

# Canada India Insight

Website : [www.imec.biz](http://www.imec.biz)Call - 416-827-5189 / (e-mail) [Vipul@imec.biz](mailto:Vipul@imec.biz)

## Interview: Jan De Silva

President & CEO,  
Toronto Region Board of Trade



With over 13,500 members, Toronto Region Board of Trade is one of the largest and most influential Chambers of Commerce in North America. At a time when thousands of Businesses are suffering from the Pandemic and Toronto is still slowly just getting back to work, Canada India Insight-

*Read more on Page 2*

## From the Premier's Desk

Exclusive Guest Column



In a special, exclusive op-ed for Canada India Insight, Ontario's Premier Hon. Doug Ford talks about the Ontario spirit shining brightly, praises the services and help provided by Indo Canadian Organizations during the Pandemic and keeping ties strong with Ontario's friends like India.

*Read more on Page 4*

## Interview: Hon. Ranj Pillai

Deputy Premier, Yukon



Hon. Ranj Pillai is the Deputy Premier of Yukon, a Canadian territory with the US state of Alaska to the west, Northwest Territories to the East and British Columbia to the South. A small territory with approximately 41,000 people, 1 MP and 1 Senator to represent it in Ottawa.

*Read more on Page 5*

## Anshuman Gaur

Deputy High Commissioner of India to Canada - Guest Column



The Electronics System Design & Manufacturing (ESDM) sector has emerged as one of the most growth oriented sectors in India. Driven by growing demand from aspirational consumers, supportive policy infrastructure created by the Government and competitive manufacturing costs, India has emerged as one of the world's fastest growing electronics manufacturing hubs. Electronics manufacturing in India has grown rapidly with a CAGR of around 25% during the past 4 years, with domestic

*Read more on Page 6*

## Interview: Rahul Bhardwaj

President & CEO  
Institute of Corporate Directors (ICD)



Corona pandemic has disturbed short, medium and long term plans for all companies. Businesses are closing down and going bankrupt at an alarming speed, people are losing jobs and layoffs are being announced everywhere, at the same time, a few companies have the audacity to announce bonuses for senior leaders while announcing layoffs and bankruptcies, raising serious questions about ethics and governance. Supply chains are disrupted heavily and there is growing uneasiness

*Read more on Page 7*

## Down the Memory Lane



While we are all occupied in the present and now, Canada India Insight takes you back to the memory lane. From Jawaharlal Nehru (1947) to Narendra Modi (2020), India has had 15 Prime Ministers, while Canada has 28 Prime Ministers so far from John A. Macdonald (1867) to Justin Trudeau (2020) let us refresh our memories a bit (page 8 & 9)

# “ With global supply chains taking a hit, we see an opportunity to boost interprovincial trade ”

By : Vipul Jani

*Continued from page 1*

Editor Vipul Jani interviewed Jan De Silva, the President & CEO of this 175 year old prestigious institution.

**What role is an organization like the Toronto Region Board of Trade playing at a time like this, and how do you keep your members engaged (beyond Webinars) ?**

- Earlier in the pandemic, we saw that small and medium-sized businesses were taking the hardest hit and urgently needed support. As a direct response to that, we created a business support portal featuring COVID-related news, resources and supports for businesses. The site also features a live chat option that keeps people engaged beyond what they may have initially come to the site for. You can visit the portal at supportbusiness.bot.com.

More recently, we've been hearing businesses think longer-term – worried about their ability to bounce back from this. To address those concerns, we're also playing a role in recovery planning by releasing our Reimagining Recovery framework. The framework is rooted in expert insights, designed in collaboration with government and industry leaders and organized around six priority work tracks essential to recovering from this pandemic and preparing for future economic shocks.

**What do you hear from the industry about where we can be a year from now ?**

- Now, more than ever, we are seeing the value of digitization for businesses to help grow their operations and improve efficiencies when managing HR, customer service, supply chains and more. While some elements of business will stay the same – for instance, physical locations

will still hold value to businesses – the COVID-19 shutdown has emphasized the importance of a strong digital infrastructure.

To make sure more businesses have that



Jan De Silva

infrastructure in place, as part of the Reimagining Recovery framework, we launched the Recovery Activation Program, or RAP. The program will help businesses of all sizes across Ontario transform their operations with technology. Businesses can sign up for the program at supportbusiness.bot.com/RAP.

**How comfortable are Toronto and GTA based companies working with others based outside GTA / Ontario / Canada ?**

- The Board and the World Trade Centre Toronto, the Board's trade services arm, have helped hundreds of companies grow their international markets, and we know that trade is a critical part of our region's economy.

In our Reimagining Recovery Framework, one track is dedicated to trade. For instance, we're looking at how trade missions and agreements can be formed without international travel and how we can support businesses in the GTA with this transition. With global supply chains taking a major hit during this pandemic, we are also seeing more opportunity to

boost interprovincial trade in Canada by removing barriers. The elimination of interprovincial trade barriers would enable businesses to buy and sell within our domestic borders and help accelerate their journey towards recovery.

**Toronto is home to hundreds of events, big and small, indoor conferences and outdoor public events. Right now, all events and conferences are on hold for months and maybe for months more to come. Do you see a return to pre-COVID normal, and what happens to thousands of jobs dependent upon the events sector ?**

- Absolutely, business tourism and major events are a big driver for our region's economy. Last year, we released a report with Tourism Toronto that showed major business conferences and events alone generate more than \$850 million a year for the city. Across the region, our visitor economy makes a \$17.6 billion impact.

