

KALEIDO SCOPE

STANDING CONFERENCE OF PUBLIC ENTERPRISES



Hon'ble Union Minister Dr. Jitendra Singh Inaugurates 3rd Batch of DAKSH



ITDC & SCOPE in collaboration with LBSNAA Launch Landmark AI Program



SCOPE and IISD Sign Strategic MoU to Accelerate Sustainable Energy Transition

SCOPE & PSEs celebrate Independence Day





11th

ADVANCED GLOBAL LEADERSHIP PROGRAMME (AGLP 2.0)

by Standing Conference of Public Enterprises (SCOPE), New Delhi
in collaboration with
Indian Institute of Management (IIM), Calcutta

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Message By Chairman

At the very outset, I want to extend my warmest greetings to all of you on the occasion of our country's Independence Day. As the nation celebrates its freedom, we at SCOPE continue to reinforce the commitment of Public Sector Enterprises (PSEs) — the true building blocks of our nation.

Building a modern, resilient country means we must constantly evolve. We cannot rest on our past laurels. Instead, we have to proactively equip our people, protect our environment, and master the technologies that are redefining the global landscape. I am incredibly proud of the momentum SCOPE continues to build across all these fronts.

In today's rapidly evolving corporate landscape, cultivating the next generation of visionary leaders to steer India's Public Sector Enterprises (PSEs) remains a core imperative for SCOPE. Reflecting this commitment, we were honored to have the Hon'ble Union Minister, Dr. Jitendra Singh, inaugurate the third batch of our flagship leadership program, DAKSH.

This initiative is especially close to my heart because it is far more than a standard training program—it is a platform designed to unearth future-ready leaders who will confidently steer India's economic engines.

Also, acknowledging the urgent need for climate action, SCOPE recently signed a strategic MoU with the International Institute for Sustainable Development (IISD).

We at SCOPE believe that actions speak louder than words. This partnership moves us beyond mere talk, delivering a concrete catalyst for a practical, sustainable transformation at the core of India's energy landscape.

As we all know, artificial intelligence is no longer just on the horizon; it is actively rewriting the rules of modern governance. To ensure we stay ahead of this curve, SCOPE and ITDC, in a proud collaboration with LBSNAA, recently organized a landmark AI summit. The enthusiastic response to the initiative has encouraged us to organize more such programs in the future.

These milestones are interconnected steps toward a smarter, greener, and future-ready public sector. The journey of building this nation is continuous, and the dedication of our PSEs remains our greatest strength. Let us keep pushing the boundaries of what we can achieve together.

Jai Hind!

K. P. Mahadevaswamy
Chairman, SCOPE



Message By Vice-Chairman

As we mark another Independence Day, I am reminded of the profound responsibility that Public Sector Enterprises bear in sustaining India's progress. While our nation celebrates freedom, we at SCOPE must translate that spirit into tangible outcomes that strengthen the economic foundations of our country.

SCOPE's sustainability commitment is reflected in two strategic partnerships that represent our determination to operationalize environmental responsibility at scale. One being our recent MoU signed with the International Institute for Sustainable Development (IISD).

And other, the ongoing SCOPE-GIZ partnership. This alliance underscores our mission to ensure that India's Public Sector Enterprises (PSEs) remain environmentally conscious stewards of our natural resources.

Through this collaboration, we are positioning our public sector to lead the energy transition and innovate in green technologies. A significant milestone in this journey was the workshop organized jointly by SCOPE and GIZ at BEL, Bangalore, which brought together thought leaders and practitioners to explore practical pathways for sustainable business operations.

Recognizing the transformative impact of AI in the modern workplace, SCOPE and ITDC, in collaboration with LBSNAA, launched a program titled 'AI Champions for Digital Governance.' This program aimed for PSEs to strategically harness emerging technologies and drive enhanced governance, operational efficiency, and sharper decision-making.

At the heart of our institutional strategy lies our unwavering commitment to nurturing the next generation of visionary leaders. The recent inauguration of DAKSH 3 by Hon'ble Union Minister Dr. Jitendra Singh marks

a significant stride in our commitment to succession planning and institutional continuity.

The enthusiasm with which our member organizations have embraced this program demonstrates a shared understanding that investing in people is investing in our nation's future.

Beyond DAKSH, SCOPE continues to strengthen its leadership development ecosystem through its upcoming initiatives like the Harvard ManageMentor (HMM) and the Advanced Global Leadership Programme (AGLP 2.0), each designed to cultivate different facets of leadership excellence across our PSE ecosystem.

Our role as the apex body representing India's PSEs demands that we remain at the forefront of three critical transformations—institutional, environmental, and technological. Each initiative we undertake must contribute to making India's public sector not just a participant in global economic discourse, but a leader in sustainable, inclusive, and innovative development.

I warmly invite all our member organizations to engage actively with these initiatives. Your participation, feedback, and shared experiences are instrumental in shaping SCOPE as a stronger, resilient, and responsive apex body.

Let us move forward with collective purpose and unwavering commitment to excellence.

Brajesh Kumar Upadhyay
Vice Chairman, SCOPE

Director General's Desk



SCOPE, as the dynamic apex body of Public Sector Enterprises, continues to play a proactive and pivotal role in empowering Indian PSEs and driving excellence across diverse platforms. With its ever-expanding footprint, SCOPE remains a recognised voice in fostering meaningful dialogue, capacity building, and sustainable growth.

Recognising the evolving demands of the future workplace, SCOPE continues to champion workforce development and upskilling. In this regard, SCOPE and the Capacity Building Commission (CBC) recently marked a significant milestone with the inaugural of **DAKSH 3.0**. The continued success of this flagship program reflects our collective dedication to shaping an agile, resilient, and future-ready leadership pipeline across the public sector.

In continuation of our strategic engagements and policy advocacy, SCOPE team recently met with the Secretary, DPE, and senior officials of DPE to present the findings of the first deliverable of a comprehensive study entrusted by DPE to SCOPE. This meeting represents a vital step in reinforcing our shared vision and ensuring that our initiatives continue to enhance the operational competitiveness of PSEs.

As the global focus intensifies on climate action and green growth, SCOPE is taking decisive steps to support our enterprises in this transformative journey. I am pleased to share that SCOPE recently signed a Memorandum of Understanding (MoU) with the **International Institute for Sustainable Development (IISD)**. This partnership is a significant stride toward accelerating the sustainable energy transition in India's energy sector, firmly aligning our public enterprises with global sustainability benchmarks.

Further advancing our technical collaborations and capacity-building initiatives, SCOPE, in partnership with **GIZ**, successfully organised a dynamic workshop hosted at **BEL, Bangalore**. Such engagements provide an invaluable platform for knowledge exchange, empowering our workforce to embrace global best practices and innovative operational models.

To ensure our enterprises are equipped to navigate rapid technological shifts, SCOPE and **ITDC** recently launched an advanced **AI program** in collaboration with the **Lal Bahadur Shastri National Academy of Administration (LBSNAA)**. This initiative reflects our collective effort to integrate smart technologies and artificial intelligence into the core strategies of public administration and enterprise management, future-proofing our public enterprises.

As India approaches Independence Day, we honor our nation's journey and the steadfast contributions of PSEs to our national progress. Moving forward, SCOPE as the apex body will continue to organize an array of programs on pertinent subjects and I am sanguine that our initiatives will continue to enable innovation, nurture leadership, and foster global engagement.

Programmes & Initiatives launched (since last issue of KALEIDOSCOPE)

Launch of third batch of DAKSH – 3rd July, 2026

SCOPE and IISD, Canada Sign Strategic MoU – 7th July, 2026

SCOPE GIZ Southern Region Workshop, LeadIT and Sustainable Visit for PSEs – 24th July, 2026

Programmes & Initiatives in the offing

Lecture on Stress Free Working Transforming Work through Wisdom with Shri Sunil Bajpai – 3rd August, 2026

SCOPE Celebrates Independence Day – 15th August, 2026

Launch of Advanced Global Leadership program (AGLP 2.0)

SCOPE & Harvard Business School Publishing Corporation's Harvard ManageMentor Program

Atul Sobti
Director General, SCOPE

Dr. Jitendra Singh Inaugurates 3rd Batch of 'DAKSH', a SCOPE-CBC Commitment for Leadership Excellence

Dr. Jitendra Singh, Hon'ble Minister of State (Independent Charge) for Science & Technology, Minister of State (Independent Charge) for Earth Sciences, Minister of State in the Prime Minister's Office, Minister of State for Personnel, Public Grievances & Pensions, Minister of State in the Department of Atomic Energy, and Minister of State in the Department of Space, inaugurated the 3rd Batch of DAKSH, the flagship leadership program by SCOPE and CBC, on 3rd July 2026. Ms. S. Radha Chauhan, Chairperson, CBC; Shri K. Moses Chalai, Secretary, DPE; Dr. K.P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Dr. Alka Mittal, Member, CBC; Shri Roop Narayan Sunkar, Member, PESB;

Shri Brajesh Kumar Upadhyay, Vice-Chairman, SCOPE & CMD, GSL; Shri Atul Sobti, DG, SCOPE; alongside Senior Govt. officials, PESB members, and CPSE leaders. The third batch of DAKSH entails 70 participants from PSEs across diverse sectors.

DAKSH (Development of Aspiration, Knowledge, Succession & Harmony) is a 12-month immersive learning journey, meticulously designed to be future-focused, empowering participants with the strategic, behavioural, and transformational competencies required to navigate the complex and evolving challenges of the Public Sector.

Inaugurating the cohort, Dr.

Jitendra Singh commended SCOPE and CBC on the growing credibility of DAKSH, noting with pride that several alumni from previous batches have already advanced to Board-level roles. He urged the new cohort to embrace interactive, technology-driven learning over passive participation and to master global strategies that will equip them to lead in an increasingly complex world. He expressed confidence that when India celebrates 100 years of independence, SCOPE and CBC will look back with pride at having built the leadership foundation that helped the nation realise its full potential.

Ms. S. Radha Chauhan emphasized that in an era where agentic AI and evolving



(L-R) Shri Atul Sobti, DG, SCOPE; Prof. Madan Pillutla, Dean, ISB; Dr. K.P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Shri K. Moses Chalai, Secretary, DPE; Hon'ble Union Minister Dr. Jitendra Singh; Ms. S. Radha Chauhan, Chairperson, CBC; Shri Roop Narayan Sunkar, Member, PESB; Dr. Alka Mittal, Member, CBC; and Shri Brajesh Kumar Upadhyay, Vice-Chairman, SCOPE & CMD, GSL during the inaugural session.

technology ecosystems are redefining governance, citizen-centric leadership is essential. She urged participants to fully leverage every learning immersion, enabling them to return to their organizations as future-ready leaders.

Shri K. Moses Chalai highlighted the vital role of PSEs in the nation's economy, underscoring that visionary leadership is essential at this scale of national contribution. Noting that CPSEs have transformed with time, he affirmed that DAKSH is precisely the platform needed to nurture talent and build future-ready leaders.

Dr. K.P. Mahadevaswamy, expressed gratitude to Dr. Jitendra Singh for his presence, reaffirming the Government's commitment to capacity building, and emphasised that the true strength of an organisation lies not in its assets but in the people, it nurtures and the leaders it develops.

Expressing his gratitude to all distinguished dignitaries, Shri Atul Sobti described the gathering as not merely an inauguration, but a reaffirmation



Hon'ble Union Minister Dr. Jitendra Singh addressing participants at the inauguration of DAKSH 3.

that organizations investing in future leadership achieve the greatest success. He added that while exceptional individual leaders exist, the need for strategic vision and cross-sectional expertise has grown and DAKSH, a first-of-its-kind initiative, offers the same.

Dr. Alka Mittal speaking on the strategic role of PSEs said that they are the foremost instruments for realizing Viksit Bharat and DAKSH aims to create leaders for them who are strategic in outlook, principled in conduct, resilient in spirit, and grounded in ethical clarity.

Prof. Madan Pillutla expressed his honour at ISB's association

with DAKSH, and shared that as the academic and Knowledge partner for DAKSH 3, ISB is committed to delivering an outstanding, world-class learning experience.

Delivering the concluding remarks and vote of thanks, Shri Brajesh Kumar Upadhyay expressed that as India moves forward with confidence, the role of Public sector leadership becomes ever more important and that it is ultimately leadership that determines the success of any organization. He conveyed that every participant leaves the occasion inspired, encouraged, and united by a shared sense of purpose.



DG, SCOPE, addressing participants of the 3rd Batch of DAKSH at the inaugural ceremony.



Shri K. Moses Chalai, Secretary, DPE, shares his insights with participants at the inaugural ceremony of DAKSH 3.

Glimpses of the Inauguration of DAKSH 3 at SCOPE Complex,

Leadership program held on 3rd July 2026 New Delhi



SCOPE and IISD Sign Strategic MoU to Accelerate India's Sustainable Energy Transition

In a significant step toward advancing role of Indian corporates in the country's clean energy future, SCOPE and the International Institute for Sustainable Development (IISD) on 9th July, 2026 signed a landmark Memorandum of Understanding (MoU), marking a powerful convergence of institutional commitment and global expertise in the pursuit of sustainable development.

