

Women on Corporate Boards

Mentoring Programme

2014-15 (Batch II)

Mentee Profiles

About the Women on Corporate Boards Programme

The WCB initiative is aimed at enhancing corporate governance by improving gender balance and increasing the number of women on boards as independent directors. The Companies Act 2013 prescribes that there should be at least one woman director in a Board, but it may be in the best interest of companies to have more than one woman in the Board, and they should be Independent Directors.

Academic research has shown that women make very good Board directors and the Boards' with women directors make better decisions and are more effective. A major impediment in increasing the number of women serving on Corporate Boards in India is the limited number of women who are well qualified and trained to serve on the Boards. An equally big constraint is the limited number of "Board Ready" women who are well known to the Board Chairmen. Without adequate preparation, personal acquaintance or a strong reference, a Board Chairman or a Nomination Committee is unlikely to consider a woman (or man) for a Board position.

The WCB Mentoring Programme is designed to deal with both of these issues. This is a structured mentorship programme (by-invitation), wherein Board Chairmen, directors and other senior professionals with extensive governance in Boards and areas of corporate governance mentor and coach qualified high potential women to take up board positions. The programme, inter alia, includes, reading designated study material/ articles, one-on-one sessions on corporate governance with the Mentor, workshops and group discussions on corporate governance and attending Board/ corporate meetings as Invitees.

The programme not only prepares women to be placed on corporate boards but also endeavors to ensure that women joining corporate Boards are better prepared to succeed as a corporate Board member.

WCB Mentoring Programme 2014- 2015

List of Mentees & Mentors

S.No	Mentee Name	Mentor Name
1	Ms. Aslesha A. Gowariker	Mr. Bharat Doshi
2	Ms. Dipali Khanna	Mr. M. S. Verma
3	Ms. Indira Bharadwaj	Mr. D. A. Prasanna
4	Ms. Jaya Vaidhyanathan	Mr. Hemant Luthra
5	Ms. Mahpara Ali	Mr. G. M. Rao
6	Ms. Meenakshi Menon	Mr. Ishaat Hussain
7	Ms. Monika Divekar	Mr. Uday Khanna
8	Ms. Pallavi Joshi Bakhru	Mr. R. S. Sharma
9	Ms. Poonam Kaul	Ms. Sangeeta Talwar
10	Ms. Priya Subbaraman	Mr. Deepak Satwalekar
11	Ms. Ranjana Vaish Agarwal	Ms. Naina Lal Kidwai
12	Ms. Rashmi Joshi	Mr. D. Sundaram
13	Ms. Rca Godbole	Mr. V Thyagarajan
14	Dr. Renu Razdan	Mr. Pramod Bhasin
15	Ms. Rishma Kaur	Mr. Arun Duggal
16	Ms. Rita Bhagwati	Ms. Sudha Pillai
17	Ms. Shweta Tangri	Mr. Som Mittal
18	Ms. Sudha Dhar	Mr. Rashesh Shah



Aslesha A. Gowariker

Ms. Aslesha A Gowariker is a Partner in the Mumbai offices of the law firm Desai & Diwanji. She has been with the firm for over 20 years.

She is also an Independent Director on the Board of NRB Bearings Limited.

She focuses on corporate practice and project advisory work. She has wide experience in advising domestic and foreign strategic and financial investors and Indian promoters in M&A transactions across various industry sectors, as also on outbound investments. She has advised multiple projects within the infrastructure sector like telecom, power, oil & gas, roads and ports.

Ms. Gowariker has interacted with various government ministries and departments and regulators to resolve issues of legal interpretation. The various legal due diligence exercises and compliance audits that she has headed, as also requirements of transaction structuring and document drafting and negotiation, have given her rich information and experience on the perspectives of promoters, management and investors.

She is a member of committees of trade bodies such as FICCI, BCCI, IACC, SME Chamber of India and speaks at various industry events. She is also on the governing body of ADAPT (formerly Spastic Society of India).

Mentor: Mr. Bharat Doshi

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Dipali Khanna

Ms. Dipali Khanna is currently working as the CEO of the Indira Gandhi National Centre for Arts (IGNCA), Govt. of India, New Delhi. She is a former officer of the Indian Railway Accounts Service (1976 batch).

