

# KALEIDO SCOPE

STANDING CONFERENCE OF PUBLIC ENTERPRISES



SCOPE's Interactive Session Decodes New Labour Codes & Central Rules



SCOPE & CIE Engage with ILO Regional Director for Asia & Pacific on Priorities for Global Employers



DPE-SCOPE organize Workshop on Building a Positive Credit Rating for Public Sector Enterprises



SCOPE organizes Advanced Global Leadership Workshop 2.0

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**KALEIDOSCOPE**



# Strengthening Climate-Related Disclosures in Indian Public Sector Enterprises

**PSUs for PLANET**  
(Practitioners' Learning and Action  
Network on Energy Transition)



Friday, October 9, 2026



SCOPE Convention Centre, Lodhi Road,  
New Delhi



9:30 AM to 3:30 PM IST

## FOCUS AREAS:

- Navigate the evolving climate-related disclosure landscape in India and globally
- Explore challenges and opportunities for energy-sector PSEs
- Examine the strategic and financial value of climate disclosures

## LEARNING OUTCOMES

- Understand key climate disclosure requirements and expectations
- Identify practical approaches and emerging good practices for climate disclosure, governance, risk management, and transition planning
- Recognize how climate disclosures can support business decisions, strengthen financial strategy, and attract investment

## WHAT TO EXPECT

INSIGHTS FROM SENIOR EXPERTS FROM - **IISD**

**IEEFA | IIM Calcutta | SEforALL | IFCI | Other national & international partners**

- PSE experiences and good practices
- Peer exchange on practical challenges and solutions

## WHO SHOULD ATTEND

**PSE leaders & practitioners, Energy PSE representatives,  
Sustainability & ESG professionals**

**For Details Contact: Ms. Hema Koul - +91 95607 99550**

**Email: [climateaction@scopeonline.in](mailto:climateaction@scopeonline.in)**

**No participation fee | Limited Seats Available | Nominations by 5th October 2026**

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# Content

## MESSAGES

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

## SCOPE NEWS

- 08** DPE-SCOPE Organize Workshop on Building a Positive Credit Rating for Public Sector Enterprises



- 09** SCOPE Organizes Advanced Global Leadership Program (AGLP 2.0) Workshop in New Delhi



- 12** SCOPE Hails Landmark Hike in EPFO Wage Ceiling to ₹25,000
- 12** SCOPE Celebrates Vishwakarma Puja
- 13** SCOPE's Interactive Session Decodes New Labour Codes & Central Rules



- 16** SCOPE & CIE Engage with ILO Regional Director for Asia & Pacific on Priorities for Global Employers

- 17** DG, SCOPE Meets ILO Regional Director and UN Resident Coordinator
- 18** SCOPE Highlights People-Centric Future at National HR Conclave on Workforce Renaissance
- 19** DAKSH 2 Takes Global Leadership to Milan: International Immersion at SDA Bocconi, Italy

## 22 SCOPE IN MEDIA

## 24 INTERFACE WITH STAKEHOLDERS

## 25 PERSONALIA

## ARTICLE

- 28** India's Carbon Credit Trading Scheme: Beyond Compliance Towards Competitiveness and Market Confidence  
*by Atul Sobti*
- 32** Coaching for a Future-Ready Public Sector: Strengthening People & Performance in Indian PSEs  
*by Joel A. DiGirolamo*
- 34** 80 Years of Independence, 80 Years of HR: From Personnel to People Strategy  
*by Robin Antony, Dr. A.N. Tripathy*
- 36** Gym Heart Attack: How to Exercise Safely & Prevent a Cardiac Catastrophe  
*by Dr. H.K. Chopra*
- 39** Powering the Transition: The Role of India's PSUs in Renewable and Sustainable Energy  
*by Dr. A Venkatesan*

## 41 PSE NEWS

## 50 KALEIDOGRAM

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## MESSAGE BY *Chairman*

The month of October begins with the commemoration of the birth anniversary of Mahatma Gandhi, our Father of the nation, and reflections of his timeless wisdom. His principles of mindfulness and purposeful action continue to serve as the bedrock of SCOPE's endeavors.

SCOPE's expanding role in aligning India's Public Sector Enterprises (PSEs) with global labour and sustainability standards continues to gain momentum. By collaborating directly with the International Labour Organization (ILO) leadership and the UN Resident Coordinator in India, SCOPE focuses on integrating the UN Sustainable Development Framework into the operational strategies of Indian state-owned enterprises.

Drawing parallel inspiration from the ingenuity and dedication of Lord Vishwakarma, we also proudly celebrated Vishwakarma Day across both the SCOPE Complex and SCOPE Minar, honouring the spirit of craftsmanship and industrial excellence.

Our core mandate of capacitating Public Sector Enterprises (PSEs) remains steadfast. To help organisations navigate evolving regulatory frameworks, we recently conducted a highly successful program on Labour Laws in collaboration with experts from the Ministry of Labour & Employment (MoLE), which was met with an enthusiastic response.

Parallely, we continue to equip the top management of PSEs with a global perspective, SCOPE offers a robust portfolio of executive development programs.

Our flagship leadership program **DAKSH** has been carrying important milestones and with the success of the previous batches, we are all set to launch the 4th Batch of the program.

As SCOPE stands at a pivotal inflection point, our expanding initiatives serve as a powerful reflection of our

core values and a deep-rooted sense of purpose. As we roll out a plethora of new programs and collaborations, I urge all our members to actively participate and leverage every opportunity. Your continued leadership and commitment are essential to building the robust PSEs that will lead India's transformation into a '**Viksit Bharat**' by 2047.

As the festive season approaches, I extend my warmest wishes to all our readers and their families for joy, good health, and prosperity in the times ahead.

Jai Hind.

**K. P. Mahadevaswamy**

Chairman, SCOPE



## MESSAGE BY *Vice-Chairman*

The month of October has arrived with the festive spirit and renewed joy. I wish you and your families happiness, good health and prosperity.

As SCOPE enters another phase of its endeavours, leadership remains a pertinent part of our efforts. On one hand, SCOPE conducted the Delhi workshop of AGLP 2.0 which brought together participants at SCOPE premises ahead of their upcoming International Study cum Business Tour. The programme offers our senior executives valuable insight into how businesses operate in other parts of the world and the learnings they bring home. On the other hand, SCOPE-CBC's flagship leadership programme, DAKSH, continues to go from strength to strength, and its 4th Batch is about to begin. I urge PSEs to send their promising officers. Together, these programmes are shaping leaders who are ready for tomorrow.

Labour reforms have been a significant focus this season. To help PSEs understand the new framework, SCOPE continues to organize a series of workshops across the country on the New Labour Codes and Central Rules, with participants from many PSEs joining in with great enthusiasm. We have taken this effort further with the Ministry of Labour & Employment by organising 'Shram Samvad', an awareness and sensitisation programme on the new Labour Codes. It was held at SCOPE Minar, Laxmi Nagar and a second one at BHEL, Haridwar, ensuring wider outreach and greater participation. Through these programmes, we want every PSE to implement the Labour Codes in their true spirit.

We also welcomed the Union Cabinet's decision to raise the wage ceiling for mandatory EPFO coverage from ₹15,000 to ₹25,000 per month. It means provident fund, pension and insurance protection to many more employees and building a more secure and motivated workforce. SCOPE has long advocated for such reforms, and this is indeed good news for all.

Taking forward our collaborative programs with the Department of Public Enterprises (DPE), an interactive workshop on 'Building a Positive Credit Rating for Public Sector Enterprises' was recently held. Senior finance executives from Maharatna and Navratna CPSEs deliberated on how credit ratings are assessed, why transparent disclosures matter, and how to plan a healthy and sustainable capital structure, a timely and highly relevant dialogue for India's growing Public Sector.

The month also had its lighter moments. SCOPE celebrated Vishwakarma Puja with joy, honouring the spirit of skill and hard work, and I am happy to share that SCOPE is all set to organize National Defence Talent & Capability Conclave 2026 in collaboration with Ministry of Defence and PESB.

Every SCOPE programme is an opportunity to learn, share and grow together. I invite all members to join us in this journey, bring your teams and ideas, and contribute towards making SCOPE an even more Inspiring, Innovative and Impactful apex body.

**Brajesh Kumar Upadhyay**  
Vice Chairman, SCOPE

# Director General's Desk



SCOPE, as the apex body of PSEs, continues to chart an ambitious and purposeful course, deepening its policy advocacy, strengthening global partnerships, and capacity building.

As we enter the final quarter of the year, the momentum of our initiatives reflects our unwavering commitment and newfound rigour.

This period has been particularly significant on the policy advocacy front. SCOPE warmly welcomed the Union Cabinet's landmark decision to raise the wage ceiling for mandatory EPFO coverage from Rs. 15,000 to Rs. 25,000 per month.

SCOPE has been an active voice in advocating for such reforms, and this announcement reaffirms our belief that a stronger social safety net translates directly into a more secure, motivated, and future-ready workforce.

We recently organized an interactive workshop on Labour Law Reforms: Understanding the New Labour Codes & Central Rules, in association with the Ministry of Labour & Employment, a timely initiative that was met with an enthusiastic response from participants across PSEs. SCOPE continues to organize such programs in association with the Ministry of Labour & Employment to further capacitate PSEs on the subject.

Upkeeping our efforts on the international front, I had the privilege of meeting Ms. Kaori Nakamura, Assistant Director General and Regional Director for Asia & Pacific, ILO, along with Mr. Stefan Priesner, UN Resident Coordinator, and Ms. Michiko Miyamoto, Director, ILO India. Our meeting highlighted the work of the Council of Indian Employers (CIE) in championing employer interests and raised critical priorities.

Our collaborations with various stakeholders aim to capacitate and upskill our workforce for a future ready tomorrow.

As part of this Department of Public Enterprises and SCOPE organized interactive workshop on 'Building

a Positive Credit Rating for Public Sector Enterprises,' bringing together senior finance executives from Maharatna and Navratna CPSEs for a focused dialogue on credit rating methodologies, transparent disclosures, and capital structure optimisation.

As we head out to the next steps of our leadership initiatives of DAKSH and AGLP programmes, I am confident these flagship programs continue to build future ready leadership that will help achieve the goal of a Viksit Bharat.

As we welcome October amidst all our endeavours, I would like to draw inspiration from the teachings of our Father of the Nation - "An ounce of practice is worth more than tons of preaching." Let us move forward with action, perseverance, and integrity and aim for excellence.

## Programmes & Initiatives launched (since last issue of KALEIDOSCOPE)

DPE-SCOPE Workshop on PSE Credit Ratings -  
**16<sup>th</sup> September, 2026**

SCOPE Celebrates Vishwakarma Puja -  
**17<sup>th</sup> September, 2026**

Labour Law Reforms: Understanding The New Labour Codes & Central Rules - **18<sup>th</sup> September, 2026**

Workshop of AGLP 2.0 at SCOPE -  
**24<sup>th</sup> and 25<sup>th</sup> September, 2026**

## Programmes & Initiatives in the offing

SCOPE AGLP's International Study Cum Business Tour

SCOPE and MoLE Organize "Shram Samvad" Awareness & Sensitization Programme on Labour Codes

SCOPE-BHEL & MoLE Organize "Shram Samvad" Awareness & Sensitization Programme on Labour Codes at BHEL, Haridwar

SCOPE-IISD programme on Strengthening Climate-Related Disclosures in Indian Public Sector Enterprises -  
**9<sup>th</sup> October, 2026**

National Defence Talent & Capability Conclave 2026 -  
**22<sup>nd</sup> October, 2026**

**Atul Sobti**  
Director General, SCOPE

## DPE-SCOPE Organize Workshop on Building a Positive Credit Rating for Public Sector Enterprises

The Department of Public Enterprises (DPE), in association with SCOPE, organized an interactive workshop on the highly strategic and timely theme - '**Building a Positive Credit Rating for Public Sector Enterprises**' on 16th September, 2026 at SCOPE Convention Centre, New Delhi.

The workshop was addressed by Shri K. Moses Chalai, Secretary, DPE; Dr. Vasundhara Upmanyu, Joint Secretary, DPE; and Shri Atul Sobti, Director General, SCOPE, in the presence of Shri Rohan Chand Thakur, CEO, NLMC, and Shri Kailash Bhandari, Joint Director, DPE. Directors and leadership teams from Maharatna and Navratna CPSEs, along with key representatives from leading domestic and international credit rating agencies, also participated in the event. The workshop was attended by over 80 senior finance executives, including Directors (Finance), Executive Directors, and General Managers from Maharatna and Navratna CPSEs.

Delivering the keynote address, Shri K. Moses Chalai, Secretary, DPE, highlighted the robust operational performance of CPSEs and their pivotal contribution to India's economic growth, while outlining both the opportunities and challenges facing CPSEs. He emphasised

the need to make credit rating processes more transparent, efficient, and aligned with the realities of the Indian context.

Dr. Vasundhara Upmanyu, Joint Secretary, DPE, noted that rating agencies provide an objective, independent assessment of financial strength, risk, and credibility, underscoring the necessity for sustained dialogue between CPSEs and credit assessors.

In his address, Shri Atul Sobti underscored that credit rating is far more than a financial metric, it is the market's holistic assessment of an organisation's financial health, governance quality, and future prospects, serving as a badge of trust for lenders, partners, customers, and regulators alike. He noted that Maharatna and Navratna enterprises require access to low-cost capital to meet the demands of infrastructure investment, scaling production, and expanding overseas operations.

The workshop reinforced a vital and timely message that credit rating excellence is instrumental in positioning India's PSEs as powerful drivers of the nation's transformation toward a developed and globally competitive economy.



(L-R) Shri Atul Sobti, DG, SCOPE; Shri K. Moses Chalai, Secretary, DPE; and Dr. Vasundhara Upmanyu, Joint Secretary, DPE; at the Workshop.

# SCOPE Organizes Advanced Global Leadership Program (AGLP 2.0) Workshop in New Delhi

Standing Conference of Public Enterprises (SCOPE) successfully organized a two-day Workshop under its flagship Advanced Global Leadership Program (AGLP 2.0), conducted in collaboration with IIM Calcutta, on 24th and 25th September 2026 at the SCOPE Convention Centre, New Delhi.

The inaugural session of the Workshop was graced by Shri Ajit Seth, IAS (Retd.), Former Cabinet Secretary, Government of India and Former Chairman, PESB; Shri Atul Sobti, Director General, SCOPE; and Prof. Prashant Mishra, Program Director, SCOPE AGLP & IIM-C. The Workshop witnessed the participation of 27 senior executives from 9 CPSEs, who will embark on a two-week International Study-cum-Business Tour to Europe after the Workshop.

