

KALEIDOSCOPE

STANDING CONFERENCE OF PUBLIC ENTERPRISES



SCOPE organizes National Workshop on Board Level Succession; PESB, DPE share Strategic insights for PSE leadership



Forum of WIPs, under aegis of SCOPE, holds National Meet in Mumbai



SCOPE - International Coaching Federation (ICF), USA collaborate for Coaching-Led Leadership Development

SCOPE Hosts Global Delegation on Gender Parity in the World of Work



SCOPE and PSEs celebrate International Women's Day



SCOPE Celebrates Public Sector Day

(Month-long Celebrations)



10th April 2026

Standing Conference of Public Enterprises



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Happy International Women's Day



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Message by Chairman

This March, we celebrated International Women's Day with great fervour and I take this opportunity to extend my warm greetings to the women professionals of our Public Sector Enterprises. Just like this year's theme 'Give to Gain,' SCOPE has always believed that investing in the growth, mentorship and empowerment of women is not just a moral imperative, but a strategic necessity.

I am happy to share that as part of this, the Forum for Women in Public Sector (WIPS) organised its National Meet under the aegis of SCOPE. This National Meet each year serves as a powerhouse for the dialogue, empowerment, and strategic collaboration that defines the future of our public sector.

Amidst Women's Day celebrations, SCOPE also recently welcomed a high-level delegation from the V.V. Giri National Labour Institute (VVGNI) to understand our nation's model for inclusive development and gender parity in the workplace.

Succession planning and recognising 'High Potentials' (HiPos) early in their careers is a growing priority to build leaders of tomorrow. Through strategic alliances with national and international institutes, SCOPE has continued to create leadership exposure and facilitate skilling for the same.

SCOPE recently organized National Workshop on Succession Planning for Board level. This aims to build a robust leadership pipeline in an era of rapid technological disruption. Our focus has transitioned

to comprehensive nurturing of visionary leaders rather than mere replacement planning.

Ultimately, a strong succession framework is the cornerstone of good governance and institutional longevity. We encourage all member enterprises to come forward and partake in all our upcoming batches of DAKSH Leadership Program and Advanced Global Leadership Program.

As part of our skilling prerogative, the enduring partnership between SCOPE and GIZ, Germany continues to drive the green transformation of India's public sector. Our collaborative training programs are now reaching a wider regional audience, with a significant emphasis on industrial hubs.

Pursuant to our efforts towards Green skilling, we conducted a workshop in Kolkata. These workshops provide PSE officials with the technical skills required to navigate the complexities of carbon neutrality and environmental compliance.

The road ahead for SCOPE is clear- we will continue to amplify the skills and national/global initiatives of our PSEs, fuelled by the constant support of our members. Your voice is what drives our excellence. So as always, I encourage you to come, be part of our endeavours.

Thank you.

Jai Hind!

K. P. Mahadevaswamy
Chairman, SCOPE



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2024-25



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Director General's Desk

There is never a dull moment for us at SCOPE, the apex body of Public Sector Enterprises in India. The past month has been a period of immense pride and relentless activity as we continue to champion the cause of our member enterprises. Our efforts have not only focused on internal transformation—through leadership development, creating leaders of tomorrow, green skilling and strengthening our stakeholder ties.

I had the distinct honour of participating in the 75th Foundation Day of ESIC, a historic milestone marking years of dedicated service to the nation's workforce. As ESIC embarks on its Platinum Jubilee year, SCOPE remains committed to collaborating on the "reform-and-perform" on behalf of employers.

In a key engagement this month, SCOPE as Member, CBT partook in Meeting of the CBT, EPFO. The deliberations focused on pivotal reforms and policy shifts designed to enhance the 'Ease of Doing Business' while safeguarding the long-term interests of employees.

We have long believed that the cornerstone of institutional longevity is a robust succession framework. Recognizing potential candidates early in their careers is a growing priority for SCOPE.

Pursuant to this we recently organized the National Workshop on Succession Planning for Board Level, signalling a transition from mere 'replacement planning' to the comprehensive nurturing of visionary leaders. It is interesting to share, that SCOPE understanding the nuances of leadership, also recently signed an MoU with the International Coaching Federation (ICF), USA to inculcate gold standards of coaching in PSEs.

This partnership will allow us to embed world-class coaching standards within PSEs, ensuring our future leaders are equipped with the emotional intelligence and strategic agility required for the global stage.

Also, it is my steadfast belief that the future belongs to those who possess the foresight to invest in sustainable steps today. At SCOPE, our commitment to the 'Green Skilling' prerogative remains a steadfast pillar of our mission.

Our recent technical workshop in collaboration with GIZ, Germany in Kolkata served as a vital bridge, equipping PSE officials with the knowledge required to navigate the complexities of carbon neutrality and the evolving landscape of environmental compliance.

It is incredible to think that Forum of Women in Public Sector (WIPS) now represents a community of over 16,000 members. That isn't just a statistic; it makes the Forum the single largest organized group of women workers in India and I was happy to inaugurate their National Meet in Mumbai this year.

Bringing the gender parity dialogue forward, SCOPE also recently hosted an international delegation as part of V.V.

Giri National Labour Institute (VVGNI) program, who deliberated on India's role as a global case study for inclusive development.

We also celebrated our women workforce on the occasion of International Women's Day and we reiterated our commitment to fostering an environment where every woman employee can unleash her true potential and reach her full potential.

It is heartening to share, that the name our magazine 'KALEIDOSCOPE' itself is a perfect metaphor, for the current state of women in the workforce. Just as a kaleidoscope creates new, beautiful patterns with every turn, our PSEs are "rotating" its traditional structures to create more space for diverse roles.

Moving forward the path for SCOPE is clear. We will continue to amplify the national and global initiatives of our PSEs, fuelled by the constant support of our members. Your voice is the catalyst for our excellence, and I invite you all to remain active partners in our collective journey toward excellence.

Programmes & Initiatives launched (since last issue of KALEIDOSCOPE)
SCOPE & Harvard Business Impact (HBI) launch Harvard ManageMentor (HMM) program – 3rd February 2026
SCOPE - International Coaching Federation (ICF), USA collaborate for Coaching-Led Leadership Development- 9th February 2026
National Meet of the Forum of Women in Public Sector (WIPS) – 11th & 12th February 2026
MoEFCC, SCOPE & GIZ, Germany organize outreach workshop on (LeadIT) in Kolkata- 20th February 2026
SCOPE hosts High-level interactive session on 'Gender Issues in the World of Work- 23rd February 2026
SCOPE Celebrates International Women's Day – 6th March 2026
National workshop on Succession Planning for Board Level Positions- 9th & 10th March 2026
Programmes & Initiatives in the offing
SCOPE celebrate Public Sector Day – 10th April 2026
DAKSH Dikshant Samaroh - Convocation ceremony for inaugural batch of DAKSH

Atul Sobti
Director General, SCOPE

SCOPE organizes National Workshop on Board Level Succession

PESB, DPE share Strategic insights for PSE leadership

SCOPE organized two-day National workshop on Succession Planning for Board Level Positions on 9th March -10th March 2026 at SCOPE Complex, New Delhi. The workshop was inaugurated by Smt. Mallika Srinivasan, Chairperson, Public Enterprises Selection Board (PESB) and Shri K. Moses Chalai, Secretary, DPE. The workshop was organized in the presence of Shri K.P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Shri Brajesh Kumar Upadhyay, Vice-Chairman, SCOPE & CMD, Goa Shipyard; Shri Atul Sobti DG, SCOPE; Members, PESB; CMD & Directors of various PSEs; Senior officers of DPE, PESB, CBC. Over 100 Participants from PSEs across diverse sectors attended the program.

Ms. Mallika Srinivasan in her address said that succession planning must be viewed as a strategic imperative rather than a transactional process. Citing the importance of creating future ready leaders, she advised organizations to identify high-potential talent early, provide them diverse leadership exposure, and create greater responsibilities at the right stage of their careers.

Shri K. Moses Chalai citing the importance of succession planning shared that as PSEs are facing increasing global competition and technological change, the need for strong leadership, consistent recruitment pipelines and greater women's participation has become an imperative for growth and competitiveness.

Shri K.P. Mahadevaswamy in



Smt. Mallika Srinivasan, Chairperson, PESB addressing the inaugural session of the workshop

his address highlighted the multidimensional role of the Board of PSEs and the need to build a strong leadership pipeline with effective decision making and enhanced competency. To navigate the complexities of technology and global competition, he emphasized upon SCOPE's various endeavours towards building elite leadership through strategic alliances with national and international institutes.

Shri Atul Sobti enunciated the importance of succession planning, stating that modern PSEs require leaders defined by the "5 Cs": Character, Competence, Commitment, Courage, and Compassion. Pursuant to this vision, he mentioned that SCOPE has been conducting highly revered initiatives, such as the DAKSH capacity-building program and Advanced Global Leadership Program, which are cultivating a cadre of future-ready leaders of tomorrow.

Shri Brajesh Kumar Upadhyay while expressing his gratitude to the dignitaries opined that as PSEs evolve into globally competitive organizations, leadership continuity, and strong governance have become essential. He added that this program is SCOPE's pivotal step towards institutionalizing a robust succession framework that ensures seamless leadership transitions.

After the inaugural session, technical sessions were held where Members PESB - Shri Alkesh Kumar Sharma, Shri Roop Narayan Sunkar and Shri D. K. Sarraf, Former, CMD, ONGC mentored the participants on the Importance of Succession Planning, Developing Leadership Pipeline and Talent Management in CPSEs, which was followed by technical session by Shri Dinesh K. Verma, Secretary, PESB on Modalities for Board Level Appointments.

First day of the workshop also

saw sessions focused on the evolving paradigm of board effectiveness and the legal frameworks governing CPSEs, featuring insights from Shri Rajeev Dubey, Former CEO of Tata Metaliks & Rallis India Ltd. - Former Group President (HR) Mahindra & Mahindra and Shri Vipin Agarwal - Co-Founder & Director AIPE & - Chairman & Director, Haldia Water Services Ltd. This was followed by a strategic session on preparing for leadership within a globally competitive environment, conducted by Shri Bhasker Chatterjee, IAS (Retd.), ensuring that aspiring board members understand the broader geopolitical and corporate landscape.

The second day of the workshop consisted of sessions focusing on transitions into technical and practical applications, beginning with an exploration of the unique roles and challenges faced by board members, led by Shri Gurdeep Singh, CMD, NTPC and Dr. Alka Mittal Member, Administration, CBC.

The most pivotal part of the



Shri K. Moses Chalai, Secretary, DPE addressing the participants of the program

workshop was then dedicated to a rigorous Simulation Exercise designed to evaluate shortlisted candidates. This practical component was participated by 14 participants from leading PSEs and was facilitated by a team from Deloitte India. The interviews were conducted by a prestigious panel consisting of Shri K D Tripathi, IAS (Retd.), Former Chairman, PESB & - Former Secretary to the President of India; Ms. Stuti Kacker, IAS (Retd.), Former Chairperson, National Commission for the Protection of Child Rights & - Former Secretary, GoI & - Former Addl. Secretary, DPE; Dr. Ashutosh Karnatak, Former

CMD, GAIL India Ltd providing a comprehensive assessment environment for future public enterprise leaders.

This unique offering by SCOPE is one-of-its-kind simulation exercise that provides candidates with a high-stakes, realistic environment to demonstrate their decision-making capabilities, under the guidance of top officials with years of experience.

SCOPE continues to conduct such programs dedicated to nurturing a visionary leadership, aligning talent development with the Prime Minister's vision of a self-reliant India.



Shri Atul Sobti DG, SCOPE; Shri K.P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Smt. Mallika Srinivasan, Chairperson, PESB; Shri K. Moses Chalai, Secretary, DPE and Shri Brajesh Kumar Upadhyay, Vice Chairman, SCOPE & CMD, Goa Shipyard during the inaugural session of the workshop

GLIMPSES OF SCOPE'S NATIONAL WORKSHOP ON SUCCESSION PLANNING FOR BOARD LEVEL POSITIONS HELD ON 9TH MARCH - 10TH MARCH 2026 AT SCOPE COMPLEX, NEW DELHI.



GLIMPSES OF SCOPE'S NATIONAL WORKSHOP ON SUCCESSION PLANNING FOR BOARD LEVEL POSITIONS HELD ON 9TH MARCH - 10TH MARCH 2026 AT SCOPE COMPLEX, NEW DELHI.



SCOPE - International Coaching Federation (ICF), USA collaborate for Coaching-Led Leadership Development

Mr. Atul Sobti, DG, SCOPE and Mr. Steve Weiss, Vice President, International Coaching Federation (ICF), USA, the world's leading association for the advancement of the coaching profession, signed a Memorandum of Understanding (MoU) to integrate the critical role of coaching in strengthening human capital and supporting organizational transformation on 9th February 2026.

The long-term MoU seeks to entail an evidence-based study to understand the state of coaching in India and accordingly develop leadership tools, and internal coaching capabilities for the corporate sector. Through this partnership, SCOPE aims to align leadership with ICF's gold standard of coaching.

Speaking during the signing, Mr.



**Smt. Sangeeta Ramrakhyani, Director (HR), CWC and Member, SCOPE Executive Board
Mr. Atul Sobti DG,SCOPE and Mr. Steve Weiss, VP, ICF) at the MoU signing.**

Sobti said that pursuant to the feedback received from various quarters and with the Corporate sector landscape evolving at an unprecedented pace, SCOPE is collaborating with ICF to facilitate technical expertise that can help individuals through mentorship

and coaching to enhance judgment, emotional intelligence, and a growth mindset. Through this partnership, he added that SCOPE seeks to align leadership with ICF's gold standard of coaching.

Mr. Steve Weiss shared that, valuing the opportunity, ICF will work towards translating this MoU from vision into measurable time-bound impact strengthening internal coaching capability and enhancing leadership effectiveness across Indian public sector enterprises.

He said that the collaboration with SCOPE, the apex body of PSEs in India is a unique opportunity in bringing the coaching culture to these organisations.



Mr. Atul Sobti, DG, SCOPE and Mr. Steve Weiss, VP, ICF signing the MoU.

SCOPE and Harvard Business Impact Launch Harvard ManageMentor Program for PSEs

Cultivating future ready leadership in PSEs, Shri Atul Sobti, Director General, SCOPE and Shri Sumit Harjani, Managing Director, India, Harvard Business Impact (HBI) officially launched the globally acclaimed Harvard ManageMentor (HMM) program for PSEs under the umbrella of SCOPE on 3rd February 2026. Members, SCOPE Executive Board – Shri Ayush Gupta, Director (HR), GAIL; Dr. Yatindra Dwivedi, Director (Personnel), POWERGRID and Smt. Sangeeta Ramrakhyani, Director (HR), CWC were also present during the official launch of HMM.

