



India alumni newsletter

July 2021

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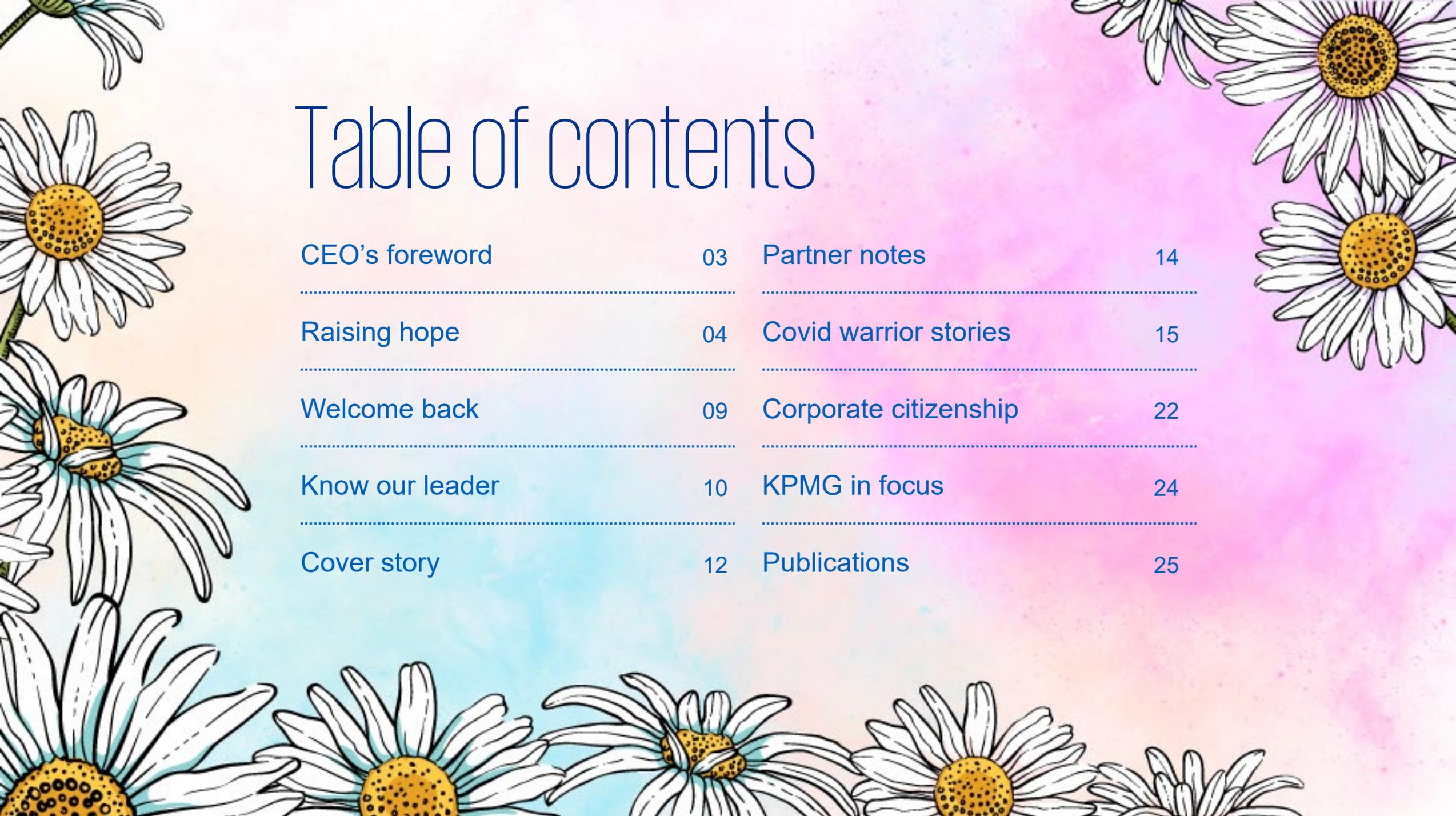


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CEO's foreword

KPMG in India completed one of its most successful years, despite the constraints of the pandemic. As a firm, we have stayed intensely focused keeping our people safe, on protecting and expanding our business, and keeping the trust of our clients and our ecosystem.

Over the last year, the strength and standing of KPMG India has advanced further. Aligned to our global strategy, we intensified our focus on enhancing **Trust**, organized towards long term **Growth**, and powered through the pandemic, with spades of **JOSH!**

It makes us proud that when the pandemic struck, our IGH teams combined with the Analytics teams, stepped up to help the Government and the country. We have been, from the start of the pandemic, at the heart of the Government of India's COVID-19 battle - in the COVID-19 war rooms of the Ministry of Health, and with the National Disaster Management Agency, and in helping maintain nationwide supply chains and transportation logistics.

New capabilities, focus and global collaboration have all resulted in marquee wins at a scale we have not seen before, across all our businesses.

This year, we also promoted 160 Partners and Directors – the highest amongst leading professional services firms in the country. Of all promotees, 25%

were women, marking significant progress towards our Diversity goals.

