

December 2019

Connect

The magazine for alumni of member firms of EY Global in India



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W Welcome

EY Alumni



Farokh Balsara
Partner Sponsor
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Welcome to the seventh edition of **Connect**, EY India's annual alumni magazine. It gives us immense pleasure to connect with you through this annual publication and share news about EY India, our initiatives under the EY India alumni program, and also updates about our alumni community.

This year, nine of our senior partners have retired after having spent several decades building our legacy. Nostalgia ran high as we hosted events to felicitate their contributions across cities earlier this year. While I am certain you would know some of them, we have done a cover story in this edition, that chronicles their journeys with the firm. We go down the memory lane with each and bring to you their association and contributions to EY. I personally wish each of them a very fulfilling time going forward.

This edition also features conversations with two of our esteemed alumni - Manish Vora, CFO, Johnson and Johnson and Seshasayee Shankaranarayanan, Director, Barclays Bank. These interviews highlight their interesting professional journeys and personal milestones, which I am certain you will enjoy reading.

The connection fostered among our current and former colleagues is extremely important to us. We have constantly endeavored to make this program, of almost 12000 registered members, meaningful and relevant. The magazine includes key highlights of various such initiatives including the Global Alumni Week celebrated in May this year, joining over 160 global EY offices and the reunion events in Delhi and Bangalore, apart from the regular firm and program updates. The clothes donation drive, which is now open to EY alumni until 31 December, is our effort to provide an opportunity for alumni to continue to contribute to society. The recently revamped e-connect, our online newsletter, aims to bring our recent thought leadership reports to you while we continue to share interesting journeys of our former colleagues. We are committed to creating platforms that make this network special, a network that helps you grow both personally and professionally.

We would like to thank you for your continued support and your contribution to our initiatives and making our alumni program what it is today.

Happy reading, and we hope you will write in to us with feedback at eyindia.alumni@in.ey.com.

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



Rajiv Memani

Chairman, India Region
Chairman, Global Emerging Markets Committee

When change is the only constant

Hello everyone. Once again, I am delighted to connect with you and share the highlights of our organization from the year gone by. *Change is the only constant* – this perfectly epitomizes the last year for us and I would like to underscore the importance of adapting and reinventing in this fast-changing world that we live in today.

A milestone year for our retired partners

2019 was the first year in which we had nine senior partners retire from our member firms in India. Many of them have spent nearly four decades of their careers with the organization and navigated the many changes of the business environment and of our profession. This trend will continue over the next few years and in many ways, is also emblematic of the maturity of the EY institution in India.

In this issue of *Connect*, you will read the inspiring stories of our retired partners. In this new phase, we hope they

pursue their other interests, rebalance new priorities and more importantly, continue to be blessed with good health. From the bottom of our hearts, we wish them the very best for their endeavors.

At a global level, the global Chairman and CEO, Mark Weinberger retired from the organization in June 2019. Having served the organization for almost a decade, Mark leaves a rich legacy of leading the organization's transformation with a focus on purpose, people and growth.

A new strategic direction for the firm

Carmine Di Sibio, who has over two decades of deep knowledge of the global organization, took over as the new Chairman and CEO. Setting the organization's direction for the next four-five years amidst a rapidly changing world, Carmine recently unveiled a new global strategy laying even greater focus on our purpose of building a better working world and defining our ambition *of creating value by being the most trusted and distinctive professional services organization*. What differentiates our new strategy is the emphasis on creating value not only for our clients and people but also building greater trust and confidence among our stakeholders and the wider society.

This focus on creating social value is even more paramount for us today in India. Our external environment is marked by heightened uncertainty resulting in unprecedented regulatory scrutiny, especially for our profession. What it has meant for us is the strengthening our commitment to building trust among all our stakeholders by actively listening and engaging with them, delivering high quality of service and reinforcing EY's shared values among our people.

As the public is asking for accountability and businesses are asking for greater value and insights, one of our member firms of EY Global in India is responding by not



Today, people from science, technology, engineering and mathematics (STEM) backgrounds, form 36% of our workforce. We are investing to develop skills of the future of our 20,000 people through world-class trainings, tools and opportunities for experiential learning.

only raising the bar of its high standards of service quality, but also by being more prudent about the clients we engage with. It is developing a digitally empowered practice and highly-skilled teams to build greater trust and confidence among all our stakeholders.

As I have shared in my past notes, technology continues to be a transformation theme for us. We are not only reinventing our traditional services but also innovating solutions that have digital and technology at their core. For example, in our Tax portfolio, several of our traditional services such as litigation services and transfer pricing document management are now powered by technology and automation. We have expanded and added new solutions from GST compliance to complete tax transformation solutions to managed services for the tax function. In Advisory, we are embedding data and analytics into traditional services including risk, supply chain and operations and developing new solutions based on emerging technologies like blockchain, robotics, process automation and cybersecurity. These technology-led services find relevance as much in the government and public sector as in the private sector clients we serve today.

Today, we are also advisors to some of the largest transactions in the country and are significantly expanding

our portfolio to become a trusted advisor to our clients for the entire lifecycle of transactions and capital management. Our Forensics and Integrity Services and also the Financial Accounting and Assurance Services, have seen a massive dose of data and analytics to provide greater insights to our clients, enabling them to make better-informed decisions.

Our changing talent mix is another testimony to our transformation. Today, people from science, technology, engineering and mathematics (STEM) backgrounds, form 36% of our workforce. We are investing to develop skills of the future of our 20,000 people through world-class trainings, tools and opportunities for experiential learning. In this journey, it will be a culture of teaming, innovation, leadership, diversity and inclusiveness as much as of technology, that will truly help us harness our full potential.

Creating value for our larger communities has been an integral part of our purpose. The theme of reinvention also underlies our CSR initiatives that we started a decade and a half ago. Over the next few years, through our global EY Ripples program, we have committed to involve more EY people in India to apply their skills and knowledge to help over 700,000 young people to develop transferable skills and assist entrepreneurs to solve their business challenges.

Building on our strong foundations

As many learned people have said – a strong structure cannot be created on weak foundations, nor can anything of value be created without solid roots. I would like to thank our alumni, for your tremendous contribution over the years in helping build a strong institution that EY India is today. It is your faith and support, as also that of our clients and our people, that will be crucial to help us script our future.

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

Cover feature

Leaving a mark on the canvas of time

Raj Agrawal

Anjani Kumar Agrawal

Rakesh Batra

Tridibes Basu

Sunil Bhumralkar

Rangarajan K Ekambaram

Kali V Gadiraju

Balachander Rajaraman

Harishanker Subramaniam



Celebrating alumni connections! Raj Agrawal addressing the audience at the Delhi alumni reunion, 2018

I have always found Raj Agrawal ji very focused and to the point. He is well read and ahead of the times. Agrawal ji has a great amount of energy and no quantum of work really bothers him. He was quite instrumental in my Central Council elections win when he played a magnificent role on the booth and in the war room. Hats off to you sir. Wishing you good health and happiness always!

