

KALEIDOSCOPE

STANDING CONFERENCE OF PUBLIC ENTERPRISES

SCOPE
Promoting Excellence

CAPACITY BUILDING COMMISSION

Inaugural Ceremony of
Daksh
 (Development of Aspiration, Knowledge, Succession & Harmony)

Leadership Program for Senior Executives of Public Sector Enterprises (PSEs)

Monday, 21st April 2025 **SCOPE Convention Centre, Lodhi Road**

SCOPE and CBC Launch DAKSH Leadership Program

SCOPE
Promoting Excellence

MoU Signing
 between
Standing Conference of Public Enterprises (SCOPE)
 with
Harvard Business School Publishing (HBSP)

8th APRIL 2025 **SCOPE Convention Centre**

SCOPE inks MoU with Harvard Business School Publishing



Shri K. Moses Chalai
 assumes charge as Secretary,
 Department of Public Enterprises

SCOPE
Promoting Excellence

Signing of
Memorandum of Understanding (MoU)
 between
Standing Conference of Public Enterprises (SCOPE)
 &
The Institute of Chartered Accountants of India (ICAI)

8th APRIL 2025 **SCOPE Convention Centre, Lodhi Road**

SCOPE signs MoU with ICAI

SCOPE & PSEs Celebrate Public Sector Day





KALEIDO SCOPE



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Shubh Ratna
GM (Tech. & HR)

pr@scopeonline.in, 9873398242

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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

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ADVISORY BOARD

Atul Sobti
Director General, SCOPE

Shubh Ratna
GM (Tech & HR)

CHIEF EDITOR
Director General

EDITOR & PUBLISHER
Shubh Ratna

ASST. EDITOR
Lipi Singh

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Message by Chairman

As SCOPE embarks on a new chapter in its journey, I extend warm greetings to all the readers of KALEIDOSCOPE magazine at this significant milestone. With the enthusiastic participation of PSEs in the Public Sector Day celebrations, it is a matter of pride for SCOPE that all PSEs vividly joined us in this commemoration of the spirit of building blocks of the Nation.

Assuming the role of Chairman, SCOPE, is both an honour and a profound responsibility. I am cognizant of this opportunity of leading India's apex body for Public Sector Enterprises (PSEs), especially when such momentous steps are being taken to shape the future of PSEs and the Nation. I invite the readers of this magazine to glimpse through the celebrations of Public Sector Day by several PSEs across the country.

Having recently convened the first meeting of the newly elected SCOPE Executive Board, I am pleased to share the collective enthusiasm and commitment of its members toward advancing SCOPE's vision. As part of this renewed energy, SCOPE will continue to embrace newer opportunities for all the PSEs.

Taking forward its endeavour towards capacity building, SCOPE and Capacity Building Commission (CBC) recently launched the first-of-its-kind 'DAKSH' leadership program with the key objective of developing a cadre of 'Future fluent PSE leaders'.

The enthusiastic participation of around 75 participants in the inaugural batch itself, reflects the incessant support and faith of our members

in SCOPE. I also take this opportunity to thank McKinsey & Company and IIM Ahmedabad, our knowledge partners, for accelerating of DAKSH's first batch towards future fluent leadership.

With one of SCOPE's dream projects, the creation of a common networking hub and social interaction centre, now becoming a reality, I am delighted to share that the SCOPE Social Interaction Centre (SSIC) will officially open its doors to the Public Sector fraternity. I am confident this will be another milestone of SCOPE in bringing coherence in the fraternity.

We hope that this dedicated space will serve as a vibrant hub for collaboration, exchange of ideas, and community-building among professionals from across the sector.

Exciting times lie ahead as SCOPE prepares to organise various programs and workshops on pertinent subjects, in the coming months. SCOPE looks forward to enthusiastic support and participation of its members.

As the apex body of PSEs in the country, SCOPE thrives on the dedication and active involvement of its member organizations. Your insights, ideas, and continued engagement are integral to shaping our shared vision. I warmly welcome your contributions as we move forward in taking SCOPE to greater heights and achieving newer milestones of success.

K. P. Mahadevaswamy
Chairman, SCOPE

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DEUTSCHE GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ) GMBH

(under Indo-German Support Project for Climate Action in India and IKI India Interface Function)



Director General's Desk

SCOPE has been continuously evolving itself to create new benchmark of excellence for the public sector. During the recently held meeting of newly constituted SCOPE Executive Board, Members conveyed their strong resolve and commitment so as to enable SCOPE reach even greater heights of achievement.

Taking forward the strong legacy of fostering coherence in the Public Sector, SCOPE remains steadfast in its mission of championing policy advocacy, enhancing capabilities, conducting impactful researches, and elevating the brand of PSEs across the nation.

Over the past month, SCOPE has undertaken several ground-breaking initiatives to reinforce the prowess and spirit of Public Sector Enterprises (PSEs). A key highlight has been the launch of the much-anticipated leadership program, DAKSH, in collaboration with the Capacity Building Commission (CBC) – a major step towards developing future-ready leaders.

With a vision to establish DAKSH as a benchmark of excellence, SCOPE and CBC embarked on this journey since July, 2023. After months of in-depth and thoughtful deliberations developed this distinctive and transformative leadership programme aimed at building a legacy of visionary leaders. SCOPE received an overwhelming response and we are sure this programme will address the leadership development needs of PSEs.

I am happy to share that an MoU has been signed with Harvard Business School Publishing (HBSP), USA, a subsidiary of Harvard Business School with the aim to develop a culture of excellence and innovation within the Public Sector, ensuring its alignment with global best practices in learning and leadership development.

Further strengthening its commitment to capacity enhancement, SCOPE signed a significant Memorandum of Understanding (MoU) with the Institute of Chartered Accountants of India (ICAI) to promote knowledge exchange and upskilling. This follows an earlier MoU, aimed at enhancing the financial acumen of PSE employees. Together, these initiatives reaffirm SCOPE's dedication to equipping PSEs with the skills and expertise needed for the future.

I am pleased to share with you that SCOPE was the Supporting Partner for 'India PSE Summit 2025' hosted by The Indian Express in Hyderabad recently. This provided a grand opportunity for brand building and gave widespread visibility across all platforms.

All in all, SCOPE continues to unravel newer opportunities for learning and upskilling, as it steadfastly champions the innovation, and global integration of Public Sector Enterprises.

SCOPE has consistently represented the employers' perspective in efforts to develop a skilled workforce. In line with this commitment, I recently represented Industry at a key meeting organized by the University Grants Commission (UGC) on the Apprenticeship Embedded Degree Programme (AEDP). The meeting focused on the importance of active industry involvement and highlighted the critical role that organizations play in shaping the programme's effectiveness.

Also, this is a very momentous time for SCOPE as the apex body will soon open the doors of SCOPE Social Interaction Centre (SSIC), its interactive facility in the heart of the city. We look forward to the incessant support of our members in this endeavour.

Programmes & Initiatives launched (since last issue of KALEIDOSCOPE)

SCOPE inks MoU with Harvard Business School Publishing – 8th April, 2025

SCOPE & PSEs celebrate Month long Public Sector Day – April, 2025

SCOPE organises Fire Service Week - 14th to 20th April, 2025

SCOPE and CBC Launch DAKSH Leadership Program – 21st April, 2025

SCOPE signs MoU with ICAI for Knowledge Partnership – 22nd April, 2025

SCOPE as Supporting Partner for 'India PSE Summit 2025' hosted by The Indian Express in Hyderabad – 25th & 26th April, 2025

Programmes & Initiatives in the offing

National Workshop on Succession Planning for Board Level Positions

SCOPE APSE Executive Development Program

Workshop on Women Leadership Development

Atul Sobti
Director General, SCOPE

SCOPE News

SCOPE and CBC Launch DAKSH Leadership Program

Inaugural batch comprising of 75 high-potential senior executives from various PSEs launched; next batches likely to start soon with academic partners.



(L-R) Shri Atul Sobti, DG, SCOPE; Smt. Soma Mondal, Member, PESB; Shri Arunish Chawla, Secretary, DIPAM; Shri K. P. Mahadevaswamy, Chairman, SCOPE; and Dr. Alka Mittal, Member, CBC during the launch of DAKSH. (Inset) Shri Adil Zainulbhai, Chairman, CBC who joined the program via video-conferencing.

Standing Conference of Public Enterprises (SCOPE) and Capacity Building Commission (CBC) launched the first-of-its-kind 'DAKSH' leadership program with the key objective of developing a cadre of Future fluent PSE leaders. Shri Arunish Chawla, Secretary, DIPAM inaugurated the program in the presence of Shri Adil Zainulbhai, Chairman, CBC; Smt. Soma Mondal, Member, Public Enterprises Selection Board (PESB); Shri K. P. Mahadevaswamy, Chairman, SCOPE and Chairman, NBCC (India) Ltd.; Shri Atul Sobti, DG,

SCOPE and Dr. Alka Mittal, Member, CBC. The inauguration was also graced by CMDs & Directors of PSEs; Senior officials of DPE, CBC, PSEs and Knowledge partners. The inaugural cohort being delivered along with knowledge partners McKinsey & Company and IIM Ahmedabad comprises of 75 high-potential senior executives from various PSEs across the country.

While addressing the gathering, Secretary, DIPAM said it is the vision of the Hon'ble Prime Minister that Public

Sector Enterprises should set standards, create value and also share that value with citizens and stakeholders. PSEs have successfully realized this vision in its entirety, he stressed.

He further stated that an in-house analysis by DIPAM has revealed that PSEs account for 10% of market capitalization on the stock markets but they account for 25% of dividends distributed in our stock markets. This is an outstanding achievement and a testimony to the values that PSEs stand for. They stand for their staff, workers and the

stakeholders who have reposed their faith in them, he added.

Congratulating SCOPE and 'Mission Karmayogi' by CBC for bringing out DAKSH Program, he said that DAKSH brings visionary and strategic leadership, communication skills, knowledge in modern management systems under one platform, and that the PSEs should take advantage of the opportunity.

In his address, Chairman, CBC said that PSEs are the jewels in the assets of India. DAKSH is a program that is better than any other program globally for people with 20-25 years of experience. It has been crafted very carefully, and it is the best such leadership development program anywhere in the world. A lot of emphasis in this program has been given to visionary leadership, communication skills and the ability to see the outside world, he added.

Speaking on the occasion, Smt. Soma Mondal stressed that the executives of PSEs possess a

very strong technical knowledge in their respective fields, but there is a need to hone their communication skills, so that they can represent their companies at the global stage. She also stressed on doing succession planning in PSEs.

In his address, Chairman, SCOPE said this initiative will mark a new beginning for capacity building and leadership development in the public sector. DAKSH is a step towards building a strong pipeline of future leaders who are ready to take on new challenges and lead with confidence, vision and responsibility, he stressed.

DG, SCOPE, in his address, said that DAKSH is a unique program for the next generation of Public Sector Enterprises. SCOPE and CBC have taken a transformative step with the vision of redefining leadership to navigate the emerging challenges and drive innovation. The inaugural batch of DAKSH has been launched today and a series of batches will be continued in the future, he added.

Dr. Alka Mittal, Member, CBC presented the Vote of Thanks on the occasion.

Earlier in the day, the opening session of DAKSH was addressed by Chairman, CBC; DG, SCOPE; and SCOPE Executive Board Members - Shri Ayush Gupta, Director (HR), GAIL and Shri K. K. Singh, Director (Personnel), SAIL.

The program perspective of DAKSH was shared with the participants by Shri Amit Khera, Senior Partner, McKinsey and Prof. Sunil Sharma, Faculty co-chair for DAKSH program at IIM Ahmedabad.

DAKSH, conceptualised by SCOPE and CBC shall be delivered along with renowned consultants, academicians as knowledge partners in multiple batches. The learning journey of every batch of DAKSH is spread over 18 months, entailing a curated blend of Individual Development Plans, classroom learning, live projects, coaching and immersions.



Participants during the inaugural ceremony of DAKSH program.

Glimpses of the launch of DAKSH Leadership Program





Shaping the Future: SCOPE's New Leadership Takes Charge

Shri K.P. Mahadevaswamy, CMD, NBCC (India) Ltd. takes the Helm as Chairman, SCOPE.



Shri Sandeep Kumar Gupta, immediate Past Chairman, SCOPE handing over the SCOPE Flag and Shri Atul Sobti, DG, SCOPE handing over Public Sector Flag to Shri K. P. Mahadevaswamy, New Chairman, SCOPE in the presence of Shri Brajesh Kumar Upadhyay, Vice Chairman, SCOPE.

Shri K. P. Mahadevaswamy, CMD, NBCC (India) Ltd. took over as Chairman, Standing Conference of Public Enterprises (SCOPE) for the term 2025-27.

Shri Sandeep Kumar Gupta, immediate Past Chairman, SCOPE and CMD, GAIL (India) Ltd. handed over the coveted SCOPE Flag, while Shri Atul Sobti, DG, SCOPE, handed over the Public Sector Flag to Shri K. P. Mahadevaswamy, New Chairman, SCOPE in the presence

of Shri Brajesh Kumar Upadhyay, Vice Chairman, SCOPE and CMD, Goa Shipyard Ltd. and Members of the newly elected SCOPE Executive Board 2025-27. Shri P. K. Sharma, Director, DPE represented DPE in the meeting.

In the First Board Meeting of the newly elected SCOPE Executive Board 2025-27, Chairman, SCOPE said that the public sector fraternity has witnessed SCOPE's remarkable transformation into a dynamic body, as it undertook

vital initiatives for strengthening the public sector ecosystem. He conveyed strong commitment of the new board to take SCOPE to newer heights of excellence.

Shri Atul Sobti, DG, SCOPE welcomed the newly elected Chairman, Vice Chairman and Board Members during the meeting. He mentioned that the enthusiastic response from the public sector in SCOPE Elections reflect the significance of SCOPE among public sector fraternity.



While appreciating the diversity of the Board, DG, SCOPE said that the newly elected Board

represents not only a fine gender mix but also versatility of sectors & skills. DG, SCOPE

also highlighted the various transformative initiatives taken by SCOPE in the recent past.



The first meeting of newly elected SCOPE Executive Board 2025-27 underway at SCOPE Convention Centre, New Delhi.

SCOPE at AEDP Implementation Meeting organized by UGC

University Grants Commission (UGC) organized a key meeting on the Apprenticeship Embedded Degree Programme (AEDP) at UGC Head Office in New Delhi.

Prof. Deepak Kumar Srivastava, Vice Chairman, UGC chaired the meeting with UGC officials, AEDP Implementation Committee and industry experts.

The Apprenticeship Programme supports the broader goal of building a stronger, job-ready workforce in India. It aligns academic institutions with

employment needs, and supports a learning model that focuses on applicability.

Shri Atul Sobti, DG, SCOPE was invited to the meeting as an industry expert wherein he shared his views on the planned implementation of AEDP. During the meeting, DG, SCOPE appreciated the program and also highlighted the need for phased implementation so as the lessons learnt can be incorporated while applying it across the country. He also emphasized the need



for integrating and ensuring active participation of Sector Skill Council in ensuring the success of the program.

The initiative integrates apprenticeship training into undergraduate degree programmes, thereby giving students exposure to skill implementation along with academic learning.



Shri Atul Sobti, DG, SCOPE participating in AEDP Implementation Meeting organized by UGC.

SCOPE inks MoU with Harvard Business School Publishing fostering a culture of continuous learning



Shri Atul Sobti, DG, SCOPE and Mr. Douglas Beimler, VP, Global Sales, HBSP, USA signing the MoU.

Shri Atul Sobti, DG, SCOPE and Mr. Douglas Beimler, VP, Global Sales, Harvard Business School Publishing (HBSP), USA inked a Memorandum of Understanding (MoU) between Standing Conference of Public Enterprises (SCOPE) and Harvard Business School Publishing (HBSP), USA, a subsidiary of Harvard Business School to leverage synergies aimed at fostering a culture of continuous learning for Public Sector Enterprises (PSEs) on 8th April, 2025 in New Delhi.

The MoU was signed in the presence of senior officials from both the organisations and PSEs,

with the aim to develop a culture of excellence and innovation within the Public Sector, ensuring its alignment with global best practices in learning and leadership development.

Stressing that the collaboration is a commitment for the transformation, Shri Sobti said that it will pave way for access to world-class knowledge, cutting-edge insights and the best-in-class leadership skills for executives and employees of Public Sector Enterprises, besides giving them an opportunity of learning from Harvard Manage Mentor (HMM) Programme. SCOPE and HBSP

can explore opportunities to conduct joint research work, case studies, leadership programs etc., he added.

Speaking on the collaboration, Mr. Beimler said that we have to transform the world and we are the stewards of the minds of the next generation of leaders who are coming into the workforce. There is a need to leverage new technologies such as generate AI to develop critical analysis, strategic thinking and innovative approaches. It will be a long-lasting, empowering and transformational partnership, he stressed.

SCOPE & ICAI sign MoU to foster capacity building and knowledge exchange

Shri Atul Sobti, DG, SCOPE and CA Charanjot Singh Nanda, President, ICAI signed a Memorandum of Understanding (MoU) between Standing Conference of Public Enterprises (SCOPE) and Institute of Chartered Accountants of India (ICAI) fortifying a commitment towards professional development, policy advocacy, and thought leadership in the financial and corporate governance landscape.

The MoU was signed in the presence of CA Prasanna Kumar D., Vice President, ICAI; CA Rajesh Sharma, Vice Chairman, CMI&B, ICAI; Shri Lokesh Kumar Aggarwal, Member, SCOPE Executive Board and Director (Finance), ITDC; CA (Dr.) Jai Kumar Batra, Secretary, ICAI and other senior officials from SCOPE and ICAI. This partnership fosters capacity building and knowledge exchange.

