



KALEIDO **SCOPE**

STANDING CONFERENCE OF PUBLIC ENTERPRISES



SCOPE Conducts 8th National Workshop on Occupational Safety & Health



DG, SCOPE Interacts with International Delegates on Gender Issues in the World of Work

India's No.1

Commercial Enterprise

Highest

Highest sales turnover among corporates in India



Tops

Tops Indian Corporates in the prestigious *Fortune* 'Global 500' listing of the world's largest companies



Biggest

Owens the biggest network of fuel stations in the country

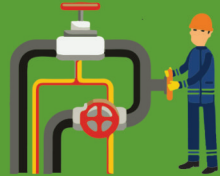


Largest

Owens the largest combined refining capacity in the country

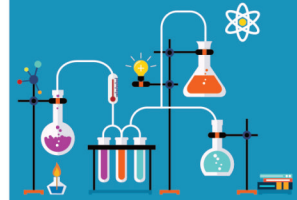
Widest

Owens the widest network of crude oil and petro-product pipelines



Most Advanced

Owens the most advanced R&D Centre in the downstream sector



On call

33,157 IndianOilPeople
to meet the energy demands
in India and beyond



IndianOil

The Energy of India

Follows us On:

[f/IndianOilCorpLimited](#) [t/IndianOilcl](#) [v/IndianOilcorporationlimited](#) [i/IndianOilcorp](#)

www.iocl.com

Key Player

in petrochemicals and gas marketing

Most Profitable

India's most profitable public sector enterprise for the year 2016-17



Leader

Bagged the prestigious Platts Global Energy Award-2017 for Industry Leadership - Downstream



Best

Emerged as 'Best PSU Company to work For' in India

Contents

Chairman's Desk.....	05
Articles	
10 Trillion US\$ Economy for India..... by <i>Dr. U. D. Choubey</i>	7
International Trade, WTO and Path Forward by <i>Gaurav Choudhury</i>	11
Women in Mining: Issues and Concerns..... by <i>Ms. Kalpana Rajsinghot/Dr. Shashi Bala</i>	14
North East moving towards Gas Based Economy by <i>S. K. Barua</i>	19
Future of Public Relations..... by <i>Nitin Mantri</i>	21
Issues in Implementation of SEBI (LODR) (Amendment) Regulations, 2018 by <i>Inderpal Singh</i>	24
Safety by Conversation..... by <i>B. B. Chakravorty</i>	29
Business Ethics & Corporate Governance..... by <i>Dr. Rajen Mehrotra</i>	33
अन्तर्राष्ट्रीय व्यापार, डब्ल्यूटीओ और भविष्य की संभावनाएं नितिन प्रधान द्वारा	37
SCOPE News	
8th National Workshop on Occupational Safety and Health "Strengthening Safer & Healthier Workplace"	39
Maintaining Transparency & Privacy in CPSEs SCOPE conducts 12th Symposium on RTI Act 2005 & 2012	41
DG SCOPE Interacts with International Delegates..... on Gender Issues in the World of Work	43
PSE News	
PSEs' Financial Results for Financial Year 2018-19.....	49
PSEs Take Lead in CSR Activities.....	59
Indian Ambassador to the Philippines visits GSL.....	63
PSEs Sign MoU.....	65
Awards & Accolades to PSEs.....	67
BEML pays Annual Dividend to Defence Minister.....	71
Meeting held between AAI & Delegates from Belgium to explore possibilities of Investment in Indian Aviation Market	73
BEL pays Rs. 64.41 Cr Final Dividend to the Government.....	75

Contents

NMDC Foundation Day Celebrations	75
32 nd Annual Chapter Convention on Quality Concepts (CCQC-18)	77
CMD, NHPC delivers address at Conference on Dams India 2018: Storage Dams for water security and Sustainable Development	77
'Run For Unity' arranged in SAIL on occasion of Rashtriya Ekta Divas	79
Personalia.....	79
NHPC pays Dividend to Government of India	80
Steel Minister Visits Alloy Steel Plant, Durgapur	80
Coastal Rice Consignment of Food Corporation of India arrives Cochin Port	81
GAIL fast tracks North East feeder gas pipeline project.....	81
NRL presents Rs. 49.95 Cr. as 1st Interim Dividend for FY 2018-19 to Government of Assam	82
REC Raises 700 Million USD from Global Medium Term Programme in its Debut 144A Bonds Issuance	82
Two Fast Patrol Vessels for Coast Guard launched simultaneously by GRSE, Kolkata	83
GRSE Lays Keel of 1st Advanced Stealth Frigate.....	84
GRSE Signs Contract for four Survey Vessels for Indian Navy	84
HTT 40 Successfully Begins Spin Testing	85
HAL Management Academy Launches a Unique AICTE Approved PGDAM	85
Director (R&D), IOC Inaugurates India's first Steam Explosion Pilot Plant for 2G Ethanol Technology	86
Celebration of Rashtriya Ekta Diwas at KIOCL.....	86

KALEIDO SCOPE
STANDING CONFERENCE OF PUBLIC ENTERPRISES

CHIEF EDITOR
Director General

EDITOR
Nisha Sharma

PUBLISHER
A. S. Khan

Total Pages : 84

Annual Subscription: Rs. 500/-

Price per copy : Rs. 50/-

(Payment may be sent by DD/Cheque drawn in favour of
"Standing Conference of Public Enterprises")

Material published in KALEIDOSCOPE may be reproduced with
prior permission of the Editor and with acknowledgment in the
accepted style. The views expressed in various articles are that of
the authors and not necessarily of SCOPE Management. - Editor

Published and printed at New Delhi by
A. S. Khan on behalf of Standing Conference of Public Enterprises,
Core 8, 1st Floor, SCOPE Complex, 7 Lodhi Road,
New Delhi-110003 • Tel.: 24361495, Fax: 24361371
E-mail: pr.scope@gmail.com
at Rave Scan (P) Limited, A-27, Naraina Industrial Area,
Phase-II, New Delhi - 110028

Designed by Akar Advertising & Marketing (P) Ltd.
Tel: 011-43700100

CHAIRMAN'S DESK



Standing Conference of Public Enterprises (SCOPE) as an apex body of Public Sector Enterprises (PSEs) has been committed in promoting excellence in PSEs. Through its various programs SCOPE intends to enhance the expertise of Public Sector professionals. In one such attempt, SCOPE has been organizing series of workshops/symposiums for CPIOs, Appellate Authorities and senior officials of PSEs on Right to Information Act (RTI) 2005 in various parts of the country. These symposiums are addressed by CIC and other senior officials in the interactive brainstorming sessions. SCOPE recently organized “12th Symposium on RTI Act 2005 & 2012” of CPIOs/PIOs/Appellate Authorities /Nodal Officers & concerned officials in Central and State Public Enterprises at Lucknow, U.P. During the symposium, issues of concerns , experiences & good practices of CPSE’s in implementation of the RTI Act , latest DoPT circulars & Government Guidelines, CIC and Courts decisions were deliberated.

SCOPE has also been concerned about the Occupational Safety and Health (OS&H) and therefore, it has partnered with Directorate General of Factories Advice Service and Labour Institutes (DGFASLI), Ministry of Labour & Employment, and International Labour Organisation (ILO) to generate awareness about safety and health amongst the Public Sector Employees. SCOPE recently organized the 8th National Workshop on Occupational Safety & Health on the theme "Strengthening Safer & Healthier Workplace" at Lucknow, UP. The workshop dealt with ISO 45001 – Regulations, OSH Management and its Integration with Other System, Construction Safety, Criteria of medical

fitness, Protecting employees Health, Case studies, Wellness Score, Mental Health of Employees, Best Practices in OS&H, Ergonomics, Industrial Hygiene and Chemical Hazards.

India in recent times has performed exceptionally well whether it is the Ease of Doing Business or FDI. Indian economy is on the rise. The recent technological advancements and positive policy measures have accelerated Indian economy and have helped Indian Public Sector Enterprises (PSEs) to not only foray into international market, but also make a mark in it. In the current scenario, it becomes pertinent for PSEs to understand WTO agreement in the context of policy formulation, regulatory environment and also legal perspectives. Considering the importance of International Trade and the role of WTO, SCOPE organized a one day program on "International Trade, WTO & Way Forward" which was inaugurated by the Hon'ble Union Minister for Commerce & Industry and Civil Aviation, Shri Suresh Prabhu.

Taking forward its initiative of creating a cadre of leaders in PSEs, SCOPE Academy of Public Sector Enterprises (APSE) has partnered with S P Jain Institute of Management & Research, Mumbai to conduct Advanced Management Program. This unique initiative of SCOPE APSE has been designed to enhance the managerial effectiveness and leadership competencies of professionals from PSEs by providing deeper perspective of key managerial precepts, enhancing strategic decision making and out of box thinking.

Through various initiatives of SCOPE, I believe Public Sector would gain immensely and prove to sustain their image of being the backbone of the national economy. PSEs on the other hand, are performing exceptionally well in not only their business domain, but also in catapulting various Government Initiatives to bring social justice. I wish them the very best and believe as the New Year awaits PSEs would further enhance their efforts in making the nation proud!



Ved Prakash
Chairman, SCOPE



Dr. U. D. Choubey
Director General, SCOPE

10 Trillion US\$ Economy for India

Government has set a target of making India a USD 10 trillion economy by 2030-32 from the current USD 2.6 trillion. In order to achieve this ambitious target government has undertaken several reform measures which have put the country on a growth trajectory which is being recognised globally.

We take a look at the world economy, strengths and weaknesses of the Indian economy that need to be further improved and resolved in order to achieve the mission.

Changes in the world economy

The world has come a long way from the financial crisis of 2008-09 as the world economy shrunk by 2.5% in 2009 after registering growth of 2.1% in 2008. This necessitated stimulus to the global economy at large so as to stabilise it and put it on growth track.

The crisis paved way for a new era wherein a new world order started emerging with developed and advanced economies like EU, USA taking a back seat as their focus shifted to domestic stability and strengthening of federal banking systems. This gave a window of opportunity to new or developing economies to attract

new investment into their economies as the financial debacle caused advanced economies (especially USA) to adopt quantitative easing (printing new money to buy assets such as government bonds and securities) so as to bolster consumer spending. This led to diversion of investors to safer havens of emerging economies. Due to influx of investment in emerging economies, government borrowings in such countries also increased so as to meet infrastructure and other requirements of investors.

However, economic situation again witnessed a shift post 2016 when the world economy registered a strong and broad based recovery in 2017 thereby clocking GDP of 3.1%. The year saw more than 70% countries across the globe firming their growth resulting in a possible growth of 3.2% of the world by end of 2018.

Advent of new political administration and stabilisation of developed economies further led to a change in momentum and direction of money flows from emerging economies to advanced economies. In contrast, emerging economies have become plagued with heavy government borrowings, growing deficits and reducing FDIs resulting in a likely

downward push of such economies paving way for a possible new recession which may lead to wiping out of weaker emerging economies and weakening of strong emerging economies.

Further, strong economic performance has been overshadowed due to many factors including trade tensions, uncertainty over monetary policies, rising government debts, geo political up-heave and growing need to strike a balance between economic development and climate sustainability.

Hence, job of policymakers and economists has become highly complex while drafting policies and actions so as to ensure resilience against future economic shocks while maintaining equilibrium in the world economy and environment.

Indian Economy- The Present

India was not been left untouched by the global meltdown of 2008-09. The country experienced slow industrial growth of 6% from previous high growth years but nevertheless stood otherwise turbulent time for the world.

Key reason for its strong position was lesser dependence on

exports and creation of domestic demand. This was primarily led by the Public Sector Enterprises wherein they worked relentlessly to support domestic growth and continued to make investments in a time when the private sector was either closing shop or stalling investments.

Stable economic growth was further accelerated due to better capitalised nationalised banks and cautious policies of financial institutions and greater inflow from NRIs.

However, recovery of rest of the world has posed new challenges for the country. It won't be wrong to say that India doesn't seem to be far behind from the negatives that may lead to its downturn though timelines may not be defined.

In 2016-17, general Government Debt of the country was INR 102.4 lakh crores which is approx. 67% of the present GDP measured at current prices. Though there is marginal improvement from previous year (government debt was 69% of PPP GDP) but if this debt is to be paid off completely, majority of the country's GDP would be wiped out.

Along with debt, widening current account deficit has been a cause of concern. Wherein in 2016-17, the country witnessed a stronger rupee along with low oil prices resulting in a deficit of 0.64% of GDP, 2017-18 witnessed high oil prices and almost 17-18% jump in dollar against rupee resulting in a widened deficit of 1.87% of GDP primarily due to shelling out more dollars for oil imports.

Further, FDI policy in India, though not worrisome, needs a revisit and further strengthening.

As per DIPP, FDI in India increased from INR 1.89 lakh crores in 2014-15 to INR 2.62 lakh crores in 2015-16 (growth of 38%) but since then the rate of increase has been decreasing (in 2016-17, FDI grew by 11%) and at present rate of increase is more or less stable.

However, it's not all to loose for the country. We are in what may be called as a warning situation but not dismal. Index of Industrial Production (IIP) for key sectors is over 100 for the past

New reforms and positive business environment supported by strong macroeconomic fundamentals has led the country to cross USD 2.5 trillion GDP mark in 2018 thereby becoming the 6th largest economy by nominal GDP and registering an overall GDP growth of 6-8% annually.