A lot more needs to happen when it comes to testing, tracking and the development of a vaccine before things truly get back to “normal,” but we will get there. Until then, the first track in our Reimagining Recovery framework focuses on how we can support businesses through different stages of the pandemic, and the second track looks at what recovery means for different sectors. Tourism, culture and events are a part of both.

**Many businesses have reservations about not being able to pay back the \$40,000 government loan or the reservations in applying for rent relief or even the wage subsidy programs. What are your thoughts on this ?**

- These programs have been an essential lifeline for many

businesses, and we encourage businesses to take advantage of every program they're eligible for. On rent relief, the province has recently banned commercial evictions for tenants who are eligible for the program to encourage landlords to apply.

However, we know these subsidies won't last forever – so we're working hard to get businesses to a place where they can reconnect with their workforce and customers and start to rebuild. Programs like RAP will help with that, but that's just one example.

**Mortgage and housing markets are now getting tighter, what impact will that have on our recovery ?**

- In the Toronto housing market, we're actually seeing more supply becoming available which is leading to a decrease in rental prices. This is largely a good thing – we need housing to be affordable to a wide range of workers to ensure that our economy can rebound after this. This could provide an opportunity to refocus our efforts on providing more affordable rental and home-ownership options.

**Can you speak to your role and experience with the Asia Pacific Foundation ?**

- It was an incredible honour to be appointed as the Canadian representative to the Asia Pacific Economic Cooperation's Business Advisory Council. Prior to joining the Board, I worked extensively in Chinese markets – so I know there are a lot of opportunities to further strengthen trade and economic ties with some of the Asia-Pacific region's most dynamic economies. Despite the anxiety around global travel right now, global trade and collaborations will continue to be a crucial part of helping the region's – and all of Canada's – businesses succeed.

(Jan De Silva is President & CEO, Toronto Region Board of Trade)

# Editorial

- Vipul Jani



Could this be any more different for India and Canada? While life, as we know it, is returning to normal, sort of, in Canada, with Corona cases coming down and more businesses starting to open up, India is facing challenges on multiple fronts. The pandemic

everybody. What it has done in the Galwan Valley with India has destroyed any remaining sympathy or goodwill it had in India and beyond. The call to boycott all Chinese goods and Made in China products / services is gaining momentum, not just in India but elsewhere.



Who will end up paying the price? The hard working Chinese people who have no say in the belligerence shown by Xi Jinping. Prime Minister Modi has got another Kargil-like situation on hand and the question is, can India do another

refuses to die down or even slow down with total cases now well over 500,000 and death toll nearing 16,000. Nepal, so far a good friend of India, has started acting funny, by altering its maps and erecting tents and building helipads on their side of the Kali river in Uttarakhand. We hope better sense prevail and Nepal look around to see what happens when countries are lured or trapped with Chinese inducements. Sometimes what seems like an immediate short-term gain end up being a major long term loss.

surgical strike on Chinese intrusions?

Although there is a massive military buildup going on both sides, indications are that the Govt of India may retaliate with non-military measures first. There is news that the Haryana, Maharashtra Govt have cancelled contracts given to Chinese companies, will this start similar action by other state governments and maybe the federal govt in India, remains to be seen. This is also a very good time for India to go all out, to ramp up the Make in India initiative, streamline its policies and tax structures, reform labour Laws, shortlist and aggressively go after companies giving a second thought to their investments in China.

China, it seems, is in a hurry to burn all bridges everywhere and offend everybody, consequences be damned. Australia, Taiwan, Hong Kong, UK, USA, Canada, India.. it is picking fights with

Back here in Canada,

Prime Minister Justin Trudeau's pet project of winning a temporary, two year seat on the United Nations Security Council, has fallen flat, with Canada losing to Norway and Ireland, causing yet another embarrassment for the Trudeau Liberals on the foreign affairs front. The fact that this time Trudeau govt got less votes than what the Harper Tories won in 2010 added insult to injury. India, Ireland, Norway and Mexico won the four non-permanent seats available on the UNSC, with India and Mexico doing so unopposed. There was no appetite in the broader Canadian public or media for it anyway and it will now be wise to focus the attention to where it truly belongs, i.e. economic recovery and protecting jobs, businesses and health of Canadians.

The 2 month long extension of CERB (after some initial flip flops and nonsensical fine and jail term moves) is a welcome step that will help many to survive this turmoil. What remains to be seen is what happens in September / October when the CERB ends and the Mortgage Payments on hold for

and ideas. As for Leslyn Lewis and Derek Sloan, enjoy the party while it lasts. None of them made the slightest impression, atleast on me.

As promised earlier, the Canada India Insight You Tube Talk Show is now launched. In Episode 2, I talk to Mr. Rahul Bhardwaj, President and CEO for Institute of Corporate Directors (ICD), a voice of Canada's Boards and Directors nationally, about how Canadian Boards and Directors are facing this unprecedented situation, ethical questions like giving mass layoffs on one hand and paying senior executives lucrative bonuses on the other, and more. Episode 3 features Hon. Ranj Pillai, Deputy Premier of Yukon, a small Canadian Territory that had just 11 Corona Cases and has a budget surplus, believe it or not. The fact that Mr. Pillai has family roots in Kerala, was icing on the cake for Canada India Insight. The Talk Show is now on our website as well. ([www.imec.biz](http://www.imec.biz))

Watch the Canada India Insight Talk Show on Impact Media and Events Corporation You Tube Page, Like, Share and Subscribe and let us do our

## Canada! India Insight

many, restarts. The real mess may unfold then. We are not even talking about the Canadian Govt deficit touching 260 billion dollars this year and the total debt nearing one trillion dollars.