Speaking on the collaboration,

DG, SCOPE said that SCOPE and ICAI jointly conducted many important workshops and programs in the past including workshops on 'Preparation of Financial Statement and Best Financial Reporting Practices', 'Treasury and Financial Risk Management of PSEs', 'Decoding the Union Budget' etc.

He further said that this MoU will pave way for many other areas where both the organizations can work together. Both organizations can collaborate in conducting programs, research work and studies in areas including LODR regulations, International Reporting Systems, ESG and Sustainable Reporting, Promoting the Digital Finance, AI in Audit, Blockchain for



Shri Atul Sobti, DG, SCOPE and CA Charanjot Singh Nanda, President, ICAI signing the MoU.

Transparency, Data Analytics in Finance, research studies for PSEs etc., he added.

In his address, President, ICAI said that ICAI & SCOPE can work together to create synergies that benefit and empower the country to become a world leader and a developed nation. Taking further the suggestions given by DG, SCOPE, Shri Nanda said the institutions can jointly collaborate to conduct programs on topics such as International Arbitration, Reconciliation, Systematic Building, Accounting Issues in PSEs, GST, governance, conflict management etc., he stressed.

While presenting the Vote of Thanks, Shri Lokesh Kumar Aggarwal, said the MoU will definitely lead to initiatives that will be contributing towards enhancing the capabilities and overall effectiveness of the Public Sector Enterprises.



(L-R) Shri Lokesh Kumar Aggarwal, Member, SCOPE Executive Board and Director (Finance), ITDC; Shri Atul Sobti, DG, SCOPE; CA Charanjot Singh Nanda, President, ICAI; CA Prasanna Kumar D., Vice President, ICAI; CA Rajesh Sharma, Vice Chairman, CMI&B, ICAI and CA (Dr.) Jai Kumar Batra, Secretary, ICAI during the MoU Signing Ceremony.

SCOPE organises Fire Service Week

SCOPE organised Fire Service Week on the theme 'Unite to Ignite, a Fire Safe India' from 14th to 20th April, 2025 at SCOPE Minar, Laxmi Nagar. Fire & Safety drill was conducted as part of these celebrations.



Empowering Conversations: DG, SCOPE interacts with Women Employees as part of Public Sector Day celebrations

As part of month-long Public Sector Day celebrations, Shri Atul Sobti, DG, SCOPE, held a special interaction with women employees of the organization, to recognize their contributions and discuss their evolving role in the workplace.

During the interaction, Shri Sobti lauded their dedication, resilience, and leadership, and emphasized the significance of gender diversity and inclusive growth in today's dynamic work environment. He encouraged the participants to recognize their true potential and strive for a healthy balance between professional and personal life.

The session fostered open dialogue and inspiration, reaffirming SCOPE's continued commitment to empowering women and promoting an inclusive organizational culture.



Shri Atul Sobti, DG, SCOPE along with the women employees of SCOPE.

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Zusammenarbeit (GIZ) GmbH



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SCOPE and GIZ, Germany launched self-paced course on Climate Change and Climate Action, exclusively designed for Public Sector Executives.

The interactive and certification-based online course is free of charge and is certified by SCOPE, GIZ, and the International Climate Initiative (IKI) of the German Government.

The course covers key topics on Climate Action divided into five modules:

- Introduction to Climate Action for Public Sector Enterprises
- Foundations of Climate Change & Policies
- Climate Actions-Involving Public and Private Sectors
- Setting Up & Financing Mitigation Projects and
- Sources & Instruments of Climate Finance

Key Details:

Duration: 12.5 hours (to be completed in approximately 8 weeks)

Certification: Issued upon successful completion within the specified timeframe

Access Link: www.scopeonline.in

Visit the SCOPE website i.e., <https://scopeonline.in/> and click on the ticker “SCOPE & GIZ launched a dedicated Online Knowledge Platform (OKP) and the Advance Course on Climate Change and Climate Action for PSEs” which will redirect you to the SCOPE’s online knowledge platform on climate action.

Alternatively, you can reach ‘SCOPE’s online knowledge platform on climate action’ by clicking on “Climate Change” under “Our Domains” menu tab, at the SCOPE website i.e., <https://scopeonline.in>

Once you are at the Online Knowledge Platform (OKP), you will find the ticker “Click here to enroll for the Advance Course on Climate Change and Climate Action for PSEs” Click on the ticker and then you will be redirected to the atingi webpage where you can read guidelines for our course.

IMPORTANT - On this page, scroll down and click on “CLICK HERE TO ENROL.” after which you will be able to enroll and access the course.

Interface with Stakeholders



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



Shri Krishna Kumar Thakur, Director (HR), Bharat Heavy Electricals Limited calls on DG, SCOPE.



DG, SCOPE along with other senior officials of SCOPE held a meeting with Dr. Enric Bernal, MD, Centre for Creative Leadership (CCL) and Ravi Jangra, Associate Director, CCL related to conceptualization of a leadership program for PSEs and a joint study for betterment of proceedings of PSEs.

Interface with Stakeholders



Shri Vijay Ranjan, Director (Personnel & Industrial Relations), Coal India Limited calls on DG, SCOPE.



Shri Sheo Prasad Tiwari, National General Secretary, Trade Union Co-ordination Centre (TUCC) and Member, CBT, EPFO meets DG, SCOPE.



DG, SCOPE during a meeting at Bharatiya Mazdoor Sangh office in New Delhi.



THE TIMES OF INDIA

Dated: 11th April, 2025

SCOPE and HBSP ink pact

Atul Sobti, DG, SCOPE and Douglas Beimler, VP, Global Sales, HBSP, USA inked a Memorandum of Understanding (MoU) between Standing Conference of Public Enterprises (SCOPE) and Harvard Business School Publishing Corporation (HBSP), USA, a subsidiary of Harvard Business School to leverage synergies aimed at fostering a culture of continuous learning for public sector enterprises (PSEs). The MoU was signed in the presence of senior officials from both



organizations and PSEs, with the aim to develop a culture of continuous and sustainable learning within the public sector, ensuring its alignment with global best practices in learning and leadership development.

अमर उजाला

Dated: 14th April, 2025

स्कोप ने हार्वर्ड बिजनेस स्कूल पब्लिशिंग कॉर्पोरेशन के साथ किया एमओयू

नई दिल्ली: स्टैंडिंग कॉन्फरेंस ऑफ पब्लिक एंटरप्राइजेस (स्कोप) और हार्वर्ड बिजनेस स्कूल पब्लिशिंग कॉर्पोरेशन के बीच एक समझौता ज्ञापन (एमओयू) पर हस्ताक्षर किए। दोनों संगठनों के बीच एक समझौता ज्ञापन (एमओयू) पर हस्ताक्षर किए गए, जिसका उद्देश्य है, जिससे सीखने और नेतृत्व विकास में वैश्विक सर्वोत्तम प्रथाओं के साथ इसका संरेखण सुनिश्चित हो सके।



यह समझौता ज्ञापन (एमओयू) दोनों संगठनों के बीच एक समझौता ज्ञापन (एमओयू) पर हस्ताक्षर किए गए, जिसका उद्देश्य है, जिससे सीखने और नेतृत्व विकास में वैश्विक सर्वोत्तम प्रथाओं के साथ इसका संरेखण सुनिश्चित हो सके।

FREE PRESS

Dated: 11th April, 2025

corporate gallery

SCOPE inks MoU with Harvard Business School Publishing Corporation



SCOPE (SCOPE) and Harvard Business School Publishing Corporation (HBSP), USA, a subsidiary of Harvard Business School to leverage synergies aimed at fostering a culture of continuous learning for public sector enterprises (PSEs). The MoU was signed in the presence of senior officials from both the organizations and PSEs, with the aim to develop a culture of continuous and sustainable learning within the public sector, ensuring its alignment with global best practices in learning and leadership development.

The Statesman

Dated: 13th April, 2025

SCOPE, HBSP ink agreement



Atul Sobti, DG, SCOPE and Douglas Beimler, VP, Global Sales, HBSP, USA inked a Memorandum of Understanding (MoU) between Standing Conference of Public Enterprises (SCOPE) and Harvard Business School Publishing Corporation (HBSP), USA, a subsidiary of Harvard Business School to leverage synergies aimed at fostering a culture of continuous learning for Public Sector Enterprises (PSEs). The MoU was signed in the presence of senior officials from both the organizations and PSEs, with the aim to develop a culture of excellence and innovation within the Public Sector, ensuring its alignment with global best practices in learning and leadership development.

दिव्य हिमाचल

Dated: 16th April, 2025

स्कोप ने हार्वर्ड बिजनेस स्कूल के साथ किया समझौता

नई दिल्ली: स्कोप के महादेशाध्यक्ष श्री अतुल सोबती और एक्जिक्यूटिव वीसप्राइडेंट प्रोफेसर डॉ. डग्लस बीमलर ने हार्वर्ड बिजनेस स्कूल पब्लिशिंग कॉर्पोरेशन (HBSP) के साथ एक समझौता ज्ञापन (एमओयू) पर हस्ताक्षर किए। दोनों संगठनों के बीच एक समझौता ज्ञापन (एमओयू) पर हस्ताक्षर किए गए, जिसका उद्देश्य है, जिससे सीखने और नेतृत्व विकास में वैश्विक सर्वोत्तम प्रथाओं के साथ इसका संरेखण सुनिश्चित हो सके।



यह समझौता ज्ञापन (एमओयू) दोनों संगठनों के बीच एक समझौता ज्ञापन (एमओयू) पर हस्ताक्षर किए गए, जिसका उद्देश्य है, जिससे सीखने और नेतृत्व विकास में वैश्विक सर्वोत्तम प्रथाओं के साथ इसका संरेखण सुनिश्चित हो सके।

PSU Connect

News Update on PSUs

Dated: 1st April, 2025

SCOPE inks MoU with Harvard Business School Publishing Corporation fostering a culture of continuous learning



SCOPE (SCOPE) and Harvard Business School Publishing Corporation (HBSP), USA, a subsidiary of Harvard Business School to leverage synergies aimed at fostering a culture of continuous learning for public sector enterprises (PSEs). The MoU was signed in the presence of senior officials from both the organizations and PSEs, with the aim to develop a culture of continuous and sustainable learning within the public sector, ensuring its alignment with global best practices in learning and leadership development.

The Indian EXPRESS

Dated: 11th April, 2025

MOU—SCOPE

Atul Sobti, DG, SCOPE & Douglas Beimler, VP, Global Sales, HBSP, USA inked a MoU between SCOPE & Harvard Business School Publishing Corporation, USA, a subsidiary of Harvard Business School to leverage synergies aimed at fostering a culture of continuous learning for Public Sector Enterprises (PSEs). The MoU was signed in the presence of senior officials from both the organizations and PSEs, with the aim to develop a culture of excellence and innovation within the Public Sector, ensuring its alignment with global best practices in learning and leadership development.



Indian GRAPEVINE

Dated: 07th April, 2025

SCOPE inks MoU with Harvard Business School Publishing Corporation fostering a culture of continuous learning



SCOPE (SCOPE) and Harvard Business School Publishing Corporation (HBSP), USA, a subsidiary of Harvard Business School to leverage synergies aimed at fostering a culture of continuous learning for public sector enterprises (PSEs). The MoU was signed in the presence of senior officials from both the organizations and PSEs, with the aim to develop a culture of continuous and sustainable learning within the public sector, ensuring its alignment with global best practices in learning and leadership development.

News mantra

Dated: 07th April, 2025

SCOPE inks MoU with Harvard Business School Publishing Corporation fostering a culture of continuous learning



SCOPE (SCOPE) and Harvard Business School Publishing Corporation (HBSP), USA, a subsidiary of Harvard Business School to leverage synergies aimed at fostering a culture of continuous learning for public sector enterprises (PSEs). The MoU was signed in the presence of senior officials from both the organizations and PSEs, with the aim to develop a culture of continuous and sustainable learning within the public sector, ensuring its alignment with global best practices in learning and leadership development.

FINANCIAL EXPRESS

Dated: 11th April, 2025

MOU—SCOPE

Atul Sobti, DG, SCOPE & Douglas Beimler, VP, Global Sales, HBSP, USA inked a MoU between SCOPE & Harvard Business School Publishing Corporation, USA, a subsidiary of Harvard Business School to leverage synergies aimed at fostering a culture of continuous learning for Public Sector Enterprises (PSEs). The MoU was signed in the presence of senior officials from both the organizations and PSEs, with the aim to develop a culture of excellence and innovation within the Public Sector, ensuring its alignment with global best practices in learning and leadership development.



PSUWATCH

Dated: 12th April, 2025

SCOPE signs MoU with HBSP to promote continuous learning in public sector

SCOPE (SCOPE) and Harvard Business School Publishing Corporation (HBSP), USA, a subsidiary of Harvard Business School to leverage synergies aimed at fostering a culture of continuous learning for public sector enterprises (PSEs). The MoU was signed in the presence of senior officials from both the organizations and PSEs, with the aim to develop a culture of continuous and sustainable learning within the public sector, ensuring its alignment with global best practices in learning and leadership development.



The MoU was signed by SCOPE Director General Atul Sobti and the Vice President Global Sales of HBSP Douglas Beimler. The MoU signing took place in the presence of senior officials from both organizations and PSEs.

Through this partnership, SCOPE and HBSP aim to foster a culture of continuous learning, innovation, and excellence in India's public sector. The collaboration will provide PSE leaders with access to world-class learning resources and global best practices in leadership development. The initiative aligns with SCOPE's vision of equipping PSEs with the necessary skills and knowledge to navigate an increasingly dynamic and competitive global landscape.

Indian Masterminds

Dated: 11th April, 2025

SCOPE Partners with Harvard Business School Publishing to Enhance Leadership Development in PSEs

Through this strategic partnership, SCOPE and HBSP aim to foster a culture of continuous learning, innovation, and excellence in India's public sector.

In a landmark move to strengthen leadership development and continuous learning within India's public sector, the Standing Conference of Public Enterprises (SCOPE) has signed a Memorandum of Understanding (MoU) with Harvard Business School Publishing Corporation (HBSP), USA.

The MoU was signed by SCOPE Director General Mr. Atul Sobti and HBSP Vice President (Global Sales) Mr. Douglas Beimler in the presence of senior officials from both organizations and representatives of various PSEs. Mr. Atul Sobti, Chairman, CHD of NBCC, serves as the Chairman of SCOPE, while Mr. Douglas Beimler, CHD of NBCC, serves as the Vice Chairman.

Through this strategic partnership, SCOPE and HBSP aim to foster a culture of continuous learning, innovation, and excellence in India's public sector. The collaboration will provide PSE leaders with access to world-class learning resources and global best practices in leadership development. The initiative aligns with SCOPE's vision of equipping PSEs with the necessary skills and knowledge to navigate an increasingly dynamic and competitive global landscape.

"This collaboration will enhance the learning ecosystem in PSEs and support the development of future-ready leaders," said Mr. Sobti. Through this partnership, Mr. Beimler emphasized that the partnership marks a significant step in advancing PSEs' global learning framework to one of the largest public sectors in the world.

NBCC's Transformative Leadership: Reviving Amrapali Projects and Restoring Trust

A Case Study



The Amrapali Group's journey—from a prominent real estate developer to a symbol of industry malpractice—serves as a cautionary tale in India's housing sector. Once celebrated for its ambitious projects across 24 cities, including notable developments in Noida and Greater Noida, Amrapali's rapid expansion was undermined by financial mismanagement, poor planning, and unfulfilled promises. This led to thousands of homebuyers being left with incomplete homes and eroded trust.

This case study delves into the story of Amrapali's rise, its eventual fall and its turnaround into a successful initiative by NBCC (India) Limited under the guidance of Hon'ble Supreme Court of India.

The Fall of Amrapali

Founded in the early 2000s, Amrapali quickly rose to prominence in India's real estate sector, with major projects in Noida and Greater Noida. By 2015, despite its success, the company faced mounting issues—project delays, unfulfilled promises, and financial troubles. Thousands of buyers were left waiting for years, paying both EMIs and rent.

As complaints grew, the matter reached the Supreme Court. In a landmark 2019 judgment, the Court ordered the state-run NBCC to take over and complete Amrapali's stalled projects—marking the first time a government agency was assigned to finish private real estate developments.

NBCC taking charge and facing the challenges

NBCC, known for its expertise in government infrastructure, took on the massive task of reviving Amrapali's stalled projects after a Supreme Court directive. Shri R. Venkataramani, now Attorney General of India, was appointed as Court Receiver to oversee funds and progress.

Led by then CMD Shri P.K. Gupta and Executive Director Shri K.P. Mahadevaswamy (now CMD),

NBCC faced a tough challenge—unfinished buildings, legal hurdles and flawed documentation. Yet, their efforts not only resumed construction but also helped restore the trust of thousands of affected homebuyers.

Reviving the Amrapali projects was a major challenge for NBCC. Work was disrupted by the COVID-19 pandemic, funding was hard to secure, and buyer contributions were inconsistent. Legal hurdles, incomplete documentation, and lack of approvals further delayed progress. Construction faced difficulties in occupied societies, including limited shutdown windows and delays in infrastructure handovers.

Many unfinished units had deteriorated, requiring quality restoration. Selling unsold inventory was tough due to the tarnished Amrapali brand, and construction was often halted by pollution-related restrictions. Throughout, NBCC had to work hard to rebuild buyer trust and confidence in the project's completion.

