

KALEIDO SCOPE

STANDING CONFERENCE OF PUBLIC ENTERPRISES



SCOPE and CBC's DAKSH 3 Academic Journey Begins at ISB, Hyderabad

SCOPE unveils Advanced Global Leadership Program (AGLP 2.0) at IIM, Calcutta



SCOPE Hosts program on 'A Framework for Stress-Free Working'



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KALEIDOSCOPE





SCOPE
PROMOTING EXCELLENCE

LABOUR LAW REFORMS: UNDERSTANDING THE NEW LABOUR CODES & CENTRAL RULES

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Content

MESSAGES

- 05** Message by Chairman
- 06** Message by Vice-Chairman
- 07** Director General's Desk

SCOPE NEWS

- 08** SCOPE and CBC's DAKSH 3 Academic Journey begins at ISB, Hyderabad



- 12** SCOPE hosts program on 'A Framework for Stress-Free Working'



- 13** Ministry of Textiles recognises SCOPE's contribution to Circular Economy
- 14** SCOPE as Member, ESIC participates in the Meeting of ESI Corporation
- 15** Forging Global Leaders: SCOPE unveils Advanced Global Leadership Program (AGLP 2.0)



16 INTERFACE WITH STAKEHOLDERS

18 SCOPE IN MEDIA

- 20** SCOPE Hoists the Tricolour : 80th Independence Day Celebrations and Har Ghar Tiranga Momentum

24 PERSONALIA

ARTICLE

- 25** A Modern Indian Leader's Trinity: Ethics, Empathy, and Engagement
by Dr. Ashutosh Kr. Anand
- 28** Governance of Professional Associations: The Indian Experience
by Dr. Rajen Mehrotra
- 30** Too Much Hard Work & Heart Health Awareness: The Need of the Hour
by Dr. H.K. Chopra
- 32** Arbitration and Mediation in the Oil and Gas Industry: Dispute Resolution, Challenges and the Way Forward
by Dr. A Venkatesan
- 35** Clean Air is becoming a strategic health, ESG & National Development priority
by Dr. Praful Naik

37 PSE NEWS

50 KALEIDOGRAM

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KALEIDO SCOPE
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MESSAGE BY *Chairman*

As national pride swept across the country during Independence Day celebrations, the nationwide 'Har Ghar Tiranga' campaign served as a powerful reminder of the unity and collective purpose driving India's growth trajectory. Embracing this deep national sentiment with immense fervor, SCOPE and Public Sector Enterprises (PSEs) actively participated in the initiative, re-dedicating themselves to the service of the nation.

Driving sustainable growth requires bold, proactive strides to protect our environment for future generations. Demonstrating this commitment, SCOPE, in collaboration with GIZ Germany, organized the LeadIT and Sustainability Exchange for the Western region in Mumbai. This initiative forms a critical part of SCOPE's broader regional training series, designed to accelerate green skilling and build capacity across PSEs nationwide.

Building resilient, future-ready organizations demands continuous investment in human capital. To empower leaders to navigate today's increasingly intricate global business landscape, SCOPE launched the newest edition of its flagship Advanced Global Leadership Program (AGLP 2.0) in partnership with IIM Calcutta. Simultaneously, the DAKSH 3 program officially kicked off, with its new cohort completing an immersive learning module at ISB Hyderabad to sharpen strategic management and leadership capabilities.

A dynamic workplace requires holistic focus. To address modern workplace pressures, SCOPE conducted a specialized workshop on 'A Framework for Stress-Free Working,' offering practical tools to cultivate mental well-being alongside organizational productivity. Looking ahead, SCOPE is set to deliver a comprehensive session on the New Labour Codes to seamlessly guide public sector management and workforce leaders through ongoing statutory reforms.

As SCOPE continues to drive organizational excellence, we are expanding our executive learning initiatives across core operational areas, with a robust pipeline of high-impact programs currently in development. We deeply value the continued support and active participation of our member organizations, whose ongoing partnership remains the cornerstone of all our endeavors.

Jai Hind!

K. P. Mahadevaswamy

Chairman, SCOPE



MESSAGE BY *Vice-Chairman*

As India reflects on eight decades of freedom, the pivotal role of Public Sector Enterprises (PSEs) in driving the nation's growth trajectory remains a cornerstone of our socio-economic identity.

Since their inception, these enterprises have been the architects of self-reliance, anchoring critical sectors from infrastructure and energy to technology and defense. Consistently balancing robust commercial performance with profound social responsibility, PSEs have not only fueled economic resilience but have also ensured inclusive development across the farthest reaches of our country.

SCOPE as the apex body continues to further the role of public sector enterprises in steering national progress. Embracing the deep patriotic sentiment of the nationwide 'Har Ghar Tiranga' campaign during Independence Day, SCOPE and PSEs across the country re-dedicated themselves to serving the nation with renewed vigor and collective purpose.

To ensure our PSEs remain agile and future-ready, SCOPE continues to work towards capacity building and strategic management. We recently launched the latest iteration of our flagship Advanced Global Leadership Program (AGLP 2.0) in partnership with IIM Calcutta to prepare leaders for complex global markets.

Simultaneously, SCOPE and CBC's DAKSH 3 program commenced, with its new cohort completing an intensive education immersion at ISB Hyderabad.

In parallel with leadership development, championing sustainable growth remains central to our mission. Continuing the last leg of its regional workshop the Lead IT and Sustainability

Exchange for the Western region was held in Mumbai, a key milestone in our regional training series aimed at accelerating green skilling and building environmental capacity across PSEs nationwide.

Achieving operational excellence also demands holistic attention to workforce well-being and regulatory adaptation. A workshop on 'A Framework for Stress-Free Working' was also organized to equip professionals with practical tools for mental wellness.

In the coming months, SCOPE is all set to keep up this momentum. As we advance through the remainder of the year, we are expanding our portfolio of executive learning across core operational verticals.

We deeply appreciate the continued support and active participation of our member organizations, whose partnership remains the bedrock of all our endeavors.

Brajesh Kumar Upadhyay
Vice Chairman, SCOPE

Director General's Desk



With the business landscape evolving at an unprecedented pace, SCOPE continues to champion a vision of growth that is rooted in leadership, sustainability, and the holistic well-being of our workforce.

The past few months have been a combination of multifaceted initiatives and endeavours undertaken by SCOPE, as the apex body ensuring our Public Sector Enterprises remain at the forefront of national development and global competitiveness.

Beyond organizational growth, our responsibility extends to the environment and the nation. Recently, we were deeply honored as the Ministry of Textiles recognized SCOPE's contribution to the Circular Economy. This acknowledgment validates our aggressive push toward sustainable, environmentally responsible business practices.

Alongside this, during the Independence month, the apex body's collective spirit and national pride were on full display during SCOPE's whole hearted participation in the Har Ghar Tiranga campaign, celebrating the unity and heritage of our great nation.

As we know that Capacity building and visionary leadership are the bedrocks of future-ready organizations, SCOPE continues to organize programs that build future fluent leaders. To this end, we recently unveiled the new edition of the Advanced Global Leadership Program (AGLP 2.0), at IIM Calcutta. This program of SCOPE has been one of its revered programs, aiming to forge dynamic global leaders equipped to navigate complex international markets.

Furthering our commitment to continuous learning, the academic journey for DAKSH 3 has commenced. Our newest cohort is already demonstrating remarkable progress, marked by their inaugural educational immersion at ISB, Hyderabad.

At SCOPE, we have always believed that a resilient organization thrives on a supportive ecosystem. To foster this, we recently hosted an essential program on 'A Framework for Stress-Free Working' that aimed to cultivate a healthier workplace culture, ensuring our team can achieve peak productivity without compromising their mental health.

Also, SCOPE and GIZ hosted the Western region's LeadIT and Sustainability Exchange in Mumbai on 'Advancing Industrial Decarbonisation and Low-Carbon Pathways for a Net-Zero India.' The workshop explored global and domestic carbon markets,

highlighting how industry innovations drive decarbonization.

As part of our policy advocacy efforts, SCOPE as Member, ESIC participated in the recent meeting that focused on strengthening social security measures and expanding medical benefits for the workforce.

As we enter another eventful month at SCOPE, I invite our readers to explore this latest edition of KALEIDOSCOPE with the hope that these milestones serve as a testament to the resilience of our public sector. As you read through these pages, let us reinforce our shared vision: to work together in forging organizations that are economically formidable, deeply compassionate, and champions of a sustainable, globally admired future.

Happy reading!

Programmes & Initiatives launched (since last issue of KALEIDOSCOPE)

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

SCOPE Celebrates Independence Day –
15th August, 2026

SCOPE & CBC's DAKSH 3 Academic Journey Begins at ISB, Hyderabad – **17th August, 2026**

Launch of Advanced Global Leadership programme (AGLP 2.0)– **24th August, 2026**

SCOPE – GIZ host the Western region's LeadIT and Sustainability Exchange in Mumbai– **25th August, 2026**

Programmes & Initiatives in the offing

SCOPE Celebrates Vishwakarma Puja – **17th September, 2026**

Labour Law Reforms: Understanding The New Labour Codes & Central Rules–
18th September, 2026

Workshop of AGLP 2.0 at SCOPE –
24th and 25th September, 2026 & 23rd October, 2026

SCOPE AGLP's International Study Cum Business Tour

Atul Sobti

SCOPE and CBC's DAKSH 3 Academic Journey begins at ISB, Hyderabad

In a significant milestone for India's public sector leadership development, the 3rd Batch of DAKSH (Development of Aspiration, Knowledge, Succession & Harmony) the flagship leadership program of SCOPE and the Capacity Building Commission (CBC), GoI, commenced its first major in-person learning intervention on **17th August 2026 at the Indian School of Business (ISB), Hyderabad.**

The six-day immersive intervention, held from **17th August to 22nd August 2026**, brings together **72 senior executives from 21 Public Sector Enterprises (PSEs)** on a common platform for an integrated learning experience comprising **three days of classroom learning, two days of industry immersion, and one day of**

leadership immersion. This carefully structured format reflects a deliberate and holistic approach to leadership development, one that goes well beyond the confines of a traditional classroom to engage participants with real-world industry realities and deep personal reflection.

The classroom component focuses on contemporary and critical leadership themes including **Purpose-Driven Leadership and Leading Change, Digital and AI-Enabled Transformation, and Strategic Renewal and Innovation** — themes that are not merely academic constructs but pressing imperatives for today's public sector leaders navigating a rapidly evolving global landscape. The Industry Immersion provides participants a unique

opportunity to engage with leading enterprises and observe first-hand how organisations translate strategy into action across areas such as **digital transformation, innovation, sustainability, governance, and enterprise leadership.** The intervention culminates into a Leadership Immersion — a powerful opportunity for deep reflection and experiential learning around leadership styles, behaviours, and personal growth.

DAKSH has been jointly conceptualised by **SCOPE and CBC** with the objective of creating a strong, future-ready leadership pipeline for India's Central Public Sector Enterprises (CPSEs). The program follows an integrated learning framework built around the three



Shri Atul Sobti, DG, SCOPE, ISB faculty members and participants during the Educational Immersion at ISB, Hyderabad

pillars of **Education, Experience, and Exposure**, bringing together structured classroom learning, leadership assessments, coaching, Live Action Learning Projects, and experiential immersions.

A defining strength of DAKSH is that it brings together senior executives from diverse CPSEs, sectors, and functional backgrounds onto a **common platform for leadership learning and peer-to-peer exchange**. This cross-sectoral interaction enables participants to share organisational experiences, appreciate diverse perspectives, and collectively reflect on the evolving challenges and opportunities before India's Public Sector, building not just individual capability, but a shared leadership community across the nation's CPSEs.

The third batch of DAKSH was formally launched on **3rd July 2026** with an Inaugural Ceremony-cum-Orientation Program, inaugurated by Hon'ble Union Minister Dr. Jitendra Singh. With the commencement of the six-day intervention at ISB Hyderabad, participants now enter a pivotal and transformative phase of their **year-long leadership journey**,



Dr. Alka Mittal, Member, CBC, addressing participants during the Daksh 3 Educational Immersion.

moving from orientation to immersive action, from knowledge to experience.

The **Indian School of Business (ISB)**, as the Knowledge and Academic Partner for the third batch, brings its world-class academic expertise, contemporary management perspectives, and experiential learning approach to the program. Ranked consistently among Asia's leading business schools, ISB's partnership aims to provide participants with a rigorous and relevant learning experience that connects contemporary

global leadership thinking with the realities and complexities of India's Public Sector.

This immersive learning intervention further reinforces the steadfast commitment of **SCOPE and CBC towards developing a strong and future-ready leadership pipeline for India's Public Sector Enterprises** and preparing its leaders to navigate complexity, drive transformation, strengthen institutions, and contribute meaningfully to the nation's vision of a **Viksit Bharat by 2047**.



DG, SCOPE, addressing participants during the classroom session at ISB, Hyderabad.

Glimpses of Educational Immersion of DAKSH 3 held at ISB Hyderabad



SCOPE hosts program on 'A Framework for Stress-Free Working'

In a timely and thoughtful initiative reflecting its commitment to holistic employee wellness, SCOPE organised an engaging and interactive program titled 'A Framework for Stress-Free Working' on 3rd August, 2026, a platform designed to equip senior public sector executives with practical, actionable tools to cultivate a balanced, healthy, and stress-free work environment.

