

KALEIDO **SCOPE**

STANDING CONFERENCE OF PUBLIC ENTERPRISES

New Executive Board of SCOPE Elected

Shri K. P. Mahadevaswamy, Chairman

Shri Brajesh Kumar Upadhyay, Vice Chairman



Shri K. P. Mahadevaswamy
Chairman, SCOPE &
CMD, NBCC (India) Ltd.



Shri Brajesh Kumar Upadhyay
Vice Chairman, SCOPE &
CMD, Goa Shipyard Ltd.



SCOPE Biennial Elections 2025-27 held



**Shri Atul Sobti as Member, Governing
Body participates in ILO Governing
Body Meeting**



KALEIDO SCOPE



Scan to read other issues
of KALEIDOSCOPE

For advertisement booking, write to:

Shubh Ratna
GM (Tech. & HR)

pr@scopeonline.in, 9873398242

Content

05 Message by Chairman

07 Director General's Desk

SCOPE NEWS

08 SCOPE Biennial Elections 2025-27 results declared



10 Newly Elected SCOPE Executive Board Members 2025-2027

11 Shri Atul Sobti as Member, Governing Body addressing ILO Governing Body Meeting



13 Hon'ble Prime Minister hails SCOPE's MoU with Textiles Ministry and e-Marketplaces to promote upcycling of textile products

14 SCOPE in Media

16 Interface with Stakeholders

18 Personalia

ARTICLES

19 Beyond the Battlefield: AVNL's Commitment to Community and Sustainability

23 Security Printing and Minting Corporation of India Limited - A Benchmark for Excellence in Digital Transformation

25 Volunteering for Social Good: A Pathway to Mental Well-being through HPCL's CSR Efforts by Vani Vivek Sharma

27 Kurukshetra to Boardroom: Transactional Leadership to Transformational Leadership in the Lens of Mahabharata by Debasis Satapathy

32 Strategic Thinking, Corporate Governance & Succession Planning for Corporates by Atul Kumar Tripathi

33 Control Obesity & Live Longer by Dr. H. K. Chopra

40 Goa Shipyard Limited: Accelerating ESG in shipbuilding for Sustainable Future by Abhishek Singh

43 India Navigates its Climate Commitments amidst Domestic and Geopolitical Uncertainties by Dr. Dhanasree Jayaram & Priyanka Jaiswal

49 PSE News

Reach us at :

SCOPE Social Interaction Centre (SSIC)
ssic@scopeonline.in

DG Sectt.
scopedg@scopeonline.in

Programme & Studies
ca@scopeonline.in

Corporate Communications
pr@scopeonline.in

Technical
mmo@scopeonline.in

Finance
finance@scopeonline.in

SCOPE Forum for Conciliation and Arbitration
(SFCA)
sfca@scopeonline.in

General Queries
info@scopeonline.in

Vol. 44 No. 11 April 2025



ADVISORY BOARD

Atul Sobti
Director General, SCOPE

Shubh Ratna
GM (Tech & HR)

CHIEF EDITOR
Director General

EDITOR & PUBLISHER
Shubh Ratna

ASST. EDITOR
Lipi Singh

Total Pages : 60

Annual Subscription: Rs. 500/-

Price per copy : Rs. 100/-

(Payment may be sent by DD/Cheque/NEFT drawn in favour of "Standing Conference of Public Enterprises")

Material published in KALEIDOSCOPE may be reproduced with prior permission of the Editor and with acknowledgment in the accepted style. The views expressed in various articles are that of the authors and not necessarily of SCOPE Management. - Editor

Published and printed at New Delhi by
Shubh Ratna on behalf of Standing Conference of Public Enterprises, Core 8, 1st Floor, SCOPE Complex, 7 Lodhi Road, New Delhi-110003 • Tel.: 24361495, Fax: 24361371
E-mail: pr@scopeonline.in

Designed and Printed at Royal Press, B-81, Okhla Industrial Area, Phase-I, New Delhi-110020
Tel: +91-93101 32888

Follow us on:



[pr_scope](https://www.instagram.com/pr_scope)



[PrSCOPE](https://www.youtube.com/PrSCOPE)



[OrgSCOPE](https://www.facebook.com/OrgSCOPE)



[PSUSCOPE](https://www.x.com/PSUSCOPE)



[SCOPE](https://www.linkedin.com/company/SCOPE)



[scopeonline.in](https://www.scopeonline.in)



Message by Chairman

It is a profound privilege and honour for me to assume the role of Chairman of the Standing Conference of Public Enterprises (SCOPE), the apex body representing Public Sector Enterprises (PSEs) in India. With humility and a deep sense of responsibility, I take up the baton of leadership at SCOPE, the apex body of the Public Sector.

With a board comprising of seasoned leaders from across PSEs, I look forward collaborating with our Vice-Chairman, Director General, SCOPE, and fellow Board members of SCOPE to further SCOPE's legacy as the apex body and achieve new milestones of success.

April, as you all are aware is a very pivotal month for SCOPE, as we commemorate Public Sector Day, this month. Marking this auspicious beginning, I extend my heartfelt wishes to all members of the SCOPE fraternity. I hope this upcoming chapter in SCOPE's legacy helps us achieve newer frontier of success.

For over five decades, SCOPE has been at the frontier of championing the cause of PSEs, recognizing their vital role as nation-builders and key contributors to India's socio-economic progress.

In the evolving landscape of globalization and market liberalization, SCOPE has steadfastly guided PSEs to not only sustain their presence but to excel in an increasingly competitive environment. By leveraging our collective strengths, I am confident

that we can embrace emerging opportunities and drive PSEs toward an even brighter future.

Keeping up the culture of continuous learning, incessant innovation, and out-of-the-box thinking, SCOPE is committed to fostering growth by driving policy advocacy, capacity building, research, and strategic initiatives aimed at unlocking new opportunities for PSEs.

Through collaborations with leading national and international institutions, along with knowledge-sharing initiatives and expert-driven programs, we aspire to enhance the competitiveness of PSEs and establish new global benchmarks.

I welcome the valuable insights and suggestions from our members to further refine and strengthen our efforts. With a renewed vision, commitment, and collective determination, I am confident that we will propel SCOPE and PSEs to greater heights of success.

Shri K. P. Mahadevaswamy
Chairman, SCOPE



(DEVELOPMENT OF ASPIRATION, KNOWLEDGE,
SUCCESSION & HARMONY)

A Leadership Program for Senior Executives of Public Sector Enterprises

by
Standing Conference of Public Enterprises
(An apex body of Public Sector Enterprises)

Capacity Building Commission
(Govt. of India)

with

McKinsey & Company India LLP
Knowledge Partner

Indian Institute of Management Ahmedabad
Academic Partner

**Building
Future-Ready
Leaders**



**Program Launch & Individual
Development Plan Phase**
April 2025 to June 2025*



**Learning
Journey**
July 2025 to March 2026*



**Post Program
Assessment**
September 2026*

NOMINATION: Limited seats are available for participation of Top/Senior Executives and hence nominations should reach SCOPE latest by 17th March 2025 by email to daksh@scopeonline.in. Nominations would initially be accepted on a provisional basis and later confirmed on receipt of program fees on or before 6th April, 2025.



CONTACT DETAILS
daksh@scopeonline.in

Ms. Pooja Singh, Sr. Manager, SCOPE
pooja@scopeonline.in
+91-9015486472

Mr. Nishant Kumar, Sr. Manager, SCOPE
nishant@scopeonline.in
+91-9953046060



pr_scope



PrSCOPE



OrgSCOPE



PSUSCOPE



SCOPE



scopeonline.in



Director General's Desk

Come April, and the hues of a new dawn at SCOPE beckons—ushering in a season of innovation, inspiration, and endless possibilities. The air is filled with the promise of transformation, where ideas take flight and visions turn into reality.

Each year, April is a landmark month for SCOPE, as we come together each year to celebrate the invaluable contributions of Public Sector Enterprises (PSEs)—not just as pillars of the economy, but as catalysts of national development.

Keeping up with the tradition, this year too SCOPE will take innovative steps to celebrate the spirit of PSEs as the backbone of our economy and I hope PSEs partake in these month-long celebrations whole heartedly.

As we embark on a new chapter, I am pleased to announce the election of the new SCOPE Executive Board for the 2025-27 term was conducted recently. It is my privilege to share that Shri K. P. Mahadevaswamy, CMD, NBCC has been elected as Chairman of SCOPE, and Shri Brajesh Kumar Upadhyay, CMD, Goa Shipyard Ltd., has assumed the role of Vice Chairman for the second time.

I sincerely thank our member PSEs for their enthusiastic participation in the elections and their continued trust in SCOPE as the apex representative body. Over the last few years, we have fostered meaningful collaborations, championed policy advocacy, and embraced global best practices to enhance the competitiveness of PSEs. These transformative milestones would not have been possible without the support of our members. I firmly believe that together, we will drive sustainable growth and strengthen the role of PSEs in national development.

It was my privilege that as Member, Governing Body, ILO, I had the unique opportunity to meet and address representatives from governments, workers and employers from across the world to discuss crucial matters relating to the governance of ILO and policy matters at the recently held ILO Governing Body Meeting.

As employers' representative, SCOPE also recently participated in the Annual General Body meeting of Dattopant Thengadi National Board for Workers Education & Development chaired by Dr. Mansukh Mandaviya, Hon'ble Union Minister of Labour and

Employment.

As we embark on a new chapter of SCOPE, with our new board assuming charge, SCOPE has planned numerous initiatives ahead. Bringing cohesiveness in PSEs, SCOPE also plans the opening of SCOPE Social Interaction Centre (SSIC), a first of its kind interaction centre that will bring together various PSEs under one roof to meet and deliberate.

SCOPE will also initiate the first batch of our one-of-its-kind Leadership program 'DAKSH' in association with Capacity Building Commission (CBC), to create a pool of future ready leaders.

Continuing to expand its horizons, by continuously experimenting with newer ways to reach out to our stakeholders, while highlighting the efforts of PSEs in all areas, SCOPE is at the threshold of a new story. And as a new chapter of SCOPE unfolds, we look forward to your continuous support and feedback.

Programmes & Initiatives launched (since last issue of KALEIDOSCOPE)

SCOPE celebrates International Women's Day – **8th March, 2025**

SCOPE Biennial Elections 2025-27 – **27th March, 2025**

Programmes & Initiatives in the offing

SCOPE & PSEs celebrate Public Sector Day and month – **10th April, 2025; April 2025**

Opening of SCOPE Social Interaction Centre (SSIC)

SCOPE's MoU with Harvard Business School Publishing Corporation, an affiliate of Harvard Business School

SCOPE & CBC Leadership Development Program – DAKSH

Atul Sobti

Director General, SCOPE

SCOPE Biennial Elections 2025-27 results declared

Shri K. P. Mahadevaswamy, CMD, NBCC (India) Ltd. elected as Chairman, SCOPE; Shri Brajesh Kumar Upadhyay, CMD, Goa Shipyard Ltd. elected as Vice Chairman, SCOPE

Results of SCOPE Biennial Elections 2025-27 were declared by Shri Atul Sobti, Director General, Standing Conference of Public Enterprises (SCOPE) and Returning Officer, in the presence of representatives of Member Public Sector Enterprises. The newly elected SCOPE Executive Board assumed office on 1st April, 2025.

As per the results declared, Shri K. P. Mahadevaswamy, CMD, NBCC (India) Ltd. has been elected as Chairman, SCOPE. Shri Brajesh Kumar Upadhyay, CMD, Goa Shipyard Ltd. has been elected as Vice Chairman, SCOPE.

Other members elected to the Executive Board of SCOPE are: Shri Manoj Jain, CMD, BEL; Shri Shantanu Roy, CMD, BEML; Shri Tajinder Gupta, Director (Power), BHEL; Dr. Yatindra

Dwivedi, Director (Personnel), POWERGRID; Shri Anil Kumar Jadli, Director (HR), NTPC; Shri Adhip Nath Palchaudhuri, CMD, Balmer Lawrie; Shri Ayush Gupta, Director (HR), GAIL; Ms. Usha Singh, Director (HR), MOIL; Shri Arvind Kumar, Director (Refineries), IOCL; Shri Uttam Lal, Director (Personnel), NHPC; Shri Lokesh Kumar Aggarwal, Director (Finance) ITDC; Shri Manish Patil, Director (HR), ONGC; Ms. Sangeeta Ramrakhiani, Director (HR), CWC; Ms. Rashmi Govil, Director (HR), IOCL; Shri Krishna Kumar Singh, Director (Personnel), SAIL; Shri Lalit Kumar Gupta, CMD, Cotton Corpn; Shri S.B. Mohanty, CMD (I/C) & Director (Finance), IREL; Shri Barennya Senapati, Director (Finance), HAL.

Declaring the election results, Shri Atul Sobti remarked that the consistent and active involvement



Shri Atul Sobti, DG, SCOPE and Returning Officer, SCOPE Elections declaring the election results.

of member PSEs in SCOPE Board elections reflects their strong confidence in SCOPE's vision and numerous initiatives as the apex organization representing Public Sector Enterprises in India.

With the assumption of office, the newly elected Board heralds a fresh chapter in SCOPE's journey, committed to driving a diverse range of initiatives that uphold SCOPE's core values and vision.



Representatives of PSEs during the SCOPE Executive Board election counting and results.



Shri K. P. Mahadevaswamy
Chairman, SCOPE &
CMD, NBCC (India) Ltd.

Shri K. P. Mahadevaswamy assumed the pivotal role of Chairman & Managing Director of NBCC (India) Ltd., a Navratna CPSE, on Oct 01, 2023, along with additional responsibility of Chairman of Hindustan Steelworks Construction Ltd. (HSCL) and Hospital Services Consultancy Corporation Limited (HSCC).

Embarking on his journey with NBCC as Deputy General Manager (Engg.) in 2005, Shri K. P. Mahadevaswamy exhibited exceptional leadership and expertise and successfully went up the ladder in the organization to become Chairman & Managing Director.

Shri K.P. Mahadevaswamy has played a key role in reviving the long-pending Amrapali housing projects, bringing relief to thousands of distressed homebuyers by ensuring the delivery of their homes. Under his leadership, NBCC is Redeveloping the General Pool Residential Accommodation (GPRA) colonies at Sarojini Nagar, Netaji Nagar & Nauroji Nagar, Delhi on self-sustainable basis. The redevelopment of government colonies—featuring

green buildings, solar energy, waste management systems and smart infrastructure—aligns with the Government of India's vision for sustainable urban development. The major portion of this massive undertaking is being funded through revenue generated from the World Trade Centre (WTC) Nauroji Nagar, a modern commercial hub designed with advanced technology, eco-friendly features and world-class amenities. Shri Mahadevaswamy has ensured that housing for government employees improves without additional financial burden. His strategic vision has not only resolved a significant real estate crisis but has also set a new benchmark for urban development, reinforcing NBCC's role as a leader in sustainable infrastructure projects.

For his outstanding contributions, Shri Mahadevaswamy was honoured with the "Realty Person of the Year Award" by the EPC World Awards in July 2023 for his work on the Amrapali real estate projects. His leadership has positioned NBCC as a pioneer in self-financed infrastructure development.

His leadership at HSCL as Chief Executive Officer (CEO) is particularly noteworthy. During his tenure, he successfully transformed the company's operations from people driven to system driven. Within a very short span of his leadership, he turned around the loss-making PSU-HSCL into a profitable Mini-Ratna entity. This significant achievement earned him the prestigious "CEO with HR Orientation Award" by the World HRD Congress & Times Ascent in Mumbai on Feb'21.

A Civil Engineer Graduate from the Mysore University. He has also done M Tech in Research. Shri Swamy has further enriched his business management and Leadership skills with an Executive Programme in Leadership & Management from IIM Calcutta. Shri Swamy has over 32 years of extensive & rich experience in the construction industry.

Throughout his professional journey, Shri Swamy showcased his expertise by successfully managing high-value, complex, and diverse civil engineering projects nationwide. From constructing hospitals, educational institutions and office buildings to overseeing Indo-Pak Border Fencing works and the Gosikhurd Irrigation project, he consistently delivered projects for NBCC by surmounting all challenges. Prior to his tenure at NBCC, Shri Swamy had an exposure in working with large scale refinery company, i.e., PSU, BHPV (Bharat Heavy Plates & Vessels Ltd) and also gained experience with reputed MNC for refractory work. He also has the experience to execute works using precast technology in year 1991 with a reputed South Indian Infrastructure and Construction Company.