**Sanjeev Singhal, Partner,
Member firm of EY Global in India**



A lifelong companionship - Raj Agrawal with wife Renu

Inspiring a new generation of leaders

“I had joined the firm 43+ years back when there were all of about 20 people in the Delhi office and around 100 people pan India and I have seen it grow to over 5000 today in Delhi and more than 20,000 pan-India. This journey has truly been special as I have grown as a person, and as a professional, along with the firm. My success and who I am today is because of the experience and learning I have had here and the mentors I have met along the way. I have always seen it as my own “family firm” all these years, and I will always continue to do so.”

Raj Agrawal

Cover feature

Really grateful for learnings from you right from HFCL days (2005) through Airtel days and thereafter. You have been a father figure to me who was always available for guidance whenever needed. Salute to your unwavering commitment to quality and risk management which not only laid a strong foundation in the firm but also imbibed it as a value in us. Many of the clients cherish their working association with you even after so many years and have the highest regards.

**Vineet Kedia, Partner,
Member firm of EY Global in India**



Good life - collection of happy moments



There is strength in teaming and togetherness



Being inspired and inspiring others



Together everyone achieves more

Mr. Agrawal's passion and commitment to work and eye for detail is admirable. He has always been there for the firm and guided all of us to deal with various professional situations. It has been a very enriching experience working with you...thank you for guiding and support over the past 20 years.

**Sanjay Vij, Partner,
Member firm of EY Global in India**



Together with his team



To new beginnings - Anjani speaking a few words on his retirement

I have had the pleasure of working and winning several mandates under your leadership! Your ability to get in to details, bring in relevant industry insights and work with passion are qualities I would always remember and aspire to imbibe in my ways of working. Your work ethic, discipline and commitment are exemplary and will continue to inspire all of us! Wish you all the very best of good health and happiness, always!

Rohit Mathur, Partner, EY



Farewell memories with family

The man of steel

Having spent over 35 years with EY, the firm and its people have been my first family for most part of my life. The firm has given me all the joy, happiness, success, recognition, and great friends as part of this memorable journey. I wish everyone at EY a successful and meaningful career, and for the firm to stay at the top. Best wishes!

Anjani Agrawal

Cover feature



Anjani Agrawal with Rajiv Memani

It has been a great experience working with you. Your immense contribution to all the BMC efforts and being ever so supportive to drive sector coverage in the media will be remembered. You have been an incredible leader and will continue to be in touch and seek your guidance.

I am sad to see you go and will miss you. Thank you once again and good luck with your future endeavours.

Sayan Banerjee, Senior Manager, EY



Taking a break - Anjani with Raj Agrawal, Ram Agarwal and Ashok Khandka



All smiles; Anjani at his farewell dinner with Pankaj Dhandaria, Partner, EY; and former Kolkata office managing Partner, Ram Agarwal and his wife.

As you move into the next exciting phase of your life, I would like to wish you the very best of health, happiness with loved ones, and many more memorable learning experiences. I can safely say that you are one of the most collaborative, intelligent and customer focused partners at EY, coupled with being one of the nicest people I have met. A big “Thank You” to you for your continued support in including me and my teams on your projects, and ensuring that we get our fair share of work.

Ryan Lowe, Partner, EY



Bonds that last forever



Anjani Agrawal sharing a light moment with Neville Dumasia, Partner, EY, at his farewell dinner



Some precious moments with family



Simply an outstanding human being and a thorough professional. I have enjoyed myself working with Rakesh. His calm demeanor, outstanding relationships with clients and prospects, network within the firm, make him Mr. Auto, a title which he so richly deserves. Here's wishing Rakesh, yards of golf, a barrel of laughs, good health and loads of time with his friends and family.

Neville M Dumasia, Partner, EY



Driving industry leadership

My time at EY has been the best and the longest stint in my career spanning 40 years. EY provided a great platform to build the automotive sector practice into a strong and well recognized brand. A dream team across service lines made working at EY a memorable and an irreplaceable experience!

Rakesh Batra

It has been an absolute pleasure in getting to know you. Your calm and collective demeanour, even in the toughest situations, will always remain a masterclass for us all. I wish you and the family well for the future. We never did get a golf game together, but now we would necessarily have to get out there soon!

Ranjan Biswas, Partner, EY

”



Relishing the colours of life



Together with colleagues on the occasion of the Centenary



The sweet celebrations



We are a team

Dear Sir, you have been the best leader and mentor one can aspire to have. Your rigorous regime, cool demeanour, meticulously chosen words, keen eye for detail, immense all-round knowledge, balanced sense of humour and the ability to connect the odd dots makes you my all-time favourite boss. We have learnt enormously from you Sir, and we shall be forever grateful for your impact in our lives.

Debojit Hore, Manager, EY

”



Tridibes at his farewell

He is very good mentor and despite his other commitments always makes himself available. He is so well read, knowledgeable and experienced, that he is best guide for any situation. He does not instruct but guides you softly to take your informed decision. He has not only groomed us as professionals but also guided us for various spheres of life. He is soft spoken, humble and well composed even in any pressure situation, very accessible and friendly with all always. A true gentleman.

**Sanjay Vij, Partner,
Member firm of EY Global in India**



Tridibes with wife Sanghamitra, V. V. Ranganathan, Rajiv Memani and Sudhir Soni, Partner, Member firm of EY Global in India

Creating a path for shared success

It gives me tremendous joy to have been a part of one of the leading professional services firm in the country. Throughout my tenure, EY gave me ample opportunities to learn and grow. It is truly a globally integrated firm and I had the opportunity to work with the best teams both nationally and internationally and manage well-respected names in the industry. The entrepreneurial DNA of the firm enabled us to set up successful practices like Forensic and Integrity Services, known as FIDS at the time of the inception and Financial Accounting Advisory Services (FAAS). I feel blessed to have received a whole lot of love, respect and affection during my tenure here, for that, I will always be grateful.

Tridibes Basu

Cover feature



We are family - Tridibes, wife Sanghamitra, daughters Paroma and Ishani



Tridibes with Amit Chugh, Partner, Member firm of EY Global in India

It has been a privilege to know you and I am grateful for working under your guidance! Your super fine personality, presence and professionalism has been invaluable inspiration and is a legacy for lifetime. Thank you so much for being my mentor and guide!

Vineet Kedia, Partner, Member firm of EY Global in India



Enjoying the tunes



Tridibes with Sudhir Kapadia, Partner, EY

True gentleman, sharp memory, well-travelled and versatile in discussions with the clients, peers and juniors, growing younger by the day... look forward to learning these tricks from you.

Vijay Maniar, Partner, Member firm of EY Global in India



Smiles that go miles - at an annual Assurance Partner meet in Goa



Sunil at his farewell

From Sunil, I have learnt how to retain your calm even in the face of immense provocation. I have learnt how to communicate one's views with firmness. I admire the humility he displays that belies the years of knowledge and experience he has. I wish Sunil all the very best in the years to come.

Prasanna Asuri, Executive Director, EY



Sharing a cherished moment with wife Kavita, daughter Shriya and son Tejas

Building our market-leading presence in Bangalore

“The great thing about our firm is that even though it has grown to be the #1 firm in India, it has maintained a great balance - the right blend of maintaining and nurturing traditional values, and yet being progressive and staying ahead of the curve. I have always felt like a part of a large family which is both contemporary and well-grounded, and it has been a joyous journey to see it grow from strength to strength. I have spent 30 years with the firm, and EY will always be a part of my DNA!”