Specially curated for Public Sector Enterprises (PSEs) and facilitated through SCOPE, the program has already witnessed an overwhelming response, with over 5,000 participants on board, reflecting strong enthusiasm across the Public Sector.

Speaking at the launch of the program, Mr. Atul Sobti, DG, SCOPE, said that “By integrating 42 digital modules, spanning Strategy, Change Management, and AI—we are not just providing training; we are building resilient institutions,” he added. This initiative with Harvard Business Impact is a decisive step toward cultivating a future-ready leadership culture within India’s PSEs, ensuring they are equipped with global best practices to lead in an evolving industrial landscape.”

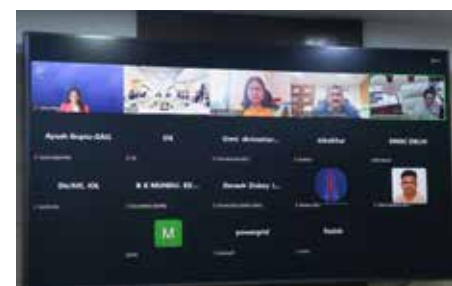
Speaking at the launch, Shri Sumit Harjani shared, “We look forward to deepening our partnership with SCOPE and its member organizations to embed global best practices, strengthen leadership capability at PSEs, which serve as a key driver of India’s long-term growth and transformation.”

Harvard ManageMentor is a premier digital learning platform comprising 42 interactive modules covering key areas such as strategic thinking, change management, leadership, communication, and Artificial intelligence. This initiative by SCOPE marks a significant step towards fostering a culture of continuous learning, managerial excellence, and global best practices within India’s PSEs.

By integrating cutting-edge topics like Artificial Intelligence into the curriculum, SCOPE is ensuring that the stewards of India’s public assets are equipped with the latest technological and managerial insights. It is a significant step toward fostering a culture of continuous learning, ensuring that the backbone of the Indian economy remains resilient, innovative, and competitive on the world stage.



Shri Atul Sobti, DG, SCOPE and Shri Sumit Harjani, MD, India, Harvard Business Impact (HBI) launching Harvard ManageMentor Program for PSEs



SCOPE Hosts Global Delegation on Gender Parity in the World of Work

In a lead-up to the International Women’s Day, SCOPE hosted a high-level interactive session on ‘Gender Issues in the World of Work,’ addressed by Shri Atul Sobti, DG, SCOPE and Member, Governing Board, ILO. The session welcomed a multi-disciplinaries delegation from 11 countries including Parliament of Tanzania, the Constitutional Court of Mongolia, and the

Fiji and Liberia Police Forces, to study India’s model for inclusive development and gender parity in the workplace.

The session was organised as a part of International training program hosted by V V Giri National Institute, MoLE. As the apex body for Public Sector Enterprises (PSEs), SCOPE highlighted its global role and

key initiatives, such as the Forum of Women in Public Sector (WIPS), which represents over 16,000 members. Discussions also focused on SCOPE’s landmark study with the ILO on Work from Home (WfH) dynamics and various empowerment programs designed to foster a holistic and level playing field for the women workforce in PSEs.



Forum of WIPS under aegis of SCOPE organises National Meet in Mumbai



Chief Guest Shri Atul Sobti, DG, SCOPE and Guest of Honour, Ms. Shirin Lokhande, Jt. Labour Commissioner, Maharashtra releasing the Souvenir during National Meet of WIPS in the presence of Smt. Asha Ramamurthy, President, WIPS and other office bearers of WIPS.

The Two-day National Meet of the Forum of Women in Public Sector (WIPS), under the aegis of Standing Conference of Public Enterprises (SCOPE), on the theme 'HER ERA – NOW & BEYOND' was held in Mumbai on 11th February -12th February 2026.

The meet was inaugurated by Chief Guest Shri Atul Sobti, Director General, SCOPE & Member, Governing Body, ILO and Guest of Honour, Ms. Shirin Lokhande, Jt. Labour commissioner, Maharashtra in the presence of Smt. Asha Ramamurthy, President, WIPS and other office bearers of WIPS.

Bringing together over 600 participants, the meet honoured exemplary women performers from various PSEs with excellence awards. During the session, speakers enunciated the indispensable role of women in

the evolving global economy and underscored the necessity of recognizing their potential and achieving success today and tomorrow.

In his address DG, SCOPE underscored that diversity is not just a social goal but an essential driver of modern industry and governance. As he looked out at the assembly of future women leaders, he urged Public Sector Enterprises to continue building high-stakes opportunities that support women's growth into decision-making roles.

During her address, Ms. Shirin Lokhande bridged the gap between vision and reality by diving into the changing regulatory environment and new labour codes. Her address served as a vital roadmap, explaining how upcoming reforms are designed to simplify regulations while fiercely protecting worker

welfare and social security. She emphasized that for "Her Era" to truly thrive, workplace policies must be intentionally inclusive, ensuring that legal protections keep pace with the increasing participation of women in the workforce.

The session also saw the release of a commemorative souvenir and the distribution of excellence awards, honouring those who have already begun to "hold the helm."

Smt. Asha Ramamurthy, President of WIPS APEX in her address suggested that in today's time women are no longer just participants, but the primary architects of leadership and decision-making. Supporting this vision, Smt. Priyanka Patil of HPCL introduced the theme by challenging the audience to move past the rhetoric of "empowerment." She argued that



DG,SCOPE addressing the participants during the inaugural session

the true goal is enablement—creating a forward-looking landscape where innovation, resilience, and equal participation are the standard, not the exception.

The two-day program included a variety of sessions namely Directors’ Panel ; Nukkad Natak on Equality and Gender Representation; sessions on Young Achievers; Professional Grooming & Etiquettes; Networking and Leadership; Nutrition: Power to Progress;



Brace for the Future– The AI, ML and Tech World Knocking at Your Door and one on Women Achievers.

An important highlight of the National Meet was the Sustainability and Green Commitment Pledge, which was introduced for the first time as part of the event, reflecting the growing commitment towards environmental responsibility and sustainable practices. The pledge encouraged participants to recognize their role as responsible individuals and professionals in promoting environmentally

conscious actions both at the workplace and in their personal lives

WIPS (Forum of Women in Public Sector) has emerged as the single largest group of Women in the organized sector of the country, with over 16000 members and forms a pertinent part of SCOPE that continues to take significant steps towards women empowerment, specifically focusing on the workforce within Public Sector Enterprises (PSEs) in the areas of leadership, health, capacity building and overall empowerment of women.



Awards Conferred During WIPS National Meet

BEST ENTERPRIZE AWARD		
ORGANISATION	CATEGORY	AWARD
HAL	MAHARATNA	FIRST
HPCL	MAHARATNA	SECOND
IOCL	MAHARATNA	THIRD
ONGC	MAHARATNA	CONSOLATION
COAL INDIA	MAHARATNA	RECOGNITION
PGCIL	MAHARATNA	RECOGNITION
ECL	MINI RATNA	FIRST
NEEPCO	MINI RATNA	SECOND
WCL	MINI RATNA	THIRD
SECL	MINI RATNA	CONSOLATION
BDL	MINI RATNA	RECOGNITION
GRSE	MINI RATNA	RECOGNITION
GSL	MINI RATNA	RECOGNITION
MCL	MINI RATNA	RECOGNITION
ECGC	OTHERS	RECOGNITION
NPCIL	OTHERS	RECOGNITION
MMTC	OTHERS	RECOGNITION
RCF	NAVARATNA	FIRST
NLCIL	NAVARATNA	SECOND
NHPC	NAVARATNA	THIRD
MDSL	NAVARATNA	CONSOLATION
BITES	NAVARATNA	RECOGNITION

BEST WOMEN EMPLOYEE			
ORGANISATION	NAME OF THE EMPLOYEE	DESIGNATION	AWARD
EXECUTIVE CATEGORY			
POWERGRID	MANJU GUPTA	EXECUTIVE DIRECTOR	FIRST
IOCL	D HIMA BINDU	RESEARCH MANAGER	SECOND
BITES	ISHA APURWA	DEPUTY GENERAL MANAGER	SECOND
BDL	Y USHASHRI	GENERAL MANAGER (SAM)	THIRD
BHEL	REMYA KUKUKKULLIA	MANAGER	THIRD
NON EXECUTIVE CATEGORY			
RCF	PRACHI WAGH	SR OPERATOR	FIRST
BHEL	S ELIZABETH RANI	ARTISAN FITTER	FIRST
HAL	NEELU TIWARI	CHIEF SUPERVISOR	SECOND
BHEL	K DIVYA	ARTISAN FITTER	THIRD

SCOPE Celebrates International Women's Day

SCOPE celebrated International Women's Day, on the theme 'Give to Gain' on 6th March 2026 at SCOPE Complex, New Delhi. The program entailed an inspiring address by Shri Atul Sobti DG, SCOPE to the organization's female workforce. Speaking to them, DG, SCOPE articulated that facilitating women the right platforms, mentorship, and equitable opportunities is a strategic investment that allows organizations to 'gain' unparalleled leadership and edge in the global scenario.

While calling out each employee

to give their best at work, he also advised each one present to take holistic care of themselves. He further emphasized that by fostering an environment of mutual support and professional empowerment, SCOPE is

ensuring a future where gender parity drives organizational excellence.

The interactive session was attended by women employees and senior officials of SCOPE.



Shri Atul Sobti, DG, SCOPE along with Senior officials and women employees during the International Women's Day celebrations at SCOPE

SCOPE participates in Interaction with State Secretary from the German Federal Ministry for the Environment

SCOPE was invited to the roundtable meeting with Mr. Jochen Flasbarth, State Secretary from the German Federal Ministry for the Environment, Climate Action, Nature Conservation and Nuclear Safety (BMUKN) to focus on "Business and Trade Opportunities for Decarbonization" on 25th February 2026. The meeting brought together leading industry associations and business representatives including SCOPE to reflect on the concerns of Indian industries and how Indo-German partnership can be strengthened.

SCOPE participated in the deliberation and highlighted need for technological collaborations,

understanding from practical experience of Germany for just transition, support on expanding CCTS to offsetting model. SCOPE inputs were appreciated and

the German Ministry agreed to explore inclusion of the various aspects while finalizing the Indo-German collaboration in May 2026.



SCOPE at Executive Committee Meeting of Central Board of Trustees (CBT), EPFO

Ms. Vandana Gurnani, Secretary, Ministry of Labour & Employment, Government of India, chaired 116th meeting of the Executive Committee(EC) of Central Board of Trustees (CBT), EPF, in New Delhi. Shri

Ramesh Krishnamurthi, Central Provident Fund Commissioner (CPFC), along with other EC members were also present.

Mr. Atul Sobti Member, CBT, EPFO participated in the

meeting that reviewed the status and implementation of EPFO administered schemes and other Important matters to strengthen social security for all.



SCOPE at 75th Foundation Day celebrations of ESIC



Dr. Mansukh Mandaviya, Hon'ble Minister for Labour & Employment addressing the participants

Shri Atul Sobti DG, SCOPE as Board Member, ESIC participated in the 75th Foundation Day celebrations of ESIC held on 24th February 2026 at Bharat Mandapam, New Delhi. The celebrations included an inspiring

address by Dr. Mansukh Mandaviya, Hon'ble Minister for Labour & Employment. ESIC completed its Platinum Jubilee representing years of unwavering commitment to the dignity and security of the Indian worker.

ESIC ensures how robust social security net is for industrial harmony and national productivity. The milestone was also marked by the release of a Rupees 75 commemorative coin by the Hon'ble Minister for Labour & Employment, as a tribute to the millions of lives ESIC has touched.



MoEFCC, SCOPE & GIZ, Germany organize outreach workshop on (LeadIT) in Kolkata



Shri Arvind Kumar, Director (Refineries), IOCL and Member, SCOPE Executive Board addressing the inaugural session of the workshop in Kolkata

Advancing its mission to bridge the gap between policy and industry, the Standing Conference of Public Enterprises (SCOPE) and GIZ, Germany hosted an interactive workshop on LeadIT with the Ministry of Environment, Forest and Climate Change (MoEFCC), Government of India in Kolkata on 20th February 2026.

The workshop was addressed

by Ms. Rajasree Ray, Economic Advisor, MoEFCC; Ms. Barbara Voss, Consul General, Embassy of Federal Republic of Germany; Shri Arvind Kumar, Member, SCOPE Executive Board and Director (Refineries & Pipeline), Indian Oil Corporation Limited and Dr. Alexander Fisher, Project Lead, GIZ.

The second regional workshop in the series focused on

strengthening institutional collaboration, enhancing technology partnerships, and enabling finance access to accelerate India's low-carbon industrial transition witnessed participation from over 60 participants from various PSEs, Ministry and other stakeholders.

Deliberation were also held on the roadmap for future engagements, emphasizing that the transition to a net-zero economy is as much a financial challenge as a technological one. Participants engaged in a robust exchange on de-risking green investments and adopting scalable international best practices.

Fostering green dialogues, SCOPE and GIZ are organizing these workshops across all regions of the country, with the aim of empowering Indian PSEs to not only meet national emission targets but also emerge as global leaders in sustainable industrial innovation.





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SCOPE, ICF USA sign MoU for coaching-led leadership development in India's corporate sector

SCOPE and ICF have signed a long-term MoU aimed at promoting coaching-led leadership development and strengthening human capital across India's corporate sector.



SCOPE, ICF USA sign MoU for coaching-led leadership development in India's corporate sector
PH: Vatsch Sharma

The Indian EXPRESS

SCOPE, Atul Sobti, Director General, SCOPE and Mr. Steve Weiss, Vice President of ICF, USA signed a MoU to integrate the critical role of coaching in strengthening human capital and supporting organizational transformation. The long-term memorandum of understanding entails an evidence-based study to understand the state of coaching in India and accordingly developing leadership tools, and internal coaching capabilities for the corporate sector. With this partnership, SCOPE seeks to align leadership with ICF's gold standard of coaching.



THE FREE PRESS JOURNAL

National Meet of Forum of WIPS held under aegis of SCOPE in Mumbai



Two day National Meet of the Forum of Women in Public Sector (WIPS), under the aegis of Standing Conference of Public Enterprises (SCOPE), on the theme 'HER ERA - NOW & BEYOND' was inaugurated in Mumbai by Chief Guest Shri Atul Sobti, Director General, SCOPE & Member, Governing Body, ILO and Guest of Honour, Ms. Shirin Lokhande, Jt. Labour commissioner, Maharashtra in the presence of Smt. Asha Ramamurthy, President, WIPS and other office bearers of WIPS. Bringing together over 600 participants, the meet honored exemplary women performers from various PSEs with excellence awards. During the session, speakers enunciated the indispensable role of women in the evolving global economy and underscored the necessity of recognizing their potential and achieving success today and tomorrow. WIPS (Forum of Women in Public Sector) has emerged as the single largest group of Women in the organized sector of the country, with over 16000 members. SCOPE has continued to take significant steps towards women empowerment, specifically focusing on the workforce within Public Sector Enterprises (PSEs) in the areas of leadership, health, capacity building and overall empowerment of women.