The program was addressed by Shri Sunil Bajpai, Principal Chief Commissioner, Income Tax, and Shri Atul Sobti, Director General, SCOPE. Dr. Vasundhara Upmanyu, Joint Secretary, DPE, was also present, lending further significance to the occasion. The highlight of the program was a special presentation by Shri Sunil Bajpai, who drew upon his extensive experience to offer a compelling and deeply practical

framework for managing workplace stress-addressing its root causes, its impact on professional performance and personal well-being, and the mindset shifts required to overcome it.

Shri Atul Sobti, in his address, underscored that true organisational excellence cannot be achieved without the well-being of its people. He emphasised that a healthy, motivated, and mentally resilient workforce is not merely a human resources priority but a strategic imperative for India's Public Sector as it navigates an increasingly complex and demanding global environment. He encouraged participants to embrace the insights shared during the program and integrate them into their professional and personal lives.

The program saw enthusiastic participation from over 60 senior

officials representing several Public Sector Enterprises, reflecting the growing recognition that mental well-being and stress management are as critical to institutional success as technical competence and operational efficiency. The interactive format of the program facilitated open dialogue, shared experiences, and peer learning-creating a safe and supportive space for executives to reflect on their own well-being and explore practical strategies for a more balanced work life.

Through its various endeavours and unique programs, SCOPE continues to cultivate overall wellness and holistic development, reinforcing its ongoing commitment to building a motivated, healthy, and highly productive workforce for the nation.



Shri Sunil Bajpai, Principal Chief Commissioner, Income Tax; Dr. Vasundhara Upmanyu, Joint Secretary, DPE; Shri Atul Sobti, DG, SCOPE; and others during the program.

Ministry of Textiles recognises SCOPE's contribution to Circular Economy

In a proud moment of recognition for SCOPE, the Ministry of Textiles recently acknowledged the apexbody meaningful contribution to India's transition towards a circular economy during a reply in the Lok Sabha.

Responding to parliamentary queries, Shri Pabitra Margherita, Hon'ble Minister of State for Textiles, highlighted SCOPE's pivotal role in advancing sustainable procurement practices across the public sector. The Minister commended SCOPE for entering into a strategic Memorandum of Understanding (MoU) with the Textiles Committee and the Government e-Marketplace (GeM),

aimed at actively promoting the procurement of upcycled products across government departments and public sector entities.

This landmark partnership reflects SCOPE's growing commitment to embedding sustainability at the heart of public sector operations, as stated in Minister's parliamentary reply, underscoring the strategic importance of the collaboration.

The initiative aligns seamlessly with the Government's 'Tex-Eco Initiative' and reinforces the collective commitment of India's Public Sector Enterprises (PSEs) to Environmental,

Social, and Governance (ESG) standards. By integrating upcycled goods into institutional procurement, the collaboration positions PSEs as active enablers of a greener, more responsible economic ecosystem.

SCOPE has expressed its gratitude to the Ministry of Textiles and GeM for this vital collaboration and remains steadfast in its commitment to advancing sustainable operations and green public procurement across India's Public Sector, contributing meaningfully to the nation's vision of an environmentally conscious and future-ready economy.



Ministry of Textiles

GARMENT EXPORTS

Posted On: 11 AUG 2025 1:34PM by PIB Delhi

The Government has undertaken several initiatives to help textile units meet international quality, environmental and sustainability standards, including the Tex-Eco Initiative announced in the Union Budget 2024-27 to promote circular economy technologies and textile waste management, recycling, sustainable packaging, and the development of recycled fibers and high-value products across India. An Environment, Social, and Governance (ESG) Task Force has been constituted to address issues related to sustainable production, certifications, and exports while facilitating industry knowledge sharing through platforms like Circular Samvaad and the Cluster Exchange Mechanism. **The Textiles Committee has signed an MoU with the Standing Conference of Public Enterprises (SCOPE) and Government e-Marketplace (GeM) to promote the procurement of upcycled products.** Other Global pilot projects include **(i) Eliminating Hazardous Chemicals from Textile Fashion Supply Chain**, implemented in partnership with UNIDO and funded by the Global Environment Facility (GEF) to eliminate hazardous chemicals and reduce greenhouse gas emissions and waste in the fashion supply chain; and **(ii) Accelerating the Transition of Indian Textile Sector towards Circularity (In-Tex India)**, implemented in collaboration with UNEP to scale circular business models using Life Cycle Assessment (LCA) and Product Environmental Footprint (PEF) methodologies.

8/20/25, 4:21 PM

Press Release Page | Press Information Bureau



Ministry of Textiles

TEXTILE RECYCLING AND CIRCULAR ECONOMY

Posted On: 11 AUG 2025 1:35PM by PIB Delhi

The Government has undertaken several initiatives to promote textile recycling, adoption of recycling technologies and the transition towards a circular economy in the textile sector:

- In the Union Budget 2024-27, the Hon'ble Finance Minister announced the 'Tex-Eco Initiative' to promote a globally competitive and sustainable textiles and apparel sector. The initiative aims to support innovative technologies for the circular economy, including textile waste management, recycling and value addition, development of recycled fibres, new materials, sustainable packaging and other high-value products from discarded textiles, in collaboration with research institutions, Textile Research Associations, Centres of Excellence, industry, start-ups and other stakeholders.
- The Ministry of Textiles has undertaken a study titled "Mapping of Textile Waste Value Chain in India". The report estimates the generation of textile waste from pre-consumers sources such as manufacturing waste as well as post-consumer waste.
- The Government has also constituted an Environment, Social and Governance (ESG) Task Force to deliberate on sustainable production, certification and exports, besides facilitating industry-centric programmes such as Circular Samvaad and the Cluster Exchange Mechanism.
- The Government is also promoting textile recycling and sustainable manufacturing through policy support, research, innovation and capacity-building initiatives, including:

- The UNIDO-Global Environment Facility (GEF) project on eliminating hazardous chemicals from the textile fashion supply chain;
- The UNEP supported In-Tex India Project for Accelerating the Transition of the Indian Textile Sector towards Circularity using Life Cycle Assessment (LCA) and Product Environmental Footprint (PEF);
- Support for environmentally sustainable research and development under the National Technical Textiles Mission (NTTM);
- Development of a sustainability framework for PM MITRA Parks; and
- Promotion of upcycled products in Government procurement through an MoU among the Textiles Committee, Standing Conference of Public Enterprises (SCOPE) and Government e-Marketplace (GeM).

These initiatives are sector-wide and are intended to facilitate technology adoption, research, innovation, sustainable manufacturing and circular economy practices across the textile value chain.

<https://www.pib.gov.in/pressreleases?age=371952-2297514&mp=45&lang=1>

12

PIB PRESS RELEASES

SCOPE as Member, ESIC participates in the Meeting of ESI Corporation

SCOPE, as a Member of the ESIC, participated in the 199th Meeting of the ESI Corporation held on 4th August 2026, at ESIC Headquarters, New Delhi. The meeting was held under the chairmanship of Hon'ble Union Minister Dr. Mansukh Mandaviya, Minister of Labour & Employment and Youth Affairs & Sports. Smt.

Shobha Karandlaje, Minister of State for Labour & Employment and Micro, Small & Medium Enterprises, was also present.

During the meeting, a review was undertaken of the progress made on actionable decisions emanating from previous meetings of the Corporation,

ensuring continued accountability and follow-through.

Members offered constructive suggestions for the robust functioning of ESIC. SCOPE continues to partake in the collective spirit and shared resolve to make ESIC more efficient, responsive and worker-centric.



ESIC meeting chaired by Hon'ble Union Minister Dr. Mansukh Mandaviya, in the presence of Smt. Shobha Karandlaje, Minister of State.



Forging Global Leaders: SCOPE unveils Advanced Global Leadership Program (AGLP 2.0)

Taking its leadership development mission to new heights, SCOPE unveiled the Advanced Global Leadership Program (AGLP 2.0) in collaboration with IIM Calcutta, a transformative initiative aimed at developing visionary, globally competitive leaders for India's Central Public Sector Enterprises (CPSEs) on 24th August, 2026.

The program was unveiled by Shri Atul Sobti, Director General, SCOPE and Member, ILO Governing Body, along with Shri Sanjai Kumar, CMD, RailTel, in the presence of distinguished faculty from IIM Calcutta - Prof. Prashant Mishra, Prof. Biswatosh Saha, and Prof. Partha Priya Dutta, reflecting the strong academic foundation that anchors this flagship initiative.

The new batch of AGLP brings together 27 senior executives from various CPSEs, representing a rich diversity of sectors and business domains, each chosen for their potential to lead transformational change within their respective organisations and across India's Public Sector at large.



DG, SCOPE, addressing participants of the Advanced Global Leadership Program (AGLP 2.0) at the launch event in Kolkata, organised in collaboration with IIM Calcutta.

Addressing the gathering, Shri Atul Sobti underscored the indispensable role of leadership in catalysing excellence, innovation, and transformation within CPSEs. He emphasised that public sector leadership demands a rare and nuanced balance between business performance and public purpose, operational efficiency and stakeholder expectations, and organisational priorities and larger national objectives. It is precisely this balance, he noted, that AGLP is designed to cultivate in its participants.

Adding a compelling dimension to the launch, Shri Sanjai Kumar, CMD, RailTel; himself an alumnus of AGLP, shared his personal experience of the program, reflecting on how the learning, peer interactions, and global exposure had profoundly enriched his leadership perspective. He highlighted the program's distinctive value in broadening strategic thinking and deepening participants' understanding of global business practices, a testimony to the real-world impact of AGLP on public sector leadership.



Shri Atul Sobti, Director General, SCOPE, IIM Calcutta faculty members Prof. Prashant Mishra, Prof. Biswatosh Saha and Prof. Partha Priya Dutta, and the 27 senior executives from CPSEs during AGLP 2.0 at IIM Calcutta.

INTERFACE WITH STAKEHOLDERS



DG, SCOPE calls on Hon'ble Former Chief Justice of India and Chairman, SCOPE Awards Jury, Justice T.S. Thakur



DG, SCOPE's meeting with Smt. Surama Padhy, Speaker, Odisha Legislative Assembly and Former Independent Director, BHEL in New Delhi recently.



Shri Atul Sobti DG, SCOPE meeting with Shri Madan Pillutla, Dean, Indian School of Business (ISB)



DG, SCOPE meeting with Prof. Alok Kumar Rai, Director, IIM Calcutta

The Indian EXPRESS

CORPORATE BRIEFS

8th August, 2026

SCOPE organised an interactive programme titled 'A Framework for Stress-Free Working' addressed by Sunil Bajpai, Principal Chief Commissioner, Income Tax & Atul Sobti, DG, SCOPE. Dr. Vasundhara Upmanyu, JS, DPE was also present. The programme included a special presentation by Bajpai & aimed to equip executives with actionable tools to cultivate a balanced, healthy, & stress-free work environment. Over 60 senior officials from several Public Sector Enterprises participated in the programme. Through its various endeavors and unique programs, SCOPE continues to cultivate overall wellness and holistic development, reinforcing its ongoing commitment to building a motivated, healthy, and highly productive workforce for the nation.



FINANCIAL EXPRESS

CORPORATE BRIEFS

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Hindustan Times

NEW DELHI/METRO
Tuesday, August 11, 2026



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Indian GRAPEVINE

SCOPE Hosts program on 'A Framework for Stress-Free Working'

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The Statesman

10
New Delhi
Thursday, 20 August 2026

SCOPE & CBC's DAKSH 3 academic journey begins at ISB, Hyderabad

Shri Atul Sobti, Director General, SCOPE, inaugurated the educational immersion of the third cohort of the DAKSH-SCOPE and CBC's flagship leadership programme for senior Public Sector leaders at ISB, Hyderabad. The intensive six-day educational immersion brings together 72 top executives from 21 PSEs from across the country, setting the stage for a robust, future-ready public sector. Addressing the participants, Shri Atul Sobti said that the program is a first of its kind transformative immersion blending academic, global, industry and practical experiences. He urged the cohort to maximize diverse peer perspectives, embrace discomfort, and remain open to unlearning and relearning.



THE TIMES OF INDIA

07th August, 2026

Workplace wellness

SCOPE organised an interactive programme titled 'A Framework for Stress-Free Working' addressed by Sunil Bajpai, Principal Chief Commissioner, Income Tax and Atul Sobti, Director General, SCOPE. Dr. Vasundhara Upmanyu, Joint Secretary, DPE was also present. The programme included a special presentation by Bajpai & aimed to equip executives with actionable tools to cultivate a balanced, healthy, and stress-free work environment. Over 60 senior officials from several Public Sector Enterprises participated in the programme.



In the programme, Through its various endeavors and unique programs, SCOPE continues to cultivate overall wellness and holistic development, reinforcing its ongoing commitment to building a motivated, healthy, and dynamic workforce for the nation.

The Sunday Statesman

9th August, 2026

SCOPE Hosts programme on 'A Framework for Stress-Free Working'

SCOPE organized an interactive programme titled 'A Framework for Stress-Free Working' addressed by Shri Sunil Bajpai, Principal Chief Commissioner, Income Tax and Atul Sobti, Director General, SCOPE. Dr. Vasundhara Upmanyu, Joint Secretary, DPE was also present. The programme included a special presentation by Shri Bajpai and aimed to equip executives with actionable tools to cultivate a balanced, healthy, and stress-free work environment. Over 60 senior officials from several Public Sector Enterprises participated in the programme. Through its various endeavors and unique programs, SCOPE continues to cultivate overall wellness and holistic development, reinforcing its ongoing commitment to building a motivated, healthy, and highly productive workforce for the nation.



