

Connect

The magazine for EY alumni in India

Vol. 6 | November 2018

The power of possibilities

Siddharth Mittal

CFO and President - Finance
Biocon

Living the entrepreneurial dream

Special feature on some of our alumni entrepreneurs

EY

Building a better
working world



Building a better
working world

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Welcome EY Alumni



Farokh Balsara

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Welcome to the sixth edition of Connect, EY India's annual alumni magazine. This edition includes a special feature on inspiring stories of our alumni who have embarked on their entrepreneurial journeys, in addition to the updates on the latest developments at EY.

We are also delighted to share the chronicle of Siddharth Mittal, CFO and President - Finance, Biocon, and also conversations with Rajendra Jha, who is a veteran at the RP-Sanjiv Goenka Group and Rajesh Subramaniam, who heads Firstsource.

As part of the feature on entrepreneurs, we are delighted that EY alumni have gone on to build successful working environments in their own entrepreneurial ventures. Mahesh Parasuraman, who has set up his own fund - Amicus Capital Partners is supporting other entrepreneurs realize their dreams. Rishiraj Sethi, started Aura Art, and aims to transform the art ecosystem

in India - in the way it is funded and appreciated, by giving space to new talent. He says, "a lot of the entrepreneurial mindset is built at EY." Devendra and Tejas Parulekar founded SaffronStays, a growing micro-hospitality start-up, and live by what they call the "EY way of doing things" which has seen them through their work there too. Jayant Paleti and Chaitanya Peddi, who started the human resources software start-up, Darwinbox, say without EY, their company would not exist. They met during their tenures at EY in Hyderabad and started the conversation about co-founding Darwinbox, while at EY.

The connection fostered among our current and former colleagues is extremely important to us. During the Global Alumni Week in April this year, we at EY India joined 160 global EY offices from all over the world to celebrate this week-long campaign. We want to strengthen our alumni network even further, and this year we hosted our inaugural Hyderabad reunion, in addition to Delhi, Mumbai, Bengaluru, Kolkata and Chennai. We now have over 11,000 registered alumni in the country and want this network to continue to grow. We hope you are using the Global Alumni Portal to connect with each other, as also the community of over 200,000 EY alumni around the world. We are also happy to share that we had conducted a survey among EY alumni in India for the first time this year, to know your thoughts on the alumni program, and are pleased to know that close to 80% of our respondents find the alumni network to be very valuable. We would like to thank you for your continued support and involvement towards making our alumni program what it is today.

Happy reading, and we hope you will write in to us with feedback, comments, or questions at eyindia.alumni@in.ey.com. We would love to hear from you.

A portrait of Rajiv Memani, a middle-aged man with grey hair and glasses, wearing a dark pinstripe suit, a white shirt, and a blue patterned tie. He is smiling slightly and looking towards the camera. The background behind him is a grey and white checkered pattern.

Strengthening our *legacy* in transformative times...

It is always a pleasure to connect with you, our alumni, and provide a glimpse of the progress we are making as an organization, whose foundation you have built so passionately. In this transformative environment, marked by tremendous regulatory and technology shifts, all our efforts are geared towards protecting and building on the rich legacy of our organization. I share in this note, a few highlights of what we are doing differently and our strategic priorities in a disrupted, fast-paced world.

In India and around the world, the dominant theme of the past year has been building trust. This important objective is more pronounced for our profession today than ever before. The growing relevance of our profession to a varied set of stakeholders is matched in equal measure with heightened public interest in what we do. For us, it has not only meant a laser-sharp focus on delivering high quality services and managing risks, but also building trust and confidence by listening and engaging with all our stakeholders, constantly evolving our services for clients, and reinforcing the EY core values among our people.

Rajiv
Memani

Chairman and CEO, India Region
Chairman, Global Emerging Markets Committee

As I had mentioned in my note last year, technology continues to be a disruptive force that will significantly transform our profession in the next three to five years. Applying our entrepreneurial spirit, we are today innovating across our services, deepening our sector knowledge and developing new solutions by leveraging our global and local alliance ecosystem to better address the changing needs of our clients. We continue to infuse technology into our service offerings while developing digital solutions that help our clients become more competitive and improve their governance structures. This year, India will also join our global network of growth and innovation centers with the EY wavespace™, where, together with our clients, we will explore innovative new ideas and solutions that can help them successfully transform their businesses. We are enabling this by growing and diversifying our workforce, as also equipping them with the right skills they need today and in the future.

As technology permeates everything we do, a significant number of our 5,000 new joiners in the latest financial year come from a science, technology, engineering and

This year, India will also join our global network of growth and innovation centers with the EY wavespace™, where, together with our clients, we will explore innovative new ideas and solutions that can help them successfully transform their businesses.

mathematics (STEM) background. Further, we are helping our 15,000 plus people in the India region to stay ahead of new trends by providing them world-class training, tools and opportunities for experiential learning. This year, we introduced “EY Badges” to provide future-focused skills to our people, not only in our traditional services but also in fields such as analytics, innovation, robotics and process automation as well as artificial intelligence, which will help our people accelerate their growth and differentiate themselves in the market. We are proud that we have been ranked among India’s best employers by organizations such as Universum and LinkedIn.

We are also closely working with the central and several state governments in helping them fulfil their transformation objectives as well as assisting them in policy making. We believe that

this is a significant pillar of delivering on our purpose of building a better working world. At the same time, through our range of services, we are playing our part in nurturing the thriving start-up ecosystem of our country and reinforcing our commitment to foster entrepreneurship.

Our corporate social responsibility (CSR) initiatives complete our efforts toward fulfilling our purpose. Besides continuing to scale our education and women empowerment programs, this year we made a significant commitment to addressing the longstanding challenge of air pollution in north India. We are collaborating with the India Paryavaran Sahayak Foundation, to support them in educating 100,000

farmers in 300 villages across Punjab and Haryana on cost-efficient and environment-friendly harvesting techniques to reduce air pollution caused due to stubble burning.

In the year ahead, we will make an even greater impact in our communities as we amplify our corporate responsibility efforts through a new global program, EY Ripples, which has a bold ambition of impacting 100 million individuals by 2022 and 1 billion people by 2030. It will involve our people across the globe to support education programs as well as mentor impact entrepreneurs in their growth journeys.



Our women self-help groups (SHG) program benefits over 175,000 women through access to credit in 10 states across the country.

As we commemorate this legacy of excellence and making a difference for our clients, people and communities, I would like to convey my deepest gratitude to you - our alumni, for your immeasurable contribution over the years in helping script our success. Your faith and support, as also that of our clients and our people, will remain crucial to help us take forward this rich legacy.

I hope you will continue to stay connected by participating in the EY global alumni community and through the many knowledge and networking platforms which are available to you. I would like to thank you once again for your continuing support and look forward to being in touch.

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CFO and President - Finance
Biocon



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President - Corporate
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The views expressed are personal to the individuals as profiled in the alumni interviews/articles.

Living the entrepreneurial dream



The joy in creating entrepreneurs

Mahesh Parasuraman

Co-founder and Partner
Amicus Capital Partners



Creating a market niche

Tejas and Devendra Parulekar

Founders
SaffronStays



Partners pack a punch in this new-age HR start-up

Jayant Paleti and Chaitanya Peddi

Co-founders
Darwinbox



Marrying commerce and art

Rishiraj Sethi

Director
Aura Art




Siddharth Mittal

CFO and President - Finance
Biocon

Siddharth worked with a
member firm of EY Global
in India during 1999 - 2003
in Bengaluru

The power of possibilities



EY gave me a strong foundation and also taught me how to deal with different types of people. There was a great sense of responsibility, as the practice was growing rapidly. In the initial part of my career, this sense of ownership was extremely valuable.”

A chance encounter

It was the appeal of Pune that first prompted Siddharth Mittal to consider moving out of his hometown, Indore, to pursue higher studies. His parents had always been supportive - more so if he would study to become a Chartered Accountant (CA). He cleared all his examinations with merit and went on to be the first CA in his family. Soon after becoming a CA, Siddharth was visiting his brother in Bengaluru, where he chanced to meet one of the partners in a member firm of EY Global in India. The rest, as they say, is history. The early years at the EY member firm were, in his own words, the foundation of his professional journey. Bengaluru was then a relatively new office for the firm, which meant a period of excitement, the occasional challenges and high growth. The good part was he also took to the city of Bengaluru very well and today finds it quite hard to imagine living anywhere else but this city, which he now loves and considers his very own.

Years of learning and growth

Siddharth remembers EY for its “culture, belief and a certain style of doing business.” Looking at it from the outside, he says that while it might have grown in number of employees and revenue, but the culture remains the same. Former colleagues who have also left EY to join industry, he says, also agree that it remains fundamentally the same place with the same ease and values.

Siddharth recalls that being a relatively young practice in Bengaluru, there was never a dull moment during his time with EY. There was a great sense of responsibility, as the practice was growing rapidly. The pressure was intense. “In the initial part of my career, this sense of ownership was extremely valuable,” he says. “It gave me a strong foundation and also taught me how to deal with different types of people,” he adds.

The lure of industry experience

In 2003, Siddharth moved from EY for a first-hand experience of industry, particularly in the booming technology sector, where he then stayed for over a decade. From information technology (IT), the next frontier was biotechnology, a new-age industry, which has the potential to significantly impact people's lives. Biocon was a pioneer and a market leader in this space for years and when they offered a role to Siddharth in 2013, he took it up as he wanted to be a part of the impact which biotech has the potential to unleash. “Everything at Biocon is exciting, most specifically the industry itself,” he says. “The pharma industry is very dynamic. What I enjoy the most is being recognized and rewarded by shareholders and it is something we all feel proud of, especially



as this is not an easy industry and several other players in the market are under pressure for various reasons."