Shri Brajesh Kumar Upadhyay
Vice Chairman, SCOPE &
CMD, Goa Shipyard Limited

Shri Brajesh Kumar Upadhyay, Chairman and Managing Director of Goa Shipyard Limited (GSL) since July 2022, is a visionary leader with over three decades of dedicated service in shipbuilding. An Electrical Engineering graduate and a distinguished Fellow of the Institute of Engineers (Kolkata) and the Institute of Electronic & Telecommunication Engineers (New Delhi), Shri Upadhyay's journey with GSL began in 1991 as a Graduate Engineer Trainee. Rising through key roles, he has made significant contributions across ship construction, indigenization, business strategy, and infrastructure expansion.

Renowned for driving GSL's global outreach, Shri Upadhyay has led crucial technology transfers and collaborations with reputed international firms, enhancing India's defence self-reliance. His leadership marked a turning point in GSL's diversification, pioneering products like advanced simulators and shipboard systems, which now form a substantial part of GSL's revenue. Focused on timely, quality shipbuilding, he has established GSL as a premier yard with robust in-house design capabilities.

Beyond GSL, Shri Upadhyay presently serves as Vice Chairman of SCOPE and Chairman of the Society of Industrial and Technical Education of Goa (SITEG), where he actively champions upskilling initiatives for local youth in the shipbuilding sector. He previously served as Chairman of CII Goa State Council, contributing significantly to industrial growth and policy advocacy in the region. Passionate about sustainable growth, he spearheads impactful CSR projects that uplift communities. Known for his commitment to innovation, open communication, and strategic foresight, Shri Upadhyay continues to steer GSL toward becoming a global defence leader, delivering excellence to both domestic and international clients.

Newly Elected SCOPE Executive Board Members 2025-2027



Shri Lokesh Kumar Aggarwal
Director (Finance)
India Tourism Development
Corporation Limited



Dr. Yatindra Dwivedi
Director (Personnel)
Power Grid Corporation of India
Limited



Smt. Rashmi Govil
Director (HR)
Indian Oil Corporation Limited



Shri Ayush Gupta
Director (HR)
GAIL (India) Limited



Shri Lalit Kumar Gupta
CMD,
The Cotton Corporation of India
Limited



Shri Tajinder Gupta
Director (Power)
Bharat Heavy Electricals Limited



Shri Anil Kumar Jadli
Director (HR)
NTPC Limited



Shri Manoj Jain
CMD
Bharat Electronics Limited



Shri Arvind Kumar
Director (Refineries)
Indian Oil Corporation Limited



Shri Uttam Lal
Director (Personnel)
NHPC Limited



Shri S. B. Mohanty
CMD I/C & Director (Finance)
IREL (India) Limited



Shri Adhip Nath Palchaudhuri
CMD,
Balmer Lawrie & Co. Limited



Shri Manish Patil
Director (HR)
Oil and Natural Gas Corporation
Limited



Smt. Sangeeta Ramrakhiani
Director (HR)
Central Warehousing
Corporation



Shri Shantanu Roy
CMD
BEML Limited



Shri Barenaya Senapati
Director (Finance)
Hindustan Aeronautics Limited



Shri Krishna Kumar Singh
Director (Personnel)
Steel Authority of India Limited



Smt. Usha Singh
Director (HR)
MOIL Limited

Shri Atul Sobti as Member, Governing Body addressing ILO Governing Body Meeting

The 353rd Governing Body meeting of International Labour Organization (ILO) took place in March, 2025 in Geneva, Switzerland. The meeting brought together the tripartite constituents of ILO i.e. representatives from governments, workers and employers to discuss crucial matters relating to the governance of ILO and policy matters.

During the 353rd Meeting, the issues related to decent work in supply chains, global framework on chemicals, advancing democratisation in ILO governance, fair migration policies, UN Social Summit etc. were deliberated.

Shri Atul Sobti participated in the meeting as Member, ILO



Governing Body. Shri Sobti has been elected to ILO Governing Body for the term 2024-27 as one of the fourteen main (titular) members from across the globe.

The Governing Body is the Executive Body of the

International Labour Organization which takes decisions on ILO policy, the agenda of the International Labour Conference, the ILO Budget and programs, among other issues.



The delegates during the 353rd Governing Body meeting of ILO in Geneva, Switzerland.

The meeting of the Governing Body entails active participation and discussion amongst/between employers, representatives from governments and workers on pertinent areas driving positive

change for the world of work.

Shri Atul Sobti also participated in the meeting of the Committee of Freedom of Association (CFA). The CFA is a prestigious

committee of the Governing Body which examines complaints of violations of freedom of association, whether or not the country concerned had ratified the relevant Conventions.



Shri Atul Sobti, DG, SCOPE and Member, Governing Body, ILO during the 353rd Governing Body meeting of ILO in Geneva, Switzerland.



Shri Atul Sobti during the meeting of the Committee of Freedom of Association.

Hon'ble Prime Minister hails SCOPE's MoU with Textiles Ministry and e-Marketplaces to promote upcycling of textile products

Shri Narendra Modi, Hon'ble Prime Minister, in his speech at Bharat Tex 2025 recently appreciated the Memorandum of Understanding (MoU) signed by SCOPE with Ministry of Textiles and e-Marketplaces to promote upcycling of textile products.

Addressing the gathering, the Hon'ble Prime Minister said that Bharat has a long and diverse tradition of textile recycling and upcycling. We can innovate and elevate these age-old practices, bringing them to the global market. The Ministry of Textiles has already taken steps in this direction by signing an MoU with the Standing Conference of Public Enterprises and e-Marketplaces to promote upcycling, the PM added.



Shri Narendra Modi, Hon'ble Prime Minister addressing the gathering during Bharat Tex 2025.

SCOPE had signed the MoU with Textiles Committee, Ministry of Textiles and Government e-Marketplace (GeM) last year during Bharat Tex 2024 with the common objective of promotion

of public procurement of upcycled products by Central Public Sector Enterprises.

Upcycling essentially means repurposing textile waste and scrap to extend its life cycle. Through upcycling, discarded items are transformed into new products of greater value and functionality. Sustainability and Circularity in the Textile Value Chain are essential to minimize the adverse effects of the linear supply chain. Unlike recycling, which breaks down materials to their base state to create new products; upcycling creatively reuses existing materials without altering their basic structure, thereby, significantly reducing the energy, chemical, and water consumption of the process as well as their impact on the environment.



Shri S. P. Verma, Secretary, Textiles Committee, Ministry of Textiles; Shri Ajit B. Chavan, Additional CEO, GeM, and Shri Shubh Ratna, GM, (Tech. & HR), SCOPE signed the MoU in the presence of Smt. Darshana Vikram Jardosh, Hon'ble Union Minister of State for Textiles and Railways; Smt. Rachna Shah, Secretary, Ministry of Textiles; Shri Prashant Kumar Singh, CEO, GeM and Smt. Prajakta L. Verma, Joint Secretary, Ministry of Textiles and other senior officials from Ministry of Textiles and GeM in New Delhi last year. (File Photo)



Interface with Stakeholders



Shri Atul Sobti, DG, SCOPE meets Shri Ajay Kumar Singh, Press Secretary to the President of India.



Shri Sanjeev Rastogi, Director (Production), Braithwaite & Co. Ltd. meets DG, SCOPE.



SCOPE at annual general body meeting of Dattopant Thengadi National Board for Workers Education & Development chaired by Dr. Mansukh Mandaviya, Hon'ble Union Minister of Labour and Employment.

Interface with Stakeholders



Shri Manoj Jain, CMD, Bharat Electronics Ltd. & Member, SCOPE Executive Board meets DG, SCOPE.



Dr. Manu Gupta, Vice-Chairman (Urology), Sir Ganga Ram Hospital calls on DG, SCOPE.



SCOPE at Vimla Art Forum's Exhibition - 'Pink Iron III & Maati II' in New Delhi.

Personalia



Shri Vikas Kaushal
assumes charge as
CMD, Hindustan Petroleum Corporation Ltd.



Shri Amitava Mukherjee
assumes charge as
CMD, NMDC Ltd.



Shri Sanjiv Kumar Singh
assumes charge as
CMD, Hindustan Copper Ltd.



Smt. Parminder Chopra,
CMD, PFC Ltd. assumes additional charge as
CMD, REC Ltd.



Shri Devendra Kumar
assumes charge as Director (Finance)
& Chief Financial Officer, Mangalore Refinery and
Petrochemicals Ltd.



Dr. Sanjeev Kumar Sinha
assumes charge as Director (Operations)
& Addl. Charge as Director (Mining),
Hindustan Copper Limited.



Shri Ruchir Agrawal
assumes charge as Director (Finance),
Mazagon Dock Shipbuilders Ltd.



Shri Kiran Easankarala
assumes charge as Director
(Finance and Commercial), Hindustan Shipyard Ltd.



Shri Rajesh Rana
assumes charge as Director
(Commercial & Marketing), India Tourism
Development Corporation Ltd.



Shri Sanjay Kumar Jha
assumes charge as Director
(Technical/Project & Planning), Mahanadi Coalfields Ltd.



Shri Girish Gopinathan Nair
assumes charge as Director (Technical),
Eastern Coalfields Ltd.

Beyond the Battlefield: AVNL's Commitment to Community and Sustainability



Brief of the Organisation:

Armoured Vehicles Nigam Limited hereinafter referred to as AVNL or AVANI is one of the recently formed Defence Public Sector Undertakings. AVNL was incorporated as a fully owned Government of India Company under the Companies Act 2013 on 14th August 2021 with its Head Quarters at Avadi, Chennai. It commenced its operation wef 1st October 2021 (Appointed Date).

AVNL is the market leader in the production of Armoured/Combat Vehicles (T-90, MBT Arjun and Infantry Combat Vehicles, BMP Sarath etc., Support Vehicles (MPV, AERV etc.) and Defence mobility solutions (Stallion, LPTA etc.)

Born during the 'Amrit Kaal' and 'Azadi Ka Amrit Mahotsav' of our Nation, AVNL is the 'New Dawn' in the firmament of defence production and shall always be a strong pillar and the Mighty Armour of 'Aatmanirbhar Bharat'.

Introduction:

The importance of inclusive growth is now widely recognized as an essential part of India's quest for development. It reiterates the country's commitment to include such sections of the society in the growth process, which have remained excluded from the mainstream of development. In line with this national endeavour, Corporate Social Responsibility (CSR) has been conceived as an instrument for integrating social, environmental and human development concerns in the entire value chain of Corporate business. In present times, the companies operating in Country's economy are not judged anymore only by their financial performances, but also by their positive actions towards the stakeholders, environment and the society. In other words they are judged also by how socially responsible they are. Thus CSR is a Company's responsibility towards the community, particularly the marginalized sections and the social

and ecological environment in which it operates.

Even though AVNL is a newly formed company and is at its nascent stage of development, it has adopted care and concern for the people and planet as one of its core business philosophy. AVNL strives to set high standards and endeavours to go beyond statutory requirement towards making reasonable impact economically, socially and environmentally with a mission to make long lasting and meaningful & impactful contributions for the development and enrichment of society and environment.

AVNL CSR Philosophy: Caring for the triple P's – People and Planet through judicious utilization of Profit.

AVNL CSR Mission: To make long lasting and impactful contributions for the development and enrichment of people, society and environment.

CSR Theme: CSR Theme is guided by the activities mentioned under the Schedule VII of the Companies, Act 2013 and also the priority themes decided by Government.

Some of the notable CSR initiatives undertaken by AVNL:

1. CSR IN HEALTH SECTOR

Project: Distribution of Artificial Limbs, Aids and Appliances in Tiruvallur District, Tamilnadu

Artificial Limbs Manufacturing Company (ALIMCO), the **Implementation Partner** produces different types of quality assistive and special assistive and appliances required by orthopedically, visually & hearing handicapped persons and special children.

Uniqueness:

AVNL partnered with ALIMCO for providing assistive devices to handicapped persons in Tiruvallur District, Tamil Nadu.



Sustainability: The project is sustainable for 10 years for the assistive devices provided.

Impact: Total Beneficiaries: 335 (mostly SC/ST Category),

During preliminary assessment survey from the beneficiaries, the satisfaction levels on health assistive devices provided to the targeted group is very high in the following parameters:

- i) Increase in Mobility of facilities to orthopedic and polio persons
- ii) Increase in awareness about the usage of aids & appliances by Persons with Benchmark Disabilities (PwBD's)
- iii) Improvement in hearing levels
- iv) Ability to lead an independent life with the help of appliances
- v) Improvement in the health levels of physically and mentally challenged persons

2. CSR IN SKILL DEVELOPMENT AND EMPLOYABILITY

Project: To Impart Skill Development Training for Unemployed Youth belonging to underprivileged sections (SC/ST/Girls) through **Central Institute of Petrochemicals Engineering & Technology (CIPET)**.

CIPET imparts skill oriented short duration training to the underprivileged / unemployed youth for developing technical and professional skills to enhance their employability. AVNL has partnered with CIPET to run residential Skill Development Centres at Chennai.

Total Beneficiaries: 34

90% of the students trained were placed in various private plastic industries in Chennai and remaining participants have become entrepreneurs.

Uniqueness:

The project is unique in nature with skill based development approach leading to employability of the participants. AVNL integrates business with community welfare and promotes industry-institute interface.

Sustainability:

The Project leads to skill development and employment which has a permanent benefit for the participants.

3. YOUTH EMPOWERMENT THROUGH EDUCATION, MENTORING AND WELLNESS- Promoting National Integration through empowerment of the Youth in border areas.

Project: Swarnim Centre of Value-Based Educational Excellence, Skilling, and Wellness

Due to the peculiar geopolitical situation, the development of border areas (land border areas which are strife-torn) is a national priority. Indian Army is doing yeomen service in the border areas to integrate the local communities into the national main stream. AVNL forged a collaborative venture with Indian Army to strengthen their initiative as a salutary measure towards "Nation Building".

30 children were selected from disadvantaged sections of Union Territory of Jammu & Kashmir hailing from economically weaker sections, especially from rural, semi-rural, non-urban areas, and hilly areas.

The Army provides infrastructure and the project provides a platform for residential education, coaching, mentoring and wellness for underprivileged yet talented students of Akhnoor, Sunderbani, Naushera etc. The students undergo coaching and mentoring for admission

into Engineering and allied streams and other job oriented courses.

Uniqueness:

The entire concept behind the project is to select underprivileged children from the border areas of our country who exemplify grit, determination, perseverance, pride and elevate them gradually through a process, from destitution and deprivation to empowerment and enrichment and integrates them into the national mainstream.

Sustainability:

The project has adopted a mentoring approach for the development of the underprivileged and disadvantaged children in the strife torn border areas of our Nation and will be a significant contributor to the development process of these children.

The project's belief in bringing about long-term improvements in the lives and livelihoods of beneficiaries along with sustainable changes is in line with the stated objectives of sculpting an inclusive and unified community, thus building the Nation developing into a 'Developed Nation'.

Impact: Out of 30 students selected for this project, 29 students were selected in NEET (24), JEE (04) and JEE Mains (01).



4. CSR in Rural Development Sector:

a) Project: Development of Clay Athletic Track (400 mtrs) in District Sports Stadium, in aspirational district Asifabad, Telangana State in collaboration with District Collector, Ashifabad.

Tribal groups are prevalent in Ashifabad District. Sports have emerged as a transformative force, bringing empowerment and positive change to the lives, especially in Tribal groups. Inclusion of tribal groups in sports is an essential initiative which will bring changes in their lives by enabling and

encouraging them to participate in sports activities. Development of Clay Athletic Track (400 mtrs) paved the way for encouraging and developing youth as Athletes besides their education. This project was implemented through District Collector, Ashifabad, Telangana State.

Uniqueness:

The project supports the District Authorities to train tribal youths to enable them to represent District, State and to participate in national competitions.

Impact:

The response of all the sportsmen and coaches of the Stadium has been overwhelming.

b) Project: Procurement and Installation of solar LED lights in rural and urban areas of District Nainital, Uttarakhand:

Nainital district in Uttarakhand has a mix of both hilly and plain areas. Along with urbanization, agriculture and animal husbandry are main means of livelihood of the people living in rural areas. Wild animals pose real threat to life and property. Damage to crops is also a permanent feature. These areas require proper lighting/illumination to ward off wild animals and make their living better.

AVNL in partnership Uttarakhand Renewable Energy Development Agency (UREDA) has taken up this CSR project for solar lighting to protect the local residents from the menace of tigers and other wild animals.