INDIAN BUREAUCRACY

SCOPE Hosts Workshop on 'A Framework for Stress-Free Working'

SCOPE - Workshop on 'A Framework for Stress-Free Working' New Delhi: Standing Conference of Public Enterprises (SCOPE), the apex body representing Central Public Sector Enterprises (CPSEs), organised an interactive programme titled 'A Framework for Stress-Free Working', reaffirming its commitment to promoting employee well-being and creating healthier workplaces across India's public sector. The programme brought together senior executives from various Public Sector Enterprises (PSEs) to explore practical approaches for managing workplace stress, enhancing productivity, and fostering a positive organisational culture.



PSUWATCH

Fast | Accurate | Engaging

SCOPE hosts interactive programme on stress-free working

Session led by Income Tax chief Sunil Bajpai and DG SCOPE Atul Sobti, over 60 PSU executives attend



SCOPE stress-free working session was led by Income Tax chief Sunil Bajpai and DG SCOPE Atul Sobti.

PSU Watch Bureau
Published on: 08 Aug 2026, 4:12 pm
New Delhi: The Standing Conference of Public Enterprises (SCOPE) organized an interactive programme titled 'A Framework for Stress-Free Working' addressed by Sunil Bajpai, Principal Chief Commissioner, Income Tax, and Atul Sobti, Director General, SCOPE. Dr. Vasundhara Upmanyu, Joint Secretary, Department of Public Enterprises (DPE), was also present.

News mantra

SCOPE & CBC's DAKSH 3 Academic Journey Begins at ISB, Hyderabad



NEW DELHI: Shri Atul Sobti, Director General, SCOPE, inaugurated the academic immersion of the third cohort of DAKSH-SCOPE & CBC's flagship leadership programme for senior Public Sector leaders at the Indian School of Business (ISB), Hyderabad. The intensive six-day programme brings together 72 senior executives from 21 PSEs from across the country, setting the stage for a robust, future-ready public sector. Addressing the participants, Shri Atul Sobti described DAKSH as a first of its kind transformative leadership journey, blending academic learning with global perspectives, industry insights and practical experience.

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.

DAKSH 3 Begins at ISB Hyderabad, Bringing 72 Senior PSU Leaders Together for Future-Ready Leadership



DAKSH 3 Begins at ISB Hyderabad with 72 Senior PSU Leaders
The third cohort of DAKSH, the flagship leadership development programme of the Standing Conference of Public Enterprises (SCOPE) and Capacity Building Commission (CBC), has commenced its immersive six-day academic immersion at the Indian School of Business (ISB), Hyderabad, bringing together 72 senior executives from 21 Public Sector Enterprises (PSEs) from across India.

अमर उजाला

नई दिल्ली
शुक्रवार, 10 अगस्त 2026
कागज पर प्रकाशित
शुक्रवार 10 अगस्त 2026

उद्योग जगत

तनावमुक्त कामकाज के लिए स्कोप ने आयोजित किया विशेष कार्यक्रम
नई दिल्ली: कार्यवाहक उद्योग जगत के उद्योगों के बीच तनाव को कम करने के लिए स्कोप ने एक विशेष कार्यक्रम आयोजित किया। कार्यक्रम में उद्योगों के प्रमुख अधिकारियों ने भाग लिया। कार्यक्रम में उद्योगों के प्रमुख अधिकारियों ने भाग लिया। कार्यक्रम में उद्योगों के प्रमुख अधिकारियों ने भाग लिया।



Hindustan Times

NEW DELHI/METRO
Sunday, August 23, 2026



Atul Sobti, DG, SCOPE, inaugurated the educational immersion of the third cohort of the DAKSH-SCOPE and CBC's flagship leadership programme for senior public sector leaders at ISB, Hyderabad. The intensive educational immersion brings together 72 executives from 21 PSEs.

BUREAUGRAM

SCOPE holds interactive programme on 'A framework for stress-free working'



SCOPE organised an interactive programme titled 'A Framework for Stress-Free Working' addressed by Sunil Bajpai, Principal Chief Commissioner, Income Tax and Atul Sobti, Director General, SCOPE. Dr. Vasundhara Upmanyu, Joint Secretary, DPE was also present. The programme included a special presentation by Bajpai and aimed to equip executives with actionable tools to cultivate a balanced, healthy, and stress-free work environment. Over 60 senior officials from several Public Sector Enterprises participated in the programme.

Through its various endeavors and unique programs, SCOPE continues to cultivate overall wellness and holistic development, reinforcing its ongoing commitment to building a motivated, healthy, and highly productive workforce for the nation.

PSU Connect

News Updates on PSUs

SCOPE & CBC's DAKSH 3 Academic Journey Begins at ISB, Hyderabad

The intensive six-day educational immersion brings together 72 top executives from 21 PSEs from across the country, setting the stage for a robust, future-ready public sector.



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Addressing the participants, Shri Atul Sobti said that the program is a first of its kind transformative, immersive leadership journey blending academic, global, industry and practical experiences. He urged the cohort to maximize diverse peer perspectives, embrace discomfort, and remain open to unlearning and relearning.

Excelsior

daily

DAKSH 3 leadership programme begins at ISB Hyderabad



DAKSH 3 Academic Journey Begins at ISB Hyderabad for Senior PSE Leaders. The third cohort of DAKSH has begun its academic journey. Shri Atul Sobti, Director General of SCOPE, inaugurated the educational immersion of SCOPE and CBC's flagship leadership programme for senior Public Sector leaders at ISB, Hyderabad.

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NEWS IN NEWS IP

VOICE OF THE SILENT MAJORITIES

72 Senior Executives Start DAKSH Educational Immersion at ISB Hyderabad



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SCOPE Hoists the Tricolour:

80th Independence Day Celebrations and Har Ghar Tiranga Momentum



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.



HMM in Action: Driving Capability Building

What does Leadership Growth look like in practice with HMM?

Hear from HMM Champions who completed all 42 Harvard ManageMentor courses and leveraged the platform's practical tools, real-world insights, and structured learning to enhance their effectiveness, confidence, and impact at work.



Join the HMM Program

Join a high-impact leadership programme 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 Programme.

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

Ramya Prashasthi
Shyamsundar Jha
Shivani Singh
Aakash Chandhoke
Udit Kumar
Suriseti Anil
Subhajit Das
Shriram Thyagarajan
Puneet Dadhich
Mayank Kapoor
Naveen Yadav
Guruprasad B J
Arun Kumar B Rathod

Bharat Heavy Electricals Limited

Tanuja Priyadarshini
Mohit Kumar

Bharat Petroleum Corporation Limited

Amitkumar Purushottam Sonkusre
Aditya Kumar Verma
Dev Kumar Singh

Coal India Limited

Sidhigari Srilaxmi
Kumar Gaurav
Debankita Debnath
Robin Chatterji
Animesh Barman

Indian Oil Corporation Limited

Kalpeshkumar Maganlal Togadiya
Vivek Tomar
Abhijeet Rane
Pranjal Maheshwari
Kuldeep Meena
Prince Kumar Gautam
Narry Ashok

Hindustan Petroleum Corporation Limited

Banerjee Pradipta

GAIL India Limited

Pawan Kumar Kataria
Vivek Sethi
Nagaraju Dongala
Banerjee Pradipta

Mangalore Refinery and Petrochemicals Limited

Noopur Kaushik Bhalla
Dibyendu Saha

National Hydroelectric Power Corporation Limited

Poonam Jha
Vijay Singh
Akhilesh Kumar Shukla
Animesh Srivastava
Saumya Verma

Oil and Natural Gas Corporation of India Limited

Nitin Chaawla
Sumit Kumar Jha
Ananda Maity
Pardeep Sharma
Sangram Singh
Deepak Kumar
Chayanika Saikia
S P Arivalagan
Atish Shrikant Pandey
Rajesh Vadde
Rohit Mathur
Subhrant Pandey
Gautam Bhattacharyya

NTPC-SAIL Power Company Limited

Mihir Sinha

Power Grid Corporation of India Limited

Ravi Dhakar
Remya K
P P Naseef Thalib
Neha Sinha

PERSONALIA



Shri Vivek Jaiswal
assumes charge as
CMD
ECIL



Shri Kannen V.A.S.
assumes charge as
Director (Personnel)
ECIL



Dr. Ranjay Choudhary
assumes charge as
Director (Finance)
IRFC



Shri Manoj Kumar Sharma
assumes charge as
Director (Catering Services)
IRCTC



Shri Ambrish Tripathi
assumes charge as
Director (Human Resources)
BEL



Shri Anoop Kumar Rai
assumes charge as
Director (Marketing)
BEL



Shri Amol Babulal Taori
assumes charge as
Director (Finance)
POWERGRID



Shri Ajai Kumar Srivastava
assumes charge as
Director (Production)
ITI Limited



Shri Rajneesh Narain
assumes charge as
Director (Finance)
IRCTC



Shri Kundan Kumar Mishra
assumes charge as
Director (Finance)
MMTC

A Modern Indian Leader's Trinity: Ethics, Empathy, and Engagement:

प्रभावशाली नेतृत्व की त्रिवेणी



Dr. Ashutosh Kr. Anand

In the dynamic and diverse landscape of modern India, effective leadership transcends traditional, hierarchical models. It's no longer just about giving orders and expecting them to be followed. Today, the most successful leaders are those who build a strong foundation on a trinity of core values: ethics, empathy, and engagement. These aren't just buzzwords; they are the pillars that build trust, foster a positive work culture, and drive sustainable growth.

1. The Bedrock of Leadership: Ethics

Ethics in leadership is the unwavering commitment to moral principles and values, especially in the face of pressure or temptation. It's about doing the right thing, even when no one is watching. For Indian organizations, this is crucial for building a reputation of trust, not only with employees but also with stakeholders and the public.

Ethics: Intercepting the Pressure Cascade

The Ethical Imperative: Ethical leadership is the unwavering commitment to moral principles and doing the right thing even when not being watched.

The leader's first ethical duty is to intercept the pressure, not merely pass it on. This requires moral courage, "ethical compass".

Filter and Translate: Instead of cascading the unreasonable or unconvincing demand verbatim, an ethical leader questions it, pushes back (if necessary and appropriate), and translates the intent of the senior's demand into an ethical and actionable objective for the team.

Integrity to Purpose: If the senior's request is fundamentally misaligned with the company's stated values or the team's professional standards, the ethical leader must uphold those principles, even if it means "foregoing opportunities" or facing difficulty, much like the commitment to integrity shown by the Tata Group.

2. Empathy: Creating a Psychological Buffer

The Empathetic Bridge: Empathy is the ability to understand and share the feelings of others, creating a psychologically safe environment where employees feel heard, valued, and understood.

When the pressure is real and unavoidable, the leader must manage the emotional impact on the subordinate.

Validate the Discomfort: The empathetic leader should acknowledge the subordinate's feeling of being unconvincedly forced to act. They should say, "I understand why you are uncomfortable with this, and I share your concern." This simple validation shows that the leader is an "empathetic guide" who sees the subordinate's perspective.

Show Genuine Concern: A leader who is genuinely concerned about an employee's well-being inspires a deeper commitment than one who only focuses on metrics and deadlines. They must demonstrate that they prioritize the team's welfare (like the IT companies promoting mental health awareness) while dealing with the mandate.

3. Engagement: Mobilizing Purpose and Building Trust

The Engine of Continuity: Employee engagement is the emotional commitment to the organization's goals, and it is primarily driven by trust (ethics) and feeling understood (empathy).

To counter dissatisfaction and distrust, the leader must move from a directive style to "dialogic leadership".

Transparent Communication: If the task is non-negotiable, the leader must use transparent communication to explain why the task is necessary and how it aligns with the company's broader vision, even if it is a difficult compliance step.

Mobilize Purpose: Instead of simply demanding execution, the leader reframes the task to mobilize purpose. They can

*Dy. General Manager (HR), THDC India Limited

ask: “Given this difficult constraint from above, how can we execute this in a way that best protects our integrity and achieves the most ethical outcome?” This involves the employee in the decision-making process, replacing the feeling of being “forced” with a sense of autonomy and empowerment.

Active Listening: Leaders who engage with humility and openness are seen as being in touch with the people they serve. By listening to the subordinate’s specific objections, the leader can often find an innovative solution that satisfies the senior while mitigating the ethical or operational risks felt by the team.

Ultimately, the leader’s role in this scenario is to act as a moral filter and an emotional buffer, ensuring that the hierarchy does not crush the principles of integrity and human dignity on the ground.

A prime example is the Tata Group. For decades, the Tata brand has been synonymous with ethical business practices. Under the leadership of figures like J.R.D. Tata and later, Ratan Tata, the company navigated a complex business environment with a clear focus on integrity. In an era where many businesses resorted to “crony capitalism,” the Tatas famously upheld the principle of “Tatas don’t bribe.” This ethical stance, even when it meant foregoing opportunities, has earned them immense respect and a reputation for trustworthiness that has become a competitive advantage. Ratan Tata’s response to the 2G scam, where the company’s integrity was questioned, further solidified this stance as he publicly advocated for transparency and clean business practices. This ethical bedrock has helped the Tata Group attract and retain talent and maintain a loyal customer base across its diverse portfolio of businesses.

The Connecting Force: Empathy

Empathy is a leader’s ability to understand and share the feelings of others. It’s about stepping into an employee’s shoes to comprehend their perspectives, challenges, and emotions. In a country as culturally diverse as India, with its array of languages, social backgrounds, and personal circumstances, empathy is the bridge that connects a leader to their team.