2 years indicating strong sectoral growth. Also, foreign exchange reserve is growing every year and stands presently (in 2017-18) at USD 424.54 billion indicating a safe position to cover external debts. Though due to the present rupee-dollar crisis the reserves have dwindled to USD 400 billion in 2018-19 but with stability in the exchange rate reserves are also likely to stabilise.

Also, the government is exploring financing arrangements with

various countries to boost its infrastructure and capital investment along with bringing stability in capital and foreign currency markets in the country.

The Indian Economy – Positives & Challenges

India is at a turnaround stage wherein new vision is being outlined for the country both economically and socially. The nation is moving towards a growth trajectory while attaining new heights, this being recognised globally by corporations and institutions. Infact, India's growth story is the new global buzzword wherein global policy decisions and reforms are being undertaken while recognising India and China as the key contributors to development of the world economy.

With introduction of new legislations and reforms, brand 'India' has received a positive boost from various players in the economy. The country's economic strength has been further bolstered by several structural reforms including the Insolvency and Bankruptcy Code, Demonetisation and the push for Digital Finance, GST (goods and services tax), FDI (foreign direct investment) liberalisation, and fiscal federalism.

As India spreads its wings to grow domestically, the country has also received global validation for its efforts towards becoming a favoured destination for investment. This can be seen from the fact that the country has improved its Ease of Doing Business ranking and aiming for further improvement since 2014 when it ranked 140th as against present ranking of 77th amongst 190 nations. This is further supported

by the FDI inflows which increased by 39% from 2014-15 to 2015-16 and 11% in 2016-17. The investor confidence in the country has not slumped since then as FDI into the country has remained constant.

New reforms and positive business environment supported by strong macroeconomic fundamentals has led the country to cross USD 2.5 trillion GDP mark in 2018 thereby becoming the 6th largest economy by nominal GDP and registering an overall GDP growth of 6-8% annually.

However, looking at India positives and analysis of world leaders and leading industrialists, if India continues with a marginally higher growth rate, the dream of reaching USD 10 trillion economy is definitely achievable in over a decade's time.

In order to grow at the desired rate it is imperative that international trade moves from its present protectionist approach to free flow of trade amongst countries while reorganising and re-strategising WTO. At present, it appears that the conflict is expanding resulting in increase in cost of production and prices causing a negative impact on consumers and economies across the world. India has been at the receiving end since the trade wars commenced. The country witnessed a sharp decline in its currency value causing decline of forex assets by over USD 20 billion since April 2018. Further, due to growing trade wars, India has had to face a hit on its financial kitty leading to a change in its budgeted income and expenditure. Imposition of additional duties has resulted in a detrimental impact on the manufacturing sector where the

cost of raw material has increased manifold leading to increase in cost of production and a possible negative impact on the growth of manufacturing sector.

Along with resolving international conflicts the country needs to achieve political stability domestically as well as address mass humanitarian migration caused due to civil unrest in neighbouring countries. For this purpose it is time that an inclusive solution is devised wherein countries unify forces to develop migrants into an asset so as to make them contribute to domestic economic growth. For this purpose it is important to change business approach towards inclusiveness under which national and multinational companies, working together with foundations, civil society, and government, engage with the very poor not just as consumers but also as suppliers and manufacturers. The goal is to bring them meaningfully into the value chains of market sectors and allow them the opportunity to work their way out of poverty.

Moving beyond social and commercial issues, the country is also faced with dilemma of technological upgradation and adaptation to artificial intelligence while maintaining an ecological balance and addressing issue of climate change.

While the world stands at the brink of technical revolution, emerging technologies like AI, cloud computing, internet of things, big data etc. have led to a new chapter in the man-machine relationship. The pace, scale and complexity of the revolution will impact the countries profoundly across the globe. It would help in improving accuracy, consistency,

productivity, creativity and shift the focus from mundane activities to innovative solutions.

India has the benefit of huge demographic dividend given the fact that over 60% of its population is within the working age bracket. However, this advantage can soon turn into a liability if the new population does not equip itself with the moving pace of the world in terms of automation and technical advancement. Hence, the country needs to move beyond its comfort zone of existing IT professionals and innovate to adopt AI enabled processes to develop goods and services with global applicability and scalability. For this purpose it is imperative that avenues are created so as to train, develop and build capacities of our young workforce so as to align themselves with data analysis and artificial intelligence. However while it is important to embrace newer technologies mindfulness should be kept for ecology and impact on climate and global warming.

Moving towards 10 trillion economy

In order to achieve ambitious target of becoming USD 10 trillion economy in less than two decades, it is imperative that a double digit growth of 10-12% is maintained by India by imbibing the intent in decision making and long term vision both by the political and economic structure of the country.

For this purpose, time is ripe to firm up a concrete plan for achieving the challenging target. In order to do so, India needs to identify and build its strengths, prioritise and minimise its weaknesses while looking at unique opportunities and

timely capitalising them.

While recent reforms have already laid out a roadmap for India's growth, efforts need to be accelerated to improve trading and business scenarios. Strengthening start-up ecosystem and focussing on MSMEs would not only help in promoting entrepreneurial base for the country but also help in improving domestic manufacturing, attaining desired level of global skills, address social issue of employment and education.

With improving economic scenarios and Ease of Doing Business rating, India has been gaining popularity on macro level so much so that entrepreneurs have been able to reduce their financing costs but lose on availability of infrastructure. As per Economic Survey 2018, India would require to invest USD 4.5 trillion in infrastructure by 2025. Also, as per available media reports, atleast 59 mega central sector infrastructure projects worth INR 10 billion each, have reported a cost overrun of INR 1.36 trillion. The statistics clearly indicate that major reforms are necessitated in the sector so as to complete the projects within stipulated time and cost.

One such reform is also needed in the field of embracing fourth industrial revolution in letter and spirit so as to enable the country to flourish as key player in the global economy else be ready to lose prominence on global platform.

Disruptive technologies and innovative project management offer a huge potential for enhancing cost competitiveness and shortening project timelines by way of increasing automation, employee



efficiency, informed decision making. Considering the complexity and scale of infrastructure projects, effective use of data driven tools, 3 D technologies etc. can provide required impetus to the growth of infrastructure development.

However, technological advancement will become redundant in absence of continuous innovation. Hence, research and development should have unique place in growth agenda of our nation.

While obstacles to innovation are many including past success, monopolistic status, excess of centralization or decentralization of work, performance pressure on earnings, short tenure of leadership, relying too much or too little on customer feedback, it is absolutely necessary to overcome the hurdles and be creative in our approach towards development. In order to embrace novelty in innovation it is high time that companies move beyond silos and adopt a collaborative approach to innovation. Collaboration should not only imply external but also internally i.e. collaboration within departments and disciplines across the organisation such as finance, HR, operations, procurement, customer service, marketing etc.

While looking at USD 10 trillion GDP innovations in financial deals play a key role. In present time corporations and nations have a competitive edge over others mainly in terms of cost- be it cost of funding or cost of developing the product. Hence, leadership plays a significant role in designing innovative deals involving swaps, currency hedging, M&A, JVs and partnerships etc.

Way forward

India has carved out a niche for itself and has now become an integral part of the world economy. However, the country is plagued with several social issues which are further deepened due to political structure of the country. Concept of Economics of Mutuality is relevant to country like ours where national development is a matrix of economic and social inclusion.

Hence, there is an urgent need for India to strategise policies in such a way that the country experiences progressive transformation instead of instant toxic gains for popularity; while sustaining its people, planet and performance for attaining the long term vision of becoming a USD 10 trillion economy. ■

International Trade, WTO and Path Forward



Gaurav Choudhury
Delhi Bureau Head,
Moneycontrol.com &
Economy Editor, Network 18

It is tempting to examine US President Donald Trump's trade combat with China as a matter only between the world's two biggest economies. Since March, both the countries have erected tariff walls to check goods entering each other's territories. In the last 10 months, between them, Washington and Beijing have imposed import taxes worth \$360 billion—an amount which is only slightly less than India's current foreign exchange reserves of \$393 billion.

U.S. President Donald Trump initiated the trade war in March when he announced the imposition of a 25 percent tariff on steel imports and 10 percent tariff on aluminum imports from most countries. In May, he expanded the duty to include imports from Canada, Mexico, and the EU. In a move that surprised few, China reacted by imposing tariffs of its own on an equivalent volume of steel and aluminum imports from the United States. Canada, Mexico, and the EU eventually joined China in retaliating, too.

This has left the rest of world, including India, as helpless on-lookers, often trampled over by the giants, with both seeking to rewrite the rules of global trade.

Trump has imposed tariffs on steel and aluminium from India and other countries too, and reviewed the Generalised System of Preferences (GSP) for 50 Indian goods, stopping their preferential access the highly lucrative US market.

Donald Trump wants a trade deal with India but on his terms. Prime Minister Narendra Modi wants to win elections and doesn't want to give any concession to 'foreign companies' at this time.

In all of this, the World Trade Organisation (WTO), the trading cop for the world's trading nations, have been found utterly stranded in breaking the impasse. Trump has threatened to pull out of the WTO, which he has long argued unfairly favoured the Asian giant. Is the WTO dead?

On June 10, US president Donald Trump accused India of charging 100 percent tariff on some imports, after leaving the G-7 summit in Canada. He has threatened to cut down trade ties with countries that were "robbing" America. Trump's biggest objection is the growing trade imbalance against the US. India enjoys a trade surplus with the US, which Trump wants to be reversed.

Year	India-US Trade Surplus (in \$ Billion)
2013-14	16.6
2014-15	20.6
2015-16	18.5
2016-17	19.9
2017-18	21.3

Trump has argued that exports at zero or very low duties under the Generalised System of Preferences (GSP) is hurting the US. In February, India had cut the import duty on heavier motor bikes such as Harley Davidson to 50% from 75%. The Trump administration wants India to significantly lower the import tax on Harley Davidson bikes.

It also wants India to reduce price caps on medical implants such as stents and knee caps. The US also wants lower tariffs and greater access to the Indian market for its dairy products. The Trump administration has time and again insisted that India is resorting to discriminatory trade practices.

India is likely to defer retaliatory duty against the US on import of 29 products worth USD 235 million for the fourth time to January 31, 2019. The duty was scheduled

to come into effect from December 17. The implementation of higher import duty is likely to be postponed again by another 45 days.

On June 21, India announced that it had decided to hike import duty on 29 products, to be effective from August 4, in retaliation to the US government's March decision to levy tariff on certain steel and aluminum products.

The government later postponed the implementation of higher duty to September 18, in a bid for the two nations to find a solution. The imposition of tariff was yet again deferred twice by 45 days to November 2 and again to December 17.

The higher import duty, if levied, will be imposed on apples, walnuts, lentils, chocolates, as well as some iron and steel items, among others.

It all began in March, when the US government signed an order imposing at least 24 percent tax on steel and 10 percent on aluminum products coming into the country from some nations. China, India and Russia are affected by the tariff hike as the US did not grant these nations any exemption.

The move triggered a trade war of sorts globally, as China—the biggest producer and exporter of steel—retaliated by imposing similar tariffs on exports to the US.

India and the US have been in discussion on key trade-related issues amicably. The United States & Trade Representative (USTR)—responsible for coordinating US international trade, negotiations with other nations—is



also expected to visit India soon.

Key issues are mainly related to higher duties on Indian steel, aluminium products as well as both greater market access for both the countries in particular sector. The US has sought greater market access for manufacturing and farm products, while India has asked greater access for automobile and engineering products.

This is where the role of WTO becomes relevant. The vision of a distortion-free global multilateral trading system is far from being realised.

The theoretical foundations of a globally administered free trade regime are rooted in the fundamental notion that free movement of goods and services across territorial frontiers will lead to an increase in incomes for all concerned. The definitional truism of this theory, however, has been hard to replicate in the real world where compulsions of political economy have brought about a sharp global divide.

Why was the system set up? In the WTO's own words, it was essentially established for two reasons.

One was the big-picture need to avoid a repeat of the destructive trade tensions before World War II. The other was countries' pragmatic desire for their producers to trade more easily.

The result was the General Agreement on Tariffs and Trade (GATT), created in 1948, immediately after the war. Its success led to further reforms, and the World Trade Organization (WTO) emerged in 1995. An ever-increasing number of countries have agreed on trade rules that are now almost global. They are committed to the legally binding limits on their trade barriers and subsidies that they have also negotiated.

Sticking to these is self-interest because countries want their trading partners also to play by the rules and stay within their commitments — and just in case pressure from domestic interests is too great, the information on raised trade barriers is shared globally through regular monitoring. By and large, peer pressure works.

Two of the most fundamental principles of the trading system



are at work here: helping trade to flow smoothly, and providing countries with a constructive and fair outlet for dealing with disputes over trade issues.

According to Arvind Panagariya, former Vice Chairman of the NITI Aayog, “the World Trade Organization (WTO) might be the first victim of the trade war between China, the United States, and the European Union. Today, each is in flagrant violation of its rules, and the institution’s credibility as the protector of a rules-based trading system is in serious doubt”.