Impact:

The lighting requirement of inhabitants will be resolved and they can live without panic which will lead to improvement in the quality of life of the people.

5. Development of PVTG Blocks in Aspirational Districts

These CSR projects have been specially curated for marginalized communities in Particularly Vulnerable Tribal Groups (PVTG) Blocks of Aspirational Districts of Mayurbhanj and Kabhikharm Districts of Orissa and Chhattisgarh respectively. These projects will inter alia provide the following:

1. Provision of diagnostic kit and equipment in Health sub-centres, PHCs and CHCs

2. Establishment of Nutri Care Centers in different villages to reduce Severe Acute Malnutrition & Moderate Acute Malnutrition in children.
3. Introduction of Smart learning equipment for enhancing learning environment and making their learning experience more attractive for Anganwadi children.

These projects will lead to tangible improvement in the lives of the PVTGs.

6. CSR Projects for fulfilling the National Mission 'Vikas Bhi, Virasat Bhi':

AVNL produces armoured vehicles for strengthening the defence preparedness of the Nation. As such AVNL strengthens the National Defence. AVNL is committed to the National Vision 'Vikas Bhi, Virasat Bhi'. It also preserves and promotes Nation's glorious culture, heritage and iconic national monuments. AVNL is partnering with National Culture Fund, Ministry of Culture, Government of India and Archaeological Survey of India for the projects at prominent culture at Konark Temple, Odhisha, Brihadiswara Temple in Tanjavur and Temple of Somnath and Ruins, Bargon, Katni, Madhya Pradesh.

7. CSR for Environmental sustainability & ecological balance

Project : Water rejuvenation Project in the Mittanmalle Erakai lake at Avadi:

The project is aimed at restoring and conserving water bodies and ground water sources. The project involves excavation, de-silting, soil conservation, debris removal and rain water harvesting to improve water retention for improving the water quality, restoring ecosystem and enhancing ground water recharge.

Impact:

This project will provide clean water for drinking, agriculture, fishery. It will improve the livelihood of local communities.

8. CSR Project for Other Backward Communities population:

Project: Financial assistance for UDGM initiative (Unifying Development and Growth for Dignified

Livelihoods for Marginalised OBC Communities at Tiruvallur District, Tamil Nadu).

AVNL, in partnership with National Backward Classes Finance & Development Corporation (NBCFDC), has undertaken this project for promoting employment and enhancing vocations skills especially among women.

This initiative include financial inclusion aimed at empowering marginalised communities by supporting Self Help Groups, which are community groups, primarily consisting of women. The project will facilitate micro financing , entrepreneurship and skill development through capacity building.

Impact:

The project enables women to achieve financial independence by engaging in income generating activities. Revolving fund will enable them to expand their business and will lead to improved standard of living.

9. Conclusion:

CSR is Company's responsibility towards the community, particularly the marginalized sections and the social and ecological environment.

Even though AVNL is a nascent DPSU and even though its CSR fund is small; AVNL is aspiring to be a strong contributor to the National development through its innovative CSR practices.

Accordingly, strategic developmental programs have been initiated through CSR activities by AVNL targeting major issues in the fields of education, health care & Nutrition, preservation of national cultural heritage, Environmental sustainability, ecological balance, Promoting employment and enhancing vocational skill sets.

Finally, to conclude, the spirit of AVNL CSR Initiatives can be best encapsulated in the vedic hymn:

सर्वे भवन्तु सुखिनः सर्वे सन्तु निरामयाः । सर्वे भद्राणि पश्यन्तु
मा कश्चित् दुःख भाग्भवेत् ॥

(May everyone be happy, may everyone be free from disease, may everyone's life be prosperous and may no one suffer sorrow)

Security Printing and Minting Corporation of India Limited - A Benchmark for Excellence in Digital Transformation



SPMCIL Tech-Refresh Project aptly named Project “PAARGAMAN” is the story of Transformation, Transition & Transcendence of IT Systems to latest state-of-the-art technology, that will be crucial to the growth, expansion, productivity, reliability and viability of SPMCIL as an Organization in service of Nation. SPMCIL is a Miniratna Category-1, Central Public Sector Enterprise (CPSE) under the Ministry of Finance, plays a critical role in the production of Currency, Coins, Passports, Medals, and other Security Products for the nation. To support its vast and complex operations, SPMCIL has established a state-of-the-art Data Center in Noida and Disaster Recovery Center in Hyderabad ensuring high operational efficiency, security, and availability of critical IT applications including the deployment of SAP S/4 HANA ERP (Project PAARGAMAN) under the visionary leadership of Shri Vijay Ranjan Singh, Chairman & Managing Director, along with the guidance of Shri Sunil Kumar Sinha, Director (HR).

SPMCIL’s IT journey initially started in 2009 with Project “PAARDAKSH” for unification of separate Units of SPMCIL spread across India under a single integrated SAP ERP system. Since the existing IT System are outdated and upgradation to latest IT infrastructure & ERP application is the goal of the SPMCIL. With this goal the journey of Project “PAARGAMAN” was started with support of SPMCIL’S Top management.

The broad scope of the project was Site Preparation, installation of hardware infrastructure to latest technology, SAP S/4 HANA Implementation, Capacity building & change management, ISO 27001:2022 Certification of Data Center (DC) Noida and Disaster Recovery Center (DRC), Hyderabad. DC & DRC built on Hyper-Converged Infrastructure (HCI), delivers high availability, robust security, and seamless scalability with an assured uptime of

99.9%. This infrastructure supports missioncritical operations, ensuring uninterrupted production and management activities. Cutting-Edge Infrastructure and Design comprise smart rack technology, virtualization capabilities and SDWAN for network policy implementation. Also, Backup and DRC is fully equipped to protect critical data and a comprehensive backup policy ensures business continuity with a Recovery Time Objective (RTO) of three hours. The unique feature of new DC is capability for Third Party Integration with Process Orchestration solutions where workloads can be easily moved between onpremises infrastructure and the third-party Government Platform only.

SPMCIL has adopted the best methodology for SAP S/4 HANA Implementation on Premises deployments to protect the security sensitive data. The implementation of SAP S/4 HANA has been a transformative step for SPMCIL, streamlining production planning, inventory management, quality controls, improving supply chain management, and enabling real-time decision-making. This Transformation is also saving time in generating the various finance, management and production reports. The functional processes of all the units mapped in SAP S/4 HANA are tested at multiple levels including the core users, power users and SAP Certificated IT Team. The dedicated internal Project Management Unit (PMU) was established comprising SPMCIL IT team having domain experience headed by General Manager (IT). Independent Industry technical expert Dr. H.R. Krishnamurthy Honorary Professor in Department of Physics, Indian Institute of Science Bangalore also monitored the project and suggestions received are implemented for improvements.

Other Key Hosted Applications at DC & DRC are Email Exchange Server, E-Office: a critical

step towards paperless operations, increasing transparency, security, and efficiency in administrative workflows, Video Conference Solutions Enterprise Management Systems (EMS) and Network Management Systems (NMS).

SPMCIL as a CPSE responsible for handling sensitive national assets, prioritizes security with a multi-layered approach and monitored 24x7. The security stack is equipped with Next Generation Firewall Protection, Security Information and Event Management (SIEM) solutions ensure real-time monitoring, Sandbox Server, Data Loss Prevention (DLP), Advanced Persistent Threat (APT) Mitigation and ISO/IEC 27001:2022. Vulnerability Assessment and Penetration Testing (VAPT) was conducted by M/s. STPI for extra layer of security.

SPMCIL is also committed to environmental responsibility and sustainable practices like responsible e-waste disposal and management. R2 Certifications for safe and secure disposal is the benchmark. The DC/DRC is also equipped with a state-of-the-art Building Management System (BMS), integrating CCTV surveillance, fire alarms, water leakage detection, rodent control, and energy monitoring to enhance operational safety and efficiency.

This project was a fixed bid turnkey project with defined timelines and fixed milestones. The highly competitive timeline i.e. only nine months' timeframe is the example of successful Project

Delivery and achieving successful Go-Live in 2024 as per timelines of state-of-the-art DC, DRC & SAP S/4 HANA across SPMCIL Units.



Conclusion

The SPMCIL Data Center exemplifies excellence in infrastructure design, operational efficiency, and security. Our commitment to leveraging advanced technologies like SAP S/4 HANA and maintaining a state-of-the-art facility ensures that SPMCIL remains at the forefront of innovation and reliability in our sector. The SPMCIL Data Center stands as a beacon of excellence in digital transformation within the CPSE. With a future-ready infrastructure, cutting-edge security measures, and a commitment to sustainability and innovation. As technology continues to evolve, SPMCIL remains dedicated to harnessing the power of digital solutions to drive national progress and economic security.



Volunteering for Social Good: A Pathway to Mental Well-being through HPCL's CSR Efforts



Vani Vivek Sharma
Officer, CSR
HPCL

Volunteering for a cause has proven to be an enriching experience that positively impacts mental health. Engaging in meaningful work, fostering social connections, and contributing to community welfare all lead to enhanced emotional resilience and a greater sense of fulfilment. Hindustan Petroleum Corporation Limited (HPCL) has been a forerunner in Corporate Social Responsibility (CSR), actively involving employees and community members in initiatives that not only uplift society but also contribute to volunteers' mental well-being.

Our engagement in the Swachhtha Pakhwada initiative exemplifies our dedication to community development and involvement. We partner with community members to coordinate a variety of activities, such as informative sessions, cleanliness efforts, and sanitation campaigns. These endeavours aim to mobilize community engagement, instil a sense of civic duty, and encourage behavioural shifts towards cleanliness and hygiene practices. Through this initiative, volunteers develop a sense of purpose, which significantly boosts their self-esteem and psychological well-being.

We actively engage community members in the planning and execution of these activities, ensuring they are tailored to local needs and priorities. By empowering communities to take the lead in

maintaining cleanliness in their surroundings and educational institutions, HPCL cultivates a sense of ownership and pride in preserving a clean environment. This not only benefits public health but also provides volunteers with a profound sense of accomplishment, reinforcing positive mental health outcomes.

Moreover, HPCL utilizes its corporate resources and expertise to bolster Swachhtha Pakhwada initiatives, offering logistical support, materials, and technical guidance as required. Volunteers participating in these programs find joy in witnessing tangible improvements in their communities, which enhances their emotional well-being. A clean and organized environment contributes to a positive state of mind, and being part of such an impactful mission helps alleviate stress, anxiety, and feelings of helplessness.

Through collaborative endeavours with local stakeholders, HPCL endeavours to create enduring impacts and foster a culture of cleanliness and hygiene in communities throughout India. Notably, our HPCL 'Swachhtha Pakhwada 2024' campaign reached out to over 25 Lakh stakeholders, underscoring our commitment to this cause. The scale and outreach of such initiatives provide a platform for volunteers to work collectively towards



a common goal, building strong social bonds that are vital for mental well-being.

Beyond cleanliness initiatives, volunteering in CSR programs contributes to a sense of social connectivity, which is crucial in combating loneliness and depression. Volunteers often experience increased empathy, gratitude, and emotional resilience as they work alongside diverse groups of people. The knowledge that their contributions are making a difference fuels intrinsic motivation and a deep sense of satisfaction.

Incorporating psychological support into CSR activities, such as stress management training and counselling sessions for volunteers, further enhances their experience. By acknowledging and addressing the emotional challenges that come with social work, HPCL ensures that volunteers remain mentally resilient and engaged in their roles.

As part of the Swachhtha Pakhwada initiative, HPCL employees also conduct workshops for college students, educating them on the importance of cleanliness, hygiene, and environmental sustainability. These interactive sessions not only create awareness among young minds but also provide employees with a sense of fulfilment and engagement, further boosting their mental well-being.

HPCL's Swachhtha Pakhwada campaign from July 1-15, 2024, witnessed enthusiastic employee engagement through a series of internal competitions. The aim was to leverage the collective energy and creativity of our workforce to actively contribute to the Swachh Bharat Abhiyan. These friendly competitions not only reinforced our commitment to social responsibility but also fostered a sense of camaraderie and collective ownership of the campaign. The internal competitions held during Swachhtha Pakhwada were instrumental in promoting employee engagement, fostering sustainable practices, and reinforcing our dedication to the Swachh Bharat Abhiyan. The success of these initiatives showcased the collective power of employees in creating a cleaner and healthier workplace and community.

HPCL's CSR initiatives demonstrate how corporate volunteer programs can serve as powerful tools for mental health enhancement. By participating in Swachhtha Pakhwada and other CSR-driven initiatives, volunteers not only contribute to societal betterment but also experience personal growth, reduced stress, and improved overall well-being. As organizations continue to expand their CSR efforts, integrating psychological support systems within these programs will be instrumental in fostering a healthier and happier workforce and community.



Kurukshetra to Boardroom: Transactional Leadership to Transformational Leadership in the Lens of Mahabharata



Debasis Satapathy
CGM - HR,
NBCC



INTRODUCTION

Leadership is not merely about authority; it is about influence, inspiration, and impact. Among various leadership styles, transformational leadership stands out as the most powerful and enduring. It goes beyond routine management and transactional exchanges. It is about creating a vision, motivating people to exceed expectations, and fostering an environment of innovation and growth.

History and mythology have given us remarkable examples of transformational leaders, those who led not by command but by conviction. One such timeless example is **Krishna in the Mahabharata**, whose leadership transformed warriors into legends, chaos into order, and despair into purpose. His ability to mentor, inspire, and empower his followers resonates deeply with the modern corporate world, where leaders must navigate

uncertainty, drive change, and build resilient organizations.

In today's rapidly evolving business landscape, transformational leadership is more relevant than ever. Companies need leaders who can ignite passion, instil confidence, and turn challenges into opportunities. This article explores the principles of transformational leadership, its significance in the corporate world, and how lessons from the Mahabharata provide timeless wisdom for leaders striving to create lasting change.

KRISHNA AS A TRANSFORMATIONAL LEADER

Transformational leadership is a leadership style where leaders inspire and motivate their team members to achieve extraordinary outcomes by transforming their beliefs, values, and goals. It

goes beyond managing day-to-day operations and focuses on creating a vision for the future, fostering innovation, and encouraging employees to reach their full potential.

Key Characteristics of Transformational Leadership:

Transformational leaders articulate a compelling vision that inspires and motivates their team. They use enthusiasm and optimism to inspire individuals towards achieving organizational goals. Transformational leaders encourage creativity, innovation, and critical thinking. They challenge existing norms and empower team members to explore new ideas without fear of criticism. This involves mentoring, coaching, and providing opportunities for personal and professional growth. An excellent example of transformational leadership from the Mahabharata is Krishna's leadership during the Kurukshetra War. At the onset of the Kurukshetra War, Arjuna was confused by emotional turmoil, unable to fight against his relatives and respected elders. He laid down his weapons, questioning the righteousness of the war. Krishna transformed Arjuna's perspective through the Bhagavad Gita. He inspired Arjuna to rise above his personal emotions and focus on the larger goal of restoring justice. Arjuna regained his composure, picked up his bow, and became the decisive warrior who led the Pandavas to victory.

Devising the Strategy to Defeat Bhishma

When Bhishma proves invincible on the battlefield, Krishna advises Arjuna to seek Bhishma's permission to defeat him, knowing Bhishma's oath to fight without personal enmity. Krishna demonstrates humility and respect for elders while providing innovative solutions to complex problems. Bhishma is respectfully neutralized, allowing the Pandavas to progress in the war without ethical dilemmas.

To conclude, by creating an environment that nurtures talent, fosters innovation, and aligns efforts with a shared vision, transformational leadership becomes a catalyst for organizational excellence. Krishna's transformational leadership turned the tides of the Mahabharata, leaving timeless lessons in leadership, ethics, and strategy.

PROACTIVE DURYODHAN & HIS DIFFERENTIATING COMPETENCIES

Epic - Mahabharata is one of world's greatest epics, filled with stories of family conflict, war, and moral lessons. At the heart of this epic are its important characters, each with unique skills and qualities. These characters teach us valuable lessons about leadership, morality, and human behavior. Duryodhan a central character had distinctive competencies of Effective communication, Presentation, Motivation, Result orientation, Proactive, strive for excellence, Problem solving, Decision making, Negotiation, influencing skill, Self-confidence, Optimism, Accountability, Impulsive, Resilience, Perseverance, Critical thinking, Planning and organising, Conflict Management, Opportunist, Team work & the Art Delegation. The competency of **proactiveness** was distinctly visible in his actions. During the AGYANTABASA of one year at Virat kingdom, Bhima in disguise as a cook killed "Kichak" the brother-in-Law of Virat King, since Draupadi was getting harassed by him. The news of Kichaka's death spread quickly. Given Kichaka's strength and reputation, it was widely believed that no ordinary man could have killed him. Duryodhana, inferred that the only person capable of such a feat was Bhima. This led him to conclude that the Pandavas must be in the Virat kingdom in disguise. Duryodhana realized that if he could expose the Pandavas during their disguised exile, they would have to go back into exile for another 12 years. To achieve this, he decided to proactively attack the Virat kingdom, hoping that the Pandavas would be forced to reveal themselves to defend their host kingdom.