Empathetic leaders create a psychologically safe environment where employees feel heard, valued, and understood. This is particularly important in the post-pandemic era, where mental health and work-life balance have become major concerns for the workforce. IT giants like Infosys and Wipro, these companies have increasingly incorporated empathy into their leadership development programs, promoting mental health awareness and offering flexible work options. By acknowledging the personal

struggles of their employees, whether it’s dealing with a family emergency or a personal crisis, these leaders build loyalty and a sense of belonging. This, in turn, leads to higher job satisfaction, lower attrition rates, and increased productivity. A leader who is genuinely concerned about an employee’s well-being will inspire a deeper commitment than one who only focuses on metrics and deadlines.

The Engine of Growth: Engagement

Employee engagement is the emotional commitment an employee has to their organization and its goals. It’s the difference between an employee who simply “works” for a company and one who is “invested” in its success. Ethical and empathetic leadership are the key drivers of engagement. When employees trust their leaders (ethics) and feel understood (empathy), they are far more likely to be engaged in their work.

Indian companies are using innovative strategies to foster engagement that go beyond just compensation. They are focusing on creating a purpose-driven culture, offering opportunities for professional development, and encouraging open communication. Many startups and tech companies in India are embracing a culture of autonomy and empowerment, giving employees the freedom to select their tasks and contribute to decision-making.

For instance, companies like Godrej and Titan have been known for their progressive human resource policies that focus on employee well-being and growth. They offer robust training and mentorship programs, provide clear career paths, and use transparent communication to keep employees aligned with the company’s vision. By celebrating cultural festivals, organizing team-building activities like cricket matches or Antakshari nights, and implementing peer-to-peer recognition systems, these companies create a sense of community and shared purpose. This translates to a more resilient, committed, and innovative workforce, which is essential for thriving in India’s competitive market.

Examples from Indian CPSUs

1. NTPC Limited (National Thermal Power Corporation)

Empathy & Engagement: NTPC has consistently focused on employee well-being through initiatives like “Samarth” (wellness programs) and “Utthaan” (career development schemes).

During COVID-19, the leadership prioritized mental health counselling, vaccination drives, and flexible work systems.

On engagement, NTPC runs “Darpan” (internal communication platform) and “AkshayUrja” innovation contests to involve employees in green initiatives, creating

a sense of ownership in India's energy transition.

2. ONGC (Oil and Natural Gas Corporation)

Empathy: ONGC's HR philosophy emphasizes a "People First" culture, offering extensive welfare measures for employees posted in remote and offshore areas.

Engagement: Through programs like "Young Executive Forum" and "Energy Centre of Excellence", it engages young officers in policy feedback and innovation projects, turning technical staff into strategic contributors.

3. SAIL (Steel Authority of India Limited)

Engagement & Ethics: SAIL's "Idea Factory" and "Udaan" initiatives crowd-source suggestions from employees to improve production, safety, and environmental performance.

The company also conducts Ethics Week annually, reinforcing transparent practices and integrity at the workplace.

4. GAIL (India) Limited

Empathy & Inclusion: GAIL has implemented "HR Samvaad", a direct engagement forum between leadership and field staff, where issues are discussed openly.

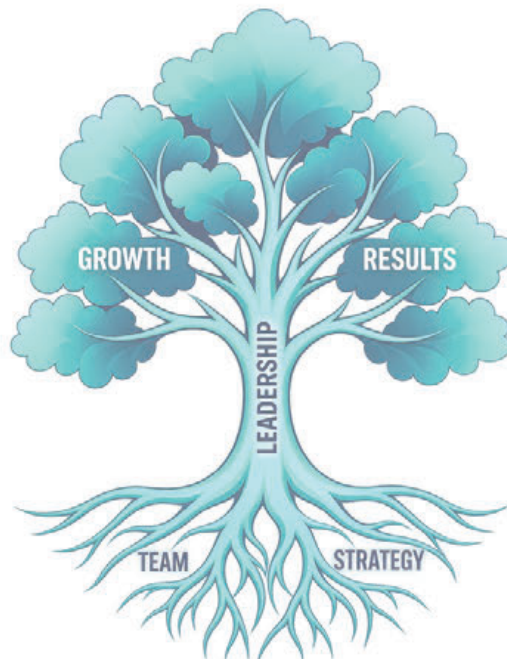
It has been recognized for its inclusivity programs—especially initiatives promoting women engineers in field operations and leadership roles.

5. THDC India Limited

Empathy & Engagement: THDCIL's leadership has demonstrated strong empathy-driven engagement through community development and employee enrichment. The Company runs an HR Initiative named "Sahyog" by employees for fellow employees carried out through a dedicated group of employees who shall reach out for the help of fellow employees and their families as and when required but specially during difficult times in hours of need

The company invests heavily in Employee Wellness and Employee Welfare initiatives through various Health Awareness and Checkup camps, Periodical and Annual health Check-Up and celebration of several community festivals, fostering Club & Sports activities,

The Modern Day Leadership should have dynamic balance and the most direct and powerful example of a "trinity" in Indian mythology is the Trimurti (the Hindu Trinity of Gods): the Ethical anchor of Vishnu (Upholds Dharma (righteous order) and sustains creation.), the Empathetic/Transformational power of Shiva (Destroys the old (ignorance, ego, stagnation) to enable fresh creation and transformation.), and the Engaged/Visionary drive of Brahma (Initiates the process of creation (Srishti) and defines the cosmic blueprint). In conclusion, the modern Indian leader must be more than just a manager. They must be an ethical compass, an empathetic guide, and an engaging partner in their team's journey. It's this holistic approach that will not only lead to individual and organizational success but will also contribute to a more positive and productive business environment in India.



Governance of Professional Associations: The Indian Experience



Dr. Rajen Mehrotra*

Introduction

Professional bodies (or professional associations) are organizations formed to advance a specific profession, regulate its standards, and support the career development of their members.

Professional bodies in India can be broadly divided into three categories:

- (i) **Member-Benefit associations:** For example, in the field of management, we have the All India Management Association (AIMA) with local chapters. In the field of Human Resource Development, we have three national professional organizations: The National Institute of Personnel Management (NIPM), the Indian Society for Training and Development (ISTD) and the National Human Resource Development Network (NHRDN). Similar associations exist across various professions and disciplines. Individuals become members to enhance their professional knowledge, develop their skills, and network with others in the profession.
- (ii) **Statutory Professional Bodies:** These regulate a profession. Examples include The Institute of Chartered Accountants of India, The Institute of Cost Accountants of India, and The Institute of Company Secretaries of India. These bodies conduct examinations through which individuals qualify to become members and practice the profession.
- (iii) **Statutory Bodies Regulating a Profession:** Examples include the State Bar Councils and the Bar Council of India (BCI), the apex statutory body regulating the legal profession, and the National Medical Commission (NMC), the apex regulatory body for medical education and

medical professionals in India. The NMC oversees standards, accredits medical colleges, and regulates medical ethics through its autonomous boards. In both these professions, individuals qualify through recognized academic institutions and subsequently register with the relevant statutory body to practice the profession.

This article focuses on **Member-Benefit associations:**

Objective & Categories of Member-Benefit Associations

The objective of Member-Benefit Associations is not commercial. They are usually established by a small group of dedicated individuals committed to advancing a common cause. Most such associations in India emerged after 1950 and can broadly be classified into three categories:

- (i) Associations established to further a specific profession or discipline while educating their members and others interested in the field. Such professional organizations exist in almost every discipline today.
- (ii) Associations established for the benefit of citizens by focusing on specific areas such as education, sports, healthcare, art and culture, environmental protection, and other initiatives. Some have evolved into influential pressure groups and occasionally file Public Interest Litigations.
- (iii) Associations established for the welfare of non-human living species, including fish, birds, insects and animals. Their work may include preventing cruelty to animals, promoting biodiversity, preserving endangered species, wildlife conservation, and related causes.

Member-Benefit Associations in the first category generally operate through local chapters with an apex national body,

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and some maintain international affiliations. Associations in the second and third categories are predominantly local in nature, although some enjoy statutory support or affiliations.

While every Member-Benefit Association has its own objectives, they may broadly be classified as **operational** or **advocacy-oriented**, depending on their primary role. Many perform both functions, although the emphasis may differ.

Management of Member Benefit Associations

Each Member-Benefit Association representing a profession or discipline should be managed professionally. Unfortunately, many associations in India operate with a small, underpaid full-time or part-time staff and limited financial resources. Consequently, they depend heavily on elected office-bearers and managing committee members to provide leadership.

At inception, associations are usually sustained by committed individuals who voluntarily invest their time and effort. While this approach serves well during the formative years, some founders continue indefinitely as office-bearers, ex-officio members, or advisers unless the Constitution or Memorandum of Association imposes tenure limits. Although well-intentioned, prolonged continuity can create succession planning challenges and affect organizational renewal.

Every association has a two-tier structure. The first consists of honorary office-bearers and managing committee members, while the second comprises paid staff. It is essential that the honorary leadership remains functional rather than ornamental. Given the limited resources of most associations, specific responsibilities should be allocated to each office-bearer and committee member, with accountability for delivering agreed outcomes.

I have observed associations with multiple chapters across India where some elected office-bearers or committee members contribute very little. They assume no meaningful

responsibility, the association suffers, and members gradually lose interest. Some individuals appear more interested in enhancing their CV by listing leadership positions than in serving the association.

Every association, regardless of size, requires adequate funding. One of the primary responsibilities of elected office-bearers and managing committee members is to jointly prepare a budget for their tenure, identify funding sources, and assign fundraising responsibilities.

Conclusion

Some associations and trusts in India, particularly sports clubs, possess substantial financial resources and valuable real estate. Consequently, there is often intense competition to remain an office-bearer or managing committee member. This is particularly evident in cricket associations at both state and national levels, where politicians frequently contest elections.

The primary focus of associations should remain the effective delivery of activities aligned with their objectives for the benefit of members and other stakeholders. Every association should have a detailed implementation plan, defined timelines, and appropriate monitoring and control mechanisms. Where advocacy forms part of its mission, the association should also develop effective communication strategies through publications, social media, and engagement with print and television media to build support for its objectives.

Associations should be managed with the same professionalism expected in the corporate sector so that they remain active, relevant, and capable of achieving their objectives. A committed two-tier leadership structure, sound financial planning, effective governance, and timely implementation of both operational and advocacy initiatives are essential for ensuring long-term sustainability and meaningful impact.



Too Much Hard Work & Heart Health Awareness: The Need of the Hour.

(Success Should Never Come at the Cost of Life).



Dr. H.K. Chopra*

In today's competitive world, hard work is rightly regarded as the cornerstone of success. Whether one is a doctor, teacher, entrepreneur, executive, farmer, homemaker, or student, dedication and perseverance are essential ingredients for achievement. However, society has gradually accepted a dangerous misconception—that working longer and harder always leads to greater success. Medical science tells a different story.

Success loses its meaning when the heart that powers our dreams becomes the price we pay for achievement.

Cardiovascular disease remains the leading cause of death globally, claiming nearly **20 million lives every year**. Alarming, an increasing number of these deaths occur among people in their most productive years. Long working hours, chronic stress, inadequate sleep, physical inactivity, unhealthy eating habits, smoking, obesity, and uncontrolled metabolic diseases have become silent contributors to premature heart attacks and strokes.

The World Health Organization (WHO) and the International Labour Organization (ILO) have reported that individuals working 55 hours or more per week have a 35% higher risk of stroke and a 17% higher risk of death from ischemic heart disease compared with those working standard hours. These findings should serve as a wake-up call for individuals, families, employers, and policymakers.

Hard work itself is not the enemy. Meaningful work gives purpose, dignity, and satisfaction. The real danger lies in ignoring the body's warning signals.

Persistent stress activates the sympathetic nervous system, leading to excessive secretion of stress hormones such as

adrenaline and cortisol. This biological response increases blood pressure, inflammation, insulin resistance, obesity, diabetes, abnormal heart rhythms, endothelial dysfunction, and accelerated atherosclerosis. An angry, hostile, and continuously stressed personality further amplifies sympathetic overdrive, significantly increasing the risk of heart attack, heart failure, stroke, and sudden cardiac death.

The encouraging news is that protecting the heart does not require expensive technology or extraordinary interventions. Small, consistent lifestyle changes can produce remarkable health benefits.

Just 30 minutes of brisk walking or moderate physical activity on most days can reduce cardiovascular mortality by 20–30%. Adequate 7–8 hours of quality sleep, a balanced diet rich in fruits and vegetables, avoidance of tobacco, moderation in alcohol consumption, maintenance of healthy body weight, and regular practice of meditation, yoga, and stress-management techniques together form the strongest prescription for lifelong heart health.

In my experience, long-term success depends far more on discipline than on endless working hours. I often summarize the formula for a successful and healthy life as:

- **Discipline – 50%**
- **Persistence and Consistency – 25%**
- **Positive Mindset and Right Choices – 15%**
- **Working Smart – 5%**
- **Working Hard – 5%**

*Chief Cardiologist, Medanta Moolchand Heart Institute | Moolchand Medcity, New Delhi, Chairman | CME Committee Moolchand Medcity, Dean | Moolchand Medcity Medical Education Institute, Trustee | Moolchand Medcity, New Delhi - President | World Wellness Foundation, Chairman | World Heart Academy, Country Head | American Heart Association | Formerly President Cardiological Society of India | Formerly President, Indian Academic of Echocardiography | National Awardee, Science & Technology, DST, GOI, For Publishing 15 focused Cardiology Books | Conferred Most Prestigious India Book of Records & Asia Book of Record of writing maximum, focused Textbook of Cardiology | To Commemorate the Contribution of Dr. H.K. Chopra focused, 15 Textbooks of Cardiology a National Stamp was released by GOI | Editor in Chief of Top 40 Handbooks of Cardiology and Medicine | National Chief Advisor, Health Committee, SCOPE

Hard work is important, but working wisely is far more important.