All through Wave 1 and Wave 2 of the pandemic, we made our people's safety and well-being our highest priority. We did not lay off a single partner or employee on account of the pandemic, conscious that any job loss in the pandemic would have impacted the entire family's well-being.

Our Crisis Management Team, along with our Location Response teams and hundreds of volunteers worked literally day and night to support those most impacted. Our extended work from home support and initiatives like insurance coverage and wellness sessions, assured our people that KPMG is a safe place to work on account of the support the firm stood ready to extend. Over these past weeks, more than 40 vaccination camps have been organized across all our offices. Read about it in our cover story '**All for one, one for all – the KPMG way**', by our Chief Operating Officer, Arjun Vaidyanathan.

This issue also shares glimpses of courage and hope displayed by our colleagues in these challenging times, through the '**COVID Warrior Stories**', and personal accounts of resilience shared by our Alumni, called '**Raising Hope**'.s

We are also happy to welcome back **Priyanka Desai** to the KPMG family as she joins our **Risk Advisory** team.

To succeed ahead, our vision is to actively nurture a culture that makes KPMG in India the best place to be at, a firm where we support each other as we raise our game #Together, a firm where people love to come to work -- with jOSH.

To strengthen our alumni connect, we are organizing the first ever **KPMG in India Alumni Week** from **23-27 August 2021**. We are privileged to have you as part of our journey and look forward to connecting with you and your families through this virtual platform.

We hope to see you at the Alumni Week!

Stay safe and stay connected.



Arun M. Kumar
Chairman and CEO
KPMG in India

Raising hope

Hope even when things seem hopeless!

The severity of the second wave of Covid-19 has left us all exhausted and anxious. In the corporate world, businesses were impacted as decision makers were caught off-guard without an immediate solution in reach. Life has become a continuous process of adjustments, with work from home as the new norm. Although, at first, it felt very good to work from home but it was only a matter of time before the feeling of being caged took over.

Cause and effect – The major impact of lockdown was faced by sales teams in all organisations and ours was no exception. Distributors' cash flow was heavily impacted and we had to come up with a plan to overcome this, as they are the backbone of the company. It took three tough months to finally chalk out the right strategy and rebuild the faith and goodwill again.

The entire rigmarole was daunting till we got the solution right. Through it all, the management, distributors, employees, among many others, did not give up hope. This was the power of hope and things did get better.

Helping is healing – Personally, I decided to take small steps by helping people from lower income groups around me. Whether it was the house help, cook or society watchman, I did my best to provide support with food and medical assistance to anyone in need. Whether I knew them or not, I tried to help even people searching for jobs via social media so they could continue shouldering their families. I believe it's our hardships that make us strong and resilient to keep on going. All you can do is be someone's hope when they are at their lowest point in life.



Tejas K. Shah
Chartered Accountant



Raising hope

Of silver linings and dark clouds

Like many others, as a family we faced a difficult month during the second wave. With one family member quarantined and the other three scared every minute of the day made the situation unbearably nerve-wracking. In a way, it was affecting our mental well-being because we had frequent thoughts about the worst that could happen.

Amidst all of this, we realised how important it was to keep each other motivated. Every day, even though in the same house, we would video call to assure each other that we were all in this together and would come out stronger.

My simple message would be – there is light at the end of the tunnel. Stay strong!



Shreya Malhotra



Raising hope

Keep the faith

Life for me in the last year and a half has been difficult yet hopeful. From the day of the lockdown last year, I had been going through a lot of anxiety revolving around my family's well-being. Despite that, I constantly strived to remind myself to surrender to the universe and tried being positive by keeping myself occupied in smaller household chores and spending time with my parents.

I also sought the support of meditation and yoga. Last September, my parents and I were tested COVID positive just on the day of my birthday. I had never imagined that the stock of faith and positivity built all this while would be so helpful during challenging times. Fortunately, we all came out of the situation safely and are doing fine now.



Kruti Shah
Marketing Manager
Zydus Wellness Limited



Raising hope

When dreams change, let go and move on

I arrived in Auckland last year with my family with joyous hopes and a multitude of aspirations. We were settling down, enjoying the country and its picturesque beauty. Everything was going great, until COVID-19 changed everything.

Quashed dreams – My husband received a letter from his company that due to COVID they would not be continuing with his job contract. We were completely shattered and lost hope of creating a new life in a new country. Amid all this, my father and sister both tested positive. I wanted to be back with my family. Without any job, it was getting hard to survive. Children too were unhappy and my younger one cried every single day as he missed his old school and wanted to be with his cousins and friends.

Lost in gloom – All these things for which I was never

prepared made me feel weak. Day after day it seemed I was failing emotionally. The bright sun, fresh air, birds chirping, and my favourite garden did not appear to be as beautiful as before. I was losing faith and confidence every day. I decided to focus more on the positive aspects of my life. I started acknowledging happiness in small things, be it cooking, washing, gardening, playing with the children, etc. I even enrolled myself for further studies and pursued a master's degree from Auckland, which I had never considered before.

