such as Bank of America, First Source Solutions and Lehman Brothers.





Directors

Mohit Bhasin

is a **Director** in our **IGS practice** in **Gurgaon**.

Mohit brings with him a total experience of nearly 14 years and has been involved in advising several corporates across a large array of industries, and central and state governments.

Prior to his association with KPMG, he has been known to build, grow, stabilise and lead teams in various aspects of consulting at EY, including strategy, business planning, public policy, investment promotion, international trade, and government advisory.

He is a member of FICCI's National Committee on Textiles and is also a regular speaker at national and international conferences.



Mubin Ebrahim Shaikh

is a **Director** in our **IT Advisory – Risk Consulting practice** for the **West region, in Pune**.

As an information security consultant with over 12 years of experience, Mubin's focus has primarily been in developing a deep level of expertise and understanding within the information security market.

Additionally, his expertise lies in designing approaches that meet the versatile business requirements of clients.



Saptarshi Chatterjee

is a **Director** in our **Advisory practice** in **Bengaluru**.

He joins us with almost 13 years of experience in consulting and corporate HR. He specialises in organisation transformation and design, employee engagement, workforce optimisation, rewards and M&A.

He has significant global exposure having worked on projects in multiple countries in various public and private sectors like manufacturing, BFSI, pharmaceutical, FMCG, logistics, retail, media, Indian family-run businesses and IT/ITeS.

Prior to joining us, Saptarshi was with Deloitte Consulting. He has also worked with TowerWatson, Firstsource, SAP Labs and DTDC.



Usha Rosanna Chirayil

is a **Director** in our **HR Team** in **Bengaluru**.

She brings with her a total experience of over 18 years and has the reputation of being a seasoned HR professional with a sound foundation in best practices in HR.

Having partnered with strong business leaders in varied organisations, Usha is known to quickly grasp priorities and make a difference – be it in start-up environment or in mature organisations.

Prior to joining KPMG, she has worked at some of the leading organisations in the Indian industry, such as GE, IBM, Infosys and Bosch.



Rajesh Koul

is a **Director** in our **Central Management Team** in **Gurgaon**.

He brings with him over 17 years of extensive experience in managing programmes of strategic importance across all functions in an organisation.

His specialty includes running change programmes within operations, IT, sales, HR, training, finance, supply chain, customer service and quality, and product development across diversified industries of repute.

He also has global work experience and has managed clients/technology partners across multiple geographies – Japan, the U.S., the U.K., Europe, and India.



Straight from the heart



Alumni Speak

Karan Thakkar

'If you get through a firm like KPMG, you have hit the jackpot'

Karan Thakkar is the Founder of EcoCentric Management Private Limited.

He shares with us his favourite memories and learnings from his stint at KPMG in India.



A lot of what I have achieved is because of the values I have imbibed and built while I was working at KPMG.

I joined the firm in the Metals and Mining practice in the Internal Audit vertical right after graduation. This being my first job, I was very excited to hit the field from the very first day. I was one of the 66 analysts recruited from top colleges across India for different KPMG offices. To our surprise, our induction was at JW Marriott in Goa. When you are welcomed in such a grand way, it sets the tone right from the beginning.

Although, the locations were very remote because of the nature of the industry, I got numerous

opportunities to travel and see the hidden interiors of India. Further, most clients I worked for were market leaders in their respective segments, so, it was great to see their internal processes and execution capabilities. I also got to work on more than 25 projects in a short stint of three years, always keeping myself busy and trying to innovate.

Recollections

I have many fond memories of my time at KPMG. I made several friends across the firm, as well as at client locations, but if I have to choose, then the off-sites I had with my team were the most memorable since, owing to travel, we would seldom meet.

Personal journey

I always wanted to start on my own. I believed working in a firm like KPMG will help me get into the heart of organisations and learn what makes them successful. It was very difficult, initially, as travelling to remote locations was hectic, and working for manufacturing companies was tiring. But this was the time I finally understood my true calling and the idea of e-waste recycling struck me.

While I was at the mines, I felt that resources were depleting and there was no way to replenish them. So, after a three-year stint at the firm, I quit and started EcoCentric. It was an uphill task, as I did not have any knowledge about recycling. Now, we are one of the leading e-waste recycling companies in India. We aim to be counted as one of the foremost e-waste management companies in the world.

Cherished values from KPMG

A consultancy is a complex organisation, as people are seldom in office and you do not have direct influence or control over them. It becomes even more challenging and important to influence their thought process. This is where KPMG was very successful.

We would meet many companies and learn about their values and culture, but what stayed with us were the values of the firm. A great working environment for people, integrity, and excellence are some of the values that have made a significant impact on my professional career.