The Indian EXPRESS

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FINANCIAL EXPRESS

Read to Lead

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SCOPE Collaborates with International Coaching Federation (ICF), USA for Coaching-Led Leadership Development

SCOPE partners with ICF, USA to integrate global coaching standards and strengthen leadership transformation across Public Sector Enterprises.



Strengthening leadership capabilities and organizational transformation across Public Sector Enterprises (PSEs) - The Standing Conference of Public Enterprises (SCOPE) has signed a Memorandum of Understanding (MoU) with the International Coaching Federation (ICF), USA, the world's leading association and leader in advancing the coaching profession.

The MoU was signed by Atul Sobti, Director General, SCOPE and Steve Weiss, Vice President, ICF, USA. The long-term collaboration entails an evidence-based study to understand the state of coaching in India and accordingly developing leadership tools, and internal coaching capabilities for the corporate sector. With this partnership, SCOPE seeks to align leadership with ICF's gold standard of coaching.

THE FREE PRESS JOURNAL

'Give to Gain' theme echoes in SCOPE's Women's Day Celebrations



Centered on the theme 'Give to Gain,' SCOPE celebrated International Women's Day with an inspiring address by Atul Sobti DG, SCOPE to the organization's female workforce. He articulated that facilitating women the right platforms, mentorship, and equitable opportunities is a strategic investment that allows organizations to 'gain' unparalleled leadership and edge in the global scenario. He emphasized that by fostering an environment of mutual support and professional empowerment, SCOPE is ensuring a future where gender parity drives organizational excellence. The session was attended by women employees and senior officials of SCOPE.

Tue, 10 March 2026
<https://epaper.freepressjournal.in/c/79334686>

SCOPE - International Coaching Federation (ICF), USA collaborate for Coaching-Led Leadership Development



New Delhi: Atul Sobti, Director General, Standing Conference of Public Enterprises (SCOPE), the apex body for Public Sector Enterprises (PSEs) in India, and Mr. Steve Weiss, Vice President, International Coaching Federation (ICF), USA, the world's leading association for the advancement of the coaching profession, signed a Memorandum of Understanding (MoU) to integrate the gold standard of coaching in strengthening human capital and supporting organizational transformation.

PSU Connect

News Updates on PSUs

'Give to Gain' theme echoes in SCOPE's Women's Day Celebrations



New Delhi: Centered on the theme 'Give to Gain,' SCOPE celebrated International Women's Day with an inspiring address by Atul Sobti, DG, SCOPE to the organization's female workforce.

He articulated that by fostering an environment of mutual support and professional empowerment, SCOPE is ensuring a future where gender parity drives organizational excellence. The session was attended by women employees and senior officials of SCOPE.

Indian Masterminds

SCOPE and International Coaching Federation Sign Long-Term MoU to Strengthen Leadership Development in India

Partnership aims to Promote Coaching-Led Leadership, Enhance Human Capital, and Align Corporate Practices with Global Coaching Standards

© Indian Masterminds Bureau | February 17, 2026



Indian Masterminds Bureau

New Delhi: The Standing Conference of Public Enterprises (SCOPE) and the International Coaching Federation (ICF) have signed a long-term Memorandum of Understanding (MoU) to promote coaching-led leadership development and strengthen human capital across India's progress sector.



SCOPE Signs MoU with ICF to Foster Future-Ready Leadership through Coaching

by Anandkumar | @March 11, 2024



NEW DELHI: SCOPE has taken a significant step towards nurturing a culture of coaching and developing future-ready leaders by signing a Memorandum of Understanding (MoU) with the International Coaching Federation (ICF), the global gold standard in coaching. This partnership aims to enhance internal coaching capabilities and provide research, making the firm more future-ready by ICF's Gold Standard practices. SCOPE's commitment to leadership development resonates. Recognizing the rapidly evolving corporate landscape, SCOPE emphasizes the crucial leadership expertise over their national skills, a necessary strategic engagement, emotional intelligence, and a growth mindset, all of which can be nurtured through a robust coaching culture.



THE TIMES OF INDIA

SCOPE and ICF Sign MoU

Abul Sobti, Director General, Standing Conference of Public Enterprises (SCOPE), Co-Chair body for Public Sector Enterprises (COPE)



In India, and Steve Weiss, Vice President, International Coaching Federation (ICF), USA, the world's leading association for the advancement of the coaching profession, signed a Memorandum of Understanding (MoU) to integrate the critical role of coaching in strengthening human capital and supporting organisational transformation. The long-term MoU signals an evidence-based shift to understand the state of coaching in India and accordingly developing leadership tools, and internal coaching capabilities for the corporate sector. Through this partnership, SCOPE seeks to align leadership with ICF's gold standard of coaching.

अमर उजाला

मुंबई में स्कोप के तहत डब्ल्यूआईपीएस फोरम की नेशनल मीट आयोजित



मुंबई दिल्ली: लॉन्ग कंसिडर ऑफ पब्लिक सेक्टर एम्प्लॉयर्स (स्कोप) के तहत पब्लिक सेक्टर में महिलाओं के फोरम (डब्ल्यूआईपीएस) की मुंबई में नेशनल मीट का आयोजन किया गया। इस मीट का थीम 'दिल्ली युग-आज और आगे' था, जिसका उद्देश्य मुंबई में स्कोप के प्राथमिक अलग-अलग और भारत की अंतर-सेक्टर कौशल विकास मिशन को बढ़ावा देने के लिए है। इस कार्यक्रम में डब्ल्यूआईपीएस की अध्यक्ष अरुण शर्मा और अन्य प्रमुख अधिकारी भी उपस्थित थे। 600 से अधिक प्रतिभागियों ने इस मीट में भाग लिया और विभिन्न पब्लिक सेक्टर एम्प्लॉयर्स की क्षेत्रीय महिला कार्यवाहियों की एकत्रित अवधि में सम्मिलित किया गया।

नवभारत



'नारी युग-आज और कल' का आयोजन

■ मुंबई, (ई।) युवा इन सिलेब्रेशन (डब्ल्यूआईपीएस) की 50वीं वार्षिक वार्षिक, लॉन्ग कंसिडर ऑफ पब्लिक सेक्टर एम्प्लॉयर्स (स्कोप) के तहत नेशनल मीट का आयोजन किया गया। इस कार्यक्रम में डब्ल्यूआईपीएस की अध्यक्ष अरुण शर्मा और अन्य प्रमुख अधिकारी भी उपस्थित थे। 600 से अधिक प्रतिभागियों ने इस मीट में भाग लिया और विभिन्न पब्लिक सेक्टर एम्प्लॉयर्स की क्षेत्रीय महिला कार्यवाहियों की एकत्रित अवधि में सम्मिलित किया गया।

The Statesman

SCOPE marks Women's Day with 'Give to Gain' theme:

SCOPE celebrated International Women's Day on the theme 'Give to Gain', with Director General Abul Sobti addressing the organisation's women employees. He said providing women with the right platforms, mentorship and equal opportunities is a strategic investment that strengthens leadership and boosts organisational excellence. Sobti stressed that gender parity can drive institutional success and global competitiveness. The event was attended by women staff members and senior officials of SCOPE.



कोकसत्ता

'HER ERA - Now & Beyond' मुंबई

सर्वजनिक क्षेत्रीय महिला नेतृत्वका नवी दिशा



मुंबई, (ई।) स्कोप के तहत नेशनल मीट का आयोजन किया गया। इस कार्यक्रम में डब्ल्यूआईपीएस की अध्यक्ष अरुण शर्मा और अन्य प्रमुख अधिकारी भी उपस्थित थे। 600 से अधिक प्रतिभागियों ने इस मीट में भाग लिया और विभिन्न पब्लिक सेक्टर एम्प्लॉयर्स की क्षेत्रीय महिला कार्यवाहियों की एकत्रित अवधि में सम्मिलित किया गया।

Hindustan Times

National meet of Forum of Women in Public Sector was organised under aegis of SCOPE in Mumbai

A weekly national meet of the Forum of Women in Public Sector (FWPS) under the aegis of Standing Conference of Public Enterprises (SCOPE), on the theme 'Her Era - Now & Beyond' was inaugurated in Mumbai. The event was inaugurated by Director General Abul Sobti, CEO, SCOPE, & Member, Executive Board, ICF and Chair of Human Resource Leadership, a global association, Membership in the presence of India Economic, Finance, WFP and other officials members of FWPS.



600 participants, the event featured interactive sessions, networking, and a panel discussion on the role of women in leadership and organisational success.

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The Indian EXPRESS

SCOPE: Centred on the theme 'Give to Gain' SCOPE celebrated International Women's Day with inspiring address by Abul Sobti DG, SCOPE to the organization's female workforces. He articulated that facilitating women the right platforms, mentorship, and equitable opportunities is a strategic investment that allows organizations to 'gain' unparalleled leadership and edge in the global economy. His emphasis that by fostering an environment of mutual support and professional empowerment, SCOPE is ensuring a future where gender parity drives organisational excellence. The session was attended by women employees and senior officials of SCOPE.



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अमर उजाला

स्कोप ने महिला दिवस पर गिव टू गेन थीम पर कार्यक्रम आयोजित

मुंबई दिल्ली: अंतरराष्ट्रीय महिला दिवस 2024 के तहत सर्वजनिक क्षेत्रीय महिला नेतृत्वका नवी दिशा (स्कोप) के तहत नेशनल मीट का आयोजन किया गया। इस कार्यक्रम में डब्ल्यूआईपीएस की अध्यक्ष अरुण शर्मा और अन्य प्रमुख अधिकारी भी उपस्थित थे। 600 से अधिक प्रतिभागियों ने इस मीट में भाग लिया और विभिन्न पब्लिक सेक्टर एम्प्लॉयर्स की क्षेत्रीय महिला कार्यवाहियों की एकत्रित अवधि में सम्मिलित किया गया।

Interface with Stakeholders



Mr. Atul Sobti DG, SCOPE and Member, Governing Body, ILO invited to present 'Bipartite Roadmap on Responsible Business Conduct for Decent Work in India' to Mr. Gilbert F. Hougbo DG, International Labour Organization



DG,SCOPE called upon Dr. Srivatsa Krishna, IAS, Secretary, Ministry of Tourism and apprised him of SCOPE's various activities and endeavours.



DG, SCOPE called upon Mr. Lalit Kumar Gupta CMD, Cotton Corporation of India Ltd. and Member, SCOPE Executive Board at CCI office, Mumbai

Personalia



Shri Deepak Gupta
assumes charge of
Chairman and Managing Director,
GAIL (India) Ltd.



Shri Praveen M. Khanooja
assumed charge as Interim CMD,
Engineers India Limited



Shri Nitin Khamesra
assumes charge of Director (Finance),
Shipping Corporation of India



Ms. Nivedita Dubey
assumes charge as Director (HR) of
Airports Authority of India (AAI).
Ms. Dubey is the first ever
woman Director (HR) of AAI



Dr. Rakesh Nandan Sahay
assumes charge of Director (Personnel),
Rashtriya Ispat Nigam Ltd.



Commodore Sujay Kapoor (Retd.)
has assumed charge of Director (Production),
Bharat Dynamics Ltd



Shri Mahesh Chander Gupta
assumes addl. charge of Director (Finance),
National Fertilizers Limited



Shri Rajesh Naik
assumes charge of Director (Projects),
IRCON



Shri Pawan Kumar Rai
assumes charge as Director (Project Planning),
Dedicated Freight Corridor Corporation of
India Ltd.



Shri Vikram Saxena
Director (Technology & Field Services), ONGC
assumes addl. charge of Director
(Strategy & Corporate Affairs), ONGC



Shri Harbrinder Singh Bajwa
assumes charge of
Director (Domestic Division), CONCOR

INNOVEST : Turning Ideas from the field into National Impact

Indian Oil, Marketing Division,
Head Office, Mumbai



IndianOil

**Ms. Sabitha Natraj &
Ms. Indra Bhanu Priyadarshi**

Innovation in large organisations is often imagined as something that happens in laboratories, design studios, or boardrooms. In reality, many of the most practical innovations arise from the shop floor, the terminal yard, the bottling plant, or the retail forecourt—where employees deal with operational challenges every day.

At IndianOil's Marketing Division, innovation already existed in abundance across thousands of locations. What was missing was a credible pathway for these ideas to be heard, evaluated, and implemented across the organisation.

To bridge this gap, IndianOil launched INNOVEST – “In Innovation We Invest.” What began as a platform to capture ideas has evolved into a nationwide innovation ecosystem that encourages employees to question the status quo, propose solutions, and see their ideas translated into measurable business results.

In FY 2024–25 alone, 10,798 ideas were submitted by nearly 13,000 employees across India, with 22 innovations already moving into implementation. Together, these initiatives represent a potential savings impact estimated at ₹1,500 crore, while simultaneously strengthening safety, sustainability, and operational efficiency across IndianOil's vast network.

Creating a Culture Where Ideas Matter

IndianOil's Marketing Division is one of the largest energy distribution networks in the country. With over 40,000 retail outlets, thousands of LPG distribution points, aviation fuelling stations, terminals, and depots, the organisation operates at a scale that touches millions of lives daily.

In such an environment, frontline ingenuity is inevitable. Employees constantly discover ways to improve processes, optimise resources, or enhance safety. Yet historically, many of these improvements remained localised. Three challenges stood in the way:

- Ideas rarely travelled beyond the immediate workplace
- Evaluation processes could appear subjective
- Successful pilots were not always scaled across locations

As a result, valuable insights often stayed confined to individual sites. INNOVEST was designed to change that.

The platform provides a transparent and structured pathway where any employee—from a plant operator to a field officer—can submit ideas for improving operations, safety, cost efficiency, or sustainability.

To ensure fairness, the system uses a code-blind evaluation process. When ideas are submitted through the portal, the identity of the contributor is hidden. Evaluators only see the idea itself—its problem statement, proposed solution, and expected impact.

This approach ensures that the merit of the idea—not hierarchy—determines its progress.

From Idea to Implementation

Innovation programs often succeed in collecting ideas but struggle with implementation. INNOVEST was therefore designed not only as an idea portal but as a complete innovation pipeline.

The program operates through three integrated tracks:

Ideosphere – The Idea Funnel

Ideosphere invites ideas from across the organisation. Submissions are evaluated against clear criteria such as:

- Innovation value
- Feasibility and safety
- Cost–benefit impact
- Replicability across locations

Shortlisted ideas then move to deeper evaluation rounds.