Siddharth feels his personal growth has mirrored Biocon's. "In your personal capacity, what you achieve is dependent on what the company does. I have grown with the firm, I've been able to associate with the leadership's vision and align in terms of what we have to deliver. So, it's been a very enriching and personally satisfying journey." Five years is also long enough to decide whether you really like a field and an industry, and he says he now feels like he understands the pharma sector well, coming from a background that was very different from IT and chartered accountancy.

Inspiration along the way

Sunil Bhumralkar, one of the partners with the firm in Bengaluru, has been a mentor for Siddharth. "Sunil entrusted me with many assignments that I managed on my own and that trust went a long way." His second mentor was Pradeep Chaudhry, his boss at Cambridge and Symphony. He has worked with Pradeep for over 10 years. Pradeep had even encouraged his move to Biocon, though it meant having to leave his team. He adds, "Apart from encouragement which is critical, the confidence they showed in me was very motivating."

Optimizing weekend time

Siddharth fosters a love for cooking and a dream to open a restaurant one day, but that will need to wait, given how much he is enjoying what he currently does. He works 12-14 hours a day and can truly say he loves his work. "My family knows that they will see less of me during the week, because that's the commitment I've made to my work, but we try to find the balance on weekends," he says and adds, "We go out quite often, on short breaks or even long vacations. That way you have to make up for the time not spent at home." His wife is a finance director at a non-profit organization, and understands both the requirements of a finance leader's role and his passion for his work.

World at large

Siddharth's advice for young people starting out would be to stay long enough to nurture real depth in their knowledge. "People at the early stages of their careers get swayed by other opportunities. I think it's very important that people have more stable stints in the early part of their careers and focus on learning rather than trying to climb the ladder early on," he says. The learning curve is compromised in this case. Whether for growth in positions or for financial considerations, young people have multiple job changes. What happens,

Siddharth feels, is that with every job change, you take one step forward but two steps back. This chaos at an early stage means you are really not allowing yourself enough time to understand a topic or the industry well before you make the next move. So every move obviously brings something new but it takes away the stability - or the tenure - required to really become an expert in an area or in an industry.

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A portrait of Rajendra Jha, a middle-aged man with grey hair and glasses, wearing a white button-down shirt. He is looking directly at the camera with a slight smile. The background is a warm, out-of-focus wooden wall.

Rajendra *Jha*

President - Corporate
RP-Sanjiv Goenka Group

Rajendra worked with a member
firm of EY Global in India during
1971-1972 in Kolkata



Lessons in excellence

Over the years, Rajendra has held several key positions in project management and corporate finance in the erstwhile RP-Goenka Group and now with the RP-Sanjiv Goenka Group.

A tutorial for life

Rajendra was born and brought up in Kolkata, and started work as an article clerk after receiving a Master's degree from Calcutta University at the age of 18. He was not sure about pursuing Chartered Accountancy though his interest in commerce and desire to learn the subject, pushed him in this direction and he qualified as a CA at 21.

Rajendra joined the EY member firm in 1971 and his first assignment was with a client in the automotive sector. Reminiscing these early days, he talks about how the partners would train students doing their articleship, a feature that made the organization unique as compared to other firms. Knowledge sessions with some of the senior partners at the firm were special. "As a teacher, Mr. Narielvala, one of the senior partners at that time, was absolutely phenomenal. The way he explained things and analyzed upcoming notifications was brilliant. In our sessions with him, we would keep asking him questions and he answered all of them so confidently. That memory refuses to fade away," he recalls.

“Don’t involve yourself in more than one job or one role. If you work with one company, you should think about it round-the-clock and stay attached to it, and can give it a 100%.”

“Every Saturday, we met at the office where partners would speak on different subjects to build the knowledge of all the article interns. They would give inputs on different clients, people and firms, how people are doing at various places and how the policies and environment were changing.”

Rajendra still remembers how impressed he was while learning about how assignments were delivered. Senior partners were closely involved in all projects and their problem-solving capabilities were also brilliant. “If there were any problems, we had to think of returning with different solutions to clients. There were several out-of-the-box thinkers and we could see that the firm focused on the practical aspects of the situation, moving beyond the realm of theory.”

Industry beckons

After having worked in professional services for a few years, Rajendra decided to move to industry, when he went on to join the Indian industrial conglomerate - the RP Goenka Group in 1972.

According to him, spending a long tenure at one firm has several merits. “Don’t involve yourself in more than one job or one role. If you work with one company, you should think about it round-the-clock and stay attached to it, and can give it a 100%. If you do many jobs or roles, you cannot give 100% to any.”



During his long tenure with the Goenka group - the RP Goenka Group and then RP-Sanjiv Goenka Group - Rajendra has held various key positions in project management and corporate finance. Currently, he also holds positions on executive committees of various clubs and professional bodies.

Speaking about work cultures, he thinks that in such a large conglomerate, the Goenkas’ personal touch with employees is what stands out the most. Rajendra has similar memories from his time at EY and he fondly remembers the interaction and learning across levels.



World at large

Over the years, Rajendra has seen steady shifts in the business environment. While talking about the current economic landscape, he says, "The situation is fairly chaotic with regular cases of fraud in the banking sector. With uncertainty over the number of instances of fraud, monitoring becomes challenging. There should be checks and balances in place to limit these instances of fraud. A standardized means of taking decisions is also important. There needs to be one set of rules across the country so that there is uniformity in decision-making."



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EY Digi India
Personal Tax App™

Tax and Finance
Operate



The better the question. The better the answer. The better the world works.

Always on a learning *CURVE*

Rajesh *Subramaniam*

Managing Director
and CEO
Firstsource

Rajesh was with EY
during 1999 - 2000
in Bengaluru

Rajesh spent his early years in Kolkata. He moved to his maternal hometown of Chennai while still in school, following his father's demise. After completing his B. Com at Madras University, he did his MBA at Richmond College, London. Rajesh realized early in life that finance was his calling. His mother, who was a teacher, went on to become a stockbroker when she retired, providing him with an early exposure to numbers as well as finance.

Quest for learning

Rajesh started his career at the erstwhile Kothari Pioneer (now merged with Franklin Templeton), which was the first private sector mutual fund. He was part of a team of four analysts and three fund managers. Rajesh was with the firm for over two years and is still very appreciative of the people he got the opportunity to work with and the learnings, which have stayed with him till date. Rajesh is a strong believer that life should be a continuous learning process. From Kothari, Rajesh moved to another Big Four firm to apply his capital markets experience to their corporate finance strategy practice. The role required in-depth domain knowledge and he had developed an expertise in automotive, engineering goods, flexible packaging and IT over this period.






“EY was always about high intellect conversations, complex problem-solving and about uncluttering the issues and solving the right issue with absolute clarity.”

Problem-solving for clients

Rajesh moved to EY in 1999 and still prides in the fact that he was part of the team which closed one of the first transactions for EY in the South. Remembering his intense and enjoyable tenure at EY, Rajesh says though they had a really small team then in Bengaluru, the amount of fun they had made it very memorable. According to him, EY was always about high intellect conversations, complex problem-solving and about uncluttering the issues and solving the right issue with absolute clarity. He also cherishes the wonderful EY off-sites.



“You are always on a learning curve. The pace of change is so rapid that you can never be on its top. But with the right people, you can always react and adapt well.”

A journey to be proud of

He moved on from EY to nurture his interest in the rapidly growing venture capital sector in Bengaluru. One of his earlier leaders was setting up a fund and it seemed like an exciting chance to help set up the fund, GIV Venture Partners.

It was around this time that ICICI, a leading financial institution, was considering to take their operations international. Rajesh, with his experience in investments, public markets, private, and then mergers and acquisitions, was offered this opportunity to internationalize the bank and set up a BPO, called ICICI OneSource, which was subsequently rebranded as Firstsource. He was the first employee of the firm and then played the role of the Chief Finance Officer for seven years, including spearheading a successful IPO of US\$75 million during this period.

From Firstsource, he briefly moved to lead Walden International, before returning to Firstsource in 2011 as the deputy managing director, going on to become the managing director. His return to Firstsource gave way to one of the most remarkable turnarounds in the sector, with the organization's profits increasing by five times in the last five years. He adds, “We are practically debt free today and are in the transformation stage. Our plan was clear, first to get healed, then to get healthy and then to start running, and I am happy to have been a part of that journey.”

As CEO, Rajesh is responsible for driving its strategic and corporate initiatives globally and evolving Firstsource's business model towards achieving long-term growth, profitability and industry leadership. His motto is to create value for shareholders.

Tackling digital disruption

Rajesh feels that three crucial factors are essential for tackling disruption. These are building capable teams, customer feedback, and creating an ecosystem of trusted advisors who can provide information and a reasonable sense of what is happening in the market. He says, “You are always on a learning curve. The pace of change is so rapid that you can never be on its top. But with the right people, you can always react and adapt well.”

The most challenging aspect of his current job is that this is a people's business. Rajesh feels the challenge is in attracting the right talent, providing them the environment to blossom bringing out their best attributes, and ensuring that there is a sense of entrepreneurship. This requires creativity, not templates, he adds.

World at large

Rajesh and his wife, Arthi, who is currently on a sabbatical and was working with a consultancy earlier, have two daughters, aged 13 and 11. Between work travel in and out of Bengaluru, he makes sure to spend quality time with them whenever he gets the opportunity. Arthi and he aspire to bring up the children with the same family and life values they were brought up with. Rajesh is a fitness enthusiast and enjoys playing tennis and running.