Individuals with hypertension, diabetes, obesity, high cholesterol, chronic kidney disease, or a family history of heart disease should undergo regular health evaluations. Timely monitoring of blood pressure, blood glucose, cholesterol, kidney function, and cardiovascular risk factors can prevent many life-threatening complications.

Employers also carry an important responsibility. Healthy workplaces should promote regular movement breaks, healthy cafeterias, stress-management programmes, periodic health screening, flexible work practices where feasible, and an organisational culture that values employee well-being. Investing in employee health is not merely a welfare initiative—it is a strategic investment in productivity, innovation, and sustainable economic growth.

I firmly believe that our homes and workplaces must become the first line of defence against cardiovascular disease. Equal emphasis must be placed on pre-primordial, primordial, primary, secondary, and tertiary prevention. Prevention is the most effective, affordable, and sustainable strategy for reducing the burden of heart disease in India.

The future of healthcare belongs to prevention, prediction, precision medicine, and personalized healthcare. It is time to shift our focus from illness to wellness, creating healthier environments both at home and at work.

One simple message deserves to be remembered every day:

“Move your body or lose your body.”

Many of us spend our lives busy earning money while losing our health. Later, we become equally busy spending that money trying to regain the health we neglected. Unfortunately, by then, the damage is often irreversible.

Healthy habits begin with simple daily choices. Reduce excessive screen time. Take a short walk every 30–60 minutes. Spend time with your family. Sleep adequately. Eat wisely. Exercise regularly. Practice yoga and meditation. Protect your mental health as carefully as you protect your professional success.

The ancient Indian wisdom of Ashtanga Yoga remains highly relevant today. Daily practice of its eight limbs Yama, Niyama, Asana, Pranayama, Pratyahara, Dharana, Dhyana, and Samadhi, promotes holistic physical, mental, emotional, and spiritual well-being, forming one of the strongest foundations for lifelong cardiovascular health.

As a cardiologist, I have cared for countless patients who built extraordinary careers but neglected their own health. Their experiences remind us that businesses can be rebuilt, careers can restart, and wealth can be recreated, but a damaged heart may never receive a second opportunity.

A National Call to Action

**Healthy Hearts Build Healthy Homes.
Healthy Homes Build Healthy Workplaces.
Healthy Workplaces Build a Healthy Nation.
And a Healthy Nation Builds a Stronger Future.**

Swasth Dil, Swasth Bharat.

Swasth Bharat, Viksit Bharat.

Life Message

“Work hard with passion, but live with balance. Your heart is the engine of every dream, every achievement, every relationship, and every success. Protect it with the same commitment that you devote to your profession. At the end of life, people will remember not how many hours you worked, but how well you lived and how much life your healthy heart allowed you to share with others.”

Too Much Hard Work & effect on the Heart Health Awareness: Is the Need of the Hour.

Success Should Never Come at the Cost of Life.

CAUSES OF TOO MUCH HARD WORK

- LONG WORKING HOURS**: Working > 55 hours/week increases risk of stroke by 30% and heart disease by 13%.
- CHRONIC STRESS**: Increases stress hormones (cortisol, adrenaline) leading to high BP and inflammation.
- LACK OF SLEEP**: Sleeping < 6 hours/night raises heart disease risk by 40%.
- PHYSICAL INACTIVITY**: Sitting for long hours reduces good cholesterol and increases obesity risk.
- UNHEALTHY LIFESTYLE**: Poor diet, smoking, excess caffeine & alcohol harm your heart.

WORKING > 55 HOURS/WEEK: ↑ 35% risk of Stroke, ↑ 17% risk of Ischaemic Heart Disease (WHO Report)

REGULAR PHYSICAL ACTIVITY: Lowers cardiovascular mortality by 30–50%

7–8 HOURS OF SLEEP: Supports healthy heart function, mood and immunity

CHRONIC STRESS: Increases blood pressure, inflammation, diabetes risk and arrhythmia

EVERY 30–60 MINUTES: Stand up, stretch and walk for 2–3 minutes

WHAT YOU CAN DO

- Eat Healthy
- Stay Active
- Sleep Well
- Manage Stress
- Avoid Smoking
- Regular Check-up

SCIENTIFIC FACTS

- HIGH BLOOD PRESSURE**: Strain on heart and blood vessels increases risk of heart attack and stroke.
- ATHEROSCLEROSIS**: Increases cholesterol deposition in arteries leading to blockages.
- HEART DISEASE**: Higher risk of coronary artery disease, heart failure and sudden cardiac death.
- ARRHYTHMIA**: Stress and exhaustion can trigger abnormal heart rhythms.
- STROKE**: High stress and high BP increase the risk of stroke significantly.

Work hard with passion, but live with balance. Your heart is the engine of every dream, every success and every relationship. PROTECT IT TODAY FOR A BETTER TOMORROW.

SUCCESS MEANS LITTLE WITHOUT HEALTH. YOUR HEART BEATS FOR YOUR FAMILY, YOUR DREAMS AND YOUR FUTURE. CHOOSE HEALTH TODAY, LIVE LONGER, ACHIEVE MORE.

Arbitration and Mediation in the Oil and Gas Industry: Dispute Resolution, Challenges and the Way Forward



Dr. A Venkatesan
General Manager (Law),
GAIL India Ltd.

Introduction

The oil and gas sector, by its very nature, is capital-intensive, technologically complex, and heavily reliant on long-term contractual arrangements spanning exploration, production, transportation, and distribution. Public Sector Undertakings (PSUs) such as GAIL, ONGC, Indian Oil Corporation, and Oil India Limited occupy a dominant position in this industry, often entering joint ventures, production-sharing contracts, and service agreements with multinational corporations and private players. Given the multiplicity of stakeholders, cross-border investments, and high financial stakes involved, disputes are almost inevitable. Traditional litigation, with its procedural rigidity and prolonged timelines, is ill-suited to the commercial urgency that characterises this sector. Consequently, Alternative Dispute Resolution (ADR) mechanisms — particularly arbitration and mediation — have emerged as the preferred modes for resolving conflicts, offering confidentiality, technical expertise, and relatively expeditious outcomes. This article examines the role, challenges, and evolving jurisprudence surrounding arbitration and mediation in the Indian oil and gas industry, with specific reference to PSU-related disputes.

Nature of Disputes in the Oil and Gas Industry

Disputes in this sector are distinctive both in their subject matter and complexity. They typically arise from Production Sharing Contracts (PSCs) between the Government of India and contractors, cost recovery disagreements, disputes over “cost petroleum” and “profit petroleum” sharing formulas, delays in project execution, force majeure claims, pricing disputes under gas sale agreements, and disagreements over technical audits and reserve estimations. Joint operating agreements between consortium partners frequently generate conflicts over operatorship, work programmes, and budget approvals. Additionally, environmental compliance, land acquisition, and regulatory interpretation disputes—especially concerning the Directorate General of Hydrocarbons (DGH)—add further layers of complexity. Because

these disputes often involve intricate engineering data, financial modelling, and multi-jurisdictional contractual frameworks, they demand adjudicators possessing specialised domain knowledge, a requirement that conventional courts are not always equipped to satisfy.

Arbitration in the Oil and Gas Sector: A Mechanism Built for Complexity

Arbitration has become the cornerstone of dispute resolution in the hydrocarbon industry, primarily because it allows parties to select arbitrators with specific technical and legal expertise in petroleum contracts. Most PSCs and joint venture agreements involving Indian PSUs contain arbitration clauses, often providing for institutional arbitration under UNCITRAL Rules or ad hoc arbitration seated in India or abroad. Arbitration offers several distinct advantages: it ensures confidentiality of commercially sensitive information such as reserve data and pricing formulas; it allows for flexible procedures tailored to complex technical evidence; and it provides finality, since arbitral awards are subject to limited grounds of challenge under Section 34 of the Arbitration and Conciliation Act, 1996. For PSUs engaging with foreign investors, arbitration also offers a neutral forum, mitigating concerns of home-court bias that might otherwise deter foreign participation in Indian energy projects. The enforceability of foreign awards under the New York Convention, as incorporated in Part II of the Act, further strengthens investor confidence in arbitration as a credible dispute resolution mechanism for cross-border hydrocarbon transactions.

Mediation in the Oil and Gas Industry

Mediation occupies a distinct, increasingly formalised space in Indian hydrocarbon dispute resolution, going beyond its generic reputation for being merely “faster and cheaper.” For PSU-to-PSU and PSU-to-government-department disputes, it is often a procedural requirement rather than a preference: the Administrative Mechanism for Resolution of CPSEs Disputes (AMRCD), administered by the Department of Public Enterprises and built on the older Permanent Machinery of Arbitration

(PMA) framework, mandates that disputes between Central Public Sector Enterprises, or between a CPSE and a government department, first be routed through negotiation and committee-level resolution before either party approaches arbitration or the courts—directly relevant to ONGC, GAIL, and Oil India when disputes arise with the Ministry of Petroleum and Natural Gas or DGH over cost recovery audits, gas allocation, or pipeline tariffs. Beyond this intra-government layer, mediation adds practical value in recurring dispute categories: in joint operating agreements under the Hydrocarbon Exploration and Licensing Policy (HELP), where operators and non-operators disagree over work-programme approvals or cost overruns, it allows renegotiation without freezing field operations, since consortium partners must keep co-investing in the same asset; in gas sale and pricing agreements, where disputes often turn on interpretation of formula-linked price bands rather than clear-cut breach, it permits commercial renegotiation that a tribunal bound to the contract's text cannot offer; and in pipeline right-of-way and land acquisition disputes, it better accommodates compensation and rehabilitation concerns than strict adjudication.

Arbitration versus Mediation: Two Sides of the Same Resolution Coin

Though often bracketed together under the ADR umbrella, arbitration and mediation differ fundamentally in philosophy and outcome. Arbitration is adjudicatory and binding, producing an enforceable award akin to a court decree, making it suitable for disputes involving significant legal or technical determinations where parties seek finality and enforceability. Mediation, conversely, is facilitative and consensual, empowering parties to control the outcome themselves, making it ideal for disputes rooted in relationship preservation or where continued cooperation is commercially essential. Neither is inherently superior; rather, sophisticated contract drafting in the oil and gas sector increasingly incorporates tiered dispute resolution clauses — mandating mediation as a precursor to arbitration—thereby harnessing the complementary strengths of both mechanisms.

Indian Legal and Regulatory Perspective

India's legal framework for ADR in the energy sector is anchored in the Arbitration and Conciliation Act, 1996 (as amended in 2015, 2019, and 2021), the Mediation Act, 2023, and sector-specific instruments such as Model Production Sharing Contracts and the Hydrocarbon Exploration and Licensing Policy (HELP). The Ministry of Finance's 2020 guidelines on arbitration in government contracts specifically cautioned PSUs against automatic

reliance on arbitration, urging exploration of mediation and negotiated settlements to reduce litigation costs and delays. Additionally, the Ministry of Petroleum and Natural Gas, through DGH oversight, plays a regulatory role in cost recovery audits, which often precede or accompany arbitral proceedings. The Public Premises (Eviction) framework and CVC guidelines further shape how PSUs approach settlement, given concerns about accountability and vigilance scrutiny in negotiated outcomes.

Key Judicial Developments: Judiciary's Role in Strengthening PSU Arbitration Claims

Indian courts have played a pivotal role in shaping arbitration jurisprudence to the benefit of PSUs in the oil and gas sector. In *ONGC v. Saw Pipes Ltd.* (2003), the Supreme Court expanded the scope of "public policy" under Section 34, enabling greater judicial scrutiny of awards—a principle later refined in *ONGC v. Western Geco International Ltd.* (2014) and subsequently narrowed by the 2015 amendments to curb excessive interference. In *ONGC v. Discovery Enterprises Pvt. Ltd.* (2022), the Supreme Court clarified the "group of companies" doctrine, aiding PSUs in binding non-signatory affiliates to arbitration agreements in complex consortium structures. Courts have also consistently upheld the seat versus venue distinction in international arbitrations involving PSUs, as seen in *BALCO v. Kaiser Aluminium* (2012), providing clarity on jurisdictional issues in cross-border hydrocarbon contracts. These developments have generally strengthened the enforceability of arbitral awards favouring PSUs while simultaneously reducing frivolous litigation, thereby reinforcing arbitration's credibility as an efficient claims-resolution mechanism for public sector energy entities.

Challenges in Arbitration and Mediation

Despite these advances, significant challenges persist. Arbitration proceedings involving PSUs are often prolonged due to bureaucratic decision-making, multiple layers of internal approval, and a cautious institutional culture wary of settlement due to fear of vigilance inquiries. High costs of international arbitration, particularly when seated abroad, strain public exchequer resources. Mediation, though promising, suffers from limited institutional infrastructure, a shortage of accredited mediators with sector-specific technical expertise, and cultural resistance within PSUs accustomed to adversarial dispute resolution. Enforcement delays under Section 34 and 37 challenges further dilute the finality that arbitration promises. Additionally, inconsistent judicial interpretation of "public policy" grounds occasionally reintroduces uncertainty, undermining party autonomy.