Eventually, I came out stronger. Our experiences also helped my children and me to understand what we value the most in life. I am thankful for what I currently have in my life and will keep working towards achieving my dreams.



Shilpa Gandhi



Raising hope

We will weather the storm, together

Even though there is so much despair around us, with many losing jobs and their loved ones, people came together to help each other. It was a difficult time for our family as well since I too lost a loved one. It was hard to watch my granny, the woman who raised me, fighting the disease for two weeks. Doctors tried their best, along with ambulance personnel and support staff, but she couldn't be saved.

Alas! Life goes on and here I am, stronger than before, sensitive and more attentive towards the people I care for. I thank every individual who helped us during this time and am grateful for this life.



Jatin Rishi
Senior Manager
DSCI



Welcome back

What brings you back to KPMG?

KPMG has stood by me when needed and that's what has encouraged me to come back. My team has been extremely supportive and that's what the firm represents.

Tell us what you missed most about KPMG?

Professional workspace, helping clients achieve their business objectives and, most importantly, my co-workers who are my lifetime friends, the time spent with them at work and on client visits.

How do you think KPMG has changed over the years?

KPMG has evolved over time, providing best-in-class topnotch services to its clients. For instance, recently, I came across tools that will help our clients manage risk clearances.

Do you have a message for our readers?

Serving clients, traveling, great co-workers and 'KPMG support' will make this challenging journey enjoyable and interesting for sure.



Priyanka Desai
Manager – Forensic
KPMG in India

Know our leader

Describe your first day at KPMG in India.

After the joining formalities, I was treated to a sumptuous lunch by my manager. While I was marvelling at this royal treatment, my manager paid the bill and told me that this was my first and last free lunch. On reaching the office, I was handed tickets for the morning flight to Mumbai. I did travel the very next day and then saw my boss after four months.

What are your biggest takeaways from your journey at the firm?

Three things:

- Learning for consultants is like swimming is for sharks. Consultants who stop learning and sharks who stop swimming, generally cease to exist.
- True wealth is the number of relationships that you develop, and that you develop every single day.
- Whatever be the witticisms you may have heard, there is no real substitute for hard work.

KPMG's biggest impact on you and your biggest impact on KPMG

KPMG's biggest contribution to my personal growth was to introduce me to the world of consulting and problem solving. Doing this gives me a kick every single time.

What are the top three challenges you face as a part of the crisis management team?

This crisis is a once in a generation event. There is no rule book on how to manage this. We had to work together as a team to overcome the many hurdles that this pandemic has thrown at us.

An additional dimension that we've had to deal with as a team is that it's not only our colleagues, but their immediate family, relatives and friends who are also impacted. We needed to expand our solution set to include this dimension as well.

Moreover, this has been an emotional rollercoaster for all of us on the CMT and the locational CMTs as well. It is indeed a challenge to keep these emotions in check while making decisions for the good of the firm and its people.



Merril Cherian
Partner and Member of
Crisis Management Team
(CMT)
KPMG in India

Know our leader

How do you keep yourself calm in such challenging times?

It has never been a one-person activity. There is a wonderful team that helps to keep things on an even keel. Colleagues in administration, HR, IT, etc., have been doing the heavy lifting throughout. Additionally, the support provided by senior leaders has been exceptional. And finally, in each location, there has been an amazing set of selfless volunteers who have stepped forward to share the burden. On a personal front, my family has been a rock during these challenging times.

One thing that nobody knows about you.

I am terrified, I mean really terrified, of spiders.

If you could go back in time what would you tell your 25-year-old self?

It isn't really as bad as you think it is. Things have a way of working out with time.

If you could trade lives with someone for a day, who would it be and why

I've always loved Formula 1 and, based on current form, would love to swap places with Max Verstappen and drive an F1 race in the Red Bull. However, I seriously doubt that I would get past the first corner.

What is jOSH for you both personally and professionally?

Josh is to make a difference for the better, every single time that I commit to something. This has been a guiding principle for me professionally and personally.



Merril Cherian
Partner and Member of
Crisis Management Team
(CMT)
KPMG in India

Cover story

All for one, one for all – the KPMG way

Since the pandemic began last year, our primary focus has been on **safeguarding and supporting our people**, while providing an acceptable level of operational and service continuity for our clients and our communities. At KPMG in India, our people stand united by a common culture of resilience, agility, flexibility and collaboration.

Their safety is our priority – Our **Crisis Management Team (CMT)**, formed in 2020, has been collectively and relentlessly looking after the well-being, health and safety of our people. Building on our detailed Pandemic Response Plan, the team actively ensures evolving and effective response as well as recovery strategies are in place. The CMT has also expanded its wings to form **regional response teams**, engaging Office Managing Partners across locations and their teams to provide any locational/city specific support to our people (such as hospital beds, oxygen cylinders, medicines which had suddenly become critically short).