The leadership debates for the Conservative Party ended up just like Canada's bid for the UNSC – all hype, no substance. There were hardly any new

part to bring the two countries together. The postponed Canada India Insight Conference in March has been re-scheduled for October 23 in Vaughan, hopefully things should improve by then and we can go ahead with the Conference. Ticket Sales and Sponsorships will be open again soon.

Canada India Insight Publication, Talk Show and Conference – all three platforms are now firmly in place. Looking for Indo Canadian companies and business leaders as well as anyone that has an interest in Canada and India, to come, join us and support the effort. Together, we can do so much more.

**Reach out to us at :**  
[vipul@imec.biz](mailto:vipul@imec.biz)

ideas, any excitement, any real vision or bold ideas to give a new direction, a new hope to Canadians that better days are ahead. While Peter MacKay seems and talks like same old same old, Erin O'Toole needs to stop attacking Mr. Mackay and focus more on his own platform



# Ontario Spirit Shines Brightly on Our Strong Ties with India during COVID-19

By : Hon. Doug Ford

It's been three months since Ontario took the difficult, but necessary decision to close down the province due to the outbreak of COVID-19. While this deadly virus was quickly spreading throughout the world, many jurisdictions, including Canada and India, made the same tough

choices, all in the interest of protecting individuals, families, and our most vulnerable citizens, including our seniors. While the losses have been far greater than anyone could have imagined, I am proud and grateful for how 14.5 million people in Ontario have gone above and beyond in the face of this global crisis. Our heroic frontline health care workers, businesses and volunteers have risen to the challenge in countless ways.



ventilators, 123 million masks, 4 million face shields, 173 million surgical gloves, and 21 million gowns. It is through these tireless efforts that "Ontario Made" has become the gold standard for high-quality PPE and medical supplies.

I have also been moved by

workplace safety insurance relief and a \$900 million commercial rent relief program for small businesses. All of these measures will help Ontario businesses get back on their feet quickly and start hiring and growing again, as we safely and gradually reopen the economy. Thanks to the collective efforts of everyone working to flatten the curve, we have made extraordinary progress and are now well into the next stage of our reopening plan for the province. While it's good news that many people are going back to work and supporting local businesses again, it is imperative that we remain on guard as we await the development of a vaccine or treatment for COVID-19. Travel restrictions will likely remain in place for some time. While we would normally welcome visitors with open arms, we have had to close our borders to protect the health and safety of our citizens and stop the spread of this deadly virus. However, commerce continues unrestricted across

our borders, including with our close trading partners like India. We look forward to the day when we can reopen our borders and once again invite the world to experience all that Ontario has to offer. Until then, we can strengthen our trade ties and chart a path to recovery together. What we have experienced over the past three months has been unprecedented. It has created significant hardship, personal sacrifice and tremendous loss. At the same time, it has demonstrated all that is good about Ontario. People from all walks of life have stepped up during these dark days and lit up our lives with hope, compassion and determination. The acts of selflessness have been truly inspiring. It's this spirit, the Ontario spirit, of looking out for one another that will get us through these challenging times and keep ties strong with our friends like India. **(Doug Ford is the Premier of the Province of Ontario in Canada)**

**Seneca**

TORONTO  CANADA

## Open to the World.

Choose from more than 170 programs. Each one designed with input from business and industry leaders and will prepare you for success.

- 4-year bachelor's degrees
- 2- and 3- year workplace-ready diplomas
- 1-year career focused post-graduate certificates\*



**APPLY TODAY.**

[senecacollege.ca/international](https://senecacollege.ca/international)

Seneca is a government approved and recognized Designated Learning Institution (DLI).

\*Also known as graduate certificates.

# “ India is among top 2 Asian countries for Yukon and my trip to India is just around the corner ”

By : Vipul Jani

## Continued from page 1

An Indo Canadian by origin (his father came to Canada from Kerala in the 60s), Mr. Pillai also holds various other important portfolios in the Yukon Govt of Premier Sandy Silver, including Minister of Energy, Mines and Resources, Minister of Economic Development, Minister responsible for the Yukon Development Corporation and Yukon Energy Corporation as well as Minister of Immigration.

Canada India Insight Editor Vipul Jani spoke to Deputy Premier Pillai for the Canada India Insight You Tube Talk Show. Excerpts from that interview :

**Mr. Pillai. Let us first face the elephant in the room before we discuss other issues. How is Yukon doing, in terms of the Pandemic ?**

- We only had 11 cases in total. So, we have done a very good job of keeping people healthy and keeping the right protocols in place. We put a program together that was the only kind in the country, where we essentially covered the fixed costs of all businesses that needed that support, also ensuring that people could take paid sick leave. Now it's about economic recovery.

**What can Yukon offer to the rest of Canada and to India and how can you help interested businesses and companies that may want to set up shop here ?**

- Our GDP grew by 2.6 % in 2018. We have a lot of resource extraction and a strong tourism sector. Yukon is 1/7th the size of India, but while India has 1.35 billion people, we only have 41,000. Yukon University has just opened and it has been a huge draw for students from India. Our capital, Whitehorse, was named by the Canadian Federation of Independent Business as the

most entrepreneurial city in Canada and we were competing against Vancouver, Toronto and Montreal. We pride ourselves for our ability to work with entrepreneurs directly.

**While 87 % of Yukon residents were born in Canada in 2011, 63 % immigrants between 2006-2011 were born in Asia. Do you expect this trend to continue ?**



Ranj Pillai

- People coming from Asia are primarily from 2 countries – Philippines and India and it has a lot to do with our University. They like the quality of life here, the clean air, exceptional unemployment rate (around 2.3 %) etc and want to live here, instead of large, urban cities. We have some extremely strong entrepreneurs from India, who moved here 30-40 years ago. Some of our biggest retailers and one of our largest construction company are owned by entrepreneurs from India.