The MoU was signed by Shri Atul Sobti, Director General, SCOPE, and Ms. Anne Hammill, Associate Vice-President, Resilience, IISD, reflecting the shared vision of both organisations to support India's energy transition by integrating the role of India's Public sector in advancing just transition. This partnership seeks to undertake collaborative action and knowledge sharing to advance the sustainable energy transition of Indian Public Sector



Shri Atul Sobti, DG, SCOPE, and Ms. Anne Hammill, Associate Vice-President, IISD, at the signing of the MoU between SCOPE and IISD.

in addressing climate resilience, sustainable development, and low-carbon development priorities.

Under the MoU, SCOPE and IISD will engage in strategic dialogue, research and knowledge sharing, and capacity building across critical domains including renewable energy, ESG, green finance, and just transition. The collaboration shall also be fostering funding opportunities, sustainability-focused learning initiatives, and practical solutions

to help enterprises navigate evolving sustainability and decarbonisation priorities.

A strong beginning has already been made with the launch of 'PSUs for Practitioners' Learning and Action Network on Energy Transition (PSUs for PLANET)', a trust-based engagement platform bringing together practitioners, policymakers, regulators, and companies to collectively address common energy transition challenges, while remaining mindful of financial and local sensitivities.



Shri Atul Sobti, DG, SCOPE, and Ms. Anne Hammill, Associate Vice-President, IISD and senior officials of SCOPE and IISD during the virtual MoU signing ceremony.

This MoU represents a defining moment in SCOPE's growing commitment to embedding environmental responsibility and green innovation at the heart of India's Public Sector and a resolute step forward in the nation's journey toward a cleaner, more sustainable tomorrow.

ITDC & SCOPE, in Collaboration with LBSNAA, Launch Landmark AI Program

The Indian Tourism Development Corporation (ITDC) & SCOPE in collaboration with Lal Bahadur Shastri National Academy of Administration (LBSNAA), launched 'AI Champions for Digital Governance' on 13th July, 2026 at Hotel Samrat, New Delhi. The inaugural session was addressed by Ms. S. Radha Chauhan, Chairperson, CBC; Shri Vivek Aggarwal, Secretary, Ministry of Culture and Tourism, GoI; Shri Atul Sobti, DG, SCOPE; Ms. Mugdha Sinha, MD, ITDC and Shri Ganesh Shankar Mishra, Jt. Director, LBSNAA. SCOPE and ITDC have been collaborating through shared expertise and strategic skill enhancement initiatives, and this program marks another landmark step towards their shared vision.



DG, SCOPE, addressing participants at the 'AI Champions for Digital Governance' program.

This unique three-day program on AI was attended by participants from various Ministries and PSEs. The first day entailed training for leaders and the Senior Management Cohort, while the following two days engaged the Managerial Cohort in four hands-on practical batches on AI-assisted office productivity and

data extraction techniques.

This one-of-a-kind initiative seamlessly combined strategic leadership insights with intensive hands-on training in Generative AI, predictive analytics, and machine learning to drive public sector productivity and digital governance.



Ms. S. Radha Chauhan, Chairperson, CBC; Shri Vivek Aggarwal, Secretary, Ministry of Culture and Tourism, GoI; Shri Atul Sobti, DG, SCOPE; Ms. Mugdha Sinha, MD, ITDC; and Shri Ganesh Shankar Mishra, Joint Director, LBSNAA, at the launch of the 'AI Champions for Digital Governance' program, at Hotel Samrat, New Delhi.

SCOPE & ITDC, in collaboration with LBSNAA, launch 'AI

Champions for Digital Governance', from 13th to 15th

July, 2026 at Hotel

Samrat, New Delhi.



SCOPE & GIZ Germany organize outreach workshop on Climate Action Goals with MoEFCC and industrial exchange with BEL

As part of its green skilling efforts, SCOPE, in collaboration with GIZ Germany and the Ministry of Environment, Forest and Climate Change (MoEFCC), organized the Southern Region Workshop on "Advancing Low-Carbon Pathways for a Net Zero India" under the Leadership Group for Industry Transition (LeadIT) initiative at Bharat Electronics Limited (BEL), Bengaluru. The workshop brought together over 40 senior officials from Public Sector Enterprises (PSEs), along with representatives from MoEFCC, GIZ, the LeadIT Secretariat, BEL and Volvo Group, to deliberate on strategies for accelerating industrial decarbonisation through policy, technology and cross-sector collaboration.

The deliberations underscored that industrial decarbonisation is not merely an environmental imperative but a strategic pathway for enhancing industrial

competitiveness, strengthening energy security and ensuring sustainable economic growth. Technical sessions introduced the participants to India's leadership in the LeadIT initiative, the India-Sweden Industry Transition Partnership, and the importance of international cooperation, technology partnerships, financing mechanisms and knowledge exchange providing the opportunities for PSEs to engage in innovative low-carbon solutions.

During the workshop, BEL also showcased its comprehensive sustainability journey, highlighting its initiatives in renewable energy deployment, water positivity, circular resource management, and energy efficiency. Complementing this, Volvo Group shared its experience in advancing low-carbon mobility through battery electric, hydrogen and renewable fuel technologies.

A major highlight of the programme was the Sustainability Exchange Visit to BEL's Bengaluru campus, where participants witnessed the organisation's sustainability initiatives firsthand, including renewable energy installations, resource optimisation measures and integrated environmental management practices along with visit to the rejuvenated Doddabommasandra Lake demonstrating ecosystem restoration, water conservation, groundwater recharge and biodiversity enhancement by BEL.

SCOPE continues to organise such transformative programmes that strengthen institutional capacities, foster green skilling and reinforce the commitment of India's Public Sector Enterprises towards building a competitive, climate-resilient and net-zero future.



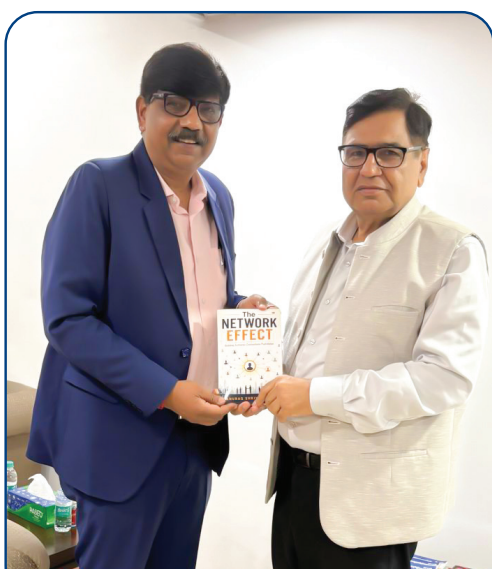
Ms. Ruchika Drall, Deputy Secretary, MoEFCC; Shri Sanjay Agarwal, GM (Central Services/Corporate), BEL; Dr. Alexander Fisher, Project Lead, International Climate Initiative (IKI), GIZ India; senior officials of BEL, SCOPE and GIZ India along with participants from various PSEs during the workshop.

SCOPE presents first deliverable of study on 'Performance, Competitiveness and Innovation in PSEs' to DPE

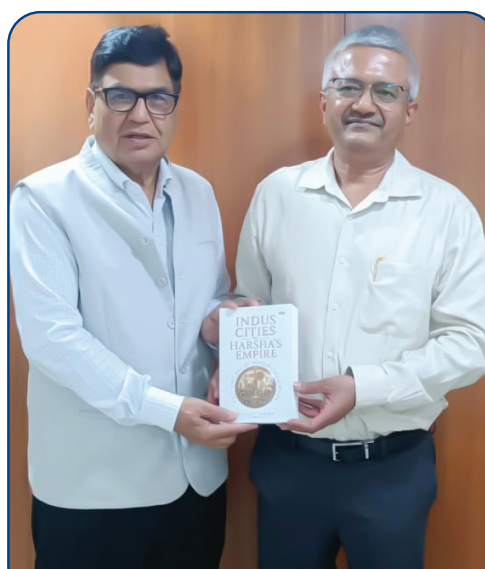


SCOPE team led by Shri Atul Sobti, DG, SCOPE, met Shri K. Moses Chalai, Secretary, DPE, and Joint Secretaries, Economic Advisers, and senior officials of DPE to present key findings of the report, 'Performance of CPSEs in a Changing Economic Context', marking the first major deliverable of a comprehensive study entrusted to SCOPE by DPE.

Interface with Stakeholders



Shri Anurag Shrivastava, senior leader and mentor, presents a copy of his book 'The Network Effect' to Shri Atul Sobti, DG, SCOPE.



Shri Anoop Verma, Editor (News), ETGovernment, presents a copy of his book 'Indus Cities to Harsha's Empire: The Long Arc of Indian Civilisation' to Shri Atul Sobti, DG, SCOPE.



SCOPE and IISD sign MoU

Atul Sobti, Director General, SCOPE and Ms. Anne Hammill, Associate Vice-President, Resilience, International Institute for Sustainable Development (IISD) signed an MoU

to advance the sustainable energy transition of Indian Public Sector Undertaking (PSUs) in addressing climate resilience, sustainable development and low-carbon development priorities. It reflects the shared vision of SCOPE and IISD to support in contributing to India's energy transition, through collaborative action and knowledge sharing. The MoU seeks to



engage in strategic dialogue, research and knowledge sharing; capacity building in domains of renewable energy, ESG, green finance, and just transition; while fostering funding opportunities, sustainability-focused learning initiatives, developing practical solutions and engaging with knowledge resources to help enterprises navigate evolving sustainability and decarbonisation priorities.



NEW DELHI/METRO
Tuesday, July 14, 2026



Atul Sobti, DG, SCOPE, and Anne Hammill, Associate VP, Resilience, International Institute for Sustainable Development, signed an MoU to advance sustainable energy transition of Indian PSUs in addressing climate resilience, sustainable development and low-carbon development priorities.



नई दिल्ली
मंगलवार, 14 जुलाई 2026
आकाश प्रभावस्था
विक्रम संवत्-2083

स्वच्छ ऊर्जा को बढ़ावा देने के लिए स्कोप आईआईएसडी के बीच समझौता

नई दिल्ली। भारत में स्वच्छ और टिकाऊ ऊर्जा को बढ़ावा देने के लिए स्कोप और इंटरनेशनल इंस्टीट्यूट फॉर सस्टेनेबल डेवलपमेंट (आईआईएसडी) ने एक रणनीतिक समझौता (एमओयू) किया है। समझौते का उद्देश्य सार्वजनिक क्षेत्र के उपक्रमों को ऊर्जा परिवर्तन (एनर्जी ट्रांज़िशन) की दिशा में अग्र बढ़ाना और जलवायु परिवर्तन से जुड़ी चुनौतियों का सामना करने में सहयोग देना है। समझौते पर स्कोप के महादेशिक अंतर्गत सोबती और आईआईएसडी में रजिस्ट्रार को एसोसिएट व्हिस प्रेसिडेंट ऐनी हॉमिल ने हस्ताक्षर किए। इस समझौते के तहत दोनों संस्थाएं नवीकरणीय ऊर्जा, पर्यावरण, सामाजिक और सुरासन, ग्रीन फाइनेंस और कम-कार्बन विकास जैसे क्षेत्रों में संयुक्त रूप से काम करेंगी। इसके अलावा गोप्य, प्रशिक्षण, जानकारी साझा करने और नई परियोजनाओं के लिए वित्तीय अवसरों को बढ़ावा देने पर भी जोर दिया जाएगा।



CORPORATE BRIEFS



SCOPE Atul Sobti, DG, SCOPE and Anne Hammill, Associate VP, Resilience, IISD have recently signed an MoU to support the sustainable energy transition of Indian PSUs. The partnership will focus on climate resilience, renewable energy, ESG, green finance, capacity building and knowledge sharing. It will also strengthen the PSUs for PLANET platform to promote collaboration on decarbonisation and just transition.



LUCKNOW/METRO
Saturday, July 11, 2026



Union Minister Dr Jitendra Singh inaugurated the 3rd Batch of DAKSH, the flagship leadership programme by the SCOPE and CBC. The third batch of DAKSH entails 70 participants from PSEs across diverse sectors.



CORPORATE BRIEFS

LAUNCH OF AI PROGRAM

ITDC & SCOPE in collaboration with LBSNAA, launched 'AI Champions for Digital Governance.' The inaugural session was addressed by S. Radha Chauhan, Chairperson, CBC; Vivek Aggarwal, Secretary, Ministry of Culture and Tourism, GoI; Atul Sobti, DG, SCOPE; Ganesh Shankar Mishra, Jt. Director, LBSNAA. Organised at Hotel Samrat, New Delhi. The three-day program on AI is being attended by participants from various Ministries and PSEs. The first day of the event will focus on training cohorts of leaders & senior management while the next two days will entail managerial cohorts engaging in four hands-on practical batches on AI-assisted office productivity & data extraction techniques.



PSUWATCH

Fast | Accurate | Engaging
Dr Jitendra Singh inaugurates third batch of SCOPE-CBC leadership programme DAKSH

The third batch comprises 70 participants drawn from public sector enterprises across diverse sectors



Dr Jitendra Singh inaugurates third batch of SCOPE-CBC leadership programme DAKSH

PSU Watch Bureau

Published on: 03 Jul 2026, 8:04 pm

New Delhi: Union Minister Dr. Jitendra Singh on Friday inaugurated the third batch of DAKSH, the flagship leadership development programme jointly organised by the Standing Conference of Public Enterprises (SCOPE) and the Capacity Building Commission (CBC), aimed at preparing future leaders for Central Public Sector Enterprises (CPSEs).