The United States pressed a WTO clause that allows members to suspend some trade concessions on national security grounds. “Trump’s tariffs undoubtedly violated the spirit of the clause—it is hard to see how steel and aluminum imports that mostly come from friendly nations endanger U.S. national security. But WTO scholars agree that Trump did not violate the letter of the law, which means that he will probably get a pass,” Panagariya wrote in an article in *Foreign Policy* magazine in October 2018.

It all began in March, when the US government signed an order imposing at least 24 percent tax on steel and 10 percent on aluminum products coming into the country from some nations. China, India and Russia are affected by the tariff hike as the US did not grant these nations any exemption. The move triggered a trade war of sorts globally, as China—the biggest producer and exporter of steel—retaliated by imposing similar tariffs on exports to the US.

Several WTO members, including Canada, China, Mexico, Norway, Russia, Turkey, and the EU, have called for setting up a dispute settlement panel to review the United States’ new trade barriers.

The US has maintained that the WTO cannot “prevent any contracting party from taking any action which it considers necessary for the protection of its essential security interests”. Washington has maintained that only the United States can decide what is required to protect those interests. Therefore, its actions are perfectly compatible with WTO rules, and cannot be reviewed.

Anwarul Hoda of the ICRIER has pointed out in a recent article in *Financial Express* that “the dispute settlement system of the WTO is under attack”.

According to Hoda, “it is ironic that the assault is being led by the very member that helped build it up—the United States. It was the US that pressed for its judicialisation, argued for the rule of negative consensus and strongly supported the introduction of the appellate review stage. The rule of negative consensus means that, unless the Dispute Settlement Body (DSB) decides by consensus not to do so, the request by a member for the establishment of a panel is accepted or the report of a panel or of the Appellate Body (AB) is adopted”.

For a developing middle-income country such as India, the issues are multifold—providing greater access to markets for its products, protecting and encouraging local manufacturing and supporting domestic farmers. ■

Women in Mining: Issues and Concerns



Ms. Kalpana Rajsinghot
Joint Secretary, Ministry of
Labour and Employment



Dr. Shashi Bala
Fellow, VGNLI, Noida

Mining is a very patriarchal industry and the most unreceptive sector concerning women participation. The mining sector has a very low level of female participation among all industries. Estimates suggest that women comprise only 10% of the global mining workforce. This undoubtedly contributes to the small number of women in senior management positions, with women occupying only 4 to 5% of the board positions at the top mining companies.

The literature on gender gap in the mining industry is not very extensive, though it is developing. The literature focuses mainly on mining in developing countries as well as on social problems. For example, Ahmad and Lahiri-Dutt (2006) and Lahiri-Dutt (2012a) note that women and men have well-demarcated gender roles in indigenous communities, so the impacts of mining on women and men are not the identical. Whenever such a community suffers from the losses of environmental resources, Ahmad and Lahiri-Dutt argue, it is the women who suffer the most. In some cases, women have lost their work and relative economic independence and have to start earning a living in the informal

sector (perhaps as sex workers). Indian women, especially those living in villages, do not have legal rights over land and are rarely titleholders of land. The compensation process usually assumes that the adult male is the head of the household and fails to consider the needs and requirements of women. Compensatory jobs, if any, usually go to men, and women generally remain unemployed. According to Nayak and Mishra (2005) the mining industry in India can also contribute to sustainable development by promoting women's economic advancement and reducing women's poverty, ensuring greater involvement of women in the mining sector.

Apart from this Australian gender study, Lozeva and Marinova (2010) indicates that mining can negatively impact local communities, especially local women and the environment. They argue that there is an urgent need for the mining industry to transform itself in order to meet sustainability requirements. Lahiri-Dutt (2012a) also notes that in developing countries both large-scale, capitalised mining and small-scale, artisanal mining introduce rapid social changes that affect women more negatively than

men. There are some exceptions in the literature that present more positive examples. Kemp et al. (2010) describe how one of the world's largest mining companies works to integrate gender considerations at the mine site. The company aims to counteract the male-centric mining industry by integrating gender considerations into community relations at all stages of the mine project development cycle, from exploration through construction, operation, and closure. The study, however, does not present any examples of long-term results such as organisational change at the mine-site level. Eveline and Booth (2002) describe how a new diamond mine in Australia had strategic plans to control the labour force by developing an industrial and economic stable environment, but the article concluded this attempt as social sustainability failed and lead to in nearly the contrary.

Gender issues were also included in a baseline study of the socio-economic effects of Northland Resources' planned mining activities in Pajala, Sweden and Kolari, Finland. The baseline study, commissioned by Northland Resources, Inc., was carried out during 2007-2008 by a research team led by Professor

Jan Johansson, Department of Human Work Science, Luleå University of Technology. The project included ten sub-studies: Demography, Labour Supply, Local trade, Infrastructure, Governance, Work environment, Gender, Preferences (of the citizens), Transnational history, and Indigenous people. The report on gender (Organisational gender aspects) describes how internal gender patterns are related to external conditions (Abrahamsson 2008). For example, explanations of the very low percentage of women in mining can be found in culture, the labour market, and educational traditions at the national level, at the regional/local level, as well as within the mining companies themselves. The report presents an optimistic and, at that time, a somewhat provocative scenario where more women want to stay in the region and more women are employed in the mine. This also comprises a transformation in the approaches and openings meaning that more girls choose technical and industry programs in upper secondary school. It also includes a changing of local cultural attitudes about women and work, liberating them from old-fashioned feminine and masculine identities. This scenario also meant that men will work more steadily and closer to their homes, that they will share responsibility for childcare and housework on equal terms with women, that they will start working in traditionally female-dominated sectors such as healthcare, that more boys choose social and healthcare related upper secondary school programs, and that men in general start to take education more earnestly.

Today, we can really see

In mine industry work condition are hazardous even for the man. Sunlight, drinking water, long working hours is the issues that need to be addressed. Woman health will have more impact as she has to take care of both reproductive role and also household responsibilities. These long working hour at mine and household work affect her health adversely. Therefore is the need for reducing women working hours at mines. This will increase efficiency and productivity of woman workforce.

Considering the fact that this is also the reproductive age of woman (20yr to 40yr), they need nutritious food and drinking water as it will directly have an effect on their health as well as their offspring.

inclinations towards this route and this is very constructive from a gender parity viewpoint, good for the region, and advantageous for the mining company and probably also for other companies active in northern Sweden

(Abrahamsson 2012). Of course, there are also less positive changes. The local culture is quite robust and to some degree resists change. Because of mining traditions and the local culture, mining companies still mainly recruit men. With such a strategy, new mines risk falling into the same trap that older companies are trying to get out of – a gender unequal work organisation (where a gender homogeneous organization is one type and a gender-segregated organization is another) that runs the risk of producing organizational obstinacy and barriers to communication, learning, innovation and change.

“Breaking ore and gender patterns” (Andersson et al. 2013), the strategic research and innovation agenda for the mining industry, identifies important links between gender equality, efficient use of resources,

attractiveness, innovation, and sustainable growth. The agenda is based on the discussion on social sustainable development in the mining sector as an important part of meeting challenges regarding skills provision.

In modern mines (e.g., in Indonesia), the mining companies that hire women for shift work fail to provide a supportive environment for them, including the lack of provision for childcare, so many women truck operators in modern open cut mines quit their jobs after a few years of service (Lahiri-Dutt 2012a). Tallichet (2000) found that coal mines hired women in record numbers after 1978, but these women were rarely promoted to more highly skilled, better paying jobs underground. Instead, they were assigned to specific

“women’s jobs” and this has led to a gender segregation of work tasks. In addition, Lahiri-Dutt (2011) found that gender segregation in mining resulted in dualistic gender metaphors that imagine that these dichotomies play an important role in organizing both social and production activities within the industry. As is now well known, such perceived differences between women and men and the assigning of different roles with different status have little to do with the actual differences between the two sexes or the reality of the situation (cf. Acker 2006, Abrahamsson 2009). Swedish mining workplaces are also gender segregated, with a very low number of women (Andersson 2012).

It is evident from research conducted in various countries across the globe that women working in the core business of the mining sector are still viewed as sexual objects and are still subjected to sexual harassment of some kind. Main findings of some of the research are discussed below.

In Canada, research conducted at the International Nickel Company in the 1970s revealed that female mine workers were subjected to many forms of sexual harassment, such as sexual language, crude jokes, threats and verbal and physical assaults. The research indicated that men used sexual harassment to maintain masculine dominance in the workplace (Keck & Powel, 2006). In the mid-1990s, Suzanne Tallichet investigated the world of women miners by spending several months in a West Virginia coal-mining community (Mercier, cited in Lahiri-Dutt, 2011). She found that women still faced tremendous challenges in the



mining environment, including harassment from male co-workers and bosses and resistance from the community. Female miners endured discrimination, harassment and dangerous and demanding labour in order to gain access to mining jobs to enable them to provide and contribute towards more comfortable lives for their families.

Recent studies, such as the Ramp-UP study, initiated by Women in Mining Canada, showed that women are still experiencing discrimination and sexual harassment in the mining industry (Women in Mining Canada, 2010).

In Australia in 1998, Pattenden (1998) was commissioned by the Australian Institution of Mining and Metallurgy’s WIMnet (Women in Mining Network) to undertake in-depth research on employment barriers inhibiting female participation in the industry. Pattenden’s research focus was female technical professionals in fields such as geology, mine engineering and metallurgy. The researcher conducted 158 interviews with men and women working in the Australian minerals industry across numerous states, companies and commodity

groups. The research revealed serious issues of harassment and discrimination (Pattenden, 1998).

In Papua New Guinea, Macintyre (cited in Lahiri-Dutt, 2011) conducted research on the experiences of women in the workplace over a period of 8 years, completing 100 surveys and 30 in-depth interviews. From the findings, it was evident that although most of the participants worked in government jobs, a significant group worked in the minerals industry. The research revealed, among other findings, that women face open antagonism, sexual harassment and discrimination in terms of opportunities for promotion, remuneration and in-service training when entering the workplace.

In South Africa, research conducted by various researchers and institutions revealed serious incidents of sexual harassment (Bench Marks Foundation, cited in Kolver, 2013; Botha, 2013; Fourie, 2009; MTS, 2011; Rawoot, 2014; The Guild, 2014). Sexual harassment incidents reported vary from whistling; name calling; use of vulgar or derogatory language; display of body parts; physical contact, ranging from touching to sexual assault and rape; to the

exchange of sexual favors for a promotion, taking place on a daily basis. According to Shabangu (2012), former South African Minister of Mineral Resources, the number of reported incidents of women miners experiencing harassment and inhumane treatment by fellow workers in their underground workplaces is of particular concern. She emphasizes that 'no woman should experience any sort of intimidation at the workplace that inhibit her to be the best and most productive employee she can be' (Shabangu, 2012, p. 4).

Status and experiences of women in closed/abandoned mines:

According to K. Bhanumathi (2004) of India, the life of the women living in the gold mines of Kolar, Karnataka, proposed for closure and under a legal tussle between the government and the union, is a stark evidence of the exhaustible 'sustainability' in mining. While the workers are protesting that the mines continue, the government has declared it a bankrupt and exhausted mine. As the laid-off men remain idle, the women are pushed out of their homes to eke out a living for their families. The whole mining town sees women and young girls leaving their homes at four in the morning to travel 100-150 kms away to the cities for work as maids, factory labour, etc and return late in the night. In a span of one year since closure, there have been at least 35 deaths in this small town, due to stress and trauma, thus increasing the pressure on the women to support their families.

According to the Second National

Labour Commission Report (1999) there was hardly 1.6 % of female labour force in the organised sector where they have been the first to be retrenched after mechanization was introduced (Labour and Women in Mining). The large-scale mines, which are shifting to technology dependence, have no scope for women's participation as they are illiterate, lack technical skills and face cultural prejudices. Where women formed 30-40% of the workforce in mining, they have been reduced to less than 7% and in the coal sector alone, to 4%. Schemes like VRS (the golden handshake) have proved a death knell to women.

Case Study from India

The Mines Act, 1952, said that women would not be allowed to work in any underground mines and would be allowed to work only on opencast mines between 6 am and 7 pm. Also, restrictions under the Coal Mines Regulations, 1957, would be imposed on women seeking admission to mining engineering courses in colleges. In spite of all these restrictions, Dr. Chandrani Prasad Verma fought tough odds to become India's first female mining engineer. Chandrani's father worked as a mining engineer in Western Coalfields Limited, in Chandrapur, Maharashtra. She had always been fascinated by the stories about the mines that her father shared with her. By the time Chandrani was in Class 10, she had made up her mind to pursue a career in mining. After finishing her schooling in 1992, Chandrani did a diploma course in Mining & Mine Surveying in 1995 from Govt. Polytechnic

College, Nagpur.

It was obvious that after her diploma she wanted to pursue a Bachelor's degree in mining. However, to her surprise, no engineering college would grant her admission in mining engineering. Next, Chandrani and her father contacted a lawyer. A petition was filed that there can be no gender discrimination in education. The proceedings took a year and finally, in 1996, Chandrani got admission in the mining engineering course as a 'special case'. Chandrani completed B. E (Mining Engineering) from Ramdeobaba Engineering College, Nagpur, in the first position, with merit, in 1999. She had opened the path for many more girls to follow in her footsteps; after her many girls took up this course and the colleges also did not restrict them.