Sunil Bhumralkar

Cover feature



With Rajiv Memani

I have always admired your passion and technical skills and your cravings to adapt and master new standards and acts as the profession went through several radical changes. The clients admire your knowledge and your flawless bold and strong decisions. Also, the way you grew the practice is admirable from where it was and what it is today.

**Kaustav Ghose, Partner,
Member firm of EY Global in India**

Thanks for the leadership that you have provided over the years and I admire the deep relationships and trust that you have built with your clients. You demonstrated maturity and humility in interactions.

**Sudhir Soni, Partner,
Member firm of EY Global in India**



Sunil in a conversation with former Partner Nawshir Mirza and Mahendra Jain, Partner, Member firm of EY Global in India



It's the moments together that we remember forever



Cheers to good times



In the limelight, as always



Bidding adieu with a smile!

Retirement actually means that, after a hard and long innings, you got promoted to one of the best roles in your life. Congratulations!

**Terry Thomas, Chennai Office
Managing Partner, EY**



Precious family memories



Reminiscing good old days - Rajan with wife Uma

An exemplary global professional

“I have had the privilege of knowing EY from the outside by being a part of the larger Big Four ecosystem, as also from the inside for the past many years in Singapore and then in India. To my mind, for a firm that has seen the number of mergers and alliances as EY, has assimilated different cultures and yet has managed to retain a core distinctive culture of its own. I had heard about the people being very honest and transparent while I was with EY Singapore, and then I saw the same when I moved to EY India. The way the firm treats its people is truly what sets EY apart.”

Rangarajan K Ekambaram

It will be a vacuum to the practice and the profession. How many times in the last few years we would have had a hearty laugh about various things. What a versatile personality you are. What a bundle of positive energy you display. As I know you more as a friend, happy to note that my interactions with you will not abate. Looking forward to you for spiritual/cultural guidance, apart from professional nuggets.

Sriram B, Manager, EY



Ranjan Biswas, Partner EY, talks about his association with Rajan



Some snapshots from the farewell

You are one of the most humble and wise professionals I have had an opportunity to interact with. Will always remember your 'bhaiya' comment with an 'accent' :). Was really good fun working together and learning from each other.

Shailin Desai, Partner, EY



Keeping the smile on



Picture perfect - Kali with his wife Nirmala and sons Devi and Pawan

You have personified simplicity, humility, understanding, patience – all enveloped in great ambition for all of us! Endearing everyone from partners to the unnoticeable shy office help. Your knack to be one with all despite the age is evident. We are nothing short of true family with bonds that have been inspired by you! I will miss those convenient impromptu sessions starting from work and veering away into deep philosophical chasms – I had difficulty to recover from them for some time. There is a constant seeker in you!

Jayesh Sanghvi, Partner, EY



A passion to drive excellence

It has been a long roller coaster ride of 23 years and it has made me what I am today. I have been fortunate to have been a part of the best professional services firm in the making and got the opportunity to work with the best talent and a top class leadership team. What the future beholds is not known but the ideal is to pursue what Abraham Maslow said - what a man can be, he must be.

Kali V Gadiraju

Cover feature



Sharing a lighter moment

It has been a real honour to work under your guidance all these years. Your deep-rooted knowledge of the Hyderabad market and industry inspires me. I admire your commitment towards the firm. We will truly miss your guidance and counselling. Thank you for all the mentorship provided to us.

**Navneet Kabra, Partner,
Member firm of EY Global in India**



Going the traditional way



Working together towards success

Kali has been the guiding force for all of us in the Advisory team in Hyderabad. Kali's "journey of life" is also a very inspirational and motivational. He is a fine example of a "self-made man" and I feel blessed to have known and worked with you for a decade.

**George Kalliath,
Senior Manger, EY**



Loud and proud



The man for all seasons



Bala with his better half, Sujatha

The two striking learnings from our interactions have been your strong sense of optimism and penchant for identifying multiple solutions in the most difficult client or people situations and your strong people orientation, especially the trust you repose in colleagues and this magical ability to ‘give people the benefit of doubt’ when their chips are down.

Bharat Varadachari, Partner, EY



Shaping positive outcomes with teaming and confidence

At EY, I have had the opportunity to work in a variety of roles, and I can say without any hesitation that it is one of the finest organizations to work for. What I really like about EY is how its values are ingrained in people’s DNA and imbibed by all. Another aspect at EY that I have seen over the years which is unique are the purpose statements that give a shared vision to everyone - from ‘From thought to finish,’ ‘Quality in everything we do’ and now ‘Building a better working world,’ I have always felt proud about each and proudly attempted to embody them in what I do.

Balachander Rajaraman

Bala is a very calm, composed and a very cheerful person which also reflects in his cabin which is vibrant with colourful cars, stress busters and many more unique artefacts. He has an eye for quality which has always been an inspiration for us.

Shobha Keni, Partner, EY



Teaming for exceptional client service



Bala with Rajiv Memani



Some cherished moments with his daughters, Pallavi and Priyanka and wife Sujatha



A passion for all things nice



Bala with Shobha Keni, Partner EY

EY has changed quite a bit since we first met in 2001 but Bala continues to be the same soft-spoken person. He takes everyone along and continues to be the one whom you can reach out to you to discuss a wide range of issues rather than just ACR.

Sridhar Iyer, Director, EY





Singing the night away

It's been inspiring to closely work with you the last few years. Your enthusiasm for work, for life and for your music is truly inspiring! Am sure your passion will continue in all your future endeavours to come! All the very best!

**Smita Bhandari, Partner,
EY**



Hari with wife Radhika at his farewell ceremony

The Trailblazer

“The last decade in EY has been the most satisfying both professionally and personally. I was fortunate to lead the Indirect tax practice with the fantastic team of Partners and professionals delivering exceptional client service. My EY career highlight has been the GST journey, specially the opportunity to build, the DigiGST compliance solution - one of the largest cloud based GST compliance platforms in India, along with our tax-technology team. I will always cherish EY's contribution to me as a person and as a professional.”

Harishanker Subramaniam

Cover feature



All rockstars - with the Indian Ocean rock band at the India Tax Workshop 2016

You have been a mentor and guide for me throughout and I owe my career to you. Your leadership is truly inspirational; your energy and passion are just amazing but so very difficult to match. You have taken our indirect tax practice to such a dominant market position that we all feel so proud about it

We know you will always be part of the practice and be there to support us.

Abhishek Jain, Partner, EY



Awesome foursome - with wife Radhika and daughters Namrata and Karuna



All smiles! - Hari caught in a moment with Rajiv Memani



Rajiv Chugh, Partner EY and his wife with Hari

It has truly been an honour knowing you. I have learnt many professional and personal life lessons from you. Your diverse personality inspires me - one who not only is a great entrepreneur but also an amazing artist. Thank you for all the help and support.