During her 36 years of civil service, she has worked in various capacities in Finance and Administration. She has held senior positions in the Railway Board and has had extensive experience in the Ministry of Power, Defence, Information & Broadcasting, Tourism, Law & Justice and Culture in her various capacities as Director, Joint Secretary and Additional Secretary.

Ms. Khanna has been responsible for mobilization of funds for assisting Ministries in sourcing capital from the Government and also in developing policies and a regulatory framework to enable enhanced participation of the private sector in government initiatives. Her experience in the Railways has given her a close understanding of operational requirements. She has served actively in the past on the boards of many large Public Sector Undertakings (PSUs) under the Ministry of Defence, Power, Tourism and Information & Broadcasting.

Ms. Khanna has experience in restructuring of Greenfield projects. She was an important part of the team that set up the National Disaster Management Authority (NDMA) where she was responsible for laying down all systems and processes to streamline its operations. She was responsible in overseeing the restructuring of the then loss making National Film Development Corporation (NFDC) resulting in its dramatic reversal within a year. Under her watch, the IGNCA has undergone a complete revamp in every organizational sphere of its work, resulting in a turnaround of the institution and strengthening its capabilities to deliver on its core area of activity.

She has done her graduation and post graduation in History from Lady Shri Ram College, Delhi University. She has a Post Graduate degree of Master of Science – National Security from National Defence College. She also has a Certificate from the Harvard Kennedy School, USA, for its Leadership Programme.

Mentor : Mr. M.S. Verma

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Indira Bharadwaj

Ms. Indira Bharadwaj is an independent strategic HR consultant to organizations. She is a trusted advisor to CEOs focusing on assisting organizations build competitive advantage and long term value through their people. In addition, she works as a Coach to several CEOs and business Heads helping them develop their potential as leaders.

Her experience of more than 25 years has been in the areas of HR strategy, Leadership assessment and Development, Organization design, Performance management and Rewards. Her strengths include Leadership Development, Performance measurement, and Coaching.

She is a former Executive Director with EY (Ernst & Young)'s HR Advisory Services. Prior to that, she led Talent & Performance Consulting for South India for AON Hewitt. Her other work stints have been with PricewaterhouseCoopers, Eicher Goodearth Ltd, JCT Electronics Ltd & Hindustan Aeronautics Ltd .

As Executive Director at EY, she was responsible for developing and managing the business of advisory services, client development and engagement, thought leadership, content and framework development and people leadership. She was part of the EY's India leadership team for HR advisory services.

She holds a Master's degree in Economics and has done a 68 week Management program conducted by IIM-Bangalore for HAL specializing in HR.

Mentor: Mr. D. A. Prasanna

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Jaya Vaidhyanathan

Ms. Jaya Vaidhyanathan is currently the President of Bahwan Cybertek. She comes with prior experience as Managing Partner with Accenture leading their consulting and financial services business and as a Global Technology and Strategy Leader for Standard Chartered Bank.

She has over two decades of international experience, particularly in US and UK driving a gamut of functions like corporate finance, M&A, risk management, outsourcing advisory and technology. She also has extensive experience in the digital transformation space with strong product creation, execution and strategic experience in this area across financial services, retail and telecommunication business. She has anchored single vendor outsourced deals of \$300-\$780 million and has handled multi-billion dollar portfolio of Fortune 100 companies generating revenues of over \$90 million across technology, financial services and retail business.

Ms. Vaidhyanathan has been honored with several awards including a Stevie for Best in Business, ABLF for Powerful Women in Business, Outstanding Manager of the Year by the All India Management Association and IT Person of the Year by Dataquest weekly. She is involved in women empowerment and inclusion in organizations and is passionate about CSR activities.

She holds a management degree from Cornell University and is a computer engineering graduate. She is also a CFA charter holder and a member of the New York Security Analysts Society.

Mentor: Mr. Hemant Luthra

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Mahpara Ali

Ms. Mahpara Ali is an Independent Director of KBS Local Area Bank and is on the Board of Governors, Institute of Public Enterprise.