Addressing the participants, Shri Ajit Seth said that the real change at this stage is a shift in perspective, from managing a part of the Organization to being responsible for the whole, which calls for a different form of leadership. He noted that the board must govern the enterprise and not necessarily run it, and that public purpose and commercial discipline must be reconciled in practice. He added that board members need professional courage and institutional maturity, with independence rooted in facts and the interests of the enterprise. He also stressed that artificial intelligence, automation, cyber security and digital transformation are now strategic matters at the core of enterprises.

Addressing the participants, Shri Atul Sobti said that SCOPE was entering the second phase of the programme, a journey curated from its years of experience to develop the future torchbearers of public sector enterprises. Describing SCOPE as a "temple of confluence" for policy advocacy, brand building and capacity building, he urged participants to help shape a future in which CPSEs become not only national champions but global exemplars.

Subsequent sessions were addressed by eminent speakers and domain experts, including Shri Jawed Ashraf (IFS), Chairman, ITPO; Shri Neeraj Gupta, Former Information



(L-R) Shri Atul Sobti, DG, SCOPE; Shri Ajit Seth, IAS (Retd.), Former Cabinet Secretary, Government of India, and Former Chairman, PESB; and Prof. Prashant Mishra, Program Director, SCOPE AGLP & IIM-C, during the inaugural session of the workshop.

Commissioner and Former Secretary, Finance & DIPAM; Shri J.S. Mukul, IFS (Retd.), Professor Emeritus and Director of International Relations, Sushant University; Shri M. M. Ansari, Former Information Commissioner, CIC; Shri K. Subramaniam, Advisor, CAG of India; Shri Gurdeep Singh, Chairman and Managing Director, NTPC Limited; and Dr. Ashutosh Karnatak, Ex-CMD, GAIL (India) Ltd.

The two-day Workshop featured engaging and interactive sessions covering diverse themes such as Leadership Challenges of Board Members in CPSEs, Sustainability and Decarbonisation, RTI Act and Transparency Audit, Alternate Dispute Resolution, Transformational Leadership, India's Foreign Policy, Global Geopolitics, Decision Making, Preventive Vigilance, Competitiveness and Emotional Intelligence in Global Leadership. The participating executives benefitted from rich deliberations and knowledge exchange, which were designed to equip them with the skills, global outlook and leadership acumen required to steer their Organizations towards excellence.

The successful conduct of the Workshop reaffirmed SCOPE's commitment to nurturing visionary leaders capable of driving transformation and sustainability in India's public sector.

# Building Tomorrow's Leaders: Glimpses of the AGLP 2.0 Workshop, New Delhi



## SCOPE Hails Landmark Hike in EPFO Wage Ceiling to ₹25,000

Standing Conference of Public Enterprises (SCOPE) welcomes the Union Cabinet's landmark decision to raise the wage ceiling for mandatory coverage under the Employees' Provident Fund Organisation (EPFO) from ₹15,000 to ₹25,000 per month, a historic and progressive step toward strengthening India's social security framework and expanding the ambit of worker protection across the formal workforce.

The Cabinet approved the proposal from the Ministry of Labour & Employment. The revised ceiling is expected to bring more than 51 lakh additional employees under mandatory EPFO coverage, extending provident fund, pension, and insurance protection to a significantly wider segment of India's formal workforce, ensuring that millions

of workers now have access to the social security net they rightfully deserve.

SCOPE described the decision as a progressive step that will drive workforce formalisation, enhance worker productivity, and improve worker retention across organisations. The apex body noted that a stronger safety net means a more secure and invested workforce, calling the move a significant stride toward the vision of Viksit Bharat@2047.

SCOPE has been working incessantly towards the welfare of India's workforce and continues to champion policy reforms that strengthen social security and uphold the dignity of labour across organisations — reaffirming its commitment to building an inclusive, equitable, and future-ready workforce for the nation.

## SCOPE Celebrates Vishwakarma Puja

SCOPE celebrated **Vishwakarma Puja** on 17th September, 2026 at SCOPE Complex and SCOPE Minar, New Delhi, with great reverence and enthusiasm. The celebration was led by Shri Atul Sobti, Director General, SCOPE, in the presence of senior officials of SCOPE.

Traditional prayers were offered to **Lord Vishwakarma**, the divine architect and patron of craftsmen, engineers, and artisans. His blessings were sought for a safe work culture, operational excellence, and continued organisational growth. The occasion served as a meaningful reminder of the values of craftsmanship, dedication, and collective well-being that form the foundation of every thriving institution.



DG, SCOPE during Vishwakarma Day Celebrations at SCOPE Complex, Lodhi Road, New Delhi



SCOPE Employees during Vishwakarma Day Celebrations at SCOPE Minar

# SCOPE's Interactive Session Decodes New Labour Codes & Central Rules

Standing Conference of Public Enterprises (SCOPE) in association with Knowledge Partner Deloitte, organized an interactive workshop on 'Labour Law Reforms: Understanding the New Labour Codes & Central Rules' on 18th September 2026 at the SCOPE Convention Centre, New Delhi.

The inaugural session was addressed by Dr. Mahendra Kumar, Joint Secretary, Ministry of Labour & Employment (MoLE), GoI; Dr. K.P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Shri Atul Sobti, Director General, SCOPE; and the Deloitte team comprising Shri Gokul Chaudhri, President Tax, and Shri Divya Baweja, Partner. The workshop was attended by nearly 100 participants from 32 PSEs, with senior officials from the Ministry, PSEs, and subject matter experts providing comprehensive technical guidance and fielding participant queries on Labour Code implementation.

Addressing the gathering, Dr. Mahendra Kumar stated that the recent consolidation of labour laws into four comprehensive labour codes makes a major step towards simplification, transparency, and modernization. These reforms aim to strike a careful balance between labour rights as well as ease of doing business.

Dr. K.P. Mahadevaswamy emphasised that the strength of any major reform lies not only in its legislative architecture,

but also in the quality of dialogue that accompanies it. He also said that continuous engagement among government, employers, and employees is therefore essential for building shared understanding and confidence.

Speaking on the occasion, Shri Atul Sobti hailed the four codes as a globally appreciated 'game changer' that has revolutionised regulatory clarity, efficiency, and inclusivity. Highlighting SCOPE's close partnership with MoLE, he emphasized that mastering these reforms is critical for PSEs given their massive direct and indirect workforces. The Deloitte team shared that it is a step in the right direction that will take the country forward from the labour law and labour reforms perspective.

The subsequent sessions, led by Deloitte's Shri Tarun Garg, Shri Alok Agrawal, and Smt. Neha Aggarwal, covered the Codes on Wages, Social Security, Occupational Safety, Health & Working Conditions, and Industrial Relations along with their Final Central Rules, followed by panel Q&A sessions with industry and legal experts.

Through this interactive session, SCOPE reaffirmed its commitment to serving as a trusted knowledge partner to PSEs, supporting their smooth and effective transition to the new Labour Codes, and reiterated its resolve to continue organising capacity-building programmes on the subject across the country.



(L-R) Shri Gokul Chaudhri, President Tax, Deloitte; Shri Atul Sobti, DG, SCOPE; Dr. Mahendra Kumar, Joint Secretary, MoLE, GoI; Dr. K.P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; and Shri Divya Baweja, Partner, Deloitte during the inaugural session.



## SCOPE & CIE Engage with ILO Regional Director for Asia & Pacific on Priorities for Global Employers

Mr. Atul Sobti, Director General, SCOPE and Member, ILO Governing Body, represented Indian employers at a high-level meeting with Ms. Kaori Nakamura, Assistant Director General and Regional Director for Asia & Pacific, ILO, on 17th September 2026 at the ILO Office, New Delhi, in the presence of Ms. Michiko Miyamoto, Director, ILO India; Mr. Oktav Pasaribu, Deputy Director, ILO; and senior officials from ILO, SCOPE, and CIE.

Mr. Sobti highlighted the pivotal role of the Council of Indian Employers (CIE), comprising SCOPE, AIOE, and EFI, in representing employer interests on critical issues including gender balance, new forms of work, MSME development, and capacity building. He apprised the delegation of CIE's active role in building awareness around India's landmark New Labour Codes and ensuring their implementation in true spirit. He also underscored SCOPE's focused work across areas of future-fluent leadership, women empowerment, climate change, digitalisation, and corporate governance, and its close engagement with key

Ministries and statutory bodies including EPFO, ESIC, NPC and NSC.

On priority areas for global employers, Mr. Sobti made key interventions, calling for a global skills framework to address cross-border labour mobility; urging ILO to develop human-centric AI governance frameworks and practical employer toolkits for workforce transition; and highlighting the need to align Responsible Business Conduct (RBC) with CSR for effective industry outcomes. Acknowledging India's significant improvement in female labour force participation in recent years, SCOPE also emphasised the need for ILO to facilitate a cross-country study on global best practices to enhance women's participation in the workforce.

Concluding on a note of commitment, Mr. Sobti reaffirmed, on behalf of South Asian employers, SCOPE, and CIE, their wholehearted cooperation with ILO, underscoring the shared vision of a more cohesive world where social justice and economic development are equal and enduring partners.



*Mr. Atul Sobti, Director General, SCOPE, with Ms. Kaori Nakamura, Assistant Director General and Regional Director for Asia & Pacific, ILO; Mr. Stefan Priesner, UN Resident Coordinator; Ms. Michiko Miyamoto, Director, ILO India; Mr. Oktav Pasaribu, Deputy Director, ILO; and other senior officials, at the ILO Office, New Delhi.*

# DG, SCOPE Meets ILO Regional Director and UN Resident Coordinator

Mr. Atul Sobti, Director General, SCOPE and Member, ILO Governing Body, held a high-level meeting with Ms. Kaori Nakamura, Assistant Director General and Regional Director for Asia & Pacific, ILO, and Mr. Stefan Priesner, UN Resident Coordinator, on 16th September 2026 at the ILO Office, New Delhi. Ms. Michiko Miyamoto, Director, ILO India, and Mr. Oktav Pasaribu, Deputy Director, ILO, were also present.

During the meeting, Mr. Sobti spoke of the long-standing engagement of global employers with the ILO thereby ensuring that the tripartite spirit of the organisation is maintained. He reiterated that in their journey, global EBMOs ensure building capacities of employers and workers alike while ensuring that concerns of employers are appropriately presented and pursued at national and global level while ensuring labour welfare and wellbeing. While acknowledging the ILO's ongoing financial reforms, he urged that investment in skilling projects for employers should not be compromised to rationalise costs. Building the capacity of EBMOs and their members, he said, equips them to drive future business efficiently and effectively. Highlighting that India, is one of the bright spots of the global economy and is developing rapidly, he also requested that funding to India's ILO Office should not be reduced as much work is being cohesively done by the Indian EBMOs with ILO Country Office. The importance of India can be seen from the fact that he has been unanimously elected to the Governing Body and subsequently nominated as member of the Committee on Freedom of Association (CFA), making him the fourth Indian elected to the ILO Governing Body and likely the first Indian in the CFA.

He also mentioned that while the Platform Economy has been adopted in the ILC as a convention with a recommendation however, the same should not be treated as a non-tariff barrier especially for emerging economies like India who recognise this as different from traditional employment and have also provided for social security of platform workers.

Apprising about the efforts of Indian EBMOs, he mentioned that the Indian EBMOs are at the forefront while ensuring balance of employers and workers wellbeing alike. He also highlighted that while Indian EBMOs contribute towards



*Mr. Atul Sobti, DG, SCOPE, meets Ms. Kaori Nakamura, Assistant Director General and Regional Director for Asia & Pacific, ILO, and Mr. Stefan Priesner, UN Resident Coordinator, India, in the presence of Shri Satyajeet Reddy, ILO Governing Body Member (Workers); Ms. Michiko Miyamoto, Director, ILO India; and senior officials from ILO, at the ILO Office, New Delhi.*

capacity building and policy advocacy, they are presently focussed on skills development, women's empowerment and the green transition aligning to the national growth trajectory.

He also took this opportunity to reflect on the contribution of the Indian Employers' and Business Membership Organizations (EBMOs) to the UN Sustainable Development Cooperation Framework (UNSDCF) from time to time and also most recently to the framework for 2028-32. While acknowledging the time-to-time involvement of EBMOs by the UN Resident Coordinator's Office, he reflected on the need for greater engagement of Employers in the development of the UNSDCF so as to make it more realistic and achievable. He also highlighted the need for joint interaction on the UNSDCF amongst the EBMOs, NITI Aayog and UN RC's Office so as to ensure a true tripartite discussion.

He also requested greater engagement and interaction of SCOPE and Indian EBMOs with the RC's Office.

Concluding the meeting, he thanked the ILO for its continued support and reaffirmed the commitment of Indian and global EBMOs to deepening the partnership in pursuit of decent work, inclusive growth and a more equitable world of work.

# SCOPE Highlights People-Centric Future at National HR Conclave on Workforce Renaissance

Shri Atul Sobti, Director General, SCOPE was invited as the Chief Guest to the National HR Conclave focusing on the strategic and timely theme "Workforce Renaissance: Shaping Resilient, Futuristic and Sustainable Organizations" on 12th September 2026. The event was organized by the Ghaziabad Management Association (GMA), in association with KIET University. The conclave was graced by prominent industry leaders, academic stalwarts, and young management students, featuring insightful addresses that explored the intersection of economic growth, technological advancement, and human capital.

The event drew participation from esteemed dignitaries, including Dr. T.R. Pandey, Director of AKGIM and President of GMA; Shri Rahul Agrawal, Executive Director of GMA; and Shri S.P. Gupta, Former Director of HR at ITI, alongside representatives from KIET University and a large contingent of young MBA students.

Addressing the gathering as Chief Guest, he emphasized that amidst profound workplace transformations driven by automation, artificial intelligence, changing global geographies, and dynamic mobility, humanity remains an organization's greatest asset. Highlighting recent takeaways from global forums such as the BRICS Summit and the Indo-German Environment Summit, his address underscored that the true ethos of Industry 5.0 must remain fiercely people-centric. Rather than technology replacing human effort, the future demands a seamless, collaborative synergy between man and machine.

Drawing attention to the historic tripartite structure of the International Labour Organization (ILO), uniting governments, employers, and workers, the address reinforced that human resources must stay anchored at the focal point of any economy. He appreciated the introduction of the 4 Labour Codes and progressive initiatives like apprenticeships and internships by the Government of India as critical forward strides. However, he stressed that policy formulation alone is insufficient; the widespread dissemination of knowledge regarding these labor codes is essential to ensure they genuinely empower the workforce.

Bridging India's rich cultural consciousness regarding the dignity of labor with its high-tech future, Shri Sobti elaborated on how the role of HR must fundamentally evolve. Modern HR professionals, he noted, can no longer function purely as administrators; instead, they must act as architects of trust in automated environments, champions of inclusive innovation, empathetic leaders prioritizing worker well-being and professionals fluent in both policy and technology.