In mine industry work condition are hazardous even for the man. Sunlight, drinking water, long working hours is the issues that need to be addressed. Woman health will have more impact as she has to take care of both reproductive role and also household responsibilities. These long working hour at mine and household work affect her health adversely. Therefore is the need for reducing women working hours at mines. This will increase efficiency and productivity of woman workforce.

Considering the fact that this is also the reproductive age of woman (20yr to 40yr), they need nutritious food and drinking water as it will directly have an effect on their health as well as their offspring. Considering an instance of coalmine, drinking water is a great concern in these

areas. Drinking water should be available at the workplace as well at their housing side. Apart from this, facilities pertaining to hygiene toilets and restroom require affirmative action. Onsite Crèche provision, zero tolerance mindset towards any incident of sexual harassment and restroom will motivate woman to join the mining industry. Their concern of baby-feeding and safety should be address by their contractor. Government policy alone cannot make much impact unless policies are implemented at the ground level. Role of implementing agencies are very important. Training institute for woman must provide awareness in these areas so they can update their skill as well as their understanding about their rights. Skill development will increase their participation in upper strata of mining job. As the technology is increasing day by day, demand for manual work will be replaced by Robots in Future. Therefore is the drastic need for training pertaining to modern technology for enhancing woman participation in mining sector? Though the Government has put in place various legislation like as maternity benefit and working hours for woman in mines. Effective Implementation is the key concern. There is a need to have detail research on working condition of women working in mines (underground as well opencast mining) especially to listen to their voice and know how many of them are working by choice. How far it is sustainable to work in these conditions? A gender audit is essential to know the condition in which they are working.



References

- Abrahamsson, L; Johansson, B & Johansson, J (2009). "Future metal mining– sixteen predictions. An analysis based on three international mining conferences". *International Journal of Mining and Mineral Engineering (IJMME)*. Volume 1, Number 3, 2009, pp. 304-312.
- Botha, D. (2013). *Women in mining: A conceptual framework for gender issues in the South African mining sector*
- Eveline, J & Booth, M (2002). "Gender and Sexuality in Discourses of Managerial Control: The Case of Women Miners", *Gender, Work and Organization*. Vol. 9 No. 5 November 2002.
- Kolver, L. (2013). *Women still being hassled in male-dominated mining environment*.
- Lahiri-Dutt, K. (2011). *Gendering the field: Towards sustainable livelihoods for mining communities*.
- Lahiri-Dutt, K (2012a). "Digging women: towards a new agenda for feminist critiques of mining". *Gender, Place and Culture*, 2012, Vol. 19, No. 2, 193- 212.
- Lahiri-Dutt, K (2012b). "The Shifting Gender of Coal: Feminist Musings on Women's Work in Indian Collieries", *South Asia, Journal of South Asian Studies*, 35:2, 456-476.
- Lahiri-Dutt, K (2011). "The Megaproject of Mining: A Feminist Critique". In S.D. Brunn (ed.), *Engineering Earth*, Springer.
- Rawoot, I. (2014). *Mining while female: The perils of Marikana*.
- Women in Mining Canada. (2010). *Ramp-UP: A study on the status of women in Canada's mining and exploration sector*.
- Women in Mining South Africa. (2015). *WiMSA survey results 2015*.
- Shabangu, S. (2012, October 26). Address by the South African Minister of Mineral Resources, Susan Shabangu (MP), at the Women in Mining and Development leadership forum, Sandton
- Tallichet, S (2006). *Daughters of the mountain. Women miners in Central Appalachia*. The Pennsylvania State University Press
- Tallichet, S E (2000). "Barriers to women's advancement in underground coal mining", *Rural Sociology*; Jun 2000; 65, 2. ■

North East moving towards Gas Based Economy



S. K. Barua
Managing Director,
Numaligarh Refinery Ltd.

Globally, Natural Gas is emerging as one of the leading primary energy source, contributing to more than 23% of world's total energy demand. In India, Natural Gas (NG) contributes to 6% of the total energy demand, moving towards achieving a target of 15% by 2025. Government of India has initiated several policy measures and infrastructure development projects to boost Natural Gas production and improving supply logistics. A National Gas Grid is being developed with an aim to remove regional imbalance in accessibility of Natural Gas and to connect gas production sources to major demand centres and Piped Natural Gas (PNG) in households and CNGs. India has a gas pipeline network of around 15,000 KM and another 15,000 KM of pipeline is required to complete the entire Natural Gas Grid in the country.

Northeast will soon be a part of this growth story. GAIL has already started construction activities for laying a NG pipeline from Barauni to Guwahati as a part of the Urja Ganga Natural Gas pipeline network. Guwahati onwards, all the state capitals

of NE will be connected by a NG pipeline network for which a separate company, known as Indradhanush Gas Grid Ltd. (IGGL) has been incorporated, promoted equally by GAIL, IOC, ONGC, NRL and OIL. Activities on this project have already started. This pipeline network of IGGL would provide the logistic to evacuate the domestic Natural Gas in the Northeast and shall also bring in imported gas to the doorsteps of various industrial consumers, both existing and potential.

Today, in Northeast, Assam, Tripura and Arunachal Pradesh produce around 12.5 MMSCMD of Natural Gas, out of which

Assam alone consumes 8.17 MMSCMD. We foresee that with the upcoming Northeast Gas Grid, there will be extensive accessibility of NG which will provide a huge opportunity for the industries in NE to grow and this place will transform to a gas Based Economy for its industrial growth. The demand for Natural Gas in Northeast is likely to grow from 12.5 MMSCMD to 17.5 MMSCMD by 2022-23. The additional demand is envisaged to be met from supplies through the NE Gas Grid and incremental domestic gas production in the region.

While there will be growth and diversification in different fronts



across Northeast, the major visible change that will take place will be in the kitchens and roads of Northeast. City gas distribution in all the major cities in Northeast is being planned which will provide piped cooking gas in the kitchens and CNG in the vehicles. Guwahati and Silchar have already been awarded and we expect pipe laying activities to start in the next couple of months.

NG will replace a number of alternate fuels like FO, LPG presently used in Tea Garden and allied industries. Industries such as pharmaceutical, food processing, distilleries, ceramic tiles manufacturing needs heat as a major source of its fuel and all such industries can shift to NG. Industrial parks/zones can be developed in strategic places along the ROU of the pipeline where such industrial units can be set up.

The gas grid will facilitate capacity expansion of the existing petrochemical plants, refineries, fertilizer plants, chemical industries such as BCPL, BVFCL, NRL, APGCL, APL, NEEPCO etc.

Globally, Natural Gas is emerging as one of the leading primary energy source, contributing to more than 23% of world's total energy demand. In India, Natural Gas (NG) contributes to 6% of the total energy demand, moving towards achieving a target of 15% by 2025. Government of India has initiated several policy measures and infrastructure development projects to boost Natural Gas production and improving supply logistics.

Increase in gas supply will provide a boost to the Power sector and new gas based power plants can be initiated immediately. In terms of gas based power generation, Northeast is already in the forefront with more than 40% of its power being generated from gas compared to 7% for the whole country. Once new gas based capacities are added in the power sector, Northeast, after fulfilling the regional requirement, can export power to rest of the country. APEGL has already initiated few proposals based on this additional gas supply.

Northeast along with rest of the country will be able to introduce CNG vehicles in its transportation segment. This clean fuel will ensure a cleaner & pollution free environment.

With these initiatives it is envisaged that a very robust infrastructure will be created in NE which will bring in substantial investments, generate employment and NE will move towards a gas-based economy which will not only be cheaper but also an environment friendly fossil fuel. ■

Availability of Gas in North East		
State	Gas Production 2017-18 MCM	Gas Reserve BCM
Assam	3,167	158.57
Arunachal	30	0.93
Tripura	1,440	36.10
Nagaland	-	0.09
North East	4,637	195.69
India	32,649	479.71

§ Source : Ministry of Petroleum & Natural Gas

North East contributes 14.2% of total gas production in the country and holds 40.8% of the total gas reserves.



Future of Public Relations



Nitin Mantri
CEO, Avian Media

In Public Relations (PR), perception is everything. Yet, the PR industry is fighting a perception battle for years. I have lost count of the number of meetings and seminars I have attended that tried to address this issue. My primary goal after being re-elected as President of Public Relations Consultants Association of India (PRCAI) in May this year was to improve our stakeholders' understanding of our business.

But a new study suggests that the perception of PR has greatly improved in India.

According to the 'State of the Industry Survey 2018' report that was recently released by the PRCAI, PR is now being viewed as a strategic business tool by clients. The survey was conducted among 74 PR firms and 236 corporation communication teams of various companies in India between August and September this year.

Eighty-one percent of the companies surveyed said they valued strategic inputs and advice from PR companies and 51% of decisions taken in PR are part of strategic planning. Six out of 10 companies said that they consider PR planning in accordance with strategic planning.

The report attributed this change to a number of reasons, primary among them being non-traditional PR work and the move towards integrated PR; digitisation of communication, crisis and risk management, policy work and the increasing use of data and measurement by PR firms.

Let's examine the reasons more closely.

Integration is the way forward

In this increasingly uncertain and chaotic world, brands are constantly in motion. Consumer expectations are increasing and technological innovation continues to reshape our daily lives. In this scenario, our work has changed and so have our clients. The traditional model of PR is dead. Integration is important today. Eighty-eight percent of PR firms and in-house communicators surveyed by PRCAI agree with the upcoming trend of integrating digital with PR. And why just digital and PR? PR firms have so much to offer across owned, paid and earned media, and that too across services like corporate communications, public policy, content, design and multimedia.

PR firms are already doing

impactful integrated work and making themselves relevant to CMOs, policy heads, CCOs, and the new media. Next year we will definitely do more integrated work and play a more proactive role in managing brands' fragmented audience landscape.

Tap full potential of AI, visuals & videos

Digital is the single most transformative experience for the industry with PR companies expecting an increase in investment in social media community management, multimedia content creation in the next few years. The initial fumbling in the dark is over and the industry now knows how to use digital tools to its advantage. PR firms need to further tap the potential of visuals and videos. According to the PRCAI report, 82% of the PR firms and in-house communicators surveyed agree with the increased emphasis on visual communication, and 73% agree with the demand for graphics and videos.

AI is another technology that needs to be leveraged. In its 'Emerging Expectations' section, the PRCAI report revealed that clients expect PR firms to bring in AI to enhance content marketing.

PR firms in the West are already using AI. It's high time we embraced the technology in India as it will take care of tedious day-to-day tasks like news scanning and monitoring. AI will also help PR firms analyse data, get audience insights, predict industry and media trends, recommend the next move in a crisis situation and make measurement of PR work more precise and impactful. With the increased emphasis on data-driven campaigns, the faster we adopt AI the better it is for the industry.

Protecting reputation in a chaotic world

Crisis counsel will be the most relevant skill set for the next decades. We are seeing fears about data privacy and abuse and communications firms have the responsibility to make brands comfortable with the media environment.

According to the PRCIAI report, crisis and risk management service has registered a massive growth of 248.9 percent this year, with 79% of the survey respondents reiterating the need for online reputation management. This comes as no surprise considering fake news is the concern of many, especially in countries such as India, where with the 4G revolution, WhatsApp and Facebook are being used by a lot of first-time users who do not know much about verified news/information.

It is difficult for technology apps to check or filter fake news at several levels, making PR firms the privileged few who know how to guide brands in a world where you can't tell the truth from a lie. However, PR firms need to adopt

India is a goldmine for brands, but multi-national companies cannot build a business in this region without an in-depth understanding of the politics, markets, socio-cultural fabric and nuances of the country. They rely on PR firms, which have the right connections, to cultivate relationships with regulators, executive and legislative bodies, business allies and local community leaders. And PR firms have done an excellent job in managing these relationships for clients and helping them engage with various stakeholders in a transparent manner.

a focused approach to crisis management and go beyond just media coverage.

Greater focus on measurement and accountability

In the past nearly a decade, PR firms have realised that in this age of accountability it is crucial to show the impact of their work on the clients' businesses. Even clients are defining their expectations from PR agencies on non-numerical activities. Hence, PR firms are seriously investing in meaningful measurement of their work. The PRCIAI survey revealed that 80% of companies measure PR efforts and 55% of firms finalise their measurement metrics in the beginning of the year/campaign. However, the engagement of specialists for measurement is less, with only 38% percent of firms saying that they take the help of specialists to get media measurement done.

In the absence of a single measurement criteria for PR efforts, based on the Barcelona Principles, different agencies follow different metrics depending on what is to be achieved. It is more like a methodological approach designed to fit each individual organisation's needs. My recommendation: PR firms should focus on tying the appropriate metrics against the client's goals and objectives and then measure how they have grown the brand's audience and impacted the bottom line. That's a recipe for success.

Managing the policy environment

According to the PRCIAI report, public affairs (PA) has played a major role in driving the industry's growth this year. PA practice across agencies have witnessed a 40.7 growth this year, which is the highest after the growth of crisis



and risk management. The reason is not far to seek.