FREE PRESS

corporate gallery

ITDC & SCOPE in collaboration with LBSNAA Launch Landmark AI Program



ITDC & SCOPE in collaboration with LBSNAA, launched 'AI Champions for Digital Governance.' The inaugural session was addressed by Smt. S. Radha Chauhan, Chairperson, CBC; Vivek Aggarwal, Secretary, Ministry of Culture and Tourism, GoI; Atul Sobti, DG, SCOPE; Ms. Mugdha Sinha, MD, ITDC and Ganesh Shankar Mishra, Jt. Director, LBSNAA. SCOPE and ITDC have been collaborating through shared expertise and strategic skill enhancement initiatives, and this program marks another landmark step towards their shared vision.

Organized at Hotel Samrat, New Delhi this unique three-day program on AI is being attended by participants from various Ministries and PSEs. While the first day will entail training for leaders and the Senior Management Cohort, over the next two days the Managerial Cohort will engage in four hands-on practical batches on AI-assisted office productivity and data extraction techniques.

daily Excelsior

Saturday, July 4, 2026

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'Whole of Government' approach requires convergence of diverse individual, institutional capacities: Dr Jitendra



NEW DELHI/METRO
Saturday, July 18, 2026



ITDC & SCOPE in collaboration with LBSNAA, launched 'AI Champions for Digital Governance'. The inaugural session was addressed by S Radha Chauhan, Chairperson, CBC; Vivek Aggarwal, Secy, MoCT; Atul Sobti, DG, SCOPE; Mugdha Sinha, MD, ITDC and Ganesh Shankar Mishra, Jt. Dir, LBSNAA.

ThePrint

3-day AI training for officials in public sector organisations begins in Delhi

PTI | 13 July 2026, 10:49 PM IST

New Delhi, Jul 13 (PTI) A three-day programme aimed at imparting training to senior leadership and operational teams in the practical application of artificial intelligence in public sector organisations began here on Monday.

India Tourism Development Corporation (ITDC), in collaboration with the Standing Conference of Public Enterprises (SCOPE) and the Lal Bahadur Shastri National Academy of Administration (LBSNAA), is hosting the event — 'AI Champions for Digital Governance'.

The initiative reflects the organisations' commitment to advancing the objectives of the central government IndiaAI Mission, the Ministry of Tourism said.

The programme combines leadership training with hands-on workshops on AI-driven organisational transformation, data-based decision-making and the responsible adoption of generative AI in public sector organisations, the ministry said in a statement.

The sessions cover AI-enabled productivity, prompt engineering, document analysis, data extraction and drafting using AI tools, equipping participants with practical skills to integrate AI into administrative and decision-making processes, it said.

The programme has been designed to train senior leadership as well as operational teams in the practical application of artificial intelligence within their organisations, in alignment with the IndiaAI Mission, the statement said.



CORPORATE BRIEFS



SCOPE Atul Sobti, DG, SCOPE and Anne Hammill, Associate VP, Resilience, IISD have recently signed an MoU to support the sustainable energy transition of Indian PSUs. The partnership will focus on climate resilience, renewable energy, ESG, green finance, capacity building and knowledge sharing. It will also strengthen the PSUs for PLANET platform to promote collaboration on decarbonisation and just transition.

SCOPE, IISD Sign Strategic MoU to Support Sustainable Energy Transition of Indian PSUs

Partnership focuses on climate resilience, ESG, renewable energy, green finance and capacity building to help public sector enterprises achieve India's decarbonization goals

Indian PSU Desk July 9, 2026

1 minute read



AI Champions for Digital Governance' Summit held in New Delhi to promote Centre's India AI Mission

Administrator 15 July 2026



India Tourism Development Corporation (ITDC), in collaboration with the Standing Conference of Public Enterprises (SCOPE) and the Lal Bahadur Shastri National Academy of Administration (LBSNAA), inaugurated the three-day 'AI Champions for Digital Governance' Summit at Hotel Samrat, New Delhi.

The initiative reflects the organisations' commitment to advancing the objectives of the Government of India's IndiaAI Mission.

The inaugural session on July 14, 2026 was attended among others by Smt. S. Radha Chauhan, Chairperson, Capacity Building Commission and Shri Vivek Aggarwal, Secretary, Ministry of Tourism and Culture,

CORPORATE BRIEFS

LAUNCH OF AI PROGRAM ITDC & SCOPE in collaboration with LBSNAA, launched 'AI Champions for Digital Governance.' The inaugural session was addressed by S. Radha Chauhan, Chairperson, CBC; Vivek Aggarwal, Secretary, Ministry of Culture and Tourism, GoI; Atul Sobti, DG, SCOPE, Ganesh Shankar Mishra, Jt. Director, LBSNAA. Organised at Hotel Samrat, New Delhi. The three-day program on AI is being attended by participants from various Ministries and PSEs. The first day of the event will focus on training cohorts of leaders & senior management while the next two days will entail managerial cohorts engaging in four hands-on practical batches on AI-assisted office productivity & data extraction techniques.



India Tourism Development Corporation (ITDC), in collaboration with the Standing Conference of Public Enterprises (SCOPE) and the Lal Bahadur Shastri National Academy of Administration (LBSNAA), inaugurated the three-day 'AI Champions for Digital Governance' Summit at Hotel Samrat, New Delhi.

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ITDC SCOPE Launch AI Program for Digital Governance



TOP STORY NEWS New Delhi: India Tourism Development Corporation (ITDC) and the Standing Conference of Public Enterprises (SCOPE) have launched a three-day training programme titled 'AI Champions for Digital Governance' to promote the use of artificial intelligence in governance and public sector administration.

The programme is being held at Hotel Samrat, New Delhi, in collaboration with the Lal Bahadur Shastri National Academy of Administration (LBSNAA). The three-day programme is designed to equip leaders and teams with essential AI skills for enhanced efficiency and service delivery.

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Hon'ble Union Minister Dr. Jitendra Singh Inaugurates 3rd Batch of DAKSH

By: GANESH K - 3 JUL 2026

Hon'ble Union Minister Dr. Jitendra Singh inaugurated the 3rd Batch of DAKSH, the flagship leadership program by the SCOPE and CBC.



New Delhi: Hon'ble Union Minister Dr. Jitendra Singh inaugurated the 3rd Batch of DAKSH, the flagship leadership program by the SCOPE and CBC. Ms. S. Radha Chauhan, Chairperson, CBC; K. Moses Chalai, Secretary, DPE; Dr. K.P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Dr. Alka Mittal, Member, CBC; Shri Roop Narayan Sunkar, Member, PESB; Shri Brajesh Kumar Upadhyay, Vice-Chairman, SCOPE & CMD, GSI; Shri Atul Sobti, DG, SCOPE; alongside Senior Govt. officials, PESB members, and CPSE leaders. The third batch of DAKSH entails 70 participants from PSEs across diverse sectors.

DAKSH (Development of Aspiration, Knowledge, Succession & Harmony) is a 12-month immersive learning journey, meticulously designed to be future-focused, empowering participants with the strategic, behavioural, and transformational competencies required to navigate the complex and evolving challenges of the Public Sector.

Inaugurating DAKSH's third Batch, Union Minister Dr. Jitendra Singh commended SCOPE and CBC, noting that several alumni of DAKSH, have already advanced to Board-level roles. He urged the new cohort to master global strategies through interactive, technology-driven learning rather than passive participation. Additionally, he applauded the program's growing inclusivity, celebrating the selection of 10 women among the 70 participants.

9 July 2026

Dr. Jitendra Singh Inaugurates 3rd Batch of DAKSH Leadership Programme to Build Future-Ready CPSE Leaders

70 participants from public sector enterprises begin a 12-month capacity-building journey focused on future-ready leadership, digital governance, and strategic transformation with SCOPE and CBC support.

July 4, 2026



New Delhi: The Hon'ble Union Minister of State (Independent Charge) for Science & Technology and Earth Sciences, Dr. Jitendra Singh, inaugurated the 3rd Batch of DAKSH, a flagship leadership development programme jointly conducted by SCOPE and the CBC.

The event brought together senior government officials, Public Sector Enterprises (PSE) leaders, and members of various public institutions, marking a significant milestone in strengthening leadership capacity across Central Public Sector Enterprises (CPSEs).

ITDC & SCOPE launch AI programme in partnership with LBSNAA

ITDC & SCOPE in collaboration with LBSNAA, launched 'AI Champions for Digital Governance.' The inaugural session was addressed by Smt. S. Radha Chauhan, Chairperson, CBC; Shri Vivek Aggarwal, Secretary, Ministry of Culture and Tourism, GoI; Shri Atul Sobti, DG, SCOPE; Ms. Mugdha Sinha, MD, ITDC and Shri Ganesh Shankar Mishra, Jt. Director, LBSNAA. SCOPE and ITDC have been collaborating through shared expertise and strategic skill enhancement initiatives, and this program marks another landmark step towards their shared vision. Organized at Hotel Samrat, New Delhi, this unique three-day program on AI is being attended by participants from various Ministries and PSEs.

19th July, 2026

CORPORATE KALEIDOSCOPE



Union Minister Dr. Jitendra Singh inaugurated the 3rd Batch of DAKSH, the flagship leadership program by the SCOPE and CBC. S Radha Chauhan, Chairperson, CBC; K Moses Chalai, Secretary, DPE; Dr. K P Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Alka Mittal, Member, CBC; Roop Narayan Sunkar, Member, PESB; Brajesh Kumar Upadhyay, Vice-Chairman, SCOPE & CMD, GSI; Atul Sobti, DG, SCOPE; alongside Senior Govt. officials, PESB members, and CPSE leaders were present at the event. The third batch of DAKSH entails 70 participants from PSEs across diverse sectors.

MPOST

CHANDIGARH | TUESDAY | 7 JULY 2026

DAKSH leadership batch

Union Minister Dr Jitendra Singh recently inaugurated DAKSH's third batch, a leadership programme preparing 70 public sector executives.

5th July, 2026

Union Minister Dr. Jitendra Singh inaugurates third batch of DAKSH

Hon'ble Union Minister Dr. Jitendra Singh inaugurated the 3rd Batch of DAKSH, the flagship leadership program by the SCOPE and CBC. Ms. S. Radha Chauhan, Chairperson, CBC; K. Moses Chalai, Secretary, DPE; Dr. K.P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Dr. Alka Mittal, Member, CBC; Shri Roop Narayan Sunkar, Member, PESB; Shri Brajesh Kumar Upadhyay, Vice-Chairman, SCOPE & CMD, GSI; Shri Atul Sobti, DG, SCOPE; alongside Senior Govt. officials, PESB members, and CPSE leaders. The third batch of DAKSH entails 70 participants from PSEs across diverse sectors. Inaugurating DAKSH's third Batch, Union Minister Dr. Jitendra Singh commended SCOPE and CBC, noting that several alumni of DAKSH, have already advanced to Board-level roles. Additionally, he applauded the program's growing inclusivity, celebrating the selection of 10 women among the 70 participants.



PERSONALIA



Shri Shailesh Vagerwal

assumes charge as
CMD
Bharat Dynamics Limited (BDL)



Shri Rajesh Pandey, IAS

assumes charge as
Chairman
Damodar Valley Corporation



Shri Ajit Kumar Panda

assumes charge as
CMD
CONCOR



Dr. Bijay Kumar Mohanty

assumes charge as
CMD, (Additional Charge)
IREDA



Dr. Komal Kapoor

assumes charge as
CMD (Additional charge)
ECIL



Shri Rahul Himalian

assumes charge as
CMD (Additional Charge)
IRCTC



Shri Sanoj Kumar Jha

assumes charge as
CMD, (Additional Charge)
NLC India Limited



Shri Satish Kumar Sinha

assumes charge as
Director (Finance) & CFO
GAIL (India) Limited



Shri Paresh Rasiklal Ranpara

assumes charge as
Director (Personnel)
NHPC Limited



Shri Vivek Nishant Nath

assumes charge as
Director (Commercial)
National Mineral Development
Corporation (NMDC)



Shri Chitranjan Kumar

assumes charge as
Director (Technical - Operations)
ECL



Shri Harishankar Chaturvedi

assumes charge as
Director (Projects)
MRVC

millenniumpost

NO HALF TRUTHS

PM-VBRY

Building India's Human Capital

The Pradhan Mantri Viksit Bharat Rozgar Yojana seeks to bridge the gap between skills and employment by making industry a key partner in creating formal jobs and strengthening India's demographic dividend



ATUL SOBTI

THE WRITER IS THE DIRECTOR GENERAL OF SCOPE & MEMBER, GOVERNING BODY, ILO

India's journey towards becoming a developed nation will depend on our ability to harness the full potential of our human capital

India's greatest strength today is not its market size, its digital infrastructure, or even its rapidly growing economy. It is its people.

Every month, thousands of young Indians step out of classrooms, training centres and colleges carrying aspirations that extend far beyond securing a job. They seek dignity, financial independence, opportunities for growth and a chance to contribute meaningfully to the nation's progress. Whether India's demographic advantage becomes a lasting economic dividend will depend on how successfully we create pathways for these aspirations to translate into productive employment.

As India advances towards the vision of Viksit Bharat @2047, the challenge before us is no longer merely creating skills. It is creating opportunities where those skills can be productively utilised. This is precisely where the Pradhan Mantri Viksit Bharat Rozgar Yojana (PM-VBRY) marks an important shift in thinking.

Backed by an outlay of nearly Rs 1 lakh crore, PM-VBRY is not just another employment programme. It is a recognition that sustainable job creation cannot happen through government intervention alone. Employers must become active participants in building India's human capital. The scheme creates a framework where government and industry work together towards a shared objective: generating formal employment at scale.