Building a better
working world

Can our network help you network?

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The better the question. The better the answer. The better the world works.

Living the entrepreneurial *D*ream

**Special feature on some
of our alumni entrepreneurs**



Mahesh Parasuraman
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Rishiraj Sethi
Aura Art



Tejas and Devendra Parulekar
SaffronStays



Jayant Paleti and Chaitanya Peddi
Darwinbox

Living the entrepreneurial dream

The Joy in creating entrepreneurs

Mahesh *Parasuraman*

Mahesh Parasuraman
Co-founder and Partner
Amicus Capital Partners

Mahesh worked with
EY during 2000 - 2004
in Bengaluru

An early inclination towards finance

Mahesh grew up in Kolar Gold Fields, a small town near Bengaluru. His father worked with Bharat Earth Movers Limited (BEML), a large public sector undertaking, and he fondly remembers growing up in a big cosmopolitan community. Coming from a family of chartered accountants (CAs), Mahesh always had an inclination towards finance. When he completed his school at Kendriya Vidyalaya, he went on to pursue B. Com from the Bengaluru University, and came in third in the course. He then went on to follow his family's footsteps and qualified as a CA.

Before joining EY, Mahesh spent over four years with Arthur Andersen in tax consulting. Even then, he found himself drawn to corporate finance. He often stayed back at the office to help the corporate finance team with the research needed for different clients. He also recalls doing interesting tax assignments, filing initial applications for a number of big insurance companies and helping them in their joint venture partner searches.

AMICUS

CAPITAL PARTNERS

*“Every morning,
we feel excited about
finding the next set of
great entrepreneurs.
Watching entrepreneurs
build their businesses,
and succeed is a
different high, and that
is what we live for, at
Amicus Capital.”*



EY, a journey filled with immense learning

His journey with EY started when he was asked to join the newly-started technology investment banking practice in Bengaluru. At the time, there were only a handful of both large and new players in the technology mergers and acquisitions advisory space. It was a promising opportunity.

Mahesh remembers the four years he spent at EY as being filled with learning where he and his colleagues focused their passions and energies on building the Transaction Advisory Services practice. Remembering his EY days, he recalls his stint as “working hard and playing hard” at the firm’s Bengaluru office and the stint being immense fun, despite the demanding work schedule. They were a young and aggressive team and were able to close some very interesting projects at the initial stage. “Failure was not an option for us,” he says.

Venturing into the world of private equity

After moving on from EY, Mahesh ventured into the world of private equity (PE) and investments and started his decade long journey with Carlyle, one of the largest alternative asset management firms. He shifted base from Bengaluru to Mumbai and was a part of the firm’s journey as it

grew from US\$8 billion to US\$200 billion in assets under management. His journey at Carlyle was a wonderful one and he enjoyed doing multiple investments in the financial services and technology sectors. He started doing deals of US\$4-5 million and went up to US\$50+ million. Helping entrepreneurs scale their businesses, watching them grow and living the dream through them strongly motivated him.





Amicus Capital, the beginning of an entrepreneurial journey

Mahesh always wanted to start something of his own, and towards the end of 2014, he decided to start Amicus Capital with Sunil Theekath Vasudevan. Amicus Capital, as Mahesh shares, is a lower mid-market growth capital fund with over US\$90 million of assets under management. A small team of 10 people, they

“To build a successful PE franchise in India, in addition to delivering strong returns, one needs to be humble, ethical, always focus on what’s good for the investor, and carry the entrepreneurs along through the entire journey.”

invest in fast-growing companies across four sectors: healthcare, consumer, technology and financial services. Amicus Capital invests in differentiated companies with proven business models, early in their growth phase, and works closely with the founders and management teams to help them scale and become segment leaders. The typical investment sizes are US\$8-20 million.

Wonderchef (a kitchen appliances company) and RenewBuy (a digital insurance broker) are two of the current portfolio companies of Amicus Capital. Mahesh and Sunil believe that the lower mid-market growth capital space is under-served and presents significant opportunities for Amicus Capital to generate strong returns for their investors.

Sharing experiences and learning

Mahesh believes that to be a successful PE investor you need to be empathetic towards the founder, something often overlooked by investors in India. India is a complex market with very specific real-life situations, so it is important to look at firms with a nuanced perspective. To build a successful PE franchise in India, in addition to delivering strong returns; one needs to be humble, ethical, always focus on what’s good for the investor, and carry the entrepreneurs along through the entire journey. This will ensure that the entrepreneurs are the best brand ambassadors for the firm in the long-term.

On the personal front

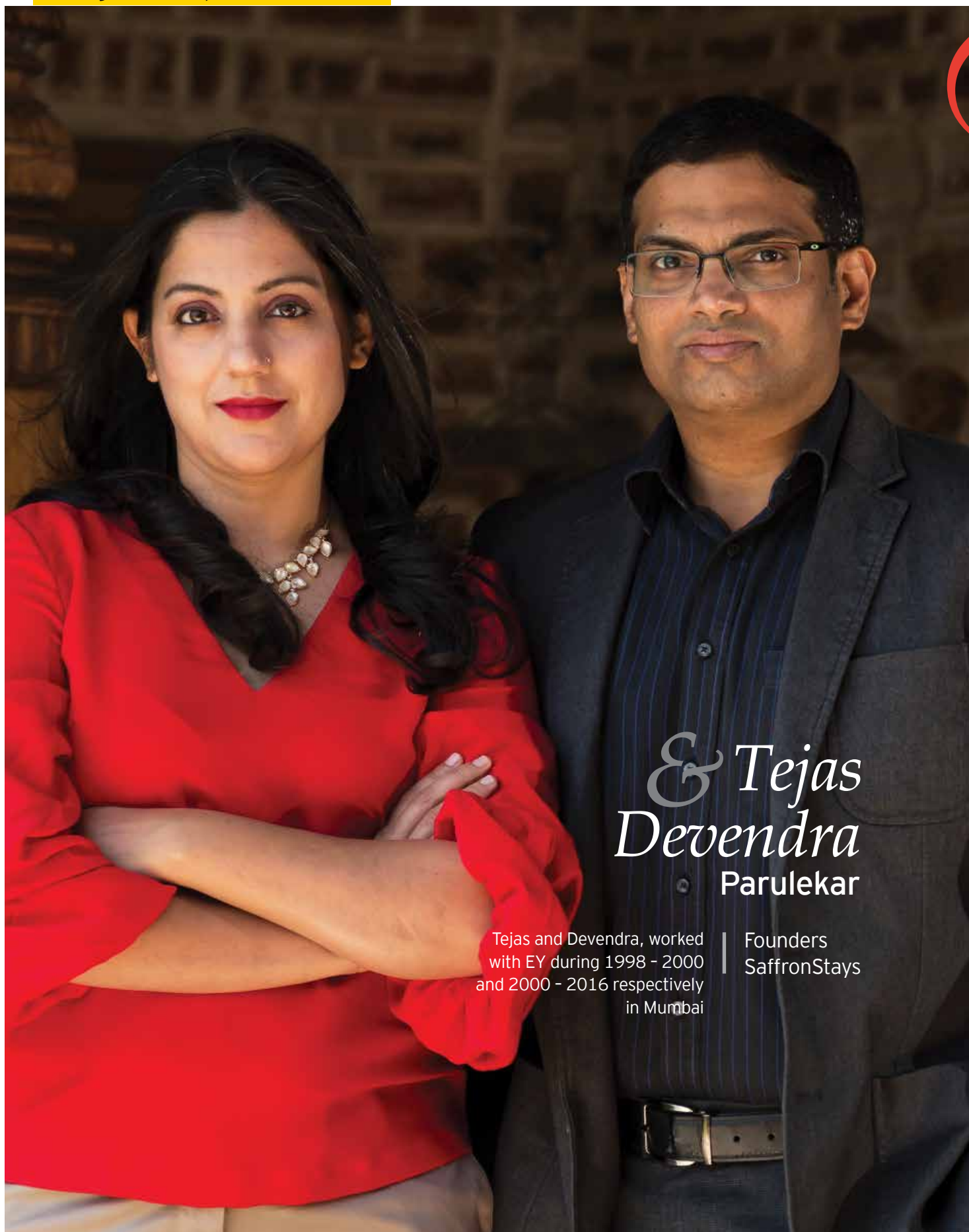
Mahesh has known his wife, Ramya, from his college days, and they have an 11 year-old daughter. Mahesh’s wife also worked with EY’s Bengaluru office.

Mahesh loves to travel more and see the world, and also contribute to the cause of education in different ways. He also feels strongly for the cause of educating the girl child.

World at large

Mahesh concludes by saying, “I am living my dream. You need to enjoy the journey, despite its ups and downs. Once you are passionate about what you do and enjoy it, success will follow.” He goes on to add, “Every morning, we feel excited about finding the next set of great entrepreneurs. Watching entrepreneurs build their businesses, and succeed is a different high, and that is what we live for, at Amicus Capital.”

Living the entrepreneurial dream



& Tejas
Devendra
Parulekar

Tejas and Devendra, worked
with EY during 1998 - 2000
and 2000 - 2016 respectively
in Mumbai

Founders
SaffronStays



Creating

a market niche

Business partners and interestingly, life partners as well, Tejas and Devendra (Deven) Parulekar, were associated with EY during 1998 - 2000 and 2000 - 2016, respectively. Deven became a Partner in 2008.