Concluding his address, Shri Sobti delivered a clear mandate for the future: thriving in Industry 5.0 demands the successful harmonization of human talent with intelligent machines to build a landscape that is innovative, profitable, and deeply human.



DG, SCOPE addressing the participants during the National HR Conclave at KIET School of Management, Ghaziabad

# DAKSH 2 Takes Global Leadership to Milan: International Immersion at SDA Bocconi, Italy

The second batch of DAKSH (Development of Aspiration, Knowledge, Succession & Harmony), SCOPE and CBC's flagship leadership programme for senior executives of Public Sector Enterprises, undertook a landmark international immersion from 19th to 26th July 2026 in Milan, Italy, marking a defining milestone in its transformative leadership journey.

The eight-day immersion brought together 72 senior executives from 20 PSEs on a rich and immersive global learning experience, combining rigorous academic sessions at the prestigious SDA Bocconi School of Management with first-hand visits to globally respected organisations. The immersion was designed to provide participants with exposure to global leadership practices, contemporary management frameworks, innovation ecosystems, and internationally recognised approaches to sustainability, digital transformation, and operational excellence.

The academic programme at SDA Bocconi covered contemporary and critical themes including business negotiation, leadership and change management, finance and ESG, macroeconomic scenarios and global risk, and digital transformation. A particularly distinctive highlight was the 'Art of Business Negotiation' session led by Prof. Leonardo Caporarello, which incorporated LEON, an AI-enabled negotiation platform, through which participants engaged in live business simulations, blending cutting-edge technology with experiential learning in a uniquely immersive format.

A defining strength of the immersion was its seamless integration of classroom insights with real-world industry exposure. Participants visited the ENI Research & Development Centre, gaining valuable insights into energy transition, technological innovation, decarbonisation, and sustainability, themes of direct relevance to India's PSEs navigating their own green transition journeys. A visit to Prysmian Group offered exposure to advanced manufacturing, automation, quality assurance, and global-scale industrial practices, underscoring the importance of connecting technology, sustainability, and operational excellence with long-term organisational strategy.

One of the most memorable experiences of the immersion



*DAKSH 2 participants during an academic session at SDA Bocconi*

was a visit to Ferrari, Maranello, where participants had the rare privilege of interacting with Mr. Benedetto Vigna, Chief Executive Officer, Ferrari, on the shop floor. Mr. Vigna shared Ferrari's approach to combining engineering excellence, technological innovation, craftsmanship, and customer experience, including its carefully planned transition towards electric mobility. The subsequent tour of the manufacturing facility offered first-hand insights into the interplay of advanced technology and human expertise, offering powerful lessons in operational excellence, innovation management, leadership, and customer experience.

Participant reflections from the Milan immersion highlighted five recurring themes, global exposure and adaptability; integration of classroom and experiential learning; technology-enabled transformation; evolving leadership perspectives; and the application of global practices in the Indian PSE context. The experience encouraged participants to look beyond observing global best practices and reflect meaningfully on their relevance and adaptability to the unique challenges and opportunities of India's Public Sector.

The Milan international immersion marked a significant and enriching chapter in the DAKSH 2 journey, strengthening participants' global outlook, deepening their understanding of innovation and sustainability, and equipping them with the broader perspective needed to drive meaningful transformation within their respective organisations. Through DAKSH, SCOPE and CBC continue to build the leadership pipeline that will steer India's Public Sector into a confident, capable, and future-ready tomorrow.



# SCOPE IN MEDIA

**Hindustan Times**  
NEW DELHI METRO  
Wednesday, September 30, 2026



SCOPE organised a workshop on Labour Law Reforms: Understanding the New Labour Codes & Central Rules. Dr. Mahendra Kumar, Joint Secy, Ministry of Labour & Employment, GOI; Dr. K. P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Atul Sobti, DG, NBCC; Atul Sobti, DG, SCOPE addressed the inaugural session.

## The Indian EXPRESS

### CORPORATE BRIEFS



SCOPE organised an Interactive workshop on Labour Law Reforms: Understanding the New Labour Codes & Central Rules with Knowledge Partner, Deloitte. Dr. Mahendra Kumar, JS, Ministry of Labour & Employment, GOI; Dr. K. P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Atul Sobti, DG, SCOPE & Deloitte team - Gokul Chaudhri, President Tax, & Divya Baweja, Partner addressed the inaugural session. The workshop, attended by nearly 100 participants from 32 PSEs & part of SCOPE's ongoing capacity-building initiative, provided comprehensive guidance on implementing statutory provisions regarding wages, social security, workplace safety, and labour-management relations. Speaking on the occasion Shri Atul Sobti hailed the four codes as a globally appreciated 'game changer' that has revolutionised regulatory clarity, efficiency, and inclusivity.

**FINANCIAL EXPRESS**  
NEW DELHI, SATURDAY, SEPTEMBER 26, 2026

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**FINANCIAL EXPRESS**  
4th September, 2026

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SCOPE launched the 2nd edition of its Advanced Global Leadership Program in collaboration with IIM Calcutta. The programme brings together 27 senior executives from CPSEs across sectors. The initiative aims to develop future-ready leaders capable of balancing business performance, public purpose and national priorities. AGLP 2.0 features a three-week immersive programme comprising workshops at IIM Calcutta and SCOPE, New Delhi, followed by an international industry study tour. The initiative seeks to strengthen the leadership pipeline and broaden strategic thinking and global business understanding among CPSE executives.

**The Indian EXPRESS**  
4th September, 2026

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**The Sunday Statesman**  
10  
New Delhi  
30 August 2026

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# हिन्दुस्तान

मोरोसा नए हिन्दुस्तान का

बुधवार  
23 सितंबर 2026, नई दिल्ली | कॉर्पोरेट कॉर्नर



SCOPE organised an Interactive workshop on Labour Law Reforms: Understanding the New Labour Codes & Central Rules with Knowledge Partner, Deloitte. Dr. Mahendra Kumar, Joint Secretary, Ministry of Labour & Employment, GOI; Dr. K. P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Atul Sobti, Director General, SCOPE and Deloitte team - Gokul Chaudhri, President Tax, & Divya Baweja, Partner addressed the inaugural session. The workshop, attended by nearly 100 participants from 32 PSEs and part of SCOPE's ongoing capacity-building initiative, provided comprehensive guidance on implementing statutory provisions regarding wages, social security, workplace safety, and labour-management relations.

सामंजस क्षेत्र की कंपनियों के स्वास्थ्य संगठन (स्कोप) ने डेलॉयट के सहयोग से 'श्रम कानून सुधार' - नई श्रम संहिताओं और केंद्रीय नियमों को समझना' विषय पर संवादक कार्यक्रम का आयोजन किया। इस दौरान डॉ. महेंद्र कुमार, डॉ. के.पी. महादेवस्वामी, अतुल सोबती, गोकुल चौधरी और दिव्या बावेजा मौजूद रहे।

# BUREAUGRAM INSIDE

SCOPE's interactive session decoding New Labour Codes & Central Rules



SCOPE organised an interactive workshop on Labour Law Reforms: Understanding the New Labour Codes & Central Rules with Knowledge Partner, Deloitte. Dr. Mahendra Kumar, Joint Secretary, Ministry of Labour & Employment, GOI; Dr. K. P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Atul Sobti, Director General, SCOPE and Deloitte team - Gokul Chaudhri, President Tax, & Divya Baweja, Partner addressed the inaugural session. The workshop, attended by nearly 100 participants from 32 PSEs and part of SCOPE's ongoing capacity-building initiative, provided comprehensive guidance on implementing statutory provisions regarding wages, social security, workplace safety, and labour-management relations.

In his address, Dr. Mahendra Kumar stated that the recent consolidation of labour laws into four comprehensive labour codes makes a major step towards simplification, transparency, and modernisation. These reforms aim to strike a careful balance between labour rights as well as ease of doing business.

# FREE PRESS

SCOPE's Interactive Session decodes New Labour Codes & Central Rules



SCOPE organised an interactive workshop on Labour Law Reforms: Understanding the New Labour Codes & Central Rules with Knowledge Partner, Deloitte. Dr. Mahendra Kumar, Joint Secretary, Ministry of Labour & Employment, GOI; Dr. K. P. Mahadevaswamy, Chairman, SCOPE & CMD, NBCC; Atul Sobti, Director General, SCOPE and Deloitte team - Gokul Chaudhri, President Tax, & Divya Baweja, Partner addressed the inaugural session. The workshop, attended by nearly 100 participants from 32 PSEs and part of SCOPE's ongoing capacity-building initiative, provided comprehensive guidance on implementing statutory provisions regarding wages, social security, workplace safety, and labour-management relations.

Free Press Journal - Punjab Express  
Tue, 23 September 2026

# Indian Mandarins

New Media Network

SCOPE Unveils Advanced Global Leadership Program 2.0  
By IndianMandarins - © 27 Aug 2026



New Delhi (27.08.2026): Advanced Global Leadership Program (AGLP 2.0) of SCOPE has been unveiled recently in Kolkata marking the event as a new era in global leadership. The event took place in the presence of Atul Sobti, Director General, SCOPE & ILO Governing Body Member along with Sanjai Kumar, CMD, Railtel in collaboration with IIM Calcutta.

# PSUWATCH

Fast | Accurate | Engaging

SCOPE launches Advanced Global Leadership Program 2.0 with IIM Calcutta  
SCOPE launched the second edition of its Advanced Global Leadership Program (AGLP 2.0) in collaboration with the IIM Calcutta



PSU Watch Bureau  
Published on: 26 Aug 2026, 4:14 pm

New Delhi: The Standing Conference of Public Enterprises (SCOPE) has launched the second edition of its Advanced Global Leadership Program (AGLP 2.0) in collaboration with the Indian Institute of Management Calcutta (IIM Calcutta), aimed at strengthening the leadership capabilities of senior executives from Central Public Sector Enterprises (CPSEs).

# अमर उजाला

नई दिल्ली, 29 सितंबर 2026  
अमर उजाला  
राज्य (विशेष संख्या)



नए लेबर कोड पर स्कोप की कार्यशाला आयोजित  
नई दिल्ली। सार्वजनिक क्षेत्र के उपक्रमों में नए श्रम कानूनों को बेहतर तरीके से लागू करने को लेकर स्कोप ने डेलॉयट के साथ मिलकर एक इंटरैक्टिव कार्यशाला आयोजित की। कार्यशाला का विषय लेबर लॉ रिफॉर्म: नए लेबर कोड और केंद्रीय नियमों को समझना था। स्कोप की क्षमता निर्माण पहल के तहत आयोजित इस कार्यक्रम में 32 सार्वजनिक क्षेत्र के उपक्रमों के करीब 100 अधिकारियों ने हिस्सा लिया। कार्यशाला में नए लेबर कोड के तहत वेतन, सामाजिक सुरक्षा, कार्यस्थल की सुरक्षा और श्रम-प्रवर्धन संकोषों से जुड़े नियमों की जानकारी दी गई।

कार्यशाला के उद्घाटन पर को श्रम एवं रोजगार मंत्रालय के सचिव सचिव डॉ. महेंद्र कुमार, स्कोप के चेयरमैन एवं सार्वजनिक क्षेत्र के सचिवों डॉ. के.पी. महादेवस्वामी, स्कोप के महानिदेशक अतुल सोबती और डेलॉयट के प्रेसिडेंट (टेम) गोकुल चौधरी और पार्टनर दिव्या बावेजा ने संबोधित किया। डॉ. महेंद्र कुमार ने कहा कि पुराने श्रम कानूनों को नया व्यापक लेबर कोड में शामिल करना कानूनों को सरल और पारदर्शी बनाने की दिशा में महत्वपूर्ण कदम है।

# दैनिक जागरण

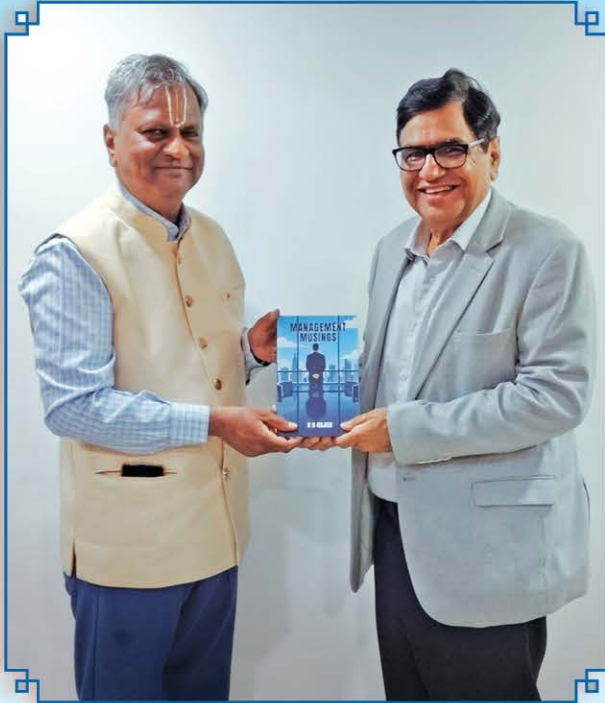
नई दिल्ली, 29 सितंबर 2026  
दैनिक जागरण  
राज्य (विशेष संख्या)



वीएचईएल में श्रम संहिताओं पर किया गया जागरूक  
नई दिल्ली। सार्वजनिक क्षेत्र के उपक्रमों में नए श्रम कानूनों को बेहतर तरीके से लागू करने को लेकर स्कोप ने डेलॉयट के साथ मिलकर एक इंटरैक्टिव कार्यशाला आयोजित की। कार्यशाला का विषय लेबर लॉ रिफॉर्म: नए लेबर कोड और केंद्रीय नियमों को समझना था। स्कोप की क्षमता निर्माण पहल के तहत आयोजित इस कार्यक्रम में 32 सार्वजनिक क्षेत्र के उपक्रमों के करीब 100 अधिकारियों ने हिस्सा लिया। कार्यशाला में नए लेबर कोड के तहत वेतन, सामाजिक सुरक्षा, कार्यस्थल की सुरक्षा और श्रम-प्रवर्धन संकोषों से जुड़े नियमों की जानकारी दी गई।

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## INTERFACE WITH STAKEHOLDERS



Shri R. G. Rajan, Former SCOPE Chairman and CMD, RCF, calls on DG, SCOPE at SCOPE premises.



Shri S. K. Sinha, Director (Finance), GAIL calls on DG, SCOPE at SCOPE premises.



Shri Manepalli Sridhar, Executive Director (HR), Bharat Heavy Electricals Limited (BHEL) calls on DG, SCOPE



Shri Ambrish Tripathi Director (HR), BEL met DG, SCOPE at SCOPE premises.