Theory-to-Practice (T2P)

The second track focuses on real-world implementation. Once an idea passes evaluation, it must demonstrate results through pilot trials. Evidence such as performance improvements, cost savings, or safety enhancements must be documented before the solution is recommended for wider adoption.

This ensures that innovations move beyond theory and deliver tangible value.

INNOQUEST – The Knowledge League

While innovation drives improvement, capability building sustains it. For this reason, INNOVEST also includes INNOQUEST, a national-level quiz league designed to strengthen technical and operational knowledge.

Structured like a sports league, INNOQUEST featured 56 live matches with more than 3,000 participants. Over 2,500 questions contributed by 28 departments tested employees on safety procedures, operational scenarios, regulatory compliance, and commercial decision-making.

Using digital platforms for real-time scoring and proctored participation, the quiz transformed learning into an engaging and competitive experience.

More importantly, it reinforced the idea that knowledge of procedures and safety norms is not just compliance—it is professional pride.

Innovation from the Ground Up

The true strength of INNOVEST lies in the type of ideas it surfaces. Many of the most impactful innovations are simple, practical improvements engineered by employees in the field.

For example, a dual water spray system developed at Kanpur Terminal introduced an adjustable flow mechanism for tank cooling during fire protection. Instead of continuously

using high water flow, operators can now adjust the spray intensity depending on operational requirements.

This modification:

- Saves approximately 2,000 kilolitres of water annually per site
- Reduces pumping energy consumption
- Generates significant cost savings, with one installation alone saving about ₹2.24 crore.

Another innovation emerged from Jhunjhunu LPG Bottling Plant, where engineers redesigned the hydrotesting gun and hoses used for testing LPG cylinders. The in-house modification dramatically improved efficiency:

- Cylinder testing throughput increased from 360 to 768 cylinders per shift
- Batch testing time reduced from 9 minutes to about 3.75 minutes
- Capital expenditure for new machines was avoided.

Similarly, a biometric authentication system for tank-truck crews introduced at Durgapur Terminal enhanced safety and regulatory compliance by ensuring that only authorised drivers handle petroleum transportation.

Other initiatives have improved pricing accuracy, waste management practices, and operational efficiency across multiple facilities.

These examples demonstrate a powerful truth: innovation does not always require expensive technology—it often requires attention, experience, and initiative from those closest to the work.

Building Psychological Safety

One of the most significant achievements of INNOVEST is cultural.

In many organisations, employees hesitate to suggest changes because they fear criticism or lack of recognition. By creating a structured system where ideas are fairly evaluated and publicly acknowledged, INNOVEST builds psychological safety.

Employees now know that if they propose a solution and can demonstrate its value, the organisation will support it.

Recognition of innovators has also increased visibility for frontline expertise. When an

operator's idea becomes an adopted practice across the country, it reinforces a powerful message:

Every employee has the potential to shape the organisation's future.

A Learning Organisation in Action

Beyond the financial benefits, INNOVEST has accelerated institutional learning.

Previously, improvements developed at one location might take years to spread elsewhere. Today, the innovation pipeline allows successful ideas to be documented, validated, and shared across the national network much faster.

This ability to discover, test, and scale solutions quickly is essential for a large organisation operating in a rapidly evolving energy landscape.

Moreover, the program aligns strongly with IndianOil's commitment to sustainability and responsible operations.

Many of the innovations focus on:

- Water conservation
- Waste reduction
- Energy efficiency
- Safety enhancements

By empowering employees to identify such opportunities, INNOVEST strengthens both

environmental stewardship and operational resilience.

The Road Ahead

Encouraged by the success of the initiative, IndianOil is now expanding the INNOVEST ecosystem further.

Future editions will introduce new formats such as:

MAT (Management Problems – Team Solutions)

Teams will work on solving real organisational challenges, combining cross-functional expertise.

BET (Best Practices Showcase)

Operational units will share successful practices already implemented locally, enabling faster replication across the network.

DAQ (Daily AI-enabled Quizzing)

Short, regular quizzes will reinforce learning in areas such as safety, sustainability, and operational excellence.

These additions will transform INNOVEST from an annual innovation program into a continuous culture of improvement and learning.

Innovation Powered by People

Large organisations often search for transformation through technology or external consultants. INNOVEST demonstrates a different model.

When employees are given trust, recognition, and a fair platform, they become the most powerful source of innovation.

From reducing water consumption in terminals to improving LPG cylinder testing efficiency, the ideas emerging from INNOVEST show how frontline experience can translate into national impact.

As IndianOil continues to expand into new energy domains and serve millions of customers across India, such initiatives will remain critical.

Because ultimately, innovation is not only about new technology.

It is about people who care enough about their work to improve it—and an organisation that listens.

Women Empowerment: Miles to go before sleep



Ashutosh Kumar
Ex-Senior Manager-Law (Retd)
MMTC Limited

“Some of the greatest minds have been left out of history because they were women.”

Melinda Gates

The journey of human civilization to achieve goal of women empowerment has not yet achieved. Empowerment of women means developing them as more conscious individuals, who are politically active, economically productive and socially interactive. It is a process that enables women to gain access to, and control of, material as well as informational resources. At the same time, it is transformation of the structures or institutions that reinforces and perpetuates gender discrimination. The concept of women’s empowerment was introduced as a concept at the International women Conference in 1985 at Nairobi, which defined it as redistribution of social power and control of resources in favour of women. The United Nations Development Fund for Women (UNDFW) includes following factors in its definition of women empowerment:

- Acquiring knowledge and understanding of gender relations and the way in which these relations may be changed.
- Developing a sense of self-worth, a belief in one’s ability to secure desired changes and the right to control one’s life.

Since time immemorial, the importance of women as real power of society has always been highlighted. Manusmriti says “Where the women are respected, there the deities are pleased; but where they are not honoured, there all the (sacred) rites do not yield rewards.” Ralf Waldo Emerson stated, “A sufficient measure of civilization is the influence of the good women.” Swami Vivekananda once stated: “The Best thermometer to the progress of nation is its

treatment of women”. Mahatma Gandhi stated that woman is the companion of man, gifted with equal mental capacity. Harriet Beecher Stowe once stated that women are the real architects of society. In the scintillating trial scene in *The Merchant of Venice*, Shakespeare through the character of Portia underlined that women are intellectually often superior to their male counterparts.

Despite women playing an important role in the society, they suffered inferior social status and faced discrimination. In early Vedic period, women were empowered. However, later (approximately 500 BC), the status of women began to decline and by and large they faced confinement and restrictions. Taittiriya Brahmana says: “The wife is indeed a friend, a daughter in distress (or humiliation), the son is light in the highest heaven.” In her famous preface to *Middlemarch*, George Eliot writes about the crisis of vocation that many young women feel. They experience a great yearning inside, she wrote, a spiritual ardor to devote their energies in some substantial, heroic, and meaningful direction. They are propelled by moral imagination, the urge to do something epic and righteous with their life. These young women, ‘fed from within,’ soared after some ‘illimitable satisfaction, some object which would never justify weariness, which would reconcile self-despair with the rapturous consciousness of life beyond self.’ And yet Victorian society provided so few avenues for their energy that their ‘loving heartbeats and sobs after an unattainable goodness tremble off and are dispersed among hindrances, instead of centering in some long-recognizable deed.’

The discrimination and unjust treatment to women has led to vocal voices. Fight for the empowerment of women may be difficult to trace in history, but it

can be stated with certitude that there were several voices raising battles to empower them. The prophet was the first who worked against female infanticide centuries before it became fashionable for rest of the world; he gave women the right to education, property and the freedom to choose their marital partner. Initially, in the West, it was a fight to get the right to vote and the debate was absolutely ineffective and, in a way, sterile. Long back Charles Fourier had stated, "The extension of women's rights is the basic principle of all social progress." In 1792, in England, Mary Wollstonecraft in "A Vindication of the Rights of Women" advanced a spirited plea for claiming equality for, "the Oppressed half of the Species". In 1869, "In Subjection of Women" John Stuart Mill stated, "the subordination of one sex to the other ought to be replaced by a principle of perfect equality, admitting no power or privilege on the one side, nor disability on the other". In the same year, Susan B. Anthony proclaimed, "Join the union girls, and together say, 'Equal pay, for Equal work'". The same personality again spoke in July 1871: "Women must not depend upon the protection of man but must be taught to protect themselves." In India also, during 19th and 20th century several social and political reformers raised voices against the inferior social status of women in general and that of Hindu women in particular.

India, in its first important legislation—the Constitution—declared its faith in the empowerment of women by providing equality of men and women as a precondition to ushering in a society where there would be justice—social, economic and political—for all. Why it was necessary to make special efforts for Indian women in the Constitution was best explained by none other than Father of the Nation, Mahatma Gandhi. He described the position of women as being 'somewhat in the position of slaves of old' and added that even "women have been taught to regard themselves as slaves of men." Mahatma Gandhi also drew attention to the fact of the inferior position of Indian women when he wrote: "Today the sole occupation of a woman amongst us is supposed to be to bear children, to look after her husband and otherwise drudge for the household . . . [N]ot only is the woman condemned to domestic slavery but when she goes out as a labourer to earn wages though she works harder than men she is paid less."

The Constitution of India also empowers the State to adopt measures of positive discrimination in favour of women for neutralizing the cumulative socio-economic, education and political disadvantages faced by them. It is pertinent to mention that, the constitution doesn't use the word 'gender'. It uses the word 'sex' in Article 15(1), 16(2), or 325 which prohibits discrimination on ascriptive grounds. Nevertheless, it ensure empowerment of woman through various provisions i.e. equality (Article 14), non-discrimination by the State on the grounds of religion, race, caste, sex, place of birth or any of them [Article 15(1)], State to make special statutory provisions exclusively for the welfare of women and validity of reservation of certain posts exclusively for women [Article 15(3)], Equality of opportunity (Article 16), State to direct its policy towards securing that the citizens, men and women equally have the right to an adequate means of livelihood [Article 39(a)], Equal pay for equal work [Article 39(d)], Protecting the health and strength of workers, both men and women [Article 39(e)], State to secure just and humane conditions of work and for maternity relief (Article 42) and renounces practices derogatory to the dignity of women [Article 51-A(e)]. The Constitution also provides for reservation of seats for women in elections to the Panchayat and the Municipalities. Reservation under articles 243-D(3), D(4), T(3) and T(4) is meant to provide empowerment to the woman.

With the passage of time, several laws i.e. The Immoral Traffic (Prevention) Act, 1956, The Dowry Prohibition Act, 1961, The Indecent Representation of Women (Prohibition) Act, 1986, The Commission of Sati (Prevention) Act, 1987, Protection of Women from Domestic Violence Act, 2005, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and The Criminal Law (Amendment) Act, 2013 were enacted to empower the women. The Hindu Succession Act, 1956 gives absolute right of ownership over property to women and also the right to alienate it. Similarly, Hindu Succession (Amendment) Act, 2005 gave equal status to the daughters by providing natural inheritance to daughter. The Equal Remuneration Act, 1976 provides for payment of equal remuneration to men and women workers and prevents discrimination on the ground of sex. It is also important to note that prior to the passing of

the Protection of Women from Domestic Violence Act, women could only seek criminal sanctions for domestic violence under Section 498- A of the Penal Code or Section 304-B, or face the social stigma of getting a divorce.

However, after enactment of the Protection of Women from Domestic Violence Act, 2005, women do not have to suffer a prolonged period of abuse before taking recourse to the law. This legislation has widened the scope of domestic violence and now it can be broadly related to human rights.

Over the period of time, Judiciary has also pronounced several landmark judgments to ensure empowerment of women. In *Associate Banks Officers' Assn. v. SBI*, Apex Court held that women workers are in no way inferior to their male counterparts and hence there should be no discrimination on the ground of sex against women. In *Bodhisattwa Gautam v. Subhra Chakraborty*, the Court observed that women have the right to be respected and treated as equal citizens. In *Air India Cabin Crew Assn. v. Yeshaswinee Merchant*, the Court has held that the twin Articles 15 and 16 prohibit a discriminatory treatment but not preferential or special treatment of women, which is a positive measure in their favour. Further, the guardianship right of women has undergone a sea of change by this interpretation given by the Court in *Githa Hariharan*.

v. RBI. In *Vishaka v. State of Rajasthan*, the Court defined sexual harassment and laid down the instructions for the employers observing that "Each incident of sexual harassment of woman at workplace results in violation of fundamental rights of "Gender Equality" and the "Right to Life and Liberty". In *Govt. of A.P v. P.B Vijayakumar*, the legislation made by the State of Andhra Pradesh providing 30% reservation of seats for women in local bodies and in educational institutions was held valid by the Court and it was held that the power conferred upon the State under Article 15(3) is so wide which would cover the powers to make the special legal provisions for women in respect of employment or education. In *Dattatraya Moreswar Pangarkar v. State of Bombay*, the Supreme Court held that legal provisions to give special maternity relief to women workers under Article 42 of the Constitution do not infringe Article

15(1). In *Voluntary Health Assn. of Punjab. v. Union of India*, the Hon'ble Court held that female foeticide has its roots in the social thinking which is fundamentally based on certain erroneous notions, ego-centric traditions, pervert perception of societal norms and obsession with ideas which are totally individualistic sans the collective good and held that no awareness campaign can ever be complete unless there is real focus on the prowess of women and the need for women empowerment.

Globally, series of declarations since Convention on the Political Rights of Women (1952) till recently concluded United Nations General Assembly High-Level meeting under the theme "Accelerating the realisation of gender equality and the empowerment of all women and girls" (2020) drew attention of the member states to the hiatus between the declaration in the charter and the prevalent practice of many of the countries. The Covenant on the Elimination of All Forms of Discrimination Against Women (CEDAW), 1979, is the United Nation's landmark treaty marking the struggle for women's right. It is regarded as the Bill of Rights for women. It graphically puts what constitutes discrimination against women and spells out tools so that women's rights are not violated and they are conferred the same rights. The Cairo conference in 1994 organized by United Nations on Population and Development called attention to women's empowerment as a central focus and UNDP developed the Gender Empowerment Measure (GEM) which focuses on the three variables that reflect women's participation in society—political power or decision-making, education and health. UNDP report in 1995 was devoted to women's empowerment and it declared that if human development is not engendered, it is endangered.

In India, in the initial years of five year plans, women's empowerment began mainly as a welfare oriented programme. From the fifth five year plan (1974- 78) onwards, the approach has shifted from welfare to development and then from the eight five year plan (1992-97), emphasis was shift from development to empowerment. In the ninth plan (1997-2002), for the first time, empowerment of women is taken as major plan objective and in the eleventh plan (2007-2012), for the first time, women are recognized not just as equal citizens but as

agents of economic and social growth. The twelfth (2012-2017) and current five year plan focused on certain key strategies for women's empowerment.