She is a career banker, having held varied senior positions in the State Bank of India. Some key assignments include Deputy General Manager of NRI Branch where she handled three prestigious quasi sovereign bonds on behalf of the Government of India. As General Manager & then Chief General Manager in charge of Karnataka, she had the distinction of taking SBI to first position in every parameter in one of the most competitive markets in the country. As the Training Head of a vast and distributed system handling 300,000 employees, she conceptualized a revamped system with standardization in content and delivery and introduction of technology through e-learning & database management.

Ms Ali has an abiding interest in education, particularly for the underprivileged. She is the President of Princess Durru Shehvar Group of Education Institutions,. She is a Board Member of APMAS, an NGO, and a Trustee of NHWAT, engaged in education for girls, and skill development for women.

She has a BA Honors and MA from the Bangalore University and a Diploma in Foreign Exchange from IIB. She is also an MBTI Professional.

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Meenakshi Menon

Ms. Meenakshi Menon is a Media & Communications expert. During her career of over 30 years in advertising, marketing & media, she observed that Marketing ROI was not given due importance by the marketing & agency ecosystem. Her concern with wastage of Marketing Investments motivated the launch of her entrepreneurial venture, Spatial Access Pvt. Ltd. in 2003. Using proprietary technology and custom databases the team at Spatial Access helps over 150 companies improve marketing ROI through a combination of analytics, audits & advisory services.

She also is the Founding Trustee of an Indian NGO, Vanashakti which works in the area of environmental conservation & ecosystem restoration. Her interest in the nonprofit sector was the motivation for the launch of a specialist communication agency that works with NGOs and Corporates to help them amplify social benefits from CSR initiatives.

Ms. Menon began her career in 1980 with Lintas (now Lowe) in Account Management & Account Planning. She later joined Zee TV in 1994 at the start of the Satellite TV revolution. In 1996 she launched Carat India (a part of the Aegis Group plc) the first media independent in India. At Zee TV (ASSPL) and Carat India she was the Managing Director and also on the company Board. She is also on the board of her own ventures. She is interested in bringing her many years of valuable experience to play and help companies with a result oriented independent view.

In 2001, she was selected by Ad Age Global as one of 17 women worldwide who are changing the face of the advertising industry across the globe. She is a BA (Hons), has a PGD in Advertising & Marketing and an AMP in Leadership from the London School of Business.

Mentor: Mr. Ishaat Hussain

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Monika Divekar

Ms. Divekar is a Founder of Stratedge Consulting and is a marketing and consumer behavior consultant with over 25 years of experience across leading consulting and advertising firms. She is also an External Independent Lead Member on the Agency Selection Panel of a leading automobile major. Her experience has been largely in India but she has also handled assignments in Hong Kong, China, Middle East, and South Africa.

She started her career with A.F. Ferguson & Co. (now part of Deloitte India) and later moved into the advertising and research field with Ogilvy & Mather and Lowe Lintas India where she was Vice President Brand Planning and earlier, General Manager handling leading Unilever brands as well as Johnson and Johnson and Cadbury's. She founded her own consulting firm in 2001 which primarily focused on advising clients on their marketing and consumer issues.

Ms. Divekar has extensive experience of exploring and understanding Consumer Behavior and is well versed with international techniques such as Semiotics, Ethnography, Online and Mobile. The uniqueness of her experience is that she has seen it from the client side and research agency side and hence is able to seamlessly link consumer behavior and its impact to business exigencies.

She has an MBA from SPJIMR and has done an Executive Development Programme from IIM, Ahmedabad. She is an integral member of the selection panel at a premier Management Institute and also a visiting faculty at management and engineering institutes.

Mentor: Mr. Uday Khanna

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Pallavi Joshi Bakhru

Ms. Pallavi Joshi Bakhru has 25 years of experience in tax and regulatory matters with her core strength being cross border structuring. She is currently the Head of Tax at Grant Thornton after having successfully run her own firm for 14 years. Ms. Bakhru is also the People and Culture Leader for the Firm and has led the India-US corridor within Grant Thornton. Currently, she is also on the board of two listed companies, HET and Filatex Limited.

As the Head of Tax at Grant Thornton, Ms. Bakhru handles the Tax P&L, strategic planning and budgeting, talent acquisition, identifying new markets/ products, cost optimization and exploring inorganic growth opportunities.