India is a goldmine for brands, but multi-national companies cannot build a business in this region without an in-depth understanding of the politics, markets, socio-cultural fabric and nuances of the country. They rely on PR firms, which have the right connections, to cultivate relationships with regulators, executive and legislative bodies, business allies and local community leaders. And PR firms have done an excellent job in managing these relationships for clients and helping them engage with various stakeholders in a transparent

manner. This has gone a long way in building trust and making PR more relevant to CXOs. Given India's complex market, varied demography, intricate legal system and regulatory policy environment, PA will continue to gain importance over the years.

What lies ahead?

Summing up, the future looks bright for the PR industry. The industry grew 13% to touch Rs 1,490 crore in FY2018 and will continue to grow at a CAGR of 15.6%, reaching Rs. 2,270 Crore by 2021, said the PRCAI report.

Our industry's future success will be defined by our ability to

understand new technologies and platforms that are shaping our business environment. We must also master insights and analytics to maintain credibility.

However, in the rush to stay ahead of the technology curve we must not lose sight of our core strengths of telling an authentic brand story that connects emotionally with the audience and builds lasting relationships. This can be done through branded content. I've long been a big believer in the potential of branded content as it is a great way to design content around your audience, keep the emotions alive and tell meaningful stories that capture attention. Of course, all this needs to be done ethically and responsibly because if we don't earn the trust of our stakeholders we will never become true advisors to our clients.

Last but not the least, talent remains a major concern for the industry. PR firms need to invest in innovative ways to engage and nurture their young workforce, and equip them with new skills. Firms that give priority to career development, training, and work-life balance will attract and retain top talent. ■

PR

Issues in Implementation of SEBI (LODR) (Amendment) Regulations, 2018



Inderpal Singh
Ex. Company Secretary,
BHEL

SEBI (Listing Obligations and Disclosure Requirements-LODR) Regulations, 2015 (“Listing Regulations”) which consolidated and streamlined the provisions of erstwhile listing agreements for different segments of the capital market, came into force w.e.f. 01.12.2015. With a view to enhance the standards of Corporate Governance of listed entities in India, especially in the light of the increasing pace of change in market conditions, complex regulatory environment, increasing investment by FIIs & Private Equity as well as a need to focus on long-term performance, SEBI on 02.06.2017, constituted a committee with Shri Uday Kotak as Chairman and key representatives of Ministries, Industrial & Trade Associations, SEs, SCOPE and Corporate Lawyers. Subsequent to submission of the report by the Committee on 05.10.2017, SEBI approved substantial recommendations of the Committee and notified the SEBI LODR (Amendment) Regulations, 2018 on 09.05.2018.

Though, most of the amendments in these regulations shall come into force w.e.f. April 1, 2019, there are certain amendments which are applicable from Oct 1, 2018 and April 1, 2020.

The key amendments in the Regulations include mandatory non-executive Chairperson and one woman independent director for top 500 listed entities, enhanced role of Board Level Committees, quorum of Board meeting to include at least one independent director, holding of AGM within five months of closure of financial year by top 100 listed entities, submission of consolidated quarterly/year to date financial results and limited review by statutory auditor, of audit of entities/companies whose accounts are to be consolidated with listed entity. This Article highlights the key compliances to be ensured by listed companies as a result of amendments in the Regulations and issues for listed companies in the implementation of these amendments.

Changes effective from October 1, 2018

The definition of ‘Independent Director’ given in Regulation 16(1)(b) has been revised w.e.f 1.10.2018 to provide that independent director should not be a present or past member of the promoter group of the company. Further, independent director should not be a non-independent director of another company on the board of which any non-independent director of the listed company is an independent director. It is pertinent to mention that such cross directorship normally does not take place in case of CPSEs.

The top 500 listed entities by market capitalization calculated as on March 31 of the preceding financial year, shall undertake Directors and Officers insurance (D&O insurance) for all their independent directors of such quantum and for such risks as may be determined by its board of directors.

Regulation 29 has been amended

* Shri Inderpal Singh is an Associate Member of the Institute of Company Secretaries as well as Institute of Cost Accountants of India. He is also a Law Graduate and MBA with specialization in Finance. Shri Singh has worked as Company Secretary of Bharat Heavy Electricals Ltd. (BHEL), a Maharatna CPSE. Shri Singh has also been invited by SCOPE and other Institute for delivering lectures on Companies Act, 2013 and Corporate Governance.

to remove the exemption given in respect of prior intimation to stock exchanges regarding proposal for declaration of business in case the declaration of bonus is not on the agenda of meeting of board of directors.

Issue Involved

It is suggested that listed companies falling within the above threshold may take D&O insurance policy for all board members as well as officers of the company. Now, the listed companies must give prior intimation to stock exchanges regarding proposal for declaration of bonus shares to be discussed in board meeting even if it is not included in the agenda papers sent to board of directors. With regard to definition of 'independent directors', for Government companies, the meaning of 'member' of the promoter group of the company need to be clarified.

Changes effective from April 1, 2019/April 1, 2020

Key amendments to be effective from April 1, 2019/next financial year onwards and issues in its implementation are explained under following heads:

Board of Directors related changes

Mandatory Non-executive Chairperson & Woman Independent Director:

Regulation 17 has been amended to provide for mandatory woman independent director and non-executive chairperson. With effect from April 1, 2019, the Board of directors of the top 500 listed entities shall have at least one independent woman director and

w.e.f. April 1, 2020, the Board of directors of the top 1000 listed entities shall have at least one independent woman director.

With effect from April 1, 2020, the top 500 listed entities shall ensure that Chairperson of the board shall be a non-executive director who shall also not be related to the MD/ CEO as per definition of 'relative' under the Companies Act, 2013.

The top 500 and 1000 entities shall be determined on the basis of market capitalisation, as at the end of the immediate previous financial year.

Issue involved:- Having a non-executive chairperson on the board can affect the dynamics of governance in the company, and can also affect composition of the board, as listed company will need to have minimum one-third independent directors on board as against at least 50% independent directors in case of executive chairperson. As such, listed entities, keeping in mind these implications, need to take timely steps to ensure compliance with above provisions.

As most of the listed CPSEs are having executive chairman (CMD) on their boards, a policy decision need to be taken by Government of India, being the appointing authority, whether to change composition of boards of CPSEs in line with this provision or to grant exemption to CPSEs in this regard. CPSEs need to approach concerned administrative ministry/DPE for compliance of above provisions, as their board will not be in a position to ensure the same.

It is also to be kept in mind that as per proviso to Regulation 17(1)

(b), even where a person who is promoter or related to promoter or is occupying management positions at board level or at one level below, is appointed as non-executive chairperson, at least 50% of the directors should be independent director.

Criteria of independence

New sub-regulation 8 has been inserted in Regulation 25 to provide that every independent director shall, at the first meeting of the board in which he participates as a director and thereafter at the first meeting of the board in every financial year or whenever there is any change in the circumstances which may affect his status as an independent director, submit a declaration that he meets the criteria of independence as provided in clause (b) of sub-regulation (1) of regulation 16 and that he is not aware of any circumstance or situation, which exist or may be reasonably anticipated, that could impair or impact his ability to discharge his duties with an objective independent judgment and without any external influence. Further new sub-regulation 9 provides that the board of directors of the listed entity shall take on record this declaration after undertaking due assessment of the veracity of the same. It is also pertinent to note that as per amended Regulation 17(10), the evaluation of independent directors by board shall include fulfillment of the independence criteria and their independence from the management.

Issue involved

Although, the amended provisions are in line with Section 149(7), it puts more obligations

on the independent director to maintain his/her independent judgement without any external influence and also on the board of directors which is required to take due assessment of independence of directors.

Quorum of Board meeting to include at least one Independent Director

The quorum requirements for listed companies have been made more stringent than provided in the Companies Act through the introduction of new sub-regulation 17 (2A) which provides that for top 1000 listed companies w.e.f. April 1, 2019 and for top 2000 listed companies w.e.f. April 1, 2020, quorum for board meetings shall be one-third of its total strength or three directors, whichever is higher including at least one independent director.

Issue involved

Thus, in case, a listed company does not have any independent director or all independent directors are absent, board meeting cannot be held. It is pertinent to refer to Sec 174 (2) of Companies Act which provides that if and so long as number of directors is reduced below quorum fixed for board meeting, the continuing director(s) may act for the purpose of increasing the number of directors to that fixed for the quorum or of summoning a general meeting of the company but for no other purpose.

Enhanced role of Board Level Committees

The role of Board Level Committees have been strengthened by making following amendments in the regulations:-

To conclude, SEBI (LODR) (Amendment) Regulations, 2018 introduced significant changes in Listing Regulations with a view to ensure independence of the board & independent directors, enhanced role of board level committees, improved accounting & audit practices, adequate safeguards pertaining to RPTs, improving investor participation and disclosures. It is of utmost importance for listed companies and their boards to understand these new requirements and issue involved in their implementations.

- Stakeholders Relationship Committee (SRC), Nomination & Remuneration Committee (NRC) and Risk Management Committee (RMC) to meet at least once in a year.
- Composition of Stakeholders Relationship Committee to include at least one independent director.
- Quorum of Nomination & Remuneration Committee to include at least one independent director.
- Role of Risk Management Committee to specifically cover

review of the function of Cyber Security.

- Role of Audit Committee to include review of utilization of loans/advances from/investment by the holding company in subsidiary company.
- Role of Stakeholders Relationship Committee enhanced to include review of a) effective exercise of voting rights; b) adherence to service standards adopted by the listed entity in respect of RTA services and c) initiative taken by listed entity for reducing quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notice by the shareholders.
- Role of Nomination & Remuneration Committee to include recommending to the Board, all remuneration, in whatever form, payable to senior management.
- Where the board had not accepted any recommendation of any committee of the board which is mandatorily required, the same is to be disclosed in the Corporate Governance Report of the relevant financial year along with reasons thereof.

Issue involved

Listed companies need to revise the scope/terms of reference of SRC, NRC, RMC and Audit Committee in line with above provisions with the approval of their board. Listed companies need also to put up detailed information/agenda for review (a) by RMC of Cyber Security function and risk involved and (b) by SRC regarding service standards in respect of RTA services, effective exercise of voting right by shareholders and (c) initiatives

taken by the company for reducing unclaimed dividend etc. Listed CPSEs need to debate on the role of NRC to recommend remuneration payable to senior management as in CPSEs, the remuneration payable to all employees including senior management is governed by DPE guidelines.

Skills/Expertise/Competence of Board of Directors

With effect from financial year ending March 31, 2019, Corporate Governance Report shall include a chart or a matrix setting out the skills/expertise/competence of the Board specifying the list of core skills/ expertise/competencies identified by the Board as required in the context of its business(es) & sector(s) for it to function effectively and those actually available with the Board. With effect from financial year ending March 31, 2020, the Report shall additionally include the names of directors who have such skills/ expertise/ competence. [Schedule V, Part C]

Issue involved

In Listed CPSEs, all directors are appointed by Government of India through Administrative Ministry. Further, for Government Companies, independent director is defined to be a director who, in the opinion of concerned Administrative Ministry, possesses relevant expertise and experience. As such, listed CPSEs will be dependent on DPE and Administrative Ministry for compliance of above provisions.

Changes related to AGM/ Annual Report

Conduct of AGM within five months of close of financial year:



The top 100 listed entities by market capitalization determined as on March 31st of every financial year shall hold their Annual General Meeting within a period of five months from the date of closing of the F.Y. They shall also provide one-way live webcast of the proceedings of the AGM.

Issue involved

Since notice of AGM along with Annual Report is required to be sent almost 25 days in advance and sufficient time need to be given for printing of annual report where a considerable number of physical copies are to be sent, listed companies coming under the above threshold need to prepare well in advance so as to complete their statutory audit/secretarial audit and approval of Board's report before mid-July. The time line becomes further tight in case of Government Companies which are subject to Government Audit also which normally takes around two months. Listed companies which are presently just below the threshold of top 100 listed entities need to take a call immediately as they may reach the threshold by March 31, 2019 and start making preparations

including planning of completion of audit, finalisation of board's report, board meetings, booking of venue for AGM etc., in this regard.

Details of significant changes in key financial ratios

Schedule V of Listing Regulations has been amended to provide that Management Discussion and Analysis (MDA) part of Annual Report shall include details of significant changes (of 25% or more as compared to previous financial year) in key financial ratios, along with detailed explanations therefore, including debtors turnover, inventory turnover, current ratio, debt equity ratio, net profit margin (%) etc., or sector-specific ratios, as applicable. Further, details of any change in return on net worth as compared to previous financial year along with a detailed explanation thereof shall also be included in MDA.

Financial Results (FRs)/Audit related changes

Key changes in Regulation 33 regarding financial results

- Listed companies having subsidiaries to mandatorily submit

Consolidated quarterly/year-to-date FRs and half yearly Cash Flow Statement.

- For the purpose of quarterly consolidated results, listed companies to ensure that at least 80% of each of the consolidated revenue, assets and profits shall have been subject to audit or limited review as the case may be.

Issue involved

It appears that in case standalone revenue/assets/profits of listed company having unlisted subsidiary are 80% or more of the consolidated revenue/assets/profits, the results of unlisted subsidiary/associate company/JV need not be subject to audit/limited review.