Job time – Vaccination being the only known long-term strategy against the pandemic, at present, we are engaging with multiple service providers for conducting **vaccination camps across all offices** with an endeavour to ensure availability of vaccines to KPMG colleagues and their families. Nearly 15,000 members have benefited so far from over 45 vaccination camps.

A comprehensive **Covid Kavach insurance policy** to all our people and their dependents, including parents and in-laws was also extended. We partnered with several service providers to help our people with access to doctors, medicines and where required, emergency support.

The recent surge of the pandemic has impacted the KPMG family deeply. Sadly, we lost some colleagues and many family members to the crisis.



Arjun Vaidyanathan
Chief Operating Officer
KPMG in India

Cover story

All for one, one for all – the KPMG way

Extending a helping hand –With the pressing need to support families of our deceased colleagues and colleagues who may be in financial distress on account of COVID-19, we have started a **colleague welfare fund** .

The firm also has several **new and ongoing/existing initiatives** that help our people manage mental well-being and emotional wellness in the current circumstances. This year, we introduced **COVID and COVID Caregiver leave policy** which enables our impacted colleagues to avail leaves of 14 days and 7 days, respectively. The firm continually encourages

teams to take wellness breaks to relieve fatigue, along with scheduled mandatory four-day long weekends for people to de-stress and spend quality time with their loved ones.

All in all, the firm's commitment to the safety and well-being of its people has also brought everyone together in ways we had not anticipated and helped us build more meaningful connections with each other, fueling resilience and hope that will endure long after the crisis is behind us.



Arjun Vaidyanathan
Chief Operating Officer
KPMG in India

Partner notes

Beyond the tipping point – A primer on online casual gaming in India'

Online casual gaming has emerged as a major channel both in terms of the game base at 1420 million in FY21, and the revenue contribution to the gaming industry at INR60 billion (of the total gaming industry size of INR136 billion in FY21). The segment has witnessed overwhelming momentum, especially during the pandemic which has been one of the tipping points.

KPMG in India's thought leadership, 'Beyond the tipping point – A primer on online casual gaming in India' covers

the online casual gaming ecosystem in India, its landscape and the players who have helped in amassing scale. It also covers potential of monetisation both through In-app purchases and incentivised advertising. The report also touches upon the near to medium-term trend-markers that are emerging, which have the potential to dramatically change demand drivers and operating models.

Source: KPMG in India analysis based on industry discussions and secondary research



Girish Menon
Partner and Head,
Media and Entertainment
KPMG in India

COVID warrior stories

Tale of a battle fought single-handedly

Aditi Massey was planning to get her dose of the vaccine when COVID-19 hit her and her parents. With her brother living overseas and no other family around, she accepted this as god's test to make her stronger and took on the responsibility to take care of her aged parents.

Against all odds: Aditi had to be strong enough mentally, physically and emotionally in order to take care of her parents. There came a time when her father's saturation level reached 80 and he was unable to breathe properly. The situation worsened to such an extent that they struggled to find either a hospital bed or an oxygen cylinder. With her fever at 103, she had no choice but to drive around hospital to hospital in search

of a bed since no ambulance was available. After trying hard through multiple sources, she finally found a bed for her father.

When life gets rough, believe: After 21 days, Aditi and her parents have now recovered and are healthy now. Reflecting upon her own experience and what others are going through, she says that in a world haunted by ambulance sirens and media showing us the worst side of the pandemic, we must pray for the well-being of not just our near and dear ones, but everyone else. She believes that this situation has taught her to take a pause in life, prioritise our physical and mental health, have faith in god and believe that this too shall pass.



Aditi Massey
Human Resources,
KPMG In India

COVID warrior stories

No act of kindness is ever wasted

Aditya Pathak feels that if nothing else, COVID-19 has been a reminder for many to appreciate the smaller things in life and the worth of basic necessities.

There is goodness in humanity, even in the darkness: With the onset of the second wave and consequent rise in cases, Aditya along with his family started delivering essential supplies to impacted families in Delhi who were in home isolation. This includes delivering over 150 freshly cooked meal boxes every day, medicines via courier to people who could not step out or afford them and dry ration to people free of cost, all of which he continues to finance from his hard-earned savings. This not only gave hope to the affected families but also strengthened their will to survive as they felt 'included' and 'cared for'.

Do the right thing, even when no one is looking: For Aditya, it shook him hard when he saw people struggling to breathe either due to shortage of oxygen supply, lack of money or harassed by black marketers. He purchased three oxygen concentrators only to provide it to patients in need for free and pass it to other families once the patient recovered.

Where encouragement is fuel: Aditya admits that providing free meals in such large numbers each day is exhausting and even overwhelming at times, but he continues the service with support from his friends and family. He feels empowered, when people reach out to him through social media networks for meals for their aged and unaccompanied parents or to seek his help and guidance for any medical supplies.

Aditya aspires to set up a free ambulance with an in-built oxygen concentrator in the near future. This will ensure medical assistance reaches the marginalised and vulnerable in time.