She was actively involved in the inorganic acquisition of a boutique tax firm in Mumbai and its integration in the year 2014. She has also been instrumental in introducing the compliance and outsourcing offering as well as rolling out a robust Internal Quality Control Review (IQCR) Framework at GT.

She is a certified Chartered Accountant and has completed her B.Com (H) degree from Delhi University.

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Poonam Kaul

Ms. Poonam Kaul is currently the Director Communications at Nokia, India, Middle East and Africa. Spanning across more than ninety countries, she manages the business and brand perception for Nokia in a cross section of emerging, developing and developed markets. She has over 19 years of leadership experience of driving integrated communications to build brands, influence policy, shape perceptions and manage crisis.

In addition to her role in Nokia, she is on the board of two start-up businesses FLYFROG Products, a kid's décor company and Amazing Hind, an original Indian handicrafts venture.

At Nokia she has been responsible for building a strong ecosystem by creating an influencer network with industry and Government, setting up the external India Advisory Board. She has worked closely with the leadership teams to build a strong and transparent Nokia culture across business entities.

Prior to this, she was with Microsoft India for six and half years and was heading advertising and PR for all business units of Microsoft in India. She was responsible for driving one India communications, brand and corporate campaigns as well as working on strategic policy issues like IPR, security, affordability for Microsoft in India. She started her career with Mudra Public Relations. She was managing an integrated advertising and public relations campaigns for major clients like Honda Power, United Breweries, Ericsson, Hutchison Max and Government of Spain.

Currently she is also consulting with GoQii, a health and fitness band company on brand and marketing as well as an upcoming location based app company. She also volunteers at Smile Foundation and is responsible for building the Smile team's marketing and communication skill sets. She has an MBA with specialization in Marketing.

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Priya Subbaraman

Ms. Subbaraman is a seasoned financial service professional with 20 years of experience in corporate, legal and compliance fields. She currently runs the Compliance and Regulatory Program across securities, banking and research for the Indian operations of Goldman Sachs.

She has worked in a variety of roles including as a Legal Counsel, Head of Compliance and Company Secretary in Goldman Sachs, Lehman Brothers and Kotak Mahindra. She was responsible for running compliance and Board processes in Lehman Brothers and for legal matters in Kotak Mahindra. She has also been a Board Member of Lehman Brothers India Securities.

Ms. Subbaraman is interested in contributing her time to education and volunteers in mentoring and teaching economically disadvantaged students.

She is a rank holder and an Associate Member of the Institute of Company Secretaries of India and has a degree in Law.

Mentor: Mr. Deepak Satwalekar

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Ranjana Vaish Agarwal

Ms. Ranjana Agarwal is the Founder and Managing Partner of Vaish & Associates, Chartered Accountants. The firm specializes in audit, taxation, valuations and due diligence.

Having been in practice for more than 30 years, she is on the board of ICRA Limited, KDDL Limited and Shubham Housing Development Co. Pvt. Ltd. and chairs the audit committee of ICRA Limited. She also heads the India chapter of Women Corporate Directors, USA and is the honorary secretary of International Economics and Legal Forum, New Delhi.

In the past, she has managed the Deloitte Haskins & Sells practice in Delhi.

Ms. Agarwal was the President of FICCI Ladies Organization in 2010-11 and on the governing body of PHD Chambers of Commerce in 2011-12. She was recognized for professional excellence and entrepreneurship and received the Indira Gandhi Priyadarshini award.

She did her Economic Honours from Lady Shri Ram College and CA training from Price Waterhouse Coopers.

She is actively involved with a number of non-profit organisations working in the field of health, education and welfare of handicap persons as life trustee.

Mentor: Ms. Naina Lal Kidwai

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Rashmi Joshi

Ms. Rashmi Joshi is currently working as Chief Financial Officer & Executive Director on the Board of Castrol India Limited. She is a member of CSR, Risk Management and Investor grievance committees and also a permanent invitee to the audit committee. She has more than 25 years of experience in finance function with a strong track record of delivery with very good commercial insights into the working of FMCG, Pharmaceutical, Consumer durable and Lubricants business.

At Castrol India she is responsible for maintaining strong corporate governance, leading India finance team and developing talent, business partnering by actively contributing in delivery of plans, improving key performance ratios and shaping country strategy for risk management & investor relations in India and South Asia.