For industry, this is more than a policy incentive. It is an invitation to become a partner in one of the most important nation-building exercises of our time.

Moving from Training to Employment

India has invested heavily in skill development over the last decade. Millions of young people have received vocational training, technical certifications and professional qualifications. Yet



With an outlay of nearly Rs 1 lakh crore, PM-VBRY marks a shift from training-centric policymaking to employment-led growth

many employers continue to report shortages of job-ready talent, while young job seekers often struggle to find opportunities that match their skills. This disconnect highlights a simple reality. Skills have value only when they are linked to employment.

PM-VBRY addresses this challenge by shifting the focus from training alone to employment outcomes, placing employers at the centre of workforce development. By aligning workforce development with actual market demand, PM-VBRY creates a stronger bridge between learning and livelihood.

Supporting Young Indians at the Start of Their Careers

The transition from education to employment is often the most uncertain phase in a young person's life. Many first-time workers face financial pressures, relocation expenses and the challenge of adapting to formal workplaces.

Recognising these realities, PM-VBRY provides direct support to first-time employees earning up to Rs 1 lakh per month. Eligible workers receive financial assistance of up to Rs 15,000 through Direct Benefit Transfer, along with mandatory financial literacy training. For many young workers, particularly those entering the formal workforce for the

first time, this support serves as a confidence booster. It reinforces the value of formal employment and encourages long-term participation in the organised economy.

At a broader level, it helps strengthen workforce retention during the crucial early stages of employment, benefiting both employees and employers.

Making Job Creation Easier for Employers

While discussions on employment often focus on job seekers, businesses also face challenges when expanding their workforce. Recruitment, onboarding, compliance requirements and initial training involve significant investments. For many enterprises, especially smaller firms, these costs can act as barriers to hiring.

PM-VBRY addresses this concern by sharing part of the burden with employers. The scheme offers wage-linked incentives of up to Rs 3,000 per month for every additional employee hired and retained beyond a specified period. By reducing the cost of creating net new jobs, the government effectively becomes a partner in workforce expansion. This approach reflects a deeper understanding of how employment is generated in the real economy. By lowering hiring costs, PM-VBRY encourages enterprises to expand their

formal workforce with greater confidence, while simultaneously aligning business growth with national development objectives.

A Strategic Push for Manufacturing

One of the most noteworthy features of PM-VBRY is its emphasis on manufacturing. India's aspiration to become a global manufacturing hub requires large-scale employment generation. The scheme provides a special incentive by extending employer support for manufacturing establishments from two years to four years. This additional support is more than a financial concession. It reflects a strategic commitment to strengthening India's industrial ecosystem.

Manufacturing jobs often create ripple effects throughout the economy. A single factory job generates demand for logistics, transportation, maintenance services, local commerce and numerous ancillary activities. The employment impact extends far beyond the factory gate. Moreover, the extended support period enables employers to invest more confidently in structured on-the-job training programmes. Young workers gain practical exposure, industry experience and career pathways that classroom learning alone cannot provide.

Driving Inclusive Growth Through Formalisation

The true success of India's growth story will ultimately be measured by how many people are able to participate in it. One of the most encouraging aspects of PM-VBRY is its potential to deepen formalisation and broaden economic inclusion.

The scheme leverages existing digital infrastructure, including Employees' Provident Fund Organisation (EPFO) systems, Aadhaar-linked accounts and digital compliance mechanisms, making participation simple and transparent. Benefits flow automatically through regular

employer filings, reducing administrative burdens and minimising delays.

Importantly, the scheme is designed to include small and medium enterprises alongside larger corporations. Even businesses with relatively small workforces can qualify for incentives by creating a modest number of additional jobs. This design ensures that employment growth is not concentrated only in major metropolitan centres or large enterprises. It creates opportunities across regions, industries and enterprise sizes.

For young workers, formal employment means much more than a monthly salary. It brings access to social security, provident fund benefits, insurance protection and long-term financial stability. In that sense, PM-VBRY is not merely creating jobs, but ensuring economic security.

A Partnership for Viksit Bharat

India's journey towards becoming a developed nation will depend on our ability to harness the full potential of our human capital. Governments can provide policy direction and financial support. Industry can provide jobs, training and workplace opportunities. Neither can succeed fully without the other.

PM-VBRY represents an important acknowledgement of this reality. It places employer participation at the heart of workforce development and recognises that employment generation is a shared responsibility.

India's demographic dividend is often described as a once-in-a-generation opportunity. PM-VBRY provides the framework to convert that opportunity into tangible outcomes. If government and industry continue to work together with the same sense of purpose, we can build not only a larger economy, but a more skilled, more confident and more prosperous India.

Views expressed are personal

SCOPE Empowers PSEs: HMM in Action for Capability Building



About the Initiative

The Standing Conference of Public Enterprises (SCOPE), in partnership with Harvard Business Impact (HBI), offers PSEs access to Harvard ManageMentor® (HMM) at a preferential fee structure to support capability building. HMM provides practical learning across 42 essential management topics through concise lessons, expert videos, articles, and interactive tools that help leaders strengthen skills and apply them at work.

Impact so Far



QUARTERLY CHAMPION LIST

As part of recognizing leaders who have gone above and beyond as part of the Harvard Manage Mentor (HMM) Program. These learners have not only completed all 42 courses but also scored the most in their assessments to be Top HMM Champions as part of the first cycle (February – April). Stay tuned for our next Top 5 HMM Champions, who will be announced in the next issue for the second cycle (February – July).

Sanjay Kumar
Coal India Limited (CIL)

Chaitrali Vithoba Ahire
Bharat Electronics Limited (BEL)

Irfan Ali Siddique
National Thermal Power Corporation Limited (NTPC)

Mohammad Rahbar Ahmad
Indian Oil Corporation Limited (IOCL)

Monus Malhotra
Bharat Electronics Limited (BEL)

Join the HMM Program

Join a high-impact leadership program designed for cumulative participation of executives across functions and levels, offering a valuable platform for cross-organizational learning within the PSE ecosystem. All PSEs are advised to forward nominations at the earliest to benefit from the well-negotiated rates under the Program.

For Nominations and further details, please reach out to
Ms. Amita Verma, DGM (Corporate Affairs, SCOPE), at amita@scopeonline.in ☎ 98719 88923

HALL OF FAME

Learners with 42 Course Completions

Bharat Electronics Limited

- Ahire Chaitrali Vithoba
- Aman Gupta
- Khamar Basha G
- Monus Malhotra
- Shwetha G S
- Surabhi Ashok Babu

Bharat Heavy Electricals Limited

- Siddharth Saini
- Tanuj Kumar Shukla

Bharat Petroleum Corporation Limited

- Anirban Chakraborty
- Arun Kumar Kuduva Gurumoorthy
- Mohit Kumar Choudhary
- Namachivayam Namachivayam R
- Rajesh Kumar Verma
- Satish Sudhir

Coal India Limited

- A. Arun Kumar
- Ajay Yadav
- Richa Titus
- Roshan Ramesh Bodne
- Sanjay Kumar
- Saradindu Maji

GAIL India Limited

- Chaitanya Kumar Kolla
- Kuldeep Kumar
- Parth Mehulkumar Bhatt
- Rahul Pandey
- Ram Dularey Lal Srivastava
- Renu Sunil Fatehpur
- Sandeep Kumar Sharma
- Saurabh Pandey
- Yedukondalu Midasala

Indian Oil Corporation Limited

- Akshansh Chandravanshi
- Akshay Kumar Garg
- Bablu Singh
- Bipul Chakraborty
- Dibyanshu Vijay Dwivedi
- Mohammad Rahbar Ahmad
- Poonam
- Prachi Gupta
- Randhir Kumar Bind
- Sanjay Kant
- Siladitya Darbar
- Sona Maheshwari
- Vikas

Hindustan Petroleum Corporation Ltd

- Rao Narasimha B L

National Thermal Power Corporation Limited

- Irfan Ali Siddique
- Yogesh Kumar Jangir

National Fertilizers Limited

- Tej Narayan Rao

National Hydroelectric Power Corporation Limited

- Manjusha Mishra
- Sachin Rawat
- Seema Sharma

Oil And Natural Gas Corporation Limited

- Ashim Kumar Chakraborty
- Govind Agarwal
- Neeraj Kumar Verma
- Nilesh Yogesh Wagde
- Nitin Arora
- Sanjoy Das
- Vidushi Kanojia
- Vishal Sharma

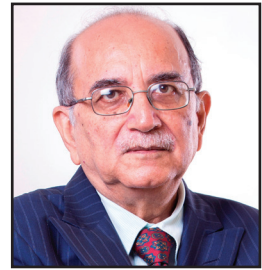
Power Grid Corporation of India Limited

- Amit Kumar Vashistha
- Ashish Khatri
- Jashbant Kumar Singh
- Neelambar

Your Dedication. Our Pride.

Congratulations to all Achievers!

Reimagining Labour Regulation in a Fragmented World of Work



Dr Rajen Mehrotra
Former International Labour
Organization (ILO) Official

Introduction

The "Fragmented World of Work" refers to the decline of traditional, centralized, 9-to-5 employment in favour of a dispersed, complex, and digitalized model. The "Fragmented World of Work" does not have a single start date but evolved in two major waves. The first began at the end of the Cold War in 1989 when globalization and outsourcing commenced in a big way at the beginning of the 1990s. The second, more radical shift happened in 2020, when the COVID-19 pandemic impacted the traditional office and the concept of "Work from Home" or "Work from Anywhere" developed. This has resulted in a mix of remote, hybrid, and diverse employment patterns, including the exponential growth of aggregators with gig and platform workers. Hence, there is a need to reimagine labour regulation impacting the workforce.

When we look at labour regulations, they cannot be understood in isolation. They are deeply linked to major global events and change with passage of time, though there is often a time lag.

We in India went through this thought process when The Second National Commission on Labour (SNCL) (1999–2002), chaired by former Union Minister for Labour, Mr. Ravindra Varma, was tasked with rationalizing existing laws and proposing protections for unorganised workers. Its recommendations eventually led to the formulation of the four Labour Codes, passed by Parliament in 2019 and 2020 and implemented in November 2025, after a gap of over two decades.

We all recollect a nationwide lockdown initially for 21 days from 25 March 2020. It was subsequently extended in multiple phases in 2020 before gradually shifting to phased reopening in 2021. The lockdown impacted the movement of the entire 1.38 billion population as a preventive measure against

the COVID-19 pandemic. However, specific dates and phases of these measures varied significantly depending on the region in which one lived and worked. This led to a new phenomenon, namely "Work from Home" or "Work from Anywhere", where technologically feasible, and the same continues to this day.

While three of the four Labour Codes were passed by Parliament in September 2020 during the COVID-19 pandemic, "Work from Home" or "Work from Anywhere" is not defined or dealt with in any of the Labour Codes. When people "Work from Home" or "Work from Anywhere", there are issues relating to working hours, overtime, data privacy, workplace safety, and employer liability that need to be addressed. Since the Labour Codes are silent on these matters, viable solutions will have to be found, keeping in mind the interests of both employers and employees.

The Four Labour Codes were made operational from 21st November 2025 and the final rules for the Four Codes released on 8th May 2026, making them fully operational, after a gap of over two decades from the date the SNCL report was submitted.

As on 1st June 2026, only three states i.e. Bihar, Arunachal Pradesh, and Gujarat, have notified the rules under all four Codes. Tamil Nadu has notified rules for three Codes and has yet to notify rules for the Social Security Code. West Bengal has not yet published draft rules. The State Rules under the new Labour Codes are yet to be notified in 31 states. India's labour reforms have entered a decisive implementation phase, marking the transition from legislative intent to an operational compliance framework with the notification of the Central Rules under all Four Codes on 8th May 2026. There is no timeframe for states to publish their rules, though they are expected to do so within the next three months.

Impact of The Four Labour Codes under Deregulation, and Regulatory Capacity.

There is now a commonality of definitions across 29 labour legislations under the Four Labour Codes. Unified compliance replaces fragmented registers and filings with a single web-based license and return system. Regulatory burdens on small and medium enterprises (SMEs) have been eased by raising thresholds for engaging contract labour and increasing employee thresholds for retrenchment, layoff, and closure provisions under the Labour Codes.

Algorithm-driven e-inspections have been introduced, using randomized web-based checks rather than discretionary manual visits, with the aim of reducing corruption and harassment. The Labour Codes also replace imprisonment with monetary fines for several minor first-time offences, though the fine amounts have been substantially enhanced. The Labour Codes grant sweeping compounding powers to designated government officers to settle minor first-time offences out of court. This allows employers to pay a prescribed penalty instead of facing prolonged litigation, though this benefit is revoked for repeat violations within a five-year period.

The Labour Codes also mandate employers to issue letters of appointment covering specified items and provide annual medical check-ups for employees above the age of 40 years. The Codes permit women employees to work night shifts with their consent. There is a uniform minimum wage applicable to both the informal and formal sectors, coupled with a floor wage for regions to be specified by the Central Government. The minimum wage notified by a State Government cannot be lower than the floor wage specified by the Central Government.

The Labour Codes have, for the first time, legislated on the recognition of trade unions in enterprises and introduced the concepts of a sole bargaining union and a negotiating council in cases where multiple unions exist. Strikes and lockouts have also become more difficult for trade unions and employers.