Utkarsh Sanghvi, Partner, EY



Sweet farewell memories

“ Keeping the organization at the heart of everything, then the team, and then your own interest, have always been beneficial. ”



The art of authenticity

Manish Vora

Executive Director, Vice President and CFO
Johnson and Johnson (South Asia)

Manish Vora worked with a member firm of EY in India as an article intern, from 1997 to 2000 in Mumbai

Academically driven and a born leader

Born into a traditional Gujrati business family, Manish's life story has been anything but ordinary. Firmly disciplined with strong principles and values, he has been an exception from the norm in terms of how his decisions have played out. Being awarded as an outstanding student most of his school life and being active in sports and extra-curricular activities, Manish's initial lessons on leadership started at an early age.

As Manish was academically strong, his father was convinced he would follow in his footsteps and become a doctor. However, he decided to join and further his family's diamond business for a few years post completing his schooling. Numbers and entrepreneurship came naturally to him and he was able to independently run deals as part of his family business while still in college. He pursued his graduation from Narsee Monjee College with the thought that he would eventually return to his family business. A man of varied interests, he scored the highest in advertising in the first year and economics in the next year at college.

As his long-term view was to always come back to the family business, a piece of advice he received post his graduation changed his entire career journey. He enrolled to become a chartered accountant with the intent that it would help his family better run their diamond business. But fate had a few surprises in store for him.

An accidental entry into a new world

A friend's encouragement landed Manish at a member firm of EY and introduced him to the corporate world, which Manish then never left. At EY, he worked with the assurance team as well as the tax team on various projects. Having worked on multiple mandates across sectors including manufacturing, financial services and stock markets, Manish feels that he had an exceptional learning experience, which served to cement his foundation. He believes that EY gave him the right platform to learn and build himself as a professional.

After having worked on many assurance projects, Manish chose to move to tax because he wanted to learn the art of making and saving money. He was one of first article trainees who got the opportunity to switch such roles, mainly because of him being a rank holder during CA. He worked in all aspects of tax and feels that, "If not EY, I would not have got the strong foundation in tax". While Manish was learning a lot and enjoying his stint at EY, the thought of his family business never left his mind and he was very focused on putting this EY experience and learning to good use when he returned to the business.



Realizing his life goal

There was no looking back when Manish achieved an all-India rank of nine in his CA final. "I was overjoyed because I was the first CA in the family!" says Manish. Once he qualified in 2000, an interesting incident made him realize his actual dream and aspiration in life. One of the partners at EY helped transform the direction of his professional journey and truly identify where Manish's heart and talents lay. He asked him whether he eventually saw himself as a partner or a director and Manish shared, "That was the time when I realized that I want to become a director and thus began my journey in the industry!" After this realization, his focus changed from his family business to pursuing a corporate career and through this journey, his parents, friends and family have been his biggest supporters and inspiration.

The exciting corporate journey

"After six months of moving to the corporate side, I was the first recruit in the marketing finance field at Johnson and Johnson's (J&J) medical division," says Manish. Having the opportunity to work directly with the Managing Director, CFO and other leaders at J&J's medical division for over four years, he had a great learning experience.

Post this tenure at J&J, his Sarbanes-Oxley (SOX) compliance experience provided him an opportunity to gain global exposure as he was posted in the US where he worked for a leading insurance company. In 2005, Manish returned to India with his wife as they were starting a family and were keen to come back to their roots. After six months with the consulting arm of a large investment banking group, Manish joined a multinational chemical company as a finance manager.

May 2011 marked the beginning of Manish's second innings with J&J. He re-joined J&J as the Head of Finance and Supply Chain for the pharma sector. "Being a CFO, areas like supply chain and manufacturing were a new learning experience at J&J," says Manish. By 2015, he was managing three positions at the J&J group level – Group CFO for J&J India, pharma division CFO and International Business Head for the pharma sector. "While handling the Sri Lanka market as one of my group level mandates, I also got to learn how to

shape the business and manage government affairs,” says Manish.

For Manish, the academics continued to be an important aspect and he completed his CPA from the US in 2005 and in 2016, he got an opportunity to complete an executive MBA program at Harvard Business School, Boston. After graduating from Harvard, he assumed the role of CFO for J&J's consumer business and continued to operate as the corporate CFO and in 2019, he went on to become the first ever CFO to be on the Board of Directors at J&J India. He has also received several external awards in the last few years for his role as CFO and had the opportunity to represent his region to shadow the leadership in the US as part of the leadership development program at J&J.

Living it up each day

According to Manish, being the co-pilot to the Managing Director is both exciting and, in some ways, also re-defining the role of a CFO. He shares, “While your core finance functions remain as your fiduciary responsibility, how you are able to shape the decision-making internally and externally are becoming a critical part of the role. Keeping pace with the dynamically changing skill-set requirements, both for yourself and the team and staying relevant for future, are becoming more important than ever before.”

An industry thought leader

After having spent several years being entrenched in the pharma-consumer sector, he feels very strongly about some aspects of the industry. He feels that the healthcare sector is evolving in the right direction with the appropriate steps being taken by the government to help address India's large population. He feels that while we

are making good progress as a country, we are lagging on the innovation curve. “The only way to come up the value stream is through innovation and globalization of Indian pharma/medical brands. The scenario is improving now but it will take some more time for India to come to the level and scale of an evolved pharma and medical industry. And for that, infrastructure and an ecosystem where innovation thrives, is what is needed at this time,” he shares.

Personal diary

Values and culture have been two strong pillars that have shaped Manish's life. Growing up with a father who was a philanthropy doctor and mother who was entrepreneurially driven, he saw the right blend of compassion and entrepreneurship since childhood which has shaped him into the person he is. To date, his day starts with worship and yoga and these are the same values he has inculcated in his son.

Manish's wife, Shefali, is an entrepreneur who runs her own business in the Ayurveda pharma space and an avid investor. They have a 14-year old son, Vivan. Talking about life beyond work, Manish loves to travel and has a keen interest in sports, books and musical instruments.

Note to budding professionals

Manish strongly believes that one must identify and preempt future trends and be ahead of the curve in sharpening one's skills. “Always believe in yourself, you are what you are because of your own personality and uniqueness. There will always be areas of improvement, but never leave who you are and where you come from,” he adds. He sums up life in one sentence – happiness is crazy mathematics, it multiplies when you divide it.



Knowledge our latest insights



EY FinTech compendium
October 2019

This FinTech innovation compendium is a repository of innovative fintech use-cases with a curated list of relevant fintech start-ups operating in the space.



Re-engineering Indian healthcare 2.0
August 2019

The FICCI-EY report endeavours to outline the current challenges and showcase emerging models of care delivery that can improve and make the healthcare business viable.



Propelling India to be a trillion dollar digital economy
April 2019

The EY-ASSOCHAM report assesses the need for future-ready infrastructure and collaborative efforts required to expedite digitally secure universal connectivity to the citizens of India.



India Corporate Divestment Study
October 2019

The inaugural edition of the India Corporate Divestment 2019, aims to help companies understand the imperatives to increase the success of their divestments.



A billion screens of opportunity
June 2019

The FICCI-EY report captures key insights from the exciting and fast-growing Indian media and entertainment sector and showcases the change brought about by digital, data and direct-to-customer platforms.