She was earlier with BP Singapore Pvt. Ltd as Asia & Pacific Planning & Performance Manager. In this role she was responsible for leading the financial planning and performance management process influencing the regional leadership team to ensure delivery of financial plans and strategy, business process change management, working capital improvements and MI simplification. While in Singapore she also served as a Non- Executive Director on the Board of Castrol, Philippines.

Prior to joining Castrol she worked in finance function of various FMCG, Pharma and Consumer Durable companies such as Carrier Aircon Ltd, Nutricia, Godrej Sara Lee Limited, Nicholas Piramal Ltd and Reliance Industries Ltd.

She is a qualified Chartered Accountant and Company Secretary.

She has attended Women's Directorship Program for Non-Executive Directors by Hong Kong University in March 2014.

Mentor: Mr. D. Sundaram

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Rca Godbole

Ms. Godbole, currently advises corporate houses and a law firm in matters of innovation documentation and technology application in patenting activity of Pharma and Agbiotech industries based out of Mumbai. She has founded and co-owned a venture SaliCrop in Israel.

In the past, she had worked as a post-doctoral researcher in Germany. Ms. Godbole has also worked for Syngenta Seeds (India) post her doctoral work, post which she has been working as an independent plant scientist to develop seed treatments for abiotic stresses.

Sustainable agriculture, silviculture and also alternative source for energy needs in villages are further areas of her interest.

She has a very good network / with people who advadvisors on agricultural policy matters.

Ms. Godbole is a trained plant molecular biologist with a PhD from Freiburg in Germany. She is a postgraduate in Biochemistry from the University of Bombay.. She also completed the IP application course offered by the European Patent Office (SEAD course) to enable her to be more effective in advising on different patent jurisdictions.

Mentor: Mr. V. Thyagarajan

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Dr Renu Razdan

Dr. Renu Razdan is the Chief Operating Officer of Max Neeman International, a subsidiary of the Max India Group since April, 2009. In her role as COO she has fortified relationships with many US and Europe based pharmaceuticals and device companies.

Prior to joining Max Neeman, she has worked with one of the top Pharmaceutical Companies of India. She joined Ranbaxy Laboratories Limited as Senior Manager, Business Development and later became the Head of Exports at Ranbaxy Laboratories. She has also worked with Transasia Biomedicals and HPCL Systems.

She has featured as a prominent female achiever in the Life Sciences community, in the November 2010 issue of BioSpectrum India. She is also the Vice Chairperson for Association of Contract Research Organization of India.

Dr. Razdan completed her Masters in Biochemistry from the University of Srinagar and holds a Ph.D in Biochemistry. She was awarded the ICRETT Fellowship of UICC Geneva, at International agency for Research on Cancer Lyon (France) and G.S.F. Fellowship, at German Cancer Research Centre (DKFZ), Heidelberg, Germany. She has also attended training programme on Product Policy-New Product Development at Indian Institute of management, Ahmedabad in April 2000.

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Rishma Kaur

Ms. Rishma Kaur is the National Business Development Manager, Retail and a Full time Director in Berger Paints India Limited since December 2014. She is also the Additional Director at Berger Jenson & Nicholson (Nepal) and a Director at Berger Paints Bangladesh Limited. She is also a member of the Audit Committee of Berger Paints Bangladesh Limited.

She was the Chairperson of Paints & Allied Products Panel of Chemicals & Allied Products Export Promotion Council (CAPEXIL), India from 1997 to 1999. She has also been a Director at Seaward Packaging Ltd and U K Paints (India) Ltd

She holds a Bachelor of Science (Hons) in Business Studies from University of Buckingham, United Kingdom.

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Rita Bhagwati

Ms. Rita Bhagwati is an Economics and Finance advisor for Bower Group Asia Washington DC (BGA), India. She also serves on the Boards of Great Eastern Shipping Company and Indus Towers as an independent director and is the Managing Trustee of Lily Foundation, an anti-trafficking charity. She has more than 35 years of work experience in India and the United States in commercial and investment banking.

Prior to joining BGA, she served as the regional economist for South Asia at the International Finance Corporation (IFC) where she helped to guide IFC operations in South Asia by identifying growth sectors in South Asia, tracking macroeconomic and policy developments and screening potential investments for economic viability.