He believes that dwelling on situations often paralyses us while dealing with them not only helps us honour our feelings but encourages us to act. He hopes to help more people find the strength to deal with their hardships and heal to rebuild their lives.



Aditya Pathak
KPMG Global Services

COVID warrior stories

Positive attitude is the key

Brigadier H.S. Kaura tested positive in mid-March this year, two weeks after he got his first shot of the COVID-19 vaccine. Being part of the Crisis Management Team and dealing with the subject closely, prepared him well on how to manage things if COVID ever hit his home. Regular yoga, intake of vitamin supplements (as advised by some of his doctor friends) and keeping a positive attitude was helpful in his overall recovery.

Re-create reserves: Operational logistics is a 24 x 7 task and there is never a dull moment. The pandemic pushed the bar to an unprecedented level of demand from the administration team. It added a new dimension, where his prime focus became the safety and health of his own team members as they are the backbone of the firm and feet on ground, which rendered them highly exposed. Re-creating reserves and back-ups within the team was always his top priority to ensure seamless operations.

Family outside family: He emphasises how the robust institutionalised support from the firm became the mainstay for all medical help and advice. He is touched with the selflessness displayed by so many in the firm (many unknown to each other) in converging towards a common cause of helping colleagues and families in emergency medical situation, especially when the second wave hit so hard.

Stay positive and keep faith: Drawing from his experience, he affirms, "If infected, staying positive and fearless is the key to coping up and living through it. Don't allow the genie of social media get the better of you, it can drive you crazy!"



Brigadier H.S. Kaura
National Administration
KPMG In India

COVID warrior stories

Be a part of something bigger than yourself

Prateek Kathuria was among the participants in the Phase III trial for one of the locally developed COVID-19 vaccine. It all started with his cousin seeing an advertisement seeking volunteers for the trial, which piqued Prateek's curiosity. When he shared this idea with family and friends, the initial responses he received leaned more towards hesitancy and low confidence in whether he should participate. Although his parents displayed concern and he was afraid of potentially adverse outcomes, a part of Prateek really wanted to do his bit for society.

For the greater good: He pushed his apprehensions aside, placed his faith in the vaccine and registered for the trial. Upon reaching the center he saw other participants, most of whom were doctors and hospital staff, which helped him feel a bit relaxed and more confident. He received his first dose of the vaccine on

12 December 2020 and second in January 2021. It has been over five months since without side effects, which was a big relief to him and his family. Moreover, the trial was conducted professionally, with scheduled health checks and calls to keep track of his health.

Do more than care, help: When the vaccine was approved, seeing a lot of people benefit, especially during the second wave of COVID-19, was cathartic. Prateek feels proud to have participated and contributed in the fight against the pandemic and realises that this onus does not only lie on the government and the medical community, but on all of us as citizens.

Prateek believes that we as a nation may be going through one of the worst times, but we will rise out of it stronger if we all contribute and work together.



Prateek Kathuria
Capability Hub
KPMG Global Services

COVID warrior stories

Selfless devotion amidst the chaos

Prateek Natani has been working with an NGO to serve the needy for three years now, spread across 183 cities. He is a firm believer that with faith and discipline towards one's duties, there is nothing worthwhile that you cannot achieve.

Against the tide: Prateek has always been passionate about giving back to the society. Being the only lead volunteer with the NGO, he plays a pivotal role in the city of Ujjain which helps the underprivileged with daily necessities. With the onset of pandemic, he faced a lot of opposition from the government authorities and at times his family, primarily due to safety concerns. He started to ponder about how he would live up to his passion with the challenges caused by COVID.

You don't need a reason to help people: Prateek leads a team of five volunteers, covering the entire city of Ujjain. There was a time when two of his volunteers

couldn't make it to the food distribution drive due to ill health. This is when his father stepped-in to support Prateek with the noble cause, especially since COVID had caused a lot of chaos with daily wagers losing their jobs. The situation was getting tougher day by day, but none of these challenges could stop Prateek from his devotion towards humanity. With the support of brave volunteers like Prateek, the NGO continues to serve 70,000+ food packets and other essential items per week.

Prateek acknowledges the pain and suffering caused by the virus affecting almost every household, but he also believes that any act of sincere and selfless contribution always makes a positive impact on the society.



Prateek Natani
Forensic
KPMG In India

COVID warrior stories

Amid darkness, be the light for others

While fake drugs rackets, oxygen scams and other despicable acts reigned the news, many people like **Raksha Bakshi** and her family went on to silently do their bit for COVID-19 patients under home isolation.

A good day to do great things: With limited resources, Raksha searched for unique ways to extend help and realised that most affected households were struggling with daily meals. With support from her family, her basic home kitchen and a FSSAI license in place, Raksha decided to provide home cooked nutritious meals at nominal value to COVID-19 impacted families.

Taking the first step: Raksha posted about her meal service in one of her messaging groups and was amazed to see the number of requests flowing in within an hour. This helped her understand the magnitude of the situation as she prepared to meet the needs of people battling hunger alongside COVID-19. It was

heartbreaking to see aged patients approach her for help as they were too frail to look after themselves. Soon, requests from people poured in from as far as Canada and Dubai for their old parents residing in Delhi NCR, who were left stranded and helpless without any domestic help or neighbours to offer support.