The Revival

NBCC overcame the challenges of reviving Amrapali projects through its strong expertise in project management, engineering, and financial restructuring. A systematic and disciplined approach was adopted to assess project status, resolve structural issues, and ensure quality compliance. Advanced construction techniques like Mivan shuttering were used, and third-party quality inspections were carried out by agencies such as NIT-Jalandhar and VNIT-Nagpur. Labourers and engineers received special training to maintain high construction standards.

To address funding issues, NBCC worked with the Ld. Court Receiver to encourage payments from defaulters, including public notices sanctioned by the Hon'ble Supreme Court Monitored Committee. Sales of unsold units and FARs were initiated and

third-party consultants were engaged to speed up inventory sales. These efforts improved cash flow, a major bottleneck in project execution.

Owing to the efforts of Ld. Court Receiver and the NBCC team, significant financial backing was secured, including ₹650 crore from SBICAP Ventures Ltd. and ₹1,500 crore from a consortium of seven. As a result of these measures, nearly 25,000 units have been completed and thousands of units have been delivered to Home buyers, marking a major milestone in the revival of Amrapali projects.

New Project Launches

Recently NBCC has successfully completed e-auction for 4 new FAR projects of Amrapali -(Aspire Golf Homes, Aspire Centurian Park, Aspire Dream Valley and Aspire Leisure Park) with a total of 4024 residential units (having saleable area of 10.49 million sq. ft.) with a total sale value of Rs. 8227.92 Cr. These e auctions will be instrumental in completion of the stalled Amrapali Projects and fulfil the dreams of owning their homes by many home buyers. The generated fund shall also be able to reduce the piling up of stalled projects of Noida/Gr.Noida substantially once the existing units get completed.

Broader Lessons and Replication

Amrapali's revival serves as an instructive example of how to address large-scale housing crises. It demonstrated that with the right leadership, judicial support, and a committed team, public sector enterprises can successfully resolve even the most complex challenges. This model of revival has potential applications for other stalled projects across India, offering a framework for future interventions in the real estate sector.

While many families have already moved into their long-awaited homes, the journey of revival continues. However, the transformation of Amrapali from a symbol of despair to one of hope stands as a testament to NBCC's resilience, leadership, and commitment to its mission. This case proves that with honesty, determination and teamwork, it is possible not only to rebuild homes but also to restore trust. As India continues to grow, the lessons from Amrapali's revival will guide similar efforts, ensuring that future generations can rely on public sector enterprises to meet their housing needs.

Personalia



Shri Jitendra Srivastava
assumes charge as
CMD, REC Limited.



Capt. Jagmohan, IN (Retd.)
assumes charge as
CMD, Mazagon Dock Shipbuilders Limited.



Shri Sanjay Hazari
assumes charge as
CMD, Munitions India Ltd.



Smt. Mugdha Sinha, IAS
assumes charge as MD,
India Tourism Development Corporation Ltd.



Dr. Ankur Baruah
assumes charge as
Director (HR), Oil India Ltd.



Shri Rajeev Sharma
assumes charge as
Director (Operations), Troop Comforts Ltd.



Shri Saurav Mitra
assumes charge as
Director (Fin.) & CFO, Petronet LNG Ltd.



Shri Suprakash Adhikari
assumes charge as
Director (Technical), NHPC Ltd.

Taming the Arabian Sea at Western Coast: Dabhol Break Water Project



A. K. Tripathi
ED (Projects),
GAIL (India) Ltd.

After more than three decades of uncertainty, setbacks, and resurgence, the Dabhol LNG terminal has finally converted to all-weather port. On April 18, 2025, the last accropode block was fixed, completing a 2300 Metre breakwater and marking a milestone of national significance in the energy sector.

Once a symbol of corporate collapse and dashed ambitions, the Dabhol project now stands tall as a monument of Indian engineering, inter-agency collaboration, and sheer resilience.

The journey began in 1992 when US-based energy giant Enron Corporation signed a landmark deal with the Government of Maharashtra to establish India's first and largest LNG-based power plant and regasification terminal at Dabhol in Ratnagiri district. Enron, along with GE and Bechtel, aimed to transform India's western coast into a global energy hub.

The Dabhol project was mired in environmental protests, geopolitical complexities, spiralling costs,

and eventually, Enron's global bankruptcy. What remained was a partially-built dream along the Konkan coast.

A new joint venture in 2005—**Ratnagiri Gas and Power Private Limited (RGPPL)**—was formed between **GAIL (India) Limited** and **NTPC Limited**. The mission was to revive the abandoned Dabhol assets and fulfil India's growing energy needs.

Overcoming Complex Project Challenges

The Dabhol Project was comprising of Power plant and LNG terminal. The road to the completion of the Dabhol LNG terminal has been far from smooth. The project can be categorized as a **complex, multi-phased initiative** that involved numerous **project risks**, both **external and internal**. These included:

- **Stakeholder conflicts:** Initial legal disputes with stakeholders and local landowners led to protracted **contractual negotiations** and delayed approvals.
- **Regulatory hurdles:** Environmental clearances



An Aerial view of Dabhol LNG Terminal



Break Water Project During Construction

and land acquisition issues presented significant **compliance challenges**.

- **Financial constraints:** The **cost overruns** and shifting financial landscape necessitated a re-evaluation of the project's **funding mechanisms** and timelines.

In spite of these formidable challenges, the project was managed using best practices in **risk management, stakeholder engagement, and change management**.

A Strategic Project Turnaround

In **February 2020**, after years of stagnation, the critical task of completing the **breakwater** was awarded to a leading infrastructure construction company. This marked the beginning of the Dabhol break water project's **turnaround phase**. The project's execution was aligned with key principles of **agile project management**: adapting to changing conditions while focusing on the end goal.

The Project execution team encountered:

- **Limited working windows:** Due to high swell, rolling affect and windy sea conditions, construction work could only be carried out during non-monsoon season; in addition to the intermittent rough sea conditions.
- **Unforeseen global disruptions:** The COVID-19 pandemic, along with waves of lockdowns, severely impacted the **supply chain** and **workforce mobilization**.

- **Legal and land challenges:** In addition to the above, the litigation issues with the local land owners, also affected the work progress severely. Sometimes, it appears to be unsolvable issues during the on-going journey. However, a ray of hope has energized every time, the enthusiasm of the Project execution team to go ahead with new vigor and zeal. A lot of efforts have been put on by the various stakeholders during the on-going execution. The project team worked closely with **the stakeholders** to resolve the disputes. Expeditious **legal actions** were undertaken to vacate injunctions and clear the project roadblocks.

By employing a **collaborative approach** across the various departments—engineering, legal, and site operations—project execution was ensured through **strategic interventions** and **continuous monitoring**.

Engineering Excellence: A Case Study of Resilience

The completion of the 2300 Metre breakwater was an engineering achievement of the highest order. It stands as a testimony to the **technical expertise, innovation, and resilience** involved in the project. Key elements of the final structure include:

- **Patented ACCROPODE™ blocks**, designed and produced in-house, forming the backbone of the breakwater.
- The use of **advanced 3D ECHOSCOPE sonar technology** to ensure precise underwater construction.

- The deployment of over **1 million cubic meters of boulders** to stabilize the structure.
- The utilization of **heavy maritime equipment**, including floating cranes with a capacity of 250 MT, which allowed for the construction of such a large-scale and complex project.

Strategic Significance: Strengthening India's Energy Security

India's dependence on imported natural gas remains high, with approximately **50–55%** of its needs met through imports, amounting to **100 MMSCMD or 400 LNG cargos annually**. The Dabhol terminal, now fully operational with a **5 MMTPA capacity**, plays a critical role in securing India's long-term energy requirements.

The strategic importance of this infrastructure can be assessed through the following:

- **Operational efficiency:** The terminal can now operate year-round, reducing **downtime** due to monsoons and weather-related disruptions.
- **Energy security:** The Dabhol terminal now serves as a **critical node** in India's **LNG import infrastructure**, enhancing the **resilience** and **diversification** of the nation's energy supply.

This accomplishment aligns with India's broader energy policy, promoting the use of **cleaner fuels** and supporting the transition to a **gas-based economy**.

A National Achievement: The Power of Collaboration

The Dabhol LNG terminal's completion represents the culmination of a multi-departmental effort and a remarkable example of **cross-functional collaboration**. Key project stakeholders, including GAIL, NTPC, RGPPL, various Authorities & agencies, all worked towards a unified goal—overcoming every challenge, legal hurdle, and external disruption.

The execution of the project demonstrates **strategic project leadership**, where each setback was challenged through **effective decision-making, stakeholder coordination, and resilience under pressure along with exploring the other avenues too**. The result is an energy asset that will support India's growth for generations.

Ruins to Resilience

Dabhol's break water project revival is not just a project completion; it may be considered as a national success story. It underscores the significance of **strategic foresightness, adaptive management, and unwavering determination** in the face of adversity.

What began as a foreign-led venture, now stands as a fully Indian-owned, Indian-executed triumph—a symbol of resilience, innovation, and collective achievement. As Dabhol finally becomes an all-weather operational hub, it fuels not only industries but also aspirations, contributing to India's journey toward energy security.

From the ruins of the past rises a beacon for the future....



Aerial view of completed Break Water Project

Nation Building through CSR: The HPCL Perspective



Mehak Uppal
Manager, CSR
HPCL

An American researcher once went to an African village to conduct a social research. He went to a group of children in the village and kept a bowl of candies in the middle. He told them that whoever reaches the bowl first gets all the candies. Much to his surprise, the children held hands and together walked towards the bowl to ensure that each one got a piece. Perplexed by their response, he asked what motivated them to behave this way. The children broke into smiles and responded enthusiastically - Ubuntu! Roughly translated, it means "I am because we are". The children wondered about how could one enjoy the candy if the person standing next to them was feeling sad.

The concept might be African but it best captures the attitude of nation-building deeply embedded in the ethos of Indian PSEs. Since our inception, every decision has been guided by the principle of being a Responsible Corporate Citizen.

At HPCL, we firmly believe that the well-being of our fellow citizens is intrinsically linked to our growth. Business in India thrives only when the nation progresses collectively. This is why we view CSR as a strategic function, not just a responsibility. In the larger scheme, CSR fosters socio-economic



development, leading to sustained health and prosperity at all levels.

With this philosophy at our core, HPCL has been implementing well-structured CSR initiatives for marginalized communities long before CSR became a legal mandate. Our efforts have touched thousands of lives across the country, reaffirming our commitment to inclusive growth and sustainable development.

With an ambition to create a structured ecosystem to tackle developmental challenges, India became one of the first countries to roll out a regulation on CSR eff. April 1, 2014. This journey of more than ten years has been fruitful and quite satisfying. We have learnt from our experience and are driven to maximize the impact of our projects till the last-mile. The effectiveness of this regulation can be assessed from the fact that CSR spend has seen an upward trend year-on-year with Rs 29,986.92 crore dedicated towards CSR efforts in FY 2022-23 covering a total of 40 states and UTs.

This trend gains all the more importance as our country is currently uniquely positioned in terms of its demographic composition. A big section of our population is less than 25 years of age and are motivated to dream big and contribute towards the

development of the nation through their hard work and ambition. It is pertinent to present the young citizens with support and opportunities to live up to their own expectations and deliver results as per their optimum potential.

Over the years, the Government of India has been working towards evolving its approach towards CSR with an intent to leverage the strengths of the industry rather than limiting its role to financial contributions. A central theme is also adopted each year for the implementation of CSR activities by CPSEs as per the recommendations of CPSE Conclave organized by Department of Public Enterprises (DPE) in 2018.

The common themes have acted as a strong anchor bringing focus and synergy in the efforts made by CPSEs and aligning them with national priorities and Sustainable Development Goals.

The themes for CSR activities by CPSEs in the past years have revolved around Health and Nutrition. It became especially relevant during the unprecedented times of Covid enabling CPSEs to extend quick and effective healthcare support through CSR.

HPCL extended Covid relief initiatives like Supply and Installation of Pressure Swing Adsorption Oxygen Generation Plants in various states, Operation and Maintenance of Covid Care Centres, Installation of Medical Ventilators, Distribution of Oxygen Concentrators etc in the affected areas to save many lives and families from distress.

HPCL has undertaken many initiatives through strategic interventions ensuring basic healthcare facilities for the less privileged. Under "Project Dhanwantari", medical needs of people residing in remote rural areas are met through Mobile Medical Units. These units run on the ADCR approach i.e. Awareness, Diagnosis, Cure, Referral. The majority of beneficiaries are women, children and elderly whose general health is neglected due to poverty and lack of resources, awareness and facilities.

Another impactful intervention is Project "Dil without Bill", wherein HPCL supports free-of-cost heart surgeries for patients with poor socio-economic background, giving preference mainly to children. Partnering with Prashanti Medical Services

& Research Foundation and its Sri Sathya Sai Heart Hospital in Ahmedabad and Rajkot, the initiative also conducts awareness and follow-up camps to reach those in need, ensuring comprehensive, free-of-cost cardiac care. The project is known for its patient-centric approach wherein excellent service is rendered with empathy and care.

A flagship project of HPCL in ChildCare is "Project ADAPT", which supports Inclusive Education, therapeutic needs and vocational training of differently-abled children. Children with disabilities such as Cerebral Palsy, Down's Syndrome, Intellectual Impairment, Autism etc are enrolled at the ADAPT Centres. They receive benefits of Education, Training, Assessment, Therapy, Skills Development, Art and Craft, Music,



Yoga and Sports, Psychological Counselling, Parents Sensitization and Empowerment through a hybrid model. The focus is on ensuring inclusivity of the beneficiaries and provide support much beyond the basic needs of the children.



HPCL has joined hands with Indian Army to support its Sadbhavna Mission in the northern part of the country. Mentoring and coaching is provided to students aspiring to secure admissions in reputed Medical and Engineering institutions. There are four such centres located in the difficult terrains of Srinagar, Ladakh, Kargil and Rajouri.

HPCL extends support to girl students in tribal belts through "Project Nanhi Kali" with KC Mahindra Education Trust as the implementation partner. The objective of the project is to ensure that every girl child is empowered in an enabling environment so that she can realize her full potential.

Corporation also enthusiastically participates in "Swachh Bharat Abhiyan" to create awareness around hygiene and cleanliness. HPCL involves all stakeholders through a multi-pronged strategy involving the entire value chain of HPCL business such as customers, employees, dealers and distributors, suppliers etc. Innovative initiatives such as installation of bio-toilets, garbage collection tri-cycle rickshaws, Swachhta Rath etc. were undertaken. Such a focused approach towards the theme has assisted our Corporation to create a sustainable impact. Our field locations have been

working on creating enhanced sanitation facilities to support construction of toilets, provision of clean drinking water, creation of sanitation infrastructure etc.

HPCL is also embracing technology to maximize efficiency and impact of these projects. We have been sharing our best practices and relevant stories at various forums. The intention is to share one's learnings for adoption of best practices across the industry.

The awards bestowed on HPCL in the past year include National CSR Awards 2020 by Ministry of Corporate Affairs, Govt. of India and Swachhta Award 2022 by MoPNG which bear testimony to the immense benefits reaped by our society through the CSR efforts undertaken by HPCL.

An empowered India will positively affect all three parameters of the triple bottom line defined by John Elkington – People, Planet and Profit. Corporate Social Responsibility function is set to play a critical role in in this decade to further the cause of Sustainable Development. Mary Anne Radmacher has captured it in her quote: *"As we work to create light for others, we naturally light our own way."*



Work is Life Vs Work-Life Balance: Work for Living, Living to Work



Ashutosh Kumar Anand
Dy. General Manager-HR
THDC India Limited

Human Beings have evolved in past so many years, so has evolved the ways of their survival. From Nomadic Life to Agrarian society to Industrial Revolution, Human civilization has taken a 360 degree turn around. The Industrial Revolution was a transformative which transformed societies from feudal, agrarian economies to capitalist, industrialised systems. Further, from primitive industrial revolution to the present day of so-called Hi-Tech society, human life has again taken a paradigm shift.

Today, a major chunk of human population depends on working in factories, offices of various sizes and scale to sustain themselves and their families. With the advent of newer technology every day, the work-life has become totally different from what it was few years ago. Several technological advancements have made life and work-life easier but at the same time there has increased chaos, complexity and pressure in every day life.

There was a time when the philosophy was “Work is Life” which would mean that work should not be seen as a separate entity from the rest of life, but rather an integrated part of one’s overall experience, suggesting that finding fulfilment and satisfaction in one’s career contributes significantly to one’s overall well-being and quality of life, essentially blurring the lines between professional and personal spheres; it emphasizes the importance of finding purpose and meaning in your work, allowing it to enrich your life beyond just your pay.

Today, a significant portion of our life and time is spent at work which means that our professional life directly impacts our personal lives and vice versa. Today, work and life are too intertwined, the boundaries between work & life is quickly

diminishing and work & life are not so strictly separated.

In Indian condition working at least 8 hours a day and 5 to 6 days a week, we spend almost half of the life at workplace pursuing various personal and professional goals. Recently, during Covid pandemic we have witnessed that even workplace became virtual and so the residence became office and employees started to work from home which was treated to be a better option for so many reasons treating it economical, more feasible and less stressful.