# PERSONALIA



**Shri N. Franklin Jayakumar**

assumes charge as  
CMD  
Northern Coalfields Limited



**Shri Rabindra Kumar Agarwal (IAS)**

assumes charge as  
Chairman  
Central Warehousing Corporation



**Dr. Prasanna Kumar Acharya**

assumes charge as  
CMD  
NLC India Limited



**Dr. Lavanya R Mundayur**

assumes charge as  
CMD  
New India Assurance



**Shri Bhaskar Chowdary Nettem**

assumes charge as  
Director (Production)  
Oil and Natural Gas Corporation



**Shri Manoj Kumar Sharma**

assumes charge as  
Director (Projects)  
GAIL India Limited



**Shri Ramesh Chandra Mohapatra**

assumes charge as  
Director (Technical)  
South Eastern Coalfields Limited



**Shri Akhilesh Pathak**

assumes charge as  
Director (Projects)  
POWERGRID



**Dr. Anjani Kumar**

assumes charge as  
Director (Technical)  
Western Coalfields Limited

# HMM in Action: Driving Capability Building



**HARVARD**  
ManageMentor®

## 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.



## Quarterly HMM Champion List

As part of recognizing leaders who have gone above and beyond as part of the Harvard ManageMentor (HMM) Program. These learners have not only completed all 42 courses but also scored the most in their assessments to be Top HMM Champions as part of the second cycle (February – July).



**Kuldeep Kumar**  
GAIL India Ltd.  
(GAIL)



**Shriram Thyagarajan**  
Bharat Electronics Limited  
(BEL)



**Akhilesh Kumar Shukla**  
National Hydroelectric Power  
Corporation Limited (NHPC)



**Surabhi Ashok Babu**  
Bharat Electronics Limited  
(BEL)



**Ananda Maity**  
Oil and Natural Gas  
Corporation Limited  
(ONGC)

## 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](mailto:amita@scopeonline.in) 📞 98719 88923**

# Hall of Fame

Learners with 42 Course Completions

## Bharat Electronics Limited

Adavesh Basayya Hiremath  
Ashutosh Mallick  
Harish B S  
Krishna A  
Machnoori Bhavani  
Nagarjun M N  
Pooja Devnekar V  
Rajat G Hogarti  
Sumanth G Sohan

## Bharat Heavy Electricals Limited

A Anand  
Amit Meena  
Atul Kumar Thakur  
Gagan Mittal  
Pooja Garg  
Prateek Singh  
Sumit Agrawal  
Tumul Dubey

## Bharat Petroleum Corporation Limited

Vineet Nair  
Vuyyuru Ratna Sekhar

## Coal India Limited

Shahnawaz Ahmad

## GAIL India Limited

A Augustine Vinish  
Manoj Kumar  
Nikunj Bhatnagar

## Indian Oil Corporation Limited

Ayeswarya Patnaik  
Harish Kumar  
Parveen Goyal  
Sumit Nandan  
Vishwakarma Suraj Surendra

## National Aluminium Company Limited

Vinay Thakur

## National Thermal Power Corporation Limited

Divyam Gupta

## National Hydroelectric Power Corporation Limited

Jai Dev Sharma  
Ramesh Ojha  
U Hari Krishna

## Power Grid Corporation of India Limited

Harihara Rath  
Nitin Singh Chauhan  
Rajesh Kumar Singh  
Rohitesh Kumar  
Suneel Kumar  
Surendra Pratap

## Oil and Natural Gas Corporation Limited

Aditya Singhal  
Ajay Singh Yadav  
Alka Yadav  
Anilkumar Ramakrishna Pillai  
Arnab Banerjee  
Basant Pasari  
Bhaswar Lochan  
Chirag Porwal  
Dongminthang Hangluah  
Jatish Jain

N Sanjay Kumar  
Niraj Nayan Kumar  
Nitin Gupta  
Raja Elangovan  
Rishikesh Sonthalia  
Sanjeev Kumar Varshney  
Sarah Bhimpalli  
Sukesh Chandra  
Tarun Kumar Maji  
Ujjwal Swarup Singh  
Vinod Kumar

# India's Carbon Credit Trading Scheme: Beyond Compliance Towards Competitiveness and Market Confidence



**Atul Sobti**  
Director General, SCOPE &  
Member, Governing Body  
International Labour  
Organization

The world has come a long way from recognising the need for conscious business decisions having minimal impact on the environment. Infact, global governments, industries, and investors are creating ways to enable business decisions while managing carbon footprints as high emitters are being viewed to pose real financial and operational risks.

India is also not left behind in this realisation and hence, over time the Government has taken strong policy decisions to embark the country on path of green businesses and transition. The country has come a long way from 2004 when for the first time India submitted its first National Communication (NATCOM-I) on Climate Change to UNFCCC. Since then, India has been an active contributor to the global combat against climate change and despite of being an emerging economy having the need for its own energy security, has taken some very notable decisions including determination of Nationally Determined Contribution (NDCs) while making them measurable and aligning them to global needs of reducing carbon footprint.

In its string of actions, India has taken yet another significant step with the launch of the country's very own Carbon Credit Trading Scheme (CCTS) in 2023 through the Energy Conservation (Amendment) Act of 2022. Although the main purpose of this scheme is to reduce emissions, its effects will go further than regulating emissions. Over time, this scheme will have implications for how businesses will invest, innovate, and compete within a low carbon economy.

*India has come a long way with first step in 2004 when India submitted its first national communication on climate change to UNFCCC and since then the steps have only grown firmer with India showing its commitment in COP 15, Paris Agreement in COP 21 and most recently updated NDCs.*

## What is CCTS?

The Carbon Credit Trading Scheme (CCTS) is a market-based policy instrument which is aimed to accelerate the transition towards a low-carbon economy by assigning an economic value to greenhouse gas (GHG) emission reductions. Under the scheme, industries and enterprises are assigned emission reduction or intensity targets by a regulatory authority and the entities that achieve reductions beyond their prescribed targets, they earn positive points in the form of carbon credits. These carbon credits then can be traded with organizations that are unable to meet their obligations. This creates a financial incentive for emission reduction while allowing the overall cap to be met cost-effectively.

Why this scheme is being viewed as an important enabler and a way of pricing the emissions while moving towards a net zero economy? To put it simply, where on one hand the scheme mobilizes business investment in clean technologies, it also channels financial resources towards climate-friendly projects without relying solely on public funding. This has advantage for all stakeholders. Nationally, it supports India's climate commitments, including its NDCs and the goal of achieving net-zero emissions by 2070 by fostering innovation, attracting climate finance, and promoting sustainable industrial growth. For businesses, the scheme rewards efficiency by encouraging companies to invest in cleaner technologies, or process improvements so that their carbon savings can be monetised improving both competitiveness and balance sheets. For society, carbon markets drive faster adoption of clean energy, reduce air pollution and create green employment particularly for vulnerable communities near industrial zones.

*The Carbon Credit Trading Scheme (CCTS) is a market-based policy instrument which is aimed to accelerate the transition towards a low-carbon economy by assigning an economic value to greenhouse gas (GHG) emission reductions. On one hand the scheme mobilizes business investment in clean technologies, while having advantage for all stakeholders - government, business and society.*

## India's Journey Towards a Carbon Market

The introduction of CCTS is not the first step for India in adopting a Carbon Market. This system has been formed over many years through policy trial and error and from experience building up the institution prior to climate change and carbon trading initiatives 'Perform, Achieve and Trade' (PAT) scheme. Introduced by the Bureau of Energy Efficiency (BEE) in 2012 allowed for the reduction of

emissions by heavy energy-based industries through energy efficiency improvements by creating specific reduction targets and developing a system to sell and trade Energy Saving Certificates (ESCs). The implementation of the PAT led to certificates surplus as efficiency improvement could be anything causing difficulty in price equilibrium of ESCs. Also, ESCs rewarded improvements in energy efficiency rather than reductions in overall greenhouse gas emissions which may still increase if production expands. For a country like India, ESCs had very limited applicability as everything had to be scaled to production. These key limitations led to the development of CCTS.

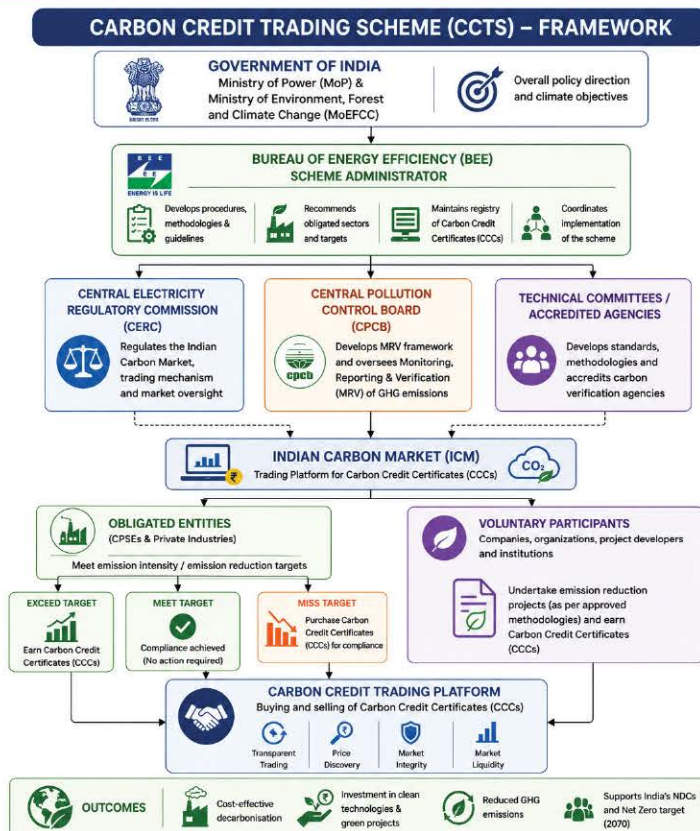
Unlike PAT, CCTS measures and rewards actual greenhouse gas (GHG) emission reductions. Further, setting cap or intensity targets and linking them to carbon reductions creates a more robust demand for carbon credits thereby enabling supply and demand equilibrium. Further, since CCTS is measurable, it is more widely accepted in global climate finance and carbon markets than ESCs. CCTS also directly supports corporate decarbonisation pathways, ESG reporting, science-based targets, and long-term net-zero strategies.

*CCTS builds upon the experience gained through the Bureau of Energy Efficiency's Perform, Achieve and Trade (PAT) scheme launched in 2012. While PAT successfully promoted energy efficiency through Energy Saving Certificates (ESCs), it faced challenges such as certificate surplus, weak price discovery, and a focus on energy efficiency rather than actual greenhouse gas (GHG) emission reductions. The CCTS addresses these limitations.*

### India's market for CCTS today and its global relevance

Today, the Carbon Credit Trading Scheme forms the backbone of India's emerging carbon market framework. It has been made applicable in nine sectors initially — Cement, Aluminium, Chlor-Alkali, Fertilizers, Paper and Pulp, Iron and Steel, Refineries, Textiles, and Petrochemicals. It forms part of a broader framework that encompasses both a mandatory compliance mechanism, and a voluntary offset mechanism. Under the overall policy and climate objective guidance of Ministry of Power and Ministry of Environment, Forest and Climate Change (MoEFCC), the CCTS platform aims to develop an Indian Carbon Market where industries can buy and sell credits thereby encouraging lower emissions and more greener technologies.

*CCTS introduced for 9 sectors as mandatory, rest voluntary as of present - Cement, Aluminium, Chlor-Alkali, Fertilizers, Paper and Pulp, Iron and Steel, Refineries, Textiles, and Petrochemicals*



Well, trading of CCTS in the Indian Carbon Markets is all the more needed as carbon markets are a global phenomenon. According to recent analyses, global carbon markets have crossed the US\$100 billion mark, indicating their growing role in climate and economic policy and has strong presence in major economies such as the European Union, United Kingdom, China, New Zealand and South Korea. Carbon Markets are also emerging in Japan, Vietnam, Thailand, Brazil and Indonesia. Hence, with India's own carbon market, a greater linkage between export competitiveness, supply chain participation and investor expectations could be established.

#### CCTS and its impact on stock markets

While the CCTS is mainly being viewed as a tool to shape environmental and industrial policies, it also has broad reaching impacts across the stock market. This is because, in present times, investors are increasingly looking at how companies are transitioning towards a carbon neutral economy while also analysing the risk policies and strategies of the companies towards climate risks. CCTS compliance and trading will indicate better preparedness of the company towards future climate regulations thereby strengthening investor confidence and enhancing market valuation.

Since, CCTS is leading to establishment of a carbon market where the CCTS can be traded actively, it will create opportunity for additional revenue stream for companies having met their emission targets.

Further, participation in the CCTS strengthens a company's Environmental, Social and Governance (ESG) credentials thereby making it more lucrative for domestic and international institutional investors.

Since, CCTS is a rewarding mechanism, there would be a constant lookout for improvising on efficiency and innovation. This would lead to enhanced investment in energy efficiency, renewable energy, green hydrogen, and cleaner technologies which would enable meeting carbon emission targets. Over time, this constant innovation will reduce operating costs thereby improving margins and long-term financial performance.

Hence, we can say that where CCTS is to strengthen India's resolve for a greener economy, in the process it would also encourages companies to become more competitive, innovative, sustainable, and resilient, thereby improvising their operational and financial performance which would enable them to improve their stock valuations.

Hence, aim of CCTS is not to have immediate returns but rather change the way businesses make future investment decisions and how competitive they are in their sectors.

*CCTS is mainly being viewed as a tool to shape environmental and industrial policies, it also has broad reaching impacts across the stock market:*

- Strengthening investor confidence
- Enhancing market valuation.
- Additional revenue stream
- Attract domestic and international institutional investors
- Innovation at economies of scale over time

#### Carbon Market for Indian Public Sector

While CCTS is relevant for all corporate sector but it has a greater significance for the Public Sector Enterprises (PSEs). PSEs in India largely operate in carbon-intensive sectors such as power generation, oil and gas, coal, steel, mining, fertilizers, heavy engineering, and transportation and given their hard to abate inherent nature, account for a substantial share of the country's industrial energy consumption and emissions. Further, due to their scale, technological capabilities, and influence on supply chains, PSEs have a multiplier effect on the broader economy. Hence, it has been time and again acknowledged that they are central to India's decarbonisation journey.

For PSEs, the CCTS offers an opportunity to modernize operations, improve resource efficiency, and generate financial returns from sustainability initiatives. Investments in renewable energy, energy efficiency, green hydrogen, carbon capture technologies, circular economy practices, and digital energy management can reduce compliance costs while creating valuable carbon credits. Beyond commercial benefits, CPSEs have a strategic national responsibility. With socio-economic agenda, PSEs are expected to lead by example in implementing national priorities, including climate action and sustainable development. Hence, their active participation in the CCTS can demonstrate the commercial viability of low-carbon technologies, encourage wider industry adoption, stimulate innovation, and support the development of India's domestic carbon market while enhancing investor confidence, attracting climate finance, and reinforcing India's credibility in global climate negotiations.