**While most new immigrants and business investors go to GTA or to other major cities like Vancouver, Montreal or Calgary, why should they come to Whitehorse or Yukon in general ? Are there any special / specific incentives offered by Yukon ?**

-We try to ensure we have very competitive programs like Yukon Nominee Program. We also negotiated a new program with the federal minister

last year with about 50 spots as a Pilot this year, where an individual can work in a smaller community with upto 3 employers, so they can work part time in different positions to gain experience. Under the Yukon Business Nominee Program, you can buy an existing business here with the threshold being \$ 300,000 and it can be a pathway to citizenship. We also see entrepreneurs coming up in the start up sector.

**While Mayors and Premiers of various Canadian cities and provinces regularly visit India, is Yukon willing / interested to do the same ?**

-We continue to strengthen our relationship with India and people representing India like the Consul General, High Commissioner, entrepreneurs as well as Chambers of Commerce that represent Indian businesses. A lot of that happens around the annual mining conference in Toronto with 25 to 30,000 people. The Consul General of India in Vancouver has been very kind to me and also spent time in Whitehorse. I also met with the Deputy High Commissioner of India in Ottawa. We were just getting ready in 2020 for a trip to India. We can have a good partnership with India on renewable energy and tech sector. We continue to recruit students from India as well.

**Let us talk a bit about your Indian roots.**

- I have family that have recently moved from India to Toronto. My father came from Kerala to Canada in late '60s, he lives in Nova Scotia and has been practising Medicine for over 60 years. I want to spend some time in Kerala and to make sure it's not work related. In 2018, Association of Kerala Medical Graduates, a strong group of doctors across North America hosted an event in Ottawa and

I had a chance to speak at that event. I think I now have to put my tools down, take 2-3 weeks off and go to India. That trip is now just around the corner.

**Start eating some spicy food now, to get ready.**

-Oh, I am very good at that (laughs) I have been training for decades.

**With one MP and one Senator, is Yukon sufficiently represented federally and does it help to have them both from different parties ?**

- We have a Liberal MP and the Senator is now part of the Independent Senators Group. It's a great question. In the past, the Deputy Prime Minister of Canada (Erik Nielsen, PC party) was from Yukon, the first female leader of a National Party (NDP – Audrey McLaughlin) was from Yukon. These strong leaders made sure our voice is heard.

**In a budget of about \$ 1.62 billion, you had a surplus of \$ 4 million. Many Provincial and the current Federal Govt doesn't seem to understand what a budget surplus means. How do you do that and does it help if a Premier is also the finance minister ?**

-It is an absolute advantage if your Premier is also your Finance Minister, plus my Premier also has a background in Mathematics. We were thinking of getting a budget surplus in the spring of 2021, but we got there a year earlier and we also had one of the largest capital budgets ever tabled. We have to be respectful for every single dollar of taxpayers money and we take it very seriously.

**(For a more detailed interview, watch Canada India Insight Talk Show on You Tube or visit [www.imec.biz](http://www.imec.biz) (Hon. Ranj Pillai is the Deputy Premier of Yukon)**

# Opportunities in Electronics System Design & Manufacturing in India

By: Anshuman Gaur

*Continued from page 1*

production of electronics hardware touching USD 70 Billion in 2018-19. In a space of six years from 2012-18, India's share in global electronics manufacturing increased from 1.3% to 3.0%.

## Growth of ESDM Sector in India

The Government of India has played a catalytic role in encouraging demand and facilitating the growth of this sector. Government's transformational programmes like the Digital India and Smart Cities have propelled the spread and penetration of digital infrastructure and services, generating demand while schemes like Skill India and Start-Up India have provided employment and entrepreneurial opportunities. Under the wider rubric of the Make in India and Atmanirbhar Bharat vision of Prime Minister Narendra Modi, to position India as a global hub for Electronics System Design and Manufacturing (ESDM), the Government crafted a revised National Policy on Electronics (2019) which provides a blueprint for the sustained growth of the ESDM sector in India, with an emphasis on domestic generation of IP and design capabilities. 100 per cent Foreign Direct Investment (FDI) under the automatic route is permitted in the ESDM sector. Corporate tax rates have been reduced from 30 per cent to 25 per cent and are only 15 per cent for companies that establish new manufacturing units.

To promote large-scale manufacturing, develop a robust supply chain ecosystem and build new manufacturing clusters in the country, the Government of India has, this year, introduced three innovative incentive schemes, namely (i) the Production Linked Incentive Scheme (PLI), (ii) Scheme for Promotion of Manufacturing of Electronic Components and Semiconductors (SPECS) and (iii) the Modified Electronics Manufacturing Clusters

Scheme (EMC 2.0). Approximately US\$ 6.7 billion is on offer as monetary incentives under these schemes.

## Government of India incentive schemes to promote ESDM sector in India

In addition to incentives offered by the Union Government, the state governments in India are also rolling out special incentive



Anshuman Gaur

packages and facilitation programmes to encourage ESDM sector. For example, Uttar Pradesh, the largest province in India, has adopted its own Electronics Manufacturing Policy that list a whole spectrum of incentives for manufacturing units that locate themselves in the state and has identified the geographical area of Noida, Greater Noida & Yamuna Expressway area as 'Electronic Manufacturing Zone' to provide connectivity, state of the art infrastructure, logistics facilitation, talent generation hubs and high standard of urban living for manufacturers. Across India, several other corridors have been identified to favorably locate ESDM manufacturing units, including at NCR - Noida, Greater Noida, Gurgaon; Tamil Nadu - Chennai, Sriperumbudur; Andhra Pradesh - Tirupati, SriCity; Maharashtra - Pune; Karnataka - Bangalore, Mysore; and Telangana - Hyderabad.