Over the span of two decades spent with the IFC, the Institute of International Finance and the World Bank, she has been responsible for a range of initiatives, those including South Asia macroeconomics, private sector development, project finance, strategic policy, co-ordination among multilateral institutions, design and development of new multilateral products to collaborate with the private sector etc.

She began her career with the State Bank of India. She went on to serve for over a decade in the central bank and the Reserve Bank of India, at senior levels. She initiated policy papers on Export Finance and Credit, collaborated with senior officials from the Ministry of Finance, Ministry of Commerce, Export-Import Bank, Export Credit Guarantee Corporation and other banks.

She holds an MA in Economics from Delhi School of Economics and an MA in International Economics from the Fletcher School at Tufts University and an MBA from George Washington University.

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Shweta Tangri

Ms. Shweta Tangri is currently part of CXO team and also leads Human Resources function of Pearson in India. She is also the Vice President, HR for Technology Products in US and Sri Lanka. She is currently on Board of Pearson in India.

She has over 15 years of work experience and has worked for organizations such as Arthur Andersen, Ernst & Young and Bharti Airtel before moving to work in the Education sector with Pearson.

During her consulting stint with Arthur Andersen and Ernst & Young, she worked with multiple organizations which were in various stages of business maturity cycle. She has worked with multiple clients in the area of leadership development, succession planning, driving performance culture, organization design, compensation and benefits, HR strategy and policy design etc.

At Bharti Airtel, she has handled compensation and benefits function for Airtel and gained in-depth experience in the area of equity plans, compensation structuring, variable pay and bonuses etc. She also has experience of working with government on large projects funded by World Bank and DFID.

She graduated from Hindu College, University of Delhi and has an MBA from Tata Institute of Social Sciences.

Mentor: Mr. Som Mittal

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Sudha Dhar

Ms. Sudha Dhar is the Chief Information Officer for Cummins in India,. In this role she has accountability for information technology strategy and execution to support the business growth and strategy for Cummins in India.

Prior to working with Cummins, bulk of her experience has been in the middle-east market, with association to Europe and the Americas. Ms. Dhar specializes in business solutions management and analytics, spanning business domains like retail, airlines, banking, FMCG etc.

She is driven by diverse opportunities to learn and champion's values like diversity, inclusion, integrity, coaching and mentoring.

She is active at external forums, engaging with civil movement "SEMAA" , which is aimed towards making Pune a safer place for Woman. Further, as a member of the senior leadership team, her responsibilities extend to sponsoring community responsible strategic initiatives, partnering to coach leaders, mentoring women leaders, participating on forums towards making Cummins College of Engineering for Women, a world class college. As the presiding officer for the ICC at Cummins, she participates as an advisor and observer on some group company Board's and as a trustee for selective company trusts.

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Founders' Profile



Arun Duggal

Mr. Arun Duggal is Chairman of Federation of Indian Chambers of Commerce and Industry's (FICCI) Centre for Corporate Governance focused on enhancing Corporate Governance in India through multiple programs including a Mentorship initiative to get more women on Corporate Boards. He is also a Visiting Professor at the Indian Institute of Management, Ahmedabad, where he teaches a course on Venture Capital, Private Equity and Business Ethics.

He is Chairman of Board of Directors of Shriram Capital, Shriram Transport Finance Company, Shriram City Union Finance. He is also Chairman of International Asset Reconstruction Company.

He is on the Boards of Directors of Sanlam Life Insurance, South Africa, Jubilant Energy, Netherlands (Chairman, Audit Committee), Zuari Agro Chemical Ltd (Chairman, Audit Committee), Info Edge (Chairman, Audit Committee), Dish TV and Adani Port.

Mr. Duggal had a 26 years career with Bank of America, mostly in the U.S., Hong Kong and Japan. His last assignment was as Chief Executive of Bank of America in India from 1998 to 2001.

A Mechanical Engineer from the prestigious Indian Institute of Technology, Delhi, Mr. Duggal holds an MBA from the Indian Institute of Management, Ahmedabad (recipient of Distinguished Alumnus Award).

Mr. Duggal is a U.S. national and resident of India. A theatre enthusiast, he also plays tennis and enjoys trekking in the Himalayas.