Way Forward

The effectiveness of dispute resolution in the oil and gas industry depends substantially on proactive planning and effective contract management. Contracts should contain carefully drafted arbitration and mediation clauses clearly specifying governing law, arbitral institution, seat, language, procedural rules, and appointment mechanisms. Multi-tier dispute resolution clauses should be encouraged, requiring negotiation and mediation before arbitration. Early dispute identification systems, timely legal intervention, and robust project documentation can significantly reduce the likelihood of escalation. The appointment of technically qualified arbitrators and mediators should become standard practice in complex energy disputes. Institutional arbitration should be preferred over ad hoc proceedings due to greater procedural efficiency and administrative support. Technology-enabled dispute resolution, virtual hearings, electronic document management, and time-bound procedural schedules can further improve efficiency while reducing costs.

Conclusion

The oil and gas industry operates within a landscape defined by significant investment risk, technical complexity, and evolving regulatory requirements. In such an environment, efficient dispute resolution mechanisms are essential for maintaining commercial certainty and project continuity. Arbitration provides neutrality, expertise, enforceability, and finality, whereas mediation offers speed, flexibility, and the preservation of long-term business relationships. Supported by the Arbitration and Conciliation Act, 1996 and the Mediation Act, 2023, India possesses a strong legal framework capable of addressing the specialized needs of the sector. A strategic combination of mediation and arbitration, supported by sound contract drafting, effective documentation, and institutional best practices, can significantly enhance investor confidence, reduce dispute-related risks, and contribute to the sustainable growth of India's oil and gas industry.



Clean Air is Becoming a Strategic Health, ESG & National Development Priority



Dr. Praful Naik*
IIT BHU

For centuries, progress was measured through roads, bridges, power grids, factories, airports and digital networks. Today, an equally important but largely invisible form of infrastructure demands attention: *"The Air We Breathe"*.

An average person inhales approximately 11,000 litres of air every day, making air our most constant and indispensable resource. Yet clean air, unlike safe drinking water, food and sanitation, has rarely been treated as critical infrastructure. This neglect has contributed to one of the world's most urgent public-health, environmental and economic challenges.

Air pollution increases healthcare expenditure, reduces productivity, contributes to absenteeism and premature mortality, and places additional pressure on public institutions. The World Bank has estimated that its global economic cost exceeds US\$8 trillion annually. Clean air must therefore be recognised not simply as an environmental aspiration, but as an economic necessity and a foundation of sustainable development.

As Dr Tedros Adhanom Ghebreyesus, Director-General of the World Health Organization, has warned: "If we don't take urgent action on air pollution, we will never come close to achieving sustainable development."

Few environments demonstrate this urgency more clearly than healthcare facilities. Hospitals are designed to heal, yet the air circulating through them can inadvertently become a pathway for secondary infections and Hospital-Acquired Infections. Airborne particulate matter contains, carries as well as coexists with bacteria, viruses, moulds,

yeasts, volatile organic compounds, nano black carbon and harmful gases.

Ambient air quality in hospitals is therefore no longer only a matter of engineering or maintenance. It is increasingly connected with infection prevention, patient safety, people well-being, community resilience and the quality of care. The same principle applies to schools, offices, railway stations, airports, government campuses and other high-footfall environments where exposure accumulates over time.

Protecting health consequently requires a dual strategy: pollution must be reduced at its source, while people must also be protected from the pollution that remains. This need is giving rise to the Clean Air Economy, a global sector moving beyond pollution monitoring towards measurable improvement in ambient air quality. Climate action has traditionally focused on renewable energy, lower emissions and net-zero commitments. These priorities remain essential, but the next phase of sustainability must also improve the environments people occupy every day.

The focus is therefore shifting from individual-room purifiers towards distributed clean-air infrastructure across hospitals, metro stations, airports, educational campuses, public buildings and select semi-open spaces. It is within this emerging field that Amida Cleantech has developed its patented ACE+ Filterless Air Purification Technology.

ACE+ is positioned as a high-volume, filterless and comparatively low-maintenance platform for enclosed, semi-enclosed and contained-open environments. It is intended to address ultrafine and fine suspended particulate

*About the Author: Dr. Praful Naik is Director and CEO of Prashak Techno Enterprises Private Limited and Chief Technology Officer of Amida Cleantech Private Limited. He has led the development of a diverse portfolio of inventions, resulting in more than 50 granted patents and over 200 patent applications worldwide. A strong advocate of innovation-led development, Dr Naik guided the creation of the nonClonableID technology, which was formally launched by the late Dr A. P. J. Abdul Kalam. During validation of the technology in a national project, the Council of Scientific and Industrial Research opined as one of India's first disruptive technologies with global potential and went on to receive several national awards. Under his leadership, Prashak's innovative construction and sanitation technologies were adopted by Rashtrapati Bhavan during the presidency of the late Shri Pranab Mukherjee. These technologies were conferred with the ASHA-India Award from the Ministry of Housing and Urban Affairs and the 2019 AESA Award.

matter, nano black carbon, volatile organic compounds, selected harmful gases and microbial contaminants such as bacteria, viruses, moulds and yeasts in the ambient air. Its most credible positioning is not as a universal replacement for every purifier, but as a distinct class of clean-air infrastructure.

Amida's ACE+ technology represents an emerging category of high-volume, filterless clean-air infrastructure designed to reduce human exposure to a broad range of pollutants in ambient air across enclosed, semi-enclosed and contained-open spaces. Its strategic advantages include transforming suspended Particulate Matter (PM) into safer, non-airborne coarse dust; removing harmful gases, including vehicular emissions; reducing microbial contaminants which proliferate in association with airborne PM; eliminating dependence on disposable filters and recurring consumables; operating with significantly lower power consumption and offering potential suitability for demanding public-infrastructure applications.

This distinction matters because different technologies serve different requirements. HEPA filtration remains valuable in many enclosed and critical-care environments. Ultraviolet systems may support microbial control, while source capture remains essential in industrial applications. Amida's opportunity lies in locations involving large air volumes, heavy particulate loading, high footfall, semi-open spaces and repeated filter replacement.

Filterless operation reduces the recurring manufacture, transport and disposal of consumable filters, particularly in heavily polluted environments where conventional filters can clog rapidly. Its significance therefore extends beyond engineering performance to the alignment of operational efficiency with environmental sustainability.

The platform has successfully undergone evaluations / deployments at NITI Aayog, French National Railways,

a UNESCO heritage museum in Spain, the Municipal Corporation of Greater Mumbai, Shri Kashi Vishwanath Dham, educational institutions, transport infrastructure and residential and workplace environments. Evaluations included particulate matter reduction, treatment of specific gases and microbial contaminants, ozone and by-product safety, energy use, ease of maintenance, equipment life and lifecycle environmental impact. Performance was measured not only inside the equipment, but in the breathing zones where people were actually exposed.

The ESG relevance is equally significant. Environmentally, reduced reliance on disposable filters will lower material use and contaminated waste. Socially, cleaner air can support patient safety, community well-being, people health and public comfort. It also has an equity dimension: clean air should not remain a premium benefit confined to private homes and corporate offices. From a governance perspective, deployment will enable baseline measurement, independent monitoring, clear targets and transparent reporting.

The next great infrastructure revolution may be invisible, but its impact will be profoundly human. Its success will be measured by the quality of the air surrounding our infrastructure and the communities it supports - whether people are commuting, working in offices, learning in classrooms, living at home or spending time in public and open spaces.

SCOPE, representing the collective strength and leadership of India's public sector enterprises, is ideally positioned to play a leading role in the clean-air movement. By serving as a platform for demonstrating effective, technology-aligned approaches to healthier built environments, SCOPE can lead to shape a distinctive model of iconic yet future-ready infrastructure that is intelligent, efficient and sustainable, while also being safe, healthy and breathable.



Goa Shipyard Limited hands over ICGS Ajit (Yard 1277) – Fast Patrol Vessel, to The Indian Coast Guard

Goa Shipyard Limited (GSL), a premier Defence Public Sector Undertaking, recently achieved yet another significant milestone with the First Reading Ceremony and formal Handing Over of ICGS AJIT (GSL YARD 1277) state-of-the-art Fast Patrol Vessel (FPV) being built for the Indian Coast Guard under the Government's Atmanirbhar Bharat Abhiyan.

The ceremony was graced by Shri Brajesh Kumar Upadhyay, Chairman & Managing Director, RAdm Nelson D'Souza, NM, IN (Retd), Director (Operations), Shri Jahangeer Alam Ansari, Director (Finance), Shri Nagesh Das Pai, Director (CPP&BD), DIG V. K. Parmar, TM, PD (MAT), and Comdt (JG) Manish Talan, Commanding Officer, ICGS Ajit, along with other senior officials of the Indian Coast Guard.

ICGS Ajit exemplifies India's growing strength in indigenous defence manufacturing, with over 65% indigenous content. The vessel embodies the spirit of self-reliance and technological innovation. Measuring 51.43 m in length and 8 m in breadth, with a displacement of 330 tons at a draught of 2.5 m, the



Shri Brajesh Kumar Upadhyay, CMD, GSL, along with RAdm Nelson D'Souza, NM, IN (Retd), Director (Operations); Shri Jahangeer Alam Ansari, Director (Finance); Shri Nagesh Das Pai, Director (CPP&BD); DIG V.K. Parmar, TM, PD (MAT); and Comdt (JG) Manish Talan, Commanding Officer, ICGS Ajit, along with senior officials of the Indian Coast Guard and GSL, at the handing-over ceremony.

vessel is powered by twin marine diesel engines driving controllable pitch propellers (CPP) — a first in this class of FPVs, ensuring superior propulsion efficiency. With a top speed exceeding 27 knots and an impressive endurance of 1,500 nautical miles, the ship is equipped with an advanced integrated machinery control system for enhanced operational readiness and sustainability.

The vessel will be operated by a

complement of 6 Officers and 35 Sailors. Purpose-built for fisheries protection, Exclusive Economic Zone (EEZ) surveillance, coastal patrol, anti-smuggling, anti-piracy, and search & rescue missions, ICGS Ajit is a force multiplier that will significantly strengthen India's coastal and offshore security architecture.

The handing over of ICGS Ajit not only underlines GSL's unflinching commitment to the nation's maritime security and strategic interests but also reinforces its legacy of delivering world-class, high-performance platforms under the Make in India framework. As India charts a new course towards becoming a global shipbuilding hub, GSL remains at the forefront of driving defence indigenisation, technological advancement, and the expansion of India's blue economy footprint.



BHEL enters Into strategic tie-up with Hystar AS, Norway for PEM Electrolyser Systems

Bharat Heavy Electricals Limited (BHEL) and Hystar AS, Norway, recently entered into a strategic tie-up which shall enable phased indigenisation and local manufacturing of PEM electrolyser systems for green hydrogen projects in India.

The agreement was signed by Shri Y. Srinivas Rao, Executive Director (Heavy Power Equipment Plant, Hyderabad), and Shri Sutripto De, General Manager & Head (New & Renewable Energy Business), on behalf of BHEL, and by Mr. Fredrik Mowill, CEO (Hystar) on behalf of Hystar AS Norway; in the presence of Shri Arvinn Eikeland Gadgil, Chargé d'Affaires, Royal Norwegian Embassy in New Delhi, and Ms. Bani

Varma, Director (Industrial Systems & Products, BHEL), Shri S M Ramanathan, Director (Engineering, Research & Development, BHEL), and other senior officials.

Notably, BHEL has already entered into a strategic tie-up with thyssenkrupp nucera India Private Limited for alkaline electrolyser systems earlier this year. This collaboration with Hystar for PEM electrolyser systems further strengthens BHEL's position as one of the few Indian players capable of offering both alkaline and PEM electrolyser solutions to serve the country's emerging green hydrogen market. Moreover, the collaboration will also strengthen BHEL's project execution capabilities for green

hydrogen projects in India.

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.



Shri Y. Srinivas Rao and Mr. Sutripto De (BHEL) and Mr. Fredrik Mowill (Hystar AS) sign the strategic agreement, with Mr. Arvinn Eikeland Gadgil (Royal Norwegian Embassy), Ms. Bani Varma (BHEL Director), and senior officials witnessing this landmark collaboration for green hydrogen technology in India.

RailTel holds 26th Annual General Meeting (AGM)

Annual Report of the Company for the FY 2025-26 presented at the meeting

26th Annual General Meeting (AGM) of RailTel Corporation of India Ltd., a Navratna CPSE under Ministry of Railways, was held recently through Video Conferencing. Shri Sanjai Kumar, Chairman & Managing Director, RailTel addressed the AGM. The Annual Report of the Company

for the financial year 2025-26 was presented at the meeting.

Members of RailTel board, Shri V Rama Manohara Rao (Director/ Finance), Shri Manoj Tandon (Director/ Project, Operations & Maintenance) and Shri Yashpal Singh Tomar (Director / Network Planning & Marketing), Shri Ranjit Kumar (Govt Nominee Director), Shri Rajesh Gupta, (Govt Nominee Director) and Smt.

Asha Sharma (Independent Director) were present during the meeting. The Shareholders of the Company in the 26th Annual General Meeting have adopted the Audited Financial Statements of the Company for the Financial Year ended 31st March, 2026 and declared the Final Dividend of ₹1.25/- per share (i.e. @ 12.5% on the paid-up equity share capital of the Company) for the Financial Year 2025-26.