The beginning of a journey

Armed with her B.Com degree, Tejas joined EY in 1998 as a young article trainee. Though she had an offer from another Big Four firm, she chose EY because of her positive interactions with the HR team: the one touchpoint that gave her an insight into EY's culture; she immediately felt comfortable and found it inclusive. She joined the Tax team when the office was in Vaswani Mansion, Churchgate. She recalls the office and how the teams were growing rapidly, with the younger lot often having to make a beeline for the best workstations. As an article trainee, interactions with partners were relatively few, but she experienced the discipline and ethics that ran through the entire team. She says that though she was with EY for just two years (subsequently moving to ICICI and HDFC), the work tenets she learnt have lasted a lifetime.

Tejas left EY in June 2000 and a month later, Deven joined as a consultant in Advisory. His first assignment was to set up an app for a Pune-based client, paving the way for EY India's cyber-security practice. At that time, the cyber-security vertical was still at a very nascent stage and Deven had the opportunity to set up the business from scratch. He recruited ethical hackers and engineers, in addition to setting up processes to run the business. This initiative not only propelled his career, but also allowed him to inculcate the entrepreneurial drive early in his life.

The best thing about EY

its impact

Every hour at EY is like making an investment. It reaps results and benefits in the future. Every little thing is useful, right from how you staple the papers to creating strategy presentations. Every interaction here can create an impact for a lifetime.



SaffronStays

wants to create a niche in the hospitality industry. Most new brands focus on price-tags as a differentiator, but Deven and Tejas want to create a disruptive brand as an uber luxury homestay curator in the next 10-20 years.

Staying the course on the 'EY way'

Both Tejas and Deven are proud EY alumni and identify several 'EY ways of doing things' that they still follow. A close attention to detail means people at EY seek perfection across everything they do, from writing a mail to a proposal, or even a WhatsApp message. They take feedback well which helps them stay open to new learning. This openness to learning helps them get ahead with clients and avoid a situation in which they are completely unaware of what a client is talking about. "You have to be a step ahead," says Deven. EY keeps you on your toes and encourages you to be ahead of the curve. It also teaches you that commitments to clients have to be honored, down to the last minute. This is an industry where tenders can be disqualified because a bidder reached at 3:01 pm instead of 3:00 pm. He appreciates the importance of that one minute, and how you should plan your schedule. The other aspect is EY's entrepreneurial mindset. According to him, the partners are empowered sufficiently and working at EY as a partner is a lot like running your own business.



An entrepreneur is born

After working in the corporate world for almost 10 years, Tejas decided to quit the hustle. During her time off, she felt a constant itch to start something of her own. She considered many ideas, including opening a restaurant, creating a BPO for banking operations, assurance-related work, among others, but none of these went beyond the drawing board. Inspired by their extensive travels, she started dwelling on the idea of luxury homestays and vacation rentals. They began to seriously explore this idea and have not looked back since. Since Tejas was on a break, she could dedicate all her time to the venture. Deven, however, started as the mentor of the company before eventually joining the business. While he was the first investor in the company, SaffronStays was recently funded by external investors, Sixth Sense.

A new milestone, shifting gears

Deven and Tejas highlight that while working in a corporate organization gives you a robust support system that enables you to work with a complete focus, as an entrepreneur, one has no safety nets: no monthly salary and no executive assistant to remind you of your schedule. Moving to this unstructured environment after 20 years was both a big challenge and an opportunity for Tejas and Deven. While it made them appreciate the perks of corporate life more, it gave them a clear perspective that helped them see the bigger picture. It also gave them a chance to build something on their own.

According to the duo, being an entrepreneur requires committing large amounts of time and money to a venture, and comes with the risk of not switching off at all. Yet, every day and every interaction brings new opportunities for learning and growth. Tejas and Deven have secured funding and have plans to further scale their business, while also taking a step back with the art of delegation and trust. Despite gruelling working hours, they are also trying to find time to do other things they love. Tejas has been practising Kathak for four years and Deven finds the time to play tennis regularly.

World at large

Deven remembers the one question that everyone used to rehearse to answer during the partner admission process: Why do you want to become a partner? Everyone had their answers ready before the interview. His answer was: the urge to build and leave behind a legacy. Now, his former team members have become partners and he feels proud that he managed to create that legacy.

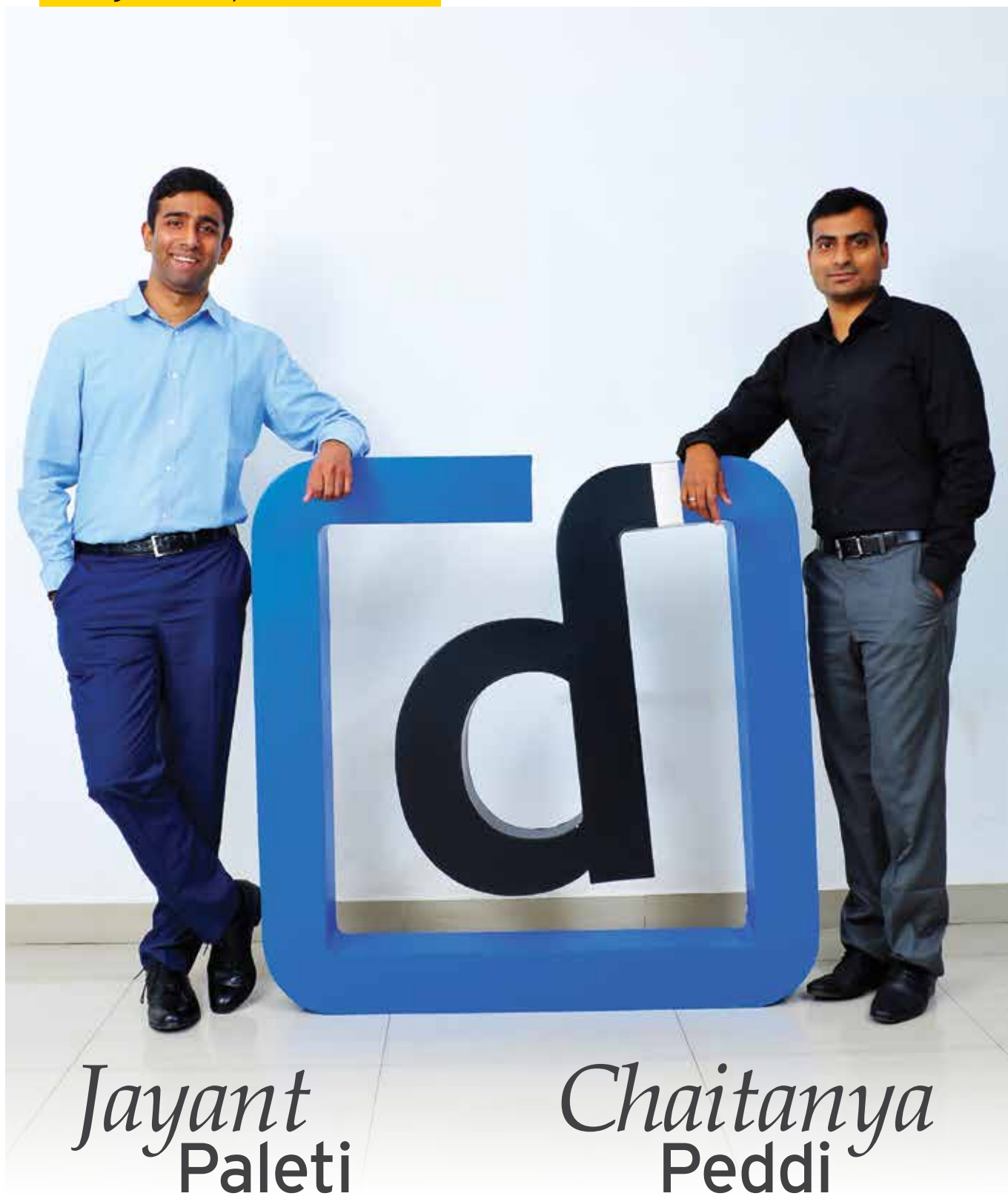
Both Deven and Tejas want to create a niche in the hospitality industry. The industry comprises of stalwarts like Taj and Oberoi, but no new disruptive brands with the same standards and quality. According to Deven, most new brands focus on price-tags as a differentiator, but SaffronStays wants to create a disruptive brand as a uber luxury homestay curator in next 10-20 years. This is the legacy they want to leave behind.

In an attempt to further their ambition, SaffronStays has recently launched some customized services to cater to their discerning audiences. It has launched the First Family Membership, a first-of-its-kind membership to 65+ private vacation homes across India, where members can get access to this hand-picked collection of India's most desirable private homes, staffed, managed and unlocked by SaffronStays. They have also introduced the Corporate Gold Membership which is a unique proposition for companies and unlocks access to 65+ managed and staffed private homes that have been especially curated for CXOs.

The exceptional EY experience

The employee value proposition of EY – 'whenever you join, however long you stay, the exceptional experience of EY, lasts a lifetime' - is absolutely true, says Deven. He advises newcomers and existing employees to make the most of their time at EY, because they will be surrounded by people who are exceptional, smart and knowledgeable. Every hour at EY is like making an investment. It reaps results and benefits in the future. Every little thing is useful, right from how you staple the papers to creating strategy presentations. Every interaction here can create an impact for a lifetime.

Living the entrepreneurial dream



Jayant
Paleti

Chaitanya
Peddi

Co-founders,
Darwinbox

Jayant and Chaitanya worked
with EY during 2011 until 2015 in
Gurugram, Bengaluru and Hyderabad



Partners

pack a punch in this new-age HR start-up

Jayant and Chaitanya worked with EY from 2011 - 2015. They co-founded Darwinbox in 2015 as a cloud-based human capital management platform for enterprises and their employees.