- Listed companies shall also disclose in the last quarter FRs the aggregate effect of material adjustments made in that quarter which pertains to earlier periods.
- The statutory auditor shall undertake a limited review of the audit of all the entities/ companies whose accounts are to be consolidated with the listed company as per AS 21 in accordance with guidelines issued by SEBI.

Issue involved

The procedure and modalities of limited review by statutory auditors of the audit of entities whose accounts are to be consolidated need to be prescribed by SEBI.

Schedule IV, Part A, Clause BB has been amended to provide that where the impact of the qualification is not quantifiable, the management shall mandatorily make an estimate except on matters

like going concerns or sub-judice matters providing reasons for the same.

Now, total fees for all services paid by the listed entity and its subsidiaries to the statutory auditor need also be disclosed in the Annual Report.

Related Party Transactions (RPT) related changes

- Definition of Related Party has been revised to include person/entity belonging to promoter/promoter group of the listed entity and holding 20% or more shareholding in the entity.
- Regulation 23 has been amended to provide that the board of directors shall approve clear threshold limits to be provided in the RPT policy and shall review the policy at least once every three years for updation.
- As per the amendments, entities falling under the definition of related parties can now vote against and not for the proposal to approve the RPT resolution/transaction.
- Listed entity to submit within 30 days from date of publication of its half-yearly financial results, disclosures of RPTs on a consolidated basis and publish the same on its website. Annual Report shall also contain disclosures of transactions of the listed entity with any person or entity belonging to the promoter/promoter group which hold(s) 10% or more shareholding in the listed entity.

Issue involved

Listed companies need to revise their RPT policy in line with above points. For a Government

Listed Company, it need to be considered that whether other Government company need to be considered as entities belonging to promoter/promoter group (as defined in the SEBI ICDR Regulations 2018) so as to fall within the definition of related party or disclosure requirements as above.

To conclude, SEBI (LODR) (Amendment) Regulations, 2018 introduced significant changes in Listing Regulations with a view to ensure independence of the board & independent directors, enhanced role of board level committees, improved accounting & audit practices, adequate safeguards pertaining to RPTs, improving investor participation and disclosures. It is of utmost importance for listed companies and their boards to understand these new requirements and issue involved in their implementations. Though, most of the amendments are applicable from April, 1, 2019, listed companies need to take immediate steps and prepare themselves to ensure necessary compliances in this regard. These amendments raise important questions for Government Companies/CPSEs especially in the area of appointment of non-executive chairman, skill, competence & expertise of directors and early holding of AGM in the light of time involved in government audit. Listed Government companies need to approach their administrative ministry / DPE in this regard and Government of India is required to take important policy decisions in the area of Corporate Governance of Government Companies to ensure compliance to these requirements. ■

Safety by Conversation



B. B. Chakravorty
Sr. HSE Consultant

Safety communications, safety practices and shared stories of workplace behaviours that are talked throughout the organization, have the greatest influence on workers' safety perceptions, attitudes and finally their behaviours. Behaviours result in experiences that produce stories. Experiences of safe and unsafe behaviours produce positive and negative stories respectively. For example, talks on unsafe behaviours at workplaces make rounds and spread stories which have potential to create negative experiences and wrong perceptions of safety. Such stories have power to demoralize, demotivate the workers. Stories greatly influence decisions and actions. Stories might fade away from minds of people with time but wrong perceptions and attitudes formed linger longer. These situations may, not only stall or reverse the management efforts in change of safety culture, but also impact negatively the existing good safety culture. Organisations need to devise methods to counter such phenomena effectively. I shall discuss here the need of "Conversation" on positive stories between the executives and workers to keep up morale and motivation to safe behaviours.

Conversations, considered a dominant factor in "Safety culture evolution", should be recognized and encouraged by organisations. Conversation is always a two-way communication of information between the persons involved and involvement drives self-learning, an essential factor of "perception". Work instructions, verbal or written and toolbox talks, being largely one-way communication that exist today in the organisations, hardly help workers to develop safety perception and attitudes.

Why conversations?

We know that perceptions and attitudes are two important factors that drive self-motivation to safety. We are also aware that skill and rules alone are inadequate to internally motivate workers for safe behavior. We also know that safety perception is shaped by safety knowledge, experiences and positive emotions. In this context Indian workers, by and large, are found lacking in all these areas. Poor perceptions lead to poor judgment and decision making. Perceptual problems in regard to workplace hazards and risks should be addressed by front line executives on day to day basis through regular conversations

with workers. Conversations, practiced habitually, would increase contact with workers and allow their involvement in free and fearless interactions and trusted relationship to grow, by bringing them mentally closer. Enhanced safety perceptions improve ability of solving safety problems and decision making. Few hours or days of safety training of workers are found inadequate to achieve these.

Conversation a motivational tool

Conversation is talking familiarly with one or few individuals on some topics of mutual interest. Safety is one such matter of mutual interest. Unfortunately, executives spend very little time in the day, talking on matters of safety and risks with the workers. Reason, front line executives and supervisors devote more time on floor than on field, the sites of work activities. Conversation to start and sustain, demands fearlessness and some kind of mental closeness and openness which are found in friends. No one likes even to speak, forget converse with strangers. Workers are not strangers to organization. Managers and supervisors should remain connected with

the workers and behave not as a boss but as a friend, philosopher and guide. Conversation on and off the job ensures psychological connection with workers and that removes fear and establish mutual trust. Thus relationship grows and workers feel confident to open their hearts and minds to participate in conversation. Workers should be respected and recognized as a person, not just by their names alone. A manager or a supervisor who rarely or casually talk to workers, can never strike a friendship between them. Workers feel isolation, uncared and neglected by the most important and influencing persons in their work life. Such feelings are psychological barriers to build relationships and hinder forming right attitude that drives motivation to take responsibility for workplace behaviours. Conversations provide enough opportunity to derive psychological satisfactions and strength which inspire self-motivation to safe behavior.

Factors influence conversations

Conversational relationship is a precondition for promoting culture of conversation between managers/supervisors and workers. Building such relations depend on the following factors at organizational level:

- Promoting activities that bring the people closer ON and OFF the job
- Culture of open dialogue and questioning
- Culture of encouragement to listening to each- others view- points
- Culture of both formal and informal learning



The beneficial aspects of “Conversation” and its positive impact on workers behaviours are obvious. Continued and repeated conversations on positive stories would keep the spirit of safe behavior alive in the minds of workers. This practice would help even those organisations who have good safety culture to sustain. There could be issue of sparing time during duty hours. But people can find opportunities to cut-out necessary time from their schedule, provided organizations are committed to improve work safety by workers participation.

- Developing trusted relationship – particularly between the executives and workforce
- Consistent and honest dealing with workers by superiors
- Culture of care and concern for the workers
- Job satisfaction
- Job involvement
- Inspiring and competent managers and supervisors, having necessary soft skills, to lead safety at work places
- “Walk the talk” should be one of the visible safety behavior of executives at all levels

We observe that all these organisational factors in some way or other very much influence motivation to build culture of conversation across the organization. Bad workplace attitudes and emotions of the people coupled with bloated ego and mistrust at individual level, are the major barriers to grow conversational relationship. Safety attitudes and behaviours by workers are primarily learned from managers and supervisors who are close and valuable to the workers.

Once the managers and supervisors recognize the workers as

valuable partners at workplace, then ego and mistrust are also gone. Open and consistent dealings, display of care and concern for workers by superiors would promote trust and credibility, essential to build conversational relationship.

Conversation- a factor of safety culture evolution

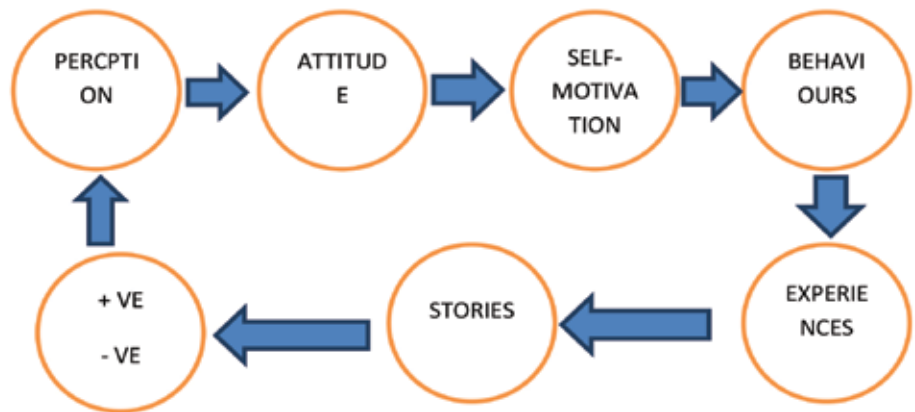
We are aware that proper perception of workplace safety and risks plays key role in evolution of safety culture in the organization.

Cycle of safety culture evolution is given in the figure. It shows that behavioural experiences lead to stories, being matters of conversation, in promoting positive or negative safety and risk perceptions. Confirmation of positive stories create positive perceptions in the minds of workers, whereas conflicts of negative stories create negative perceptions. Prime objective of conversation is to get involved and learn the languages of oneness in safety through shared positive experiences. Generally speaking, safety management in organisations finds expressions in their documents and artifacts. So, the languages used are same for everyone. These need to be understood and interpreted similarly by everyone. But unfortunately due to various psychosocial factors, people interpret the incoming information, both verbal and written, differently. Such differences create obstruction to learn the languages of oneness in safety. As a result, worker participation to safe behaviours suffers at workplaces. We know the traditional programs of safety training have not helped much in understanding the languages of safety and risk at worker levels,

leaving wide gap in safety perceptions. Therefore, "Safety by Conversation" as a practice in the organization, would go a long way to remove these obstructions and bridge the "perception" gaps.

also lead the conversations.

- Experienced managers and supervisors should involve the new comers in the conversation sessions for grooming.
- Spare time and look for



Safety culture evolution cycle

Pre-requisites to promote engagement in conversation

Successful safety leaders give their people a compelling and motivating inspirations for safety at work because they possess the capability and confidence of engaging with workers to converse and of producing positive results. So, organizations need to develop people who have both manager-ship as well as safety leadership capabilities. Work culture should be built on work and time discipline such that there should be always spare time available for holding exclusive conversation sessions. These sessions are not like senior executives talk to the workers during their work site or shop visits. Conversation sessions are expected to produce results. Productive conversation requires application of soft skills and regular attention to the following:

- Managers and supervisors should initiate, invite workers

opportunities to converse with the workers. It can take place anywhere convenient, even outside the workplaces for at least 15 minutes a session exclusive and undisturbed.

- Choose topics, stories of mutual interest that add values to safety learning.
- Make conversation at personal level, use the words and language the workers understand.
- Encourage workers to open up their minds and seek their ideas and inputs by showing your personal interest.
- Never contradict workers opinions and find faults, but explain and clarify their doubts and misunderstanding.
- You behave as a friend, not a boss. Show a smiling face always. Session should look more informal.
- Do not show intolerance during conversation. Patience is key to unlock the minds for participation.

- Place yourself at workers level when making a point or judgment on any issues raised by the workers.
- In case you find conversation does not evoke interest to other person then do not stretch or force on, simply change the topic. It may even be unrelated to safety or workplace.
- Conversation should start with welcome to put the workers at ease and end with positive note of meeting again and good wishes.

Once the conversation sessions are held regularly, managers and supervisors should look for positive changes in the attitude and behaviours of the workers at work. Seek feedback from them on the conversation sessions if these have made them think and feel positively for safety at work. Behaviour changes and positive feedback from workers would keep the conversation sessions alive and contribute developing positive and strong safety culture that most organizations strive for.

Safety culture change by practicing Conversation

Leading indicators of safety culture change, like safety beliefs, perceptions, attitudes, intention and decisions, can be assessed by seeking answers to the following questions through conversations.

- What are the current safety and risk perceptions?
- Do the perceptions are based on safety awareness, work involvement and experience?
- Do the perceptions lead to positive safety attitude?
- Do the workers participate in decision making activities?



- Do the incidents and stories influence workers' behaviours.
- Do the decisions taken by superiors shape perceptions, attitudes and behaviours of workers?
- What behaviours do the superiors need to display to create positive experiences that shape the stories and positive perceptions of workers?
- What are the current stories?
- Do the organization know who are shaping the perceptions with positive or negative stories?

Follow-up activities that the executives need to focus on:

- The answers should be gathered in the course of conversations and not exclusively.
- The executives shall keep a written record of answers after the session is over.
- Both positive or negative responses including any criticism should be welcomed and recorded.
- Collected information shall be shared with superiors and serve as input for the organization to assess and identify the barriers of safety culture change.