EIL records strong Financial Performance in Q1, FY 2026-27 with 55% rise in PBT on YoY basis, 55% growth in PAT on YoY basis, 18.55% EBITDA and 14% operating margin

Engineers India Limited (EIL) recently reported a strong financial performance for the quarter ended-30th June, 2026, marked by healthy growth in profitability and continued business momentum.

During April-June 2026, EIL's Profit Before Tax (PBT) increased by 55% to Rs. 145 Crore, compared to Rs. 94 Crore in the corresponding quarter of the previous financial year. Profit After Tax (PAT) also grew by 55% to Rs. 109 Crore, as against Rs. 70 Crore in Q1, FY 2025-26.

Operating Margin during the first quarter of FY 2026-27 stood at around

14% (Rs. 108 crore) as compared to 7% (Rs. 59 crore) during the corresponding quarter of the previous year.

EBITDA of the Company as on 30th June, 2026 stood at Rs. 155.44 Crore (EBITDA Margin: 18.55%) in comparison to Rs. 104.61 Crore (EBITDA Margin: 11.72%) in the corresponding quarter of the previous year.

On a consolidated basis, the Company recorded a PAT of Rs. 157.94 crore, registering a growth of 141% over Rs. 65.40 Crore in Q1 FY 2025-26.

EIL's business outlook remains positive, supported by a strong order book and continued opportunities across the energy and infrastructure sectors. The Company's order book stood at Rs. 14,424 crore as on June 30, 2026 which comprises Consultancy Segment of Rs. 10,498 crore and Turnkey segment of Rs. 3,926 Crore.

The Company continues to focus on business growth, operational excellence, diversification of project portfolio, growing international footprint and leveraging emerging opportunities across traditional energy, energy transition and infrastructure sectors.

'Shruti' marks GRSE's next milestone in indigenous warship building

Garden Reach Shipbuilders & Engineers Ltd. (GRSE) added another milestone to its distinguished shipbuilding legacy with the launch of 'Shruti', the second Next Generation Offshore Patrol Vessel (NGOPV) being built by the shipyard for the Indian Navy, recently.

Coming less than three months after the launch of Sanghmitra, the first NGOPV from GRSE, on 20th May 26, the occasion reflects the steady momentum achieved by GRSE in executing this prestigious program.

GRSE is constructing four NGOPVs as part of the Indian Navy's 11-ship NGOPV program. The newly launched warship, named 'Shruti', was formally launched by Smt. Manika Sadhu, wife of Vice Admiral Sanjay Sadhu, AVSM, NM, Controller of Warship Production & Acquisition (CWP&A), Indian Navy, amidst traditional rituals and the chanting of Vedic shlokas. Vice Admiral Sanjay Sadhu graced the occasion as the Chief Guest.

The others present at the occasion were Cmde PR Hari, IN (Retd), Chairman and Managing Director, GRSE along with Cdr Shantanu Bose, IN(Retd.), Director (Shipbuilding), Capt (IN) P Sunilkumar, (Retd.), Director (Corporate Planning & Personnel), Shri Niranjana Bhalerao, Director (Finance), Shri Abhishek Ranjan, IOFS, CVO and other senior officials of Indian Navy and GRSE.

The name 'Shruti' means "that which is heard". In the Indian tradition, the term 'Shruti' is used to refer to the four

Vedas, the ancient scriptures that have been preserved through oral tradition over generations and occupy a central place in India's cultural and spiritual heritage.

The NGOPVs are significantly larger and more capable than the Offshore Patrol Vessels built earlier, offering en-



Smt. Manika Sadhu formally launching 'Shruti', the second NGOPV, as Vice Admiral Sanjay Sadhu, AVSM, NM, Controller of Warship Production & Acquisition, Indian Navy, presides as Chief Guest. Cmde PR Hari, Chairman and Managing Director, GRSE, and senior officials from both organisations witness the historic occasion.

hanced endurance, firepower and operational versatility. Measuring about 113 metres in length and 14.6 metres in width, with a displacement of 3,000 Tons, they will achieve speeds of up to 23 knots and have an endurance of 8,500 nautical miles at a cruising speed of 14 knots.

Designed for a wide range of mari-

time operations, the NGOPVs will undertake coastal and offshore asset protection, maritime interdiction, surveillance, VBSS (visit, board, search and seizure), mine warfare and special operations. They will also be deployed for Out of Area Contingency Operations, anti-piracy, counter-infiltration, humanitarian assistance and disaster relief (HADR), search and rescue missions, besides supporting hospital, COMINT and fleet maintenance roles.

Vice Admiral Sadhu mentioned, "The Navy's responsibility is not only to defend our national interests; it is also to ensure freedom of navigation, security of our sea lanes, and the uninterrupted flow of energy and essential goods to and from India. Over the last decade, thanks to the Government and its important policy initiatives, we have made remarkable progress in creating a vibrant and increasingly technologically advanced defence manufacturing and shipbuilding ecosystem. And in this journey, ladies and gentlemen, GRSE has occupied a very, very special place. In 1961, GRSE delivered INS Ajay to us. It was the first indigenously built platform. Since then, over the last several decades, the Indian Navy has received more than 110 war-

ships from GRSE, while GRSE has built over 800 ships and platforms for the Indian Navy, the Indian Coast Guard, export customers and other countries. On account of all these accomplishments, GRSE was also accorded Navratna status in June 2026, which I think is a great honour and recognition of the consistent vision, hard work and steadfast commitment

of its personnel, both past and present. The launch of Shruti today is yet another reflection of the professionalism, competence and commitment of Team GRSE."

Cmde PR Hari, IN (Retd.), Chairman & Managing Director, GRSE, highlighted the expansion plans of the shipyard and its commitment to At-

manirbharta and self-reliance.

He also said, "Shruti, as she shall be named in a few moments from now, belongs to the Naval Ship of Next Generation Offshore Patrol Vessel project, of which four vessels are being constructed by GRSE. Unlike her predecessors, the Sukanya class OPVs or the indigenously built Saryu class OPVs, these ships are much larger,

have much longer endurance and are packed with state-of-the-art equipment and sensors, not to mention a potent weapon fit. While the entire shipyard is brimming with activity, last year was an exciting year for us, when we delivered eight warships and launched one warship. This year shall be equally exciting, when we will deliver five warships and launch four vessels."

ITI Limited and Airtel Business enter into strategic partnership to accelerate India's Digital Transformation

Collaboration to help enterprises modernise, secure and scale their operations and fast-track digitisation

Combined capabilities to deliver future-ready digital solutions across enterprise connectivity, data center & sovereign cloud services, IoT, AI-

powered solutions, and cybersecurity

ITI Limited, the country's first PSU post-independence and premier telecom and varied technology segment manufacturer, and Airtel Business, India's leading provider of secure and reliable connectivity, technology, and communications solutions, recently

entered into a strategic collaboration to help enterprises in India fast-track their digital transformation and unlock new opportunities for growth, resilience, and innovation.

As enterprises across the country advance their digitization in line with the nation's digital growth and



(L-R): Mr. Ajai Kumar Srivastava, Director – Production, ITI Ltd; Mr. C.V. Ramana Babu, Director – Marketing, ITI Ltd; Mr. Rajesh Rai, Chairman and Managing Director, ITI Limited; Mr. Sharat Sinha, CEO – Airtel Business; and Mr. Vikram Rathore, Associate Vice President – Govt & PSU, Airtel Business, at the signing of the partnership between the two companies.

development agenda, the collaboration will combine the complementary strengths and engineering excellence of ITI Limited and Airtel Business, to help businesses modernise legacy systems, improve operational efficiency, strengthen security, and respond faster to changing business demands.

Through an integrated suite of future-ready and scalable digital solutions across enterprise connectivity, data center & sovereign cloud services, IoT, AI-powered solutions, LEO satellite services, cybersecurity, and more, the partnership will enable businesses to overcome legacy complexity, strengthen digital resilience, and build for the future to unlock new growth opportunities.

Shri Rajesh Rai, Chairman and Managing Director, ITI Limited, said, "Extremely enthusiastic on this momentous occasion, wherein ITI Ltd. and Bharti Airtel Ltd. have come together with this MoU to offer state of the art services and solutions to our

customers. This collaboration would pave the way for joint identification and fulfilment of our customer needs in terms of their digital transformation, extremely ubiquitous and faster connectivity, hyper scale data centres, cybersecurity solutions, IoT and a lot more while leveraging the complementary strengths of both organizations in terms of business orientation, customer reach and manufacturing capabilities."

Shri Sharat Sinha, CEO - Airtel Business, said, "As India accelerates into its next phase of digital growth, building a foundation that is resilient, sovereign, and regulatorily compliant is imperative. As a trusted partner to enterprises across the country, at Airtel Business, we have consistently helped them simplify complexity, transform legacy environments, and enable digitisation at scale. Today, we are delighted to partner with ITI Limited, in a shared ambition to create future-ready technology solutions that strengthen business continuity, unlock innovation, and support India's secure

digital-first future."

By bringing together their respective digital capabilities, the collaboration will help businesses across industries to address key challenges of fragmented legacy environments, rising cybersecurity risks, growing data demands, and the need for greater operational agility.

The strategic collaboration will deliver nationwide digital and telecom infrastructure, combining high-speed enterprise connectivity (OFC, GPON, SD-WAN, and private 4G/5G) with secure data center and sovereign cloud services. Designed for regulated sectors like banking and PSUs, the platform will also integrate industrial IoT asset tracking, AI-powered analytics, and full-stack cybersecurity solutions. In addition, the collaboration would also try to support the defence and security needs of the nation through innovation, Make in India and Atmanirbhar Bharat focus.

Balmer Lawrie announces first quarter results

Balmer Lawrie & Co. Ltd., a Mini Ratna Category – I PSE with diversified business portfolios, recently announced the first quarter results as per the accounts adopted for the quarter ending 30 June 2026. The results were approved by the Board in its Meeting held on 01 August 2026.

The net total income for the first quarter increased by 9.82% and stood at Rs. 752.54 crores compared to Rs. 685.28 crores for the same period last year. The Profit Before Tax (PBT) saw a jump of 4.98% and rose to Rs. 79.12 crores for the quarter ended 30 June 2026 as compared to Rs. 75.37

crores for the same quarter last year. Correspondingly, the net profit (PAT) during the quarter rose by 3.09% to Rs. 57.66 crores compared to Rs. 55.93 crores for the corresponding period last year.



बामर लॉरी एण्ड कं. लिमिटेड
(भारत सरकार का एक उद्यम)
Balmer Lawrie & Co. Ltd.
(A Government of India Enterprise)



REC and PFC sign ₹26,850 crore Common Loan Agreement with MUNPL for 2,400 MW Meja Thermal Power Project Stage-II

REC Limited and PFC Limited, Maharatna CPSEs under the Ministry of Power and leading Infrastructure Financing NBFCs, recently signed a Common Loan Agreement with Meja Urja Nigam Private Limited (MUNPL), a 50:50 Joint Venture between NTPC Limited & Uttar Pradesh Rajya Vidyut Utpadan Nigam Limited (UPRVUNL) for a total loan amount of Rs. 26,850 Crore for the establishment of 2,400 MW Meja TPP Stage-II Ultra-Super Critical units of 800 MW under Stage-II (3x800 MW) with Air Cooled Condenser (ACC) system at Meja Tehsil, Prayagraj District, Uttar Pradesh with an estimated project completion cost of Rs. 38,357.81 crore. REC is the lead financier of the project and the loan has been funded in 50:50 by REC and PFC.

The Loan Documents were signed at Prayagraj, Uttar Pradesh by Shri Srinivasa Rao Gaddamanugu, Chief Executive Officer, MUNPL, Shri Shambhu Shankar Gupta, Chief



General Manager, REC Regional Office Lucknow and Ms Shelly Gupta, GM, PFC, in the presence of Mr Angshu Barua, Chief Financial Officer, MUNPL; Shri H. K. Das, Executive Director, PFC and Shri D. B. Londhe, Executive Director, REC.

The proposed 3x800 MW Meja Super Thermal Power Project (Stage-II) brings wide-ranging benefits in a single sweep. It will strengthen Uttar Pradesh's energy security, ensures reliable supply for homes, farms,

and industries and supports the state's ambitious growth targets. The advanced technology reduces coal consumption and emissions compared to older plants, making it more efficient and environmentally responsible. It will generate thousands of jobs during construction and operation, boost local infrastructure in Prayagraj's Meja tehsil, and provide stable power for industrial corridors, manufacturing clusters, and urban expansion.



Shri Srinivasa Rao Gaddamanugu (Chief Executive Officer, MUNPL), Mr. Shambhu Shankar Gupta (Chief General Manager, REC), and Smt. Shelly Gupta (General Manager, PFC) exchange signatures on the Common Loan Agreement, with Shri H. K. Das (Executive Director, PFC) and Shri D. B. Londhe (Executive Director, REC) witnessing this transformative financing collaboration.

GAIL reports Revenue from Operations of ₹38,982 crore and PAT of ₹4,292 crore for Q1 FY2026-27

GAIL (India) Limited recently announced its financial results for the first quarter of financial year 2026-27.

Financial Performance (Standalone)

The quarter reflected resilience in transmission and liquid hydrocarbons performance. However, amid geopolitical headwinds, the company saw lower gas marketing and polymer volumes.

GAIL reported Revenue from Operations of ₹38,982 crore for Q1 FY27, as against ₹34,797 crore in Q4 FY26. EBITDA stood at ₹6,948 crore, compared to ₹2,175 crore in the previous quarter. Profit Before Tax (PBT) for Q1 FY27 stood at ₹5,773 crore, against ₹1,577 crore in previous quarter. Profit After Tax (PAT) stood at ₹4,292 crore, as compared to ₹1,262 crore in the previous quarter.