*CCTS provides PSEs with an opportunity to modernize operations, improve resource efficiency, and generate financial returns through carbon credits while investing in clean technologies. Beyond commercial gains, PSEs have a strategic responsibility to lead India's climate action by demonstrating the viability of low-carbon technologies, promoting wider industry adoption, attracting climate finance, strengthening investor confidence, and supporting the development of a robust domestic carbon market.*

### The first mover advantage

One of the most important messages emerging from the CCTS is that early action matters. According to publicly available reports on CCTS, the initial emissions-intensity reduction targets are relatively modest. However, these early targets are foundational and are likely to become more stringent over time as India progresses towards its climate goals. More importantly, it is important to look at the potential cost of inaction. Various market modelling suggests that companies that fail to decarbonize could face significant compliance costs under future carbon pricing scenarios. In the iron and steel sector, for example, a representative company could face potential financial implications exceeding INR 3,000 crore by 2030. In aluminium, the figure exceeds INR 1,100 crore, while refineries could face costs of approximately INR 272–278 crore. Even sectors traditionally viewed as less emissions-intensive, such as textiles and paper, could experience growing financial exposure if emissions remain unchecked. These figures should not be viewed as predictions. Rather, they illustrate an important principle: delaying decarbonization may become increasingly expensive.

For PSEs these are particularly relevant. Many of the sectors currently covered under CCTS including refineries and petrochemicals have a significant PSE presence. However, even enterprises outside the scheme's initial compliance framework should view CCTS as a signal of the direction in which industrial policy is evolving.

*CCTS underscores the importance of early decarbonisation. While the initial emission-intensity targets are modest, they are expected to become more stringent as India advances towards its climate goals. Delaying action could expose companies to significant future compliance costs under carbon pricing, particularly in carbon-intensive sectors such as steel, aluminium, and refining.*

Hence, it is important to have the first mover advantage and develop systems aligning to CCTS and encash on the clear opportunities to enhance energy efficiency while reducing an organization's carbon footprint.

### The Road Ahead

Today, CCTS is an emerging area having hurdles of lack of awareness, accuracy of data, institutional participants, dedicated regulator for monitoring, reporting and verification of data and participants but its potential and need cannot be challenged. The broader message is clear: carbon readiness is becoming a critical aspect of business readiness; developing inventories of GHG emissions, establishing data management systems for GHG emissions, increasing energy efficiency in operations, and embedding decarbonisation into the long-term business strategy of the enterprise — these are strategic priorities for the enterprise and not of a domain.

The initial targets may appear modest, but they establish the foundations of a much larger transition. The real significance of CCTS lies not only in the carbon credits it creates, but in the signals it sends. It signals that emissions will increasingly matter in business decisions. It signals that operational efficiency and carbon efficiency are becoming closely linked. And it signals that preparedness for a low-carbon economy may become an important determinant of long-term competitiveness. Hence, for businesses and PSEs alike, the question is no longer whether decarbonization will influence future operations. The more relevant question is how quickly organizations can adapt.

Those that begin preparing today through stronger emissions management, strategic investments and credible transition planning are likely to be better positioned for the opportunities and challenges that lie ahead.

*The Carbon Credit Trading Scheme rewards early decarbonisation, strengthens competitiveness, and secures a sustainable future. Act Early. Decarbonise Today. Lead Tomorrow.*

# Coaching for a Future-Ready Public Sector: Strengthening People & Performance in Indian PSEs



Joel A. DiGirolamo\*

India has set an ambitious vision for itself with Viksit Bharat 2047. The declaration of this national roadmap sets into motion strategic planning, targeted activities and vibrant energy across the public sector landscape to achieve that vision. This energy is palpable for the entire workforce.

Realizing these ambitious goals begin with inspiring, engaging, and enhancing the entire workforce as quickly, effectively, and comprehensively as possible. This will require effort above and beyond that which currently exists in conjunction with productivity enhancements through creativity and innovation. Participation, or mobilization of the workforce is vital—and this is pulled through future-thinking leaders who can motivate and develop their teams to help achieve the vision.

The development of future ready leaders requires a multifaceted approach that offers development from many angles. Mentoring helps leaders when hearing what has worked well for other experienced leaders and coaching works to allow leaders to reflect on their leadership challenges, motivations, priorities and goals, while facilitating actions in those directions. Consistent efforts in these and other leadership development modalities will serve well to keep the leadership pipeline full and enhance effective decision-making and leadership competency.

Coaching is far more than a specialized tool for executive sessions; it is a transformative leadership philosophy. It can be a powerful and productive developmental modality wherein leaders can bring in their own individual desires and problems, discuss them in a safe environment, develop an action plan, and be held accountable along the way. Coaching engagements frequently entail working on building team performance, communication, decision-making,

and much more. Moreover, as leaders progress on their coaching journey, their areas of focus often change or evolve for further growth.

The use of coaching skills is not limited to one-on-one engagements with professional coaches. Leaders can successfully interact with individual team members and intact teams in participative discussions in addition to the times they must be directive. The use of coaching skills by leaders leads to deeper conversations, higher engagement, an enhanced working alliance, and a reduced intention to quit. When all employees in an organization use coaching skills they can also enhance engagement and likely enhance overall performance of the organization.

Many leaders embrace coaching and dive into reflective practice to reflect more deeply on their leadership approach, challenges, and development priorities and partner with their coach to develop action and accountability plans to meet their goals. Others may feel that the vulnerability required for this exploration is too much and defer engagement until learning of others' progress through coaching. As more and more leaders experience the benefits of coaching and share these positive outcomes with others, the enthusiasm for coaching becomes contagious and pulls more leaders into the modality. Champions for coaching can also share their experiences and become a resource of information to those interested in this type of development.

The current research that the International Coaching Federation (ICF), USA is conducting with SCOPE, will explore the benefits of coaching for all Public Sector Enterprises (PSEs), barriers limiting acceptance, and best practices for coaching within the PSEs. This data will inform plans to strengthen existing programs, accelerate emerging programs, and launch new

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programs. The insights and results of the research study will help leadership teams to crisply define all of these efforts and execute workforce strategies with greater efficiency and effectiveness.

Sentiment has been expressed that coaching may be a more effective or powerful modality than training or mentoring. We have already seen that the PSEs benefit from coaching.

### Key Benefits Realized in Indian PSEs

**Strategic & Cognitive Growth:** Holistic thinking, improved decision-making, greater capacity for risk-taking in ambiguous environments, and aligned mindsets.

**Operational Leadership:** Enhanced delegation, smarter hiring, stronger boundary-setting, and increased team competencies.

**Communication & Engagement:** Active listening, constructive feedback loops, willingness to hold difficult conversations, and effective stakeholder management.

**Individual Performance:** Enhanced self-awareness, improved personal accountability, and higher overall workplace agility.

Importantly, the ripple effect from coaching as positive changes propagate throughout the organizations is seen as a longer term, or slower phenomenon. However, this ripple effect has a huge potential to positively change the culture, creativity, innovation, engagement, and alignment of the workforce.

While PSEs embrace a coaching mindset, they unlock a fundamental shift in organisational culture. The leaders, teams, and all employees become more interested in exploratory conversations and motivations rather than superficial interests, positions, or agendas. While these conversations may initially take longer, they ultimately bring everyone into greater alignment, engagement, and continuous innovation required to power the Viksit Bharat 2047 vision and attendant goals.

### ICF Research Agenda

The coaching research which ICF is undertaking with SCOPE and the PSEs is what is called mixed methods, which utilizes both qualitative and quantitative data. Semi-structured interviews have been completed with 27 PSE leaders involved in coaching or human resources (HR) programs and thematically coded using a constructivist paradigm or lens into the data.

The emergent codes, or themes were used to develop a quantitative survey for all PSEs in order to understand the breadth of coaching across the PSE ecosystem. The survey results will provide valuable data indicating the level of need in each area, such as nurturing and enhancing existing coaching programs, best practices to accelerate emergent programs, and means to overcome objections to the initiation of coaching programs.

Most importantly, the research will bring to the surface the benefits of coaching in the PSE ecosystem and objectively validate those benefits. The way that coaching programs are fashioned and executed varies from one organization to another. Differences include geographical and historical culture, industry, professions employed, and much more. The insights provided by this research will highlight those unique features and benefits and will help to design customized programs for the PSEs.

### About ICF

The International Coaching Federation (ICF) is the world's leading association dedicated to advancing the coaching profession by setting high standards, providing independent certification, and building a global network of credentialed coaches.

In strategic partnership with SCOPE, ICF is committed to supporting Indian Public Sector Enterprises as they build resilient, future-ready leadership teams capable of powering the Viksit Bharat 2047 initiative.



# 80 Years of Independence, 80 Years of HR: From Personnel to People Strategy



Robin Antony\*



Dr. A.N. Tripathy\*\*

*“Tracing the journey from labour welfare and personnel administration to HRD, strategic HR, digital transformation and AI-enabled people management.”*

As India celebrates its 80th Independence Day this year, the country stands at a remarkable point in its journey — from emerging from British colonial rule to becoming a forward-looking nation with a growing global presence. Over the past eight decades, India has transformed across economic, technological, social and cultural dimensions, achieving milestones that have strengthened its position on the world stage.

The evolution of the country has also been reflected in the evolution of its workplaces. Human Resources (HR), once largely associated with labour administration, compliance and employee welfare, has transformed into a strategic business function that influences organizational culture, leadership, talent, productivity and long-term growth.

The story of HR, therefore, is not merely the story of a corporate function. It is the story of how organizations have gradually come to recognize that people are not simply resources for production but central to organizational success.

## The Evolution of Global HR

The origins of modern HR can be traced to the Industrial Revolution, when organizations began employing large numbers of workers in factories. During this period, the relationship between employers and employees was largely transactional. Workers were primarily viewed in terms of their contribution to production, while issues such as employee well-being, morale and workplace satisfaction received limited attention.

Factories often operated under harsh conditions, with long working hours, inadequate safety measures and little consideration for workers' physical or psychological well-being. Productivity and output were the

dominant priorities, and there were generally no dedicated departments responsible for employee concerns.

One of the early advocates for improving working conditions was Robert Owen, who introduced progressive practices such as reducing working hours and supporting housing and education for workers. His approach reflected the belief that employee well-being and working conditions could directly influence productivity. Over time, organizations began introducing facilities such as workplace dining, medical assistance and other welfare measures.

Gradually, employers, economists, academics and policymakers began recognizing that human beings were fundamentally different from machines and commodities. The human element of work was becoming increasingly important.

The expression “human resources” is generally associated with economist John R. Commons, who used the term in his 1893 work *The Distribution of Wealth*. The terminology would eventually become deeply embedded in the language of modern business.

As industrial organizations expanded, the need for specialized mechanisms to address employee concerns became increasingly evident. In 1900, J. H. Patterson of the National Cash Register Company established what is often regarded as one of the earliest dedicated personnel departments, with responsibilities including employee grievances, welfare, safety and industrial relations. Similar practices subsequently encouraged the emergence of welfare officers and personnel functions in other organizations.

The early twentieth century also witnessed the emergence of the Human Relations Movement, which shifted attention towards understanding the relationship between employees, workplace conditions and organizational performance.

Researchers and management thinkers began examining questions that remain central to HR even today: What

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motivates employees? How do working conditions influence productivity? What role does leadership play? How do groups behave within organizations?

The contributions of thinkers such as Frederick Winslow Taylor, Elton Mayo, Abraham Maslow, Kurt Lewin, Frederick Herzberg and David McClelland helped shape the foundations of modern organizational behaviour and people management.

Taylor's scientific management approach emphasized efficiency and systematic approaches to work. Mayo's Hawthorne studies brought greater attention to social and psychological factors at work. Maslow explored human needs and motivation, while Herzberg examined the factors influencing employee satisfaction and motivation. Lewin and McClelland contributed significantly to the understanding of leadership, behaviour, motivation and organizational dynamics.

Together, these developments reinforced an important principle: organizational performance cannot be understood independently of the people who drive it.

### From Personnel Management to Strategic HR

As competition among organizations intensified, the role of the people functions became increasingly complex. Organizations had to balance employee welfare with productivity, business performance and long-term growth.

This environment contributed to the emergence of Strategic Human Resource Management. HR began moving beyond routine personnel administration towards areas such as leadership development, talent acquisition, succession planning, employee engagement and organizational capability.

Employees increasingly came to be viewed as valuable organizational assets. Competition for skilled talent meant that organizations could no longer focus solely on hiring people; they also had to develop, engage and retain them.

Strategic HR elevated the position of the function within organizations by connecting people-related initiatives with broader business objectives. HR professionals increasingly became partners in organizational decision-making rather than administrators operating on the periphery of the business.

The development of Strategic HR also encouraged greater attention to HR audit and measurement. HR audit gradually evolved beyond basic compliance checklists towards systematic examination of HR policies, processes, controls, risks and organizational effectiveness.

### From Strategic HR to Agile HR

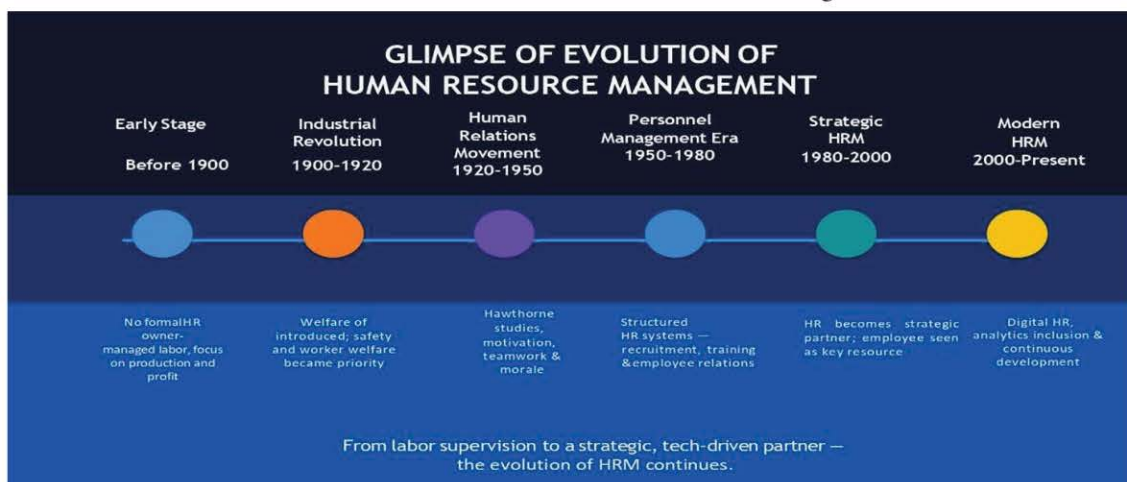
The digital revolution further accelerated the transformation of HR. Particularly from the late 2000s onwards, rapid technological change and evolving business models created the need for HR functions to become more responsive and data-driven.