Capital Matters
April 2019

The edition features an exclusive discussion with Byju Raveendran, Founder and CEO, Byju's, an in-depth analysis of India's US \$100 billion mergers and acquisition market, and other related insights in the capital ecosystem.



E-commerce and consumer internet sector
March 2019

The EY-Indian Private Equity and Venture Capital Association (IVCA) report, E-commerce and consumer internet sector - India trendbook, takes a detailed look into the PE/VC activity in the sector.



EY Forensic Outlook 2019
September 2019

This edition outlines the key trends for companies, their management and boards to inspire trust, instil confidence and create extraordinary value for the customers in today's transformative age.



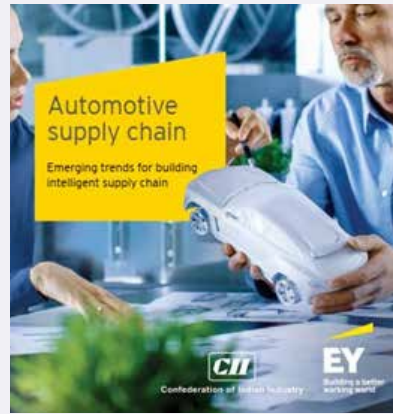
Emerging technologies
July 2019

The report in partnership with the Mint explores a range of emerging technologies, relevant global and Indian trends, concerns and growth tactics to inform strategic decision making.



"Think Blue"
June 2019

This report on effective water management technologies, aims at bringing together the current water scenario, concerns, policy and regulatory regime, available technologies and probable solutions, best practices and case studies; and key learnings from these success stories.



Automotive supply chain
August 2019

The EY report highlights the need for automakers to adopt integrated digital supply chain solutions to meet increasing product complexity and market dynamics.



Real estate investments
July 2019

The EY report focuses on the key investment trends and the outlook for the real estate sector. The sector is growing at a CAGR of 18.1%, presenting a huge market opportunity for the sector.



The curious banker

Seshasayee Shankaranarayanan (Sesha) worked with a member firm of EY Global in India between 2001-2007, as an article intern and then with the EY risk advisory team in Chennai.

Early education and childhood

Sesha was born and brought up in Chennai in a south Indian family. Since childhood, he developed a strong inclination towards finance and numbers, also influenced by his father's interest in the financial markets.

At 15, he surprised his parents, when contrary to everyone's expectations and wishes of him joining IIT and becoming an engineer, he decided to pursue chartered accountancy. This

choice also happened to then become a great motivation for him to push hard and prove himself to his family.

In his teens, he spent a lot of time going through CEO statements, analyzing annual reports of companies and understanding and reworking the ratios to increase his understanding and expertise in financial markets.

The EY journey

Reminiscing about how his association with EY began, he recalls his cousin, who is also his mentor in life, encouraging him to gain experience at a big four consulting firm as he felt that would be a strong start to his career. On his advice, Sesha applied to some of them and as destiny would have it, he got the first interview call from EY. After seven grilling rounds, he was selected as one of four hires among the 50+ applications. Recalling his initial impressions at EY, Sesha shared, "I was awed and enthralled by what I experienced on the first day and the kind of people I met. By the time the other companies called, I had already made up my mind to start my tenure with EY and didn't even attend any other interviews."

Describing his experience as wonderful, he shares that his stint was very productive as he got the opportunity to work across various sectors, assignments and with different teams.

Also, his interactions with the exceptional talent and inspiring leaders at EY enriched his experience. He shares that Terry Thomas and N Balaji, Partners at the EY Chennai office, left an everlasting impact on him and went on to be his friends, philosophers and guides in his professional journey thereafter. He thanks EY's culture and team spirit that made erstwhile colleagues like Vijay Shankar (Partner in Bangalore) and Shankari (Director in Chennai) best friends for life. Sesha strongly feels that the constant access to leaders gave him a lot of exposure and impacted his overall perception of life. It also brought out the curious kid in him every day. He proudly declares, "While I was born and brought up in Chennai but professionally, I was born and brought up in EY! Striving for excellence and always looking for opportunity to learn and improve are key traits EY has taught me for life."

Unparalleled opportunities at EY

Sesha travelled extensively and worked on several engagements during his tenure which helped him get excellent insights and an opportunity to identify the nuts and bolts of how a company operates. "The length and breadth of work that I got at EY was unmatched and is something that I miss since leaving EY," he shares.

One of the highlights of his experience was the opportunity to work with the central division (mother entity) of a client in the US, after they were impressed with Sesha and his

team's performance on the same project with the Indian division of the firm. It was a proud moment for Sesha and his team as it was one of the first instances that EY India had won a mandate in the US.

The cosmopolitan culture and working with people from across the world made his EY experience even better and he feels that diversity helps you become a well-rounded professional. Interestingly, he became better at Hindi at EY!

Banking experiences

In 2007, Sesha got an opportunity to work with Barclays in Singapore. He had recently got married at that time and the chance to work in an exciting new city eventually lured him abroad to gain some experience with the bank.

Banking, which was thriving at that time, was a completely different world for him. Speaking of the challenges he faced and how the EY experience helped him transition into the new role, he says, "What I do in banking is very niche - product control. As a function, it is time sensitive, high risk and extremely demanding and challenging. I believe EY prepared me well for it. Even though I was not from a banking, financial services and insurance (BFSI) background, I adapted to it well. The challenge

was to learn about financial products in a very thorough manner. So, the leadership and managerial foundation from my years at EY helped me get a strong start in my new role."

In 2011, after spending over four years in Singapore, Sesha wanted to come back to his family in India for personal reasons. In the absence of good opportunities in Chennai for him, he joined Credit Suisse, Pune as a Vice President. It was when their product control practice was being set-up. Credit Suisse gave him the exposure to a leadership role, as he set up a function, built a team and created capabilities. After being promoted to Director and spending some time in Pune, he was keen to come back to his family city, Chennai.

Back to home, back to Barclays

Sesha moved to Chennai and joined back Barclays. He has been working in the banking and product control domain for over 12 years now. Recounting his experience, he says, "I have continued doing similar work for the last twelve years. I feel, it's a very good high. I also brought a lot of risk and control mindset into it (learnings from EY days), which really helped me bring something to the table even though I was new to the industry in the initial years. Sesha is

leading a team of over 70 people at Barclays. He is looking after the primary market, which deals with IPO, advisory, loan syndication and bank's treasury. Investment and international Banking is going through a very interesting and challenging phase. Things are not always favorable and he tries to turn every challenge into an opportunity and that is something which keeps him excited!

On the personal front

He believes moving back to Chennai is one of the best things that has happened to him in the last few years. Coming back to his home town and parents has made life for him and his family much better. His weekends are absolutely no work days where he prefers to spend time with his family and feels that the work life should be balanced well. Sesha's son, who is keen on both education and vocals, regularly learns

mathematics and jams to groovy music with his father. In his free time, Sesha actively pursues cricket, something he has enjoyed ever since he was a teenager and represented Chennai in the under 19 circuit. He is a movie buff, likes to spend time on the beach and is an avid reader. He is hugely intrigued by behavioral economics, which he is also keen on pursuing for further studies.