Conclusion

The beneficial aspects of "Conversation" and its positive impact on workers behaviours are obvious. Continued and repeated conversations on positive stories would keep the spirit of safe behavior alive in the minds of workers. This practice would help even those organisations who have good safety culture to sustain. There could be issue of sparing time during duty hours. But people can find opportunities to cut-out necessary time from their schedule, provided organizations are committed to improve **work safety by workers participation**. There exists no other effective method to enhance safety compliance to the level of safety participative culture. In that context, organisations should foster the practice of "safety by conversation" as people's movement. In order to succeed and sustain the movement, organisations should have managers and supervisors with safety – specific -transformational leadership qualities. Safety leaders inspire workers and intellectually influence them develop positive safety perceptions and attitudes. ■

Business Ethics & Corporate Governance



Dr. Rajen Mehrotra*

Businesses have been operating for years, though the ownership pattern of business has changed with passage of time, because of the Joint Stock Companies legislation in each country. Individuals presently question, were businesses conducted less ethically in the past compared to today; and why there is so much debate and discussion on Business Ethics and Corporate Governance. Reality is that “Joint Stock Company” on account of its joint but transferable ownership structure, results in its perpetual existence as an entity (unless consciously wound up), and in most cases its stock also traded through the stock exchange where it is listed. Hence there is an increasing demand for reporting and ensuring transparency in the functioning of the Joint Stock companies by various stake holders, and hence legislations governing their functioning and reporting have been undergoing change.

Businesses registered as joint stock companies under the provisions of “The Companies Act” enjoy the principle of limited

liability which is a major advantage for the businesses. These businesses have a responsibility to ensure generating a competitive return for their shareholders and treating their employees fairly; at the same time the business has to ensure that it complies with all the laws of the land applicable to the business, apart from the provisions of The Companies Act, 2013.

There has been an evolution of business from the 1950’s when the belief was “That the business of business must be only business” to the present day belief “That the business of business must be ethical business, keeping in mind its responsibility to the stakeholders”.

What is Business Ethics?

Business ethics is the study of proper business policies and practices regarding potentially controversial issues such as insider trading, bribery, discrimination and fiduciary responsibilities. There are laws that often guide business ethics in companies, while other times business

ethics provide a basic framework that businesses may follow to gain public acceptance.

Business ethics is also a specialized study of moral right and wrong that concentrates on moral standards as they apply to business institutions, organizations and activities. Broadly, ethics is the moral standards to evaluate the reasonableness and their implications of one’s life. Business ethics are moral principles that guide the way a business behaves. The same principle that determines an individual’s actions also applies to business. Acting in an ethical way involves distinguishing between “right” and “wrong” and then making the “right” choice. While business may have many alternate ways to achieve its main objects, there is no alternative to complying with laws, code & policies; to act honourably; to treat each other with respect; and most importantly to “do the right thing”. Broadly, ethics is the moral standards of a society to evaluate the reasonableness and their implications on one’s life.

*Immediate Past President of Industrial Relations Institute of India (IRII), Former Senior Employers’ Specialist for South Asian Region with International Labour Organization (ILO) and Former Corporate Head of HR with ACC Ltd. and Former Corporate Head of Manufacturing and HR with Novartis India Ltd. E-Mail:rajenmehrotra@gmail.com

Companies carry out business through the employees who take decisions; hence the enterprises need to have policies, codes of conduct to be followed by the employees. There is need for documentation, by way inter alia of Corporate Governance / Policies (Ethics and otherwise) by virtue of a company's existence in perpetuity (unless consciously wound up) and for the sake therefore of following consistent best practices learnt from Corporate experience and learning from time to time and also educating the employees. The enterprises needs to have systems, to ensure that these policies and codes are complied with and if deviations occur suitable corrective actions are immediately taken and if need be the concerned individuals are penalised or dismissed.

Fraud

There is a concept of an "Iconic Fraud Triangle" by W. Steve Albrecht, published in Fraud Magazine – July / August 2014 {Reference: <http://www.dkcpas.com/content/client/7fa6b31c-ca001f1ab32e5d2a03a5b153/uploads/iconic-fraud-triangle.pdf>} which explains the Fraud Triangle when a fraud occurs or is analyzed. The triangle states that individuals are motivated to commit fraud when three elements come together: 1) some kind of perceived pressure 2) some perceived opportunity and 3) some way to rationalize the fraud as not being inconsistent with one's values. We do come across persons at various levels, in companies undertaking fraud because of these three elements.

- Pressures or strong incentives to do wrong, such as organizational pressure, peer pressure,

company needs, desire to achieve personal / group targets for performance recognition / financial incentives.

- Opportunity to do wrong, which includes the ability to carry out the wrongdoing, being presented with circumstances that allow it, arises because of a low risk of detection and
- The ability to rationalize one's action by framing it as justified in the given circumstance.

Companies need to ensure that employees are educated and made aware to avoid falling a prey to the fraud triangle by understanding that it is against business ethics, and if an individual is caught then she / he will not only become an ex employee from being an employee, but can also face criminal liability. Individuals need to realize that falling into the trap of the fraud triangle is a short term gain approach that can jeopardise an individual's long term interest / career.

Under section 143 of the Companies Act 2013, if an auditor of a company, in the course of the performance of his duties as auditor, has reason to believe that an offence involving fraud is being or has been committed against the company by officers or employees of the company, he shall immediately report the matter to the Central Government and the Audit Committee / Board of the Company, as per the specified manner on report to, amount involved in fraud and timing of reporting.

Gift

In the operations of a company there are practices of giving /

receiving gifts to individuals on events, occasions and festivals. There are companies that have clear guidelines on giving as well as receiving gifts. At times there are individuals / companies that camouflage bribe as gift by strategically giving them on specific events / occasions / festivals. The dividing line between a gift and a bribe at times can become blurred, and hence an acid test is; when the recipient can publicly own up what she / he has received, then it is a gift otherwise it is a bribe. Nobody publicly owns up a bribe.

Need for Corporate Governance- Business Ethics

To improve Corporate Governance and ensure business ethics in companies in India, we had various committee reports such as Mr. Kumar Mangalam Birla Committee Report on Corporate Governance in 1999, Mr. Naresh Chandra Committee Report on Corporate Governance in 2002, Mr N. R. Narayana Murthy Committee Report on Corporate Governance in 2003 and Dr. J. J. Irani Committee Report on Corporate Governance in 2005. These reports have become the basis for the compliance requirements of Corporate Governance and thus ensuring business ethics under The Companies Act 2013, The Companies (Meetings of Board and its Powers) Rules, 2014, Securities and Exchange Board of India (SEBI) Act, 1992 [As amended by the Securities Laws (Amendment) Act, 2014] and Securities and Exchange Board of India (SEBI) Regulations. These legislations cover various issues and the important ones detail the

vigil mechanism to be followed by each of the enterprises for directors and employees including adequate safeguards against victimization of any person who avails the mechanism and also providing for direct access to the chairperson of the audit committee in appropriate or exceptional cases. The regulations also define need for a policy on materiality of related party transactions and on dealing with related party transactions. The regulations also defines obligations with respect to employees including senior management, key managerial persons, directors and promoters on compliance with the code of conduct, disclosures on potential conflict of interest and dealings in the securities of such listed entity. These statutory provisions are to ensure transparency and facilitate Business Ethics practice in organizations.

The Ministry of Corporate Affairs, Government of India in July 2011 has expanded the scope by coming out with 'National Voluntary Guidelines (NVG) on Social, Environmental and Economic Responsibilities of Business' where in companies had to report on the following nine principles which are

- Businesses should conduct and govern themselves with Ethics, Transparency and Accountability,
- Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle,
- Businesses should promote the wellbeing of all employees,
- Businesses should respect the interests of, and be responsive towards all stakeholders,

especially those who are disadvantaged, vulnerable and marginalized,

- Businesses should respect and promote human rights,
- Business should respect, protect, and make efforts to restore the environment,
- Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner,
- Businesses should support inclusive growth and equitable development,
- Businesses should engage with and provide value to their customers and consumers in a responsible manner.

Security and Exchange Board of India (SEBI) has made it mandatory with effect from 01 January 2016 for the top 500 listed companies in India, that their annual report shall contain a Business Responsibility Report (BRR) in a specified format describing the initiatives taken by the listed entity towards the above mentioned nine principles enumerated by 'National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business'. The BRR is also mandatory for top 500-listed entities based on market capitalisation at Bombay Stock Exchange (BSE) and National Stock Exchange (NSE).

The Ministry of Corporate Affairs (MCA), Government of India on 20th June 2018 has updated the 'National Voluntary Guidelines (NVG) on Social, Environmental and Economic Responsibilities of Business' which have been renamed as the National Guidelines (NGs) and

the same had been presented for public comment before 10th August 2018. We are likely to get new guidelines on Business Responsibility Report (BRR) in a specified format for the top 500 companies. {Reference:<http://www.mca.gov.in/MinistryV2/nvgcomment.html>}.

Public Sector Undertakings (PSUs) by virtue of being part of the Central / State Government apart from the above mentioned legislations and compliances are also subject to (i) Right to Information Act, (ii) Central Vigilance Commission compliances and (iii) Parliamentary Committee reviews.

Some Problems of Companies in Running Business

Companies for operations have to obtain the necessary permissions / approvals and also regularly interact, comply with various laws of the land and file various returns with the revenue and non revenue departments of the local, state and central Government. Practically every Public Sector Unit (PSU) and large Private Sector Unit has a policy of not bribing or paying speed money to anybody including the Government officials. At times to overcome critical hindrances / difficulties / delays that they face in dealing with certain departments of the local, state and central Government authorities, most of these companies have been using consultants / retainers , who at a fees deal with these authorities to get the work done. This is the escape route that most PSUs and Private Sector Units take, though there are units, where the work suffers when approvals are

not granted in time, and some of them also take the litigation route to obtain the approvals which can be time consuming.

The Government has a provision that companies and citizens can complain to the concerned Vigilance Officer / Department wherein they are being harassed / coerced by the concerned officials of the local, state and central Government for bribe. However, very few companies / citizens complain, because of not wanting to get involved with the procedure of dealing through vigilance department or for the fear of being harassed by the officials at a later date. Reality is that the "Iconic Fraud Triangle" given above also applies to officials working in local, state and central Government.

Conclusion

Presently the Government of India has brought in legislation as listed above to try and ensure that the joint stock companies follow Business Ethics and failure to comply, can lead to punitive action. Also the trend is that joint stock companies are being asked to annually report on many items affecting stake holders apart from the traditional annual financial reporting of Balance Sheet and the Profit & Loss Account.

There is an evolution in the business context in the way the State Governments in India are competing to draw enterprises to their respective states. The increasing demand for employment generation are forcing State Governments to adopt speedier approvals mechanisms using IT solutions, single window permissions, easier closure mechanisms (Insolvency and Bankruptcy Code, 2016). This

is also an approach by the State & Central Government to facilitate companies to avoid adopting unethical routes in dealing with the Government officials.

Even prior to the legislations cited above, to encourage companies in India to follow ethical practices, The Council for Fair Business Practices (CFBP) was set up in late 1966 by a group of eminent businessmen. The main objective was to have a self-regulatory body of businessmen so as to protect the interests of the consumers by ensuring that businessmen follow fair business practices, because those days there was no consumer protection Act. All members of the CFBP had to pledge to adhere to the highest standards of ethical business practices, in order to provide complete satisfaction to their consumers.

Similarly the Fair Trade Forum an International organization has set up Fair Trade Forum – India (FTF-I) as a National Network for Fair Trade in India. It works with more than 200,000 producers – artisans and farmers – through more than 100 member organisations. The organization has ten principles mainly dealing with fair trade in their practices.

For promoting Business Ethics each enterprise needs to have its approach, but some common things that need to be in place are listed below

- Adopting best practices from other corporate located in India and around the world.
- Code of Conduct for employees and ensure that it is not only on paper but is strictly followed by all
- Having a robust and empowered vigil mechanism along

with a strong internal audit and ensure checks and balances for all business processes.

- Have a well publicised whistle blower policy and the need to ensure secrecy of the complainant and adequate safeguards against victimization of the complainant.
- In case of repeated frivolous complaints being filed by an employee, mechanism to take suitable action against the concerned employee (Needs to be also part of whistle blower policy).
- Conduct awareness programmes on Codes and policies ensuring that all employees participate and understand the importance the organization are placing on adherence of these. Also explain the consequences of not adhering to the Codes and policies.
- Hire right people with integrity and coach them well to integrate with ethical practices.
- Certain critical functions to be headed by persons with impeccable track record on integrity.
- Build a culture of transparent and open communication channels across the organization network.
- Leaders in the enterprise must lead by example

Reality of business is that the standards of business ethics and corporate governance as written and as practiced will be dependent on the approach of the top team running the enterprise.