Success mantra

People fail, processes do not. All great organisations have processes that define a company's structure and leanings. In addition, successful organisations have great teams, and not individuals working in silos. These are the two beliefs I have tried to implement at EcoCentric as well.



Pearls of wisdom

An advisory or consultancy role is one of the most dynamic job profiles you can get. I believe a client facing/ engagement role gives you a lot more exposure compared to routine jobs. If you get through a firm like KPMG, you have hit the jackpot.



River rafting at Roha, Raigadh, with colleagues



Team activities at Yeoor forest in Thane



Kavish Sarawgi

‘Values are the torch light for all my decisions’

Kavish Sarawgi is the Co-founder of Stones2milestones and the Non-Executive Director at Resurgent India Limited.

He traces his personal and professional journey before and after KPMG.



Having grown up in Siliguri (West Bengal), I was 10 years old when I moved to Jhunjhunu (district in Pilani, Rajasthan), in 1992 to live on my maternal grandparents' farm. In seventh grade, my grandparents introduced me to Bhagavad Gita, which enriched my understanding of core human values and morality, and led to a transformation so deep that values have become a torch light for all my decisions ever after.

Having grown up in a small town, I attribute all my academic success to my love for reading. If I was not an avid reader, I would have felt lost. Reading helped me keep my head high. In college, I started a stock trading business, a commodities trading business and an import/export venture, which was no easy feat for an

18-year old. That is when I discovered my passion and predilection for business.

Stones2Milestones

Professional success notwithstanding, my years at IIM Lucknow also made me realise that what makes people richer or poorer is not a difference in wealth, but a difference in their access to opportunities. This created in me a deep-seated desire to serve, foster equality and create opportunity, which ultimately resulted in the creation of Stones2Milestones.

The venture was founded to help children find their place in the world, and be happy, free and productive. It was July 2008 when I turned 26 and decided to build an organisation where every stakeholder loves

their work and feels proud of being part of it, helps in providing equal opportunities to children in their early years and build on strong business fundamentals.

I went about co-founding an investment bank, Resurgent India Ltd, to support education. While Stones2milestones was busy experimenting and learning, Resurgent was growing at a phenomenal pace. Over these seven years, they could take Resurgent to the league tables, build a team of more than 40 highly qualified experienced professionals, with presence in five cities, closing deals worth INR10,000 crore in the last financial year.

First innings

In the initial years of Stones2milestones, our heart outperformed our heads. While it was a for-profit venture, we operated like a non-profit. We realised early into the journey that we would need to invest in several areas including improving science learning, higher order of thinking and communication skills, whole school transformation, leadership development at schools, reading skills and will building programme.

We also experimented with various delivery models, from after school learning centres to a publishing business to in-school curriculum integration and running schools under 'build-operate-transfer'. It was in October 2015 that we decided to set the organisation on its mission of 'Creating a Nation of Readers'.

In-school programme

Till 2009-10, we were only operating our programmes in a chain of after-school learning centres across Gurgaon, Bangalore, Mumbai and Vadodara. However, in 2010, we began our experiment of working with schools, by being a part of their curriculum. By 2014, we had nine schools taking our programme every year.



Growth plans

With just this product we have a target of over 100 schools for the coming financial year, hitting a revenue of INR1.5 crore. At the same time, we are about to launch our product for parents called 'Freedom', where through smartphones parents can work with children at home in the age group of five to nine years of age. With just these products, by 2020, we would be able to reach over one million children.



Kavish speaking at the Smart Cities India 2016 Expo in New Delhi

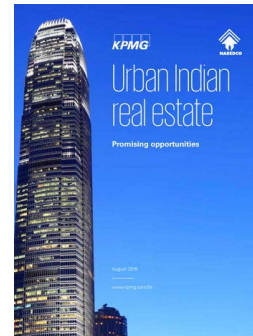
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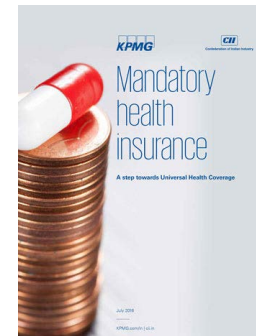
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Join KPMG in India's alumni network

Our flourishing alumni network not only helps you in establishing contact with your former colleagues, friends and KPMG in India, but also keeps you abreast of our alumni programmes, news and events, as well as latest services and offerings.

Our alumni website

Registrations continue to pour in for our alumni website - a forum for ex-KPMGiites to connect with each other and the firm!

[Visit the Website](#)



By registering with the network on our [Alumni portal](#), you can also actively participate and contribute to our [Citizenship programme](#) and other initiatives of the Firm, wherever you are based.

We hope your continuous relationship with the firm will serve as a cherished source of inspiration in all your future endeavours.

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