Advise to the millennials - stay curious

Sesha's advice to the young generation today would be to dig deep, instead of digging wide. To always have an edge over others, one should be curious, confident and spend a lot of time digging deeper to become an expert in a field. He further says that people usually tend to get distracted if they have multiple plans, so one

should have fewer plans and ideas and give one's best to them.

10 years down the line, he would love to be in a global leadership role or start his own entrepreneurial venture. If he gets an opportunity, he would also like to take an education break to study more.



The exceptional EY experience

The world of work is evolving at a rapid pace. Change may be the only constant as far as organizations having to reinvent themselves is concerned, but what remains at the heart of this disruption is employee experience. Studies have constantly shown that a positive experience at the workplace fosters a strong sense of belonging and results in higher levels of involvement and enthusiasm among the workforce.

Sandeep Kohli | Partner and Talent Leader | EY India

The exceptional EY experience

Our purpose of building a better working world starts with our people, and the experiences that they have at EY. People have always been our greatest assets and so, to gain a deeper understanding of what they aspire our brand to reflect, we articulated and validated our culture ambitions by talking to our people and the leadership. As a result of these conversations, we identified five key attributes that underpin our ability to provide a distinctive EY experience.

A career at EY is **entrepreneurial** - our people are empowered to lead, be innovative and they are encouraged to take ownership to create a lasting impact. We are **intellectually stimulating** as our teams get opportunities to work on challenging assignments with premier clients and learn from the best minds in the industry. By being **digitally transforming**, we are prepared to aid businesses become fit for the digital world through technology enabled innovation and alliances. Our people are **socially responsible**, they are making a difference by supporting communities to make the world a better place. And finally, our people are actively encouraged to pursue their **passions beyond work**. These are the five attributes that are intrinsic to our culture, they differentiate us, and make the EY experience truly exceptional.

Creating a ripple

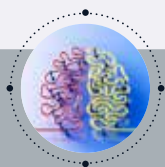
EY Ripples is our global corporate responsibility program that aims to positively affect the lives of 1 billion people by 2030. The program was launched last year to increase the positive impact we have been making in our communities, by using our knowledge, skills and experience. Collectively, we are working to make the biggest difference by supporting the next generation and by working with impact entrepreneurs.

One of our most popular initiatives in India is the Student Mentoring program. It aims at fostering success of students in senior secondary and under-graduation through its mentoring support. The program aims to help these students be future ready by encouraging academic excellence, campus connectedness, personal growth and development.

Till date, across Bengaluru, Kolkata, Mumbai, Chennai and Hyderabad, over 500 volunteers have participated in the EY Ripples 'Student Mentoring program' sessions and our plan is to take the volunteer number to 1500.



Entrepreneurial



Intellectually stimulating



Digitally transforming



Socially responsible



Passions beyond work

Digital credentials of the future, for the future

Learning is integral to the EY experience and we remain invested in the development of our people, concentrating on the most relevant up-to-date technology skills. Preparing our workforce for the future means helping our people be better equipped and differentiated in the market. It involves growing one's mindset as well as skillset. Last year, we launched EY Badges with the intent to open up a world of possibilities for our people to attain new skills that will help them stay relevant in today's dynamic working world. We have further introduced new badges that add to our variety of future-focused credentials, which also include data visualization, artificial intelligence and blockchain.

EY is the first professional services organization to offer digital badges globally.

Awards

World's most attractive professional services employer for Business Students by Universum 2019

Top 10 Best Companies for Women in India by AVTAR - 2019

Among India's Best Places to Work, 2019 by Great Place to Work

#1 professional services brand in India for the fifth successive edition of the biennial Global Brand Survey 2019 (Ipsos)

Global leader for Innovation Consulting Services by Forrester Research - 2019

EY News in Brief

Global leadership appointments

01

**Carmine Di Sibio
is the new Global
Chairman and CEO**



Carmine Di Sibio has taken over as our Global Chairman and CEO, effective 1 July 2019. He has extensive experience, skills and inclusive leadership style. Carmine was previously serving as our Global Managing Partner – Client Service, a post he has held since 2013. In this role, he has led the execution of our strategy in the market. Carmine also co-chairs EY's Global Diversity and Inclusiveness Steering Committee, which works to maximize the power of different opinions, perspectives and cultural references within our organization. He has also been critical in our innovation efforts over the past six years and instrumental in our Vision 2020+ priority to create a dynamic ecosystem of acquisitions and alliances. Carmine joined EY in 1985 and has held several leadership positions, including Global FSO Leader, and continues to serve many of our largest accounts as a Senior Advisory Partner.



**Julie Teigland appointed new
Area Managing Partner - EMEIA**

Julie Teigland has been appointed as the new Area Managing Partner for EMEIA (Europe, Middle East, India and Africa). She was previously the Regional Managing Partner (RMP) of Germany, Switzerland and Austria (GSA) and has succeeded Andy Baldwin who has been appointed as the Global Managing Partner – Client Service. In her new role, Julie will join the Global Executive (GE). With over 28 years' experience in professional services, Julie has worked in our Assurance and Tax service lines, and in CBS. Julie, who also serves as EY Global Leader for our Women. Fast forward initiative, is a recognized leader in progressing gender parity issues. She is a prominent voice of the Women 20 (W20) global agenda and is a member of the UN EQUALS Advisory Board, connecting the public and private sector to advance digital equality.

02

03

The new ey.com for India is now live!

The new EY India website ey.com/en_in provides an enhanced user experience, with a strong focus on showcasing EY's global connectedness and thought leadership.



04

Meet our distinguished panel of judges for the EY Entrepreneur Of The Year (EOY) 2019 India Program



An eight-member jury panel, comprising some of India's most eminent business leaders will select the finalists and winners for the Entrepreneur of The Year India 2019 Awards program. The program seeks to recognize those inspiring entrepreneurs, who with their creative ideas and exceptional enterprises have truly emerged as 'Builders of a better India.' The jury evaluates nominations on the basis of - entrepreneurial spirit; financial performance; strategic direction, digital initiatives, innovation and global impact; and community, personal integrity and influence. The finalists and winners of the EOY India 2019 program will be felicitated at a grand awards gala on 19 February 2020 at the Taj Palace Hotel, New Delhi.

Siddhartha Lal, Managing Director and Chief Executive Officer, Eicher Motors was named the EY Entrepreneur Of The Year 2018 and was felicitated by Shri Devendra Fadnavis, Honourable Former Chief Minister of Maharashtra and members of the jury, in the presence of over 500 guests including eminent business leaders, c-suite executives and policy makers.

05 EY Wavespace inaugurated in Mumbai, unlocking the 'how' of digital

EY India takes a big digital leap with the launch of its 'Wavespace' centre at India Bulls in Mumbai. The center uniquely equips EY professionals to demonstrate the future of business and how we can leverage the center to deliver better solutions and experiences to your clients. At this wavespace, we start by identifying our client's issues and help them develop new business models and prototypes that can provide innovative solutions.