Gradually, the line between work and home has become thinner and with advent to technological advancement there has been tendency of actually take work home, for real, through our mobile/laptops. With the ability to always be connected, it has become harder to justify unplugging from work and really engaging with the world around us, which is an essential element in healthy work life balance. With technology so readily available and portable, it’s getting harder and harder to know when to say “no” to work. It’s getting harder to justify going offline and taking time to be present with families, friends and other not work-related, important aspects of our lives. We take birth, we get educated going schools, then college/university, then start finding job to earn money. In case we get a job and then earning starts, then we start looking for promotions, pay hikes, elevation in position, competition, there is a rush to be successful at young age and that the success which professionals use to achieve in mid 50s or 60s now aim to achieve in 40s. At times there is success in getting such success at young age but this leads to stress, burnout and there are lots of cases where professionals do achieve success in early 40s which they would have achieved

in 50s or 60s but have communicated such diseases which generally are thought to take place at 60s.

Now the workday no longer ends for so many of us between 5 PM and 9 AM Monday to Friday or on Saturdays and Sundays, the boundaries between work life and home life become increasingly blurry, which makes it hard to establish a healthy life balance. The West is becoming East now and what once was an American problem where work seems to demand that professionals, to some extent, are always available. Keep on constantly checking email to remain stay on top of things. We have so much engrossed in our professional space that personal space has shranked. I remember the opening remarks of the movie Munnabhai MBBS 2 wherein the Radio Jockey(Vidya Balan) says:” शहर की इस दौड़ में दौड़ कर करना क्या है, अगर यही जीना है दोस्तों तो फिर मरना क्या है , इन्टरनेट से तो दुनिया से टच में हैं, पर पड़ोस में कौन रहता है जानते तक नहीं, मोबाइल, लैडलाइन सब की भरमार है, लेकिन जिगरी दोस्त तक पहुंचे ऐसे तार कहाँ हैं” I It appears that Work is driving life now. We ourselves have made our life so complex. Life was never meant to be so complex. There has been a transition now specially in terms of Blue/White Collar jobs where once it used to be “ Work for Living is now Living to Work”.

In a developing country like India, it is necessary that professionals work hard contributing in national prosperity. The rich dividend a country may eye having a biggest chunk of youth population which can contribute in GDP of the country. But if the balance between work and life is not stroked properly, there will be early burnouts and increase in lifestyle diseases. India has started facing it and its high time that apart from advocating Work from Home and advocating the philosophy of being Workaholic, we start realising the importance of unplugging and concept of downtime. We are more than our Work. Life greater meaning and call is not only be a money machine but we should have time to even spend the money on ourselves and family. Pursue other dreams and aim to contribute in other meaningful way to society and country than just being an employee of a company and doing 8-9 Hours of work or Two Punch & one Lunch. Boundaries between personal life and professional responsibilities are blurred. Burnout is a potential risk when home and work collide. When the line between work and personal life are

blurred, it becomes challenging to disengage from work-related interferences even while at home. The leads to emotional exhaustion and decreased job satisfaction. Over time it can affect their physical and psychological wellbeing. It manifests in different forms such as poor time management, role conflict, neglect of significant relationships, social isolation, poor self-care, exhaustion, irritability, guilt feelings. Relationships also suffer due to limited time spent and frequent delays or cancellations in social engagements, leaving tension and conflict in personal relationships. Feeling of not being able to do justice to either home, work or oneself in spite of being constantly on one’s toes, start draining the person over time.

There is growing trend among Employers where at times it is said that Work is Life and the concept of Work-Life Balance is a shit and that you have to learn to handle work-stress. Company pays you for that. This is a very careless and passive statement. The Workplace dynamics has totally evolved in past few years and there is lot more pressure than earlier. It is better that Companies start accepting that working for 90 hours a week cannot guarantee productivity and employee satisfaction and wellness. There has to be a balance between work and life. Instead of advocating 90 hours a week, the emphasis should be on time management, collaborative work, use of technology and automation, giving break to rejuvenate, and creating a positive and empathetic work atmosphere may work wonders. A Great Place to Work certification for which companies strive for is not attained only when employees in that Company work for 90 hours or 7 days a week.

Maintaining and Managing Work Life Balance:

Managing work-life struggles effectively requires a proactive and holistic approach that suits that particular individual’s context.

- Utilize technology wisely to streamline work processes, stay organized and facilitate communication, without technology encroaching into personal time.
- Be assertive in saying no to additional work and avoid overcommitting yourself so that your wellbeing is not compromised leading to burnout and exhaustion.

- Practise mindfulness and self-care to cultivate present moment awareness and to engage in activities that rejuvenate and recharge you.
- There has to be different work plans for employees of different age group. The mind and body are always not the same what is at 30s and the one at 50s. This needs to be understood and more empathy is to be shown. High performance cannot be achieved without a healthy marriage between the person and the professional. Holistic well-being matters.
- All organisations want employees who can be consistent in their performance but what do they do to enable that consistency & productivity? Consistency in performance is derived from renewing the very sources that underpin it. That includes the planned and active renewal of our mental, emotional, and physical energy systems. The quality of these energy systems counts.
- To perform at our best no matter what the context is, we need reinforced habits and rituals to assist with motivation, focus, confidence, self-care, and active recovery. Discovering what underpins our ability to get to that level of peak performance is paramount.
- Leaders should also understand that just pressing employees to work for longer hours and on weekends will hardly result in productivity increase. An employee may be physically present but mentally absent at workplace and is highly dis-engaged. The Work Atmosphere shall be created in such a way that employees themselves understand what is required to meet targets and companies may devise newer ways to make work life happier and distressful.

There is a requirement of mindset shift, the individuals should be encouraged to view their work as an opportunity to contribute to something bigger than themselves and create a positive impact rather than forced to work under 90 hours and 7 days week-imposed rule. Work-Life imbalance creates stress, stress leads to frustration and depression and these lead to decreased productivity and demotivation.

Maintaining effective work-life balance promotes greater quality of life, resilience, and fulfilment in both professional and personal domains. However, it is an ongoing commitment based on each individual's priorities, life goals and values. Life should have higher motives than to learn, earn and die.



Workplace Bullying: An Unspoken Crisis



Dr. Vandana Bagharia Sehgal
Sr. Manager (HR)
SJVN Ltd.

Introduction:

Peter Drucker once said the “Culture eats up strategy for breakfast”. This aptly implies that the culture of a company always influences its success, regardless of how effective the company’s business model maybe. Organizational culture is critical for the health of a company, the people who work there, and the customers it serves.

Out of the many counterproductive workplace behaviours, workplace bullying stands out as one of the most damaging yet least talked about behaviour. Although its prevalence is estimated to be as high as around 40% in many countries, most still lack specific protective laws against workplace bullying—including India.

Workplace bullying refers to repeated, unreasonable, and derogatory actions or behaviours by an individual or group that psychologically impact the targeted employee(s) and hinder their personal and professional performance. It typically involves a combination of verbal abuse and behaviours that are humiliating, threatening, or intimidating.

Workplace bullying can take various forms, the most common being misconduct by a supervisor who misuses their power and authority. Additionally, bullying can occur among peers in a form known as “mobbing,” where a group collectively targets an individual through teasing, rumour-spreading, or other forms of harassment [1].

Workplace bullying in the Indian public sector context, it remains an elephant in the room. A study by Gupta et al. (2017) in both Public and Private sector of India found that more than half of employees in India have experienced workplace bullying which is more than the world average which is

somewhere around 40% [2]. While empirical studies on workplace bullying exclusively in the Indian public sector are limited, global research suggests that public sector employees are at a higher risk compared to their private-sector counterparts. This increased vulnerability is attributed to sector-specific factors such as a service-oriented and hierarchical and highly bureaucratic setup, lack of written roles and work responsibilities, a large and diverse workforce, and lack of stringent anti-bullying policies [3].

Definition of Workplace Bullying (WPB):

Beck, 2018, defines WPB as “*something someone does to gain control power and dominance over others*”. [4] Bullying behaviour is described to be unreasonable and unjustified actions with the purpose of upsetting another person however over the intent the perception of the victim is considered as a key to determine whether or not bullying has occurred [5].

As per the “Australian Guidelines for Preventing and Responding to Workplace Bullying” [6] it is defined as behaviour, whether intentional or unintentional, as repeated, unreasonable and creating a risk to health and safety including but not limited to the following:

- Abusive, insulting or offensive language or comments,
- aggressive and intimidating conduct,
- belittling or humiliating comments,
- victimization,
- practical jokes or initiation,
- unjustified criticism or complaints,
- deliberately excluding someone from the work-related activities,

- withholding information that is vital for effective work performance,
- setting unreasonable timelines or constantly changing deadlines,
- setting tasks that are unreasonably below or beyond a person's skill level,
- denying access to information, supervision, consultation or resources to detriment of the worker,
- spreading misinformation or malicious rumours, and
- changing work arrangements such as rosters and leave to deliberately inconvenience a particular worker or workers

The three key elements that define workplace bullying, as explained above, are repetition, unreasonableness, and the creation of risks to health and safety. While bullying is a form of harassment, it often falls outside the scope of legal remedies that are well established for prevention of sexual harassment and harassment of historically excluded groups.

The Workplace Bullying is also way distinct from workplace conflict. Conflict is a natural part of workplace interactions and may escalate depending on the personalities involved. However, it is typically short-lived and occurs as a one-time incident, whereas bullying is a repeated behaviour that follows a set pattern over time. The persistence and systematic nature of such actions distinguish bullying from mere conflict.

Additionally, a "demanding" or a "tough" boss is not necessarily a bully. As long as a supervisor's actions are reasonable and driven by legitimate work-related expectations, they do not constitute bullying. Tough bosses focus on results, emphasize accountability, and do not intrude into employees' personal arena.

The irony is that, due to these underlying confusions, even genuine complaints of workplace bullying are often dismissed as mere personality clashes.[7] Also, such incidents receive little attention, as many authorities consider them to fall short of the criteria for civil rights violations. This perspective leads organizations to view these matters as unworthy

of formal intervention. [8] As a result, many organizations tend to overlook workplace bullying.

However, ignoring these issues can be highly detrimental to an organization's growth and performance. Workplace bullying erodes a culture of productivity, damages employee morale, and fosters a toxic work environment. Over time, it can weaken teamwork, reduce engagement, and ultimately hinder organizational success.

Types of work-place bullying behaviour:

Bullies adopt various tactics to express their behaviour, but Nami et. al, [7] in his study, has comprehensively classified these behaviours into four distinct types:

1. **The Screaming Mimi:** This bully type relies on embarrassing people in public. They use harsh methods like yelling, cursing, and even tossing things to create an atmosphere of dread. They aim to dominate and quiet their victim while scaring off anyone who might step in to help.
2. **The Constant Critic:** This bully is very critical and manipulative working in secret to break down their target's self-esteem. They misuse performance appraisals to call people "incompetent" and try to ruin careers behind the scenes by transmitting negative feedback of the target. This causes deep self-doubt and stress at work for the victims.
3. **The Two-Headed Snake,** finds ways to destroy targets by rumour and engineers divide-and-conquer schemes within work teams.
4. **The Gatekeeper:** This bully deliberately hinders a target's success by controlling access to key resources. They take credit for others' work, show favouritism, and systematically isolate and marginalize those they see as threats, creating an unfair and toxic work environment.

Effects of Workplace Bullying

A study conducted by Hoel, H., & Cooper, C. L. (2000) on "Destructive conflict and bullying at work" states that workplace bullying is three times more common than sexual harassment, highlighting its profound impact on employees and organizations [8]. The ripple effects of bullying are significant and can cause large-scale damage. Various

studies elaborate on these effects. To provide a comprehensive understanding, they are classified into six categories:

1. Attitudinal Outcomes

Gupta et al. has highlighted that the Workplace Bullying is negatively correlated to engagement. This implies that when workplace bullying is prevalent, overall engagement levels remain low. Also, several studies have brought out that trust in an employer is vital for institutional effectiveness. Without trust, employees are less likely to engage in cooperative behaviours such as sharing information across the organization or limiting their claims on scarce resources. These behaviours are eroded by Workplace Bullying.

When workplace bullying is tolerated, it tends to escalate. Colleagues may begin to imitate such behaviours, and fear may prevail in workplace interactions, diminishing collaboration and negatively impacting both problem-solving abilities and individual performance.

Nielsen also brought out that the victims of the WPB as well as the bystanders (witnesses to bullying) experience lower job satisfaction due to a toxic work environment. [11]

The eroded work culture and lower moral of the employees shall increase the employee's intent to quit and they shall be less committed to their work and Job.

2. Psychological Outcomes

Namie, in his studies [7], highlighted the work of psychiatrist Heinz Leymann, who founded the world's first work trauma clinic in Sweden in the early 1990s. Leymann's pioneering research established a connection between workplace bullying (referred to as "mobbing" at that time) and Post-Traumatic Stress Disorder (PTSD).

Common symptoms associated with PTSD due to workplace stress include excessive worrying, rumination, sleep disturbances such as insomnia, frequent waking, and nightmares etc.

Additionally, Nielsen emphasized that **cognitive dissonance**—a psychological conflict that arises when employees experience a disconnect between

their personal values and workplace realities, is often triggered by workplace bullying.

3. Health Outcomes

There are numerous studies which emphasize that the stress at workplace has detrimental impact on health. Chronic stress from bullying is associated with tension headaches, migraines, panic attacks, and immune system compromise, leading to a higher risk of infectious diseases. Long-term exposure increases the likelihood of hypertension, cardiovascular disease, Parkinson's, type-2 diabetes, cancer, and Alzheimer's, with particularly strong effects on women. In extreme cases, chronic stress from bullying contributes to bipolar disorder, suicidal ideation [9]. Individuals who experienced workplace bullying had 2.03-times and 2.67-times higher odds of reporting suicidal ideation and behaviour, respectively. [10] These health impacts have been studied on the bystanders (witnesses of bullying) as well. [11, 12]

4. Work Outcomes

Due to heightened stress, victims of workplace bullying often exhibit irritability, frustration, anger, and hostility [13]. Many show decreased interest in personal appearance, punctuality, and efficiency (Field, 2009). [14] Workplace depression manifests as low morale, uncooperative behaviour, absenteeism, safety risks, and accidents [15]. Bullying has also been linked to increased alcohol consumption [16].

5. Economic Outcomes:

Reduced motivation and a sense of disengagement make employees less inclined to contribute effectively, resulting in decreased productivity. This decline in performance ultimately leads to financial losses for the organization. In some countries where there are legal remedies against WPB the cases are taken to court and companies loose huge amounts on the compensations.

What should we do?

Ang, A., Marlowe, C., & Muhammad, A. (2021), stated that the only people who believe workplace bullying never happens are, either those who have never let it happen to them or are the bullies themselves [17]. Given the cascading effects of bullying on employees, it is crucial for both

employees and employers to recognize and actively combat it.

To address workplace bullying, various guidebooks have recommended actions for both affected employees and employers. These recommendations have been compiled and are presented below.

Steps to be taken by the affected employees [18]:

Recognize that you are being bullied.

Realize that you are NOT the source of the problem.

Recognize that bullying is about control, and therefore has nothing to do with your performance.

Maintain a journal that includes specifics about the bullying, such as dates, times, locations, words or actions, and people involved.

Acquire copies of the harassment and bullying paper trails; preserve copies of papers (such as time sheets, audit reports, etc.) that refute the claims made against you by the bully.

If possible, have a witness present at all sessions with the bully.

Anticipate the bully to refute and possibly misinterpret your claims.

Inform the appropriate person about the behaviour.

Steps to be taken by the employer/ HR:

Trust and Protect Victims: Trust the victim until proven otherwise. Ensure safe reporting channels and shield victims from retaliation. Recognize bullying as psychological abuse driven by power dynamics. The misconception that victims should "just leave" must be dispelled. Management, HR, and colleagues should acknowledge that staying in an abusive work environment is often due to complex factors such as job security, financial dependence, and professional reputation.

Avoid Victim-Blaming: Bullying is shaped by workplace culture, not just individual personalities. Instead of attributing bullying solely to the bully's disposition, organizations should assess whether systemic issues—such as hierarchical pressure or toxic workplace culture—are enabling such behaviour.

Conduct Fair Investigations: While conducting the investigations it should be accepted that the silence of victim can be fear driven or he may struggle clarity due to stress. Also, HR may recognize that bullies often have allies who can distort facts.

Distinguish Bullying from Conflict: Bullying is about power, not a mutual dispute. Mediation fails when the bully refuses accountability—stronger interventions are required.

Reject the 'Tough Boss' Myth: Effective leadership balances authority with empathy. Harsh management styles can harm morale and productivity. Openly patronizing and promoting tough bosses must be avoided and saved only for need based circumstances. While Succession Planning also, screen candidates for manipulative or coercive traits.

Train for Emotional Intelligence: Equip employees and leaders with skills in empathy, communication, and respectful workplace behaviour. Managers and employees alike should be equipped with skills to foster a supportive work culture and identify early signs of bullying.