Jayant and Chaitanya both grew up in Andhra Pradesh – Jayant in Vijayawada and Chaitanya in Guntur. Jayant's family wanted him to be a doctor like his father so that he could manage the family's hospital, but he followed a different course. He studied for a degree in Biotechnology at the Indian Institute of Technology (IIT), Madras and then worked for a year, before pursuing an MBA in Finance in the Indian Institute of Management (IIM), Lucknow. Here, Jayant grew to enjoy finance and wanted to build a career as an investment banker. He briefly worked on strategy and consulting with another Big Four firm, before joining the Transaction Advisory practice at EY in Gurugram.

Chaitanya comes from a family of teachers. Like Jayant, he too is an engineer. He started his career at Verizon Communications in product development and enjoyed coding and building products. He then went on to XLRI, Jamshedpur for his MBA and got placed as a consultant in the People Advisory Services (PAS) practice at EY in Gurugram.

Entrepreneurial DNA

After starting their EY careers at the Gurugram office, Jayant moved to Hyderabad whereas Chaitanya shifted to Bengaluru and then Hyderabad. In their view, their entrepreneurial mindset comes from EY. At a relatively young age, they were given the responsibility to manage the Hyderabad geography for their respective solutions. "Managing a geography was a fairly big responsibility, and a great one," Jayant says. "EY had an entrepreneurial culture. It didn't matter what designation you had: if you had an entrepreneurial streak, you were encouraged. It helped you realize your true potential and define your areas of interest," shares Chaitanya.

"We grew confident that we had entrepreneurs inside us and that we could do something of our own because of EY," Jayant says. "When we were managing the Hyderabad geography for our respective solutions, the idea for our venture came up. It was great timing. If we hadn't joined EY, Darwinbox would not exist."

To good memories and great relationships

Talking about memories beyond work at EY, Jayant fondly remembers office parties, off-sites and participating in football tournaments, which also happens to be his passion. Chaitanya likes to travel, and as part of his work, he has had the opportunity to visit many cities. "It's about following your passion at EY. It's very rare that an organization gives you the opportunity to work as well as follow your desires."

Jayant and Chaitanya's stints at EY were not only great learning experiences but also helped them build very strong relationships. "We met some of the best people we know at EY. When you have friends at work, there's no better workplace," they proudly share. Jayant and Chaitanya also had mentors at EY and even after moving on have remained connected. Jayant recalls that EY Partners were very supportive and encouraging of the idea of Darwinbox.

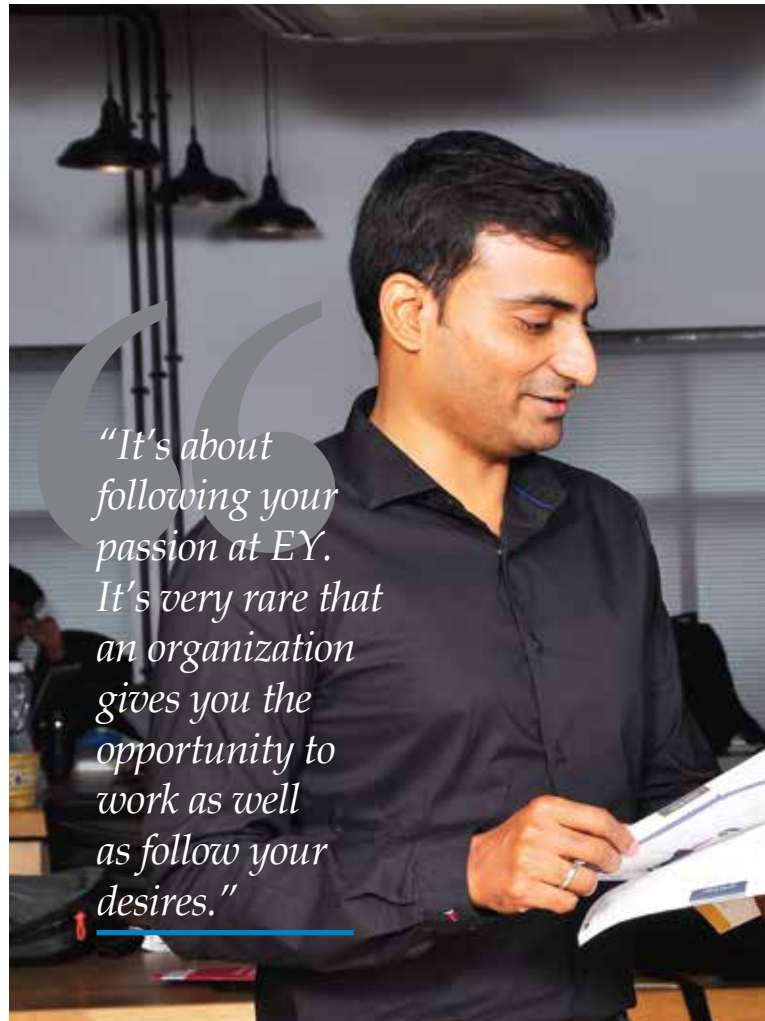
The making of Darwinbox

Jayant and Chaitanya spent a lot of time together in Hyderabad and as they became friends, Jayant approached Chaitanya with the business idea he had in mind. Initially, though, Chaitanya was not completely convinced. "I thought it was an oligopoly market. I took a lot of time and Jayant needed a lot of patience to convince me. But when we had multiple conversations and deep-dived into it, I was completely on-board."

Darwinbox is an enterprise-focused human capital management system on the cloud, which automates the employee lifecycle. It's a tool that helps an enterprise manage its workforce, from the first touchpoint of recruitment to time attendance and payroll management. It tracks and helps to enhance employee performance at work, generates data for analytics and insights, and manages hire-to-retire lifecycles on a unified platform. Jayant is responsible for sales and marketing, and Chaitanya looks at product and engineering.

Elaborating on Darwinbox, Jayant says, "Both Chaitanya and I understood large enterprises well. We wanted to come up with something that solved a problem, improved efficiency and productivity, and enabled transformation. The biggest problem for any business leader today is managing people. If you are able to maximize the value of the company's most critical resources, half of the problem is solved."

Talking about leveraging artificial intelligence and machine learning, Chaitanya says, "Human resources is a data-rich



"It's about following your passion at EY. It's very rare that an organization gives you the opportunity to work as well as follow your desires."

function. By using artificial intelligence and machine learning for data crunching, we aim to give valuable insights to organizations to help them in their decision-making."

In a span of just three years, they have over 150 clients and over 320,000 employees on the cloud. Leading organizations such as Dr. Reddy's, Aurobindo Pharma, Arvind, PayTM, Urban Ladder, GVK Bio, Myntra, Delhivery and Times Internet are their clients. Darwinbox has also received funding from investors such as Lightspeed India Partners, Endiya Partners and Mohandas Pai's 3one4 capital, among others.



The best thing about EY

its entrepreneurial DNA

"We grew confident that we had entrepreneurs inside us and that we could do something of our own because of EY."

"Starting

your own venture is never simple. A company is defined by the quality of its people. The biggest thing I learned as an entrepreneur is how to bring the right people to your company and enable the right people culture."

World at large

As advice to would-be entrepreneurs, Jayant says entrepreneurship should never be part-time as it demands complete attention. He adds other important considerations i.e. choosing the right people to start with, identifying the right problem and conducting sufficient research.

Chaitanya says, "Entrepreneurship is aggressive. It is important to execute and take an idea to the market quickly. You need time to launch the product, get market validation, feedback, quickly act on valid feedback and repeat." Starting your own venture is never simple. Talking about challenges, Jayant says, "A company is defined by the quality of its people. Initially, attracting people to join us was a challenge." Chaitanya elaborates, "The biggest thing I learned as an entrepreneur is how to bring the right people to your company and enable the right people culture."

While the first few years of Darwinbox have been busy and intense for Jayant and Chaitanya, they are clear as they go forward about the importance of spending time with their families, who have played important roles in supporting them throughout their entrepreneurial journey. They also plan to expand and take their product to South-East Asia after India, and have already on-boarded a few clients in Singapore as well.