Serving with love: In a few days, Raksha and her family were serving food to around 40 families from the 100 requests she received, daily. What keeps her going is hearing back from patients on how this helped them gain the confidence to recover. Although seeking praise was never the intention, her family was covered by a daily newspaper among several other families who were helping patients fight hunger across the city.

Raksha believes that each one of us can be a ray of hope for others in our own way, as every little effort can fulfill others' needs.



Raksha Bakshi
ICoE

COVID warrior stories

Battling it for the second time

Samonway Duttagupta had not stepped out of home for more than a week when COVID shockingly took a grip of him for the second time. This time, it was much stronger. A CT Value of 14 in his RT-PCR test and his existing heart condition made it a challenging battle to win.

During the initial two days, his only symptoms were dry cough coupled with excruciating back pain. From the third day, he developed high fever, complete loss of smell, severe body pain and some amount of brain fogging that added to his woes while he was isolated.

Sole caregiver at risk: Samonway's wife was his primary caregiver. She was at constant risk of getting re-infected as last year, COVID had left her immune system weak since she was on oxygen support for over a week. But she took it in her stride to give him the required care, while keeping herself safe by wearing

double masks and not being in his room for over 10 seconds at one go. Apart from battling through the disease, the biggest challenge for Samonway was to keep his spirits high while staying restricted to the boundaries of a room with neither television nor books to give him company.

Timely home treatment was the key: Samonway recovered well in 15 days, thanks to the home remedies and right medication prescribed by a COVID volunteer doctor, who was tele-consulted by his wife. He had isolated himself right from the second day of the onset of symptoms – even before the RT-PCR was booked. This, along with the right medication helped him win the battle successfully for the second time.

Samonway believes that timely and disciplined home treatment along with a positive mindset are some of the most important factors in COVID recovery.



Samonway Duttagupta
Markets
KPMG In India

Corporate citizenship

Art and craft workshop

Our volunteers conducted online sessions to teach art and craft activities to students from NGO run schools we work with. These sessions not only gave students an opportunity to learn new creative skills but also helped them channelise their energies and relieve stress.

“It was so refreshing to interact with the students and teach them how to make greeting cards. Something I used to practice a long time ago as a hobby.”



Ishita Sharma,
Analyst, Transaction Services - Financial Due Diligence

Workshop on composting

We organised a workshop on composting, hosted by ViaGreen. The participants were sensitised on the benefits of composting at home. The trainer addressed the issue of waste ending up in the landfills and how that can be avoided by recycling daily waste and food scraps into compost that could be used to enrich the soil used to grow plants at home. ViaGreen also provides waste management services to all our offices in Mumbai.



Corporate citizenship

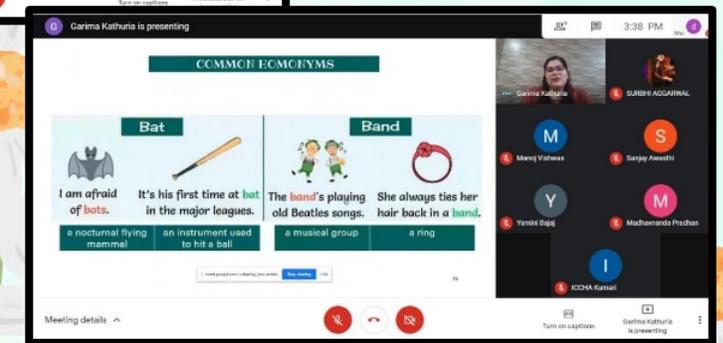
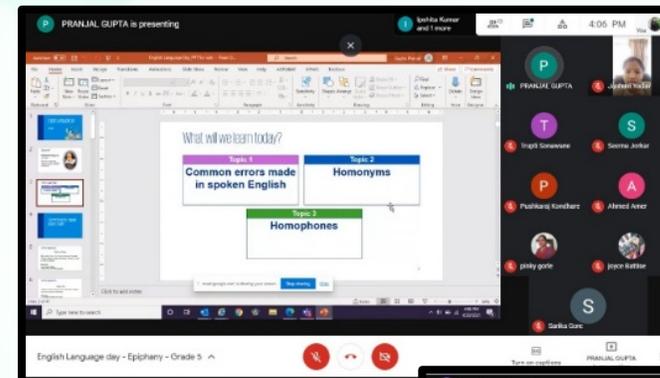
Session on the importance of business ethics

Suveer Khanna (Partner – Forensic) and Dulari Upadhyay (Director – Forensic) from the Risk Consulting team volunteered to conduct a workshop on the importance of business ethics for over 150 Enactus students. Since these social entrepreneurial ventures are based on a business model, it is important for the students to follow ethical practices while running these projects and train their beneficiaries to do the same. The session gave students an insight on the kind of ethical dilemmas they might come across while running a project and what should be the right thing to do. Considering that we as a firm strongly believe that ethics is at the core of what we do, it is important to pass on the same values to the future generation of leaders as well.