06 EY voted #1 by students and makes the World's Best Workplaces top 10



EY featured in Universum's World's Most Attractive Employers annual ranking - based on surveys of students from around the world - we have been named the world's top professional services employer. Universum's ranking is based on a survey of nearly 250,000 business, engineering and IT students from top academic institutions across 12 of the world's largest economies.

EY features in Top 10 on the Great Place to Work's top 25 list of World's Best Workplaces for the fifth consecutive year, reaching #7. We are the only one of the Big Four to be on the Great Place to Work global ranking, which is based on feedback from our people and measures their experience through confidential surveys.



Building a better
working world

Is supply chain your weakest link?

EY's Asterisk Supply Chain Planning Solutions, a proprietary suite of integrated solutions, leverages artificial intelligence and machine learning to build lean and responsive supply chains

Contact asterisk@in.ey.com #BetterQuestions

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

Coming back to EY

Ankur Nigam, currently a Partner with the Investment Banking Advisory team, re-joined EY in January 2019 and his focus sectors include technology, media and telecom. In his earlier stint 2005 - 2013, Ankur was a part of the transaction diligence team. He has about two decades of experience in mergers and acquisition advisory and due diligence and has a diverse experience of managing cross-border transactions in countries across the Americas, Europe, Middle East and Africa.

Based in New Delhi, Ankur is a Chartered Accountant and an alumnus of the Shri Ram College of Commerce (SRCC), Delhi University.

Ankur Nigam

Please share the experience of your first stint with EY.

My first association with EY traces back to 2005. I worked with EY for over nine years and largely with the diligence team predominantly on the technology, media and telecom sectors. I also did some projects in commercial diligence. During that time, I also went for a long-term secondment to Chicago, US, in 2007, which was primarily a post-merger integration role. In 2011-2012, the leadership envisioned a bigger role of post-merger integration and operational restructuring as it was gaining traction in the country at that time. Dinkar was entrusted with setting up the practice and I got an opportunity to be part of the co-founding team as I had prior knowledge on the subject.

Experience wise, my first stint was just fantastic! Specifically, when I joined in 2005, there were very few members in the team including the two transaction support partners Pankaj Dhandharia in Mumbai and Amit Khandelwal in Delhi. We were based out of the Qutub

institutional area office and I have fond memories of that time as we had a very well-knit team, where everybody knew each other, got opportunities to work together and shared a lot of good memories. Those times with a smaller team, further brought closer by aggressive and challenging projects with stringent timelines, forged lifelong relationships that I cherish even today.

What motivated you to re-join EY?

Coming back to EY was a natural choice for me as I have always felt that this is home and I am so accustomed and comfortable with the work culture here. The team's aspiration to succeed, wanting to close the mandates faster to create value for clients, willingness and zest to win - and just to be able to contribute to the purpose of the firm of building a better working world, inspires and motivates me. It gives way to cross-selling, cross-teaming and providing an exceptional experience to the clients, and this passion





The EY brand is extremely strong and people start to look at you differently when you tell them that you have been with EY for a long period of time.

doesn't exist everywhere. It is not without a reason that we have a dominant position in the market for over a decade now, and that too was one of the reasons why I wanted to move back to EY.

Within the transactions team, we always had a go-getter attitude and it has become our DNA. I feel a lot credit for the same goes to the leadership to have the vision and passion to build it to what it has become today. Specially with respect to the investment banking advisory practice, it has created such a strong footprint in the market for years now and we've been leading the league tables on deal count for over 15 years consecutively, which I feel is commendable, and all credit to the team!

How did you stay connected with EY as an alumnus during the time you were away?

I had a lot of friends across the firm and kept in touch with all of them. There was always a warmth that we shared, and we made it a point to stay connected, whether in the same firm or not. We kept having get-togethers on a personal level and kept in touch through social and professional platforms. I also felt connected through the regular formal EY alumni meets that kept happening. Coming back to EY was truly like homecoming for me.

Your journey with EY traces to more than a decade ago. How have you seen EY evolve over the years?

According to me, EY has not changed and at the same time has changed dramatically.

EY's basic philosophy and approach has stayed the same. On one hand, our culture and DNA are intact. While, on the other hand, the way we react to opportunities has changed dramatically. We had a full-fledged restructuring practice before others. It highlights the leadership vision for creating new practices to be able to enable our clients to be future-ready. Also, here at EY, it is not just about building a practice, but supporting and helping to build them up. The confidence that the leadership has shown in our people, is very encouraging. Their vision to foresee something which potentially will grow into something big and putting a significant amount of the firm's resources into that in terms of time, money, team, capabilities and skillset, is something that has changed dramatically. We have got many more focused solutions now than we had when I started out in 2005.

How has your prior experience at EY helped you during your associations with other firms post EY?

One of the biggest powers that EY helps you with is the sheer association with its brand name. The EY brand is extremely strong and people start to look at you differently when you tell them that you have been with EY for a long period of time. It portrays you as a strong, competitive, passionate, go-getter and with an aim to win professionally. Secondly, the width of work we do, we invariably start to meet people who we have either worked with the firm before or who would know somebody at EY and would have had a good experience, which helps build strong connections from the word go.

You have worked with EY, compete and in the industry as the Group Head of Smile Group, a tech incubator. What has been your favourite profile and why?

Every role has a different charm, set of opportunities and threats and thus, every job becomes special in a way. In the industry, you are responsible for a lot more and are responsible for actions from beginning to the end of the project. There are no caveats in the industry. It's your foresight or your failure, so credit and debit is yours and yours alone. My current role at EY is also very interesting but if I were to pick my favourite amongst the favourites, I would want to call out my stint at EY during 2005-2007, the times we spent at the Qutub office, in a small team. There was immense learning and the bonhomie we shared was brilliant, and a lot of that has continued till date.

Could you please talk a little about your current profile?

In my current role, I am mandated to help build the investment banking practice for the firm for consumer internet and enterprise tech, for early-stage companies who are looking for funding. Our idea is to help these companies become big and help them across their lifecycle through their subsequent rounds of funding as well as strategy.

It is an interesting times for the early stage companies. The journey for the sector started with the India population story and there was a time when you had to start your pitch with India being a country of 1.2 billion people and you'd invariably get funded. That changed to collection of data and how the Company will eventually monetize that data at a future point in time and that got them funded. It's not at a stage where both founders and investors are a lot more mature and are focussing on profitability, paid transactions and scale, but all in balance. The story of high burn and hence high valuation seems to be on the way out.

Reminiscing, reconnecting reuniting...

EY India alumni reunions

Bengaluru Shangri-La Hotel, 12 October 2018



There is nothing as special as coming back together!

Our alumni reunions offer a great platform each year to relive EY memories and reconnect with friends, former colleagues and peers.

The enthusiastic participation at our Bengaluru and Delhi get-togethers in 2018 was a testimony to the fact that EY alumni greatly value the association they share with their former colleagues and the time they spent at EY. Over 350 alumni came together in these events to relive memories and revive connections.

Take a glimpse of our reunions hosted in the year gone by!