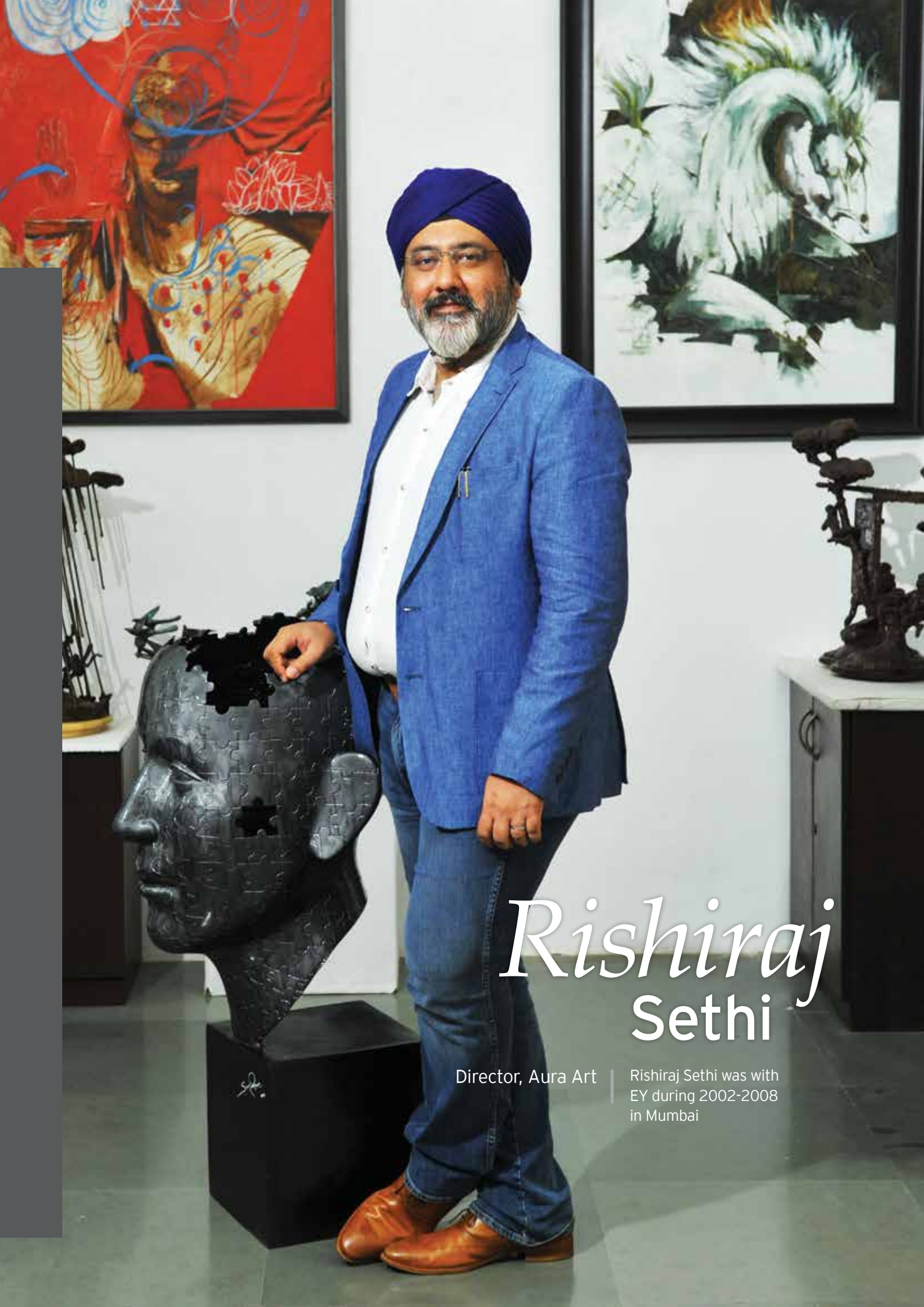
Living the entrepreneurial dream

Marrying commerce and

Art

Rishi was born into a business family based in Kota, but moved to Mumbai while still in school. A brilliant student, he set a record when he joined Mumbai's Narsee Monjee College - Rishi had the highest scores in class 10 among all students joining the college in that year. Perhaps quite assured with this unique distinction, Rishi decided to pursue other interests along with college. Given his new-found passion for stocks, he started working with his father, who was also in the investing and trading business. However, his interest in studies and his grades significantly declined. Then came the turning point.

Rishi's professional journey began with a dare. At a campus interview with Arthur Andersen, he was told that though he was capable of getting good grades, these had dropped significantly in college. To get the job, he had to regain lost ground and the standard academic threshold of 60% was specially raised to 75% in his case. "With about a month to go for the exams, I frantically dived right back into studies, worked very hard, and as luck would have it, I scored 75.5% in B.Com." After finishing his graduation, he went on to pursue his chartered accountancy (securing a rank in Inter-CA), and did his US CFA immediately afterward. Rishi became a part of EY, following the Andersen integration in 2002.



Rishiraj Sethi

Director, Aura Art

Rishiraj Sethi was with
EY during 2002-2008
in Mumbai

Starting something special

Despite a fulfilling professional career, including a transition from the tax practice to corporate finance, he felt a strong urge to start Aura Art driven by his family's love for art. His father collects art and Rishi wanted to build this venture as an institution rather than a business, inspired by what he saw at EY. He was keen to blend his skills with that of his family's to create something special. "I have the finance knowledge and professional outlook and my father and brother possess the knowledge of art, which is a rare combination, and will hopefully enable us to create something meaningful and unique," he shares. Aura Art started off like an incubation house for artists, surfing through thousands of artists, across the country. Noticing that art galleries tended to promote only established artists, Aura Art developed an expertise in spotting and promoting lesser-known artists of calibre. The venture also transformed itself into an advisor for art collectors and has held art shows in various cities over the past nine years.

In many ways, the seeds of entrepreneurship were sown during his professional career. "An entrepreneur's mindset was nurtured from day one at EY. We got enough opportunity to constantly revisit sectors, and take on new challenges. I worked across five different sectors in my first few years and then stayed with health sciences for the latter years. In some ways, I saw the healthcare practice grow in front of my eyes."

Lessons for life

EY also taught him how to multitask effectively. "Every day is as difficult as the previous day, when instead it's supposed to be otherwise. I think that's really interesting." He doesn't view this as a downside, though. "The whole ecosystem is evolving. To think about how we started with nothing and where we have come by laying one brick on top of other is very motivating. All the infrastructure is falling into place and we can see it standing tall."

Rishi keenly pursues spirituality as he believes that it provides him the ability to persist in challenging times. He is a trainer of Heartfulness Meditation, which is over 75 years old and has 1 million+ followers across the globe. He is also passionate about poetry, singing and dancing and also wants to be a bhangra trainer someday.

His advice to people starting out their careers is, "Be conscious of the sharp learning curve that comes from working with great professionals. You should come for your personal growth and everything else is secondary. You should grow with the people around you and if you are building the right skills and the right networks, then nothing else matters."



"At EY, an entrepreneur's mindset was nurtured from day one. We got enough opportunity to constantly revisit sectors, and take on new challenges."



Aura Art

started off like an incubation house for artists, surfing through thousands of artists, across the country. Noticing that art galleries tended to promote only established artists, Aura Art developed an expertise in spotting and promoting lesser-known artists of calibre. The venture also transformed itself into an advisor for art collectors and has held art shows in various cities over the past nine years.

Inspiration for the future

Looking ahead, he shares, "We have to complete the remaining parts that are missing from the puzzle." For one, Rishi aims to broaden the horizon of the art market - both in terms of artists under coverage as well as buyers. The second step is to build professional frameworks and best practices for a sector dogged with non-transparency. Last but not the least, he wants to develop the ecosystem of art, and offer art infrastructure solutions to collectors.

Recently, Rishi teamed up with the Transactions Practice at EY to create a report on "The science behind valuing art" and then with the Tax Practice to develop "ArTax - Managing tax risks of artworks". "The plan always was to open the best institution of art, which would have a brand as strong as EY in its area. Therefore, when EY considered to work with me a decade after I left, I knew the direction I took was right. My inspiration from the firm was not about any short-term gains, but to build an institution - to create a long-term legacy."



Somesh
Kumar

Partner and Leader
Power & Utilities
EY India

Coming
back to the firm

Tell us about your first stint with EY.

I joined EY in 2002 and spent close to a decade here. I worked in the infrastructure space, particularly the Power & Utilities sector. EY gave me the flexibility to grow, both professionally and personally. I was successful in winning and delivering some of the largest consulting engagements in the power sector. These assignments required multidisciplinary skills and equipped me with varied skills across diverse functional areas. Dealing with cross-location teams also helped me broaden my perspectives and develop interpersonal skills. I made quite a few friends who I cherish till date.

What motivated you to join EY again?

After leaving EY, I worked for another consulting firm for a while and then moved to one of the largest integrated power utilities in the country. The industry experience gave me first-hand knowledge of the priorities and predicaments of the players in this sector. I was keen to apply this learning in a more comprehensive consulting set-up. At that time, EY was looking to strengthening its power and utilities practice, which was a good fit with what I wanted to do. I knew the organization quite well, so it was like a home-coming for me.

How did you stay connected with EY as an alumni?

I think the best platform to stay connected was the alumni program. It does a fantastic job in bringing alumni closer. Friends' aside, I ran into EY colleagues in several places including workshops and roundtables.

Your journey with EY spans over two decades. How have you seen EY change?

EY's basic philosophy and approach has stayed the same, but it has evolved with the times. The size, in terms of both revenues and headcount, has almost doubled in the last few years. EY has expanded across the value chain. In addition to strategy and advisory assignments, it now also has a strong footprint in implementation, project management and managed services. This has brought in new business models, new skills and new competencies. We also have a stronger footprint in government services than ever before.

How has your experience with EY helped you during your associations with other organizations?

EY helps you think innovatively and to feel confident about trying new things. As an alumni, I found that I could adapt to new areas and roles effortlessly. The technical knowledge and experience I gained from working with a variety of clients helped too. EY also helped me learn to ask "better questions" which helps get better answers.

You have worked in a Big Four, a consultancy and a corporate. Which role do you like the most and why?

Each one is unique: EY had diversity in work areas, clients and people; the consultancy offered me a specialization in technology and the digital world; and the corporate experience helped me understand first-hand how businesses are actually run and the details that consultants sometimes miss when engaging with them.

Tell us a little about your current profile.

I currently lead the Power & Utilities sector at EY, a large part being government advisory. Spread over the entire utilities value chain - generation, transmission and distribution - we also deal with allied areas like coal mining, environment and carbon reduction. We have the opportunity to work with some of the most experienced bureaucrats, thinkers and CEOs in this sector. I have a great team. As a growing practice, we have both opportunities and challenges, which keeps things exciting.

What is your take on the Power & Utilities sector?