Management Lesson - Proactiveness is a critical managerial competency that involves anticipating and initiating change rather than merely reacting to events. Proactive managers foresee potential challenges and opportunities, and they act in advance to address them. In the epic, Duryodhan exemplifies proactiveness through his actions after the death of Kichaka.

1. **Anticipation and Analysis:** Upon hearing the news of Kichaka's death, Duryodhan immediately analysed the situation. He assumed

that the strength required to kill Kichaka was beyond an ordinary person, leading him to suspect Bhima.

2. **Strategic Thinking:** Understanding the implications of his judgement, Duryodhan recognized an opportunity. He knew that if he could expose the Pandavas during their period of disguised exile, they would be forced into another 12 years of exile. This strategic foresight is a hallmark of a proactive manager.
3. **Initiative and Action:** Instead of waiting for further evidence or the Pandavas to reveal themselves, Duryodhan took the initiative to act. He decided to attack the Virat kingdom, a bold move aimed at flushing out the Pandavas from their disguise. This decision shows his willingness to act decisively based on his predictions.

Duryodhan's actions in the Mahabharata demonstrate the core elements of proactiveness as a managerial competency. By anticipating potential opportunities, taking initiative, planning strategically, and managing risks, he showcases qualities that are essential for effective leadership and management.

ADAPTIVE, RESILIENT DRAUPADI & HER DIFFERENTIATING COMPETENCIES

Draupadi, a central character in the epic of Mahabharat represents distinctive competencies of Adaptability, Discipline, Self-confidence, Optimism, Loyalty, Accountability, Resilience & Perseverance. However, the competencies of adaptability & resilience are distinctively noticeable in her actions. Her ability to seamlessly adjust to various roles and situations, whether as a princess, a wife to five husbands, showcases her unparalleled adaptability. Through her character, we witness the enduring power of flexibility in overcoming obstacles and thriving in dynamic environments. She had to bear the humiliation in the Rajasabha by Dhusasana while she was attempted to be disrobed. Moreover, during twelve years of vanavas, along with Pandavas she was roaming inside the jungle leaving her luxurious palace. By being adaptable & flexible she could adopt the jungle as her new home. During her stay in the jungle, she had to experience

the humiliation of Jaidrath as well. Again, during one year of Agyantabasa when Pandavas were in disguise at Virat kingdom, Draupadi took the role of the servant of the queen. She performed all the odd jobs which a servant does for her master. She was the daughter & daughter in law of royal families. Despite her stature she had no hesitation to take up the new role and also adopted the new responsibility at a fast pace.

Management Lesson - Draupadi's ability to seamlessly transition between roles, from princess to queen to servant, highlights the importance of being flexible in adapting to various responsibilities within an organization. In a dynamic workplace, employees who can adjust their roles as needed contribute significantly to the overall success of the team. Other lessons which could be drawn are –

1. **Resilience in Adversity:** Despite facing numerous challenges, Draupadi displayed resilience and resourcefulness, showcasing the importance of staying resilient in times of adversity. In the corporate world, setbacks and challenges are inevitable, and employees who can bounce back and adapt positively to changes contribute to a resilient organizational culture.
2. **Embracing Change:** Draupadi's acceptance of her circumstances, whether living in the forest during vanavas or serving as a maid during Agyantabasa, demonstrates the importance of embracing change. In a rapidly evolving business environment, employees who can embrace change and adapt quickly to new situations contribute to organizational agility and innovation.
3. **Leadership in Adaptability:** Draupadi's leadership in adapting to different environments sets an example for leaders in fostering adaptability within their teams. Leaders who encourage and model adaptability create a culture where employees feel empowered to embrace change and innovate.
4. **Cross-Functional Skills:** Draupadi's ability to perform various tasks during her time in disguise at Virat kingdom highlights the importance of cross-functional skills. Employees with diverse skill sets and the ability to perform different

roles contribute to organizational flexibility and efficiency.

5. **Humility and Openness:** Despite her royal background, Draupadi's willingness to take on the role of a servant demonstrates humility and openness to new experiences. In the corporate world, humility and openness are essential for personal and professional growth, enabling employees to adapt to new challenges and opportunities.

Overall, Draupadi's story in the Mahabharata provides valuable insights into the importance of adaptability & resilient in the workplace.

Micro Management Leader

Epic - During the Mahabharata war, Drona expressed his inability to capture Yudhishthira as long as Arjuna was present on the battlefield. As per the strategy, King Susarma and his brother deliberately provoked and dared Arjuna to fight with them, disrespected Gandiva, and taunted Arjuna to abandon his bow if he feared confronting them. Both Krishna and Bhima cautioned Arjuna not to pay attention to these insignificant opponents and not go away from the battlefield. They repeatedly mentioned Duryodhana's strategy to capture Yudhishthira and cause heavy losses on the Pandavas once they could ensure Arjuna's exit from the battlefield. Krishna also advised that, as a charioteer it is his responsibility to caution him, however he has to follow Arjuna's instructions. Despite these warnings, Arjuna said, "As a kshatriya, how can I ignore the code of warriors and not respond to Susarma, who is challenging me to fight?". Arjuna did not listen to either of them and was determined to chase the Trigarta brothers. In his anger, Arjuna chased both the Trigarta brothers, who fled the battlefield without fighting Arjuna, and in the process, both Arjuna and Krishna moved far away from the battlefield. In the absence of Arjuna, his teenage son Abhimanyu entered the Chakravyuha and was mercilessly killed by the Kauravas.

Management Lesson – The epic provides valuable insights into the negative consequences of micro-management and the importance of leaders focusing on the bigger picture. Leaders should avoid micro-management and instead adopt an aerial view of the

organization. They need to focus on big ticket items and unnecessarily not devote time on small issues which could be handled by someone in the junior level in the organisational hierarchy. As a leader, it's crucial to trust subordinates and delegate tasks to them based on their capabilities. By not delegating and attempting to handle every minor challenge personally, leaders would be overburdened and lose sight of more significant issues. Challenge of King Susarma of Trigad kingdom, could have been handled by Nakul or Sahadev or any other junior warrior easily, rather than Arjun himself getting involved in the battle. This diversion consumed valuable time and attention that could have been used to address more critical aspects of the war. Leaders who get caught up in micro-management, take the risk of neglecting essential responsibilities and strategic decision-making.

THE ART OF EMPOWERMENT - KEY TO SUCCESS

The contrasting dynamics between the army chiefs—Dhrishtadyumna for the Pandavas and Bhishma for the Kauravas—offer a profound lesson in leadership, empowerment, and trust.

Dhrishtadyumna: Empowered Leadership Backed by Trust

1. **Complete Trust:** The Pandavas, particularly Yudhishthira and Krishna, trusted him fully and refrained from interfering in his decision-making. This trust allowed Dhrishtadyumna to strategize and execute plans with autonomy, ensuring a seamless chain of command.
2. **Collaboration:** Dhrishtadyumna worked in sync with other key leaders like Krishna, Arjuna, and Bhima, fostering a cohesive and motivated team. His decisions were respected, and the Pandava leaders followed his instructions on the battlefield.
3. **Morale and Ownership:** The trust reposed in him boosted his morale and sense of ownership, enabling him to lead with confidence. He was empowered to deploy strategies without the fear of getting questioned.

Bhishma: Constrained Leadership Undermined by Mistrust

1. **Duryodhana's Distrust:** Duryodhana doubted Bhishma's commitment to achieving a decisive victory for the Kauravas. This mistrust stemmed from Bhishma's affection for the Pandavas and his refusal to harm them directly. Duryodhana often questioned Bhishma's intentions and loyalty, creating friction between the two.
2. **Micromanagement and Constraints:** Unlike Dhrishtadyumna, Bhishma was not given full autonomy. Duryodhana's constant interference and lack of faith undermined Bhishma's authority. This not only demotivated Bhishma but also disrupted the unity and morale of the Kaurava forces.
2. **Mistrust Breeds Discontent:** Mistrust, as seen in Duryodhana's treatment of Bhishma, creates divisions and hampers the team's effectiveness. Even the most skilled leaders cannot perform optimally in an environment of suspicion and micromanagement.
3. **Unity is Key:** The Pandavas' collective faith in Dhrishtadyumna fostered a sense of unity and purpose. In contrast, the fractured trust within the Kaurava camp led to discord and inefficiency.
4. **Moral Clarity Matters:** A leader who is conflicted or constrained, like Bhishma, struggles to inspire and guide their team effectively. A leader's moral clarity and decisiveness are crucial for success.

Management Lesson

1. **Empowerment Leads to Efficiency:** Leaders like Dhrishtadyumna, who are trusted and empowered, can operate with clarity and decisiveness. This enhances the efficiency of the team and ensures a smooth execution of strategies.

This comparison emphasizes the critical importance of trust and empowerment in leadership. For modern organizations, it highlights how empowering capable leaders and fostering trust within teams can lead to collective success, while micromanagement and mistrust can derail even the most talented individuals.



Strategic Thinking, Corporate Governance & Succession Planning for Corporates



Atul Kumar Tripathi
Executive Director (Projects)
GAIL (India) Ltd.

Strategic thinking & corporate governance are important aspects, which play important role in shaping any corporate & paving the growth path. The present era is fast changing & complex too. To sustain in this business environment, it's also necessary to be flexible & resilient.

Governance is one of the important roles of Directors by ensuring that the organization is managed in the best interest of its stakeholders. Their responsibilities in governance extend beyond just overseeing day-to-day operations—they establish and enforce the framework within which the organization operates to ensure accountability, transparency, ethical conduct, and legal compliance.

Corporates are finding it difficult to achieve the sustained growth on continuous basis due to present complexities of business eco system. In such environment it's necessary to have visionary leaders on board who are capable of taking the challenging tasks.

Strategic thinking is the process of analyzing & evaluating various factors to develop long term plan. It involves consideration of bigger picture, understanding the trends, assessing potential risks & opportunities and making decisions that will drive future success of the corporates.

The Board of Functional Directors is typically from the peer industry experience. However, their role is fundamentally different from that of executives as the nature of assignment is more strategic & forward looking for shaping the future of the corporates.

Normally board does not involve in the day to day operations, as this responsibility falls with executive management team. If the board becomes too involved in routine operations, it can blur the role distinctions and undermine the accountability within the executive team, which is responsible for managing daily business matters. Board should maintain open communication with executive management and stay informed about operational



challenges at strategic level. By focusing on strategy and governance while allowing executive management to oversee daily operations, the board helps to maintain a clear division of roles & supports the corporates long term success.

During a crisis, the board need to take more active role in problem solving and day to day decision making. However, this involvement is typically temporary. The best boards empower the executive management team to manage daily operations & trust them to run business effectively. By stepping back from routine matters, the board allows the executive management leadership team to take greater accountability. Thus, opening the path for new leaders to step in.

Succession planning is also a strategic process which ensures that the organization is prepared for leadership transitions, identifying & developing internal talent to fill key roles. It is crucial for long term sustainability. By fostering succession planning, the board safeguards against disruptions while promoting leadership continuity & talent developments at all levels.

The board of directors is a uniquely structured group, consisting of members with extensive board experience as well as new entrants. It's a learning environment for new entrants, providing them with opportunity to evolve into the role of mentor for NextGen entrants.

Control Obesity & Live Longer

Prevent Heart Attack, Brain Attack, Leg Attack, Diabetes and Cancer - Frequently Asked Questions:



Dr. H. K. Chopra*

What is Obesity?

Obesity is a medical condition characterized by excessive accumulation of body fat, posing health risks. It typically results from a combination of genetic, environmental, and behavioral factors such as diet and physical activity. Obesity increases the likelihood of developing various health problems, including heart disease, type 2 diabetes, certain cancers, and musculoskeletal disorders.

What is the prevalence?

Prevalence of obesity in India is 40.3%. Zonal variations were seen as follows: south highest at 46.51% and east lowest at 32.96%. Obesity was higher among women than men (41.88% vs. 38.67%), urban than rural (44.17% vs. 36.08%), and over 40 than under 40 (45.81% vs. 34.58%). More education implied a higher obesity (44.6% college vs. 38% uneducated), as did lowered physical activity (43.71% inactive vs. 32.56% vigorously active).

How do you diagnose Obesity?



Body mass index (BMI) is widely used as a simple and reliable way of finding out whether a person is a healthy weight for their height. For most adults, having a BMI of 18.5 to 24.9 is considered to be a healthy weight. A BMI of 25 to 29.9 is considered to be overweight, and a BMI over 30 is considered to be obese. These days obesity is measured as an abdominal girth more than 90cm in men and more than 80cm in women are called as obese. There is an index known as BRI (Body Roundness Index) = Waist circumference / Height in cm. Normally Healthy BRI should be less than 10. If it is more than 10, we label the individual as obese.

What are the causes of obesity?

Obesity is caused by an imbalance of calories consumed and calories burned, which can be due to a number of factors including diet, physical activity, genetics, and environment.

Diet

- Eating too many high-calorie foods, especially those that are fatty and sugary
- Eating large portions
- Drinking too much alcohol or sugary drinks
- Eating out a lot
- Comfort eating

Physical activity Not getting enough physical activity and having a sedentary lifestyle.

Genetics

- Having a genetic variant that makes you more likely to be obese
- Having a monogenic obesity, which is caused by a mutation in a single gene

Environment

- Living in an environment that doesn't make it easy to get healthy food or exercise
- Not having access to adequate healthcare

Other factors

- Not getting enough sleep
- Being under high amounts of stress
- Having certain health conditions, such as an underactive thyroid gland
- Taking certain medications

What are the Symptoms of obesity?

It causes symptoms including shortness of breath, fatigue, and joint pain, among others. Obesity can also cause psychological problems including low self-esteem and depression due to social stigma. Health conditions such as asthma, diabetes, and high blood pressure often go hand-in-hand with obesity.

What are the risks of obesity?

Obesity can increase the risk of many serious health conditions, including:

Cardiovascular disease (Heart Attack, Brain Attack, Leg attack, Abdominal Attack) Obesity is a major risk factor for heart disease and stroke, which are leading causes of death worldwide.

Increase risk of diabetes: Obesity can lead to diabetes, which can cause blindness, limb amputations, and kidney failure.

Breathing problems: Obesity can lead to asthma and sleep apnea, which can increase the risk of road traffic accidents.

Liver disease: Obesity is associated with non-alcoholic fatty liver disease (NAFLD), which can lead to cirrhosis and hepatocellular carcinoma.

Cancer: Obesity is associated with some cancers, including endometrial, breast, ovarian, prostate, liver, gallbladder, kidney, and colon.

Musculoskeletal disorders: Obesity can lead to osteoarthritis, a condition that causes pain and stiffness in joints.

Mental health problems: Obesity can lead to mental health problems.

Pregnancy complications: Obesity can lead to pregnancy complications, such as gestational diabetes or pre-eclampsia.

Tips to Control obesity

Eating healthy

- Follow the Dietary Guidelines, avoid saturated fat, trans fats.
- Eat more monounsaturated and polyunsaturated fats, eat less of edible oils.
- Eat more fruits and vegetables, whole grains, and healthy fats.
- Avoid highly processed foods (fast Food).
- Eat slowly and only when hungry.

Being physically active

- Get enough physical activity, such as aerobic exercise and activities to strengthen bones and muscles
- Aim for 60 to 90 minutes or more of moderate to intense physical activity three to four days each week

Managing stress Get enough sleep, Set a consistent bedtime, and Avoid large meals and caffeine before bedtime.

Other lifestyle changes

- Talk to your health care provider about whether weight is a health concern
- Get involved in local efforts to improve options for healthier foods and physical activity
- Gradually change family eating habits and activity levels
- Eat meals together as a family

What are the drugs available to control Obesity ?

GLP1 RA named as Semaglutide (Ozempic), it is injectable subcutaneously for weekly basis not available in India and oral Semaglutide available in India as (Rybelsus) in a incremental doses from 3mg, 7mg and 14mg.