Delhi

The Hong Kong club, Andaz Hotel,
23 November 2018





EY Global Alumni Week 2019



“We have over one million alumni. And I approach them for advice, I have a lot of mentors that are alumni. I also gain a lot of on-ground market intelligence from my alumni friends. This week is a celebration of all such meaningful alumni connections.”

Carmine Di Sibio
EY's Global Chairman and CEO

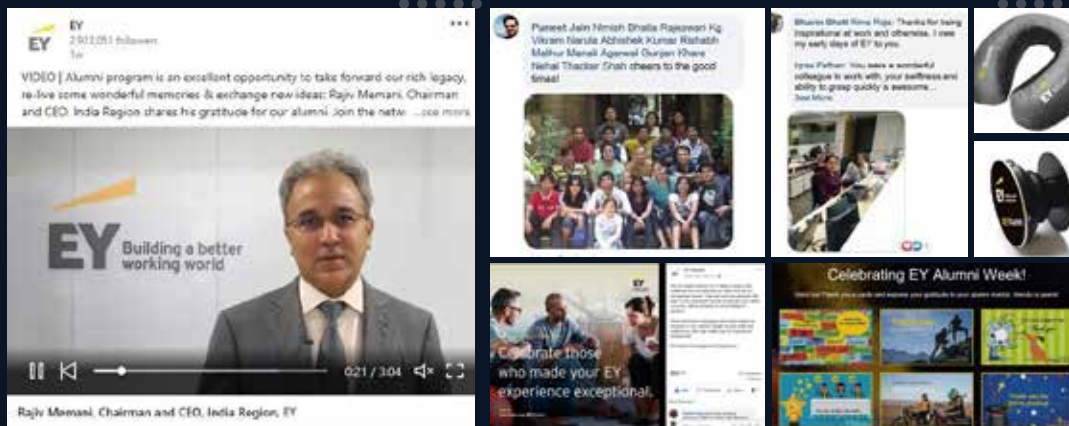
Celebrating the EY Global Alumni Week

We celebrated the EY Alumni Week from 13-17 May 2019, in 160+ EY offices in 50+ countries, showcasing the power of our global alumni network. It was a celebration of EY's greatest ambassadors – our alumni – who help bring our purpose of building a better working world to life.

The EY offices hosted pop-up stands, competitions and other events to bring our alumni together. Online activity was driven through various alumni connected social media platforms (EY portal, Facebook, Twitter, LinkedIn, etc.). This year, the exclusive EY Alumni network of 200,000 people bonded over the theme of digital transformation.

EY Alumni Week India

EY India celebrated the EY Alumni Week, a special week to strengthen and celebrate the alumni relationships, joining over 160 offices globally during 13-17 May 2019 for the fourth consecutive year. During the week, we stepped up our engagement with the alumni community through various initiatives, such as:



- 1. India Chairman and CEO video message:** A personal video message from Rajiv Memani reaching our registered alumni community of 12,000 members.
- 2. 'Thank you' e-cards:** Over 120 thank-you e-cards were shared by EY people with their alumni mentors, friends, clients or peers expressing their gratitude and affection.
- 3. Tag and thank campaign on social media:** The social campaign paved the way for current and former colleagues reaching out to friends and mentors who have been a special part of their EY journey. This campaign demonstrated the bonhomie that EY people and alumni continue to share with each other. With over 50 EY employees tagging and thanking their alumni friends and vice versa, the comments witnessed some of them reliving their fun times at EY.
- 4. Connect over coffee campaign:** It encouraged EY alumni and colleagues to reconnect and meet-up with their former-EY friends.
- 5. EY Shoppe:** The online merchandise store of EY branded products was refreshed with an all new EY alumni-exclusive range.
- 6. Referral campaign:** Received over 200 referrals, helping to further expand the network of over 12,000 alumni in India.

EY Alumni Week, as an initiative, received a tremendous response and saw a great degree of participation from the EY alumni and from colleagues firmwide, yet again affirming the importance and warmth of the connections. Thank you for your support in making the EY Alumni Week a success.

Global Alumni Portal (GAP)

“GAP is a very good initiative by EY, it is one of a kind in its industry”

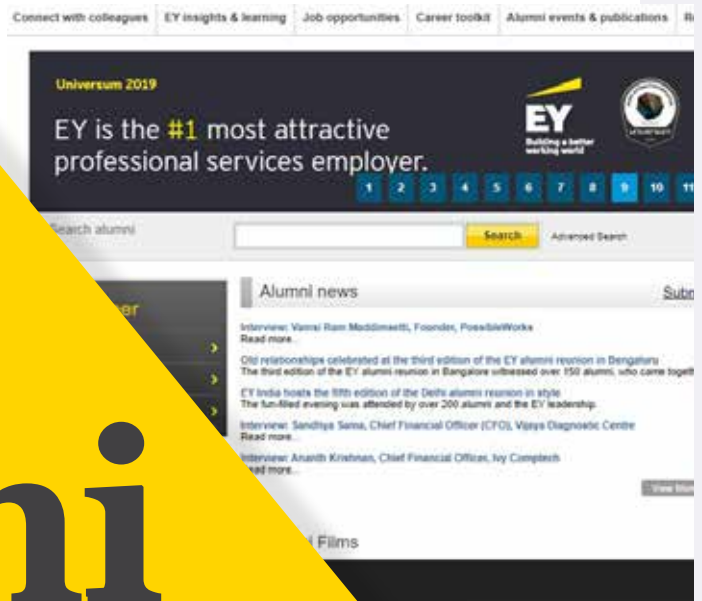
“GAP is a great platform to connect with colleagues, read thought leadership etc.”

“It’s simply a great way of still feeling connected with EY and the value proposition.”

“It is one of the best platforms which helps you connect with your ex-colleagues from different sectors working elsewhere or in EY.”

“I have not seen any such initiatives from any of my previous employers.”

“The alumni portal is very well designed and interactive.”



Alumni speak



Publications

"I think this is the best way that I feel still a part of EY. It gives me a feeling I still belong here. Just love when I see the EY Connect at home after a long day at work and it gets a smile on my face."

"The newsletters work as a reminder to visit the website every now and then."

"The articles and stories are inspiring."

"This magazine still makes me feel like an EY employee."

"I love the connect magazine. It's the best connection I have with EY post EY. Makes me still feel a part of EY."

"The publications are valuable and informative."

Clothes donation drive

"Extending the clothes donation drive to alumni is such a wonderful thought!"

"I used to donate clothes every year when I was a part of EY and it feels really good to see that we can still be a part of this."

"Excellent idea. Will try to participate and donate as much as possible."



Alumni program feedback

"It feels great to stay connected with EY and know all about what's happening."

"EY alumni program keeps me updated about EY's achievements and I also feel valued."

"This is one of the most well thought out alumni connect initiatives that I have seen in the industry. More power to EY and the thought behind the EY Alumni program."

"Appreciate the initiatives that the team is taking for this program."

"This is one of its kind and excellent initiative which gives a sense of belonging for an ex-employee. It will definitely leave an impact on the employee to partner with EY either externally or being part of EY."

Ernst & Young LLP

EY | Assurance | Tax | Transactions | Advisory

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EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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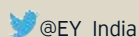
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