The emergence of Agile HR reflected this changing environment. Organizations began adopting people analytics, cloud-based HR systems, artificial intelligence, digital collaboration platforms and data-driven decision-making.

Traditional annual performance reviews increasingly gave way to more continuous conversations and feedback mechanisms. Hierarchical and bureaucratic processes began giving way to greater employee empowerment and collaboration. Diversity, inclusion, workplace flexibility and employee experience became increasingly important components of the HR agenda.

The workplace itself was changing, and HR had to change with it.

*(Read the second part of the article in the upcoming issue of KALEIDOSCOPE magazine)*



# Gym Heart Attack: How to Exercise Safely & Prevent a Cardiac Catastrophe.



Dr. H.K. Chopra\*

*(Exercise is one of the best medicines for the heart but sudden, unaccustomed and excessive exertion can expose hidden heart disease & Sympathetic Overdrive).*

The gym is supposed to be a place where we build a stronger heart and healthier body. Yet occasional reports of a person collapsing during a workout or suffering a heart attack at the gym create fear.

## Can exercise itself cause a heart attack?

The answer is more nuanced. **Regular, appropriately prescribed exercise substantially reduces cardiovascular risk.** However, vigorous and sudden exertion can temporarily increase the risk of a cardiac event, particularly in people with previously undiagnosed coronary artery disease or other underlying heart conditions. The European Society of Cardiology notes that the acute risk of cardiac arrest rises with vigorous exercise, especially among people who are not accustomed to regular exercise.

The message, therefore, is not “avoid the gym.” It is: “Exercise regularly, but exercise intelligently.”

## Why can a cardiac event occur during exercise?

During intense exercise, the heart rate, blood pressure and oxygen requirement of the heart rise sharply. In a person with significant coronary artery disease, this sudden increase in demand may exceed the blood supply available through narrowed coronary arteries.

There may also be an underlying electrical or structural heart problem that has never produced symptoms. The risk is particularly relevant when someone who has been sedentary suddenly starts:

- Heavy weight lifting

- High-intensity interval training
- Sprinting
- Very strenuous cycling
- Competitive exercise
- Exercising to exhaustion

Importantly, **a person can look extremely fit and still have coronary disease.** Fitness does not completely eliminate cardiovascular risk. Therefore, risk stratification before gym exercise may be essential in some individuals.

## Who should be particularly careful?

People should seek cardiovascular assessment before beginning very strenuous exercise if they have:

- **Age-related cardiovascular risk:** Especially middle-aged or older adults who are previously sedentary.
- **Diabetes or prediabetes**
- **Hypertension**
- **High LDL cholesterol or other significant lipid abnormalities**
- **Smoking or tobacco exposure**
- **Obesity or central/visceral adiposity**
- **Strong family history of premature coronary disease or sudden cardiac death**
- **Previous heart attack, angioplasty, bypass surgery, heart failure or arrhythmia**
- **Unexplained chest discomfort, breathlessness, palpitations, dizziness or fainting during exertion.**

\*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

A history of exertional chest pain, unexplained syncope or near syncope should never be ignored.

## The “weekend warrior” problem

One of the most common mistakes is going from **zero to 100**.

A person who has not exercised for months may suddenly decide to lift heavy weights, run rapidly on a treadmill or perform an intense workout because of a desire to lose weight quickly. This is precisely when caution is needed. The ESC notes that vigorous exercise can act as a trigger for sudden cardiac death in individuals with underlying cardiac disease.

The heart responds much better to **progressive conditioning** than to sudden overload.

## Start low. Go slow. Build gradually.

Begin with walking, cycling or other moderate activity, and progressively increase duration and intensity according to fitness and medical status.

## Do you need a heart check-up before joining a gym?

Not everyone requires extensive cardiac testing before starting ordinary moderate exercise. However, people with cardiovascular risk factors, symptoms, known heart disease or plans for **high-intensity exercise** may benefit from medical evaluation. Depending on age, symptoms and risk profile, evaluation may include:

Blood pressure, lipid profile, blood glucose/HbA1c, ECG, echocardiography when indicated, exercise stress testing or other cardiac imaging when clinically appropriate.

An exercise stress test can help determine how the heart responds to increasing workload and whether there is evidence of reduced coronary blood flow. The goal is not to perform unnecessary tests on everyone, but to **identify people in whom vigorous exercise needs to be prescribed more carefully**.

## Five golden rules for a safer gym

### 1. Warm up before intense exercise

Do not go directly from rest to maximal effort. Allow the heart and muscles to gradually adapt.

### 2. Increase intensity gradually

Progressive overload is beneficial; sudden maximal exertion is not.

### 3. Do not ignore warning symptoms

Stop exercising and seek medical attention for:

- Chest pressure, heaviness or pain
- Unusual breathlessness
- Fainting or near-fainting
- Severe dizziness

## PREVENT GYM HEART ATTACK

DOs & DON'Ts FOR A SAFE WORKOUT

### DOs

- GET A HEALTH CHECK-UP**  
Especially if you are above 30, have risk factors or a family history of heart disease.
- WARM UP & COOL DOWN**  
Always warm up for 5-10 minutes and cool down after your workout.
- START SLOW & PROGRESS GRADUALLY**  
Increase intensity and duration slowly. Avoid sudden, intense workouts.
- CHOOSE THE RIGHT EXERCISE**  
Prefer moderate aerobic activities like brisk walking, cycling, swimming.
- MAINTAIN A HEALTHY WEIGHT**  
Keep your BMI, waist and body fat in the healthy range.
- EAT HEART-HEALTHY FOOD**  
Follow a balanced diet: vegetables, fruits, whole grains, nuts, lean proteins.
- STAY HYDRATED**  
Drink enough water before, during and after exercise.
- SLEEP & RECOVER WELL**  
Get 7-8 hours of quality sleep for proper recovery.
- BE PREPARED FOR EMERGENCIES**  
Ensure gyms have AED and trained staff for emergencies.

### DON'Ts

- DON'T OVEREXERT**  
Avoid pushing beyond your limits or exercising to exhaustion.
- DON'T IGNORE WARNING SIGNS**  
Never ignore chest pain, breathlessness, dizziness, palpitations or fatigue.
- DON'T SMOKE OR VAPE**  
Smoking damages blood vessels and increases heart attack risk.
- DON'T USE UNPROVEN SUPPLEMENTS**  
Avoid steroids, pre-workout stimulants or unsafe bodybuilding supplements.
- DON'T DRINK ALCOHOL EXCESSIVELY**  
Alcohol raises blood pressure and increases heart disease risk.
- DON'T LEAD A SEDENTARY LIFESTYLE**  
Avoid long sitting hours. Take breaks and stay active daily.
- DON'T SKIP MEDICATIONS**  
If you have BP, diabetes or heart disease, never skip your prescribed medicines.
- DON'T LIFT TOO HEAVY**  
Avoid maximum weight lifting or holding your breath (Valsalva).
- DON'T EXERCISE IN EXTREMES**  
Avoid workouts in very hot, humid or very cold environments.

### WHO SHOULD BE EXTRA CAREFUL?

- Age above 30-40 years
- Smoking or tobacco use
- Diabetes or prediabetes
- Obesity or central adiposity
- High blood pressure
- Family history of heart disease
- High cholesterol
- Any heart symptoms during exertion

### IN CASE OF EMERGENCY

1. Call Emergency Number
2. Start CPR Immediately
3. Use AED If Available
4. Get To The Nearest Hospital Immediately

### REMEMBER THE HEART RULE

- H** Health check when indicated
- E** Exercise progressively
- A** Avoid tobacco, stimulants & extreme exertion
- R** Recognize warning symptoms
- T** Test BP, cholesterol, diabetes & obesity

**EXERCISE IS MEDICINE, BUT SAFETY IS THE DOSE!**

KNOW YOUR RISK GET CHECKED

MOVE REGULARLY

EAT HEALTHY

MANAGE STRESS SLEEP WELL

LIVE LONGER LIVE STRONGER

**Dr HK Chopra**  
Chief Cardiologist  
Delhi India

**EXERCISE REGULARLY LIVE HEALTHY LIVE LONGER**

**“Don't stop exercising because you fear a heart attack. Exercise regularly, intelligently and according to your cardiovascular risk. A healthy heart is not built in one intense workout. It is built through thousands of safe, consistent choices.”**

- New or sustained palpitations
- Sudden unexplained extreme weakness

#### 4. Control the major risk factors

Exercise works best when combined with control of **blood pressure, cholesterol, diabetes, body weight and tobacco exposure**. The AHA emphasizes exercise, healthy eating, adequate sleep, healthy weight and management of cholesterol, blood pressure and blood glucose as major components of cardiovascular prevention.

#### 5. Recovery is part of training

Adequate sleep, hydration, nutrition and rest are essential. Exercise should improve health—not become a competition with one's own body.

#### What about supplements, stimulants and bodybuilding?

Extreme bodybuilding deserves particular caution. The pursuit of rapid muscle gain can involve excessive training, unregulated supplements or other substances that may adversely affect cardiovascular health. A 2025 ESC report highlighted substantially higher sudden cardiac death risk among professional male bodybuilders compared with amateurs, reinforcing the need for cardiovascular awareness in extreme training environments.

**“More exercise” is not always “more health.”** The objective should be optimal cardiovascular fitness, not maximal physical exhaustion.

#### The gym should become a “Heart Health Zone”

Every modern gym should ideally have:

**Blood-pressure monitoring, trained staff, emergency response protocol, AED availability, CPR trained personnel.**

If someone suddenly collapses and is unresponsive, immediate recognition of cardiac arrest, activation of

emergency medical services, CPR and rapid AED use can be lifesaving.

#### The most important message

Exercise remains one of the most powerful tools for cardiovascular prevention. Regular physical activity is associated with major reductions in cardiovascular and overall mortality.

The problem is not the gym.

The problem is **unrecognized disease + sudden excessive exertion + ignoring warning symptoms + uncontrolled cardiovascular risk factors**.

#### Remember the HEART rule:

**H** —Health check when indicated

**E** —Exercise progressively

**A** — Avoid tobacco, stimulants and extreme exertion

**R** —Recognize warning symptoms

**T** — Treat blood pressure, cholesterol, diabetes and obesity

*“Don’t stop exercising because you fear a heart attack. Exercise regularly, intelligently and according to your cardiovascular risk.”*

*“A healthy heart is not built in a day; it is built by healthy choices every day”.*

*“Healthy Heart is a matter of your own choices and is not by chance.”*

*A strong heart begins with a healthy lifestyle, not a sudden workout.”*

*“A healthy heart is your greatest wealth—invest in it every day.”*

*“Exercise regularly, eat intelligently, control your risk factors, and give your heart the gift of a longer life.”*

# Powering the Transition: The Role of India's PSUs in Renewable and Sustainable Energy



Dr. A Venkatesan\*

## Introduction

India's public sector undertakings (PSUs), long associated with coal, oil, and thermal power, are undergoing a decisive reorientation toward solar, wind, and hybrid renewable energy. This shift is not incidental. It sits at the intersection of three converging forces: India's own energy-security and net-zero commitments, the global architecture of UN environmental law, and an increasingly assertive Indian judiciary that has begun to treat climate action as a constitutional imperative rather than a policy choice. Together, these forces are turning PSUs from legacy fossil-fuel giants into the backbone of India's clean-energy build-out.

## PSUs as Anchors of India's Renewable Push

A compact set of energy-sector PSUs, including NTPC, Coal India, NLC India, ONGC, Oil India, IOCL, BPCL, GAIL, and NHPC, alongside dedicated renewable-focused entities such as SECI, anchor India's energy system. These enterprises manage some of India's most significant fossil-fuel assets while also developing some of the country's largest renewable-energy projects, giving them a uniquely important role in shaping both India's current emissions trajectory and its clean-energy future.

Their advantage lies less in ambition than in capacity. PSUs' access to concessional finance, land, and strong balance sheets enables them to invest in long-gestation projects that private developers often find too capital-intensive or too slow-yielding. A recent sector analysis underscored the same point: energy PSUs have long supported India's industrial growth mainly through conventional coal and thermal power, but they now have the ability to lead the transition to green energy because they combine strong financial backing, technical expertise, and access to large land areas that allow renewable projects such as solar and wind to be developed at scale, alongside a capacity to absorb long-term, high-risk investment that many private players cannot match.

NTPC, India's largest power generator, illustrates the trajectory well. In the early phase of renewable expansion, NTPC supported private developers through competitive procurement and long-term power purchase arrangements that reduced risk and attracted investment; as the market matured, it shifted toward building its own renewable portfolio and backing projects capable of supplying more reliable, round-the-clock power.

SECI (Solar Energy Corporation of India), a Navratna CPSU, has become the government's principal renewable-energy vehicle. It was designated the nodal agency to help India meet its renewable-energy targets and reduce dependence on fossil fuels, and it has spearheaded innovation in the sector through diverse project configurations. By December 2024, SECI's cumulative awarded renewable-energy capacity had exceeded 73 GW, and it earned an "Excellent" MoU performance rating of 96 out of 100 from the Ministry of New and Renewable Energy for FY 2023-24. By mid-2025, SECI had executed more than 60 GW of Power Sale Agreements across solar, wind, and hybrid projects, helping provide long-term payment security for developers and investors. In April 2026, the Ministry of New and Renewable Energy designated SECI as the sole Renewable Energy Implementing Agency for issuing new renewable-energy procurement bids as an intermediary procurer, following a review that identified a significant backlog of unsigned agreements across multiple implementing agencies.

Other PSUs are diversifying in parallel. Coal India has announced plans to develop solar projects on mined-out land, while NTPC has expanded training programmes on solar energy, electric mobility, and battery technologies, signaling that even traditionally fossil-fuel-oriented entities are repositioning their institutional capabilities toward the clean-energy economy.

## The Scale of the Challenge and the Stakes

The scale of the transition PSUs are being asked to underwrite is substantial. India's formally announced target

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is to achieve 500 GW of non-fossil electricity capacity by 2030, while long-term national power planning projects that approximately 70% of installed electricity capacity could come from non-fossil sources by 2035-36. Installed non-fossil generating capacity stood at about 275 GW as of February 2026, reflecting significant progress but also underscoring the scale of the remaining challenge. Closing that gap requires more than incremental capacity addition. It requires PSUs to help deliver renewable power reliably and at scale, not merely in terms of installed megawatts.

Analysts caution, however, that this transformation is not self-sustaining. For PSUs to redirect capital at the required scale, they need a clear policy mandate that aligns corporate objectives with national sustainability goals; otherwise, they risk retaining significant exposure to fossil-fuel assets in a rapidly changing global energy landscape. The imperative is to orient state-led investment toward firm and dispatchable renewables, storage, critical minerals, and electrification so that India's energy PSUs can reduce exposure to volatile fuel markets while strengthening long-term energy security and reducing emissions.

