

# Payal Kapoor

Chief Financial Officer

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## QUALIFICATIONS

**2002**

Chartered Accountancy,  
Institute of Chartered  
Accountants of India

**2018**

Executive Management  
Course – Change  
Management, Macquarie  
University

**2023**

Business Strategies for  
Social Impact and ESG,  
Wharton Online School

An experienced, senior finance expert with 25+ years of proven experience in developing strong business partnering finance teams, performing financial and operational turnarounds, complex structuring and transaction services and CFO advisory services. Payal is driven to bring social impact, which is measurable and felt across various facets of delivery, building strong engagement across their teams and various stakeholders, with thorough business understanding, strong technical skills and a “people first” approach.

## EXPERIENCE

**2023 -**

**Chief Financial Officer, Anchor Excellence**

Payal will operate as the CFO of Anchor Excellence and build provision of finance advisory services to its clients. The advisory services include assessing and improving financial performance of the organisation in line with care and sustainability goals, interim financial management assistance, revenue optimisation, creating innovative and business astute partnering teams, CFO/Finance Executive coaching.

**2021 - 2023**

**Chief Financial Officer, Southern Eastern Sydney LHD (SESLHD)**

Payal successfully led the finance function in close partnership with operations function and the executive team to deliver \$2 billion of services to approx. 1 million people in SESLHD. SESLHD is one of the largest local health districts in NSW, home to 4 large hospitals and 2 services, with some unique clinical services that it provides. Payal improved the service capability of the finance function significantly and instilled strong business partnership values resulting in an driven one team approach with the operations team. The role required significant performance and contribution in strategic areas and improvement in usage of taxpayer money, and management of some large legacy issues during the very difficult COVID times.

## EXPERIENCE CONTINUED

### 2016 - 2020

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#### *Commercial Head and 2iC to CFO, Catholic Healthcare*

Whilst functioning effectively as the 2iC to the CFO, Payal build a strong business partnership team and highly proactive management reporting function at Catholic Healthcare. The finance function progressed from a nascent financial control function to an advanced, well informed and proactive finance function. Payal built a team that was across the business functions, understood the aged care financial instruments thoroughly, worked closely with various business and support functions. This brought an informed understanding of financial impact and outcomes, strengthening commerciality of planned initiatives or undertakings, supporting long-term financial sustainability for CHL.

### 2004 - 2016

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#### *Director / CFO Advisory, KPMG Sydney*

Payal has worked over 11 years with KPMG Sydney and 4 years with KPMG India. Starting with audit articles to having progressed to a Senior Director, Payal worked across financial audit and CFO advisory services. Payal specialised in health, financial services and construction/infrastructure sectors. Payal provided and led services in financial turnarounds, interim financial management arrangements, structuring of very large engagements to arrive at appropriate accounting and tax outcomes, management consulting on improving finance functions etc.

### 2002 - 2004

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#### *Investment Manager, Morgan Stanley India*

As Chief of Staff to the CEO office, Payal quickly moved into a funds/investment management role based on my relationship skills, ability to grasp the sector, strong decision-making skills, and excellent financial management skills. In this role, Payal successfully managed portfolios for large corporates with a range of \$0.5 billion to \$1 billion in assets under management, utilizing their expertise in financial analysis and investment strategies to achieve strong returns.

## PROFESSIONAL RECOGNITION & MEMBERSHIPS

### MEMBER

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Institute of Chartered Accountants in India (ICAI)

### MEMBER

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Australian Institute of Company Directors