With some 900,000 certified Research and Development professionals available, India has also emerged a centre of R & D in ESDM. India now has more than 1100 R&D centres spread across the country.

Some major R&D centres include Samsung's R&D Institute, which is the company's largest outside of South Korea and Intel India Design Centre both located in Bengaluru, Google, Amazon, Apple and Uber have also announced major R&D centres in Hyderabad.

**The smartphone sector in India** typifies the growth story of this sector. In 2014, there were only 2 mobile manufacturing units in India producing about \$3 billion worth of mobile handsets. By 2019, there were more than 200 such units producing more than 290 million units worth US\$ 30 billion, making India the second largest manufacturer of mobile handsets in the world. In 2018, Samsung opened the largest mobile phone manufacturing factory in the world in NOIDA, India. With a capacity to produce 120 million mobile phones every year for the Indian domestic market and for exports, the factory is a successful example of Make in India for the World initiative. That the expanded factory was announced just a year earlier in 2017, is indicative of the new pace and responsiveness of the central and state governments in India to facilitate ESDM projects.

By 2025, India is expected to have a digital economy of \$1 trillion, driving almost 25% of overall economic activity. With increasing disposable incomes and easy access to credit, quick adoption of new technology transitions such as 4G/ LTE & 5G networks, an exponential growth in e-commerce, increased delivery of services and financial transactions on digital platform (for example, digital transactions have increased 10x in the last 5 years) and rapid up-gradation and expansion of digital infrastructure including e-mobility, automation and IoT, demand for consumer and industrial electronics is likely to remain robust in India.

Locating ESDM manufacturing and R&D in India is the key to competitively leveraging the vast Indian market and also for scaling up exports to global

markets. The COVID-19 pandemic has not only increased the pace of digital adoption, it has also forced a rethink on the global supply chains and the need to re-visit the current, concentrated patterns of global ESDM manufacturing. With a growing market, a large talent pool of workers and welcoming policies, India is one of the most attractive destinations for relocation of ESDM manufacturing.

About 300 companies have already started exploring manufacturing options in India. These include major players like Wistron Corporation, a well-known manufacturer for Apple Inc., Pegatron, a Taiwanese electronics manufacturer and US based Electronics and Technology firm, Teledyne.

Canada has a fine pedigree in advanced manufacturing and technology innovation. According to Statistics Canada, more than 2,000 Canadian firms are involved with electronics and related manufacturing. The growth in the sector, however, has remained anaemic.

Given that the national market is comparatively small, growing the ESDM sector requires Canada to diversify its export markets and manufacture more competitively. With its demographic dividend, attractive domestic market, comparative advantages in shipping and labor costs, an inexpensive currency relative to the dollar and low political risk, India offers an ideal location to manufacture for Canadian firms looking to scale-up their global presence.

The Commercial Wing of the High Commission of India in Canada at Ottawa and the Indian Consulates in Toronto and Vancouver remain available to advise Canadian businesses looking to be a part of the Indian growth story.

**(The writer is the Deputy High Commissioner of India to Canada. He can be contacted at [dhc.ottawa@mea.gov.in](mailto:dhc.ottawa@mea.gov.in) )**

# “ Just because you can do it, doesn't mean you should do it ”

By : Vipul Jani

*Continued from page 1*

about China and how to delink from it.

If you are a Director on a national or multinational corporation right now, this is not a fun time for sure. How do the boards and senior directors at Canada's big companies cope with this uncertainty and chaos ? what is going on in the corporate boardrooms right now ?

Who else to tell us about it than the man who knows them all. Meet Mr. Rahul Bhardwaj, President & CEO of Institute of Corporate Directors (ICD), a National, Not for Profit Organization that is the voice of Canadian Directors and Boards from coast to coast. With 15,000 + members, they definitely know what Canada's boards are thinking and doing. ICD runs courses and provides referrals for them too.

Vipul Jani, Editor of Canada India Insight spoke to Rahul Bhardwaj on Canada India Insight You Tube Talk Show. Excerpts from that interview :

**Rahul Bhardwaj, President & CEO for Institute of Corporate Directors also serves on the board of Rideau Hall Foundation, supporting the office of the Governor General of Canada. He was Chair of the 2012 Ontario Summer Games, Co-chair of TO2015 Ignite, a program of the Toronto 2015 Pan Am and Parapan Am Games. His other past board commitments include founding board member of Metrolinx, Chair of the Toronto Downtown Jazz Festival, Chair of Community Foundations of Canada, Upper Canada College, George Brown College, Stratford Festival of Canada, United Way of Toronto as well as Vice President of the Toronto 2008 Olympic Bid. He is also a Corporate Lawyer.**

**Mr. Bhardwaj. Welcome to Canada India Insight Talk Show and Publication. Companies of all sizes are struggling to survive due to the pandemic right now. Employees are being laid off, asked to work from home and there is great**

**confusion about when all this will end. With re-opening, we hear more new cases emerging in several countries. How are the senior leaders at the Board and Director level cope with this uncertainty and chaos ?**

- Our members have oversight over trillions of dollars in market capitalization. A year ago, we were



Rahul Bhardwaj

talking about geopolitical uncertainty and cyber security, but nobody thought of such a threat to every individual in our country, no one anticipated (this) level of uncertainty. First thing everybody said was – let us go to remote work to ensure safety. Second question was about liquidity.