#### UN Environmental Law and the International Frame

India's PSU-led renewable push does not occur in a vacuum; it operationalizes India's obligations and voluntary commitments under the global climate architecture, including the United Nations Framework Convention on Climate Change (UNFCCC), the Paris Agreement, and the Sustainable Development Goals, particularly SDG 7 on affordable and clean energy and SDG 13 on climate action. India's renewable-energy ambitions, including the 500 GW non-fossil capacity target and emissions-intensity reduction commitments, represent the domestic translation of these international commitments, and PSUs are among the principal instruments through which the State seeks to deliver on them.

#### Judicial Recognition: From Policy to Constitutional Right

India's renewable-energy transition has received a significant constitutional foundation through the Supreme

Court's decision in *M.K. Ranjitsinh v. Union of India* (2024). In a landmark ruling, the Court recognized a right to be free from the adverse effects of climate change, deriving that protection from Articles 14 and 21 of the Constitution. The case arose from a conflict between conservation of the Great Indian Bustard and the expansion of renewable-energy infrastructure. Rather than treating environmental protection and development as competing objectives, the Court held that climate mitigation, renewable-energy growth, and biodiversity conservation must be pursued in a balanced and integrated manner.

By linking climate action to constitutional rights and acknowledging India's international commitments under frameworks such as the UNFCCC, the judgment gave renewed constitutional significance to renewable-energy development. For PSUs, this has far-reaching implications: investments in solar, wind, and other low-carbon technologies are no longer merely aligned with government policy but are increasingly connected to the State's constitutional obligation to promote sustainable development and protect citizens from the adverse impacts of climate change.

#### Conclusion

India's PSUs occupy a rare institutional position: possessing both the financial capacity and land resources to help fund the energy transition, while also operating within a constitutional framework that increasingly favours sustainable development. The trajectory from NTPC's early role as a facilitator of renewable-energy investment to SECI's consolidation as the country's primary renewable procurement agency mirrors a broader shift in which the Indian State has moved from viewing clean energy as an aspirational policy objective to treating climate action as a matter of constitutional significance. As global climate frameworks, domestic policy targets, and Supreme Court jurisprudence continue to converge, PSUs are positioned not merely as commercial actors in India's energy market but as the primary institutional mechanism through which India seeks to reconcile economic growth, energy security, and its national and international climate commitments.



# Exceptional Performance in FY 2025-26 by Goa Shipyard Limited

Goa Shipyard Limited (GSL) recently held its 60<sup>th</sup> Annual General Meeting (AGM) through Video Conferencing, chaired by Shri Brajesh Kumar Upadhyay, Chairman & Managing Director (CMD). The meeting was attended by the Directors, Company Secretary, Auditors and the Shareholders, during which the Audited Financial Statements for FY 2025-26 were adopted.

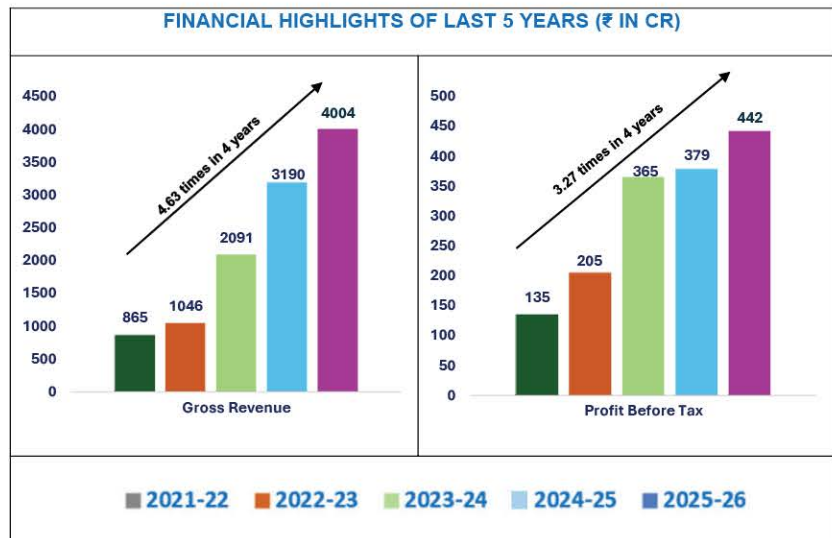
In his address, Shri Upadhyay stated that FY 2025-26 marked the exceptional year for the Company with strong operational performance, successful project deliveries, robust financial results and the continued expansion of the capabilities. He shared that FY 2025-26 represents not only a pivotal moment in GSL's transformation journey, but also a profound achievement with the elevation from Schedule 'B' to Schedule 'A' CPSE status on 02 Mar 2026. This landmark achievement is not just a tribute to our past, but a powerful reaffirmation of our purpose – "Engineering a Stronger Maritime Future".

CMD highlighted that GSL achieved record setting financial results as Revenue from Operations clocked at ₹3,764 Cr, 32% higher compared to previous year, and the Total Revenue surpassed the ₹4,000 Cr milestone, recording at ₹4,004 Cr. EBITDA rose to ₹522 Cr, as against ₹460 Cr; while PBT grew to ₹442 Cr, reported year-on-year growth of 17%. Driven by a strong profitability movement, the Net Worth reached an all-time high of ₹1,936 Cr, reflecting our sustained long-term financial stability. GSL has shown exponential growth in its

financial parameters over the last five years as depicted below:

At the AGM, final dividend for FY 2025-26 @171% amounting to ₹8.55 per share was also declared compared

Vessels (NGOPV) for the Indian Navy, highlighted by successful launch of first NGOPV on 31 Mar 2026. FY 2025-26 was marked by several critical milestones and deliveries for the Coast



to ₹7.65 per share for FY 2024-25. Earnings per share improved to ₹28.47, reinforcing GSL's continuous focus on delivering strong shareholders returns.

CMD informed that the Company's order book stood at over ₹13,000 Cr as on 31st Mar 2026 and upon signing of a high-value naval contract, it will reach approximately ₹32,400 Cr, providing a robust foundation for sustained growth and strong revenue visibility in the years ahead.

CMD informed that GSL maintained unprecedented shipbuilding momentum and outperformed across diverse operational profiles. The shipyard has made substantial progress on its ongoing projects - Frigates and Next Generation Offshore Patrol

Guard (ICG). Notably, the delivery of the first Pollution Control Vessel 'ICGS Samudra Pratap' to ICG on 23 Dec 2025, which was commissioned on 05 Jan 2026. Additionally, GSL also delivered four Fast Patrol Vessels to the ICG in quick succession on 26 Jun 2025, 17 Sep 2025 and 30 Nov 2025, and 31 Mar 2026; followed by delivery of next two vessels on 28 May 2026 and 25 Aug 2026.

Export business also gathered momentum during the year, with export turnover growing by remarkable 55% to ₹127 Cr. During the year, 4,000-tonne Floating Dry Dock for the Foreign Navy was launched and keel of a 2,000M<sup>3</sup> Trailing Suction Hopper Dredger was laid for a European client. CMD informed that GSL achieved

the historic moment of designing and building Fast Patrol Vessel LESPWAR, which was ceremonially handed over to the Seychelles Coast Guard by the Hon'ble Prime Minister of India, Shri Narendra Modi, in June 2026.

Shri Upadhyay further informed that, in alignment with the national mission of 'Aatmanirbhar Bharat' (Self-Reliant India), the Company's concerted efforts have successfully resulted in maximizing the indigenous content in all the ongoing projects. In line with Government directives, GSL actively prioritises and supports procurement from MSMEs and Startups, positioning them as vital pillars of our supply chain network. Furthermore, GSL invested ₹6.61 Cr across multiple facets of community welfare including healthcare, education, sanitation,



women empowerment, livelihood development, as part of CSR activities.

CMD concluded by extending his gratitude to the Ministry of Defence, Central and State Government

Authorities for their valuable guidance and sustained support. He also thanked all the shareholders, directors and employees for their unwavering support and co-operation.



Shri Brajesh Kumar Upadhyay, CMD, GSL, chairs the 60th AGM of Goa Shipyard Limited.

# BHEL signs Joint Venture Agreement with TRSL for Comprehensive Maintenance of Vande Bharat Sleeper Trainsets

Bharat Heavy Electricals Limited (BHEL) and Titagarh Rail Systems Limited (TRSL) recently signed a Joint Venture Agreement to promote a 50:50 Joint Venture Company (JVC) to carry out comprehensive maintenance of the supplied Vande Bharat Sleeper Trainsets.

The agreement was signed in the presence of Smt. Bani Varma, Director (Industrial Systems & Products, BHEL), and Shri S M Ramanathan, Director (Engineering, Research & Development, BHEL), and other

senior officials, by Smt. Shyamala Venkataraman, Executive Director (CTM, CSM & CC), on behalf of BHEL, and by Shri Anil Kumar Agarwal, Deputy Managing Director, on behalf of TRSL.

In a major boost to India's rail infrastructure, BHEL and TRSL consortium had earlier won an order from Indian Railways for supply of 80 Vande Bharat Sleeper Trainsets along with their comprehensive maintenance for 35 years.

As one of India's premier engineering and manufacturing enterprises, BHEL brings decades of experience across power, transportation, defence, and aerospace sectors.

The JVC shall leverage the joint technical strength of both promoter companies for long-term lifecycle care of supplied trainsets. This will ensure the operational readiness, safety and reliability of the trainsets for their entire 35-year service life.



*Smt. Shyamala Venkataraman, Executive Director, BHEL, and Shri Anil Kumar Agarwal, Deputy Managing Director, TRSL, sign the Joint Venture Agreement, witnessed by Smt. Bani Varma and Shri S M Ramanathan of BHEL.*

# आईटीआई लिमिटेड के सभी कार्यालयों में हर्षोल्लास से मनाया गया हिंदी पखवाड़ा

**समापन समारोह में हिंदी प्रतियोगिताओं को अतिथियों द्वारा प्रदान किए गए पुरस्कार**

राजभाषा का राष्ट्रीय उत्सव हिन्दी पखवाड़ा 2026 (14-29 सितंबर) आईटीआई लिमिटेड की भारत के अलग-अलग राज्यों में स्थित सभी अधीनस्थ इकाइयों, एमएसपी एवं परियोजना कार्यालयों में धूमधाम और हर्षोल्लास के साथ मनाया गया। इसी के साथ इन सफल आयोजनों का संयुक्त समापन समारोह आईटीआई लिमिटेड के पंजीकृत एवं निगमित कार्यालय के तत्वावधान में बुधवार 30 सितंबर को मनाया गया।

आईटीआई लिमिटेड के अध्यक्ष एवं प्रबंध निदेशक श्री राजेश राय के निर्देशन में इस कार्यक्रम की अध्यक्षता आईटीआई लिमिटेड के निदेशक विपणन एवं वित्त, श्री सी.वी. रमण बाबू ने की।

इस कार्यक्रम में हिंदी के दो अलग-अलग रंगों—राजभाषा की गंभीरता और साहित्य की सरसता से रुबरु करवाने के लिए डॉ रामविचार यादव बतौर मुख्य अतिथि एवं राजभाषा विशेषज्ञ और डॉ सुनील तरुण हास्य कवि बतौर विशिष्ट अतिथि उपस्थित हुए। इस समापन समारोह में डॉ राम विचार यादव ने अपने वक्तव्य में प्रेजेंटेशन के माध्यम से कार्मिकों



हिंदी पखवाड़ा 2026 के समापन समारोह में निदेशक विपणन एवं वित्त, सी.वी. रमण बाबू संग अन्य अतिथियों ने दीप प्रज्वलित कर किया कार्यक्रम का शुभारंभ

को समझाया कि कैसे राजभाषा को कार्यालयीन कार्यों में आसानी से प्रयोग में लाया जा सकता है और राजभाषा नियमों के अनुपालन में किन महत्वपूर्ण बिंदुओं का ध्यान में रखा जाना अनिवार्य है। इसके साथ ही उन्होंने राजभाषा के महत्व को विस्तार के प्रस्तुत कर उपस्थित कार्मिकों का मनोबल बढ़ाया।

वहीं दूसरी ओर हास्य कवि डॉ सुनील तरुण ने अपनी हास्य रचनाओं के माध्यम से कार्यक्रम में समा बांधा। उन्होंने विभिन्न रसों से सुसज्जित कविताओं और हास्य काव्य रचनाओं एक माध्यम से अतिथियों एवं कार्मिकों को अनुगृहीत किया।

इस अवसर पर निगमित कार्यालय, बेंगलुरु प्लांट एवं एनएसयू बेंगलुरु कार्यालय में आयोजित हिन्दी प्रतियोगिताओं के विजेताओं को हिंदी और हिंदीतर भाषी श्रेणियों में मुख्य सतर्कता अधिकारी श्री बाबजी पचिल्ला, मुख्य अतिथि डॉ राम विचार यादव, विशिष्ट अतिथि डॉ सुनील तरुण, बेंगलुरु प्लांट प्रमुख श्रीमती नमिता, निगमित कार्यालय के महाप्रबंधक मानव संसाधन श्री शेखर मंडल एवं महाप्रबंधक (डाटा सेंटर) श्रीमती टी. लता द्वारा पुरस्कार भी प्रदान किए गए। कार्यक्रम का संचालन निगमित कार्यालय के राजभाषा विभाग के राजभाषा प्रबंधक श्री अरुण कुमार द्वारा किया गया।

# EIL Delivers Record FY2025–26 Performance – Accelerates Global Expansion and Diversification

**Order Book reaches all-time high of ₹15,109 crore; PAT rises nearly 37% to record around ₹638 crore; Overseas Business emerges as a key growth driver**

Engineers India Limited (EIL) recently reported its strongest-ever financial performance in FY2025–26, backed by robust project execution, a record order book and significant momentum in international markets.

Addressing the media in New Delhi following the Company's 61st Annual General Meeting, EIL highlighted its strategy of building on its traditional strengths in hydrocarbons while accelerating its global expansion and diversification across infrastructure, renewables, nuclear energy, defence and other emerging sectors.

## Record Financial Performance

FY2025–26 marked a significant milestone in EIL's journey, with the Company recording its **highest-ever Profit After Tax of ₹638.74 crore**, representing growth of nearly 37% over the previous year.

Total income increased to **₹4,058.86 crore**, compared with ₹3,198 crore in FY2024–25. Profit Before Tax rose to **₹833.50 crore**, while EBITDA increased to **₹877.15 crore**.

The Company's operating margin also improved during the year, reflecting disciplined project execution and operational efficiency.

EIL secured fresh business worth **₹7,978 crore** during FY2025–26, taking its order book to an **all-time**

**high of ₹15,109 crore as on March 31, 2026**, providing strong multi-year business visibility.

## Global Business Gains Momentum

International business emerged as one of the key growth drivers during the year, with overseas consultancy contributing around **₹4,929 crore** — **nearly 62% of the fresh business secured by EIL**.