Celebrating English Language Day

We acknowledge the importance of English language in academics and utilise innovative ways to assist the students from our partner NGO schools to build language proficiency. Our volunteers conducted interactive sessions with primary school students to strengthen their English grammar concepts.



KPMG in India in focus

Webinar on Tax Assessments in India: recent trends

Recently, the Direct Tax litigation system in India has seen number of significant changes. With the introduction of Faceless Assessments Scheme and Faceless Appeals Scheme, almost the entire process of litigation has now been provided to be done in electronic mode. With these changes, many new challenges and uncertainties are being faced by taxpayers, especially foreign companies. The webinar aimed to apprise these foreign companies having operations in India about these key changes and provide targeted solutions to overcome challenges regularly faced by many taxpayers, with special consideration to issues faced in making online submissions. The webinar saw attendance of over 250 participants and received positive feedback from the participants as well. Taisuke Soratani, Director, KPMG in India spoke at the webinar.

What makes an Independent director truly Independent?

The Business Leadership Center in India organised a webinar on **23 June 2021** on 'What makes an Independent Director truly independent?'. With COVID-19 pushing us all to certain boundaries,

webinars have proven to be a great platform to exchange thoughts and gain knowledge.

This particular webinar came into shape after Sridhar Iyengar, Independent Director on multiple boards, penned an excellent article which became the hot topic of discussion in the boardroom arena. Utilising the opportunity, we provided a platform to peers to exchange their thoughts on 'Independence of an Independent Director'.

Arun M. Kumar, Chairman and CEO, KPMG in India welcomed all the panelists – M. Damodaran, Sridhar Iyengar and Zia Mody, who are Independent Directors on multiple boards. The intellectual session revolved around several aspects that impact Independent Directors, such as key tenets of independence, avoidance of conflicts, complementary attributes, building boardroom consensus, time needed to allocate board matters, responsibilities and challenges in being truly independent.

The event was well received by everyone and helped set the agenda for issues that are most important to regulators, policy makers and the financial community.