In addition to the women-specific policies enunciated in various plan documents, the government has been creating an enabling environment for women empowerment. The first step towards strengthen the national mechanism and focus of women's development was the setting up of department of Women and Child development under the Ministry of Human Resources Development in 1985 which later on became separate ministry in January, 2006. In January, 1991, a statutory body called National Commission for Women (NCW) was instituted with a mandate to study and monitor all matters relating to the constitutional and legal safeguards provided for women and look into complaints involving deprivation of the rights of women. As part of efforts towards empowerment, Government of India declared 2001 as the Year of Women's Empowerment. The National Policy for the Empowerment of Women was also framed in 2001. Later on, the National Mission for Empowerment of Women (NMEW) was also launched by the Government of India on International Women's Day in 2010 with the aim to strengthen overall processes that promote all-round development of women. Presently several women empowerment schemes i.e Beti Bachao Beti Padhao Scheme, One Stop Centre Scheme, Women Helpline Scheme, Ujjawala Scheme, Working Women Hostel Scheme, SWADHAR Greh Scheme Mahila police volunteers, Mahila Shakti Kendras, Nirbhaya Scheme are ongoing to empower the women.

It's an irony that despite several affirmative actions to empower the women, these actions benefited only small population of women and majority of them still did not get benefited. Affirmative action does not become meaningful where the social reality is one of inequality. The inherent nature of women to remain silent leads their voices within herself or within the quiet walls of their houses. In reality, women are treated as object rather than equal partner. The image which society builds and perceives about women is foremost reason of denial of rights of women and hurdle in their empowerment. What has however proved more alarming is that affirmative actions taken for the benefit of women are proving

counterproductive. One such instance pertains to employers, as they are under no compulsion to employ women, are employing fewer of them as the so-called protective legislations cost them money and prove troublesome for them.

It is important to note that in the latest key findings of Global Gender Gap Report, 2020 of World Economic Forum, India ranks 112th on the overall Global Gender Gap Index and India's position is not even good among South Asian countries.

South Asia

Country	Rank		Score
	Regional	Global	
Bangladesh	1	50	0.726
Nepal	2	101	0.680
Sri Lanka	3	102	0.680
India	4	112	0.668
Maldives	5	123	0.646
Bhutan	6	131	0.635
Pakistan	7	151	0.564

The report highlights that condition of women in large fringes of India's society is precarious. The economic gender gap runs particularly deep in India. Among the 153 countries studied, India is the only country where the economic gender gap is larger than the political gender gap. Only one-quarter of women, compared with 82% of men, engage actively in the labour market (i.e. working or looking for work)— one of the lowest participation rates in the world (145th). Furthermore, female estimated earned income is a mere one-fifth of male income, which is also among the world's lowest (144th). Women only account for 14% of leadership roles (136th) and 30% of professional and technical workers. India ranks a low 150th on the Health and Survival subindex (94.4), as a result of the skewed sex ratio at birth: there are 91 girls born per 100 boys born, a ratio well below the natural one. Violence, forced marriage and discrimination in access to health remain pervasive.

Raising the voice for recognition of women working at home, Mariarosa Dalla Costa and Selma James wrote in their seminal piece in 1972 that the woman

working at home produced 'the living human being—the labourer himself.' From the nine-month period of gestation in the womb, women's daily Chores of cooking, cleaning, washing, ironing clothes, preparing lunch boxes and so on produce the labour power that was daily consumed in the shop-floor of the Assembly line and had to be reproduced afresh every day. By providing free services in the home, women made possible the survival of working-class household at subsistence-level wages, with obvious benefits for industry and capital.

Further, women empowerment through Gender equality as an ideal has always eluded the constitutional provisions for equality before the law or equal protection of law. This is because equality is always supposed to be between equals and since the judges did not concede that men and women were equal, gender inequality did not seem to them to be legally forbidden inequality. In *Bradwell v. Illinois*, 83 us 130,141 (1973), Justice Bradley of the United States Supreme Court said: "The natural and proper timidity and delicacy which belongs to the female sex evidently unfits it for many of the occupations of civil life...The paramount destiny and mission of women are to fulfil the noble and benign offices of wife and mother. This is the law of the Creator." As late as in 1961, the United States Supreme Court upheld a law placing women on the jury list only if they made a special request because, as Justice Harlan put it, "a woman is still regarded as the centre of home and family life." (*Hoyt V Florida* 368 US 57, 62 (1961); 7 L Ed 2d 118, 122 (1961))

Nani Palkhivala once stated "When the law comes into conflict with the basic forces of human nature, the law is engaged in a losing struggle." The laws and the legal institutions were of men, run by men and for men essentially and only exceptionally for women. One should be mindful that Justice is not something one may see. Justice is based on values and values are themselves very difficult to define. Justice is not temporal but eternal. It is not the product of one's intellect but of one's spirit. The nearest we can get to defining justice is to say that it is what the right-minded members of the community—those who have the right spirit within them—believe to be fair. Ironically, since time immemorial, who are to be considered as the right minded members of the community or what believe

to be fair is determined by those who themselves believe that women are not equal to men hence there is no need to empower them. Then, the question of equality and empowerment to women is merely dream to remain dream forever. Simone de Beauvoir rightly observed "This humanity is male and man defines woman not in herself, but as relative to him; she is not regarded as an autonomous being.... She is defined and differentiated with reference to man and not with reference to her; she is the incidental, the inessential as opposed to the essential, he is the Subject, he is the Absolute—she is the other."

Hence, mere affirmation, legislative interventions and declarations have failed to bring any change. It requires a firm determination to break the citadel of male dominance and change customs and traditions rooted in the belief of women being inferior and their contribution to the national economy being marginal. The analysis disclosed an important disturbing fact—the lack of appreciation of the principle of integrating women in the national economy on the part of policy makers. The law only requires that there should be no discrimination, but there is no requirement that government should ensure reasonable proportion of number of women in the work force. There is need to understand that clear policy decisions are required to be taken at highest level to integrate women in the national economy—a condition precedent for empowerment of women.

One should understand that there are several methods to ensure empowerment. As far as law as a medium for empowerment of women is concerned, according to S.P. Sathe, it can be done through following three methods:

- I. It can cause empowerment directly by conferring rights on the person whom it intends to empower or by imposing liabilities on the other persons towards the person to be empowered.
- II. It can cause empowerment by strengthening the institutional infrastructure for enforcing such rights and liabilities; and
- III. It can cause empowerment by supporting, stimulating and monitoring the attitudinal and value changes in society.

The success of the first method of legal intervention depends upon the success of the second method and the success of both these methods depends upon the success of third method of legal intervention.

The empowerment can also be done by increase in the qualitative participation of women in decision-making so that they get hold of the situation and become actively involved in the process of decision-making. Women's participation in terms of mere number has no meaning. Women often make up majority of the rank but comprise a minority as far as decision-making process is concerned. Today, there is a need for change- from quantitative to qualitative to strengthen the process of empowerment.

The judiciary should also consciously recruit more and more women judges to have gender balance among judges as well. Gender justice training should extend to the ministerial staff of courts and advocates also. The judiciary would do well to heed the words of Krishna Iyer J., that 'social justice is not constitutional clap trap but fighting faith which enlivens the legislative text with militant meaning', and later he boldly asserted: "We admit the marginal obscurity in the diction of the section but mind creativity in interpreting the provision dispels all doubts. We own that Judges perform a creative function even in interpretation" or the opinion of Chinnappa Reddy J. that "the discovery of new principles and the creative application of old principles is the only way for the judiciary to keep pace with the vast social changes taking place outside the courts and to contribute to these changes." If they did, there would be none of these decisions, which go clearly against the very principle of equality and non- discrimination promised in the Constitution.

The hope still lies as Justice Benjamin Cardozo once stated "The process of Justice is never finished, but reproduces itself, generation after generation, in ever- changing forms, and today, as in the past, it calls for the bravest and the best..." It has to be borne in mind that in the absence of empowerment of women, human rights remain in an inaccessible realm. The days of treating women as fragile, feeble, dependant and subordinate to men should be a matter of history. We all should remember the words of Lord Denning: "If we never do anything which has not been done before, we shall never get anywhere. The law will stand still while the rest of the world goes on, and that will be bad for both."

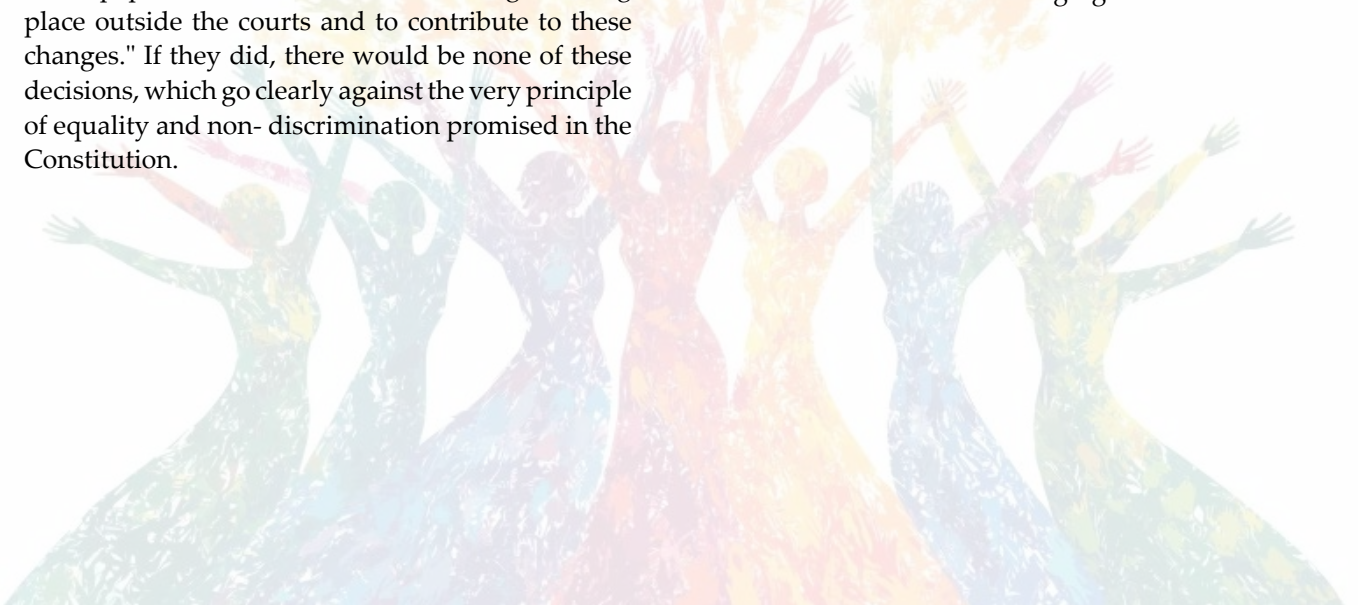
Despite we still have miles to go to ensure real empowerment of women, in the years to come, the dream of the poet Subramaniya Bharatiar for the most beautiful gift of God will become reality:

She walks with raised head,
With her eyes looking straight,
She has her principles,
Unafraid of anybody!

She has a lofty and knowledge based pride, Such
cultured women,

Don't falter from the chosen path, She drives
ignorance away.

She welcomes the bliss of life, With learned mind,
This is the Dharma Of emerging woman.



Building a Strong Team : The Foundation of Organizational Success



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Building a strong team is the key to achieving organizational goals, and it begins with being a good team player.

In today's corporate world, one of the biggest challenges is forming and sustaining effective teams. When a strong team is in place, achieving team goals becomes easier and in turn, organizational goals are accomplished more efficiently. However, working together harmoniously remains a significant challenge.

In many workplaces, it is often observed that team members simply follow instructions, believing that "the boss is always right," regardless of whether decisions are correct. On the other hand, some believe in constructive discussion, healthy debate, and collective decision-making that leads to conclusions acceptable to all.

Conflicts are inevitable in teams, when conflicts escalate and are not handled properly, the ultimate sufferer is the organization. Therefore, if we truly want both individuals and organizations to grow, building good teams must be our priority.

Here are some key principles to form a strong team and become a good team player:

1. Respect Every Team Member

Respect each member of your team whether junior or senior, younger or older. Respect builds trust, and trust builds teams.

2. Have Faith in One Another

Believe in your team members' capabilities. Trust empowers people to perform at their best.



3. Let Go of Preconceived Notions

Avoid forming judgments about people based on past impressions. Offer positive affirmation and believe that each person can successfully complete assigned tasks.

4. Stand Together During Challenges

When mistakes or problems arise, support your team instead of blaming individuals. Unity during difficult times strengthens team bonds.

5. Avoid Negative Talk

Stay away from gossip and negativity. Negative conversations weaken morale and damage trust.

6. Prioritize Team Achievement Over Personal Recognition

Celebrate collective success rather than focusing solely on individual accomplishments. Strong teams value "we" over "me."

7. Unlock Hidden Potential

Every individual has immense untapped potential. Encourage and create opportunities to utilize these hidden strengths.

8. Mentor and Counsel

Guide, mentor, and support team members whenever needed. Growth happens when people feel supported.

9. Spread Positivity

Be happy and spread positivity in your environment. A positive attitude is contagious and strengthens workplace culture.

10. Stay Healthy

A healthy body and mind can achieve wonders. Personal well-being directly impacts professional performance.

11. Appreciate Good Work

Recognize and appreciate good performance. A simple acknowledgment or “well done” can significantly boost motivation, confidence, and commitment.

The most important point is none of these principles are new. We already knew them. The real gap lies not in knowledge, but in practice. True success comes when we consistently apply these values in our daily work lives.

Authority alone does not build strong teams, they are built through respect, trust, appreciation, and shared responsibility.

Most teams fail not because they don't know what to do, but because there is **no system of accountability** around the right behaviours.

In simple words: If good behaviour is not checked, appreciated, or monitored regularly it slowly disappears.

Just like:

- If you don't check attendance, people come late.
- If you don't review goals, performance drops.
- If you don't water a plant, it dries.

I would like to narrate few examples.

While I was working in the Treasury department, One day around 3:30pm we noticed that some funds got credited to our account which were not part of our daily fund plan. I was surprised. The Treasury and Forex teams immediately took action. We informed our boss that we could not afford to spend time discussing how it happened or who was responsible. Instead, we need to focus on taking corrective action before 4:30pm to ensure that funds can properly utilized. Our boss promptly signed the necessary instructions, and we proceeded without delay. By the end of the day, we had successfully deployed the funds, avoiding any idling of funds. This experience reinforced the importance of **trust and teamwork**. Rather than wasting valuable time on blame or lengthy discussions, **we focused on swift corrective action**. It demonstrated how mutual trust and quick decision-making can lead to effective results, especially in time-sensitive situations.