The Power & Utilities sector, like many others, is going through a period of significant disruption. Conventional forms of energy generation and usage are giving way to completely new forms. The focus has entirely shifted from coal-based generation to renewable-based generation. Rather than large plants supplying power, we are seeing new business models: distributed generation through solar rooftops, mini and micro grids, etc. All this requires current utilities to adapt to new ways of functioning. Newer players are emerging, opening several new avenues for consulting, from entry strategy to enterprise transformation and market design to digitization.

Knowledge center

Our latest insights



Global Forensic Data Analytics Survey 2018

This report highlights how companies can improve their legal, compliance and fraud risk programs, as well as the maturity level of their forensic data analytics capabilities.



India Tax Insights October 2018

The 14th edition of the magazine, covers a wide range of recent tax and regulatory developments, impact of US tax reforms and India's Vision 2022 for tax policy.



Industry 4.0: engaging with disruption

This survey aims to help companies make better decisions regarding their IT investments and provide insights on technology priorities.



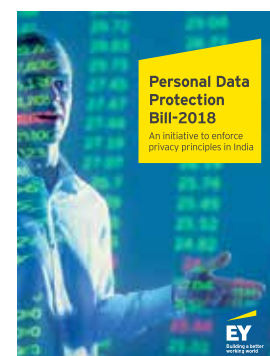
Reporting Insights July 2018

This issue of the quarterly magazine focuses on the real-estate sector, covering the impact of Ind AS 115, the Real Estate Regulation Act (RERA).



PE-VC Agenda: India Trend Book 2018

The report is an in-depth study of the macro-economic developments, PE/VC performance, regulatory developments like tax reforms and the Insolvency and Bankruptcy Code, and their impact on PE/VC.



Personal Data Protection Bill 2018

This report highlights the key requirements and the steps organizations should undertake to handle personal data.



Capital Matters October 2018

The first edition of the transactions magazine has a special focus on Private Equity (PE). It shares insights on a broad range of subjects which are pivotal to driving the capital agenda of organizations.



Transactions Quarterly

The latest edition of Transactions Quarterly analyzes the mergers and acquisitions (M&A) landscape in India.

Sectors



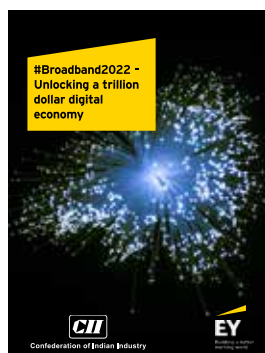
Re-imagining India's M&E sector

India's M&E sector is at its digital tipping point. India is now the second largest smartphone market in the world, with half the population expected to have access to affordable broadband by 2020, and digital micropayments rapidly growing. This report aims to showcase this exciting and fast-growing sector.



Electrifying India: building blocks for a sustainable EV ecosystem

Mobility electrification is still nascent in India, but significant growth is expected over the medium-term, covered in this report along with key learnings for EV adoption.



#Broadband2022: unlocking a trillion dollar digital economy

This report highlights the need for future-ready and robust broadband infrastructure, and how to expedite its reach.

Being Future ready

The advent of new and disruptive technology is influencing a shift in the way we work. At EY, our endeavour has been to embrace the changing world of work by growing and developing our people. This year, has been no different, as we have launched new talent programs globally and in India to ensure our people are prepared to navigate the future of work.

Being digitally transformative in everything we do is a key area of focus that we have also embedded in some of our programs in order to transform how we work. We have introduced LEAD, our new global model for career, development and performance. It has prompted a significant shift from retrospective evaluations to real-time feedback. LEAD features a new and personalized digital dashboard for our people to view their feedback, track their progress in real-time and also see how they are performing in relation to their peers.



Sandeep
Kohli

Partner and Talent Leader
EY India

*An important
element of diversity
and inclusion at EY
is attracting and
retaining people
with all abilities.*

GigNow

Another way we are embracing the future of work is by employing 'gig' workers. This new way of working is fast catching on as a workforce trend especially since a lot of work can be done from anywhere in today's digital savvy world. To further our efforts in being future-ready, we have recently launched GigNow.

EY's innovative approach to engaging contract workers. While GigNow is helping us engage with contractual workforce in order to continue to deliver exceptional client service, we also realize that this will not be possible without ensuring the growth and development of our people.

Skilling our people with digital credentials



Developing the highest performing teams and providing career value is an extremely important part of our career development framework. Our approach to the future of work also includes our new program, EY Badges.

Badges are digital credentials that our people can earn in skills such as data analytics, artificial intelligence and information strategy etc. that will differentiate them in the market.

These badges can be earned through world-class learning, fulfilling required experiences and making a contribution to the broader community – such as coaching colleagues, presenting to clients or publishing an article about an acquired skill.

Learning digital and learning with digital is as important at our organization. Our mobile-enabled Symphony Learning provides access to a combination of classroom and online content. We have also deployed a global digital learning platform called Udemy for business.

Udemy features courses across subjects that are taught by expert instructors. In fact, I am happy to share that with over 4,000 registered users, our people have already accessed approximately 12,000 hours of learning via Udemy.

Instilling a culture of diversity and inclusion

recruitHER

At the heart of our success is our ability to embed diversity and promote inclusion in everything we do. To strengthen our women talent pool at all levels, we have launched 'RecruitHER' - an intervention to bring in renewed and 360 degree focus on women hiring. Various initiatives have been taken under the program - engaging with diversity vendors to create sustainable women pipeline for lateral hiring; 'Double@Atime' special employee referral drive that gives employees an opportunity to earn enhanced referral bonus when they refer women talent; engaging and hiring women who are on a career break amongst others.

We have also initiated a solidarity movement - 'I stand with her' especially for our male colleagues, who with their participation became our Diversity Champions. By joining the 'I stand with her' movement, the Diversity Champions have committed themselves to advocating a workplace free of biases, creating a safe and

enabling work environment and most importantly, leading themselves to lead others. This movement aims to accelerate the pace of change required for achieving gender parity.

An important element of diversity and inclusion at EY is attracting and retaining people with all abilities. To continue the work we have been doing on advancing disability confidence, EY has launched the Purple Champions program. Anyone, at any level within EY, can be a Purple Champion. Our endeavour is to grow this group of disability allies further.

At EY, our endeavour has been to embrace the future of work by growing and developing our people.

Purple Champions

Purple Champions are individuals who are supportive advocates for our EY people with disabilities. They help to create safe and inclusive environments and support employees through their words and behaviour.

As I reflect on this year and how we are evolving as an organization, I am proud of our ability to adapt with agility and emerge stronger in these changing times.

EY News *in brief*



20th year of the Entrepreneur Of The Year (EOY) program in India

2018 marks the 20th year of the EOY program in India, which will be held on 12 February 2019 at the JioGarden, Mumbai. This year, the jury is led by Uday Kotak, founder of Kotak Mahindra Bank, winner of EOY India 2013 and EY World Entrepreneur Of The Year 2014. Other members of the independent jury panel comprise of some of India's most recognized and admired names from the business community including Mr. Harsh Goenka, Chairman, RPG Enterprises; Ms. Meher Pudumjee, Chairperson, Thermax; Mr. Rishad Premji, Chief Strategy Officer, Wipro; Mr. Vijay Sankar, Deputy Chairman, The Sanmar Group; Mr. Sameer Sain, Co-founder and Chief Executive Officer, Everstone Group; Mr. Kunal Shroff, Managing Partner, Chryscapital and Mr. Jalaj Dani, co-promoter, Asian Paints.

New sector leader *appointments*



Nitin Bhatt, partner in Risk Advisory will be the new India technology sector leader. Nitin has been associated with the technology sector for most of his career at EY spanning nearly 13 years, having served as the India client service partner for some leading global and Indian technology clients.



Ankur Pahwa, partner in transactions, will be the new e-commerce and consumer internet sector leader. In his 19-year career with the organization, Ankur has worked across Assurance and transactions, building expertise in the sector, which is expected to experience strong growth.

Policy-makers, global leaders and tax heads convene at EY's 15th India Tax Workshop in Goa

EY India recently concluded the 15th Annual EY India Tax Workshop (ITW), at The Leela, Goa from 24-26 October 2018. The two-day program, was a mix of thought-provoking panel discussions among the government, industry and EY representatives, as well as an engaging and insightful series of chatroom sessions.

It witnessed the presence of esteemed speakers like B. N. Sharma (Chairman, National Anti-Profiteering authority, Government of India), Prakash Kumar, CEO, Goods and Services Tax Network (GSTN), John Joseph (Member-Budget, CBIC, Government of India), Sobhan Kar (Director-APA, Government of India), and Hon'ble Justice Tarun Agarwala (former Chief Justice, Meghalaya High Court and Judge, Allahabad High Court).



Prakash Kumar, CEO, Goods and Services Tax Network (GSTN)



Left to right: Prashant Singhal, Emerging Markets TMT Leader, EY; Mathew Oommen, President - Reliance and Director; Reliance Jio Infocomm Limited; Aruna Sundararajan, Secretary, DoT and Chairman, Telecom Commission, Government of India; Shri Manoj Sinha, Hon'ble Minister of State (Independent Charge) for Communications and Minister of State for Railways; Akhil Gupta, Vice Chairman, Bharti Enterprises and Chairman, Bharti Infratel

Government and business leaders come together at the EY-COAI forum

Centered on the theme of "digital convergence and industrial mash-ups", EY and the Cellular Operators Association of India (COAI) co-hosted a networking evening that brought together over 80 business leaders, innovators and government dignitaries. The evening was held on the sidelines of the India Mobile Congress (IMC) 2018, on 26 October 2018 in New Delhi. Shri Manoj Sinha, Hon'ble Minister of State (Independent Charge) for Communications, and Ms. Aruna Sundararajan, Secretary, Department of Telecommunications, Government of India were the special guests in attendance.