Conclusion

Both work and the workplace worldwide have undergone transformation, first after the end of the

Cold War in 1989 and later when the COVID-19 pandemic impacted the world in 2020. At the same time, labour regulations are shaped by labour legislation and need to evolve with changing times. Unfortunately, this process takes a long time, as can be seen from the discussion above.

COVID-19 has also led to the increasing engagement of gig and platform workers. Workers who deliver food and groceries are presently officially called delivery partners by aggregators. These workers operate as independent contractors rather than traditional employees. They undertake delivery assignments by driving two-wheelers and are typically paid per completed task rather than receiving a fixed hourly or monthly wage. These persons earn between ₹800 and ₹1,500 per day, depending upon the city or town in which they operate and the number of trips they make.

As for platform and gig workers, the Social Security Code clearly states that **there is no employer-employee relationship between these workers and the aggregator**. This relationship remains fuzzy, and in future we are likely to witness agitation and litigation in this sector of the economy.

The global increase in employment of gig and platform workers is a post COVID - 19 phenomena. The International Labour Organization (ILO) in its 114th Session of the International Labour Conference held in June 2026 adopted the Decent Work in the Platform Economy Convention, 2026 (No. 193). It is the first global, binding international treaty that establishes labour standards and workplace rights for millions of platform and gig workers worldwide. We have to see how Governments of ILO member countries respond to this ILO convention.

Enterprises, trade unions, and individuals working in both the formal and informal sectors have to survive, grow, and develop in this competitive and changing world of work. Hence, each of them presently works out its own strategy to handle the situation and find solutions to emerging problems, as labour legislation does not keep pace with change.

Women's Involvement in the Indian Political System: Achievements and Shortcomings



Prof. (Dr.) Abhay Anand Tiwari
Chief Executive Officer
FCPLG*

Overview

One of the most important yet contentious aspects of India's democratic journey is the involvement of women in the political system. The issue of how women use political power has influenced electoral behaviour, governance results, and institutional legitimacy from the Constitution's drafting and continues to influence discussions about legislative reservations today. Gender equality was ingrained in the democratic structure from the beginning when India granted women the right to vote as adults at independence, setting it apart from other postcolonial democracies.

Women have become a powerful electoral force over the years, and their voter turnout has been continuously rising. In recent state and national elections, it has frequently matched or exceeded that of men. According to the Election Commission of India, women's voter turnout in the 2019 Lok Sabha elections was 67.2%, compared to 67.0% for men, marking the first-time women voted in equal or greater numbers across the country. This trend was repeated in the 2024 Lok Sabha elections. Deeper societal changes are reflected in this shift, including increased female literacy, welfare programs that are specifically targeted, political party mobilization, and the increased prominence of female leaders at various governmental levels. High voter turnout, however, has not equated to leadership or political representation. In state assemblies, party structures, Parliament, and important decision-making organizations, women are still underrepresented.

In academic studies and policy assessments, this disparity is sometimes referred to as a democratic deficit rather than a simple numerical shortage.

Local governance case studies show that when women hold public office, policy priorities frequently shift toward public goods like health, sanitation, nutrition, education, and social welfare. These results highlight the importance of inclusive representation in governance and dispel long-standing misconceptions about women's political ability. In order to comprehend women's involvement in Indian politics, it is necessary to look beyond their symbolic presence and consider institutional hurdles, power structures, and the practical effects of women's leadership on democratic outcomes.

From Representation to Power: Institutions, Evidence, and Impact

Following the 73rd and 74th Constitutional Amendments, which required reservations for women in both rural and urban local bodies, the most notable growth in women's political participation in India has taken place at the grassroots level. In Panchayati Raj Institutions, women currently make up about one-third of elected members; certain states have voluntarily increased this reservation to fifty percent. India now has the highest number of elected female representatives in the world, with over a million women holding elected positions at the village, block, and district levels.

According to recent official estimates, almost 1.4 million women serve as elected representatives in Panchayati Raj Institutions throughout India, accounting for nearly 46% of all PRI representatives in states that have implemented 50% reservation. Women leaders in village councils typically devote more funds to vital public services like drinking water, sanitation facilities, anganwadi centers, and primary schools, according to empirical studies

*FORE Centre for Political Leadership and Governance

based on long-term field research. Some groundbreaking randomized studies have discovered that villages led by female sarpanches invested 62% more in drinking water infrastructure and substantially more in sanitation than villages managed by men.

Numerous long-term studies have indicated that villages run by female sarpanches saw changes in the community's perceptions of women in leadership positions as well as quantifiable increases in girls' school attendance and aspirations. Significantly, voter perceptions of gender bias were lessened with repeated exposure to female leaders, indicating that descriptive representation may eventually result in normative change. Women mayors and council members have been heavily involved in municipal reforms at the urban level, especially in areas like waste management, public health delivery, and digital governance projects. Several cities with female leaders during the COVID-19 pandemic reported more community-focused response methods, such as stronger involvement with frontline health professionals and decentralized aid distribution.

Even with these achievements, there are still difficulties with grassroots involvement. In many areas, male relatives continue to wield *de facto* authority through proxy representation, and women leaders frequently have restricted access to political networks, financial resources, and bureaucratic support. Many competent women are deterred from entering electoral politics by gender-based harassment and political violence. Despite decades of lobbying and policy discussion, women's representation in state legislative assemblies and the national Parliament is still much lower than the global norm. Despite making up about half of India's voters, women's representation among elected lawmakers has only gradually grown over time. Procedures followed by political parties, such as internal leadership structures, campaign funding, and candidate selection, are intimately related to this disparity.

Electoral data indicates that female candidates are frequently fielded in areas that are harder to win and receive fewer organizational resources, which has an impact on both political longevity and electoral success. However, when institutional

access is ensured, case studies of female chief ministers, cabinet ministers, and legislative leaders demonstrate the transformative power of women's leadership. In a variety of governments and political environments, women-led administrations have proven their administrative prowess, economic restraint, and crisis management skills. Through consistent participation in social movements, policy advocacy, and legislative reform, women have influenced India's political landscape beyond electoral institutions. The advancement of historic laws pertaining to social protection, maternity benefits, food security, and domestic abuse has been greatly aided by women's organizations and cross-party caucuses. The situation is made more complex by intersectional aspects of involvement.

Despite additional obstacles, women from underprivileged groups—such as Scheduled Castes, Scheduled Tribes, religious minorities, and rural backgrounds—have used reservations and group mobilization to obtain political clout in some areas. Research shows that when paired with electoral representation, focused capacity-building initiatives, political education, and legal protections greatly enhance governance outcomes. When considered collectively, the data shows that women's participation is more than just symbolic; it significantly alters democratic accountability, governance practices, and policy priorities—as long as institutions are built to accommodate real authority rather than token inclusion.

In Conclusion

Women's involvement in Indian politics has reached a point of both possibility and consolidation. India has strong constitutional foundations, record levels of female voter engagement, and considerable research demonstrating that women's leadership enhances governance and increases democratic legitimacy. However, the ongoing underrepresentation of women in executive decision-making, party leadership, and legislatures underscores systemic barriers that cannot be overcome by merely voting. Systemic reform on several levels is necessary to close this gap. Public institutions must fund leadership development, research, and mentoring pipelines for women from diverse backgrounds. Political parties must implement inclusive and transparent

candidate selection procedures. Also, legislators must establish safer and more accommodative institutional environments.

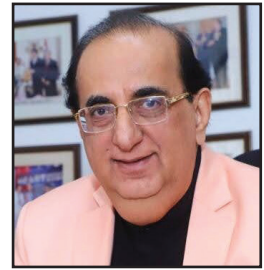
The challenge for scholars is to further improve intersectional analysis and conduct a thorough assessment of the long-term effects of women's leadership on democratic trust and development indicators. Gender-responsive governance must now be mainstreamed by government personnel and policymakers in order to be administered effectively. The next generation of democratic leadership will be shaped by political science and public policy students. The full and effective engagement of women in political life continues to be essential to India's aspiration to become a premier democracy in the twenty-first century. In addition to being an issue of equity, increasing women's political representation is essential to creating inclusive growth, responsive institutions, and a robust democratic ecology that represents the goals of all of its citizens.

In this regard, the FORE Centre for Political Leadership and Governance (FCPLG), a vertical of FORE Society and a sister concern of the FORE School of Management (FSM), actively promotes women's political engagement via leadership development, capacity building, and research. FCPLG is dedicated to fostering inclusive, ethical, and well-informed political leadership by providing students, aspirants, and female leaders with institutional exposure, policy knowledge, and practical skills. Through focused training initiatives, workshops, scholarly investigations, and stakeholder involvement, FCPLG aims to remove systemic obstacles that women encounter in public life and to create avenues for significant political involvement at all governmental levels. Its efforts support a more robust and representative political environment in India by balancing democratic ideals with practical leadership requirements.



Sleep & Heart Connection.

Frequently Asked Questions (FAQs).



Dr. H.K. Chopra*

Introduction

Sleep is not simply a period of rest; it is one of the body's most important healing processes. While we sleep, the heart, blood vessels, brain, hormones, and immune system undergo repair and recovery. Scientific evidence has shown that inadequate or disturbed sleep increases the risk of hypertension, coronary artery disease, stroke, heart failure, atrial fibrillation, diabetes, obesity, and premature cardiovascular death. Conversely, good-quality sleep helps maintain healthy blood pressure, heart rhythm, metabolism, immune function, and overall vascular health. Understanding the relationship between sleep and the heart empowers individuals to take preventive steps toward achieving Total Vascular Health.

Most adults require 7–9 hours of good-quality sleep every night. Sleeping too little or too much may both adversely affect heart health. Understanding the relationship between sleep and the heart empowers people to make simple lifestyle changes that can significantly improve overall health and longevity.

1. Why is sleep important for heart health?

Sleep allows the cardiovascular system to rest, repair, and recover. During healthy sleep, blood pressure falls, heart rate slows, inflammation decreases, and hormones regulating metabolism return to normal. Regular, restorative sleep reduces the long-term risk of cardiovascular disease.

2. How many hours of sleep should adults get?

Most adults require 7–9 hours of quality sleep each

night. Sleeping less than 6 hours or consistently more than 9–10 hours has been associated with an increased cardiovascular risk in many studies.

3. Can poor sleep increase blood pressure?

Yes. Chronic sleep deprivation activates the sympathetic nervous system and stress hormones such as cortisol and adrenaline, causing persistent elevation of blood pressure and increasing the risk of hypertension.

4. What is obstructive sleep apnea (OSA)?

OSA is a condition in which breathing repeatedly stops during sleep because of upper airway collapse. It leads to repeated oxygen deprivation, fragmented sleep, loud snoring, and excessive daytime sleepiness.

5. Why is sleep apnea dangerous for the heart?

Untreated sleep apnea increases the risk of hypertension, atrial fibrillation, coronary artery disease, heart failure, pulmonary hypertension, stroke, and sudden cardiac death due to repeated oxygen deprivation and sympathetic overactivity.

6. What are the common symptoms of sleep apnea?

Common symptoms include loud snoring, witnessed pauses in breathing, choking during sleep, morning headaches, excessive daytime sleepiness, poor concentration, fatigue, and uncontrolled hypertension.

7. Can poor sleep trigger heart attacks?

Yes. Poor sleep contributes to inflammation,

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endothelial dysfunction, elevated blood pressure, insulin resistance, and an increased tendency for blood clotting, all of which raise the risk of myocardial infarction.

8. Does sleep affect heart rhythm?

Yes. Poor sleep and sleep apnea significantly increase the risk of atrial fibrillation, ventricular arrhythmias, bradycardia during sleep, and other rhythm disturbances.

9. Can insomnia affect cardiovascular health?

Yes. Chronic insomnia increases stress hormone levels, sympathetic activity, anxiety, depression, and inflammation, thereby increasing the long-term risk of cardiovascular disease.

10. Is snoring always harmless?

No. While occasional snoring may be benign, loud, habitual snoring, especially when associated with breathing pauses, is often a warning sign of obstructive sleep apnea and requires medical evaluation.

11. How does sleep influence cholesterol and diabetes?

Poor sleep promotes insulin resistance, weight gain, unhealthy eating habits, and adverse lipid changes, increasing the likelihood of diabetes and dyslipidemia, which are major cardiovascular risk factors.

12. Can sleep deprivation cause weight gain?

Yes. Inadequate sleep increases hunger hormones (ghrelin), decreases satiety hormones (leptin), and encourages overeating, resulting in obesity, an important contributor to cardiovascular disease.

13. Does poor sleep increase inflammation?

Yes. Sleep deprivation elevates inflammatory markers such as C-reactive protein (CRP) and interleukins, accelerating atherosclerosis and vascular injury.

14. How does sleep affect heart failure?

Patients with heart failure frequently experience sleep disturbances. Sleep apnea may worsen heart failure by increasing cardiac workload, reducing oxygen delivery, and promoting fluid redistribution during sleep.

15. Can improving sleep reduce blood pressure?

Yes. Improving sleep duration and treating sleep disorders often lower blood pressure and reduce the need for multiple antihypertensive medications, particularly in patients with resistant hypertension.

16. What is the connection between sleep and stroke?

Poor sleep, sleep apnea, insomnia, and irregular sleep schedules increase the risk of stroke by promoting hypertension, atrial fibrillation, diabetes, and accelerated vascular disease.

17. Does sleeping position matter?

For most people, sleeping position has minimal cardiovascular impact. However, side sleeping may reduce snoring and the severity of sleep apnea, while some patients with heart failure may find sleeping with the head elevated more comfortable.