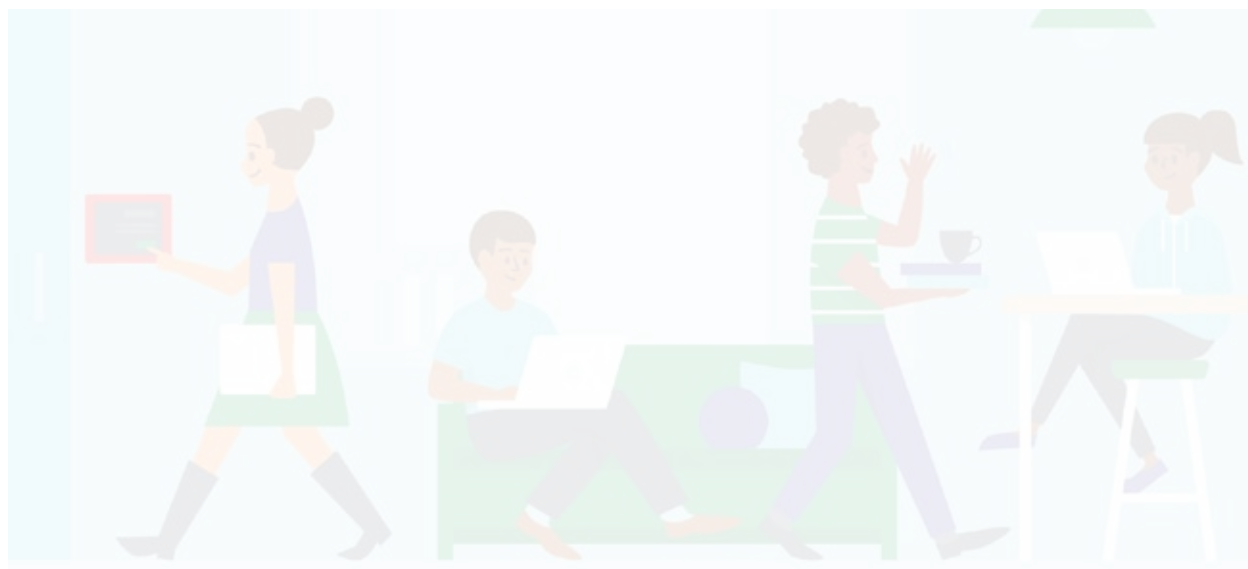
Clarify Roles and Responsibilities: Well-defined job descriptions prevent confusion, power struggles, and unfair treatment.

Bullying is actually an occupational hazard and it operates like termites, gradually eroding workplace culture and severely impacting productivity. Early intervention is essential to prevent its detrimental effects. Addressing bullying proactively not only enhances workplace productivity but also fosters a conducive environment for the growth of Millennials and Gen Z—who currently form a significant part of the workforce and may be less aware of such challenges. Studies have shown that this generation prioritizes work experience over basic, social, and psychological security, making it even more crucial to create a respectful and inclusive workplace.

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Social Media: Boon or Bane



Dr. Rajesh Kumar
University Librarian, MRIIRS
Faridabad



Dr. Priyanka Agrawal
Senior Manager (HR)
K K Technocrats Pvt. Ltd., Noida

The craze of social media is highly evident among people in this growing era of digitalization, globalization, privatization and liberalization. It attracts the masses for many reasons, and its far-reaching impact is increasing daily. People from any community have easy access to social media for their interests. The relevance of social media is growing at a phenomenal rate in every sphere. People at large are using social media to get news and Information.

Their dependency on print and other electronic media is going down. It is also observed that social media is also increasingly misused in many vistas. Notwithstanding the consequences, psychologically nauseating people are misusing social media to spread rumours very often rigorously, which can be highly harmful to any society. Many untoward incidences like communal riots, unrest and angry reactions are witnessed due to misunderstandings created by the misuse of social media. It is often felt that there is a need to control and filter the transected Information and news on social media from time to time.

There is a need for a consensus to generate general conscience among responsible entities, not to allow social media to become a new armament for using unsocial, intemperate political elements.

What Social Media Means to Us?

Social Media can be called computer-based tools that allow individuals, groups of individuals, companies and other Organizations to use, create, share or exchange information. It can be in the form of ideas, feelings, emotions, expressions, views, pictures and videos. Social Media are Web 2.0 Internet-based applications. The Internet is a pivotal key to social media, and with the help of that, people can create

their profiles. In this electronic age, people often use social media to keep in touch with family or friends and stay up-to-date on what is happening in their lives. Social media is readily used for social networking, interaction, participation, openness, and collaboration in any social format.

Social Media Spreading Archives

Blog

It is an online personal journal or diary that is frequently updated. It is a place to express yourself and share your thoughts and passions with the world. The blog is a short weblog; the two words are used interchangeably. The term "weblog" was coined by Jorn Barger on 17 December 1997. The short form "blog" was introduced by Peter Merholz in April 1999. Shortly thereafter, Evan Williams at Pyra Labs used "Blog" as both noun and verb and devised the term "Blogger". There are different types of blogs, differing in the type of content and how content is delivered or written.

X (erstwhile Twitter)

Social networking site X is the most revolutionary invention in social media. It is a free, internet-based, accomplished microblogging service that permits users to send and read messages of up to 140 characters. Messages on X have earlier been commonly called "tweets". X was originally known as Twitter and was developed by Jack Dorsey and launched globally in July 2006. Since its launch, Twitter's popularity surged and gained prominence rapidly in terms of the number of users. The simplicity of Twitter services attracted many people, including celebrities, political leaders, and people from different fields around the globe. In 2023, Elon Musk rebranded Twitter to X after acquiring the platform in 2022.

YouTube

YouTube is an internet video service. The basic idea behind this is that users upload the videos to the site and, at the same time, can watch and comment on other or own videos. Most popular videos are on entertainment, politics, personal problems, training programs, motivational speeches, etc. It began when a Pay Pal employee created a video-sharing Website, YouTube, in 2005, where users could upload shows and view content. Chad Hurley, Steve Chen and Jawed Karim, who were all early employees of PayPal, founded YouTube. Later, it was opened for upload in April 2005 and uploaded the first Video, titled "Me at The Zoo", on that. Google purchased it in October 2006 for US \$ 1.65 billion. At that time, it was Google's second-largest acquisition.

Facebook

At present, Facebook is one of the leading online communities on the Internet. The basic idea of Facebook is to allow each registered user to create a profile with pictures and keep in touch with their friends. Developed and created on 4th Feb, 2004 by a Harvard graduate, Mark Zuckerberg, Facebook is the most popular networking services site. Facebook was initially created to connect with fellow Harvard students, but its membership was limited. In October 2005, Facebook expanded it to 21 Universities in the U.K. and others around the World. In September 2006, it was opened to everyone aged 13 and older with a valid e-mail address. Facebook is the most promising social media platform, with around 378.05 million Facebook users in India.

Instagram

Instagram is an online mobile photo-sharing, video-sharing, and social networking service that enables its users to take pictures and videos to share them publicly or privately on the app, as well as through various other social networking platforms, such as Facebook, X, etc. Kevin Systrom and Mike Krieger created it in October 2010. It was acquired by Facebook in April 2012 for approximately US \$ 1 billion.

LinkedIn

LinkedIn is a pure business-oriented social networking service. The team Members of PayPal, Reid Hoffman, Allen Blue, Konstantin Guericke,

Eric Ly and Jean-Luc Vaillant, founded it on 14th December 2002. However, LinkedIn was officially launched on 5th May, 2003. Most of the revenue came from selling access to Information about its users to recruiters and Sales Professionals till 2015. From March 2016 onward, LinkedIn has more than 433 million accounts, out of which more than 106 million are active.

MySpace

It is a social networking website. It offers an interactive user-submitted network of friends, personal profiles, blogs, groups, photos, music, and videos. It was created in July 2005. In April 2008, Facebook overtook MySpace. It had a significant influence on Pop Music and culture.

Threads

Threads by Instagram is a standalone messaging app launched by Meta (formerly Facebook) in July 2023. It is designed to serve as a companion app to Instagram, allowing users to share text-based updates, engage in conversations, and connect with their followers in a more personal and intimate way. The app emphasizes simplicity and close-knit communication with friends and followers.

Impact of Social Media

The impact of Social media in India is very high compared to other countries. According to a report, 2/3rd of Indians online spend time on social networking sites like Facebook, X, YouTube, etc. Due to the popularity of social media, the trend of sending personal e-mails has been decreasing daily. Live chat status updates and video sharing are a few of the significant aspects that play a vital role in the popularity of social media.

Social Media: A Craze in Society

Social Media has become a craze, so society highly accepts it as a basic necessity. Playing an important role in the human life as well as the society, social media is also becoming very prominent in spreading social news and events among the members of society. Dependence on social media is on the rise every day, which has made it a vital medium of communication, sharing views and gossip, and the most effective instrument for remaining connected with the members of society.

Social Media also plays an important role in bringing in people for relationship building, like matchmaking of prospective brides and grooms for marriages. Marriage bureaus also use social media to match brides and grooms. According to Facebook data, there are more than one million Indian users above 29 years of age who are singles.

Social Media: A Facilitator

According to a survey, most HR executives look at LinkedIn and Facebook. Nowadays, X is also doing very well in Job recruitment. However, job seekers should upload their current profiles for better job opportunities. For handsome salary jumps and better job opportunities, social media has played a vital role in corporate and academic sectors. With better customer responses, easier interactions and superior brand awareness possibilities over social media due to its ease of access and low cost, companies are now actively using social media not only in the nation but also all around the globe.

Social Media Promoting Business

Business conglomerates strategically use social media to achieve their business objectives to gain a competitive advantage. Social media provides ample opportunities for marketing their products. Rising social media use trends are forcing marketers worldwide to drift from traditional marketing approaches to adapt and develop new techniques of using social media as an effective and efficient tool for marketing their goods and services. LinkedIn and AmbitionBox are strategically being utilized by companies to create brands and brand recognition among potential customers.

Marketing companies and customers use social media to buy and sell goods and services. Companies use social media to get customers' feedback on a particular product. Customers also want to know about the product through social media. 95.7% of organization uses different forms of social media to build communities and 76.1% for brand news. Organizations set generous budgets for that.

Days are gone when the role of celebrities was considered very important in marketing specific products. The scenario has changed, and social media has played an important role. Corporations

now collaborate with social media influencers along with hiring big celebrities to market their products through social media.

Social Media in Politics as Game Changer

Nowadays, social media plays an important role in politics all over the world. Prominent political parties influence voters or people through different means of social media. They allocate a considerable amount to that. Earlier, political parties campaigned door-to-door or through posters and mass public meetings.

The scenario has now changed, and political parties conduct surveys and opinion polls before the elections. Accordingly, the feedback is used to plan different winning strategies through social media. This can be seen in the current American Presidential Election. It has also been seen in the Indian Parliament Election in 2014 and in recent state assembly elections in 5 states in India, where the main political party, Bhartiya Janta Party, also allocated and invested considerable funds in social media. At the same time, the central Opposition Parties, including the Indian National Congress Party, could not fully utilize the influence of social media. Through different means of social media, political parties reach people within a limited time.

Social Media in the Health Sector to Reach Masses

Social Media in the health sector is also doing very well. Research shows that 31% of healthcare organizations have established social media guidelines in writing. 2/3 of physicians prefer open social media forums for professional communication purposes. Patients use google and other social media to diagnose themselves and search 900 medical conditions. Government agencies often use social media to raise public awareness regarding health issues. The use of social media can be seen in cigarettes, Tobacco, Gutkha, Pan-Masala, alcohol, Polio drops, Dengue and related advertisements. Social media also plays a vital role in self-discipline and self-governance, safe driving practices, following traffic rules, etc. Big hospitals are also using social media to support patients in educating, treating and even facilitating them in operations and other related issues.

Social Media to Attract Talents in Sports

Social media is also playing very effectively on sports field. Social media makes people aware of the different types of sports activities. It also plays an active role in the India Premier League (IPL) by providing up-to-date live information. Team members are constantly connected with their fan following and interact. Different types of social media provide a highly accessible communication medium for sports administrations, fans, athletes, and coaches. Sports authorities and sports rights holders effectively use communication channels for their audience that can measure and provide values as new commercial opportunities with and for the sponsors. The official Wimbledon Channel posts much content related to events on social media.

Social Media Promoting Library

Library professionals have frequently used social media for the last few years to promote library resources and services. In global research by Taylor & Francis, over 600 librarians contribute their ideas, experiences, and opinions on social media, suggesting that countries like India, the USA, and the UK frequent social media. The report of Taylor & Francis made the following interesting discoveries on social media:

61% of Libraries have been using social media for 3 years or more 30% post their Information on social media daily 25% of Libraries have more than five individuals updating their social media pages.

Facebook is the most popular social media channel 72% of Libraries have no social media policy or plan in place.

Beware of Misuse of Social Media

Misuse of social media is a widespread phenomenon. Use of unparliamentary language, abusive comments, or hatred-generating speeches on different forums of social media (X, Facebook, Instagram etc.) is widespread. A few years back, confident students and working professionals from northeastern India faced untoward incidents in Bangalore and Delhi. A powerful campaign has been operated through Facebook and Twitter against a particular religion, which led to communal riots in certain areas in western UP. There are still cases pending against some politicians of that region for

instigating and provoking people to riots. Posting or commenting on anything objectionable on social media is very easy. Some social media forums decided to post edited or filtered content a few years back.

Posting or commenting on anything objectionable on social media is very easy. A few months ago, some social media forums decided to post edited or filtered content before their display. It is also observed that many terrorist outfits, agencies and extremist groups are very often misusing social media for their narrow and communal interest like jihad. We have seen the Love Jihad claims on social media, which are very dangerous for society. A political party raised these issues on social media forums from the perspective of their vote bank gain.

Social Media Posing Ill Effects

Social Media is used by many users only as a time pass, but excessive and uncontrolled use can lead to severe addiction. We have often seen that many users use social media for very personal and tiny things. Excessive use of social media can lead to a deterioration in concentration. Everybody should be cautious when using social media because sometimes it may put people in danger and create odd situations.

Due to raising the question of shutdown in Mumbai city for the funeral of a politician, two girls were arrested and later granted bail on personal bond. Mayank Mohan Sharma and KVJ Rao, Air India cabin crew members, were arrested due to sharing rude jokes against the politicians. Some cases have also been reported outside India. In West Yorkshire, Jake Newsome was jailed for Facebook comments about a murdered school teacher.

A survey was conducted on 600 Facebook users by The Centre for Eating Disorders at Sheppard Pratt. According to that survey, males and females both experience jealousy by seeing pictures of others. Due to that reason, social networking site users are suffering from low self-esteem, depression, psychological disorders, stress and addiction.

Social Media Benefits Society at Large

Social media helps people in different ways. Missing people reunite with the family with the help of social media. A 6-year-old girl lost her family at a

bus stop in a small-town bus stop. Through social media's help, the girl was reunited with her family later. Last year, school children were sitting outside the Noida metro station, trying to earn money through a weighing scale for school study. Through the positive power of social media, the Chief Minister of UP promised to ensure full opportunity for the boys to study without having to work. The Election Commission also uses social media to enroll voters and cast their votes. Social Media also plays an important role in educating consumers about consumer rights. Some of the positive points of social media are as follows:

Making/finding real friends

Communication in a speedy way, especially in an emergency

In touch with the world within minimum time

Building strong relationships

Helping others for noble causes

Sharing Information or thoughts with various sources.

Censorship of Social Media - A Necessity

Social Media should take the initiative to edit or censor all the content before posting. Government agencies should review social media activity and its further impact. That agency should also have a framework of procedures for social media posting. In foreign countries, some censorship on social media has been implemented. In May 2000, the Information Technology Act (Also called Article 66A of the IT Act) was passed. It was further amended in 2008 and later enforced in October 2009. According to this act, "Sending offensive messages through communication service (Electronic means) is a punishable offence attracting an imprisonment of up to three years and an additional fine". However, in 2012, Kapil Sibal, then IT Minister, specifically mentioned, "No Indian government shall censor Social Media." Perhaps his intentions had been dissipating fears of a China-like situation. However, Social Networking sites must follow ethics and filter their posts before posting.

Advantages of Social Media

Social Media is playing a pivotal role in marketing the products. Social Media captures potential customer and their interest.

Social Media offers more than just traditional ways of marketing products.

Social media helps customers be aware of product quality.

Social media convinces customers to create, connect, converse, contribute, vote and share information.

Social media helps corporations get closer to their customers.

Through social media, companies build collaborative networks with their users.

It is an influential way to grab the customer's attention.

Now a days customer/user frequently uses social media to buy and sell out the products and get monetary benefit.

Disadvantages of Social Media

Too many social media tools to learn

Lack of time to use social media

Lack of Privacy, identity theft or security and safety, cyber fraud, hacking and virus attacks

Misuse of social media for selling products by the company

Slow speed of the Internet

Missing ethical issues on social media

Lack of Proper Knowledge about social media.

Fake Profiles

Hate speech by hate groups

Social Media - Need of the Hour

Social media is being used not only by commercial organizations but also by individuals and groups of people from different age groups for personal and commercial benefits. Social media is becoming a significant threat to traditional media like newspapers, TV, etc.

In the current scenario, social media is taking over many functions of traditional media and playing a vital role in 'keeping in touch' on its undisputed advantage of direct exchange of communication, context awareness, generating information through direct and indirect exchange of views and discussions. As each coin has two sides, social media is no exception. In a nutshell, social media is a new hope for people and a new lifeline of the people.

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

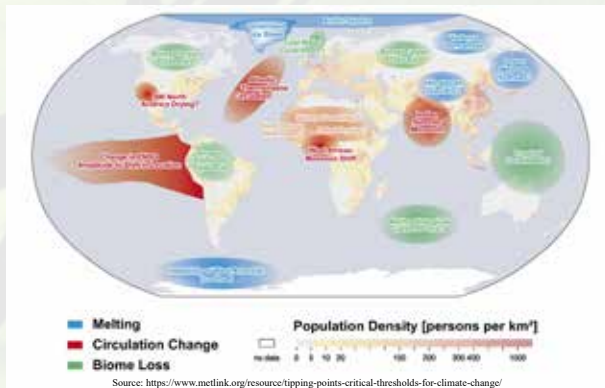
Mob: 9953046060

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

Tipping Points in the Climate System: When 'Too Late' Becomes 'Now'

The climate system is a complex network of Earth's components – the atmosphere (air), hydrosphere (water), cryosphere (ice), lithosphere (solid surface), and biosphere (living organisms) that interact to regulate the planet's climate. Maintaining balance among these elements is crucial for climate stability. However, human activities have increasingly disrupted this balance, leading to the current global climate crisis. Within this system, some components are resilient, while others are highly vulnerable. When these vulnerable parts reach critical thresholds, they can trigger abrupt and often irreversible changes known as tipping points.