Building on the successful execution of the landmark **Dangote Refinery and Petrochemical Project in Nigeria**, EIL has further strengthened its association with the Dangote Group through an EPCM mandate for the **Dangote Train-2 expansion**, valued at approximately **US\$360 million**, besides a separate PMC/EPCM assignment for a new four-train fertiliser project in Nigeria.

EIL has also strengthened its presence in the Middle East with the operationalisation of its office in the **Kingdom of Saudi Arabia**, supported by a long-term in-Kingdom services agreement with Saudi Aramco.

The Company continues to progress projects and engagements across **Mongolia, Guyana, UAE, Bahrain, Algeria, Kuwait and other international markets**, reinforcing its strategy of expanding EIL's global footprint.

Commenting on the Company's strategic direction, **Shri Atul Gupta, Chairman & Managing Director, Engineers India Limited**, said:

*"EIL enters its next phase from a position*

*of considerable strength. Our strategy is to leverage the deep engineering and project management capabilities built over six decades, while accelerating our international expansion and diversifying into sectors that will shape the next generation of energy and infrastructure. Our objective is to build a more diversified, resilient, digital and globally competitive EIL."*

## Diversifying Beyond Traditional Strengths

While hydrocarbons remain at the core of EIL's engineering expertise, the Company is increasingly establishing its capabilities across new and emerging business areas.

EIL's infrastructure portfolio expanded during the year with assignments covering **mission-critical data centres, institutional infrastructure, airports and large public infrastructure projects**.

Among important milestones, EIL completed the **Reserve Bank of India's Greenfield Data Centre and Training Institute at Bhubaneswar**, progressed its association with the **Shri Ram Temple Complex at Ayodhya**, and continued engagements with premier institutions including IITs and IIMs.

In aviation infrastructure, the Company completed Independent Engineer services for the **Noida International Airport**, while continuing engagements at other major airport projects.

EIL is simultaneously strengthening its capabilities in **renewables, green hydrogen, biofuels, nuclear energy,**

defence, metallurgy and other sunrise sectors, creating a more diversified and resilient business portfolio.

#### Technology and Digitalisation at the Core

Technology continues to be a key differentiator in EIL's growth strategy.

The Company's R&D Centre in Gurugram has developed a portfolio of more than **40 process technologies**. During FY2025-26, EIL filed **24 new patent applications and secured 10 patent grants**, taking its active portfolio to **58 granted patents**, with another 74 applications under consideration.

EIL is also integrating Artificial Intelligence into engineering and project execution through indigenous digital solutions.

Its AI-enabled platforms are being deployed across project engineering,

cost estimation and predictive asset integrity management, combining advanced digital technologies with the Company's deep domain expertise.

#### Engineering the Energy Transition

EIL continues to expand its role in sustainability, decarbonisation and clean energy.

The Company remains committed to achieving **Net Zero emissions across Scope 1 and Scope 2 by 2035**, while strengthening capabilities in green hydrogen, Sustainable Aviation Fuel, biofuels, carbon management and renewable-energy infrastructure.

EIL is also moving beyond consultancy in select clean-energy areas by developing and owning energy-transition assets, reflecting an important evolution in its business model.

#### Building the Next Chapter of EIL

With a strong financial position, a record order book, growing international presence and expanding capabilities across traditional and emerging sectors, EIL is entering its next phase of growth from a position of strength.

The Company's strategic focus will remain on **operational excellence, internationalisation, diversification, technology and innovation, sustainability and people excellence**, while continuing to leverage more than six decades of engineering expertise.

As EIL strengthens its footprint across geographies and sectors, the Company remains committed to its vision of delivering world-class engineering solutions and contributing to India's journey towards energy security, technological self-reliance and sustainable development.



# ENGINEERS INDIA LIMITED

## GAIL (India) Limited and Petronet LNG Limited host 'MC<sup>2</sup> Plus Hyderabad Connect' to Accelerate Innovation and Entrepreneurship in the Energy Sector

GAIL (India) Limited, Petronet LNG Limited, and MC<sup>2</sup> Foundation, in association with iTIC Incubator of IIT Hyderabad recently organized 'MC<sup>2</sup> Plus IGNITE Hyderabad Connect' at IIT Hyderabad. Dr. Anil K Khandelwal, former CMD, Bank of Baroda, delivered the keynote address. The event was graced by Shri Deepak Gupta, Chairman & Managing Director, GAIL (India) Limited, Shri Akshay Kumar Singh, MD & CEO, Petronet LNG Limited, Prof. B. S. Murty, Director, IIT Hyderabad and Shri Ayush Gupta, Director (HR), GAIL.

Speaking on the occasion keynote speaker Dr. Anil K. Khandelwal, former CMD, Bank of Baroda and Keynote Speaker, said that Innovation dies quietly in fearful organisations. True transformation is never driven by a single initiative; it is built through a culture of customer-centricity, technology, experimentation and continuous learning. Resources may be limited, but when honest intent meets collective intelligence and a relentless pursuit of excellence, breakthrough performance becomes possible.

Addressing the gathering at MC<sup>2</sup> IGNITE event, Shri Deepak Gupta, CMD, GAIL said that India is at a "remarkable inflection point", with rapidly growing energy requirements alongside its ambition to become a developed economy, ensure affordable and reliable energy, build globally competitive industries and meet its climate commitments. He highlighted the need for transformational

thinking to address the emerging energy paradox of meeting rising demand while transitioning towards cleaner energy, enhancing energy security, building smarter and more resilient infrastructure, and reducing dependence on imported technologies and critical systems.

Underscoring the significance of MC<sup>2</sup> IGNITE, he said that the initiative seeks to bring together startups, academia, research institutions and the Oil & Gas industry on a common platform, enabling ideas to move from the laboratory to prototype, pilot, deployment and scale. He emphasised that innovation must ultimately be measured by successful implementation and real-world impact.

Speaking on the focus on Digital Asset Management, he highlighted the need to transform conventional infrastructure into "intelligent assets" through artificial intelligence, machine learning, advanced analytics, sensors, robotics, drones and digital twins. He said the industry must progress from preventive and predictive maintenance towards prescriptive maintenance, where technology can not only anticipate failures but also recommend appropriate interventions.

CMD, GAIL further emphasised five key imperatives for the energy sector—efficiency, technology self-reliance, net-zero, self-sustaining energy systems and technological self-reliance. He called for "Make in India" and "Invent in India" and ultimately

to "Innovate in India, deploy in India and Export from India", stressing that India's energy future must be efficient, resilient, sustainable and technologically sovereign.

Speaking on the occasion, Shri Akshay Kumar Singh, MD & CEO, Petronet LNG Limited, said, "MC<sup>2</sup>+ Ignite in connecting India's energy industry with the startup and innovation ecosystem, with a focus on leveraging digital technologies such as AI, advanced sensors, robotics and digital twins to make LNG infrastructure smarter, safer, more reliable and efficient. It underscores the vast opportunities for innovation across the LNG value chain and called for industry-startup collaboration to translate promising ideas and technologies into practical, scalable solutions addressing real-world energy challenges."

He also emphasized taking an anecdote from LNG industry wherein cold energy waste generated from regasification process have immense potential for its commercialisation for use in sectors like data centres, cold storage and air separation units. Further, there also lies vast potential in CBG yield improvements and its value added byproducts optimisation leading to substantial import substitution.

Speaking in the Program, Prof. B. S. Murty, Director, IIT Hyderabad shared, "IIT Hyderabad has always placed innovation at the forefront of its academic and research ecosystem, with a strong focus on translating ideas into solutions that create

meaningful impact for society and the nation. The MC<sup>2</sup> Plus initiative brings together industry, academia and the startup ecosystem around some of the most important challenges facing India's energy sector. We are pleased to collaborate with MC<sup>2</sup> Foundation and contribute our faculty expertise, research capabilities and infrastructure to help promising innovations move closer to real-world deployment. Such partnerships strengthen our shared commitment to building an innovation ecosystem that is not only globally competitive but also contributes to India's technological self-reliance and national development."

Addressing students and start-ups, Shri Ayush Gupta, Director (HR), GAIL, said, "MC<sup>2</sup>+ Ignite would not only fund innovative ideas but would empower innovators to shape India's energy future. With experienced mentors, the platform would help transform real-life challenges into smarter, simpler solutions, supporting India's transition towards affordable, sustainable and energy-secure growth. He urged students and start-up founders to articulate their ideas and challenge the status quo to drive solutions.

The event also featured an engaging panel discussion on innovation and the startup ecosystem, moderated by Shri Murali Talasila, Groundgame. health with participation from Shri Vaibhav Kaushik, Nawgati, Shri G. Prasad Babu, GCRS, Shri Milesh Dongre, EyeROV, Shri Varun Kumar, Detect Technologies, Shri Bhuvanesh Kumar Sharma, VDT Pipeline Integrity Solutions Pvt. Ltd. and Shri Vishwas Chandra Khan, Vasitars. Bringing together perspectives from diverse startups, the discussion highlighted emerging technologies, entrepreneurial opportunities and the role of innovation in addressing industry challenges.

Speaking at the event, Shri Sandeep



Shri Deepak Gupta, CMD, GAIL (India) Limited, Shri Akshay Kumar Singh, MD & CEO, Petronet LNG Limited, Prof. B. S. Murty, Director, IIT Hyderabad, and Shri Ayush Gupta, Director (HR), GAIL, at the 'MC<sup>2</sup> Plus IGNITE Hyderabad Connect' event organized in association with iTIC Incubator of IIT Hyderabad.

Maheshwari, CEO, MC<sup>2</sup> Foundation, said that MC<sup>2</sup> Plus is India's flagship energy innovation accelerator, envisioned by the Ministry of Petroleum and Natural Gas (MoPNG) in collaboration with leading energy-sector organisations. The programme focuses on seven priority themes: Digital Asset Management; AI-Driven Subsurface Intelligence; Next-Generation Drilling & Well Completion; Refinery Process Intensification & Catalysis; Bio-Energy with a focus on Compressed Biogas (CBG); Hydrogen & Mobility; and other energy-sector innovations.

The Connect provides start-ups and innovators an opportunity to engage with industry leaders and explore the MC<sup>2</sup> Plus accelerator. Selected start-ups will be eligible for convertible funding of up to ₹50 lakh and milestone-based funding of up to ₹1.5 crore. The programme aims to support 30 high-potential early-stage start-ups through mentorship, technical expertise, pilot opportunities, funding and industry networks. The Hyderabad Connect witnessed enthusiastic participation

from students, entrepreneurs, start-ups, industry professionals and other stakeholders.

The Hyderabad edition of MC<sup>2</sup> Plus Ignite focusses on Digital Asset Management, highlighting the transformative potential of digital technologies, Artificial Intelligence (AI) and data-driven decision-making in enhancing asset performance, operational efficiency, reliability and sustainability across the energy value chain. The event brought together industry leaders, academia, start-ups, entrepreneurs and technology experts to explore innovative solutions and emerging opportunities shaping the future of India's energy sector.

The event also featured an insightful session by IIT Hyderabad on valuable perspectives on fostering innovation, entrepreneurship and translating ideas into impactful solutions and a presentation by Federation of Indian Petroleum Industry (FIPI) on Avinya'27, Energy Start-up challenge and India Energy Week 2027.

## BHEL Wins Second Prize under Rajbhasha Keerti Award 2025-26; Honoured with this prestigious award for the third consecutive year

BHEL was recently honoured with the highest national award in the field of Official Language, the 'Rajbhasha Keerti Puraskar', by Rajbhasha Vibhag, Ministry of Home Affairs, Government of India, for excellent Rajbhasha implementation. Under this year's Keerti Awards, the company has been conferred with the 'Second Prize' in the 'A Region' category for Public Sector Enterprises.

This award was received by Shri Tajinder Gupta, Director (Power) -



*Shri Tajinder Gupta, Director (Power), BHEL, receives the 'Rajbhasha Keerti Puraskar' from Shri Bandi Sanjay Kumar, Hon'ble Minister of State for Home Affairs, during the 6th All India Rajbhasha Conference, Navi Mumbai.*

Additional Charge (Human Resources), BHEL, from Shri Bandi Sanjay Kumar, Hon'ble Minister of State for Home Affairs, Govt. of India, in the presence of Shri Nityanand Rai, Hon'ble Minister of State for Home Affairs, Govt. of India, on 14th September 2026, during the Hindi Diwas celebration and the 6th All India Rajbhasha Conference held in Navi Mumbai, Maharashtra. Notably, BHEL was awarded with 'Keerti Puraskar' for the year 2023-24 and 2024-25 as well.

## Director (HR), AWEIL conferred with Prestigious HR Award

Shri Manas Kaviraj, Director (HR), Advanced Weapons and Equipment India Limited, was recently conferred the TimesAspire Prestigious HR Award "Asia's Great HR Leaders" Award in Bengaluru.





## We are delighted to introduce Kaleidogram

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



## Kaleidogram

Featuring Post



OCTOBER



~BPCL

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Choose the correct pair of dice.



A. B. C.

Comment the answer below.

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A little brain teaser for your next snack break! 🧠

Can you help the person reach Becafé by identifying the correct pair of dice? Put your puzzle-solving skills to the test and comment your answer below!

How to Participate:  
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- Tag 3 friends who love a good challenge.  
- Like this post and follow @bpclimited.  
- The comment with the most likes among the correct answers stands a chance to win.

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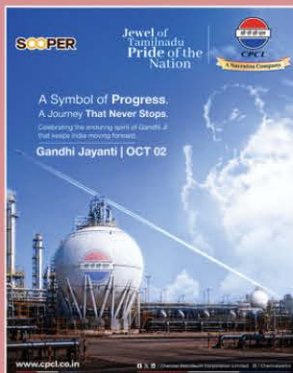
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## New and Improved Convention Centre at SCOPE Complex and SCOPE Minar

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### Conference Facilities at SCOPE Convention Centre Lodhi Road, New Delhi

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

### Tagore Chamber



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

### Auditorium



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

### Bhabha Chamber (Board Room)



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

### Mirza Ghalib Chamber



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

### Fazal Chamber



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

### Business Centre



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

### Annexe II



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

### Banquet Hall



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

### Tansen Chamber at UB



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

### Annexe I



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

### Amir Khusro Chamber at UB



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

### Facilities for specially-abled persons at SCOPE Convention Centre:



**For Booking & Tariff details please contact:**

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

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

### Board Room



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

### Auditorium



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

### SCOPE Academy of Public Sector Enterprises



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

### VIP Lounge



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

### Meeting Hall



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

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

**Mr. Gopal Krishna Bharti**

Deputy Manager (Tech.) SCOPE Minar,  
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Mob: 9873398242

Email: [shubhratna@scopeonline.in](mailto:shubhratna@scopeonline.in)

**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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