18. How is sleep apnea diagnosed?

Diagnosis is usually made using an overnight sleep study (polysomnography) or a validated home sleep apnea test, which records breathing, oxygen levels, heart rate, and sleep patterns.

19. How is obstructive sleep apnea treated?

Treatment includes weight reduction, continuous positive airway pressure (CPAP), oral appliances, positional therapy, lifestyle modification, and selected surgical procedures when appropriate.

20. Does CPAP improve heart health?

Yes. CPAP improves sleep quality, reduces daytime sleepiness, lowers blood pressure in many patients, decreases sympathetic activation, and may improve cardiovascular outcomes, especially when used consistently.

21. Can exercise improve sleep?

Absolutely. Regular physical activity enhances sleep quality, reduces stress, improves blood pressure, promotes a healthy weight, and benefits overall cardiovascular health. Exercise should ideally be completed several hours before bedtime.

22. Does stress interfere with sleep and the heart?

Yes. Chronic stress activates the sympathetic nervous system, leading to insomnia, elevated

blood pressure, abnormal heart rhythms, and increased cardiovascular risk.

23. What sleep habits promote a healthy heart?

Maintain a consistent bedtime, avoid caffeine and alcohol before sleep, limit screen exposure at night, keep the bedroom cool, dark, and quiet, exercise regularly, and maintain a healthy weight.

24. When should I consult a doctor about my sleep?

Seek medical evaluation if you experience persistent insomnia, loud snoring, witnessed breathing pauses, excessive daytime sleepiness, morning headaches, uncontrolled hypertension, recurrent palpitations, or unexplained fatigue.

25. What is the key message about sleep and heart health?

Healthy sleep is not a luxury; it is a cardiovascular necessity. Prioritizing 7–9 hours of restorative sleep, recognizing symptoms of sleep disorders, and seeking timely treatment can substantially reduce the risk of hypertension, heart attack, stroke, heart failure, and arrhythmias. Along with healthy eating, regular exercise, smoking cessation, and stress management, quality sleep is an essential component of lifelong heart and vascular health.

26. What are the best daily habits for healthy sleep and a healthy heart?

- Sleep 7–8 hours every night.
- Maintain a regular sleep schedule.
- Exercise regularly.
- Eat a balanced, heart-healthy diet.

- Maintain a healthy weight.
- Avoid smoking and alcohol.
- Reduce caffeine intake in the evening.
- Manage stress through meditation, yoga, or deep breathing.
- Keep your bedroom cool, dark, and quiet.
- Consult a healthcare professional if sleep problems persist.

27. What is the single most important message?

Healthy sleep is as important as a healthy diet, regular exercise, blood pressure control, and smoking cessation. Protecting your sleep protects your heart.

28. Healthy Sleep Is a Healthy Heart

Key Public Message

Healthy sleep is one of the simplest and most effective ways to protect your heart. Every restful night allows your heart to recover, your blood vessels to relax, and your body to repair itself. Good sleep works together with healthy eating, regular exercise, stress management, and avoiding tobacco to reduce the risk of heart disease.

Remember the simple formula:

Sleep Well. Live Well. Protect Your Heart.

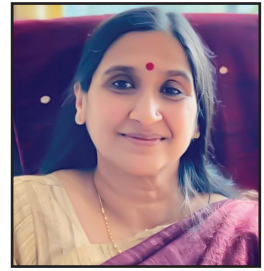
"Making sleep a priority today can lead to a healthier, longer, and more energetic life tomorrow."

"Sleep is nature's nightly cardiovascular therapy. Restore your sleep, protect your heart, and transform your life."



DAKSH: Building the Leadership Bharat Needs

A Transformative Leadership and Succession Planning Initiative for India's Central Public Sector Enterprises



Dr. Alka Mittal,
Member (Administration),
Capacity Building Commission,
Govt. of India

India's Growth Ambition and the Imperative of Strong Institutions

India today stands at one of the most consequential inflection points in its post-independence history. As one of the fastest-growing major economies in the world, a young and aspirational population, and an expanding global footprint, the nation is poised to fulfil its destiny as a Viksit Bharat by 2047.

Public Sector Enterprises (PSEs) have been foundational to India's development journey, while contributing across every segment of national development — economic, social, technological, and strategic. Today, they collectively contribute upwards of 13–14% to the national GDP, generate large-scale employment, and serve as instruments of inclusive development, reaching citizens and communities far beyond the reach of markets alone.

Yet institutions, however well-designed, are ultimately only as strong as the leaders who animate them. As Dr. B.R. Ambedkar reminded us, the measure of a society's progress lies in whether it has created conditions for its people — and its institutions — to flourish.

The Leadership Challenge in a Complex World

The world is witnessing a series of unprecedented challenges. Geopolitical tensions and technological disruptions are upending established business models, while the climate imperatives, and rising stakeholder expectations are redefining the boundaries of corporate responsibility. Amidst COVID-19 pandemic, global supply chain impediments, energy uncertainties, and evolving economic realities, India's public sector enterprises have played a crucial role as pillars of stability and growth, by consistently ensuring continuity of essential services, strengthening of supply chains, and protecting employment. Beyond their direct contribution to the economy, they have supported



the larger ecosystem by enabling MSMEs, nurturing startups, and creating opportunities for innovation and entrepreneurship. Their role has demonstrated that institutions with strong purpose and capable leadership can transform adversity into opportunities for growth, resilience, and national progress.

In this context, the leaders in PSEs must be anticipatory, systems-oriented, and anchored in long-term thinking while remaining agile in execution, in order to navigate uncertainties while ensuring alignment with national priorities. They must be strategic yet grounded, innovative yet disciplined, decisive yet inclusive. They must cultivate not just functional competence but ethical clarity, because institutional credibility rests ultimately on the conscience of its leadership.

This demands an intentional, structured, scientifically grounded, and continuously evolving system for developing the next generation of public sector leadership through a robust succession planning ecosystem that ensures leadership continuity beyond individual tenures or interventions. By systematically identifying, nurturing, and developing future leaders, organisations can build a self-sustaining leadership pipeline that is aligned with institutional goals and national priorities.

DAKSH: A Programme Designed for National Purpose

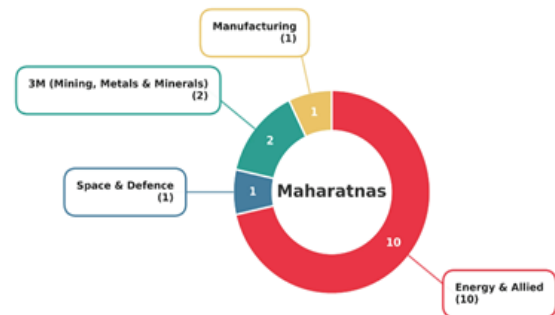
It is in precisely this context that the Capacity Building Commission (CBC), under the framework of Mission Karmayogi, has conceptualised and launched DAKSH — Development of Aspirations, Knowledge, Succession, and Harmony, in partnership with Standing Conference of Public Enterprises (SCOPE), after rigorous rounds of consultation held with the Public Sector Leaders. The programme's very name is a statement of intent: it is not about training individuals in isolation but about building the leadership pipeline of a nation.

DAKSH is aimed squarely at senior executives in CPSEs who are on the cusp of higher management and board-level responsibilities. It is premised on a conviction that leadership development — particularly at this level — cannot be left to chance, to seniority alone, or to the accumulated wisdom of on-the-job experience. It requires deliberate, evidence-based, and scientifically designed intervention.

What distinguishes DAKSH from conventional training programmes is the depth of institutional thinking embedded in its architecture. This is not a workshop series or a competency checklist. It is a twelve-month leadership journey, grounded in behavioural science, cognitive psychology, and leadership research. The programme has been carefully designed to bridge the gap between where senior executives are today and where India's public sector needs them to be tomorrow. Crucially, it fosters cross-PSE learning — a rarity in the government ecosystem, where capacity building has traditionally been bounded by institutional and

ministerial walls.

This programme is deeply aligned with the Karmayogi Competency Model (KCM), which shifts the focus of capacity building from a rule-based to role-based competency-driven approach. In an environment where institutions are expected to deliver transformative outcomes, leaders must possess a combination of domain knowledge, behavioural capabilities, global perspective,



and a citizen-centric mindset. By embedding competencies such as strategic thinking, innovation, problem-solving, collaboration, and continuous learning, the Karmayogi approach provides a strong foundation for creating leadership pipelines that are aligned with the aspirations of a Viksit Bharat.

Future leaders of public sector enterprises must demonstrate the ability to operate with a systems perspective, anticipate emerging challenges, and align organisational priorities with national missions. Competencies such as emotional intelligence, adaptability, integrity, and stakeholder orientation become critical in navigating a world shaped by technological disruption, geopolitical

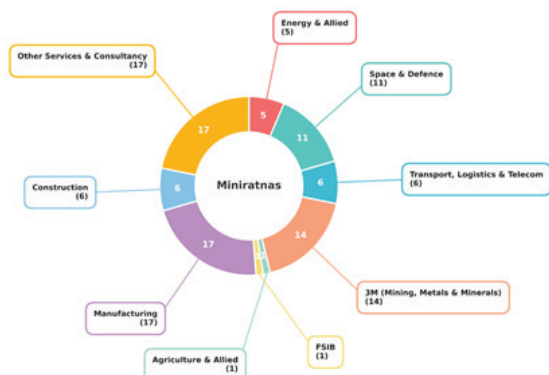


Launch of Batch 3 under DAKSH Initiative.

uncertainties, sustainability challenges, and evolving national priorities as nation-builders. DAKSH, through its holistically designed architecture involving behavioural sciences, leadership assessments, coaching, experiential learning, peer engagement, and reflective practices, operationalises this competency-based vision.

The Architecture of DAKSH: Science Meets Purpose

The programme's design philosophy rests on a simple but powerful insight: sustainable leadership transformation requires interventions that address the whole person — their strategic thinking, their emotional intelligence, their ethical grounding, and their self-awareness. The curriculum of DAKSH reflects this holistic ambition across several carefully integrated modules.



The foundation begins with a Diagnostic Assessment and Individual Development Plan - a baseline assessment that maps personal leadership strengths against organisational goals, ensuring each leader's specific context rather than offering generic prescriptions.

Classroom Learning at premier academic institutions forms the intellectual spine of the journey, while the Leadership Immersion Modules complement classroom learning with interactive sessions featuring domain experts, thought leaders, and practitioners.

A particularly distinctive feature is the Live Action Learning Project — a collaborative, real-world problem-solving assignment spanning the full twelve months of the programme. Participants work in cross-organisational teams to address

genuine challenges faced by PSEs, applying leadership frameworks and strategic thinking, to develop actionable solutions. It provides participants an opportunity to strengthen critical capabilities such as problem identification, stakeholder management, planning, execution, collaboration, and outcome orientation — thereby enhancing their project management skills while enabling them to translate leadership learning into tangible organisational impact.

Outbound Training brings a structured experiential dimension, while the Spiritual Module offers a personal reflection retreat focused on emotional intelligence, mindfulness, and holistic development. Inner clarity is what separates good managers from transformational leaders.

Industry Immersion within the country offers real-time exposure to best practices, operational excellence, and sectoral transformation through visits to leading organisations and innovation ecosystems. This is complemented by an International Immersion — a global exposure experience at an international location that includes industry visits, interactions with global leaders and academicians, and deep engagement with emerging technology and innovation ecosystems.

Coaching and Mentoring runs as a thread throughout the programme. Certified coaches work with participants individually and in groups, supporting behavioural transformation, strengthening leadership effectiveness, and fostering personal growth.

The result is a programme that is comprehensive without being overwhelming, rigorous without being intimidating, and ambitious without losing sight of the individual leader at its heart.

Strengthening Institutional Autonomy & Corporate Governance

The autonomy conferred upon Central PSEs carries meaning only when its leaders possess the capability to exercise it with clarity and conviction. True institutional autonomy is not merely a policy grant — it must be matched by the decisional readiness of those who lead. Leaders who have undergone rigorous capacity building can make well-reasoned, independent judgments rooted in larger organisational purpose, without dependence on external validation at every juncture. They bring

strategic vision to complex decisions, navigate uncertainty with confidence, and act with the speed that a competitive environment demands. DAKSH develops both dimensions simultaneously — building leaders who can act boldly on their institutional mandate while remaining answerable to the highest standards of public trust and performance.

Additionally, an empowered leadership must possess the ability to take independent decisions, which are guided by sound governance principles and institutional accountability. When PSEs invest in systematic leadership capacity building and well-designed succession planning, the foundational pillars of corporate governance strengthen organically. Boards led by trained, self-aware leaders demonstrate greater transparency in disclosure, more rigorous risk oversight, and a stronger commitment to stakeholder accountability. Succession planning, in particular, ensures continuity of institutional vision, reduces the governance disruptions caused by leadership vacuums, and builds a pipeline of directors who understand not just operations, but their fiduciary responsibilities. DAKSH directly addresses this imperative — equipping PSE leaders with the strategic depth, integrity-driven mindset, and boardroom competencies that translate into measurably better governance outcomes across accountability, compliance, and long-term value creation.