Publications

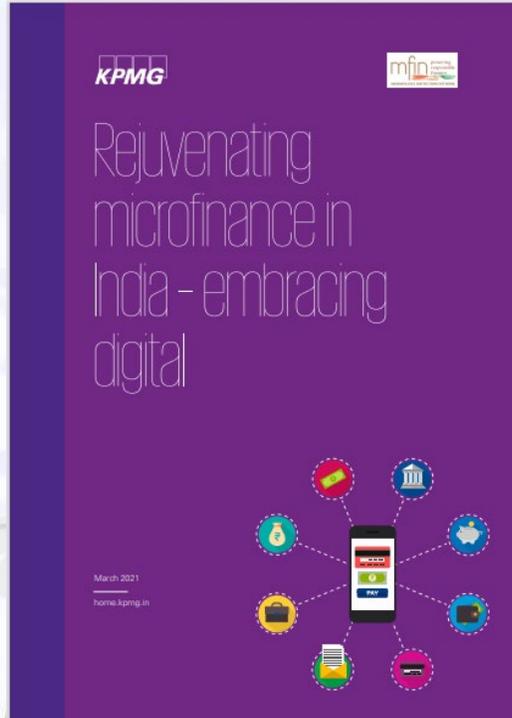


Me, My life, My wallet 3.0

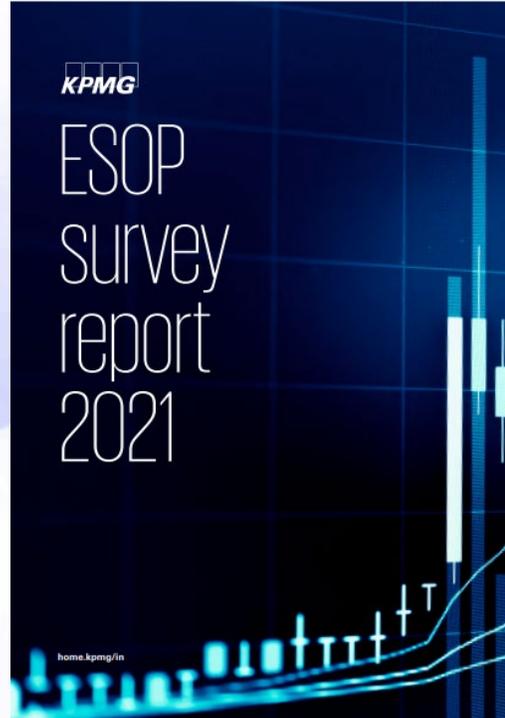


Pedaling India's growth: Cycling into the future

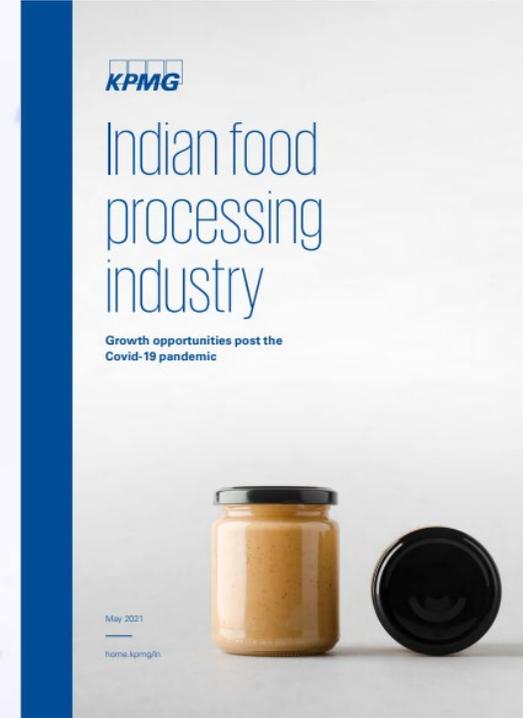
Publications



Rejuvenating microfinance in India – embracing digital

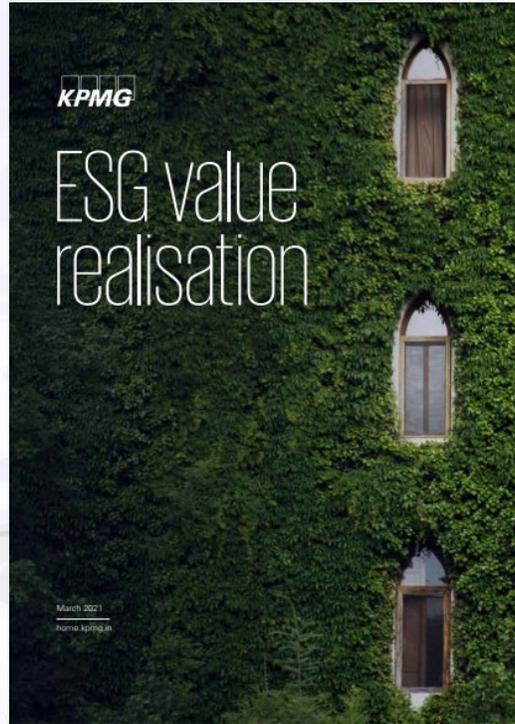


ESOP survey report 2021

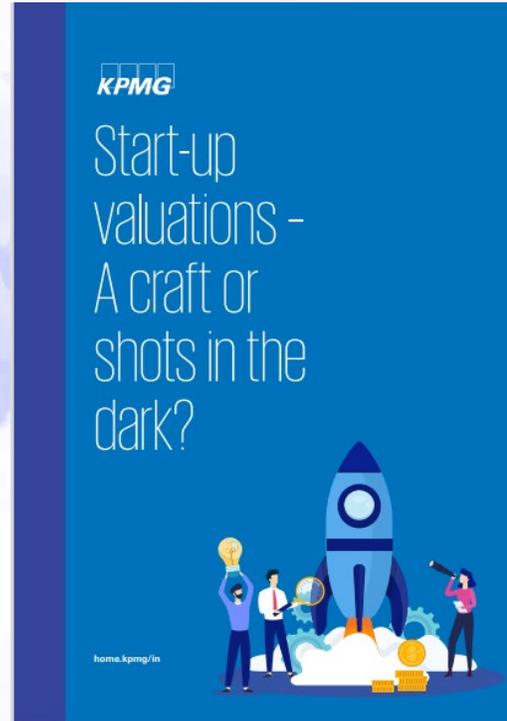


Indian food processing industry – Growth opportunities post the Covid-19 pandemic

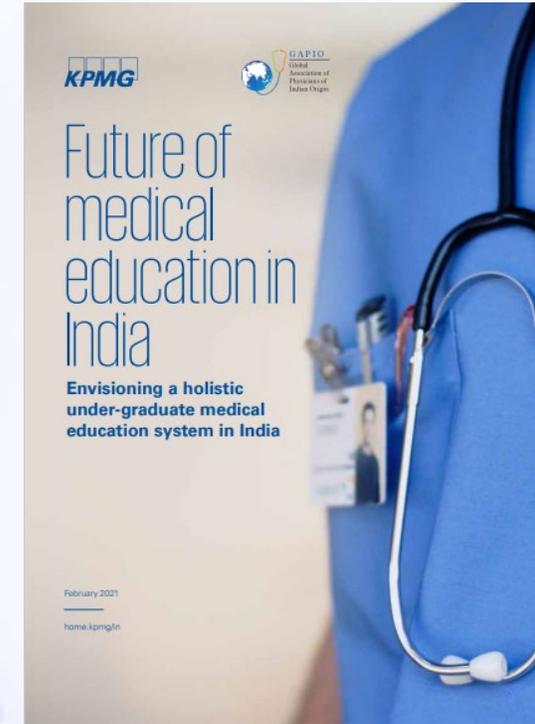
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