Financial Performance (Consolidated)

On consolidated basis, for Q1 FY27, Revenue from Operations stood at ₹41,350 crore, compared to ₹35,705 crore in Q4 FY26. EBITDA was ₹7,573 crore, versus ₹2,703 crore in the previous quarter. PBT stood at ₹6,268 crore, compared to ₹1,966 crore in Q4 FY26. PAT (excluding

minority interest) stood at ₹4,665 crore, as against ₹1,485 crore in Q4 FY26.

Capital Expenditure

During Q1 FY27, the Company recorded a capex of ₹ 6,176 crore against Annual Planned Capex of ~11,500 Crore in line with its long-term growth strategy.

Operational Highlights (Q1 FY27 vs Q4 FY26):

- Natural Gas Transmission: 122.36 MMSCMD vs. 118.99 MMSCMD
- Gas Marketing Volume: 93.82 MMSCMD vs. 101.88 MMSCMD
- LHC Production: 232 TMT vs. 194 TMT
- Polymer Production: 51 TMT vs. 153 TMT
- LPG Transmission: 1,077 TMT vs. 1,114 TMT

The sequential increase in natural gas transmission and LHC production underscores the strength of GAIL's core infrastructure and liquid hydrocarbon operations, while lower gas marketing and polymer volumes reflect the impact of external disruptions during the quarter.

CMD's Statement

Shri Deepak Gupta, Chairman & Managing Director, GAIL (India) Limited, said:

"FY 2026-27 began amid sharp volatility triggered by the West Asia crisis, which impacted certain GAIL volumes. The Company managed the disruption through portfolio flexibility and spot sourcing, while continuing to support customer requirements and India's energy security. GAIL's diversified portfolio proved to be a key strength in navigating the quarter effectively. I sincerely appreciate the GAIL team for its continuous efforts in meeting customer expectations and maintaining a resilient supply chain amid the crisis."

Shri Gupta also informed that GAIL has received PNGRB authorization for 3 LPG pipelines viz. Jhansi-Sitarganj, Cherlapalli-Nagpur and Shikrapur-Hubli-Goa. The combined length of these pipelines is over 1,800 km, with estimated investment of around Rs. 6,700 crores spread over three years. Further, he informed that pursuant to NCLT order, Konkan LNG Limited (KLL) has become a wholly owned subsidiary of GAIL.



GSL Celebrates 80th Independence Day, Reaffirms Commitment to Viksit Bharat@2047

Goa Shipyard Limited (GSL), a premier Defence Public Sector Undertaking under the Ministry of Defence, celebrated the 80th Independence Day with patriotic fervour, marking 150 years of "Vande Mataram" and the national theme "Yuva Shakti for Viksit Bharat@2047."

The celebrations began with the rendition of Vande Mataram, followed by the unfurling of the National Flag by Shri Brajesh Kumar Upadhyay, Chairman and Managing Director, GSL, and a ceremonial Guard of Honour.

Addressing employees, students and family members, Shri Upadhyay highlighted the importance of innovation, technological excellence and youth participation in achieving the vision of Viksit Bharat@2047. He said GSL's contribution goes beyond shipbuilding, strengthening India's maritime security and advancing the vision of Aatmanirbhar Bharat.

The CMD congratulated Team GSL on the company's recent elevation to Schedule 'A' CPSE status, describing it as a reflection of the workforce's dedication and a significant milestone in GSL's growth journey. He stressed the need to focus on research and development, indigenisation, intellectual property creation, digital transformation and productivity enhancement.

Emphasising GSL's strategic priorities, He also called upon the workforce to leverage opportunities under Maritime India Vision 2030 and Maritime Amrit Kaal Vision 2047.

The celebrations featured cultural performances by school children, a combat drill by CISF personnel and the

felicitation of outstanding employees and meritorious students.

GSL also promoted environmental stewardship, community participation and the Har Ghar Tiranga campaign

as part of the Independence Day programme.

Reaffirming its commitment to innovation, indigenisation and excellence.



Shri Brajesh Kumar Upadhyay, Chairman and Managing Director, GSL, hoisting the National Flag on the occasion of Independence Day.

GAIL CMD, Shri Deepak Gupta Hoists National Flag at Corporate Office on Independence Day

Shri Deepak Gupta, Chairman & Managing Director, GAIL, hoisted the National Flag at GAIL Corporate Office, New Delhi, on the occasion of Independence Day. Shri Ayush Gupta, Director (HR), Shri Sanjay Kumar, Director (Marketing), Shri Rajeev Kumar Singhal, Director (Business Development), Shri S.K. Sinha, Director Finance, Shri Rajnesh Singh, Chief Vigilance Officer and senior officials and employees, along with their families, were present on the occasion. In a deeply evocative moment, employees joined voices to sing Vande Mataram, commemorating 150 years of the timeless national song followed by the National Anthem.

Addressing the gathering, Shri Deepak Gupta highlighted GAIL's significant role in India's nation-building journey and emphasised the importance of energy as a foundation for economic growth and national development and added that with a diversified LNG portfolio, GAIL is reinforcing India's energy resilience amid shifting global dynamics and growing geopolitical challenges.

Speaking on the occasion, Shri Gupta said, "GAIL is not merely an energy company; it is an important partner in nation-building. Energy is not just a business—it is the foundation of a nation's progress. Wherever energy reaches, development happens."

Shri Deepak Gupta, CMD, GAIL, hoisting the National Flag at GAIL Corporate Office on the occasion of Independence Day.



HURL Celebrates 80th Independence Day with People-Centric Initiatives

The 80th Independence Day was celebrated with patriotic fervour at HURL's Head Office and all three Units- Barauni, Gorakhpur and Sindri.

At HURL Barauni, Dr. Siba Prasad Mohanty, Managing Director, HURL, hoisted the National Flag, marking the occasion with a strong spirit of patriotism and pride.

The celebrations were further enriched by a series of people-centric initiatives led by Dr. Mohanty aimed at enhancing the quality of life of employees and their families. These included the Bhoomi Pujan of Chat Ghat Pond and 48 residential quarters, and

inauguration of the Township CCTV Server, Basketball Ground, Children's Park and Recreation Centre. Dr. Mohanty also visited sample locations of the proposed 43 residential quarters.

The initiatives reflect HURL's continued focus on better infrastructure, safety, recreation and community well-being.

A flag was hoisted. Foundations were laid. Better futures were envisioned. HURL's Independence Day celebrations reflected a commitment to building stronger communities and brighter futures.



Dr. Siba Prasad Mohanty inaugurates HURL's new infrastructure and recreational facilities, reaffirming the organisation's commitment to employee well-being.



Dr. Siba Prasad Mohanty, Managing Director, HURL, hoists the National Flag at HURL's Head Office, marking the 80th Independence Day with patriotic fervour and pride.

EIL celebrates 80th Independence Day with patriotic zeal and fervour

Engineers India Ltd. (EIL) celebrated the 80th Independence Day of India on August 15, 2026 with great patriotic zeal and fervour.

The celebrations commenced with the hoisting of the National Flag by Shri Atul Gupta, C&MD, EIL, at Engineers India Bhawan, New Delhi, and EIL Office Complex, Gurugram, in the presence of Shri Sanjay Jindal, Director (Finance), Shri Rajiv Agarwal, Director (Technical), Shri Subhas Balakumar, Director (Projects), and Shri Rupesh Kumar Singh, Director (HR), along with senior officials of the Company. The programme was attended in large numbers by employees and their families.

Addressing the gathering, C&MD extended his warm wishes on the momentous occasion of our Nation's Independence Day. He highlighted EIL's continued efforts and commitment towards advancing the Government of India's flagship initiatives and strengthening India's journey towards global leadership through Local to Global, indigenous technology and designs, PM Gati Shakti, Green Economy, and advanced technical capabilities and engineering excellence.

He called upon Team EIL to collectively contribute towards the Company's growth, guided by its five-pillar strategy of Business Growth & Diversification, Operational Excellence coupled with Project Management prowess, Technical Excellence and Innovation, Digital Transformation and Human Excellence. He emphasised that these strategic pillars are aligned with the national vision of Viksit Bharat 2047, and will progressively enhance EIL's capabilities, foster indigenous solutions and accelerate the Company's contribution towards nation-building.

He also underscored the importance of employee health and wellbeing, encouraging Team EIL to give due

attention to physical fitness, health and wellness, including the practice of Yoga, as an integral part of maintaining a healthy and productive workforce.

The patriotic fervour of the occasion was accentuated by a medley of soulful renditions of patriotic songs and dance performances by EIL family members. On the occasion, C&MD and Directors also gave away Annual Awards for 2025-26, celebrating the outstanding performance and contributions of EILians across diverse categories.



Shri Atul Gupta, C&MD, EIL, hoisting the National Flag on the occasion of India's 80th Independence Day at Engineers India Bhawan, New Delhi, in the presence of Directors and senior officials of the Company.

HURL Launches Two Major Healthcare CSR Initiatives in Gorakhpur

Reinforcing its commitment to accessible and quality healthcare, Hindustan Urvarak & Rasayan Limited (HURL) recently launched two significant Corporate Social Responsibility (CSR) initiatives-Project Arogya Mitra and Project Sehat Sathi - Nayi Drishti & Swastha Matritva in Gorakhpur.

The initiatives were inaugurated by Dr. Siba Prasad Mohanty, Managing Director, HURL, in the presence of the Business Unit Head, Gorakhpur, Vice President - CSR, HURL, the Dean of BRD Medical College & Hospital, senior officials of HURL, representatives from Manav Vikas Sanstha (MVS India) and HLFPT, along with doctors and other distinguished dignitaries.

Under Project Arogya Mitra, HURL installed six Health ATMs at SSB Composite Hospital (02), BRD Medical College & Hospital (02), and Lalit Narayan Mishra Railway Hospital (02) with an investment of ₹52 lakh. These advanced digital healthcare kiosks can perform over 50 diagnostic tests, including Blood Sugar, HbA1c,



Dr. Siba Prasad Mohanty, Managing Director, HURL, dedicates an advanced Phaco Machine to the Department of Ophthalmology at BRD Medical College & Hospital, enhancing specialised eye-care and cataract surgery services as part of Project Sehat Sathi.

ECG, Eye Screening, Audiometry, and Cholesterol, providing comprehensive health reports within 15–20 minutes and promoting preventive healthcare.

As part of Project Sehat Sathi - Nayi Drishti & Swastha Matritva, implemented in partnership with HLFPT, HURL dedicated an

advanced Phaco Machine worth ₹70.31 lakh to the Department of Ophthalmology at BRD Medical College & Hospital, enhancing cataract surgery and specialised eye-care services. The programme also included a Godh Bharai ceremony for 20 expectant mothers, along with the distribution of nutritional kits to support maternal and child health.

Speaking on the occasion, Dr. Siba Prasad Mohanty, Managing Director, HURL, reaffirmed the organisation's commitment to strengthening public healthcare infrastructure and creating lasting social impact through sustainable CSR initiatives.

Together, Project Arogya Mitra and Project Sehat Sathi reflect HURL's holistic approach towards improving healthcare accessibility, supporting maternal well-being, advancing specialised medical services, and building healthier communities.



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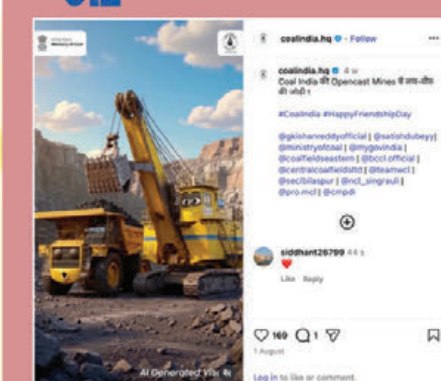
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Tagore Chamber



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



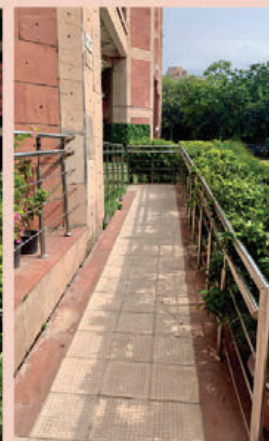
The Annexe-I has capacity of 20 Persons and is equipped with projector and screen.

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

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

Board Room



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

Auditorium



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

SCOPE Academy of Public Sector Enterprises



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

VIP Lounge



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

Meeting Hall



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

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

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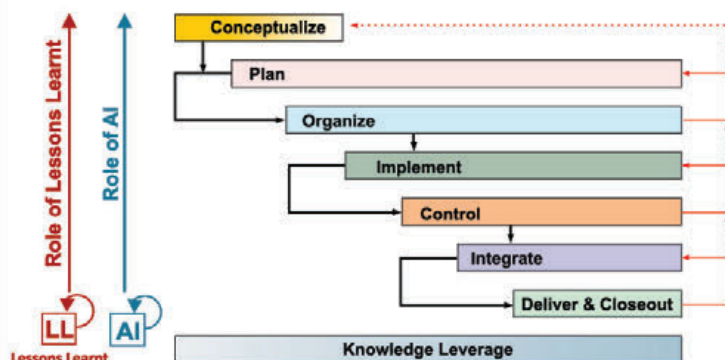
There is a wide space for vehicle parking that cater to a capacity of 550 cars, including the newly built good quality Banquet Hall wherein 300 delegates can comfortably dine at a time, making it special to deliver an all-round conducive meeting environment.

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