Recently, for 26th January, the Republic Day celebration, our HR informed me previous day that we need to sing Vande Mataram. Initially, I spoke to few colleagues, but no one was willing to come forward and sing. However, instead of giving up, I continued encouraging and motivating them. By the next morning, around ten of us came together and performed the song as a group. This experience taught me that with the right motivation and positive encouragement, people can overcome hesitation and achieve a common goal. It reinforced my **belief that leadership is about inspiring others and bringing them together in the right direction**.



The Four Labour Codes: Reform, Reality and the Impact on Establishments



*Dr. Rajen Mehrotra

Background - The First National Commission on Labour

India's labour reform journey formally began in 1966 with the constitution of the First National Commission on Labour (FNCL), chaired by former Chief Justice of India P. B. Gajendragadkar. The Commission was tasked with reviewing the working and living conditions of labour across organized and unorganized sectors. Its report, submitted in August 1969, was comprehensive and forward-looking. Yet, much of it remained unimplemented, with only select recommendations such as those relating to Works Committees and Contract Labour finding their way into legislation. I was a student of Jamnalal Bajaj Institute of Management Studies (JBIMS), University of Bombay (now called University of Mumbai) from 1968 to 70 studying for the Master of Management Studies (MMS) course when the report was submitted.

Mr S. R. Mohandas (a well-known authority in the field of industrial relations) who was a visiting faculty, taught us the subject of Labour Laws & Industrial Relations. He asked the students to read the report, as the chairman of the report Justice P.B. Gajendragadkar was then the Vice- Chancellor of the University of Bombay. I, as a student remember reading this report, which has remained in cold storage to date and was never implemented.

Background - The Second National Commission on Labour

Three decades later, the Second National Commission on Labour (SNCL) was constituted in October 1999 under the chairmanship of Mr. Ravindra Varma, former Union Minister for Labour. The SNCL was assigned only two tasks (i) suggest rationalization of existing laws relating to

labour in the organized sector, and (ii) suggest an umbrella legislation for ensuring a minimum level of protection to the workers in the unorganized sector. In the terms of reference, the SNCL had a provision that they could submit an interim report which was not there in the terms of reference of FNCL. However, the SNCL chose not to submit any interim report. The SNCL submitted its report on 29 June 2002.

The SNCL recommended consolidation of India's fragmented labour laws into broader thematic groups. Although the report was submitted in 2002, substantive reform materialised only with the enactment of the four Labour Codes between 2019 and 2020.

The Four Labour Codes

The Government consolidated 29 central labour laws into four Codes:

1. Code on Wages, 2019
2. Social Security Code, 2020
3. Industrial Relations Code, 2020
4. Occupational Safety, Health and Working Conditions Code, 2020

Together, they aim to simplify compliance, standardise definitions, expand coverage, and modernise India's labour regulation framework. These Codes became operational on 21 November 2025, marking a 23-year gap between recommendation and implementation.

There is no separate labour code for the informal sector. Under the Wage Code, 2019, the Minimum Wage is guaranteed to all workers, including unorganized sector workers, with a statutory national floor wage. Also, the Gig & Platform

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workers are covered for social benefits under the Social Security Code, 2020.

The Central and State Governments (except Government of West Bengal) had prior to 21 November 2025 released Draft Rules and received objections and suggestions from citizens, organizations, and stakeholders.

The Central Government has once again released the Draft Rules on 30 December 2025. A period of 30 days has been provided for submitting objections or suggestions on the draft rules for Industrial Relations Code, 2020, and a period of 45 days for the draft rules under the other three Labour Codes. It is likely that the Draft Rules will be finalized and released before 31 March 2026.

Key Structural Reforms

Uniform Definitions

A major reform is the standardisation of definitions such as “wages” and “worker” across all Codes, eliminating historical inconsistencies that triggered litigation.

Digital Compliance

Returns and registers are to be filed electronically through labour department portals, increasing transparency and accountability.

Fixed-Term Employment

Employers may engage workers on fixed-term contracts. If employment exceeds 12 months, gratuity becomes payable without the five-year qualifying requirement.

Threshold Revisions

Permission for layoff, retrenchment and closure is now required only for establishments employing 300 or more workers (earlier 100 or more workers). Contract labour registration thresholds have been raised from 20 to 50 workers. Factory definition thresholds have also been increased.

Universal Minimum Wages

Minimum wages now extend to all sectors and all employees, including informal workers, supported by a national floor wage framework.

The Draft Rules have identified occupations under each category: i.e., 116 in unskilled category, 134 in semi-skilled category, 323 in skilled category and 113 in highly skilled category.

Wage Definition Impact

Wages (basic + DA + retaining allowance) will be calculated at actual or at 50% of specified items of remuneration, whichever is higher for social security benefits and leave encashment. This significantly impacts funding for leave encashment and gratuity liabilities.

Leave Eligibility

The eligibility for earned leave now requires 180 days of work instead of 240 days — a clear worker benefit.

Canteen, Welfare and Safety

Canteens are mandatory at 100 workers strength (earlier 250). Welfare and Safety Officer thresholds have been reduced across industries, strengthening workplace standards.

Inclusion and Diversity

For the first time, transgender employees are explicitly recognised in welfare provisions; a progressive step toward inclusive workplaces.

Separate shelters or rest-rooms for male, female and transgender employees to be provided in every factory, mine plus motor transport undertaking wherein an employee is required to halt at night to be made available which employs fifty or more workers compared to the earlier limit of one hundred fifty or more.

In 2017, the Kochi Metro Rail Ltd (KMRL) in Kerala became India’s first government-owned entity to hire transgender employees, employing 23 individuals for housekeeping, customer care, and crowd management to promote inclusivity. Since 2021, Tata Steel Ltd. has also actively employed over 100 transgender individuals, pioneering inclusivity in India's industrial sector by integrating them into core operations like mining, crane operation, and technical roles.

Trade Union Recognition

To date the law on recognition of trade unions was silent, except in certain states i.e. Kerala, Maharashtra & West Bengal. Recognition of trade union has been spelled out in the Industrial Relations Code, 2020 (i.e. after 99 years of The Trade Union Act, 1926 coming into force). The Industrial Relations Code formally introduces recognition of trade unions at the central level. As per the labour Code if only one registered trade union is functioning in an industrial establishment, the employer must, subject to prescribed criteria (i.e. minimum 20 % membership

as mentioned in the draft rules) recognise that union as the sole negotiating union for the workers.

If more than one registered trade union operates in an industrial establishment, the employer must recognise the trade union that has the support of 51% or more of the workers on the muster roll as the negotiating union. Also, if multiple registered trade unions exist and none has the support of 51% or more workers, the employer must constitute a Negotiating Council. The Negotiating Council will include representatives from registered trade unions that have the support of at least 20% of the total workers, with one representative for each 20% of membership (and proportionate representation for any remaining fraction).

Contract Labour Regulation

Contract labour is restricted to defined non-core activities i.e. sanitation, security, canteen services, housekeeping, transport, civil and constructional works including maintenance, gardening, courier services, with limited exceptions. Principal employers must provide equivalent health, safety, and welfare facilities to contract workers.

Appointment letters are mandatory including for contract workers. Draft Rules specify the content of the appointment letters. Establishments need to check their existing employment letters and issue an addendum to the existing employment letters if items mentioned in the Rules are not there in the existing employment letters.

Inter-State Migrant Workers

Employers must ensure registration and annual travel allowance payments from his / her native place to the place of his / her employment for eligible migrant workers, currently defined as those earning below ₹18,000 per month. This limit may be raised as it was incorporated in the Labour Code in 2020.

Penalties and Enforcement

Penalties for non-compliance have increased substantially, with fines ranging from ₹50,000 to ₹5 lakh and imprisonment provisions extending up to three years. Power has been given to officers of appropriate Government to impose penalty in certain cases.

Key implementation challenges:

(i) In an establishment when there is an agitation by the workers involving violence, management of the establishment declare a Lockout to contain the situation. Declaration of

lockouts will now technically become illegal, as the employer has to give fourteen days' notice and the subject matter will get into conciliation. Employers will have to use innovative methods to avoid the Lockout being declared illegal.

- (ii) Every industrial establishment employing 20 or more workers will have to constitute a Grievance Redressal Committee to address individual employee grievances. The Committee must have an equal number of representatives from Employer & Workers and the total number of members must not exceed 10. Chairman post is rotatory annually. Majority vote means at least 50 % of the worker's representatives must endorse the decision along with the Employer's. This Committee is mandatory and the earlier practice where companies had a grievance redressal mechanism with all representatives of the employer is no more valid under the Labour Code.
- (iii) The Code on Wages restricts all deductions to 50% of wages. It is uniform and protective compared to earlier 75% for deductions.
- (iv) Settlement of Wages has to be done within two working days for resignation, dismissal and termination cases. Earlier this was applicable only in the cases of dismissal and termination. Whenever an employee resigns, he / she is governed by the contract of employment, which in most cases gives the option for immediate release, if the employee agrees to pay for the notice period. In case of employees, who are paying for the notice period and seeking immediate release, it will be tough for the establishment to settle the wages in two working days, as payroll for most establishments is outsourced and obtaining the computation within this time period will be tough.
- (v) An independent director cannot be an 'Occupier'. This is a change from the previous law. Hence only the Managing Director or an Employee Director on the Board can be an occupier.
- (vi) Under Duties of Employers it is stated that annual health examination of such employees of such age or such class of employees or establishments or such class of establishments, as may be prescribed by the appropriate Government. When the Labour Codes were made operational from 21 November 2025,

there were advertisements by the Government of India in leading national and regional newspapers that all employees above the age of 40 years will be medically examined annually at the cost of the employer.

- (vii) The Occupational Safety Health & Working Conditions Code, which deals with The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996 states that a person who is deaf or has a defective vision or tends to giddiness be not employed in building or other construction work which is likely to involve a risk of any accident either to the building worker himself or to any other person. Establishments engaging Building and Other Construction Workers will have to get these workers medically examined and ensure they do not have these medical limitations.

Implementation strategy for establishments

Leading organisations are:

- Conducting compliance audits
- Reviewing workforce classification
- Restructuring salary components
- Updating employment contracts
- Revising policies to align with the Codes

Trade Unions Concerns

Major trade unions organised nationwide protests against the implementation of the four new labour codes in February 2026, citing concerns about increased retrenchment thresholds, restrictions on strikes, and expansion of fixed-term and contract labour arrangements. The trade unions claim that the Codes are anti-worker, pro-corporate, and threaten to reduce workers to "virtual slaves" by increasing working hours to 12 per day and restricting strikes.

Some of the reasons why Trade Unions have reservations about the Labour Codes are as follows: --

- (i) Strikes technically will now be illegal.
- (ii) Layoff, retrenchment & Closure permission from Government threshold limit revised from 100 to 300 and no change in compensation, though The Second National Commission on Labour had recommended higher compensation both for retrenchment and closure.
- (iii) Too much of Contract Labour in establishments. The Second National Commission on Labour had recommended that Contract labour not be engaged for core production/service activities but it also suggested that Contract labour to be remunerated at the rate of regular labour. However, these recommendations are not part of the Code.

Conclusion

The Four Labour Codes represent the most significant labour reform in independent India. Whether they ultimately prove transformative or contentious will depend not merely on statutory language, but on how employers, workers, and governments interpret and implement them.

For HR leaders, the Codes are not merely a compliance exercise. They demand strategic workforce planning, constructive industrial relations, transparent compensation structures, and strong governance. The responsibility now rests on organisations to move beyond compliance toward responsible, inclusive, and sustainable employment practices. It is with passage of time that establishments and trade unions will realise and answer whether the Four Labour Codes are "a boon or bane".



Stress – A Silent Killer (Part-2)**

“Stress occurs when perceived pressure exceeds your perceived ability to cope.”

Palmer S.



Prof. (Dr.) Dewakar Goel*

The above aspect of measuring the level of personality on the parameter of assertiveness has been well understood by the management experts and again a questionnaire is devised giving various life situations with numbers from 0 to 5 in the range that most or nearly describes as to how one sees himself in relation to each of the behavior. Let us see what are these life situations;

1. I am inclined to be overly apologetic when I feel so
2. I am able to give compliments and recognition to the people working under me
3. I can generally express my feelings
4. I always remain calm and rational in stressful situations
5. I can give unpleasant statement about colleagues for my truthfulness
6. I state my own view point when I strongly disagree with others' opinion
7. I am being able to contradict the statement of a dominating person
8. I am being able to express my point of view
9. I am being able to defend myself when criticized unjustifiably
10. I can go directly to correct the situation if false rumors are spread against me
11. I am being able to handle a very angry person in a very calm manner
12. I am able to handle the criticism in an effective manner

13. I avoid unpleasant situation because of the fear of not being able to handle them
14. I can settle a dispute between the two persons in my group as a judge
15. I am able to ask people to do unpleasant things
16. I am able to give corrective feedback to the people of my group
17. I can tell him if I feel disturbed from the doings of someone
18. I can express my feelings for the interruption in the middle of my conversation
19. I can cut short the telephonic conversation if someone goes on talking
20. I am able to express my displeasure when a person continuously teases me.

Now have you scored on the above situations on the rating scale from 0 to 5 meaning thereby that in case the answer according to you is never you may give 0 rating whereas if you feel that you are finding yourself in that situation all the time you may give the maximum score of 5. Having given the scoring against each point you may review your final rating from the above exercise. Now do the following for better analysis:

1. Ask yourself if you are happy with your behaviour and want to continue
2. Analyze as to how these behaviors affect you
3. Think about the behavior that needs improvement
4. Make an action plan for the change

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5. State how you are going to make the change

I hope you are enjoying by understanding the above exercises which makes you to measure your stress level. Know your attitude towards others. You must have observed that the personality traits are very important when it comes to the behavior in a particular situation. Generally you will find that the personality of a person is either assertive, aggressive or submissive. Now let us see what is your assessment towards a situation when the response is given. Whether you rate it as assertive, aggressive or submissive?

I am giving you the following five situations and the choice is yours. Remember that your assessment will describe your personality.

1. Your boss praises your way of handling an awkward customer. The response given is 'it was nothing really, you did all the hard work and I only came in at the end'.
2. You want to have a racing car but the salesman is trying hard to convince you to purchase a more expensive car. Though you want to look at several models before deciding. The response is 'Well, it is more or less what I was looking for. I suppose they are all much the same and there is not much point in shopping around.'
3. A group of friends are planning to have a get together, you want to join but the date fixed by the group is not acceptable to you rather it is impossible. Now one of the group members says 'is that OK for everyone then?' The response given here is well, alright as it seems to suit everyone else.
4. A colleague interrupts you when you are making an important phone call. The response comes 'I would like to finish this call then I will be happy to have a word with you.'
5. A friend asks you for a lift. It is inconvenient for you as you are already late and the drive will take you out of the way. The response is 'I am already late so I can't take you all the way. Well I can drop you to the nearby bus stop if it helps.'