In climate science, these vulnerable components have 'tipping points' when they approach critical thresholds points where small disturbances can trigger sudden and potentially irreversible changes. A simple way to understand a tipping point is to imagine a canoe: lean slightly, and it rocks but stays upright; lean too far, and it abruptly capsizes. Similarly, in the climate system, the melting of polar ice sheets, the loss of rainforests, and the disruption of ocean currents are all examples of potential tipping elements.



Once these elements cross their tipping points, reversing the damage caused by them becomes extremely difficult. In worst cases, such events can set off cascading effects, magnifying the impacts of global warming, and threatening the stability of ecosystems, economies, and human societies. The danger of tipping points lies in their unpredictability and the speed at which they can unfold. As the

risks intensify, the need for urgent, decisive action becomes more critical with each passing day, turning the choice between "too late" and "now" into an immediate call for transformation.

This article examines the growing significance of climate tipping points, identifies key tipping elements at risk, and explores their interconnections. It also discusses the uncertainty surrounding these tipping points and emphasizes the importance of positive tipping points in mitigating climate risks.

Climate Tipping Points: An Urgent Reality, not a Distant Threat

The Intergovernmental Panel on Climate Change (IPCC) first introduced the concept of climate tipping points nearly two decades ago, warning that critical shifts could unfold over the next few centuries if greenhouse gas emissions continued to rise (IPCC, 2001). Tipping points were defined as "critical thresholds in a system that, when exceeded, can lead to a significant change in the state of the system, often with an understanding that the change is irreversible."

However, more recent IPCC assessments have significantly revised this timeline. It is now recognized that many tipping points could be triggered at much lower levels of warming and within much shorter timeframes, potentially within this century. In 2021, the IPCC highlighted that even low-probability but high-impact events, such as the crossing of critical climate thresholds, can no longer be considered distant threats and must be factored into risk management strategies today. The latest IPCC Sixth Assessment Report (AR6, 2023) further warns that surpassing 1.5°C of warming could activate multiple tipping points, leading to irreversible changes in Earth's climate system. It stresses the urgent need for deep, rapid cuts in greenhouse gas emissions to limit warming to 1.5°C and highlights the critical importance of robust adaptation measures to address both current and future climate impacts. This evolving understanding makes clear that climate action is no longer about averting distant risks but it is about responding to

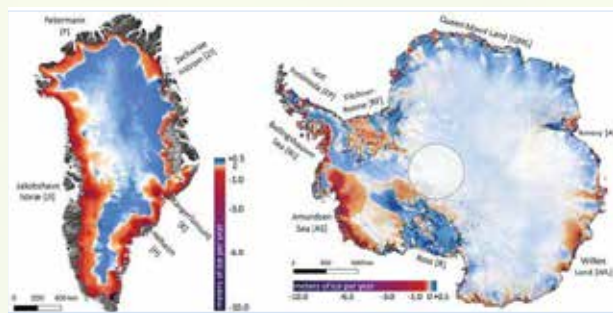
an urgent, unfolding reality. The opportunity to act is no longer in the future; it is now.

Major Climate Tipping Elements

Scientists caution that several parts of the Earth's climate system may be approaching or may have already crossed critical tipping points. The IPCC's Special Report on Global Warming of 1.5°C identifies key vulnerable tipping elements that are increasingly at risk as global temperatures rise. As the likelihood of crossing these thresholds grows, it becomes crucial to integrate tipping point risks into climate policy, adaptation, and mitigation efforts. These at-risk systems include large-scale, interconnected components such as:

Greenland and West Antarctic Ice Sheets: Both ice sheets are highly vulnerable to feedback mechanisms that could trigger irreversible ice loss. Satellite data from 2022 shows Greenland's rapid melting is now the leading cause of global sea level rise. Over the past 20 years, Greenland has lost over 5,100 billion tons of ice, enough to submerge the entire U.S. under half a meter of water.

The tipping point for Greenland is estimated to be between 0.8°C and 3.2°C of global warming above pre-industrial levels, influenced by factors like surface albedo and elevation loss. The West Antarctic Ice Sheet, particularly susceptible to Marine Ice Sheet Instability (MISI), may collapse irreversibly between 1.5°C and 2°C of warming. This collapse could unfold over millennia, with regrowth requiring substantial cooling. Projections of sea level rise range from several tenths of a meter to 1–2 meters, positioning the 1.5°C–2°C warming range as a significant risk zone for ice sheet collapse and long-term sea level rise.



Observed mass change of Greenland and Antarctic ice sheets. Mass change (mass loss in red, mass gain in blue) between 2003 and 2019 for Greenland and Antarctica, given in meters of ice equivalent per year (from Smith et al., 2020).

Permafrost Thawing: Permafrost, which remains frozen for at least two consecutive years, stores

vast amounts of methane and carbon dioxide. As it thaws, these gases are released, accelerating global warming in a feedback loop.



Permafrost Thawing

Unusually warm conditions, such as the summer of 2012 in central Yamal in Siberia, trigger a particular type of landslide in permafrost regions. These retrogressive thaw slumps erode quickly as the exposed ice in the ground thaws. The change in land cover can be monitored with satellite missions such as Copernicus Sentinel-2. Credit: Annett Bartsch (25.08.2015)

Covering regions like Siberia, Alaska, northern Canada, and the Tibetan Plateau, permafrost holds the largest carbon reservoir, around 1,400 billion tons, accumulated over thousands of years. The "active layer" above permafrost regulates heat exchange, and as global temperatures rise, thawing permafrost releases significant amounts of carbon dioxide and methane, both potent greenhouse gases. Methane is a powerful climate forcer, and its release could contribute up to 0.3°C of additional global warming. Some models predict that up to 70% of permafrost carbon could be released in high-warming scenarios, adding uncertainty to carbon budgeting. This feedback loop not only accelerates climate change but also raises the risk of triggering other critical tipping points, potentially causing cascading, irreversible changes.

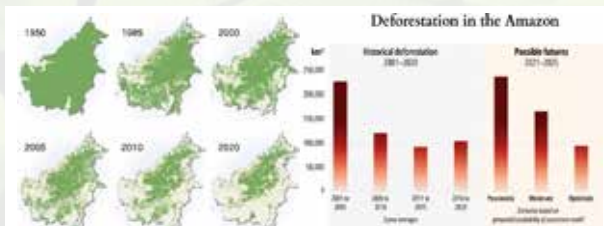
Atlantic Meridional Overturning Circulation (AMOC): The AMOC, including the Gulf Stream, is a vital component of the Earth's climate system, acting as a global conveyor belt that redistributes heat between the tropics and the poles. It regulates the climate across the North Atlantic, stabilizes weather patterns, supports rainfall in tropical regions, and maintains mild temperatures in Europe. However, the influx of freshwater from melting glaciers, particularly in Greenland, is weakening the system. Over the past 50 years, the AMOC has declined by around 15%, with projections indicating a 24–39% reduction by 2100. Currently, it is at its weakest in over 1,600 years. A continued weakening could trigger a cascade of disruptions, including reduced rainfall in Africa's

Sahel, weakened Asian monsoons, increased sea level rise in the Atlantic, intensified European winter storms, and drought in the Amazon and sub-Saharan Africa. Some researchers warn of a partial collapse, like the Younger Dryas event 12,000 years ago. While the IPCC considers a collapse unlikely this century, emerging studies suggest it could occur by mid-century under current emissions. Recent data suggests the AMOC is nearing a critical tipping point with potentially far-reaching global consequences.

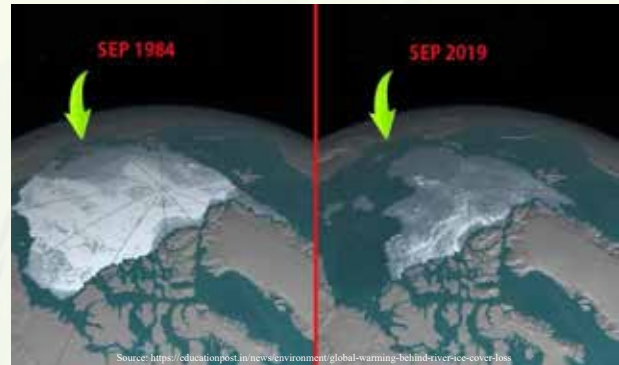


How the Atlantic Ocean circulation would change as it slowed. IPCC 6th Assessment Report.

Amazon Rainforest: The Amazon Rainforest, often called “the lungs of the Earth,” absorbs a quarter of the CO₂ captured by all land ecosystems. However, deforestation has reduced its carbon absorption by about 30% since the 1990s. The primary cause is cattle ranching, driven by global beef demand, especially from China and the U.S., along with cropland expansion for soybeans. Although deforestation rates improved in Brazil in 2023, the Amazon remains under severe threat. As the largest tropical rainforest, it generates around half of its own rainfall through moisture cycling. But climate change impacts and high deforestation rates have caused significant dieback, transforming parts of the forest from a carbon sink to a net emitter. Scientists warn that losing 20-25% of its cover could push the Amazon past a tipping point, potentially turning it from rainforest to savanna and triggering severe regional and global climate disruptions.



Arctic Sea Ice: The Arctic is warming 3-4 times faster than the global average, leading to significant sea ice loss. The darker ocean surfaces, which absorb more solar radiation than ice, trigger a feedback loop that accelerates warming and ice melt, intensifying regional and global climate instability.



The Arctic holds enough ice to raise global sea levels by 7.2 meters (22 feet) if fully melted. Studies suggest that a global temperature rise of 1.5°C could make Arctic ice melt irreversible, with severe long-term impacts on sea levels and coastal communities. Projections indicate ice-free summers in the Arctic as early as the 2030s, potentially marking a tipping point that disrupts global weather patterns. However, some studies, including those in the IPCC's Fifth Assessment Report, indicate that Arctic Sea ice loss may not be irreversible.

Coral Reef Dieback: Coral reef dieback, primarily driven by climate change and other human activities, refers to the decline and death of coral reefs worldwide. This decline is characterized by coral bleaching (expulsion of symbiotic algae due to rising water temperatures) and ultimately leads to coral death, impacting biodiversity and ecosystem services.



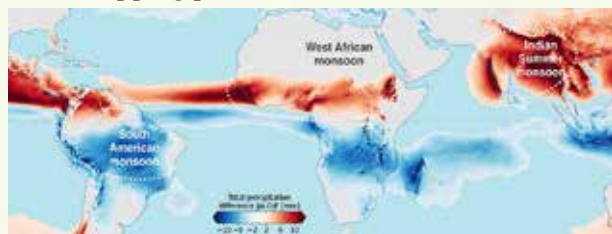
Bleached coral on the Great Barrier Reef outside Cairns Australia during a mass bleaching event, thought to have been caused by heat stress due to warmer water temperatures as a result of global climate change. Credit: Brett Monroe Garner/Getty Images.

Boreal Forests Transitioning to a Carbon Source:

Boreal forests, which have historically acted as significant carbon sinks, are increasingly transitioning to become net carbon sources, meaning they are releasing more carbon dioxide into the atmosphere than they absorb. This shift is primarily driven by climate change, leading to increased fire frequency and severity, altered precipitation patterns, and changes in tree species composition.



Indian and African Monsoon Disruptions: Indian and African monsoons, both crucial for their respective regions, are experiencing disruptions attributed to climate change. These disruptions can have cascading effects on both regions, impacting agriculture, water resources, and potentially leading to increased risks of droughts or floods. Specifically, the Indian Summer Monsoon (ISM) and the West African Monsoon (WAM) are considered potential climate tipping points.

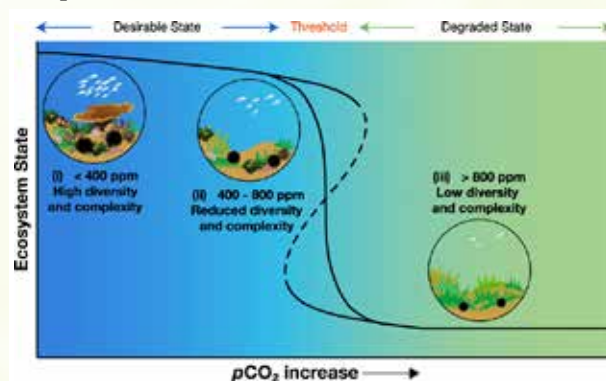


Monsoon systems. Shown is the total precipitation difference between Northern hemisphere summer (June-August, JJA) and winter months (December-February, DJF), highlighting the dominant precipitation patterns over South America (SAM), West Africa (WAM) and India (ISM). Generated using Copernicus Climate Change Service information (Hersbach et al., 2023), with monthly averages over 1980-2010.

Ocean Acidification and Ecosystem Shifts:

Ocean acidification, caused by the absorption of atmospheric carbon dioxide, leads to significant shifts in marine ecosystems. These changes primarily affect calcifying organisms, such as corals

and shellfish, making it harder for them to build and maintain their shells and skeletons. This can lead to decreased biodiversity, changes in community composition, and altered food web interactions.



Methane Release from Clathrates: Methane release from clathrates, or methane hydrates, occurs when the stable, ice-like structure that traps methane gas is destabilized by temperature and pressure changes. This release can happen in permafrost regions, ocean sediments, and potentially on other icy bodies. The released methane, a potent greenhouse gas, can contribute to climate change and even cause abrupt warming scenarios if released in large quantities.



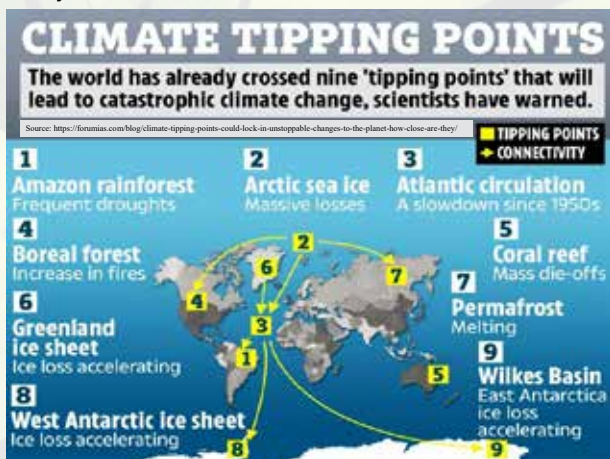
Source: <https://pubs.rsc.org/en/article/2017/ta/ta00000a>, British geophys methane models

Desertification and Land Degradation:

Desertification is a form of land degradation that occurs in arid, semi-arid, and dry sub-humid areas, leading to a decline in the biological productivity of the land. It is not solely about the expansion of deserts, but rather about the degradation of dryland ecosystems due to factors like climate change and unsustainable land management practices.



Tipping elements in the Earth's climate system are deeply interconnected, leading to **Domino Effects** where crossing one threshold increases the risk of triggering others. For example, the melting of Greenland's ice could disrupt ocean currents, which may then destabilize monsoons or rainforest ecosystems.

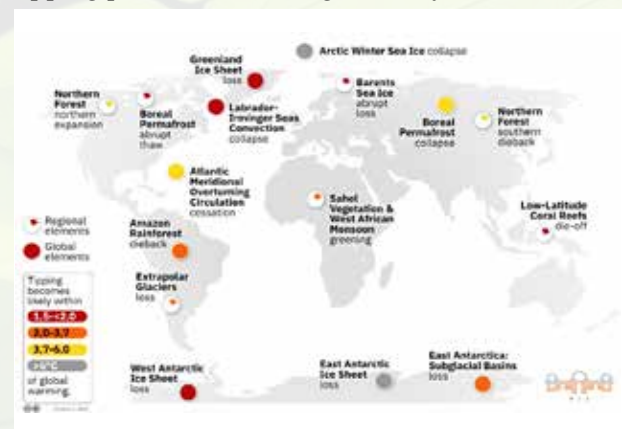


This interconnectedness adds complexity to the challenge and raises the stakes. Recent studies warn that crossing multiple tipping points in quick succession could push the planet into a “Hothouse Earth” state marked by runaway warming, widespread ecological collapse, and drastic changes in human habitability. This emphasizes the urgent need for bold climate action and systemic resilience.

Climate Tipping Points: Timing, Uncertainty, and the Urgency for Action

Determining when climate tipping points will be reached is a complex and evolving challenge, given the nonlinear nature of Earth systems and the interplay of various climatic, ecological, and human-

driven factors. While the timing remains highly uncertain, some tipping points could occur as early as 2050, depending on the rate of global warming and environmental changes. For instance, up to 50% of the Amazon rainforest could cross a tipping point by 2050 due to water stress, deforestation, and climate change. Historically, it was believed that most tipping points would only be triggered with a 4°C rise in global temperatures above pre-industrial levels. However, the IPCC's AR6 has revised this, suggesting that surpassing even 1.5°C could push several critical systems beyond their stability thresholds. With the Earth's surface temperature already nearly 1.2°C higher than in the 1850–1900 period, the 1.5°C threshold may be reached between 2026 and 2042 unless substantial emissions reductions are made. If temperatures reach 1.5°C–2°C, the likelihood of crossing additional tipping points increases significantly.



Identifying when a system is approaching a tipping point remains a major scientific hurdle. Researchers are exploring early warning signals such as critical slowing down, where systems recover more slowly from disturbances, and increased variance, where fluctuations become more erratic. While promising, these methods are still in development, emphasizing the need for proactive action instead of relying solely on predictions.