Early Momentum: A Foundation Has Been Built

The first batch, inaugurated in April 2025, by Shri Arunish Chawla (then Secretary, Department of Public Enterprises, Ministry of Finance), brought together senior executives from diverse CPSEs for a transformative leadership journey in partnership with IIM Ahmedabad and McKinsey. The second batch, launched in February 2026 by Dr. P. K. Mishra (Principal Secretary to the Prime Minister) expanded the cohort to over 70 participants, partnering with IIM Indore and Egon Zehnder. Both batches have generated tangible outcomes: several participants have already been promoted, successfully clearing their CPSE Board-level processes — a direct testament to the programme's impact on leadership readiness.

The third batch is now set to commence in July 2026, in partnership with the Indian School of Business,

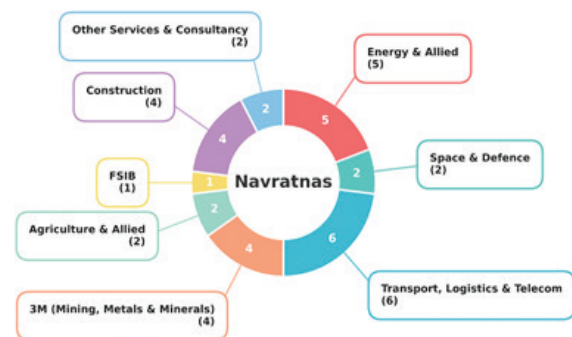
Hyderabad. Each successive cohort builds on the last — strengthening the national leadership pipeline one tranche of future leaders at a time.

This momentum reflects a shared national belief that leadership capacity is central to India's future growth and governance. It represents the maturity of India's institutional thinking — where leadership development is no longer a compliance obligation, but a strategic necessity.

Nari Shakti: To Reap the Gender Dividend

As Dr. B.R. Ambedkar observed, the progress of a community can be measured by the degree of progress women have achieved within it. The same holds true for institutions.

India's national leadership has made women-led development a cornerstone of its vision. We are already witnessing the fruits of this commitment



in domains once considered exclusively for men — space, defence, logistics, engineering, to name a few. It is time for the public sector enterprise ecosystem to match this ambition with equal conviction.

The case for gender-balanced leadership at the board level is no longer a matter of principle alone — it is now grounded in compelling evidence. The Women on Boards and Beyond 2024 Progress Report by MSCI found that globally, companies with 30% or more female directors on their boards recorded nearly 19% higher cumulative returns compared to those with fewer female directors. Strikingly, while gender-diverse companies were 15% more likely to outperform their peers in 2015, that figure had surged to 39% by 2023 — a clear demonstration that the financial case for balanced leadership grows stronger over time. McKinsey research corroborates this, finding that companies in the top quartile for board gender diversity are

27% more likely to outperform financially than those in the bottom quartile.

Investor confidence, too, is deeply tied to the composition of leadership. Global institutional investors now treat board diversity as a fundamental part of investment risk assessment and long-term value evaluation, with a growing number incorporating board diversity requirements into their voting policies.

DAKSH, by its very design, creates an enabling environment where women leaders can develop with confidence, build networks across CPSEs, and step forward into board-level responsibilities. It makes diversity a source of collective strength. This opportunity can be leveraged by our PSEs, by actively nominating more women participants to future cohorts of DAKSH.

A Call to Collective Ownership

Leadership development is a shared responsibility — and it demands shared ownership. The active encouragement by the respective Ministries and their active review of CPSE participation in programmes like DAKSH — sends a powerful signal, that leadership development is not a peripheral concern but a core performance dimension. With this convergence, the outcomes of programmes like DAKSH multiply manifold.

The Capacity Building Commission, through its numerous initiatives, is enabling a deeper

strategic inter-sectoral collaboration. This de-siloed approach creates fresh opportunities for cross-sectoral learning, enabling PSEs to share knowledge, leverage complementary strengths, and collaborate more effectively. Such convergence will accelerate innovation, strengthen research and development, and generate solution-oriented outcomes across the PSE ecosystem. This, in turn, fosters a whole-of-government, whole-of-economy approach to national missions.

Conclusion: A Programme Worthy of India's Ambition

The journey towards Viksit Bharat @ 2047 needs a leadership that is strategic in outlook, decisive in action, adaptive in approach, innovative in problem-solving, inclusive in people management, principled and humane in conduct, and resilient in spirit. These are not aspirational descriptors. They are the minimum standard that India's moment demands. DAKSH is built on exactly this conviction. Such a forward-looking approach ensures that PSEs remain resilient, future-ready, and capable of carrying forward the vision of excellence through successive generations of leadership. It is an investment in a leadership ecosystem — one that, if nurtured with consistency and collective commitment, will compound its returns for decades.

NBCC Signs Landmark Agreement with Government of the Republic of Seychelles for Construction of 1008 Housing Units

NBCC (India) Limited, a Navratna CPSE under the Ministry of Housing and Urban Affairs, Government of India, recently signed a landmark agreement with the Government of the Republic of Seychelles for the construction of the Île Aurore Housing Project, comprising 1008 affordable housing units along with associated infrastructure in Seychelles.

The agreement was signed in the august presence of H.E. Sebastien Pillay, Vice President of the Republic of Seychelles, and Dr. K. P. Mahadevaswamy, Chairman & Managing Director, NBCC (India) Limited.

The agreement was formally signed by Mr. Joseph Francois,

Secretary of State, Lands, Housing and Infrastructure, Government of the Republic of Seychelles, and Mr. Pradeep Sharma, Executive Director (Engineering), NBCC (India) Limited.

The project envisages the development of 1008 affordable housing units along with associated infrastructure, aimed at enhancing urban living standards and supporting sustainable development in Seychelles. The project will be funded through a Line of Credit (LoC) of USD 75 Million extended by the Export-Import Bank of India (EXIM Bank).

The project scope also includes the execution of essential associated infrastructure works, such as

a dedicated Sewage Treatment Plant (STP), ensuring sustainable and modern community living standards on Île Aurore. The project is expected to contribute significantly to improving housing availability while promoting sustainable urban development in Seychelles.

This strategic collaboration marks another significant milestone in NBCC's expanding international portfolio and underscores the company's expertise in executing large-scale housing and infrastructure projects. It also reinforces NBCC's commitment to contributing to India's development partnerships through the delivery of quality infrastructure solutions abroad.



A historic milestone in India-Seychelles development partnership as officials formalise the landmark agreement for the Île Aurore Housing Project, with H.E. Sebastien Pillay, Vice President of Seychelles and Dr. K. P. Mahadevaswamy, CMD, NBCC; witnessing the historic collaboration.

British Standards Institution Renews REC's ISO 31000:2018 Recognition for Risk Management

Last year, REC Limited became the first Indian Public Sector NBFC to become ISO 31000:2018 (Enterprise Risk management Guidelines) Compliant

Recently, REC Limited, a Maharatna CPSE under the Ministry of Power and a leading Infrastructure Financing NBFC, has successfully renewed its ISO 31000:2018 Letter of Recognition for Risk Management Guidelines following a comprehensive reassessment conducted by the British Standards Institution (BSI). The renewed recognition reaffirms REC's commitment to maintaining globally benchmarked risk management practices and strengthening organizational resilience in an evolving business environment.

The reassessment exercise was undertaken by REC's Risk Management Division to evaluate and enhance the organization's Enterprise Risk Management (ERM) framework in line with evolving regulatory requirements, emerging business risks, industry best practices, and changing market dynamics. Following an extensive audit and evaluation process, BSI renewed REC's Letter of Recognition for compliance with the principles and guidelines prescribed under ISO 31000:2018.

ISO 31000:2018 is an internationally recognized standard that provides principles, framework, and guidelines for effective risk management. It enables organizations to

systematically identify, assess, monitor, and mitigate risks, thereby enhancing decision-making, improving governance, strengthening resilience, and supporting long-term sustainable growth.

REC had earlier achieved a significant milestone by becoming the **first Indian Public Sector NBFC** to receive recognition from BSI for compliance with ISO 31000:2018 Risk Management Guidelines in July 2025, demonstrating its pioneering approach towards institutionalizing a robust and enterprise-wide risk management culture.



BHEL Enters into Strategic Tie-up with thyssenkrupp nucera India for Alkaline Electrolyser Systems

Bharat Heavy Electricals Limited (BHEL) and thyssenkrupp nucera India Private Limited recently entered into a Strategic Tie-Up which shall enable phased indigenisation and local manufacturing of Alkaline electrolyser systems for green hydrogen projects in India. The collaboration will further strengthen BHEL's project execution capabilities for green hydrogen projects in India.

The agreement was signed by Mr. Y. Srinivas Rao, Executive Director (Heavy Power Equipment Plant), and Mr. Sutripto De, General Manager

& Head (New & Renewable Energy Business), on behalf of BHEL, and by Mr. Kiran Joseph, CEO, and Mr. Manish Bhoslay, Director (BD & Sales), on behalf of thyssenkrupp nucera India Private Limited; in the presence of H.E. Dr. Philipp Ackermann, German Ambassador to India and Bhutan, Ms. Bani Varma, Director (Industrial Systems & Products), BHEL, Mr. S M Ramanathan, Director (Engineering, Research & Development), BHEL and other senior officials.

BHEL is one of India's leading engineering and manufacturing companies, with decades

of experience across power, transmission, renewables, oil & gas, transportation, defence and aerospace sectors. The company has played a key role in building India's industrial infrastructure and is now leveraging its engineering, manufacturing and project execution capabilities to address emerging clean energy areas, including Green Hydrogen.

This agreement marks a significant step in enhancing BHEL's contribution to the National Green Hydrogen Mission and the Government of India's Make in India initiative.



Officials from BHEL and thyssenkrupp nucera India sign the Strategic Tie-Up agreement for alkaline electrolyser systems, witnessed by H.E. Dr. Philipp Ackermann, German Ambassador to India and Bhutan, and senior representatives from both organisations.

Commemorating Navratna Milestone, GRSE Releases Special Cover

The glorious achievement of being elevated to Navratna status by Garden Reach Shipbuilders and Engineers (GRSE) Ltd was recently celebrated through the release of a Special Cover with Cancellation & My Stamp.

The Special Cover was released by Shri Ashok Kumar, Chief Postmaster General, West Bengal Circle, in the presence of senior officials of GRSE and India Post.

Following GRSE's tradition of engagement at all levels of employees, Shri Bikash Das, Security Havilder (SK) (GR.-III), the senior most employee of GRSE and Shri Rup Pratim Ghatak, Asst. Manager, CDO, the youngest officer of the shipyard graced the occasion.

GRSE was accorded Navratna status by the Department of Public Enterprises, Ministry of Finance,

Government of India, in June 2026 in recognition of the shipyard's consistent financial and physical performance over the years. The conferment of Navratna status marks a defining milestone in GRSE's illustrious journey, reaffirming its operational excellence, financial strength, and strategic importance to the nation's defence ecosystem.

GRSE's financial performance over the last five years reflects its remarkable growth trajectory and operational excellence. The Company's Revenue from Operations has grown from ₹1,754 crore in FY 2021-22 to ₹7,002 crore in FY 2025-26. During the same period, Profit After Tax (PAT) has risen from ₹190 crore to ₹748 crore.

The shipyard has been a firm proponent of the Government's Atmanirbharta and "Make in

India" visions and delivered over 800 marine platforms including 118 warships to the Navy, Coast Guard and Friendly Foreign Nations over the last 66 years. This is the highest number of warships delivered by any shipyard in the country. GRSE delivered the country's first indigenous warship, INS Ajay, to the Navy in 1961, barely a year after being declared a Defence Public Sector Undertaking. The shipyard also built the country's first ever export warship, CGS Barracuda for the Government of Mauritius.

GRSE delivered eight warships 2025-26. Three of these were delivered on the same day. These three warships, the P17A Advanced Guided-missile Frigate INS Dunagiri, INS Sanshodhak, a Survey Vessel (Large) and Anti-Submarine Warfare Shallow Water Craft INS Agray were



Shri Ashok Kumar, Chief Postmaster General, West Bengal Circle, releases the Special Cover commemorating GRSE's elevation to Navratna status, in the presence of senior officials from the shipyard and India Post.

commissioned into the Navy by the Hon'ble Prime Minister of India Shri Narendra Modi on 21 Jun 26.

Currently nine warships, including four Next Generation Offshore Patrol Vessels, the shipyard is now building 30 other platforms. These include 12 Multi-Purpose Vessels for a German client, in keeping

with India's 'Make in India' & 'Make for the World' vision. The shipyard has also made a mark in the field of research vessels and is now building four of them for the Naval Physical Oceanographic Laboratory, National Center for Polar & Ocean Research and Geological Survey of India.

This prestigious Navratna

status will allow GRSE to make investments towards enhancing the shipyard's ability and expand operations. It has already embarked on a mission to increase capacity through both brownfield and greenfield projects to take on more Naval and Commercial Shipbuilding Projects.

Balmer Lawrie Organises Hindi Essay Writing Competition under the Aegis of TOLIC (PSU-2), Kolkata

Balmer Lawrie & Co. Ltd., a Government of India Enterprise, recently organised a Hindi Essay Writing Competition under the aegis of TOLIC (PSU-2), Kolkata, reaffirming its

commitment to promoting the Official Language, Hindi, and encouraging its effective use in official communication.

The competition, organised at Balmer Lawrie's Corporate Office

in Kolkata, witnessed enthusiastic participation from officers and employees representing various Public Sector Undertakings in the city.