Now carefully consider the above responses to

each situation and make up your mind as to what is your assessment. Whether the response is assertive, aggressive or submissive.

Assess your own behavior

Practical exercises based on situations helps in understanding the human behavior so I feel like going on. Here is another exercise which gives you the opportunity of making assessment of your particular behavior depending upon the personality trait and again your rating will be based on the response given for each situation like in the earlier exercise. I feel like giving the title to this particular exercise as 'ways of getting what I want'.

Let us go ahead with the situations and responses.

1. You would like your friend to pick up a weekly for you on his way to your home, you say;
 - a. I really want the weekly but I don't have time to get it myself
 - b. I don't suppose you are passingOh! Never mind it is not important
 - c. Would you mind picking up the weekly on your way over here, I would really appreciate that.
2. Your secretary has begun to produce letters badly with number of errors. You say;
 - a. These letters are really not good enough. You are getting careless or lazy
 - b. Your work has been appalling this week. What is the matter with you?
 - c. I am surprised to see your work this week. Lot of typing errors can we talk about it
3. You have met a person you like very much and would like to go out with her. You say;
 - a. Well, what are you doing these days?
 - b. I would really like to go out with you. How about Saturday?
 - c. I hear there is a good film at the Metro this week?
4. You are wearing your new shirt which you like very much.

Your friend says that she thinks it is terrific.
You say;

- a. Oh! Got it cheap in a sale.....
 - b. Thanks I am glad you like it because I really do
 - c. Oh This! It's nothing special.
5. A colleague asks to borrow your car but you don't feel like lending it out, You say;
- a. You have got the check. Of course you can't get your own car
 - b. Well....Ok.....I suppose it's alright
 - c. I am quite possessive of my car. I am sorry.
6. You are taking a damaged CD to the shop for replacement.
The salesman blames you but you know that it was faulty when you first played it. You say;
- a. It was like this when I first played it. How can it be my fault. Give me a new one
 - b. Don't be ridiculous. I won't try to put one over on you. Are you calling me
 - c. Oh! Alright!
7. You have bought some pens for yourself and put them down in the office when these are in short supply. A junior colleagues comes in, picks them up and walks up. You say;
- a. Hi! Those pens are mine. Can I have them back please?
 - b. Excuse me Oh Well! she is young.... Not her fault.
 - c. I am sorry, but actually those pens are mine. I should not have put them down here.

Now see how you react to the above responses. Of course the analysis of the answers given by you as per your own choice and imagination will reflect the behavior depicting your personality trait.

Assertiveness is the sign of intelligence Believe me, it is important to understand live situations for measurement of stress. I am giving too much

emphasis on assertiveness because it is the key for success and helps in reducing stress. You always feel to know as to how assertive you are at work. I will give you an exercise where you can identify yourself. Look at the situation believing that you find it easier at work with people senior to you, junior to you, colleagues, younger people, staff and others. On the following counts -

- a. To express positive feelings by telling that you appreciate them
- b. Starting conversation
- c. Giving praise and compliments
- d. Receiving praise openly without embarrassment

Again, look how you find yourself in a situation to express negative feelings by showing annoyance or projecting that you feel hurt before the people who are senior to you, subordinates' colleagues, younger people, staff and others. On the following counts-

- a. Refusing to put down
- b. Offering your opinion
- c. Making complaints
- d. To stand up for your rights by refusing requests.

You need to point out in the above exercise about your interaction with the concerned people quite often or seldom. For proper understanding you should identify as to with whom you find it easiest to be assertive and why do you think so. And again make out with whom it is hardest for you to be assertive and why?

Different questions for different people

Since stress is a human behavior problem therefore you can't have one set of questionnaire for measuring the stress level of all the persons. As we have already learnt in the preceding chapters about various causes of stress it is quite clear that we need to have different kind of questions for measurement of stress in various walks of life. This being the position I need to discuss different kinds of questions to be asked on the person concerned for proper assessment of level of stress. Sometimes

these stress measurement exercises also take the form of survey. Some management experts feel that the questionnaire should be designed in such a manner that it makes quite easy for the person to answer after visualizing him in a particular position as suggested in the question. The easiest way is to have the answers in the form of yes or no. But still for checking the magnitude of stress you need to know the extremes. This being the situation in addition to the answer yes or no. It is required to have the measurement of strongness towards that particular yes or no and also the weakness for the same. Some researches devised a ten point scale for making the assessment. Let us have one of such exercise where the answers can be given in yes or no and again the person under stress is required to give due weightage to yes or no on a 10 point scale. See the questions appended below and make out the yes or no, viz-a-viz the strongness and weakness quantified in terms of numericals.

1. Are you being able to find the alternatives for the goals you have not been able to reach
2. Are you doing the most important things first, when you have too many things to do
3. Do you stay away from a crowded place if it makes you feel nervous
4. Do you always accept realistic goals for yourself and also for others
5. Do you try to identify the factors responsible for causing you in stress
6. Do you talk about your problems with friends and family members
7. Are you taking only one thing at a time
8. Do you always have plenty of sleep every night
9. Do you accept what you cannot change in day-to-day life
10. Do you use relaxation techniques when you are in stress
11. Do you find interesting things to do when you get bored
12. Do you enjoy your hobbies whenever you get free

The careful examination of above questions viz-a-viz assessment based on the answers given as yes or no and numerical grading depending upon the self assessment of the person for the positive and negative gravity on ten point scale will help you in understanding the person. Your behavior indicates the stress level. The assessment based on the above questions will reflect the behavioral aspects of the person. I am afraid you must be thinking as to how these measurements are going to help a person who is stressed. Your question is quite logical and justified and I am expected to answer them. But again, I take the aid of some more questions which will indicate as to how successful the analysis based on the questions and assessment thereof can be, for measurement of stress. So now let me have the questions with 3 alternatives against each. You need to give the answers keeping in view of the fact that you are frank and true to your conscious while answering. The question concern about practical situation a person undergoes in day to day life. Therefore you will find them quite realistic. So now coming to the questions.

1. Do you have interest or hobbies in the form of extra co- curricular activities outside the regular job profile
 - a. Yes, I do have
 - b. No, I don't have
 - c. I do not have time for such things
2. Do you get irritated by the behavior of others around you
 - a. yes, sometimes
 - b. Quite often
 - c. I never get irritated come what may
3. Do you feel depressed in day to day life
 - a. Yes, sometimes
 - b. Quite often
 - c. I never get depressed
4. Do you feel tired in the work-life
 - a. Yes, always
 - b. Quite often
 - c. Never

5. Do you relax easily whenever you wish
 - a. Yes, I can relax as per my own wish
 - b. Sometimes
 - c. No never
6. Do you lose your temper in everyday life
 - a. Yes, quite often
 - b. Occasionally
 - c. No, never
7. Do you find difficulty while getting sleep and wake up in the night
 - a. Yes, quite often
 - b. Sometimes
 - c. No, never
8. Do you get sound sleep and wake up fresh in the morning
 - a. Yes
 - b. Sometimes
 - c. Never
9. Do you fall ill with headache, fever and cold
 - a. Yes, quite often
 - b. Sometimes
 - c. No, never
10. Do you suffer from attacks
 - a. Yes, quite often
 - b. Occasionally
 - c. No, never
11. Do you agree that stress affects the health
 - a. Yes, it does
 - b. Sometimes, when it is too serious
 - c. I don't think
12. Do you exercise regularly for relaxation
 - a. No, I don't
 - b. No, I don't have time
 - c. Yes, it is essential

Look at the alternatives given for the above twelve questions. Now we need to examine the answers very carefully especially when it concerns stress situations. Let me analyze the answers given as a). If your answer in most of the cases is a) then you must admit that you are suffering with too much stress and need to take corrective measures. To be more precise if 9 out of 12 of your answers are a) the stress level is quite serious and you need to be alert. Now comes the situation when you answer most of the questions as b) which indicates that you have stress but nothing much to worry because otherwise also a little stress is required in life. But still you need to have some changes in your daily work routine. These changes can be suggested by some of your friends who know you well. The answer c) for most of the questions is quite rare because if you have answered most of the questions as c) it means you have a stress free perfect lifestyle. There are cases where the persons really work hard to reduce stress level and it happens that they could convert most of their (a) into (c). Have a record of events The idea behind the above exercises is to make you aware of the stress level and also to give you suggestions for visualizing the problem areas in a more critical manner. A practical suggestion is to make a diary for recording significant stress situation coming across during the day. You have to be particular about eating habits, physical exercise, priorities of work. You need to consider as to how your day starts whether in a fresh mood or depressing state of mind. Sometimes the company of the people also makes difference therefore; you need to identify the people whose company upsets you. Though it is difficult to admit that you are self-centered and you are doing everything by yourself without looking to others around you. But it is a fact that some people are quite self-centered and face stress. Lastly, to measure the weak and strong points in stress situation, I would like to advise you to start writing. At least write down the things you enjoy. It maybe reading, talking, music, marketing and of course playing games. After writing all your choices see whether you are really having them in reality. Talk to yourself everyday, morning till evening whenever you get free time for yourself. Somehow I feel quite comfortable for Christian religion which I find quite systematic and easy to practice, because it gives enough scope to

talk to yourself. To be more specific the morning and night prayer really touched me. And if you sincerely believe and practice it may not only identify your stress but may come out as remedy also to reduce your stress. The exercises relates to the measurement of stress side by side gives you direction also for reducing stress. It is because of the 3 alternatives suggested in the answers. Therefore unless you are true to your conscious, you can't do justice with any number of questions given to you. There is a general tendency to go for an ideal answer or to answer which projects yourself as a good person. Nobody wants to go for negative points but that is not my idea. While designing the questionnaire and their answers one has to take care that for a particular question if there are 5 answers in the form of statements then there should be the ranking in terms of the points or say score to make assessments. The person who is attempting the questions should be made to believe that there are no right or wrong answers. He should be convinced that the best answers or responses are those which reflect his real feelings. Therefore he should be more open. Then only it will be possible to have the real preferences of the person. It so happens that while ranking the top choice is picked up first and then the last choice. Thereafter the turn comes for the choice which is next to the top and then the choice which is next to the lowest. Generally the remaining choices become the middle choice.

Your preference matters Let us come to some more exercises. There are five statements given and for each statement you are required to place a number that indicates its importance to you on the face of other statements of the group. Say for example, you are required to give the score of five for your choice which you think is highest ranking as per your performance. Similarly, the score of one for the statement which is ranked as lowest by you as per your own choice. Now consider five options for each statement and make your choice by giving rating on the scale of one to five.

- A. The most important factors in a new job.
- i. Friendly attitude with the colleagues
 - ii. Freedom to do the work
 - iii. Job security

- iv. Respect & prestige attached to the job
 - v. Potential for future growth
- B. Important factors in the job
- i. Liberty to have own view point and action
 - ii. Organization is strong and stable
 - iii. The group is having good people
 - iv. Scope for recognition & Importance of achievements
 - v. Scope for utilization of full potential and development of abilities
- C. How do you feel about the factors given below while performing the job
- i. Feeling of pride after accomplishing the task
 - ii. Able to perform the job on your own
 - iii. Job security and good benefits
 - iv. Need for achievement and personal growth
 - v. Requirement of close friendship
- D. Rank the factors you would like most in the job
- i. Harmonious working relationships
 - ii. Job being important in the eye of others
 - iii. Liberty to make decision
 - iv. Interesting and meaningful work
 - v. Scope for a change
- E. Rank the factors which should be there in the job
- i. Feeling of belongingness
 - ii. Stable and orderly job
 - iii. Credit for achievements
 - iv. Independence & freedom to get the job done
 - v. Future growth opportunities

The above statements are to be ranked one to five as I said earlier to make up the final score which will indicate your priorities in job when the final figure is considered. The above exercise while calculating your preferences somehow motivates you also especially when you compare various statements viz-a-viz ranking given by you.

From Combat Readiness to Cultural Harmony: Raksha Mantri Lauds GRSE's All-Round Excellence



The Hon'ble Raksha Mantri, Shri Rajnath Singh, visited the shipyard recently and in his honour, a vibrant in-house cultural programme was presented by employees of Garden Reach Shipbuilders & Engineers Ltd. (GRSE) and their family members at the GRSE Bhavan, Kolkata. The programme celebrated the rich cultural ethos, unity and creative spirit of the GRSE family and reflected the deep-rooted bond between the shipyard and its people.

Among the distinguished dignitaries present on the occasion were Shri Sanjeev Kumar, IAS, Secretary (Defence Production), Ministry of Defence; Cmde PR Hari, IN (Retd), Chairman & Managing Director, GRSE; Cdr Shantanu Bose,

Director (Shipbuilding), GRSE; Shri Niranjan Bhalerao, Director (Finance), GRSE, Shri Abhishek Ranjan, IOFS, Chief Vigilance Officer, GRSE, along with senior officials and employees of GRSE.

On the occasion, the Hon'ble Raksha Mantri felicitated the participants of the cultural programme and appreciated the fact that the event was conceptualised, curated and performed entirely by employees and their family members. He commended Team GRSE for exemplifying excellence not only in shipbuilding but also in nurturing a vibrant organisational culture rooted in collective participation and shared pride.

Addressing the workforce, Shri Rajnath Singh described GRSE employees as the "Silent

Warriors" and "Karmayogis" of India's maritime frontiers. He observed that every ship constructed at GRSE is a symbol of national resolve and self-reliance, and that the transformation from a "Buyer's Navy to a Builder's Navy" is being shaped in shipyards such as GRSE through skill, innovation and dedication on the shop floor.

The Raksha Mantri also acknowledged GRSE's strides in integrating advanced technologies, including AI-enabled systems, digital shipbuilding practices and Industry 4.0 solutions, noting that modern maritime strength lies not only in steel but also in the intelligent application of technology. He reiterated that Aatmanirbhar Bharat in defence



Shri Rajnath Singh, Hon'ble Raksha Mantri with Shri Sanjeev Kumar, IAS, Secretary (Defence Production), Ministry of Defence; Cmde PR Hari, IN (Retd), CMD, GRSE alongwith participants during the inhouse cultural programme

manufacturing is being realised through the collective efforts of public sector shipyards like GRSE.