GLP1RA and GIPRA named as Tirzepatide Injection available as Mounjaro in the doses of 2.5mg to 12.5mg subcutaneously not available in India.

What is the Mind Body approach for weight management to control obesity ?

I firmly believe that we can achieve perfect body weight by Mind Body Balance. Our body is a miracle of our biological engineering. I do not think that there is any need of Calorie counting and vigorous exercise. It has been well documented the overall effect of loosing and regaining weight is worst than remaining over weight. The concept of diet, according to the Mind and Body dieting is known in Aurveda from the time immemorial, which holds true today and will have tremendous potential in the weight management program in the future. From the aurvedic philosophy, weight gain is because of disequilibrium of our Doshas. These doshas correspond to the dominance of basic five elements in our body, which are Air, Space, Fire, Water and Earth. Every individual has these five elements, out of which one may be dominant. The body consists of air, which is required for the functioning of both respiratory and digestive system both. Air require space to travel, both together controlling the **movement** functions of the body. The outcome of this function allows us to breath, circulate blood, digest food, expel the excreta, etc.

The blood and the tissue fluids mainly constitute **water**. The body requires energy for living, which comes from **metabolism**, and digestion is called as **Fire**. Water and Fire are responsible for metabolism in the body, which processes Air, Food and Water through entire system.

The basic body structure is made up of connective tissue, bones and minerals, etc, which represents **Earth**. The earthy components and Water are required to hold the cells together and form muscles, fat bones and nerves, etc. Thus, all these above five elements are required to build the human body. To have the perfect weight, we have to have the balance of the elements depending on the diet we consume.

From Ayurvedic perspective, individuals with strong Air and Space Elements are called **Vata Type**, and those with strong Water and Fire elements are called **Pitta Type** and those with

strong Earth and Water elements are called **Kapha Type** personalities. These three personalities can be differentiated. The Vata Type personalities have a tendency to “airy or movement”, and the Pitta to “Metabolism”, and Kapha to “Structural” disorders. The Vata personalities are light and thin built. They can perform activity rather quickly and show variability in size, shape, mood and action. They are enthusiastic, imaginative, easily excitable and have tendency to worry, constipation, Insomnia, irregular hunger and digestion. They have tendency to over exert and they get tired easily. Typically, they are tin, tall body, narrow hips and shoulders and may show physical irregularities like large hand and feet and protruding teeth. They are emotionally unstable.

On the other hand, Pitta types of personalities are medium built with strong metabolism. They are intellectual, articulate well, sharp, ambitious, outspoken, bold, and argumentative. They have sharp hunger and strong digestion. They live by their watch and feel restless if the dinner is served half an hour late. Their skin is moist and have tendency of premature greying of hair.

Lastly, the Kapha personalities can be identified with the heavy built, great physical strength, slow inactivity, slow hunger, slow digestion, strong emotions, tolerate, forgiving, slow to grasp new information, good memory, tranquility of mind and relaxed nature.

We can be one of the above personalities with predominant Vata (V), Pitta (P) or Kapha (K) or combination of VP, PV, KP, VK, KV or equal distribution of V, P & K.

Learning about our ayurvedic body type personality, will give us information on how to reawaken our body's inner intelligence to identify the right kind of food and activity (exercise), at a right time, in a right manner, in a right dose according to our body typing. Whenever, there is an event in the mind, there is a corresponding event in the body. Ayurveda defines three governing Doshas as mentioned above, Vata, Pitta and Kapha, that governs the flow of our intelligence throughout the physiology. Obesity is usually related to Kapha. As this Dosha governs the structure. Obesity will always involve imbalance of Kapha Dosha. However, it is not uncommon for an

imbalance in Vata or Pitta Dosha to precipitate the ultimate Kapha imbalance associated with obesity e.g compulsivity. Therefore, it is important for us to understand that regardless of which dosha is predominant, we may be prone to obesity, if there is imbalance / disequilibrium in our doshas.

Mind Body approach can give us a perfect weight by only two methods such as perfect diet and perfect exercise, which suits to our body typing. Physiological balance is a function of intelligence. The imbalances are called as *Vikruti* in ayurveda, a Sanskrit word that means deviation from nature and *Prakruti* is a state of balance with the nature.

We should eat right without dieting according to our mind body system. People who are over weight always have an imbalance of Kapha, perhaps accompanied by other imbalances with other doshas as well. *“Every morsel of food that I eat and every drop of liquid that I drink and every thought that I think has influence on the health of 60 trillion cells that I have.”* Every food we eat has an influence on Vata, Pitta and kapha. Certain foods are known to reduce kapha in the physiology. Eating these foods help in transforming our metabolism so that more energy is produced instead of fat. Thus, we can maintain our ideal weight without counting the calories or going for any dieting.

Food that help in reducing the Kapha are as follows:

- Foods that are light, dry and warm.
- Foods that are spicy, bitter and astringents.
- Some specific recommendations.
- Dairy – Low fat milk is better. It is best to boil the milk before you drink it. Cold milk increase kapha. Do not drink milk with full meal or with sour or salty food as this makes it difficult to digest. Adding turmeric or ginger to whole milk before boiling, will reduce kapha qualities in milk.
- Fruits – Such as apples and pears are better. Pomegranates and cranberries are also good.
- Sweeteners – Honey is excellent for reducing kapha.
- Beans – All beans are fine.

- Grains – Barley, corn, millet, buck wheat and rye are the best, because they are light.
- Spices – All spices are good except salt, which increases Kapha.
- Vegetables – All vegetables are fine. The following vegetables are especially effective in reducing Kapha – reddish, asparagus, eggplant, green leafy vegetables, beets, broccoli, potatoes, cabbage, carrots, cauliflower, pumpkin, lettuce, celery, sprouts, etc.
- Meat and Fish for Non Vegetarians – White meat from chicken or turkey is best and fish is fine

To have perfect weight, we must have following Body Intelligence tips:

- Eat in a settled and quiet atmosphere.
- Always sit down to eat.
- Don't eat when you are upset.
- Eat only upto the point of comfort.
- Avoid ice cold foods and drinks.
- Don't talk while chewing.
- Eat at a moderate pace.
- Don't eat until the preceding meal had been fully digested.
- Flavour meals with freshly cooked food.
- Sit quietly for few min. after your meal.
- Have eating awareness meditation, at least once a week.
- Never over eat.
- Don't eat for the taste sake, eat for the eating sake.
- Don't eat junk food such as sweets, salted and fried food.

All fast foods and deep fried foods of any type increase kapha and thus increase weight. Similarly, food, which is oily, salty and sweet also increase kapha. Soft drinks may produce Ama and distorts our natural sensation of hunger. It is, therefore, recommended to eliminate carbonated beverages from our diet. According to ayurveda, herbs are

really a link between the body of a given individual and the larger environment of the world. Harikaki reduces accumulated Vata, Amalaki rejuvenates tissues, Bibihitaki reduces Kapha, Vidanga is anti Ama element. Brahmi calms the mind. Guggel reduces fat. Most herbs, which are bitter, astringent or pungent in taste will reduce Kapha.

Besides diet, regular exercise from the mind body or ayurvedic perspective are equally important for perfect weight. Ayurveda recommends regular exercise, preferably seven days a week. Two excellent ayurvedic exercises that focus on breathing are known as Bhastrika Pranayam and Kapalabhati. Exercises should be dosha specific. Vatas require the least, Pittas fall somewhere in between and Kaphas require vigorous exercise. For Vata, yoga, dance, aerobics, bicycles are excellent. For Pitta, more vigorous exercises such as running, swimming, etc and for Kaphas, jogging, running weight training, aerobics, rowing and dances are appropriate.

I firmly believe that keeping our doshas in balance, enable us to maintain the perfect body weight. Most of us are combinations or are dominant of one of the doshas. When doshas are in balance then we are in the state of wellbeing and perfect weight. But when doshas are not balanced then we are not in the state of wellbeing and do not achieve perfect weight. This can be described briefly as follows:

PITTA

Element: Fire and water.

Daily time cycles: 10 am – 2 pm and 10 pm – 2 am.

Seasons : Summer

Main characteristic: Heart

When Pitta is in balance : When pitta is balanced, you feel motivated, make good decisions, have sharp intellect, are independent, direct, very focused, fiery, passionate, courageous and also have strong digestion. You are a good teacher / speaker and spend money on luxury items.

When Pitta is imbalanced: You might have a number of symptoms ranging from physical problems to emotional stress. Physically, you might suffer from bad breath, sour body odours, hot flushes, hormonal imbalance, haemorrhoids, loose

bowels, indigestion, heartburn, hysteria, stomach ulcers, burning in chest, headaches, excessive thirst and hunger, red eyes, fever as well as inflammation. Emotionally, you might be irritable, impatient, angry, jealous, resentful as well as bitter.

VATA

Element: Ether and air.

Daily time cycles: 2 am – 6 am and 2 pm – 6 pm.

Season: Winter

Main characteristic: Dryness

When Vata is in balance: When vata is balanced, you are quick, restless, energetic, creative, love new experiences, dislike routine, spend money easily, crave warmth, have sensitive digestion and are talkative.

When Vata is imbalanced: When vata is imbalanced you will notice various symptoms. You might have low stamina, constipation, flatulence, irritable bowel, menstrual cramps, lower back pain, high blood pressure, neuralgia, suffer from pain, arthritis, have dry hair and notice a tendency to worry. Emotionally you might suffer from confusion, forgetfulness, insecurity, impatience, depression, exhaustion, inability to cope or concentrate. You might also be irritable, anxious, fearful and impulsive.

KAPHA

Element: Ether and water.

Daily time cycles: 6 am – 10 am and 6 pm – 10 pm

Season: Spring.

Main characteristic: Heavy

When Vata is in balance: You are slow and steady, stable, calm and loyal, content, courageous, loving, devoted, thoughtful, love routine, make good friends and save money.

When Vata is imbalanced: You may again notice a number of symptoms like: mucous congestion – sinus, nose chest, fluid retention – oedema, disliking damp and cold, bloating, allergies, asthma, weight gain, drowsiness, laziness, frequent colds, heavy feeling in the head and memory loss. Psychologically / emotionally you might notice: resistance to

change, rigidity, inability to concentrate, holding grudges, timid, inflexible in thought, depression, possessiveness, attachment, greed and slow thinking process.

Lifestyle changes to balance your dosha to achieve wellbeing and perfect weight:

PITTA

- Keep cool: avoid excessive heat, i.e. sunbathing, hot baths and sauna.
- Choose cooling non-spicy foods and drinks.
- Avoid eating late at night.
- Avoid oily and fried foods, alcohol, caffeine and red meat.
- Follow Pitta diet: liver cleansing dietary routines are also preferable.
- Avoid eating when angry, irritable.
- Have flowers around the house.
- Trust your feelings and express them regularly to avoid emotional outburst.
- Massage scalp and body regularly with coconut oil
- Find and do things that give you joy.
- Bathe in the moonlight.
- Pitta makes good vegetarians.

VATA

- Create a safe and calm environment for yourself.
- Stay warm.
- Eat small frequent meals.
- Consume warm cooked foods, warm drinks and warming spices – soothing, satisfying.
- Choose easily digestible foods with heavy oily textures.
- Avoid skipping meals and overeating.
- Avoid cold wind, dampness, sleep loss, excess TV and radio.
- Create routine, retire to bed before 10 pm.
- Express your feelings to avoid a build up emotion e.g. fear, anxiety.
- Oil body daily, using warm sesame and appropriate essential oils.

KAPHA

- Avoid a heavy breakfast. Eating between 10 am – 6 pm is best.
- Two main meals daily preferable, one being a salad.
- Avoid dairy products, sweets, heavy, oily and fatty foods.
- Avoid eating for emotional support.
- Eat only when hungry, drink only when thirsty.
- Avoid sleeping after meals.
- Go for a short walk after eating.
- Minimal sleep, avoid oversleeping, especially past 8 am.
- Frequent physical exercise and mental stimulation is a must.
- Have regular baths and sauna to promote sweating.
- Vary your routine.

Tips to have perfect weight by Mind body intervention

- Avoid heavy breakfast and heavy dinner.
- Exercise daily between 6 am – 7 am.
- Avoid cold milk, icecream, sweets.
- Avoid salt rich food such as pickle, potato wafers, sauce, papad, chutney.
- Eat green leafy vegetables such as methi, eggplant, asparagus, reddish, pumpkin, cabbage, carrots etc.
- Consume almonds.
- Consume hot milk.
- Consume more of bitter and astringents.
- Avoid sweet fruits such as mangoes, grapes, banana and chikoo.

It is recommended that perfect weight can be achieved by perfect mind body approach, keeping in mind the balance of dosha from the ayurvedic perspective.

“Longer the waist line, shorter the life line and vice versa”

“What you eat is important, and what is eating you is much more important”.

"We eat to live and not live to eat"

"Use it or lose it".

If we want to achieve perfect weight with a perfect diet, we must follow dosha specific dietary recommendations and body intelligence techniques at every meal, avoiding junk fried food and salty, sour and sweet and follow a regular exercise protocol to remain healthy, physically, mentally, socially, emotionally, psychologically and environmentally.

"What you eat is important, and what is eating you is much more important".

"Longer the waist line, shorter the life line and vice versa"

"We eat to live and not live to eat"

"Use it or lose it".

"Perfect weight is an expression of perfect mind body balance"

"Perfect weight is an expression of your own intelligence"

"Obesity is an expression of imbalance of our Metabolism"

"Balance your lifestyle and have perfect weight"

"Eat right food, at right time, at right place, in right environment, in right dose to have ideal weight"

"Avoid poisons like alcohol, tobacco, excess of fried saturated food"

"Regular exercise, yoga, massage, meditation, pranayam, adequate hydration, with consumption of right food, restful sleep, stress management help in managing perfect weight"

"Potbelly has definite established relationship with premature heart attack, stroke etc."

"Obesity is responsible for premature hypertension, hyperlipidemia, heart attack, stroke, gall bladder stone, cancer, osteoarthritis, pancreatitis, metabolic syndrome, sleep apnoea, osteoporosis, with high morbidity and mortality."

"Control obesity and live long"

"Avoid over consumption malnutrition"

"Obesity is stigma, manage it well"



*Sr. Consultant Cardiologist Medanta Moolchand Heart Institute, Chairman CME, Moolchand Medcity, New Delhi, Chairman, WWF, WHA, Country Head, AHA, Former National President, CSI & IAE, Former National Editor in Chief, IHJ, JIAE, Editor in Chief, Top 12 Textbooks of Cardiology, National Chief Advisor Health Committee SCOPE, National Awardee, Science & Technological Communications, MST, DST, Govt. of India.

Goa Shipyard Limited: Accelerating ESG in shipbuilding for Sustainable Future

Abhishek Singh
AGM (EPSP),
Goa Shipyard Limited

‘Sustainable development’ is not a new phrase but has now become a critical global priority. We need to embrace it in all our walks of life whether it relates to our livelihood earning i.e., tourism, mining, industry including shipbuilding, agriculture, construction or it is governance like urban development, infrastructure, public transport etc.

As a shipbuilder, GSL’s focus has always been to exceed customers’ expectations with respect to quality, timelines and cost, besides providing technologically advanced solutions, whether they are from defence sector (Indian Navy, Indian Coast Guard) or civilian sector (Ports & Shipping companies). Over the years, the Government of India has announced several initiatives to encourage the shipbuilding & shipping industry, at the same time has given strong emphasis on reducing emissions and promoting sustainability in shipping and ports industry. In 2015, the government announced the Sagarmala Program, aimed at holistic port infrastructure development through modernization, mechanization and computerization. Further in 2020, Hon’ble Prime Minister released the **Maritime India Vision – 2030 (MIV 2030)**, which is a 10 Year blueprint on India’s vision of a sustainable Maritime sector and vibrant blue economy. MIV 2030 identifies key interventions to bolster India towards leading the world in Safe, Sustainable and Green Maritime Sector. Besides setting up targets with regards to increasing the share of renewable energy and reducing the Carbon emissions in port’s operations, the vision also urges all the ports to make port-crafts use cleaner and greener fuels for propulsion. **GSL is working with its stake holders (vendors, customers) in design of alternate fuel platforms which shall use methanol based engines or hydrogen powered fuel cells or**

battery operated electric propulsion vessels. There are Engine manufacturers (like MAN, CAT) who have developed methanol ready Engines, which are being encouraged with associated auxiliary systems designed by GSL. Similarly, GSL has tied up with world’s leading shipyard M/s. Damen to bring in proven electric propulsion technology to Indian civilian market.