**Automation, working from home, Board meetings done by video calls.. do you think all these are temporary measures or are they here to stay ?**

- People were saying what's the big deal about AGMs ? Why can't you do it over Zoom ? Not too long ago, Telus had to go to court in B.C. to get a court order to do their AGM online. There are certain benefits in face to face board meetings, more so during crisis times like this. I have a feeling that you might see more of them online, as people get used to it. Also remember, Directors on big company boards do not always live in the same city or even the same country. They fly around (to attend board meetings), but we will find out how this goes in about 18 months.

**Canadians, while hoping to restart their jobs and businesses soon, are not too optimistic about going out to large public events, restaurants and spending money on non-**

**essential items anytime soon. What impact is it having on companies' plans for expansion and short term growth ?**

- I have seen this conversation evolve in boardrooms. In mid-march, the question was liquidity. Boards were seized with : we have to cease operations, send people home, but we still have to pay our bills. Now it's about stabilizing business. Boards are telling the management team, let's move from surviving to thriving. They are worried about revenue now. When are customers coming back ? When can we allocate capital to projects ?

**These days we see a very disturbing trend. Some companies while declaring bankruptcies go ahead and pay bonuses to their senior executives while thousands of people lose jobs in their companies. That puts a very serious question mark on their boards and directors. Your opinion on this.**

- Just because you can do it, doesn't mean you should do it. Not to defend them, but there are a number of corporations where executives have taken a severe salary cut as well to share the pain. You have got to be extremely wise in your relationship with employees. How you treat them now is extremely important . Under the new govt program, Emergency Funds for large companies, you can not pay bonuses to executives, can not issue dividends and can not have any buybacks. They have learned from the 2008 financial crisis.

**Similarly, there is a lot of talk about race, diversity and inclusion issues. How is the ICD advising boards and directors on these issues and just having someone symbolic to represent a particular race or gender enough ?**

- We have been very very supportive of enhanced diversity on boards. I am on the board of the 30 percent club. It decreases risk, cuts through bias and provides a different perspective. It's a standing item in our Conferences and our Chapter events across the country. 15-20 years ago, people were scratching their heads

about diversity on boards, No one is scratching their heads now. Tokenism is never a good idea though.

**Right now there is a growing uneasiness with China and there is a lot of talk about relocating and diversifying supply chains and manufacturing etc away from China. How are Canadian business leaders dealing with this and what impact it will have for Canada and Canadian companies in the short, medium and long term ?**

- China, as an economic power has geopolitical issues. Huawei is another situation. When you throw in Pandemic in the mix, you are talking about supply chains. So, this is a very complex area. Add Cyber to this as well. Canadian companies are really challenged, whether they are in the Oil & Gas Sector, in Agriculture or Tech sector. China is an important consideration for any board, whether they are doing business within Canada or outside.

**Canada now has almost two million Indo Canadians, with representation in many Corporations and Board positions. Do you see this as a welcome, growing trend and has it been changing the way companies have worked so far in Canada ?**

- I have lived in Canada since 1968. Indo Canadian Community is part of the leadership community as well. Businesses and successful organizations always want to get the best talent they can.

**At a time like this, what role an organization like ICD is playing and where do you see the organization five years from now ?**

- Better boards making better decisions will build a better Canada. We are very focused on that.

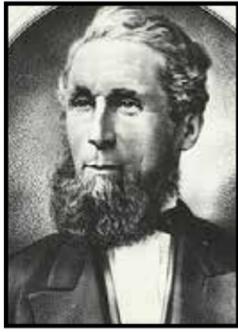
**(For a more detailed interview, watch Canada India Insight Talk Show Episode # 2 on You Tube or visit [www.imec.biz](http://www.imec.biz))**

**(Rahul Bhardwaj is President & CEO for Institute of Corporate Directors)**

# Prime Ministers of Canada



John Alexander Macdonald  
1867-73



Alexander Mackenzie  
1873-78



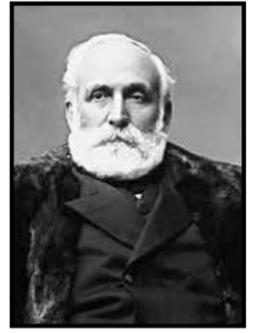
John Alexander Macdonald  
1878 - 91



John Abbott  
1891-92



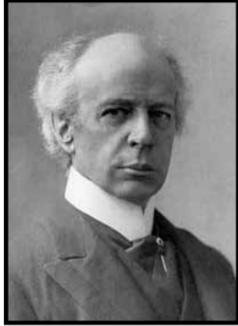
John Thompson  
1892-94



Mackenzie Bowell  
1894-96



Charles Tupper  
1896



Wilfrid Laurier  
1896-1911



Robert Laird Borden  
1911-1920



Arthur Meighen  
1920-1921



W.L. Mackenzie King  
1921-1926



Arthur Meighen  
1926



W. L. Mackenzie King  
1926 - 1930



Richard Bedford Bennett  
1930-1935



W. L. Mackenzie King  
1935 - 1948



Louis Saint Laurent  
1948 - 1957



John G. Diefenbaker  
1957 - 1963



Lester B. Pearson  
1963 - 1968



Pierre Elliott  
Trudeau  
1968 - 1979



Joe Clark  
1979 - 1980



Pierre Elliott Trudeau  
1980 - 1984



John N. Turner  
1984



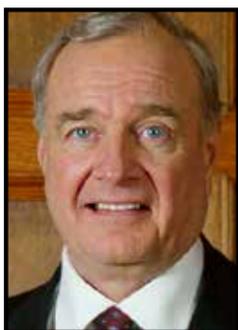
Brian Mulroney  
1984 - 1993



Kim Campbell  
1993



Jean Chretien  
1993 - 2003



Paul Martin  
2003 - 2006



Stephen Harper  
2006 - 2015



Justin Trudeau  
2015 - now

## Contact Us

Editor & Publisher : Vipul Jani

11 Crown Victoria Drive, Brampton, Ontario L7A 3A2, Canada  
(Phone) 416-827-5189 (E-mail) Vipul@imec.biz (Website) www.imec.biz