Although climate models are becoming more sophisticated, significant uncertainties persist due to the complexity of Earth system interactions and assumptions made regarding emissions trajectories, feedback mechanisms, and regional variability. For example, estimates suggest that the threshold for irreversible loss of the Greenland Ice Sheet lies between 0.8°C and 3.2°C of global warming, while

the collapse of the Atlantic Meridional Overturning Circulation (AMOC) may occur with sustained warming of 1.5°C–2°C. However, these estimates come with wide uncertainty ranges, making precise predictions difficult. Importantly, this uncertainty should not lead to complacency, as the irreversible and high-impact nature of tipping events calls for a precautionary approach. Delaying action until these thresholds are crossed could result in catastrophic and uncontrollable changes in the Earth system.

Hope in the Chaos: Positive Tipping Points for a Better Future

In the context of the climate crisis, positive tipping points are moments or processes where changes or actions can trigger beneficial, self-reinforcing cycles that accelerate progress toward environmental sustainability. For example –

- **Rapid Adoption of Renewable Energy:** As more individuals, businesses, and governments switch to renewable energy sources like solar, wind, and hydropower, it could lead to lower costs, increased efficiency, and widespread adoption, creating a self-reinforcing cycle where renewable energy becomes the dominant global energy source, reducing reliance on fossil fuels.
- **Social Movements for Sustainability:** When social movements advocating for sustainability such as those promoting plant-based diets, waste reduction, and green energy reach a critical mass, they can reshape societal norms. As more people join these movements, policies and business practices will likely align with environmental goals, accelerating the transition to a low-carbon economy.
- **Technological Innovations:** Advances in early warning & monitoring systems and clean technologies, such as carbon capture, storage, and recycling innovations, can drive significant changes in how we manage resources, energy production, and waste. These innovations can reduce carbon footprints across industries and contribute to large-scale environmental recovery.
- **Policy Shifts and Global Cooperation:** Aggressive and transformative climate policies, when implemented globally, can set ambitious targets for emission reductions,

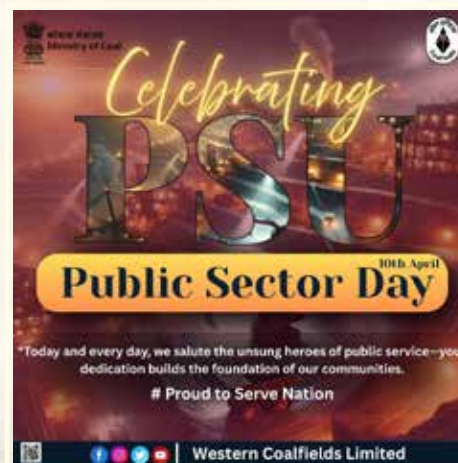
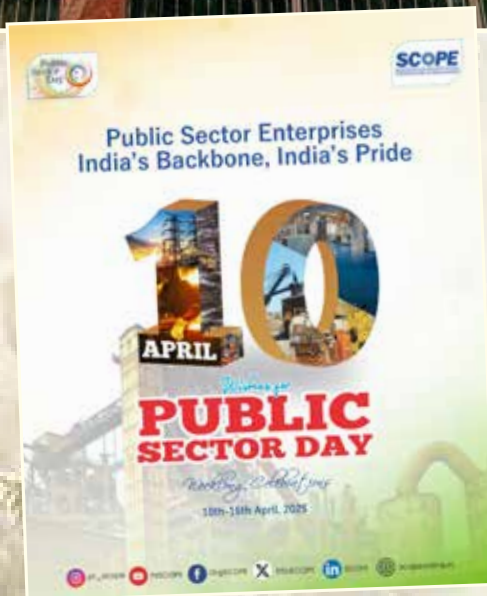
resource management, and climate adaptation. Policies that incentivize green practices, such as subsidies for electric vehicles, stricter emissions regulations, or financial support for climate-resilient infrastructure, can lead to rapid, large-scale changes.

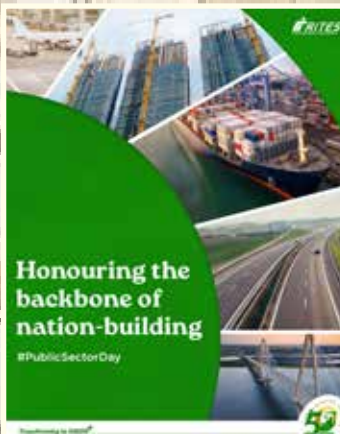
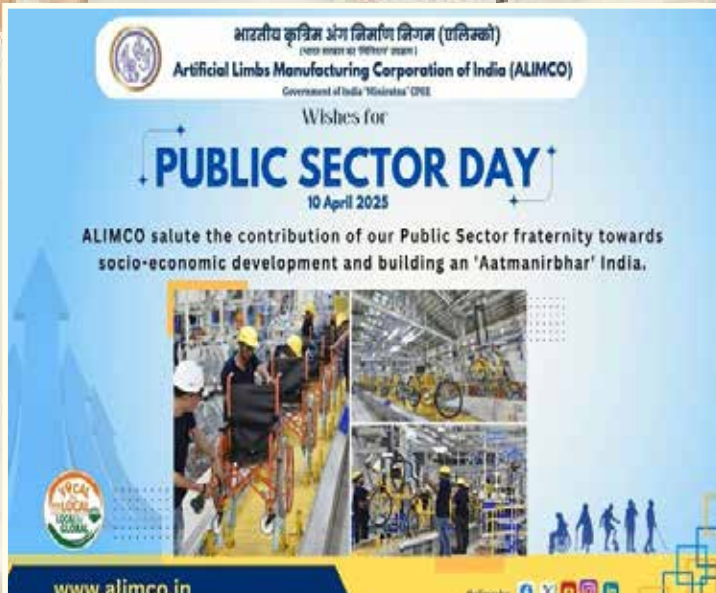
Conclusion and Prospects

The climate system's tipping points are no longer distant possibilities but present-day realities, escalating toward potentially irreversible changes. We are rapidly approaching, and in some instances already crossing, critical thresholds that could unleash cascading disruptions across ecosystems and societies. The urgency of the situation demands immediate and decisive action. While certain aspects of climate inertia are unavoidable, the window to avert the worst outcomes is still open, though it is closing swiftly. The decisions we make today will dictate the future of our planet and its ability to support life in the coming centuries. Proactive steps, including drastic emission reductions, transformative policy reforms, and global cooperation, are essential to mitigating the risks. By catalysing positive tipping points, such as accelerating the transition to renewable energy, we can reshape the trajectory of climate change and ensure a sustainable future for all.

Looking forward, the need for urgent action on climate tipping points has never been clearer. The challenge lies not only in slowing the existing momentum but also in reversing or preventing further crossings of critical thresholds. Future strategies must integrate cutting-edge scientific research with robust policy frameworks to identify early warning signals and respond effectively. The development of global monitoring systems, coupled with stronger international cooperation, will be vital for anticipating and managing climate risks. Additionally, fostering resilience through nature-based solutions, sustainable infrastructure, and adaptive social systems is key to ensuring that vulnerable regions are protected from the cascading impacts of climate change. The path forward requires a global commitment to systemic transformation, where human ingenuity, collective action, and environmental stewardship converge to safeguard the planet's future. The time to act is now; the cost of inaction will be far greater.

SCOPE & PSEs celebrate Public Sector Day





A Week of Purpose: IndianOil Drives Home the Power of the Public Sector

Under the aegis of Public Sector Week (April 10th - 16th, 2025), IndianOil organized a series of impactful events at its Refineries Headquarters (RHQ). These initiatives underscored the indispensable role of Public Sector Enterprises (PSEs) in propelling India's growth engine, championing social responsibility, and nurturing holistic national development. Echoing the theme championed by the Standing Conference of Public Enterprises (SCOPE), the week-long engagement reiterated IndianOil's dedication to building a stronger nation, empowering its workforce, and forging sustainable partnerships – all vital cogs in the machinery driving towards a 'Viksit Bharat'.

A Thought-Provoking Start: Setting the Stage for Reflection and Growth

The week commenced on April 11th, 2025, with an inspiring address by Shri Arvind Kumar, Director (Refineries), IndianOil setting the tone for the celebrations. He articulated the enduring legacy of PSEs in India's developmental journey. "From laying the foundational



Shri Arvind Kumar, Director (Refineries), IndianOil addressing the Leadership during Public Sector Day.

infrastructure to safeguarding our energy security, PSEs have consistently been at the forefront of India's march towards self-reliance," he asserted, highlighting IndianOil's key contributions through transformative schemes like the Pradhan Mantri Ujjwala Yojana, its ambitious forays into renewable energy, and its impactful community development programs.

Shri Kumar, recently elected to the new SCOPE Executive Board, underscored IndianOil's ambitious 'SPRINT' transformation project. He elucidated how this strategic initiative, built upon six robust pillars – Strengthen Core Businesses, Propel Cost Optimization, Reinforce

Customer Centricity, Integrate Technology & Innovation, Nurture Leadership & Talent, and Transition Ready – aims for substantial achievements by FY28. This holistic framework underscores IndianOil's proactive stance in navigating future challenges while solidifying its position as a global energy leader.

Following this, Shri Krishna Mohan, a former IAS Officer, shared his insightful thoughts with the senior management and Functional Heads at RHQ. His address offered a compelling comparative analysis of India's post-independence trajectory alongside its neighbouring nations. He highlighted how a resilient public sector has been instrumental in bolstering India's economic fortitude, prioritizing the well-being of its citizens over purely profit-driven motives. "The public sector's unwavering focus on social equity and national development has been a cornerstone of India's remarkable growth story," he remarked.



Shri Krishna Mohan addressing the Leadership during Public Sector Day.

SPRINT to Glory: Fostering a Quizzing Culture

The concluding day of Public Sector Week, April 16th, 2025 witnessed the IndianOil Refineries Headquarters L&D Team organising an engaging Business Quiz titled "SPRINT to Glory." It amplified awareness about Public Sector Day while cultivating a vibrant quizzing culture amongst employees. Smt. Rashmi Tiru, CGM (Talent Acquisition and L&D), inaugurated the event in the presence of enthusiastic IOCians.

The quiz helmed by renowned Quiz Master and IOCian Shri Deepak Taneja, DGM (CC), R&D, witnessed enthusiastic participation from 17 teams.

The quiz covered a diverse range of themes, including IndianOil's innovations, strategic business collaborations, and the broader contributions of PSEs, the quiz provided an intellectually enriching experience for all. Team RUDRA, comprising Shri Shashi Bhushan and Shri Sumeet Sopori, emerged as the champions, narrowly edging out Team POOL PARTNERS (Shri Sugat Mittal and Shri Jayadev Bolledu). Team TRANSFORMERS (Smt. Dimple Kapoor and Smt. Barnali



Participants of SPRINT Business Quiz.

Singh) secured the 2nd runner-up position.

Empowering MSEs for Collective Growth

The week's celebrations culminated with the MSE Vendor Meet 2025, organized by the Materials and Contracts Department at RHQ. This event reaffirmed IndianOil's commitment to nurturing and supporting Micro and Small Enterprises (MSEs). Chaired by Smt. Rashmi Tiru, CGM (HR), alongside key officials including Shri H. S. Panchpal, GM (Mat), Shri Abhinav, GM (C), Ms. Sangeeta Sinha, GM (L&D), Shri Sushant Srivastava, DGM (Mat) and Shri Satish Kumar, CMTM, the meet witnessed enthusiastic participation from approximately 25 MSEs from the Delhi/NCR region, alongside engaged IOCians.

The meet served as a vital platform

for fostering active dialogue between MSE representatives and the IndianOil team, facilitating the exploration of avenues for enhanced collaboration and mutually beneficial business synergies. This event underscored IndianOil's significant role in promoting inclusive economic growth, aligning with the Public Sector Day theme of social welfare and national development.

Showcasing Sustainability and Empowerment at SCOPE

Extending its impactful presence beyond RHQ, IndianOil established two stalls at the SCOPE Convention Center during the Week. The first stall showcased IndianOil's innovative "Unbottled" initiative, displaying a range of eco-friendly merchandise, including stylish jackets and t-shirts, all crafted from recycled PET bottles. This groundbreaking initiative, launched in November 2022, aims to recycle PET bottles, transforming them into uniforms for IndianOil's frontline staff and other sustainable garments. This ingenious process significantly reduces energy consumption and CO₂ emissions compared to traditional virgin polyester production.



MSME Vendors Meet along with Team from IndainOil.



Notably, the "Unbottled" jacket has garnered national recognition since 2023, having been adorned by Hon'ble Prime Minister Narendra Modi and gifted to personalities like the late Ratan Tata and Bill Gates, solidifying its status as a symbol of sustainable

innovation.

The second stall by the NGO SEWA Ruaab, celebrated the exquisite craftsmanship of local artisans, featuring hand-embroidered garments created by women producers. SEWA Ruaab, a women-led producer company under SEWA Delhi, empowers over 1,200 artisans by ensuring fair wages and providing access to vital markets, fostering an ethical and transparent supply chain. These stalls not only highlighted the power of innovation and artisanal skill but also underscored the shared commitment of IndianOil and SEWA Ruaab towards sustainability and profound

social impact.

A Week of Purposeful Progress

The week served as both a reflection of the present and a roadmap for the future, highlighting challenges, sparking dialogue, and fostering a sense of shared purpose across the public sector landscape. As Director (Refineries) aptly concluded, "Let us unite in our resolve, harnessing resilience, innovation, and a shared vision, to propel India to unprecedented heights." With this unwavering spirit, IndianOil continues to stand as an unwavering force behind the vision of a 'Viksit Bharat' – today, tomorrow and for generations yet to come.

Bharat Electronics Ltd. celebrates Public Sector Day 2025

As a part of the Public Sector Day 2025 celebrations, a number of events were planned and organized across Units and Offices of Bharat Electronics Ltd. (BEL) from April 10th to 16th, 2025.

Posters and banners were displayed in prominent places inside Units. Slogan writing & essay writing competitions and poster making competitions on themes such as 'Pride in Public Sector', 'India@2047' & 'PSUs role in Nation Building' were organized for employees and their children. Talks were organized on 'Significance of Public Sector Enterprises in India's Growth' in various Units.

Employees shared their views about their pride in working for Public Sector in various forums.



Public Sector Day celebrations at BEL.

Public Sector Day celebrations at Central Warehousing Corporation

Central Warehousing Corporation celebrated Public Sector Day from April 10th to April 16th, 2025. To mark the beginning of the Public Sector Day, a 'Plantation drive' was conducted in which MD, CWC, Director (HR) &

Director (Finance) participated. A quiz related to public sector was also conducted as part of the celebrations. A webinar on 'Keeping your heart healthy' was conducted in which Dr. Mitesh Sharma, Sr. Director, Kailash

Deepak Hospital, New Delhi was invited. A webinar on 'Positive mindset' was also conducted which was deliberated by Shri Sandeep Sharma, a motivational speaker.



Central Warehousing Corporation organized a series of activities to mark Public Sector Day celebrations.

ECIL celebrates Public Sector Day



ECIL celebrated its Corporation Day; organized workshops on 'Gender Sensitization and Awareness on POSH Act, 2013' and Vigilance Awareness as part of Public Sector Day celebrations.

US Vice President JD Vance visits The Central Cottage Industries Emporium at Janpath, New Delhi

Mr. JD Vance, Hon'ble Vice President of the United States, accompanied by his wife, Mrs. Usha Vance & family visited "The Cottage" recently. The delegates were welcomed by Cmde Rajiv Ashok (Retd.), MD, Central Cottage Industries Corporation of India Ltd., Smt. Meera Somani GM (HR/ Admin), Shri Navin Kumar Yadav, GM (ISD/ IT) & other senior officials.

Mr. Vance was impressed by the decor and delightful array of Artisanal Crafts made by the Indian Master Craftspersons on display and commended on the efforts of Cottage in showcasing diverse range of Art & Crafts of India all under one roof. He



Mr. JD Vance, Hon'ble Vice President of the United States, along with his wife Mrs. Usha Vance during his visit to The Central Cottage Industries Emporium at Janpath, New Delhi.

took keen interest in the Wooden Articles, Brassware, Paper Machie, Herbal Products, Tea & Handlooms and purchased from the exclusive collection.

Speaking on the occasion Cmde Rajiv Ashok (Retd.), MD, Central Cottage Industries Corporation of India Ltd said that it was a great

honour to have the Hon'ble Vice President & family at Cottage as their presence & admiration for Indian crafts is going to motivate the Cottage team & Artisans and weavers to further promote Indian Handmade Crafts& Textiles to the Craft lovers world over.

GAIL completes laying over 97.6% of Pradhan Mantri Urja Ganga

GAIL (India) Limited has completed laying of over 97.6% of the integrated Jagdishpur – Haldia – Bokaro – Dhamra Pipeline (JHBDPL), popularly known as "Pradhan Mantri Urja Ganga", carrying Natural Gas to Eastern and North-Eastern part of India. Of this, almost 96.6% has been put under commercial operations.

The integrated JHBDPL including Barauni – Guwahati Pipeline having an authorized pipeline length of 3,306 km passes through Uttar Pradesh, Bihar, Jharkhand, Odisha, West Bengal and Assam. Presently, 3,227 km of pipeline section has been laid and 3,119 km of Pipeline Section including Phulpur – Dobhi – Bokaro – Durgapur, Bokaro – Angul – Dhamra, Dobhi – Barauni

– Guwahati Pipeline sections have already been put under commercial operation.