In 2018, GSL got certified with ISO 14001:2015 standards for Environmental Management Systems. GSL has the distinction of being one of the few Indian Shipyards armed with in-house design capability and carries out its own Research & Development independently. **It is the first Indian shipyard to have an in-house R&D unit recognized by the Department of Scientific and Industrial Research (DSIR), Government of India.** Over the years, GSL has taken multiple initiatives to develop innovative products as well as adopt practices aimed at reducing emissions and promoting sustainability in all its domains of operations and has successfully ventured into the hybrid and green vessels segment, marking a new era in eco-friendly shipbuilding.

The holistic green initiatives taken by GSL encompass product design and development (including improvements) as well as adopting green practices in ship construction and refits. Some of these initiatives are enumerated as under:

Development of Fuel-Efficient Platforms through Indigenous R&D:

You may be aware that GSL is the largest builder of Offshore Patrol Vessels (OPVs) in India and also the largest exporter of these platforms from Indian Subcontinent. Over the years, GSL has worked diligently to improve on the hydrodynamics of its most acclaimed platform and has been successful in

improving the efficiency of the vessel by more than 15% than its earlier avatar. Using Computational Fluid Dynamics (CFD) tools, GSL has been able to develop innovative hull design that reduces water resistance (drag) thereby improving fuel efficiency. These improvised OPVs, called **Advanced Offshore Patrol Vessel** are much more capable with higher endurance, better fire-fighting capability and manoeuvrability. The increase in efficiency has resulted in much smaller carbon footprints for these workhorses of defence forces, thereby making immense positive contribution in safeguarding our environment, over the normal life cycle of 30 years.



Fuel Transition and Propulsion Technologies:

Switching from conventional fuels to cleaner alternatives, such as biofuels like Methanol, Liquefied Natural Gas (LNG), hydrogen fuel cells, etc. is a key step in reducing Carbon footprints of the ships.

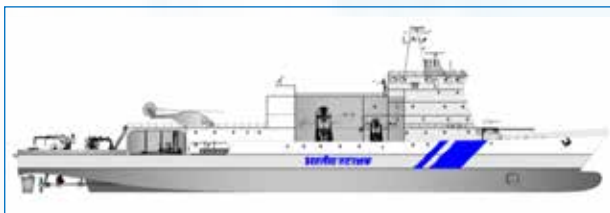
In this direction, GSL is working on a project for a European customer for construction of the next generation Trailing Suction Hopper dredger, for which detailed design has been done in-house. As a plug-in hybrid, the vessel has a very low ecological footprint and can have up to four hours autonomy and is especially designed to operate in small harbours in highly populated areas, like marinas etc. This vessel is highly maneuverable, very low in emission, and hardly creates any noise pollution. It is an **Ultra-Low Emission Vessel (ULEV)** - equipped with a state-of-the-art filter system that processes exhaust gases and prevents nanoparticle emissions), with a EURO 6 engine that can run on biofuel.



This project has much significance from Indian shipbuilding point of view, as with coming into effect of "FuelEU Maritime" regulations from 01 Jan 2025, which aims to significantly reduce greenhouse gas emissions from ships by mandating the use of low-carbon and renewable fuels, GSL has potential to become a trusted shipbuilder for the European shipbuilding market, looking for new ships with low-carbon/renewable fuel options, as well as for retrofitting.

At the domestic front also, **GSL has designed and developed new generation Pollution Control Vessel** for the first time in India for Indian Coastguard and vessel construction (two nos.) is progressing smoothly for delivery in few months' times. Primary roles of these vessels are to absorb the pollutants from oceanic water during ship accidents or any other calamities and thereby control the pollutants from spreading. These vessels play crucial role in maritime environmental conservation by performing activities like oil containment, recovery, oil separation, and dispersion of pollutants. The vessels are equipped with state-of-art technology, advanced and highly sensitive pollution control equipment and machinery. Advanced software would assist in predicting the spread of the complex oil spill pattern and two flush type side sweeping arms will enable it to contain oil spill whilst in motion.

Further, this pioneering vessel is equipped with two shaft generators that can operate in both propulsion and generation modes. When used for propulsion, each generator has a capacity of 300 kW, while in generation mode, they boast an impressive 650 kW each. This innovative setup enables the vessel to optimize energy efficiency and minimize its carbon footprint.



Strategic Technology Transfers:

GSL has been actively engaged in collaborations with leading global shipbuilders and technology companies to facilitate technology transfers in niche segment. However, the focus has always been on reverse-engineering and localization, in order to adapt and further develop these technologies to suit domestic needs.

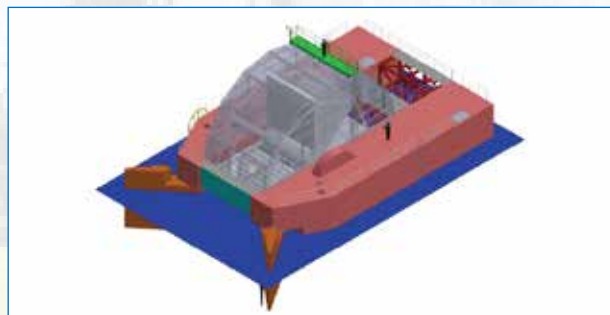
In line with the same, **GSL, along with its foreign partner, is targeting to introduce fully electric green tugs for Indian market.** The collaboration is focused to offer world-class solution to Indian Ports in line with Maritime India Vision (MIV) 2030 for Safe, Sustainable and Green Maritime Sector. These electric tugs are equipped with state-of-the-art technology to minimize emissions, reduce fuel consumption, and enhance operational efficiency. These electric tugs will have batteries capable of powering all tug operations, including Full bollard pull. Propulsion considered for this vessel constitutes two steerable L-drives located in the aft driven by electrical motors.

Length	-	21-25 meters
Main Engines (Electric)	-	4000 kilowatts
Battery Capacity	-	2100 kilowatts / 2700 kilowatts
Speed	-	11.5 kn (Ahead)/ 11kn (Astern)
Bollard Pull	-	50T/ 70T



Use of Renewable Energy Sources:

World over, the leading ship designers, shipbuilders have been working on integrating renewable energy equipment like solar panels, wind turbines, and hybrid power systems into ship's designs, which can significantly reduce the carbon footprint. Leveraging the leading position of Indian renewable industry, **GSL has gone a step further and is working jointly with its technology partner, on a project for construction of pontoon barge electrical power plants.** This one-of-its-kind project has immense potential in the field on renewable energy by harnessing the tidal energy. Each unit will have a water wheel situated in between the pontoons, the purpose of which is to convert the kinetic energy of ocean currents flowing through the water channel into the mechanical energy required to turn a generator located on the pontoon which in turn produces electricity.



Conclusion

It remains a fact that acquisition costs in adapting any new technology is always high. However, we focus on long term benefits to the customer as well as to the environment. Whenever customer approaches with generic or open requirements we always encourage them towards fully green or hybrid solutions. For example, GSL had developed hybrid solution (as a R&D project on 75 m OPV for which it has bagged Hon'ble Raksha Mantri's Award) way back in 2015 even though it is implemented currently in our pollution control vessel for ICG. In future, GSL shall also explore possibility of retrofitting current platforms with Alternate fuel options.

Leveraging its in-house R&D, global collaboration and government policy incentives, GSL has taken pioneering efforts to carve a niche in green shipbuilding, catering to both domestic needs and international markets.

India Navigates its Climate Commitments amidst Domestic and Geopolitical Uncertainties

Dr. Dhanasree Jayaram
Assistant Professor – Senior Scale

Department of Geopolitics and International Relations

Manipal Institute of Social Sciences Humanities and Arts (MISHA), and Co-coordinator, Centre for Climate Studies, Manipal Academy of Higher Education (MAHE)

Priyanka Jaiswal
PhD Candidate

Department of Geopolitics and International Relations, MISHA, MAHE

Introduction

The scientific consensus on the severity of the climate crisis and the urgency to limit temperature rise beyond 1.5- or 2-degree Celsius by the end of this century continues to grow. Yet global efforts fostered largely through multilateral and bilateral arrangements seem to be falling short of meeting the required targets. As the Donald Trump administration prepares to pull out of the Paris Agreement, there is much scrutiny over rather unambitious and unfulfilled climate commitments of many countries in the Global North. India however, over the past few years, has taken a huge leap forward and emerged as a proactive player in the international climate agreements. While advocating for the rights and concerns of the Global South, India has put forward several climate targets, yet challenges remain when it comes to fulfilling them due to domestic constraints and geopolitical uncertainties.

India's aspiration to achieving developed country status by 2047 and 2070 net zero target present unprecedented opportunities and challenges. Although India's per capita emissions continue to be low – 2.07 metric tons (Mt) in 2023 – in comparison to countries in the Global North and most emerging economies in the Global South, its growing emissions that stood at 4.3 giga tons (Gt) in 2023 (up by 6.1% from 2022) present many hurdles in its way of designing climate-compatible development policies and proclaiming global climate leadership. In this context, this article discusses the global emissions and finance gaps and India's climate action efforts.

It unpacks India's climate policy achievements and shortcomings thus far, and the challenges and opportunities that lie ahead for the country.

The Emissions Gap and India's Priorities

Equity and climate justice concerns have underpinned India's climate diplomacy approaches since the beginning of the climate change negotiations, with a focus on the principle of Common but Differentiated Responsibilities and Respective Capabilities (CBDR-RC). Recently, at the Baku climate conference (29th Conference of Parties or COP-29), while upholding equity and CBDR-RC, India expressed extreme displeasure at the reluctance of industrialized countries to define climate finance and provide "at least USD 1.3 trillion every year till 2030, without subjecting developing countries to growth-inhibiting conditionalities." While many climate-vulnerable countries staged a walk-out, India rejected the USD 300 billion climate finance deal that was approved by the COP-29 presidency and alleged that it was "stage-managed."

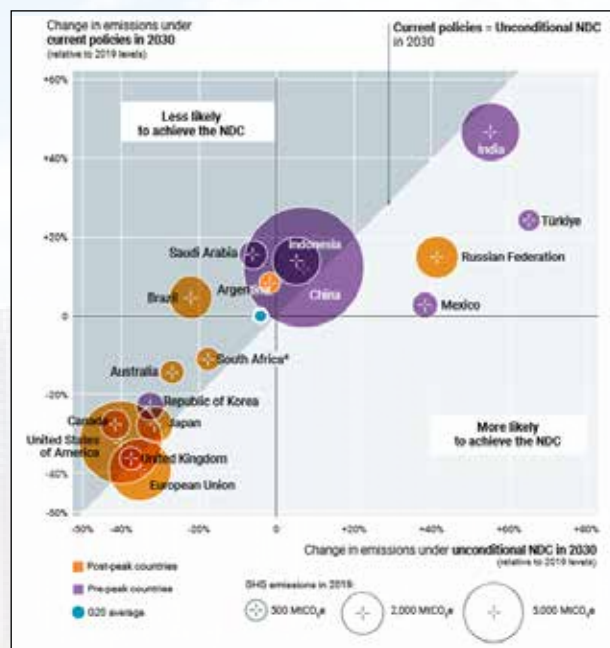
A study published by the Council on Energy, Environment and Water (CEEW) indicates that collectively, the industrialized countries are collectively projected to emit more carbon dioxide (about 3.7 Gt) in 2030 than the reduction goals as per their Nationally Determined Contributions (NDCs), with only Norway and Belarus on track to achieving the 2030 targets. This would eventually mean an emission overshoot by 38% and about 83% of this overshoot would be caused by the United States (US), Russia, and the European Union (EU).

The first Global Stocktake synthesis report also raises concerns over the net-zero emissions target of 2050 (set by most developed countries) and argues that this target signals a “gross lack in ambition”. It also points to the recognition of historical responsibility as the industrialized countries have failed to meet their pre-2020 targets. This includes their failure to meet their Copenhagen (2009) financial pledge of USD 100 billion annually by 2020 for climate mitigation and adaptation efforts in the Global South. In 2022, the Organization for Economic Co-operation and Development (OECD) confirmed that it met this target fully, but a report by Oxfam International revealed that the actual financial support amounted to only around USD 35 billion, as much of the financing was in the form of loans and/or was repackaged development aid and not additional finance.

The 2024 Emissions Gap Report of the United Nations Environment Programme (UNEP) highlights that eleven G-20 countries, most of which have high per capita emissions and have peaked emissions decades ago, are not on track to meet their 2030 targets. **India however is on track to achieving its targets.** Similarly, according to the Climate Change Performance Index 2025, the United Kingdom (UK) and India are the only high performers, while most countries of the Global North and even emerging economies such as China and Brazil are medium and low-performing countries. This has resulted in significant gaps, both in terms of ambition and implementation of the Paris Agreement, as well as created an atmosphere of mistrust that India is well

cognizant about.

Figure 1: The Landscape and Trajectory of Current NDCs of G-20 Member States. Source: Emissions Gap Report 2024, UNEP.



India's Climate Action Efforts

India is one of the most climate-vulnerable countries in the world. In addition, being the world's most populous country with a rapidly growing economy, its resource demands and environmental footprint are expected to increase. In order to ensure an ecologically sustainable development trajectory and to meet the global climate targets, India has undertaken a series of climate action measures.

Table 1: India's Climate Commitments during 2015-2022 and Achievements. Source: Based on data gathered from Center on Global Energy Policy, Columbia University, 2023; CEEW, 2024; Forest Survey of India (FSI), 2023; and various government/ministry websites

Item	National Statement at United Nations Sustainable Development Summit (2015)	2016 NDC	National Statement at COP26 (2021)	2022 Updated NDC	Achievements (as of March 2025) / Remarks
Renewable energy generation capacity	175 GW by 2022		500 GW by 2030	50% of energy requirement by 2030	44.5% of total capacity from non-fossil sources (201.5 GW out of 452.7 GW) as of September 2024
Emissions intensity relative to GDP (from 2005 levels)		30–35% reduction by 2030	45% reduction by 2030	45% reduction by 2030	33% reduction achieved between 2005 and 2019

Item	National Statement at United Nations Sustainable Development Summit (2015)	2016 NDC	National Statement at COP26 (2021)	2022 Updated NDC	Achievements (as of March 2025) / Remarks
Non-fossil-fuel-based electricity generation capacity		40% by 2030	50% by 2030	50% by 2030	43.81% achieved as of October 31, 2023
Additional carbon sink through forestry		2.5–3 billion metric tons of CO ₂ equivalent		2.5–3 billion metric tons of CO ₂ equivalent	Specific data pending; FSI data suggests that “India has already created more than 2 billion tonnes of additional CO ₂ equivalent since 2005.”
Reduction of total projected carbon emissions			1 billion tons from 2022 till 2030		Data pending; CEEW data suggests that “current climate policies projects to reduce CO ₂ emissions by almost 4 billion tonnes between 2020 and 2030.”
Net-zero goal			Net zero by 2070		Target set for 2070

Table 2: Select Mitigation Schemes in India as per the 2024-25 Economic Survey

Scheme	Sector and Ministry	Target	Total Financial Outlay	Achievements
				(as of March 2025)
PM JANMAN (Pradhan Mantri Janjati Adivasi Nyaya Maha Abhiyan) and PM JUA (Pradhan Mantri Janjatiya Unnat Gram Abhiyan)	Tribal and Particularly Vulnerable Tribal Groups (PVTGs); Ministry of Tribal Affairs, Ministry of New and Renewable Energy, and Ministry of Jal Shakti, among others	Electrifying 100,000 households across 63,000 villages through off-grid solar systems (apart from other development targets such as water supply)	₹915 crore (approx. USD 105,000,000)	91,194 PVTG households electrified
PM Surya Ghar: Muft Bijli Yojana (PMSGMBY)	Households; Ministry of New and Renewable Energy	Install rooftop solar panels in 10 million households; achieve 30 GW of rooftop solar capacity	₹75,021 crore (approx. USD 8,600,000)	Rooftop panels installed in more than 1,000,000 households
PM KUSUM (Pradhan Mantri Kisan Urja Suraksha evam Utthaan Mahabhiyan)	Agriculture; Ministry of New and Renewable Energy	To add 34.8GW of solar capacity through small solar-grid, solar-powered agricultural pumps and solarisation of existing pumps connected to grid	₹2,600 crore (Union Budget 2025-26) (approx. USD 299,027)	728,000 agricultural pumps have been solarised; 397 MW of decentralised solar capacity installed

Scheme	Sector and Ministry	Target	Total Financial Outlay	Achievements
				(as of March 2025)
Atal Mission for Rejuvenation and Urban Transformation (AMRUT) and AMRUT 2.0	Ministry of Housing and Urban Affairs; Urban Housing	Promote National Mission for Sustainable Housing	AMRUT 1.0 (2015-2020): ₹50,000 crore (approx. USD 5,700,000) AMRUT 2.0 (2021-2026): ₹299,000 crore (approx. 34,000,000)	Under AMRUT 2.0, a total of 8,998 projects have been approved
Mangrove Initiative for Shoreline Habitats & Tangible Incomes (MISHTI)	Forestry; Environment, Forest and Climate Change	Create a carbon sink of 4.5 million tonnes	Utilized existing financial mechanisms such as Compensatory Afforestation Fund Management and Planning Authority (CAMPA) Funds	Achieved restoration of over 22,500 hectares of degraded mangroves across 13 states and union territories
The FAME (Faster Adoption and Manufacturing of Hybrid and Electric Vehicles in India)	Transportation; Ministry of Heavy Industries	Fame II (2019-2024): Support 7090 e-Buses, 500,000 e-3 Wheelers, 55,000 e-4 Wheeler Passenger Cars, and 1,000,000 lakh e-2 Wheelers	₹11,500 crore (approx. USD 1,300,000)	2-wheelers: achieved 75% of its target. 3-wheelers: 84% Passenger cars: 55% Buses: 66%

India has been able to achieve some of the above-mentioned broader goals because of various innovative policy strategies. These include subsidies and production linked incentives to boost production and adoption of renewable energy, a mechanism of Renewable Purchase Obligations (RPO) to encourage use of renewable energy and also create a market for it, improvements in administrative processes to encourage investments, establishing new guidelines to promote responsible conduct by businesses, and various financial mechanisms such as the introduction of sovereign green bonds (for green infrastructure) and viability gap funding (for solar and offshore wind energy projects).