### Disclaimer :

Canada India Insight is a monthly e-publication, also printed on a quarterly basis. Articles, Guest Columns and Interviews published are for general information purpose only and we do not claim to provide any advice on any subject. Readers are advised to do their due diligence with regards to claims and offers made in the Articles or Advertisements. The sole purpose of this publication is to share information and knowledge vis-à-vis Canada India Trade and Overall Bilateral relations. Canada India Insight is supported by Canada India USA Development Forum (CIUDF), a Canadian Not for Profit Organization, working to promote bilateral and trilateral relations between Canada, India and USA.

## Happenings ....

India has joined Canada, USA, UK, EU, Australia, France, Germany, Japan, Italy, Mexico, New Zealand, Republic of Korea, Singapore and Slovenia as a Founding Member to launch the Global Partnership on Artificial Intelligence. This multi-stakeholder international

partnership will promote responsible and human-centric development and use of AI.

Toronto is North America's fastest growing tech market, adding about 80,100 tech jobs in the past five years and has nearly equaled the number of tech jobs created in

the San Francisco Bay Area since 2013.

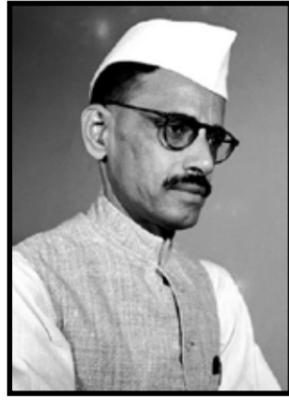
Canada has lost a much hyped up bid to win a temporary, non-permanent, two year seat on the United Nations Security Council, causing much embarrassment for the Trudeau Government. In fact, they

won 108 votes, six less than what the Harper Conservative Government got in 2010 during their failed bid. Canada lost to Ireland and Norway, while India and Mexico won unopposed.

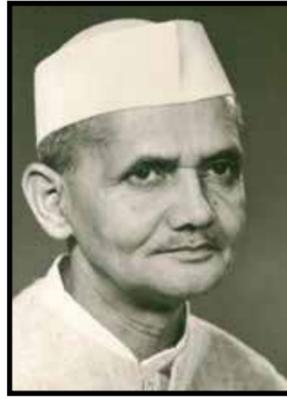
# Prime Ministers of India



**Jawaharlal Nehru**  
**August 15, 1947-**  
**May 27, 1964**



**Gulzari Lal Nanda**  
**May 27, 1964 – June**  
**09, 1964 & January 11,**  
**1966-January 24, 1966**



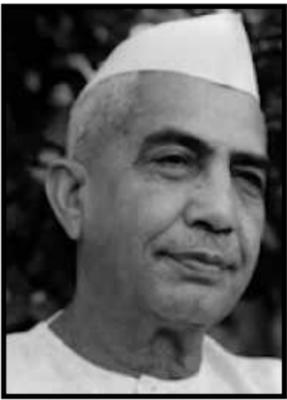
**Lal Bahadur Shastri**  
**June 09, 1964 –**  
**January 11, 1966**



**Indira Gandhi**  
**January 24,**  
**1966-March 24, 1977 &**  
**January 14, 1980-**  
**October 31, 1984**



**Morarji Desai**  
**March 24, 1977-**  
**July 28, 1979**



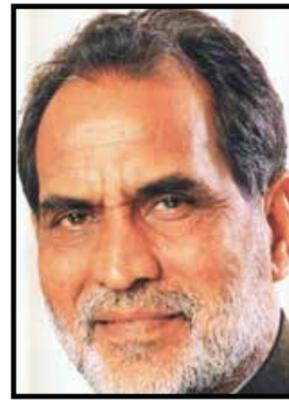
**Charan Singh**  
**July 28, 1979-**  
**January 14, 1980**



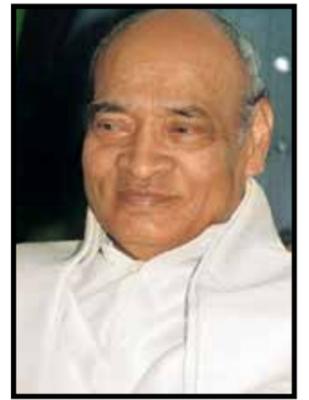
**Rajiv Gandhi**  
**October 31, 1984 –**  
**December 02, 1989**



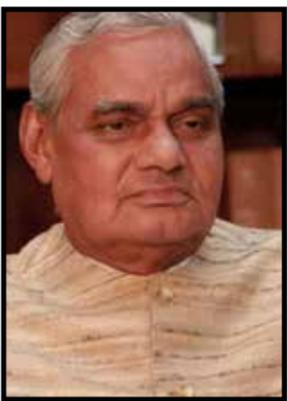
**Vishwanath Pratap Singh**  
**December 02, 1989 –**  
**November 10, 1990**



**Chandra Shekhar**  
**November 10, 1990**  
**– June 21, 1991**



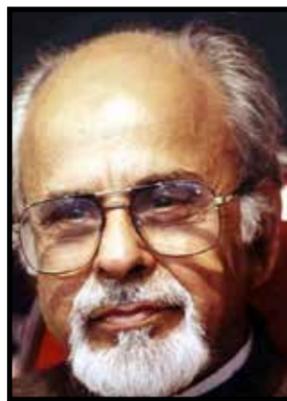
**P V Narasimha Rao**  
**June 21, 1991 –**  
**May 16, 1996**