The pipeline is presently transporting 12.26 Million Standard Cubic Meter Per Day (MMSCMD) of Natural Gas including supplies to four fertilizer plants, two refineries (Barauni and Paradip refineries), industrial consumers and 32 City Gas Distribution (CGD) networks including Varanasi, Patna, Ranchi, Jamshedpur, Bhubaneswar, Cuttack, Kolkata etc. along pipeline route.

With respect to Durgapur – Haldia Section (294 km), GAIL has already put 132 km of Pipeline section upto Kolkata under commercial operation. Further out of balance 162 km of

pipeline section to Haldia, 103 km of pipeline laying has been completed. GAIL is also laying Dhamra – Haldia Section having an authorized pipeline length of 240 km of which GAIL has already laid 198 km of pipeline. Due to limited availability of Right of Use (RoU), the completion of Durgapur – Haldia Section and Dhamra – Haldia Section of JHBDPL expansion is being extended from March 2025 to December 2025.

With the completion of balance section of Durgapur – Haldia and Dhamra – Haldia Pipeline, GAIL will transport Natural Gas to Haldia refinery, CGD Howrah, Hooghly, Purba Medinipur, Paschim Medinipur and other industrial consumers along the pipeline route.

HSL observes Fire Service Week

HSL observed Fire Service Week from 14th April 2025, with the theme "Practice Fire Prevention - Safe India". The week focused on raising awareness about fire safety and encouraging safe work practices. On 19th April 2025, the closing day, a mock evacuation and live firefighting drill were conducted to demonstrate quick and effective responses during fire emergencies.

Comde Girideep Singh, IN (Retd.), Director (Strategic Projects), appreciated the fire service

personnel for their alertness and dedication. He highlighted the importance of preventing fire accidents through safe practices at work.

The event was attended by other Directors, HSL employees and union representatives. HSL is



Comde Girideep Singh, IN (Retd.), Director (Strategic Projects), along with HSL employees and union representatives during the firefighting drill.

committed to building a fire-safe workplace.

NRDC Participates in Startup Mahakumbh 2025

National Research Development Corporation participated in the Startup Mahakumbh held recently. With the central theme, "Startup India @ 2047—Unfolding the Bharat Story," the event brought together over 3,000 startups, 1,000+ investors and incubators, 10,000+ delegates from more than 50 countries, and 50,000+ business visitors, creating an unparalleled platform to shape the future of India's entrepreneurial landscape.

At the event, NRDC officials actively engaged with visitors, showcasing the corporation's initiatives and how it supports startups through its various programs. They highlighted the corporation's role in fostering innovation and providing valuable resources to startups across various sectors.

Commodore Amit Rastogi, (Retd.), CMD, NRDC, along



NRDC officials during the Startup Mahakumbh.

with senior officials, visited the NRDC stall and engaged in insightful discussions with participating startups. The stall featured innovative startup products, demonstrating NRDC's commitment to promoting cutting-edge technologies and supporting entrepreneurial growth. The interaction provided valuable networking opportunities for startups, fostering collaboration and

innovation in key sectors such as AI, DeepTech, HealthTech, AgriTech, and more.

The participation in Startup Mahakumbh 2025 reaffirms NRDC's dedication to driving India's startup ecosystem and supporting the nation's entrepreneurial ambitions as we move toward Startup India @ 2047.

ITI Limited initiates State Network Operations Center (S-NOC) for BharatNet Phase-III Project in Himachal Pradesh

ITI Limited commenced the work for State Network Operations Center (S-NOC) of the monumental BharatNet Phase-III Project at Solan in Himachal Pradesh in coordination with BSNL. S-NOC is a centralized location where ITI Limited will monitor and manage the performance, security, and availability of project's network infrastructure, ensuring efficient delivery of services. In November 2024, ITI Limited had emerged as L1 for BharatNet Phase-III Project in the states of Himachal Pradesh for Package No. 8, and in West Bengal, and Andaman & Nicobar Islands for Package No. 9 with total order value of Rs. 5,050 Crore. This Project is envisaged for the Development of Middle Mile Network of BharatNet Project on a Design Build Operate and Maintain (DBOM) Model and is funded by Universal Service Obligation Fund (USOF), Government of India.

At a function held recently at the BSNL Office in Solan, Shri Rajesh

Rai, CMD, ITI Limited along with Shri Anil Kumar Gupta, CGM of BSNL initiated the S-NOC and kickstarted BharatNet Phase-III Project in Himachal Pradesh. On this occasion, Shri Rajeev Srivastava, Director-Finance, ITI Limited, Smt. Namita, GM, ITI Limited, Shri Jaspal Singh, Senior GM, BSNL along with other officials from BSNL and ITI were also present.

The Government of India launched BharatNet Phase-III Project to connect all gram panchayats across the country to the IP-MPLS Ring Network. This modern S-NOC will monitor the connectivity of all gram panchayats (GPs) in Himachal Pradesh and will assist in providing connectivity to consumers at the last mile.

The project will be implemented by ITI Limited in Himachal Pradesh and under this scheme, 3,615 gram panchayats will be connected to 91 block headquarters via 10 Gbps bandwidth, which will be

connected to the BSNL IP-MPLS Ring Network. This connectivity will be extended to 15,538 villages across the state. Approximately 20,000 kilometers of optical fiber cable (OFC) will be laid in across Himachal Pradesh for this project.

Speaking on this occasion, CMD, ITI Limited said, "We are very glad to initiate this S-NOC in partnership with BSNL. This project is a significant step towards digital connectivity and rural empowerment in Himachal Pradesh which will assist in providing high-speed broadband services in rural areas. Himachal Pradesh is a geographically challenging terrain but we are confident that we will successfully implement this project well within scheduled completion period. Once this project is completed, it will give a new dimension to the digital revolution in Himachal Pradesh and make high-speed internet service available easily in every village, promoting education, health, business, and e-governance."

On National Maritime Day, HSL salutes Seth Walchand Hirachand Doshi – the visionary behind India's 1st Greenfield Shipyard (HSL), Aircraft factory and Car factory

On 5th April, 1919, SS Loyalty - the first Indian-owned ship under Scindia Steam Navigation, sailed from Mumbai to London, a bold move in India's maritime journey. Walchand, founder of Scindia Shipyard (now HSL), laid the

foundation for India's self-reliant shipping and defence industry. HSL remains committed to Seth Walchand dreams by building modern ships, staying true to his vision of Atmanirbhar Bharat.

Commemorating National Maritime Day, HSL hosted an industrial visit for 25 specially-abled children from Hyderabad and members of CII-Young Indians, proving them an inspiring learning experience.

REC Limited signs MoU with MMRDA for Rs.1 Lakh Crore Investment in Mumbai Metropolitan Region

REC Limited has entered into a Memorandum of Understanding (MoU) with the Mumbai Metropolitan Region Development Authority (MMRDA) to provide financial support of Rs. 1 lakh crore for infrastructure development in the Mumbai Metropolitan Region (MMR).

The agreement was formally signed by Shri. Harsh Baweja, Director (Finance), REC Limited and Dr. Ankush R Nawale, Financial Advisor MMRDA, at the India Global Forum (IGF) Mumbai NXT 25 event at the Jio Convention Centre, Mumbai, in the presence of Maharashtra's Hon'ble Chief Minister, Shri Devendra Fadnavis; Hon'ble Deputy Chief Minister, Shri Eknath Shinde; Dr. Sanjay Mukherjee, IAS, Metropolitan Commissioner, MMRDA; Shri Vikram Kumar, IAS, Additional Metropolitan Commissioner, MMRDA; Shri Rahul Dwivedi, IAS, Executive Director, REC and senior officials



Hon'ble Chief Minister of Maharashtra Shri Devendra Fadnavis; Hon'ble Deputy Chief Minister, Shri Eknath Shinde; Dr. Sanjay Mukherjee, IAS, Metropolitan Commissioner, MMRDA; Shri Vikram Kumar, IAS, Additional Metropolitan Commissioner, MMRDA; Shri Rahul Dwivedi, IAS, Executive Director, REC and senior officials of REC and MMRDA during MoU signing ceremony at the India Global Forum (IGF) Mumbai NXT 25 event at the Jio Convention Centre, Mumbai.

of REC and MMRDA.

The MoU outlines REC Limited's commitment to financing a wide array of infrastructure projects in the MMR, focusing on urban mobility, housing, and essential infrastructure. The funding will be disbursed over the next five years, ensuring steady progress in modernizing and enhancing the region's infrastructure.

On this milestone, Shri Harsh Baweja, Director (Finance) said, "Our Rs. 1 lakh crore commitment reflects our strong dedication to supporting large-

scale infrastructure projects that will significantly improve the living standards for the people of Mumbai Metropolitan Region." Further on this occasion, Shri Rahul Dwivedi, IAS, Executive Director (I&L), REC Limited said, "We are excited to partner with MMRDA in this transformative initiative."

This collaboration underscores REC Limited's vital role in financing and driving infrastructure development across India, furthering its mission to contribute to the nation's growth and progress.

GAIL & CONCOR sign MoU to explore adoption of LNG as alternative fuel

GAIL (India) Ltd. and CONCOR have signed a Memorandum of Understanding (MoU) to explore the adoption of Liquefied Natural Gas (LNG) as an alternative fuel for the logistics sector. The MoU was signed in the presence of Shri Sanjay Kumar, Director (Marketing), GAIL; Shri Sanjay Swarup, CMD, CONCOR;

and senior officers from both organizations. The MoU was signed by Shri Kapil Kumar Jain, Executive Director (Marketing - Retail LNG), GAIL, and Shri Ahmed Wasi Khan, General Manager (P&S), CONCOR recently in New Delhi.

The MoU aims to assess the

feasibility of using LNG as fuel for CONCOR's logistics fleet. This collaboration seeks to harness LNG's advantages as a cleaner and more cost-effective alternative to diesel, which could result in reduced emissions and lower operational costs. The agreement underscores India's growing commitment

to sustainable practices and energy efficiency in the logistics sector through the adoption of alternative fuels

Shri Sanjay Kumar, Director (Marketing), GAIL emphasized that GAIL holds the largest LNG portfolio in the country, with contracts spanning multiple geographies worldwide; positioning it as a reliable LNG supplier. LNG as a transportation

fuel is poised to be a game-changer for the transportation industry, and India is steadily gaining momentum in adopting this cleaner fuel alternative. This MoU reinforces a mutually beneficial partnership between leading conglomerates, fostering a more sustainable and environmentally-friendly logistics framework.

On this occasion, Shri Sanjay Swaroop, CMD, CONCOR

highlighted that the MoU is yet another step towards CONCOR's commitment to provide sustainable logistics solutions to the customers for which the company has already established LNG station at MMLP Khatuwas, and procured a large fleet of 130 LNG trailers, which is resulting in reduction in carbon foot prints in CONCOR's day to day operations.

NRDC and NID Assam sign MoA to foster innovation, IP commercialization, Technology Transfer to Industries, MSMEs & Startups

National Research Development Corporation and National Institute of Design (NID), Assam have entered into a strategic innovation partnership aimed to promoting innovation, managing and commercializing intellectual property, conducting Design Engineering, Technology Readiness Level (TRL) assessments, and delivering other NRDC innovation value addition services to foster entrepreneurship and socio-economic growth in the Northeast region.

The collaboration was formalized through the signing of a Memorandum of Agreement (MoA) between Cmde. Amit Rastogi (Retd.), CMD, NRDC, and Prof. (Dr.) J. P. Sampath Kumar, Director, NID Assam. The event was graced by the presence of senior officials from both organizations, including Smt. Dulumoni Kalita, Chief Administrative Officer, and Dr. Dinamani Thakuria, Registrar

In-Charge, along with faculty members of NID Assam. NRDC was represented by Shri N.G. Lakshminarayan, Deputy General Manager; Shri Amitabh Mishra, Deputy General Manager; Dr. Sanjeev Kumar Majumdar, Senior Manager; Dr. Bijay Kumar Sahu, Senior Regional Manager and Program Head (East); and Shri Ashwani Kumar, Assistant Manager and Shri Abinash Kumar, Assistant Manager & office Incharge at the NRDC Northeast Cell, Guwahati.

The signing ceremony featured insightful discussions on the importance of technology transfer, intellectual property rights (IPR), and design thinking, with a focus on translating innovative ideas into commercially viable products. The partnership aims to bridge the gap between research and industry, thereby creating a robust innovation ecosystem in the region.

Cmde. Amit Rastogi (Retd.), CMD, NRDC highlighted

the significance of protecting intellectual property and equipping innovators with the necessary tools to bring their technologies to market. Prof. (Dr.) J. P. Sampath Kumar, Director, NID Assam, expressed optimism about the partnership's potential to enhance technology transfer initiatives and entrepreneurial opportunities in the region. He remarked, this partnership will empower innovators and researchers to contribute meaningfully to the state's development by turning research into viable commercial products. This partnership will mark a pivotal step in promoting technology-driven entrepreneurship in the Northeast. By leveraging the strengths of NRDC and NID Assam, the collaboration will ensure that innovations emerging from institutions and research centers receive the support needed for successful commercialization.

ECIL hands over e-bikes and drones in Telangana



ECIL's CSR Initiative – Handing over of e-bikes and Drones to District Magistrate & Collector, Jayashankar Bhupalpally, Telangana.

Electronics Corporation of India Limited (ECIL) under its CSR initiative has handed over e-Bikes (20 Nos) to ICDS Supervisors and Drones (12 Nos.) to Farmers for Spraying Fertilizers in presence of the District Collector, Shri Rahul Sharma presided by Shri Anurag Kumar, CMD, ECIL.

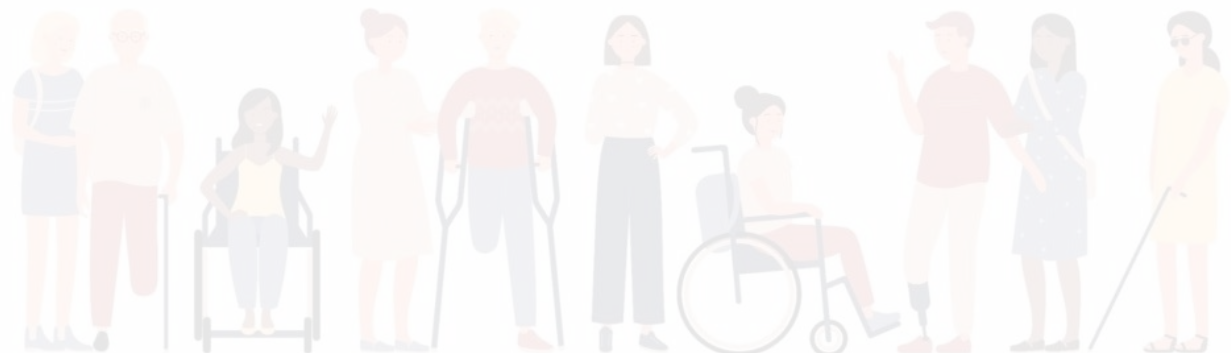
On this occasion Shri Anurag Kumar, CMD, ECIL addressed the gathering and informed that ECIL has taken utmost care while undertaking its CSR initiatives. Two projects viz. e-Bikes of 20 Nos. were handed over to the Integrated Child Development

Services (ICDS) Supervisors for commuting interiors of the district to provide medical assistance to the tribals in the remote areas. Another project, Drones of 12 Nos. was handed over to District Agricultural Officer to enable farmers for equipping them to spray fertilizers, pesticides in their farming fields to save time and to safeguard the health of the farmers from the hazardous pesticides.

Shri Rahul Sharma, District Collector thanked ECIL for providing the above two projects and extending its continuous

support to Jayashankar Bhupalpally District with ECIL CSR Initiatives. During this event, District officials of respective departments were also present.

Representatives from ECIL, Shri Ch. Muralidhar (ED-HR), Dr. P Venubabu (CMO & In-charge CSR), Shri P Ramesh (DGM-HR), Shri Ramakrishna (SM-HR), Office bearers of ECIL Mazdoor Sangh Union, Shri G Srinivasa Rao and ECIL Officer's Association, Shri Vinod Kumar A participated in the event.



Shri K. P. Mahadevaswamy, CMD, NBCC recognized as 'Navbharat ke Navratna'



Shri K. P. Mahadevaswamy, CMD, NBCC (India) Ltd. was honoured with the 'Navbharat Ke Navratna' by Navbharat Times awarded by Shri Nitin Gadkari, Hon'ble Union Minister of Road Transport and Highways and Smt. Rekha Gupta, Hon'ble Chief Minister of Delhi for his exemplary leadership in infrastructure development.

HURL Triumphs at the Future of Logistics & Supply Chain Awards 2025

Hindustan Urvarak & Rasayan Limited (HURL) has announced its outstanding performance at the prestigious Future of Logistics & Supply Chain Awards 2025, held in Mumbai recently.

HURL was honoured with two coveted recognitions including Best Distribution Strategy of the Year; and Logistics and Supply Chain Leader of the Year.

These accolades are a testament to HURL's commitment to operational excellence,

innovation, and customer-centric distribution strategies that ensure timely and seamless delivery across the nation.

Speaking on the achievement, Dr. Siba Prasad Mohanty, MD, HURL, said, "These awards reflect the relentless dedication of our logistics and supply chain teams, who continue to drive excellence while embracing cutting-edge technology and sustainability in every aspect of our operations."

From its state-of-the-art fertiliser

manufacturing facilities to its robust distribution network, HURL has redefined efficiency and resilience in India's agricultural supply chain. The recognition reinforces HURL's growing impact in enabling food security through reliable and timely fertiliser availability to millions of farmers.

This win marks a proud milestone for the entire HURL family, encouraging continued innovation and teamwork across the organisation.

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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.

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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

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