EY brings together private investors and C-suites for insightful sessions on IPO trends

EY organized its capital markets conclave at Mumbai and Delhi on 20 and 22 June respectively, with attendance from over 80 private investors and C-suites. The conclave was a huge success and provided a platform to the delegates to exchange experiences, views and network with each other. Some of the eminent firms participated in the conclave and it featured interactive panel discussions and sessions on topics including - successfully navigating through the IPO process, strategic funding considerations, accounting and regulatory updates among others.

Coming *together*

EY India alumni reunions

Memories and more...

Our reunions offer alumni a rare opportunity to connect with their EY days and meet friends, former colleagues and peers.

During 2018, more than 300 alumni came together for reunions in Mumbai, Kolkata and Hyderabad (inaugural edition this year).

We at EY are appreciative of the efforts made by you, our alumni, to participate in these reunions. We love connecting with you.

Mumbai

January 2018



Kolkata

March 2018





Hyderabad

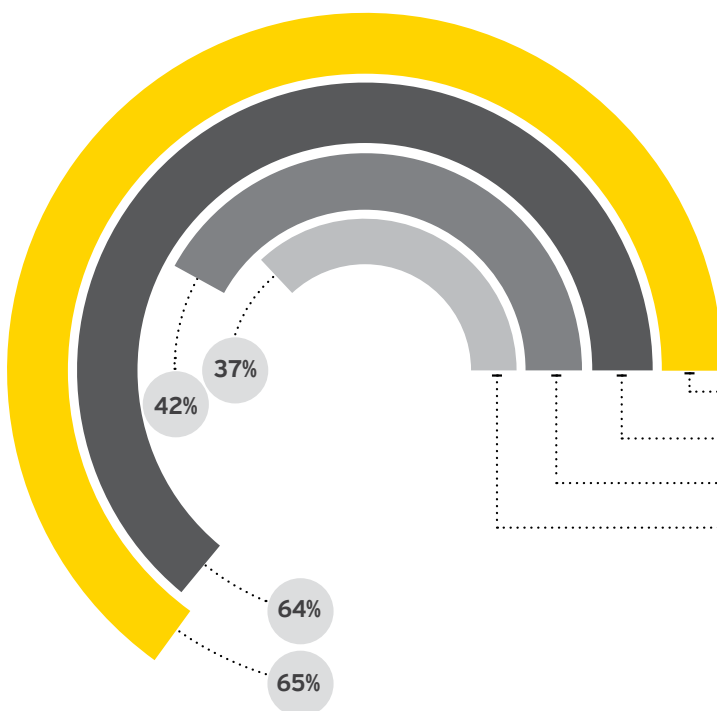
July 2018

EY India alumni *survey*

We conducted our first alumni survey during this year's Global Alumni Week for our alumni community to share their thoughts. It was overwhelming to get feedbacks and insights on how the program can be made more effective and valuable to you.

80%

of our respondents feel that the EY alumni network is valuable



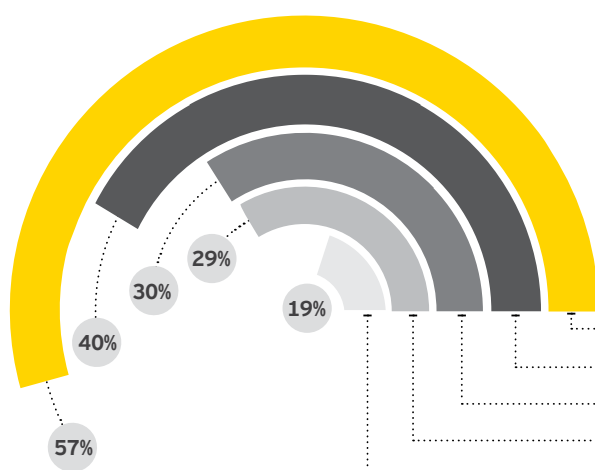
What do you like reading most through the
EY publications?

EY thought leadership

EY news

Alumni stories

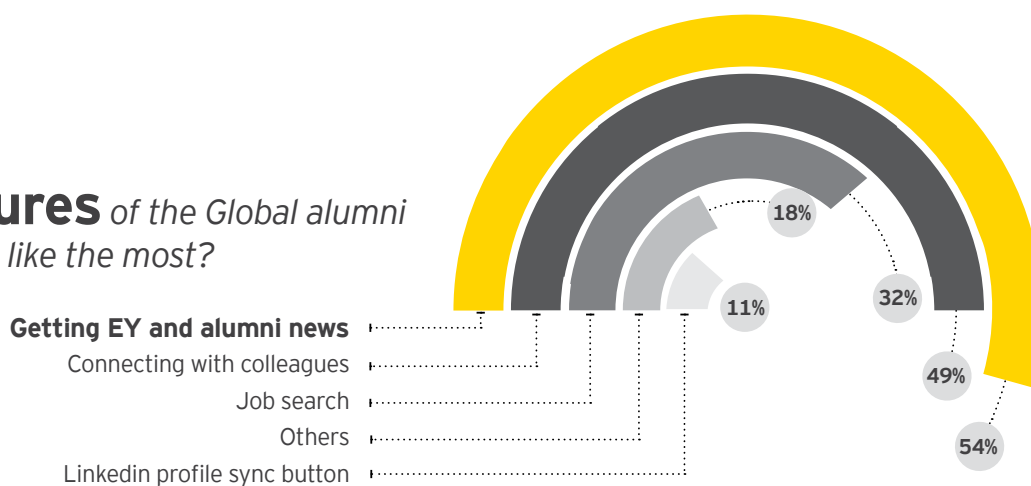
EY alumni events



What pages on the
Global alumni portal,
do you explore more frequently?

- Thought leadership
- Alumni publications
- Job search
- News or interviews
- Event photos

What **features** of the Global alumni
portal do you like the most?



Getting EY and alumni news

- Connecting with colleagues
- Job search
- Others
- Linkedin profile sync button

EY India alumni *survey*

We are listening...

"A brilliant initiative to help us connect with our former colleagues and keep in touch with the organization."

"The articles in the EY magazine and newsletter are worth reading and provide an insight into alumni activities."

"I always love receiving the EY Connect. It is like continuing to receive a warm gesture from EY."

"So far, the best of its kind."

"These [EY alumni publications] are crisp and well informed."

"Especially like the LinkedIn sync button and the job search options [on the Global Alumni Portal]."

"Would love to have access to quarter reports, industry information, and more webcasts. Those are really informative."

"Need more content on the latest technology and audit and tax integration."

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EY alumni?

Visit www.eyshoppe.in now,
to get your favourite EY
branded merchandise
for your loved ones and yourself.

Celebrating the

EY Global Alumni Week

16-20 April 2018

We celebrated the third edition of the EY Global Alumni Week during 16-20 April 2018 in 52 countries and more than 160 EY offices globally.

This annual initiative is a platform to celebrate our shared heritage and strengthen 850,000 alumni relationships worldwide. This year's week focused on helping our alumni better navigate through the transformative age and build confidence in the digital world.



"The important thing I learned as an EY Alumnus is that there is huge value in an EY career, even when you leave."

Mark
Weinberger

Global Chairman & CEO, EY

EY Global Alumni Week India

For the third consecutive year, EY India joined the 160 EY offices globally to celebrate the Global Alumni Week 2018 with several different initiatives, such as:

Tag and Thank campaign on social media: Organized mainly on EY India's Facebook and Twitter page, this social media campaign encouraged the entire EY community to tag and thank former colleagues and friends who have been a special part of their EY journey. Over 85 people tagged and thanked alumni friends.

Connect over Coffee: EY alumni and colleagues were encouraged to reconnect and renew relationships with their former EY friends and meet up for a cup of coffee.

EY India Alumni survey: EY India launched its first ever India alumni survey to get feedback from over 11,000 registered alumni and to further deepen our engagement with our alumni. We got some great insights and feedback from your responses.

Leadership video messages on social media: Personal messages for our alumni through videos from the firm's senior leaders including Rajiv Memani, Farokh Balsara and Sandeep Kohli received great responses, and over 15,000 views across social media channels.

Alumni and internal referral campaign: EY employees and alumni were encouraged to reach out to others in their network and ask them to register for the EY India Alumni Network. Over 100 new alumni were added to the network as part of the week.

Exclusive digital webinar: An exclusive webinar was hosted to provide our alumni with insights on how to navigate the transformative digital age and better equip themselves in this age of digital.

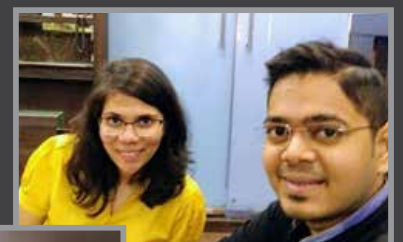
Firm-wide communication campaigns: Mailers, news feeds and plasma videos were sent out throughout the week across our offices nationally to increase the interactions between EY colleagues and EY alumni.

Thank you for making the Global Alumni Week a success. EY alumni and the firm were greatly involved in the week and engagement on social media significantly increased: on Twitter, by 60% and on Facebook impressions, by 10 times. We would be happy to hear your feedback on the Global Alumni Week and your suggestions for the next year.

Tag an Alum campaign on facebook



Coffee with an Alum campaign



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