**Atal Bihari Vajpayee**  
**May 16, 1996 –**  
**June 01, 1996 &**  
**March 19, 1998 –**  
**May 22, 2004**



**H D Deve Gowda**  
**June 01, 1996 –**  
**April 21, 1997**



**Inder Kumar Gujral**  
**April 21, 1997 –**  
**March 19, 1998**



**Manmohan Singh**  
**May 22, 2004 –**  
**May 26, 2014**



**Narendra Modi**  
**May 26, 2014**  
**– now.**



**Muraril Thapliyal**  
 Barrister, Solicitor, Notary Public  
 Managing Partner



**Brampton**  
 18-2565 Steeles Ave E  
 Brampton, ON L6T 4L6

**Richmond Hill**  
 7699 Yonge St  
 Thornhill, ON L3T 1Z5



**Prashant Rai**  
 Barrister, Solicitor, Notary Public  
 Managing Partner

**REAL ESTATE LAW**

**BUSINESS LAW**

**FAMILY LAW**

**CRIMINAL LAW**

**THAPLIYAL & RAI**  
 A PROFESSIONAL LAW CORP.

TEL 905-463-2088 | FAX 905-463-2089

INFO@PMLAWYERS.CA | WWW.PMLAWYERS.CA

# Covid19 Challenges Global Business: How Eficens CA Excelled ??

Impact Feature

The entire world has witnessed unpredictable devastation caused by the pandemic COVID-19. People's



Aravind Arasavilli

lives have been disturbed, economies shrunk and businesses collapsed. Not only is COVID the toughest challenge humanity has ever faced in terms of global disruptions, it is also challenging global business operations. Businesses and organizations, from small to large to MNCs have got severely affected and the lockdown protocols have also done a considerable damage.

However, every crisis brings an opportunity and opens doors for new technologies and new ways of doing things. At the least, it stimulates us to think hard about the uncertainty and how to survive from it. Many companies have initiated and implemented online methods amid covid19 and stepped into the virtual world almost overnight. Firms and entrepreneurs lacking such strategic skills and mindset are struggling today.

## How Eficens CA Overcame the Corona Pandemic and Lockdown Challenges :

The Eficens CA, the rising IT organization in Canada is creating ample opportunities

for young people. While Corona has left many companies and businesses bewildered, Eficens CA has undergone a massive digital transformation with a strong DevOps and Cloud strategy. With a quick transition, Eficens CA is delivering impeccable and reliable IT services at a rapid pace while maintaining quality at the same time.

Besides executing DevOps and Cloud technologies internally for the advancement of our business, we at Eficens CA are providing DevOps and Cloud computing services externally as well. Though cost-effective, there will be no stepping back in delivering valuable and reliable services.

## What is DevOps Technology?

DevOps Technology is the cutting edge trend that is transforming the working style of IT organizations with stupendous performance and swiftness. It's a combination of two sets of practices, Software

Development (Dev) and IT Operations (Ops), bridging the gap between teams and ensuring high-end outcomes. The importance of DevOps is that it will accelerate the working processes which propels fast delivery of services or products.

DevOps will monitor, maintain, and ensure the entire project lifecycle from design or programming, maintenance,

development, operations, output release or delivery (product or service), support system and customer/client feedback, is running at a smooth yet rapid pace in an effective manner.

Teams belonging to various domains will move on to a single platform and work together to achieve the desired output, advancing the company's development. The agility, continuous delivery, risk factor reduction, interactive work environment and high-quality services are the major benefits of DevOps.

## What is Cloud Technology?

Another prominent global technology is Cloud or Cloud Computing, meaning the delivery of computing services through internet, comprising data storage, servers, database, networking and software etc.

Easy and faster processing, delivery of tools and applications, business scalability, flexibility to use as well as the access and cost-effectiveness are

the biggest benefits of Cloud. The other additional advantages are back-up and restore of data, automatic software integration, system integration, reliability, adaptability and abundant storage capacity.

Cloud computing induces substantial operational efficiencies in business operations, benefiting the company's advancement in the

modern era.

Cloud computing is the most sought-after technology in IT and Software industries due to its compelling characteristics including efficient performance, affordability, productivity, acceleration and security.

DevOps and cloud strategy create an impact on an organization's working style and help them thrive during these pandemic times.

Eficens CA makes smarter



Ramu Venigandla

decisions and goes beyond the range, executes evolving technologies perfectly. We are also willing to help the clients and organizations by implementing the best DevOps and Cloud practices, training and job opportunities for DevOps and Cloud aspirants.

Eficens CA's modern behavior in a modern business era will benefit not only our teams, but the end-users (the clients) as well.

**To find out how your company / organization can benefit from DevOps / Cloud Technologies, contact Sindhura at Eficensca : (Phone) 647-619-6536 / (e-mail) sindhud@eficensca.com / (Address) 2017 Danforth Ave, Unit#301, Toronto, ON M4C 1J7, Canada / (Website) www.eficensca.com**



Government of India has asked Pakistan to reduce its staff in Pakistan High Commission in New Delhi by 50 % and will reciprocally reduce its own presence

in Islamabad to the same proportion. This comes in the wake of India catching and expelling two of its officials for spying, while Pakistan detained and allegedly tortured

two staffers at the Indian High Commission in Islamabad.

Nasscom's first Virtual Trade Mission – Investment Landscape, Key Tech Opportunities, Business

Immigration and Soft Landing Supports in Canada was inaugurated by Ontario's Minister for Economic Development Vic Fedeli and High Commissioner of India Ajay Bisaria.