Founders' Profile



Anjali Bansal

Ms. Anjali Bansal is Managing Director of Spencer Stuart India, which she was instrumental in establishing. Based in Mumbai, she also co-leads the firm's Asia Pacific Board & CEO practice. Anjali works in various geographies across the United States, Europe and Asia, advising companies on Board governance, CEO and senior executive search and succession planning.

Earlier, she was with McKinsey & Company in New York and Mumbai. She is a recognized expert and a frequent commentator on Corporate Governance, Board and CEO succession.

She serves on the boards of GlaxoSmithKline (GSK) Pharmaceuticals India and Bata India Limited. She is on the Advisory Board of the Columbia University Global Centers and a trustee of the United Way of Mumbai. Previously, she chaired the board of FWWB, a leading development and livelihood promoting institution.

She chairs the FICCI Women on Corporate Boards program and is a Charter member of TiE. She serves on the Managing Committee of the Bombay Chamber of Commerce and Industry and of the CII Women Empowerment committee. .

Ms. Bansal has been listed as one of the "Most Powerful Women in Indian Business" by Business Today and by Fortune Magazine.

She received a master's degree in International Finance and Business from Columbia University, New York and bachelor's degree in Computer Engineering from Gujarat University.

About the FICCI Centre for Corporate Governance

The FICCI Centre for Corporate Governance has been set up by the Federation of Indian Chambers of Commerce and Industry (FICCI) with the support of the industry to contribute to enhancement of corporate governance standards in India and provide services in this area internationally.

The major initiatives of the Centre are:

- **Women on Corporate Boards (WCB)** - The initiative is aimed at enhancing corporate governance by improving gender balance and increasing the number of women on boards as independent directors. In this programme, senior professionals with extensive experience in Boards and areas of corporate governance, mentor and coach qualified high potential women to take up board positions.
- **Directors' Forum** - Recognizing the need for continued education for Directors, this peer group forum of Independent Directors (ID) and Non - Executive Directors (NED) would enable Independent Directors to meet quarterly and participate in sessions that would include guest speakers, discussions on issues of common interest and networking opportunities.
- **Board Support Centre** - The Centre will provide a confidential help desk for Board members when they want to get advice on any Board Agenda item or any Governance issue. It will draw upon a panel of experts in various fields: experienced Board Chairs, Audit and other Committee Chairs, Lawyers, Accountants, Bankers, Consulting firms, HR and compensation specialists, IT specialists, Brand and marketing professionals, social sector experts, CSR consultants, retired regulators, etc.
- **Directors' Corporate Governance Programmes** - The Centre will organize corporate governance programmes for Board Members in partnership with academic institutions.
- **Think Tank** - The Centre will, in collaboration with academic partners, endeavour to undertake academic research, publish papers and promote scholarship in the area of Corporate Governance and Board Effectiveness.

- **Regulatory Interface** - The Centre will interface with Ministry of Corporate Affairs, Ministry of Finance, Securities and Exchange Board of India, Reserve Bank of India, Competition Commission of India and other government organizations on issues relating to corporate governance.
- **Expert Advice** - The Centre will provide to the Board Chairmen and Boards, expert advice on a range of Corporate Governance matters, such as various new provisions under the new Companies Act. This would include establishing CSR framework, Directors' Evaluation & Feedback, Committee Charters, Prevention of Sexual Harassment, Whistle Blower mechanism, Insider Trading issues, etc.
- **Board Effectiveness** - The Centre will provide advisory services to the industry, in partnership with an academic institution, on improving Corporate Governance processes and Board Effectiveness to companies in India and overseas.
- **Investor Information Centre** - The Centre will provide information and comfort regarding corporate governance in India to international financial and strategic investors, private equity and venture capital firms, sovereign funds, etc. and thereby help attract additional foreign investment into India.
- **Sector Focus** - Besides general issues of Corporate Governance, the Centre will focus on specific issues concerning the following: Foreign Multinational Boards; Indian Multinational Boards; PSU Boards; Banks Boards; Other Financial Institution Boards; Boards of Companies with large private equity holdings; Boards of Companies in CDR (corporate debt restructuring) or in financial stress; Boards of companies in Specific Industries (such as Pharma, Steel, Cement, Telecom, Media, etc.); Boards of NGOs and Boards of Educational Institutions.