Multiple initiatives have been undertaken for adaptation as well. While the process of developing a National Adaptation Plan is underway, schemes for ensuring urban resilience, resilience in agriculture and water management have been introduced. The initiation and adoption of the Mission LiFE (Lifestyle for Environment), an overarching approach to promote sustainability across all dimensions with a focus on reviving traditional knowledge systems, has received global recognition. An International Energy Agency (IEA) study based on this concept has projected that worldwide adoption of LiFE could lead to a reduction of 2 billion tonnes of global

annual CO₂ emissions.

India has also been assuming global leadership in climate action by taking initiatives and aiding various countries. Creating and supporting multilateral frameworks such as the International Solar Alliance, Coalition for Disaster Resilient Infrastructure, and Global Biofuels Alliance are some of the India's global climate initiatives with implications for its aspirational climate leadership.

Challenges and Opportunities for India

Though India has been on track to meet its NDCs, it has time and again received criticism from the Global North and some parts of the Global South due to its reluctance to adopt a coal phase-out strategy. Since most of India's coal power capacity expansions took place during the 2010s, a complete phase-out of coal is not seen as economically feasible. According to Ministry of Coal estimates, "the all-India coal production in the year 2023-24 was 997.826 Million Tonne (MT) in comparison to 893.191 MT in the year 2022-23 with a growth of about 11.71%." With India planning to add 90 GW coal-powered plants by 2032, there are concerns regarding potential competing effects on renewable energy capacity additions.

Figure 2: India's Coal Power Capacity Additions. Source: Data from Central Electricity Authority, India and Bloomberg, 2024.



In the renewable energy sector, several challenges persist. It has been reported that prevailing and increasing renewable energy capacity has not been able to meet the surging demands. Data suggests the total solar output was at its slowest with a growth of 18.4% in 2024 since 2015. Between 2020 and 2024, approximately 38.3 GW of planned capacity – equivalent to 19% of the total – was scrapped due to issues with tender design, site selection or land acquisition challenges, technical constraints, financial and capacity gaps, lack of investor interest, a lack of sufficient storage capacity and investments for grid integration, and delays in finalizing power supply agreements. Although solar capacity is projected to grow faster, supplying clean energy during non-solar hours remains a major hurdle. This is where wind energy could be an alternative. As per an Ember study, if India had achieved its 2022 wind energy target of 60 GW, wind power

could have contributed up to 14.5% of the electricity needed during non-solar periods. However, India missed its 2022 renewable energy (including wind) target. In addition, renewable energy deployment in the country is characterised by regional imbalances and this poses significant challenges for just transitions, especially in coal-dependent states such as Jharkhand and Chhattisgarh.

Conclusion

It is well accepted now that the window for climate action is rapidly closing. Scientific reports reveal that the current trajectory is not sufficient to limit the temperature rise. The Global North however has lagged significantly in their actions and commitments. The anticipated US withdrawal from the Paris Agreement will create a massive gap in not only emissions reduction but also much-needed financial and technological transfer that the Global South is dependent upon for climate action. Even changing geopolitical and security equations leading to Europe being forced to increase defence spending and US-China trade and technological competition would have ripple effects on European countries' capacity to maintain external climate finance to developing countries such as India, and global energy transitions owing to critical mineral dependence to meet the renewables demand, respectively. In such a scenario, India along with its partners such as the EU could work together to ensure that the momentum towards global climate action does not get derailed by disruptive changes in the international system.

SCOPE FORUM OF CONCILIATION AND ARBITRATION (SFCA)

With a view to expedite settlement of disputes and reduce avoidable expenditure by PSEs, a need was felt by Standing Conference of Public Enterprises (SCOPE), an Apex Body of Public Sector Enterprises, to institutionalize the prevailing system of arbitration which led to formation of SFCA in 2003. The forum was formally inaugurated by Shri Santosh Gangwar, the then Hon'ble Minister of State for Heavy Industries & Public Enterprises and Parliamentary Affairs at SCOPE Complex on 9th January 2004.

WHY SFCA?

Empanelment of more than 500 Arbitrators/ Conciliators

- Retired Judges of Supreme Court of India, High Courts, District Courts
- Retd. Secretaries, Addl. Secretaries, Joint Secretaries of Government of India
- Chief Executives, Directors and senior officials of PSEs
- Professionals including Advocates, Chartered Accountants and Engineers etc.

Complete services for conducting Arbitration

- A dedicated Forum administering, overseeing and conducting arbitration and conciliation proceedings.

Cost effective and timely dispute settlement

- Settling disputes between PSEs and their associates within shortest possible time at more economical and cheaper cost in comparison to other institutions.

Dedicated Infrastructure

- Exclusive Arbitration Hall having seating capacity of 15 persons.
- Facility of provision of halls with higher capacity in SCOPE Convention Centre at SCOPE Complex, Lodhi Road and SCOPE Minar, Laxmi Nagar, New Delhi.

Facilities and provisions

- Provision of modern equipments and facilities such as projector for live streaming of proceedings on a large screen, stationery etc.
- Arrangements of high tea/lunch on request of the parties.

Capacity Building

- Executive development programmes and workshops on various aspects of Alternate Dispute Resolution process (ADR).
- Annual National Seminar on various aspects of Arbitration and Conciliation.



For any queries relating to SFCA, you may contact

SCOPE FORUM OF CONCILIATION & ARBITRATION (SFCA)

1st Floor, Core 8, SCOPE Complex, Lodhi Road, New Delhi-11 00 03 • Email: sfca@scopeonline.in

• Phone: 011- 24360559, 011- 24361745

Mr. Shubh Ratna

GM (Tech. & HR)

Mob: 9873398242

Mr. Nishant Kumar

Sr. Manager

Mob: 9953046060

Associate with us and adopt SFCA Clause for resolving disputes in a cost and time effective manner

Hon'ble Minister of Petroleum & Natural Gas inaugurates 6th ONGC Para Games in Delhi

Shri Hardeep Singh Puri, Hon'ble Minister of Petroleum & Natural Gas, inaugurated the 6th Oil and Natural Gas Corporation (ONGC) Para Games at Thyagaraj Stadium, New Delhi recently. This four-day sporting event celebrates the remarkable resilience and achievements of para-athletes from India's leading Oil & Gas Public Sector Undertakings (PSUs).

Addressing the gathering, Shri Puri lauded the spirit of determination and perseverance displayed by the athletes and emphasized the need for fostering inclusive platforms that empower para-athletes to excel.

"The ONGC Para Games is a shining example of a participatory approach to inclusivity and development. With every edition, these Games are growing stronger, attracting more participation and greater recognition. I am delighted to see that this year, over 350 para-athletes from various oil and gas PSUs are competing, showcasing their strength, skill, and unyielding spirit," said the Minister.

Shri Puri further remarked that the stories of grit and triumph behind each athlete's journey serve as an inspiration for all.

"These achievements are not just about medals; they represent an indomitable will to succeed. I am confident that each participant will take away invaluable experiences, stronger camaraderie, and an even greater drive to achieve excellence in all



Hon'ble Minister of Petroleum & Natural Gas with para-athletes from ONGC.

walks of life," he added.

Recognizing ONGC's pioneering role in organizing Para Games among PSUs, Shri Puri urged other corporations to take proactive initiatives in promoting sports and social inclusivity.

In his welcome address, Shri Arun Kumar Singh, Chairman & CEO, ONGC reiterated ONGC's steadfast commitment to promoting para-sports and empowering individuals with special abilities.

"Since its inception in 2017, the ONGC Para Games has grown into a flagship annual event, encouraging talent and providing para-athletes with a platform to compete at an international standard. We take immense pride in supporting this movement and will continue fostering an ecosystem that uplifts and recognizes sporting excellence," said Shri Singh.

The ONGC Para Games, organized in collaboration with the Paralympic Committee of

India, has seen exponential growth over the years. The first edition in 2017 witnessed 120 ONGC employees competing across multiple disciplines, including athletics, badminton, table tennis, and wheelchair races. Today, the Games have expanded significantly, with over 350 para-athletes from Indian Oil Corporation Limited (IOCL), Bharat Petroleum Corporation Limited (BPCL), Hindustan Petroleum Corporation Limited (HPCL), Engineers India Limited (EIL), Oil India Limited (OIL), Mangalore Refinery and Petrochemicals Limited (MRPL), and Gas Authority of India Limited (GAIL) participating in the 2025 edition.

Several para-athletes from ONGC and its partner PSUs have gone on to represent India at the Paralympics, bringing laurels to the nation. The continued success of the ONGC Para Games underscores the rising prominence and recognition of para-sports in India.

Launch of Second P11356 Frigate (YD 1259)

Goa Shipyard Limited (GSL), one of India's premier defence shipyards, has achieved yet another historic milestone with the successful launch of 'Tavasya', the second frigate of Project 11356 (Yard 1259). This launch marks a significant advancement in India's self-reliance in warship construction, reinforcing the country's vision of Atmanirbhar Bharat in defence manufacturing.

The ship was ceremonially launched by Smt. Neeta Seth, in the esteemed presence of Shri Sanjay Seth, Hon'ble Union Minister of State for Defence, who graced the occasion as the Chief Guest. The event was attended by senior dignitaries, including Vice Admiral S. J. Singh, PVSM, AVSM, NM, FOC-in-C (WNC); Vice Admiral Rajaram Swaminathan, AVSM, NM, CWP&A; Shri Brajesh Kumar Upadhyay, CMD, GSL as well as officials from the Ministry of Defence, Senior Indian Navy officers, and GSL personnel.

This is a maiden attempt by an Indian Shipyard to construct these complex platforms, which were previously imported in a fully built condition. With an indigenous content exceeding 56%, far surpassing the 25% in similar ships constructed abroad, the frigate is a shining example

of India's engineering prowess, bolstering national security and strengthening India's position in the global defence ecosystem. This formidable multi-role stealth frigate is designed to operate across the full spectrum of Naval Warfare - Air, Surface, and Sub-Surface ensuring unmatched operational capability.

Addressing the gathering, the Hon'ble Minister commended GSL's extraordinary achievement in launching two complex, weapon-intensive frigates within just eight months, despite geopolitical challenges affecting global supply chains. Highlighting the Navy's growing self-reliance, he remarked: "This launch is a defining moment in India's Naval history, showcasing our technological capabilities and unwavering commitment to self-reliance. The successful localization of critical components such as the BrahMos missile system, torpedo launchers, sonar, and auxiliary control systems demonstrates the growing resilience of India's shipbuilding ecosystem. The launch of Tavasya is not just a step forward for the Indian Navy but a giant leap for India's strategic defence ambitions."

With a displacement exceeding 3800 tons, 'Tavasya' is engineered

to execute a diverse range of offensive and defensive operations, ensuring strategic dominance in the Indian Ocean Region (IOR). Equipped with advanced stealth features, high-endurance capabilities, and next-generation combat systems, the ship represents a significant boost to the operational might of the Indian Navy. The Hon'ble Minister reaffirmed India's ambition to emerge as a global leader in warship exports, citing GSL's pioneering role in defence exports and the Ministry of Defence's vision to achieve Rs. 50,000 crore in defence exports by 2029.

Speaking on the occasion, Shri Brajesh Kumar Upadhyay, CMD, GSL highlighted the shipyard's remarkable evolution into a strategic defence asset for the nation. He stated: "The launch of 'Tavasya' is the culmination of our relentless pursuit of excellence in indigenous warship building. From being a mid-sized shipbuilder, GSL has evolved into a leading defence yard, now delivering some of the most complex naval platforms. This project reaffirms our capability to execute high-end warship programs with precision, efficiency, and unmatched commitment to national security."



HURL's 'SAKSHAM' Initiative expands to CIPET Hajipur, empowering local youth

Building on the successful launch of the 'SAKSHAM' Skill Development Initiative at CIPET Lucknow, Hindustan Urvarak & Rasayan Limited (HURL) has now extended the program to CIPET Hajipur, Vaishali, Bihar. With the introduction of two new training batches, the initiative aims to empower 80 unemployed youth from District Begusarai, Bihar with industry-relevant skills that will enhance their employability and open doors to sustainable career opportunities.

This initiative is part of HURL's Corporate Environment Responsibility commitments, designed to bridge the skill gap and provide structured vocational training. The SAKSHAM project targets the training of 320 youth across HURL's operational areas, including Gorakhpur, Barauni, and Dhanbad. The training is being conducted at CIPET centres in Lucknow, Varanasi, Ranchi and Hajipur, focusing on

two specialized fields: Machine Operator - Plastic Processing & Injection Moulding.

The inauguration ceremony at CIPET Hajipur was attended by Shri S. P. Mohanty, MD, HURL; Shri Sanjay Gupta - BUH, HURL alongside Shri Sanjay Chaudhary, Principal Director, CIPET Hajipur, and senior officials from both organizations. The event featured a lamp-lighting ceremony and the distribution of training kits to the participants, marking the start of their skill development journey.

During his address, Shri Mohanty underscored the importance of equipping youth with practical, industry-focused skills, ensuring they can pursue stable employment and contribute to the economic progress of their communities.

"At HURL, we believe in empowering the youth with skills that lead to real employment

opportunities. Our collaboration with CIPET Hajipur is a step towards creating a stronger, more capable workforce that can drive local and national development," MD, HURL added.

For the youth of District Begusari, Bihar, this initiative presents a valuable opportunity to gain hands-on training in a growing industry. The fully residential training program ensures that candidates can focus on learning without financial burden, making it a transformative experience for those seeking to enhance their skills and career prospects.

Through this initiative, HURL and CIPET Hajipur are not just providing technical training but also paving the way for economic empowerment, enabling local youth to build a secure future while contributing to the region's industrial and economic growth.



Shri S. P. Mohanty, MD, HURL along with trainees during the inauguration ceremony of 'SAKSHAM' Skill Development Initiative at CIPET Hajipur, Vaishali, Bihar.

Women's Day Celebrations at Balmer Lawrie

On the occasion of International Women's Day, a panel discussion was organised in hybrid mode on the theme, 'Women and Leadership' which was addressed by eminent panellists from various walks of life. The panellists included Prof. Sanghamitra Bandyopadhyay, Director, Indian Statistical Institute; Smt. Rashmi Govil, Director (HR), Indian Oil

Corporation Ltd., Smt. Saikhom Mirabai Chanu, Olympic Medallist Weightlifter and Flight Lieutenant Sehajpreet Kaur, Indian Air Force.

Shri Adhip Nath Palchaudhuri, CMD and Director (Service Businesses) - additional charge along with other Functional Directors of Balmer Lawrie & Co. Ltd. also addressed Balmer

Lawrie employees on the occasion.