From left to right - Dr. Vichitrassen Gupta, Deputy Director (Implementation), Department of Official Language, Ministry of Home Affairs, GOI, Mr. Abhijit Ghosh, Director (Human Resources & Corporate Affairs), Balmer Lawrie and Mr. Ajay Shankar Mishra, Joint Secretary, TOLIC (PSU-2), Kolkata during the Hindi Essay Writing Competition organised by Balmer Lawrie under the Aegis of TOLIC (PSU-2), Kolkata.

ITI Limited Wins 4G Expansion Phase IX Order from BSNL Worth Rs. 856.39 Crores



ITI Limited, country's first PSU post-independence and premier telecom manufacturing company has recently received work order for expansion of 4G Mobile Network in West India from Bharat Sanchar Nigam Limited (BSNL) for total value of Rs 856.39 Crore. The scope of work includes Planning, Engineering, Supply, Installation, Testing and Commissioning of 4G Mobile Network on a turnkey basis for 7613 sites in the West Zone. As part of India's Atmanirbhar telecom initiative, BSNL is implementing the prestigious project of indigenous 4G telecom equipment to achieve self-reliance in the telecom segment to fulfil domestic market needs.

ITI Limited along with TCS as a consortium partner had

successfully executed the turnkey project worth Rs 2640 Crores for provisioning 4G mobile network under Phase IX.2, for BSNL West Zone states that include Maharashtra, Goa, Gujarat, Chhattisgarh, Madhya Pradesh and Mumbai LSA. The project consisted of RF planning, engineering, supply, installation, testing, commissioning, integration and annual maintenance of the 4G mobile network at 23633 sites in the West Zone. On successful completion of this project, ITI Limited has now received a work order recently for expansion of 4G Mobile Network in BSNL West Zone including saturation sites (DBN funded) for supply, installation and commissioning of 7613 sites. The total value of

the order amounts to Rs 856.39 Crores.

Speaking on the occasion, Mr. Rajesh Rai, Chairman and Managing Director, ITI Limited said – "It is a very proud moment for ITI Limited as our prestigious client BSNL continues to repose great trust in ITI Limited's execution capability by awarding work order to us. ITI Limited has steadfastly been executing and has proved to be an able ally in the country's Atmanirbhar telecom initiatives."

ITI Limited is currently executing Bharatnet Phase III projects worth Rs. 7000 Cr for BSNL in Himachal Pradesh, West Bengal, Andaman & Nicobar, Arunachal Pradesh, Nagaland, and Manipur states.



Shri Rajesh Rai, Chairman and Managing Director, ITI Limited

EIL Signs MoU with Directorate General of Maritime Administration (DGMA) to Provide Technical Consultancy Services

Engineers India Limited (EIL), a leading engineering consultancy and EPC company under the Ministry of Petroleum and Natural Gas, Government of India, recently signed a Memorandum of Understanding (MoU) with the Directorate General of Maritime Administration (DGMA), formerly the Directorate General of Shipping, under the Ministry of Ports, Shipping and Waterways, Government of India.

The MoU provides a framework for collaboration under which EIL will offer its engineering, technical advisory, project management, and consultancy services to DGMA for the planning, development, modernization, and implementation of projects in the maritime sector.

Leveraging EIL's extensive experience in the Hydrocarbon, Marine, and Offshore sectors, the collaboration aims to harness EIL's multidisciplinary expertise in engineering, project management, digital solutions, sustainability, and



infrastructure development to support DGMA in enhancing India's maritime capabilities. The scope of cooperation includes feasibility studies, infrastructure planning, technology integration, capacity enhancement, and other specialized technical services as may be mutually identified.

The partnership aligns with the Government of India's vision of developing world-class maritime infrastructure and strengthening the maritime sector as a key driver of economic growth. It is also expected to contribute

to improving efficiency, promoting sustainability, and encouraging the adoption of modern technologies in maritime infrastructure development and administration.

The MoU underscores the commitment of both organizations to fostering institutional collaboration, promoting technical excellence, and supporting the development of a modern, resilient, and sustainable maritime ecosystem in India.



Shri Atul Gupta, CMD, EIL, and senior officials of EIL and DGMA, at the signing of the MoU to strengthen collaboration in India's maritime sector.

EIL and CSIR-IMMT Sign MoU to Advance Indigenous Technologies for Critical and Strategic Minerals

Engineers India Limited (EIL) recently signed a Memorandum of Understanding (MoU) with the CSIR-Institute of Minerals and Materials Technology (CSIR-IMMT), Bhubaneswar, to strengthen collaboration in mineral processing, extractive metallurgy, and the critical and strategic minerals value chain.

Shri Rajiv Agarwal, Director (Technical), EIL, and Dr. Ramanuj Narayan, Director, CSIR-IMMT, in the presence of Shri Atul Gupta, Chairman and Managing Director, EIL; Dr. Kali Sanjay, Head, Business Development & CoE, CSIR-IMMT; and senior officials from both organizations at EIL's Head Office, New Delhi.

CSIR-IMMT will jointly identify, evaluate, and undertake research and development initiatives in critical and strategic minerals. The collaboration will also facilitate the exchange of technical expertise, capacity-building programs, technology scale-up, and the execution of pilot-scale and commercial deployment projects.

The MoU was signed by Under the agreement, EIL and



Shri Atul Gupta, CMD, EIL, and Dr. Ramanuj Narayan, Director, CSIR-IMMT, along with senior officials of both organisations, at the signing of the MoU.



GAIL Inks Pact with KABIL to Strengthen Collaboration in Critical Minerals

GAIL (India) Limited recently signed a Memorandum of Understanding (MoU) with Khanij Bidesh India Limited (KABIL) to collaborate in the field of critical and strategic minerals, supporting India's long-term resource security. The MoU has been signed by Shri Sanjeev Kumar, Executive Director (R&D

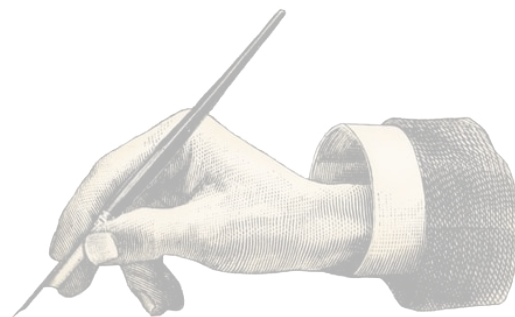
& E&P), GAIL, and Shri Sunil Kumar Singh, Chief Executive Officer, KABIL, in the presence of Shri R. K. Singhal, Director (Business Development), GAIL, and other senior officials from both organizations.

The partnership provides a framework for cooperation

in identifying and evaluating opportunities in critical and strategic minerals, facilitating the exchange of technical expertise, capacity building, and exploring joint initiatives across the mining value chain to help strengthen India's long-term supply of these vital resources and clean energy transition.



Shri Sanjeev Kumar, Executive Director (R&D & E&P), GAIL, and Shri Sunil Kumar Singh, Chief Executive Officer, KABIL, exchange signatures on the Memorandum of Understanding, witnessed by senior officials from both organisations.



CONCOR Signs MoU with IIT Roorkee for AI-Driven Decision Support System

State-owned logistics major, Container Corporation of India Ltd. (CONCOR), recently entered into a Memorandum of Understanding (MoU) with IIT Roorkee to collaborate on the development of an AI-driven decision support system for smart DLP, inventory management, and network optimization.

This collaboration aims to leverage artificial intelligence,

machine learning, geospatial analytics, and operations research to enhance train planning, trailer utilization, container inventory management, and multimodal logistics across CONCOR's network.

The initiative has strongly reflected CONCOR's commitment to innovation, digital transformation, and sustainable logistics, enabling

smarter planning, improved asset utilisation, lower operational costs, and reduced carbon emissions. Both organisations remain committed to a collaborative approach toward building the next generation of intelligent logistics solutions.

Awards & Accolades to PSEs



Shri Shantanu Roy, Chairman & Managing Director, BEM Limited, receives the Chief of the Army Staff (COAS) Commendation Card from General Upendra Dwivedi, Chief of the Army Staff, in recognition of his outstanding contributions as an Industry Partner. The honour acknowledges his leadership in advancing indigenous defence manufacturing, strengthening the defence industrial ecosystem, and driving the development of state-of-the-art combat engineering equipment for the Indian Armed Forces.

REC Limited Provides Rs.4.22 Cr under CSR to Establish 100 Smart Classrooms in Assam

Reinforcing its commitment to strengthening education infrastructure through Corporate Social Responsibility (CSR), REC Limited recently sanctioned ₹4.22 crore for the project, "Establishing 100 Smart Classrooms in 100 Government Schools in the Lakhimpur and Kaziranga regions of Assam." The initiative aims to enhance the quality of education by integrating digital learning solutions into government schools and creating an engaging, technology-enabled

learning environment for students.

A Memorandum of Agreement (MoA) for the project was signed at REC Limited's Corporate Office in Gurugram between Shri L. B. Nautiyal, HoD (CSR), REC Limited, and Shri B. Vinod Kumar, Director, Indo German Institute of Advanced Technology (IGIAT). The signing ceremony was held in the presence of Shri Arun Kumar Tyagi, Executive Director (CSR), REC Limited, and

other officials from REC Limited and IGIAT.

Through its CSR initiatives, REC Limited continues to make meaningful investments in education, healthcare, skill development, environmental sustainability, and community development, contributing to inclusive and sustainable socio-economic growth across the country.



Officials from REC Limited and IGIAT formalise the partnership for the Smart Classrooms initiative at REC Limited's Corporate Office in Gurugram.

KALEIDOGRAM

We are delighted to introduce Kaleidogram
A brand-new feature in Kaleidoscope showcasing the most interesting and creative social media posts from India's Public Sector Enterprises. From milestones to celebrations, it offers a vibrant glimpse into the dynamic digital presence of PSUs. We hope you enjoy this colourful new addition!

←

Kaleidogram

Featuring Post

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AUGUST

ONGC

Oil and Natural Gas Corporation (ONGC) celebrating the 52nd Foundation Day. The post features a video of the President of India, Dr. Ram Kovind, addressing the nation. The caption mentions the 52nd anniversary and the company's commitment to the energy transition.

HPCL

HPCL celebrating 52nd Foundation Day. The post features a graphic with the number 52 and the text 'HAPPY 52ND FOUNDATION DAY'. The caption mentions the company's commitment to the energy transition and its vision of building a more sustainable energy future.

IOCL

IndianOil celebrating the 135th Indian Oil Durand Cup. The post features a graphic with the text 'THE WAIT IS OVER. IT'S BORO MATCH DAY.' and the caption mentions the company's commitment to the Durand Cup and its vision of building a more sustainable energy future.

NTPC

NTPC celebrating 52nd Foundation Day. The post features a graphic with the text 'EVERY LIGHT HAS A STORY' and the caption mentions the company's commitment to the energy transition and its vision of building a more sustainable energy future.

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Kaleidogram

Featuring Post

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AUGUST

CIL

CIL celebrating 52nd Foundation Day. The post features a graphic with the text 'COAL-ITY SMASH!' and the caption mentions the company's commitment to the energy transition and its vision of building a more sustainable energy future.

IRCTC

IRCTC celebrating 52nd Foundation Day. The post features a graphic with the text 'NOT EVERY ODYSSEY TAKES YEARS. SOME BEGIN THIS WEEKEND.' and the caption mentions the company's commitment to the energy transition and its vision of building a more sustainable energy future.

SAIL

SAIL celebrating 52nd Foundation Day. The post features a graphic with the text 'SAIL SeQR TMT BARS' and the caption mentions the company's commitment to the energy transition and its vision of building a more sustainable energy future.

BPCL

BPCL celebrating 52nd Foundation Day. The post features a graphic with the text 'Fuel Your Mind EMOJIS HAVE ENERGY TOO' and the caption mentions the company's commitment to the energy transition and its vision of building a more sustainable energy future.

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Tagore Chamber



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

Auditorium



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

Bhabha Chamber (Board Room)



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

Mirza Ghalib Chamber



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

Fazal Chamber



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

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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Email: nitin@scopeonline.in

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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

Mr. Gopal Krishna Bharti
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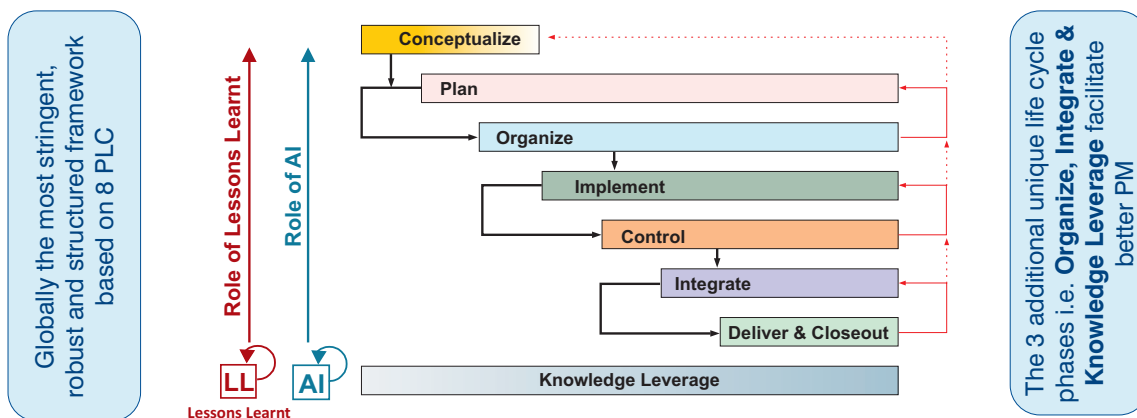
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