Subsequently, on the sidelines of the event, Cmde PR Hari, IN (Retd), Chairman & Managing Director, GRSE, stated that this marks the second visit of the Hon'ble Raksha Mantri to GRSE. He recalled that GRSE had the distinct honour of hosting Shri Rajnath Singh during the launch of Dunagiri, the second Project 17A Advanced Frigate, on 15 July

2022. He further informed that this warship, built with state-of-the-art indigenous capabilities, will be delivered to the Indian Navy soon, reinforcing India's maritime preparedness. He also mentioned that the 1st Survey Vessel (Large), INS Sandhayak was commissioned at Visakhapatnam on 03 Feb 2024, and 1st P17A Advanced Frigate INS Himgiri was commissioned at Visakhapatnam on 26 Aug 2025, both in the august presence of Hon'ble Raksha Mantri.

The visit of the Hon'ble Raksha Mantri marks another significant milestone in GRSE's journey as a strategic pillar of India's maritime strength. Anchored in engineering excellence and propelled by digital transformation, GRSE continues to chart a confident course towards building technologically advanced, indigenously designed platforms for a secure and self-reliant India.

NMDC Scripts History as India's First Mining Company to Reach 50 Million Tonnes of Iron Ore Production

NMDC Limited has scripted history by becoming the first mining company in the country to produce 50 million tonnes (MT) of iron ore in a single financial year, a significant milestone that comes days ahead of the close of FY 2025-26.

Established in 1958 to develop India's iron ore resources, NMDC produced around 10 MT in 1978. Over the decades, output has expanded fivefold to reach a historic 50 MT in FY 2025-26, reflecting the company's steady transformation into the backbone of India's iron ore supply chain.

NMDC's rise to the 50-million-tonne mark also underscores a sharp acceleration in growth in recent years. Production has increased by nearly two-thirds

since 2015, rising from about 30 MT to 50 MT, with nearly one-fifth of the current capacity added in the last four years alone showing the fastest expansion phase in the company's history.

As India advances towards its target of expanding steelmaking capacity to 300 million tonnes by 2030, ensuring a stable and reliable domestic supply of iron ore has become a strategic priority.

Commenting on the achievement, Shri Amitava Mukherjee, CMD, NMDC Limited, said: "Reaching 50 million tonnes is a notable achievement and reflects the strong progress we have made under NMDC 2.0. What once took decades to build, we have accelerated in just a few years

through sharper execution, responsible mining practices, and a clear commitment to national priorities. Being India's largest iron ore producer comes with a huge responsibility, and this milestone reflects not just the strength of our operations but also the trust placed in us to support the nation's steel ecosystem."

With highly mechanised operations across the mineral-rich regions of Chhattisgarh and Karnataka, NMDC remains central to ensuring the country's iron ore security. The company continues to focus on operational excellence, technological advancement, and responsible mining practices, as it looks ahead to the next phase of growth.

Ground-breaking ceremony of GAIL's upcoming R&D centre

The groundbreaking ceremony for upcoming GAIL R&D Centre in Sector 22, Industrial Model Township (IMT), Sohna, Haryana was done recently by Shri Sandeep Kumar Gupta, Chairman & Managing Director, GAIL in presence of Shri Rajeev Kumar Singhal, Director (BD) and senior officials of GAIL (India) Limited.

The new R&D Centre is envisioned as a state-of-the-art, future-ready innovation hub that will strengthen GAIL's technological capabilities across its core business and emerging clean energy domains. Spread over 30 acres, the Centre will feature world-class laboratory infrastructure and advanced pilot-scale facilities to bridge the gap between laboratory research and field deployment. The facility, spread over 85,000 square meters, will house seven major research verticals,



Shri Sandeep Kumar Gupta, CMD, GAIL, Shri Rajeev Kumar Singhal, Director (BD), GAIL and senior officials, GAIL during the groundbreaking ceremony

including Natural Gas Pipeline Integrity & Asset Management, Natural Gas Applications & NG/CO₂ Valorisation, Petrochemicals & Polymers, Renewables, Biotechnology, Nanotechnology and Advanced Analytical Sciences.

In addition, the Centre will be equipped with sophisticated pilot facilities such as closed-

loop pipeline testing systems, linear pull-through rigs, and pilot reactors for polymer development and natural gas/CO₂ valorisation etc. These facilities will enable validation of new processes, materials, pipeline technologies, and sustainable energy solutions under industry relevant conditions.

The R&D Centre is expected to play a pivotal role in strengthening indigenous technology development, fostering collaboration with academia and startups, and supporting India's energy transition journey. On this occasion, GAIL reaffirmed its commitment to building an institution of excellence that will contribute to innovation-led growth and the vision of Atmanirbhar Bharat.

---Har Ek Kaam Desh Ke Naam---



RECPDCL Hands Over Umred Power Transmission Limited, a SPV of Intra State Transmission Project of Maharashtra, to M/s Maharashtra State Electricity Transmission Company Limited

REC Power Development and Consultancy Limited (RECPDCL), a wholly owned subsidiary of REC Limited, handed over a project specific SPV (Special Purpose Vehicle) of InSTS Transmission Project of Maharashtra under TBCB route viz, Umred Power Transmission Limited to the successful bidder i.e. M/s Maharashtra State Electricity Transmission Company Limited recently.

M/s Maharashtra State Electricity Transmission Company Limited emerged as the successful bidder through Tariff-Based

Competitive Bidding (TBCB) process conducted by RECPDCL, the Bid Process Coordinator, for development of the transmission project on Build, Own, Operate & Transfer (BOOT) basis.

The SPV was handed over by Shri Vijay Kulkarni, Sr. GM & HoD (T&D), RECPDCL to Ms. Vineeta Shriwani, Company Secretary and Sh. Amit Naik, Chief Engineer (TBCB), Maharashtra State Electricity Transmission Company Limited in the presence of Senior Officials of RECPDCL, Maharashtra State Electricity Transmission

Company Limited and Maharashtra STU. The implementation period of the project is 24 months.

The scheme broadly covers establishment of 400/220/132 kV Substation at Umred, 220 kV Double Circuit line of around 51 km from Umred (New) to Add. Buttibori (Proposed), 132 kV Double Circuit line of around 38 km from Kolari (existing) to Umred (New) and LILO of different lines at 400/220/132 kV, along with other associated works.



Women’s Day Celebrations at Balmer Lawrie

On the occasion of International Women’s Day, a panel discussion was organised in hybrid mode on the theme, ‘From Allyship to Action: What Are You Willing to Give?’ This event, recently addressed by eminent panellists from various walks of life. The panellists included Ms. Shefali Goradia, Chairperson, Deloitte –

South Asia, Ms. Simran Sharma, Paralympic Bronze Medallist and Current World Champion, Ms. Sangeeta Ramrakhyani, Director [HR], Central Warehousing Corporation and Dr. Mohua Banerjee, Director, International Management Institute. Mr. Adhip Nath Palchadhuri, CMD along with other Functional Directors

of Balmer Lawrie were present on the occasion.

Besides the panel discussion, a self-defence workshop is being organised in the Eastern region for women employees and women family members of all employees.



Panel discussion on the topic ‘From Allyship to Action: What Are You Willing to Give?’ was organised for all Balmer Lawrie employees on March 06, 2026 as part of International Women’s Day



[Top Row - left to right – Ms. Mohar Mukhopadhyay, Head (Corporate Communications) Balmer Lawrie, Dr. Mohua Banerjee, Director, International Management Institute. Mr. Adhip Nath Palchadhuri, CMD, Balmer Lawrie, Mr. Abhijit Ghosh, Director (HR & CA), Balmer Lawrie, Ms. Sangeeta Ramrakhyani, Director [HR], Central Warehousing Corporation, Ms. Simran Sharma, Paralympic Bronze Medallist and Current World Champion. Second Row – Ms. Shefali Goradia, Chairperson, Deloitte – South Asia]

NHPC Celebrates International Women’s Day with Empowering Team-Building Event in Faridabad

NHPC Ltd celebrated International Women’s Day with a thoughtfully organized one-day outbound team-building program for its female employees at Faridabad. Conducted in collaboration with the WIPS Cell, NHPC, the event highlighted the organization’s ongoing commitment to fostering an inclusive and equitable workplace.

Participants enthusiastically took part in a variety of activities designed to enhance synergy, communication skills, and team coordination, alongside rejuvenating exercises that promoted relaxation and camaraderie. The initiative not only strengthened workplace bonds but also reinforced NHPC’s dedication to empowering its

women workforce and enhancing overall organizational excellence.

The event was widely appreciated, with participants expressing gratitude for the enriching experience and the opportunity to grow both professionally and personally.



REC Limited receives 2 awards at National Leadership Summit & Awards 2026

REC Limited achieved a significant milestone at the National Leadership Summit & Awards 2026, held recently at the Bombay Stock Exchange, Mumbai, by receiving two prestigious national honours.

Shri Harsh Baweja, Former Director (Finance) and CFO of REC Limited, was conferred the esteemed “India’s Most Influential CFO 2026” award. The honour recognises his exemplary leadership and outstanding contributions during his tenure as Director (Finance) and Chief Financial Officer from May 2024 to January 2026. Shri Harsh Baweja personally accepted the award at the ceremony.

In addition, REC Limited was awarded the India CSR



Initiatives & Social Impact Award for Excellence in CSR for Healthcare Access, reaffirming the organisation’s strong commitment to inclusive growth and impactful social development. The award was received on behalf of REC by Shri Alok Singh, Chief Program

Manager, Regional Office – Mumbai.

These recognitions underscore REC Limited’s leadership in financial excellence as well as its sustained efforts towards driving meaningful social impact across the country.

RailTel wins Two Awards at Governance Now PSU Awards

RailTel Corporation of India Ltd. , was honoured with two prestigious awards at the 12th Governance Now PSU Awards. RailTel received recognition in the categories of Excellence in Infrastructure Development and Best Overall Financial Performance.

The award for Excellence in Infrastructure Development recognises RailTel’s sustained efforts in building and expanding a robust telecom and digital infrastructure across the country. Through its extensive optical fibre

network and digital platforms, RailTel continues to support connectivity, digital services, and e-governance initiatives, enabling seamless communication for government institutions, enterprises, and citizens.

The award for Best Overall Financial Performance highlights RailTel’s strong financial growth, operational efficiency, and consistent performance. RailTel continues to blend its financial and business growth strategies to achieve synergies and complementarity, ensuring

sustainable revenue expansion, capital efficiency, and long-term value creation. The company’s steady growth and profitability reflect a well-executed strategy that balances business diversification with financial discipline.

These recognitions reaffirm RailTel’s dedication to strengthening the nation’s digital backbone and contributing to the vision of a connected and digitally empowered India.

EIL Long Service Awards 2026 Celebrated During 62nd Foundation Day

Engineers India Limited (EIL) celebrated dedication and excellence by organizing its Long Service Awards 2026 alongside its 62nd Foundation Day, honoring employees for their remarkable contributions spanning 15 to 40 years.

The prestigious ceremony recognized employees who have completed 40, 35, 30, 25, 20, and 15 years of service, acknowledging their unwavering commitment to the organization's growth and their role in nation-building. On this occasion, Shri Praveen Mal Khanooja, Additional Secretary, Ministry of Petroleum & Natural

Gas (MoP&NG) and Additional Charge of C&MD, EIL, conveyed his heartfelt congratulations through a video message. He applauded the awardees and extended his best wishes to their families for supporting them throughout their professional journey.

The ceremony was graced by EIL's senior leadership team. They personally felicitated the awardees, appreciating their dedication and long-standing service. The evening was further enlivened by soulful and captivating performances by EIL employees, showcasing the

organization's vibrant cultural spirit. These performances added warmth and celebration to the occasion, making it a memorable event for all attendees. The Long Service Awards ceremony stands as a testament to EIL's commitment to recognizing employee loyalty and fostering a culture of excellence.

The event not only celebrated professional milestones but also reinforced the organization's role in contributing to India's infrastructure and energy sector development.



New and Improved Convention Centre at SCOPE Complex and SCOPE Minar

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Conference Facilities at SCOPE Convention Centre Lodhi Road, New Delhi

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

Tagore Chamber



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

Auditorium



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

Bhabha Chamber (Board Room)



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

Mirza Ghalib Chamber



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

Fazal Chamber



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

Business Centre



The Business Centre has a capacity of 7 persons and is equipped with multi point Video Conferencing System (1+3), that can connect with three locations at a time.

Annexe II



The Annexe-II has the capacity of 15 Persons and is equipped with projector screen.

Banquet Hall



The banquet hall has a capacity of 500 Persons for the purpose of lunch & dinner with variety of cuisines. Seating can be arranged for 40 persons.

Tansen Chamber at UB



The Tansen Chamber has capacity of 30 persons and also has stage & podium equipped with projector and screen.

Annexe I



The Annexe-I has capacity of 20 Persons and is equipped with projector and screen.

Amir Khusro Chamber at UB



The Amir Khusro Chamber has capacity of 35 persons with facility of stage & podium equipped with projector and screen.

Facilities for specially-abled persons at SCOPE Convention Centre:



For Booking & Tariff details please contact:

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Conference Facilities at SCOPE Minar Convention Centre, Laxmi Nagar, New Delhi

SCOPE Minar, Architecturally conceived in the form of two high rise curvilinear tower with blocks sitting on a four storey circular Podium Block, is strategically located in Laxmi Nagar District Centre, Delhi -110092 and housing around 40 PSEs of repute. It is one of the iconic buildings of East Delhi. It has a huge foyer which gives an ambience look inside the building. There is greenery all around the SCOPE Minar building with large size planters. The building also has state-of-the-art Convention Centre comprising of five conference halls:

Board Room



Board room having "U" shaped table, has a seating capacity of 50 delegates with modern facilities - projector, screen, sound system, table mic etc.

Auditorium



The auditorium has a capacity of 350 delegates. Various seminars, training programmes, presentations, get together etc. can be conducted in auditorium which is equipped with projector screen. It provides ambient and peaceful environment for the programmes.

SCOPE Academy of Public Sector Enterprises



SCOPE Academy of Public Sector Enterprises (APSE) conducts executive development programmes for PSEs' executives. It has three training halls equipped with projector, screen, sound system etc. one with capacity of 40 persons and two halls with capacity of 30 persons each for training purpose.

VIP Lounge



VIP Lounge has seating capacity of 30 delegates. CMDs, Directors, and other high level officials can use it as waiting lounge also.

Meeting Hall



Meeting hall having "U" shaped table, has a seating capacity of 62 delegates. Most widely used for small size meetings and training programmes, group power point presentations etc. and is equipped with projector and screen.

For Booking & Tariff details for Convention Center, SCOPE Minar, Laxmi Nagar please contact

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There is a wide space for vehicle parking that cater to a capacity of 550 cars, including the newly built good quality Banquet Hall wherein 300 delegates can comfortably dine at a time, making it special to deliver an all-round conducive meeting environment.

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