Besides the panel discussion, a webinar on "Financial Fitness for Women" aimed at raising awareness about saving and making smart investments was also organised. Additionally, various Women's Day events were held across Balmer Lawrie's regional offices.



Panel discussion on the theme - Women and Leadership organised for all Balmer Lawrie employees as part of International Women's Day 2025.

International Women's Day Celebration at ECIL

International Women's Day was celebrated with great enthusiasm and zeal at Electronics Corporation of India Limited (ECIL) at the Homi Jahangir Bhabha Convention Centre. The event was led by ECIL's women employees, reflecting the company's commitment to

empowering and supporting women in the workforce.

On the occasion, Shri Anurag Kumar, CMD, ECIL addressing the audience, offered his greetings for the International Women's Day celebrations. He emphasized that ECIL is one of the best places

for women to work, providing them with opportunities to accelerate their careers and lead significant projects within the organization.

During the celebration, several employees were recognized for their achievements in various



Women employees of ECIL along with Shri Anurag Kumar, CMD, ECIL during International Women's Day celebrations.

competitions. Retiring women employees were also honoured for their contributions to the company.

The distinguished guests on the occasion included Dr. Vandita Srivastava, Scientist-SG, ISRO; Smt. Shantha Kumari Saggam, Joint Commissioner of GST; Shri Jayaprakash Nambaru and

Smt. Mara Rajashri, Outstanding Scientists, NFC who participated in the celebrations as special invitees.

The celebration was attended by Shri Rajendra Kumar Parakh, Director (Finance); Shri P. Krishna Kumar, ITS, CVO, Executive Directors, GMs, HODs, ECOA & ECMS office bearers,

along with ECIL employees and their families.

This event highlighted ECIL's unwavering support towards women's empowerment, recognizing their invaluable contribution to the organization's success.

Hindustan Shipyard Ltd. celebrates International Women's Day 2025

Hindustan Shipyard Ltd. celebrated International Women's Day 2025 with all its women. Cmde Hemant Khatri, CMD, HSL extended warm greetings, emphasizing the importance of work-life balance and the pivotal role women play in their families, society, organization, and nation.

CMD, HSL commended the performance of HSL's women

employees, encouraging them to prioritize their work, accept challenges, and strive for board-level positions. He also urged them to maintain a healthy work-life balance, ensuring that family responsibilities do not hinder their professional growth.

The celebration featured Smt. Vandana Khatri, President of Samrakshan (HSL Ladies Club)

as the chief guest. A special interactive training session, 'Empowerment of Women,' was conducted by renowned corporate trainer Smt. Neelima Kumari, focusing on inclusivity and professional aspirations.

The event concluded with a vibrant cultural program, showcasing the talents of HSL's women employees.



Women employees of HSL during International Women's Day celebrations.

CCIC celebrates International Women's Day

"The Cottage marked International Women's Day celebrations with great enthusiasm by organizing a special exhibition of exclusive crafts and weaves created by the National & State award winning women artisans from different parts of the country.

Smt. Katyayani Sanjay Bhatia, Deputy Commissioner, Department of Revenue, Ministry of Finance inaugurated the event & interacted with the Women Artisans in the presence of Shri Manoj Lal, MD, Central Cottage Industries Corporation of India Ltd., women artisans and employees of CCIC.

Appreciating their crafts, Smt. Bhatia said that women constitute a sizable portion of the population and today, they represent all sectors and therefore education, empowerment of



Smt. Katyayani Sanjay Bhatia, Deputy Commissioner, Department of Revenue, Ministry of Finance interacting with the Women Artisans during the exhibition.

women and gender equality, which is also a fundamental right, is very important to facilitate them to contribute to the socio-economic progress of the country and family is the primary learning unit where the Gender sensitization should begin.

On the occasion, Shri Manoj Lal, MD, CCIC said that women play an important role in the craft

sector and CCIC is facilitating more than 2000 women artisans and weavers to earn livelihood by providing a marketing platform to showcase their products. The Cottage is also motivating skilled women artisans towards entrepreneurship, self-reliance and increased participation in socio-economic growth of the country.

REC Limited inaugurates State-of-the-Art Experience Centre

REC Limited inaugurated a cutting-edge Experience Centre at its headquarters in Gurugram recently. The inauguration was led by Shri Vivek Kumar Dewangan, the then CMD, REC in the presence of the Board of Directors of REC Limited.

The newly launched Experience Centre is designed to showcase REC's contributions to the power and infrastructure sectors, highlighting its innovative financing solutions, digital initiatives, and sustainable development projects. The centre provides an interactive

and immersive Experience, demonstrating REC's journey, key achievements, and future vision.

Speaking at the inauguration, CMD, REC said, "The Experience Centre is a reflection of REC's commitment to innovation and excellence in the power sector. It will serve as a knowledge hub for stakeholders, offering insights into our pioneering initiatives and the impact of our projects nationwide."

The Experience Centre features state-of-the-art digital displays,

real-time project monitoring systems, and interactive exhibits, offering visitors an engaging experience. It also aligns with REC's mission to drive technological advancements and transparency in the infrastructure financing sector.

REC Limited continues to play a pivotal role in India's power sector, supporting the nation's energy transition and infrastructure growth through strategic financing and policy support.

GAIL and Cummins sign MoU for collaboration on clean energy at IEW 2025

GAIL (India) Limited and Accelera™ by Cummins have signed a Memorandum of Understanding (MoU) to collaborate broadly in sustainable, green energy and energy transition technologies in India. The MoU was signed recently at the India Energy Week 2025.

The collaboration will leverage Accelera's expertise in New Energy businesses and GAIL's established Natural Gas infrastructure to explore opportunities in New Energy Businesses such as hydrogen production, blending, transportation and storage. GAIL has already advanced its Scope 1 and Scope 2 "Net Zero" Targets from 2040 to 2035.

Cummins Inc is Cummins a global power solutions leader. Cummins is committed to sustainability and helping its

customers successfully navigate the energy transition with its broad portfolio of products. The products range from advanced diesel, natural gas, electric and hybrid powertrains and power train related components, electric power generation systems, batteries, electrified power systems, hydrogen production technologies and fuel cell products.

GAIL which always has been promoting clean energy, commissioned a 10 MW Green Hydrogen unit at its plant at Vijaipur, Guna Distt. M.P in April 2024. The Electrolyser was of Accelera™ by Cummins make. GAIL, through its JV M/s Avantika, also conducted pilot scale studies in Indore CGD network by blending 2 % Hydrogen in CNG/PNG and later scaled up to 5 % in PNG network. As part of energy transition,

GAIL has already set up 5 TPD CBG plant at Ranchi and is on course to set up 26 plants across India in the next 3-4 years. A JV with Leafiniti Bioenergy is aiming to set up 10 CBG plants. Also, a JV has been formed to set up 1G, 500 KLPD capacity Grain based ethanol plant at Rahasthan and a JV agreement has been signed with Coal India for the production of Synthetic Natural gas at West Bengal.

The MoU will help in exploring opportunities in areas such as application and adoption of hydrogen in various sectors such as transport, power, steel and other industry as mono fuel or dual feed such as LNG / Hydrogen/ CNG and blends, blending of hydrogen in natural gas pipeline, Infrastructure, production, transportation and storage of hydrogen.

BHEL secures order for setting up 1x800 MW Ukai Supercritical Thermal Power Plant in Gujarat

Bharat Heavy Electricals Limited (BHEL) has secured an order under international competitive bidding, for setting up 1x800 MW Ukai supercritical thermal power plant (Unit-7) on Engineering, Procurement & Construction (EPC) basis, in Tapi district, Gujarat. The order has been placed on BHEL by GSECL.

Notably, the proposed unit will be set up on the existing ash

dyke area. BHEL's scope of work in the project envisages design, engineering, manufacturing, supply, erection, testing, and commissioning for the EPC package, along with all necessary electrical, civil, and structural works. The scope also includes the supply of highly efficient emission control equipment.

Notably, the first thermal unit at Ukai was also installed by BHEL

in 1976, marking decades of successful partnership.

As India's foremost power equipment manufacturer, with over 1,70,000 MW of utility power capacity installed across the country, BHEL continues to play a pivotal role in bolstering India's energy security and supporting the vision of self-reliance in the power sector.

KIOCL Limited's Mangaluru Plant Unit bagged 'Excellent Official Language Implementation Award'

The 75th Half-Yearly Meeting and Prize Distribution Ceremony of Town Official Language Implementation Committee, Mangaluru was held recently. It was presided over by Smt. Renu K. Nair, Chairperson, TOLIC and Office Head, Zonal Office Union Bank of India, Mangaluru.

While reviewing the implementation of Official Language in Government of India offices, undertakings, autonomous bodies and banks, Shri Anirban Kumar Biswas, Deputy Director (Implementation), Department of Official Language, Ministry of Home Affairs, Government of India, as the chief guest, presented the 'Excellent Official Language Implementation Award' to the plant unit of KIOCL Limited,

Mangaluru. The meeting was conducted by Union Bank of India Chief Manager Shri Krishna Yadav.

The "Excellent Official Language Implementation Award" awarded to KIOCL was received by Sri P. Palani, Chief General Manager-in-charge, Mangaluru, in the 75th Half-Yearly Meeting of the Town Official Language Implementation Committee. During this felicitation ceremony courteous presence was made by Shri Chetan Kumar Shetty, Nodal Rajbhasha cum Assistant General Manager (HR & Administration) and Shri Rupesh Kumar, Official Language Coordinator cum Assistant Manager (HR) from KIOCL Limited as the award winning team.

During the same commendation ceremony of TOLIC, Mangaluru, Shri Rohil Kumar, Manager (E&C), Shri Gaurav Kumar, Assistant Manager (MM), Shri Ankit Kumar, Assistant Manager (MM) and Shri Rupesh Kumar, Assistant Manager (HR) of KIOCL Plant Unit were also felicitated as winning participants of various individual competitions.

The award of Best Official Language Implementation to KIOCL's Mangaluru plant unit spread positive consciousness among the top management and employees and senior executives congratulated the employees associated with the implementation of Official Language and especially the Official Language Department for this achievement.



Sri P. Palani, CGM-in-charge, KIOCL Mangaluru receiving "Excellent Official Language Implementation Award" on behalf of the company.

WAPCOS conferred with World Water Award 2024-25

Shri Raj Bhushan Choudhary, Hon'ble Minister of State, Ministry of Jal Shakti, Government of India conferred WAPCOS with World Water Awards 2024-25 in the Category of Best Consultancy in the Water Sector. The Award is instituted by the Water Digest and supported by UNESCO. This recognition reaffirms company's commitment to delivering exceptional engineering consultancy excellence under the leadership of Shri R. K. Agrawal, CMD, WAPCOS. The Award was received by Shri Amitabh Tripathi, Director; Shri Sanjay Sharma, Sr. General Manager and Shri Sumir Chawla, Head (Corporate communications) WAPCOS. WAPCOS, a "MINI RATNA-I" Public Sector Enterprise under the aegis of the Union Ministry of Jal Shakti, is a technology driven Consultancy and Engineering, Procurement and Construction (EPC) organization. The Company has provided engineering consultancy services to various



Shri Amitabh Tripathi, Director; Shri Sanjay Sharma, Sr. General Manager and Shri Sumir Chawla, Head (Corporate Communications) WAPCOS receiving the Award, on behalf of the company.

clients since incorporation, in over 75 countries and has developed global presence, particularly in South Asia and across Africa, in areas of water, power and infrastructure sectors.

NRDC receives 'Best External Communication Strategy' Award at Governance Now PSU Awards

The National Research Development Corporation (NRDC) was honoured with the 'Best External Communication Strategy' award at the Governance Now 11th PSU Awards. The award, recognizing excellence in corporate communications, was presented by Shri Satya Pal Singh, former Minister of State for Human Resource Development and former Minister of State, Ministry of Water Resources, River Development, and Ganga Rejuvenation. The event was a celebration of the exceptional contributions made by Public Sector undertakings (PSUs) in shaping the future of governance, economic growth, and innovation in India.



Cmdr Amit Rastogi (Retd.), CMD, NRDC receiving the Award at the Governance Now 11th PSU Awards ceremony in New Delhi.

Awards & Accolades to PSEs

The award was received by Cmde AmitRastogi (Retd.), CMD, NRDC along with Shri Subodh Chawla, Deputy General Manager, Shri VK Jain, Senior Manager and Ms. Khushboo, Assistant Manager, Corporate Communication & Public Relations. Their collective effort in strengthening NRDC's communication strategy

earned the recognition for the corporation.

NRDC's Recognition for 'Best External Communication Strategy' underscores the Corporation's dedication to not only providing cutting-edge technology and research but also ensuring that its contributions

reach a wider audience through effective communication. The award highlights NRDC's commitment to transparency, stakeholder engagement, and public outreach, which are integral to its mission of promoting innovation and development across various sectors.

HSL bags two Awards at Governance Now 11th PSU Awards

Hindustan Shipyard Limited (HSL) has been recognized for its excellence in the maritime industry, securing two awards at the Governance Now 11th PSU Awards ceremony held in New Delhi recently. The Governance Now Awards acknowledge the impactful contributions of PSUs to the nation's progress.

Cmde Girideep Singh, Director (Strategic Projects), HSL received the 'Operations Leadership' Award for implementing various reforms, strategic approaches, and innovative engineering solutions. These efforts enhanced operational excellence in Ship Repair and Submarine Refit business, resulting in timely or ahead-of-schedule completion of all refit projects in the past few years.

Ms. Neelima Boni, Senior Manager (Corporate Planning) and PRO, HSL received the 'Communication Outreach' Award on behalf of HSL, recognized for enhancing HSL's visibility, branding, digital footprint, and global outreach, which enhanced its business outreach.



Cmde Girideep Singh, Director (Strategic Projects), HSL and Ms. Neelima Boni, Senior Manager (Corporate Planning) and PRO, HSL receiving the Awards on behalf of the company.

HSL received these awards in the Other PSU category from Shri Satish Chandra Dubey, Hon'ble Minister of State, Ministry of Coal, Ministry of Mines and Shri Satya Pal Singh, Former Minister of State for HRD alongside organizations from the Maharatna, Navratna, Miniratna,

and State PSU categories.

These accolades reaffirm HSL's unwavering commitment to excellence, self-reliance, and innovation in the maritime industry, expanding its global outreach.

New and Improved Convention Centre at SCOPE Complex and SCOPE Minar

For Booking visit our official website: www.scopeonline.in

Conference Facilities at SCOPE Convention Centre Lodhi Road, New Delhi

The centrally air-conditioned SCOPE Convention Centre at SCOPE Complex, Lodhi Road, New Delhi provides excellent conference facilities to PSEs, Govt. Departments, Autonomous Bodies, Institutions/NGOs etc. The Auditorium and other Conference Halls are equipped with projector and screen facilities, sound & light control room with recording & P.A. facility, etc. Details of the capacity of the Auditorium and other Halls.

Tagore Chamber



The chamber has capacity of 92 persons (86 Nos. Chairs + 6 Nos. Chairs on Dais) equipped with 2 Nos. projector screens and mikes on dais, tables & podium.

Auditorium



The Auditorium has a capacity of 310 persons (300 Chairs + 10 Nos. Chairs at stage) capacity equipped with projector, screen and mikes on dais and podium on stage.

Bhabha Chamber (Board Room)



The chamber has the capacity of 44 persons (24 Nos. Chairs on round table and 20 Nos. Chairs on sides) equipped with 4K advanced VC system for 12 person, projector screen and mikes on dais, tables & podium.

Mirza Ghalib Chamber



The chamber having capacity of 108 persons (102 Nos. Chairs + 6 Nos. Chairs on Dais) equipped with 2 Nos.-projector & screen and mikes on table, dais and podium.

Fazal Chamber



The chamber has a capacity of 25 persons (15 Nos. Chairs on round table and 10 Nos. Chairs on sides) capacity with board room type seating arrangement equipped with screen and mikes.

Regd. No. DL(S)-17/3229/2021-2023

RNI No. 37112/81

Publication Date: 04.04.2025

Date of Posting: 07.04.2025



SCOPE SOCIAL INTERACTION CENTRE



SCOPE COMPLEX, LODHI ROAD, NEW DELHI

For further queries contact

Shri Shubh Ratna, GM (Tech & HR), SCOPE | **Shri Nishant Kumar**, Senior Manager, SCOPE; +91 99530 46060

email- ssic@scopeonline.in

**Membership
Open !**