Enterprises perceived as ethical do command respect in the labour market and are in a position to attract and retain the best talent. We need to remember there is no right way to do wrong things. ■

अंतरराष्ट्रीय व्यापार, डब्लूटीओ और भविष्य की संभावनाएं



नितिन प्रधान

वरिष्ठ पत्राकार, दैनिक जागरण

वैश्विक कारोबार का माहौल इन दिनों काफी गरम है। अमेरिका और चीन के बीच छिड़ी इस कारोबारी जंग ने पूरी दुनिया में हो रहे कारोबार के नियम बदल दिये हैं। तकरीबन सभी विकसित देश अब संरक्षणवादी रवैये की ओर बढ़ते दिख रहे हैं। अपने घरेलू उद्योगों को संरक्षण देने की इस प्रवृत्ति ने अमेरिका को दूसरे देशों खासतौर पर चीन से होने वाले आयात को नियंत्रित करने का मौका दिया है। अमेरिका ने चीन से आने वाले स्टील और एल्यूमीनियम जैसे कई उत्पादों पर आयात शुल्क बढ़ाया तो जवाब में चीन ने भी लगभग इसी तरह का कदम उठाते हुए अमेरिकी आयात को सीमित कर दिया। दूसरी तरफ कुछ यूरोपीय देश पहले ही कई तरह के नियमों के जरिए अपने देशों में कई वस्तुओं के आयात को सीमित करते आए हैं।

यद्यपि अभी यह कारोबारी जंग पूरी तौर पर अमेरिका और चीन के बीच ही सीमित है। लेकिन अगर इस संरक्षणवादी रवैये का विस्तार होता है तो पूरी दुनिया में होने वाले कारोबार की तस्वीर बदल जाएगी। अंतरराष्ट्रीय कारोबार

केवल वरीयताओं और अपनी प्राथमिकताओं के आधार पर होने लगेगा। वैश्विक कारोबार में सभी देशों को समान रूप से साझीदार बना. ने के प्रयासों को इससे धक्का लगेगा और यह दुनिया के छोटे, गरीब और विकासशील देशों के विकास को प्रभावित करेगा। यदि ऐसा होता है तो निश्चित ही यह अंतरराष्ट्रीय व्यापार को विकसित करने के लिए तय उद्देश्यों के विपरीत होगा।

अंतरराष्ट्रीय व्यापार में सभी देशों को बराबर का मौका मिले और अपने विकास के लिए इसका लाभ उठाने के उद्देश्य से ही अंतरराष्ट्रीय व्यापार वार्ताएं शुरू हुईं। यह वार्ता तमाम मंचों से होकर गुजरती हुई विश्व व्यापार संगठन के गठन तक पहुंची। इस संगठन की स्थापना इसी उद्देश्य से हुई कि वैश्विक कारोबार में सभी देशों को समान अवसर उपलब्ध कराना था। इस वार्ता के हालांकि कई दौर हो चुके हैं और कई मुद्दों पर सहमति भी बनी है। लेकिन बहुत से मुद्दे ऐसे भी हैं जहां अभी विकसित और विकासशील देशों में सहमति नहीं बन पायी है। इसके प्रयास जारी हैं। लेकिन अधिकांश बड़े देशों में जिस तरह

संरक्षणवाद की प्रवृत्ति उभर रही है और उसका विस्तार हो रहा है उसने विश्व व्यापार संगठन की वैश्विक कारोबार को सबके लिए सुगम बनाने की भावना को खतरे में डाल दिया है।

वैश्विक कारोबार में उपजी इस नई स्थिति ने न केवल एक व्यवस्था के भविष्य पर प्रश्नचिह्न लगा दिया है बल्कि कई देशों की विकास प्रक्रिया को भी प्रभावित किया है। वैश्विक कारोबार में सहभागिता की भावना से पूरी दुनिया में एक स्वस्थ कारोबारी प्रतिस्पर्धा का मौहाल बना था जिसका लाभ भारत जैसे कई देशों ने उठाया। वैश्विक कारोबार पर केवल विकसित देशों का वर्चस्व खत्म होने से विकासशील देशों की कंपनियों और व्यापार को वैश्विक होने का मौका मिला। भारत की कई निजी और सार्वजनिक कंपनियों दुनिया में अपने पांव पसारने का मौका मिला। भारत हेवी इलेक्ट्रिकल्स लिमिटेड, स्टील अथॉरिटी ऑफ इंडिया और ओएनजीसी जैसी कंपनियों ने तो कई बहुराष्ट्रीय कंपनियों को प्रतिस्पर्धा में पछाड़ कर वैश्विक कारोबार में अपनी जगह

भी बनायी है। वैश्विक कारोबार के नियम आसान होने से भारत में भी विदेशी कंपनियों के आने का रास्ता खुला जिसने भारतीय कंपनियों को प्रतिस्पर्धी होने का अवसर उपलब्ध कराया। इसका लाभ भारतीय अर्थव्यवस्था को हुआ और देश की आर्थिक विकास दर को तेज बढ़त दिलाने में मदद दी। दुनिया भर में भारत के उत्पादों की मांग बढ़ी और केवल बड़ी ही नहीं छोटी और मझोली कंपनियों को भी वैश्विक कारोबार में भागीदारी का अवसर मिला। लेकिन यह केवल तब तक है जब तक वैश्विक कारोबार में सहभागिता का भाव इसी तरह बना रहे। संरक्षणवाद को यदि बढ़ावा मिला और वैश्विक कारोबार का दायरा सिमटा तो यह भारत जैसे विकासशील देशों की अर्थव्यवस्था की रफ्तार को भी प्रभावित करेगा।

संरक्षणवाद की अवधारणा को वर्तमान स्तर तक आने में भी काफी वक्त लगा है। विश्व व्यापार के नियमों के तहत जो नियम बने थे उनमें बड़े देशों की तरफ से विकासशील देशों को आयात में कुछ छूट देना भी शामिल था। लेकिन धीरे-धीरे इसके बदले विकसित देशों ने विकासशील देशों पर अपना बाजार उनके उत्पादों के लिए खोलने का दबाव बनाना शुरू किया। इन देशों के लिए भारत जैसे विकासशील देशों के बड़े बाजार आकर्षण का केंद्र थे। इसलिए ये देश चाहते थे और अभी भी इनका यही प्रयास है कि भारत जैसे तमाम देश इनके कृषि उत्पादों के लिए अपने बाजार खोल दें। इसी

तरह यूरोपीय देश चाहते हैं कि भारत उनकी शराब और ऑटो कंपनियों को नियंत्रणमुक्त प्रवेश दे। इन मामलों में विकासशील देशों के एकजुट होने की वजह से ही डब्ल्यूटो की पिछली कुछ वार्ताओं को विकसित देश अपने मुकाम तक पहुंचने से रोकते रहे हैं।

उधर चीन ने अपनी कारोबारी विस्तार की नीति से दुनिया के तमाम देशों में पहुंच बनायी है। ऐसा करके चीन ने वैश्विक कारोबार में अपनी खास जगह बनायी है। उत्पादन की बहुलता और अपनी मुद्रा युआन की कीमत पर नियंत्रण ने उसके उत्पादों को वैश्विक कारोबार में काफी प्रतिस्पर्धी बना दिया है। इन परिस्थितियों ने अमेरिका जैसे देशों को व्यापार के बहुपक्षीय समझौतों से द्विपक्षीय समझौतों की तरफ रुख करने को बाध्य किया। पिछले कई वर्षों से अमेरिका भारत समेत तमाम विकासशील देशों को बहुपक्षीय के बजाये द्विपक्षीय समझौतों करने को प्रेरित कर रहा है। इन देशों की यही अवधारणा वैश्विक कारोबार के नियमों को प्रभावित कर सकती है। चीन के कुछ उत्पादों पर कस्टम ड्यूटी लगाने का फैसला इसी संरक्षणवादी प्रवृत्ति के विस्तार का परिचायक है। चीन ने इसके प्रतिवाद में अमेरिकी उत्पादों पर भी ऐसी ही कार्रवाई की है। ये दो देशों के बीच आपसी कारोबार का मामला हो सकता है। लेकिन भय इस बात का है कि यह रवैया वैश्विक स्वरूप न धारण कर ले।

साल 1991 देश के सार्वजनिक उपक्रमों

के लिए भी नई दिशा लेकर सामने आया। केंद्र सरकार ने इन कंपनियों में से अपनी हिस्सेदारी कम कर इसे ज्यादा कुशल पेशेवर प्रबंधन के तौर पर बनाने का निर्णय लिया। कुछ कंपनियों को रणनीति के तहत पूरी तरह सरकारी क्षेत्र से मुक्त कर निजी क्षेत्र के नियंत्रण में दे दिया गया। इस पूरी प्रक्रिया में सार्वजनिक क्षेत्र का एक नया चेहरा सामने आया। प्रतिस्पर्धा के इस नए दौर को सरकारी प्रबंधन वाली कंपनियों ने चुनौती के तौर पर लिया। परिणाम यह हुआ कि घरेलू और अंतरराष्ट्रीय निजी क्षेत्र की प्रतिस्पर्धा की अग्नि में तपकर कई सरकारी कंपनियां कुंदन की भांति निकली। उदारीकरण की इस परीक्षा का ही परिणाम है कि आज की तारीख में ये कंपनियां घरेलू और अंतरराष्ट्रीय निजी कंपनियों से बराबरी की प्रतिस्पर्धा कर रही हैं। देश में इस वक्त करीब ढाई सौ सरकारी कंपनियां काम कर रही हैं।

हालांकि अमेरिका और चीन बीच छिड़े इस व्यापार युद्ध से भारत के अंतरराष्ट्रीय व्यापार पर प्रतिकूल प्रभाव पड़ने की आशंकाएं कम ही हैं। लेकिन यह संभावना केवल तब तक है जब अमेरिका या यूरोपीय समेत अन्य विकसित देश इसका दायरा नहीं बढ़ाते हैं। जहां तक बात वैश्विक कारोबार के विकास की है विकसित देशों का रुख देखकर अधिकांश देश अब बहुपक्षीय व्यापार समझौतों के स्थान पर द्विपक्षीय समझौतों पर जोर देने लगे हैं। ऐसे समझौतों में हालांकि क्षेत्रीय व्यापार समझौतों की जरूरत अभी भी महसूस की जा रही है। ■

8th National Workshop on Occupational Safety and Health “Strengthening Safer & Healthier Workplace”

SCOPE organized 8th National Workshop on Occupational Safety and Health “Strengthening Safer & Healthier Workplace”, on 12th & 13th Dec, 2018, at Lucknow. The workshop was organized with the support of Ministry of Labour & Employment (DGFASLI) and International Labour Organization.

Dr. U.D. Choubey, Director General, SCOPE in his address highlighted the importance of Occupational Safety and Health(OS&H) in Public Sector Enterprises(PSEs). He appreciated the Role of Ministry of Labour & Employment(DGFASLI) & ILO for formation of OS&H Network and carrying forward its activities. He highlighted the Performance of the CPSEs. He also mentioned about the National & International level OS&H Scenario. Dr. Choubey suggested that the Board level review should take place periodically on all the initiatives taken by the company.

Dr. T. Kawakami, Senior Specialist, OSH, ILO in his address appreciated the Role played by SCOPE for enhancing Awareness on OS&H Knowledge & Skills. He highlighted SCOPE's contribution to the development of the first National OSH Profile, which is now at the final stage for publication. He also sought SCOPE's continuing support to develop strategic National OSH Program as the next step.

Dr. Muzaffar Ahmad, Former Member NDMA in his Address

complimented SCOPE for conducting these knowledge sharing programs on a periodic basis, with the objective to promote excellence in the field of Occupational Safety, Health & Environment and Hazardous chemicals handling and storage.

He mentioned that Occupational health and safety encompasses the social, mental and physical well-being of the workers. Successful occupational Health & Safety practice requires the collaboration and participation of both employers and workers in health & safety programmes, and involves the consideration of issues relating to occupational medicine, industrial hygiene, toxicology, engineering safety, ergonomics, and psychology for efficient disaster management.

Mr. Sumit Roy, Director, DGFASLI in his address discussed about the key Role of Min. of Labour & Employment and DGFASLI for OS&H Implementation. He emphasized on the need of Education, training, consultation and exchange of information and good practices are essential for promotion of such measures.

He complimented SCOPE for organizing such Programs which will help in improving working environment in the CPSEs.

Dr. M Ahmad Senior Consultant, OSH & Program Director discussed about the Program Perspective and highlighted various unique features of the Program, particularly the Newly Introduced ISO 45001, Standard on OS&H.



Mr. Sumit Roy, Director, DGFASLI addressing the OSH workshop in presence of dignitaries.

Technical Sessions

Mr. Sumit Roy, Director, DGFASLI: He made Presentation on “Legislative frame work in India and highlighted incorporation of newer clauses on OS&H. He also discussed about the Govt.'s efforts to simplify the total Rules & Regulations related to Health, Safety & Environment.

Dr. Chandra Tripathy, CGM(MS), GAIL: She made Presentation on the Topic “ Health Index in GAIL”. She highlighted the benefits measured in terms of health scores. She also responded to the queries of delegates.

Dr. T. Kawakami, Senior Specialist OSH, ILO: He shared importance of Participatory approach in implementation of OS&H for improving Safety & Health at Workplaces. He cited National & International Experiences

Dr. T. Pachal, BSL, SAIL: He mentioned that Ergonomics is the key to increasing efficiency of the employees.

Mr. Amit Kumar, DGM(E), ONGC: He made Presentation



(on left) Dr. Muzaffar Ahmed, former Member, NDMA and (on right) Dr. T. Kawakami, Sr. Specialist OSH, ILO addressing the workshop.



on "Oil Mines Regulations 2017 – A Paradigm Shift in Regulatory Framework in India". He elaborated various provisions of the Regulations.

Mr. Harish Mittal, HSE Dept, NTPC: He made presentation on Behaviour Based Safety at Workplace. The highlighted the NTPC role of Behavior Based Safety Concept Implementation to change attitude towards improving safety at Workplace.

Dr. Naveen Kuthari, HPCL: He made Presentation on the "Periodic Health Examination-Effective tool for Employees Happiness". He highlighted various measures taken by HPCL and the Happiness factor has enhanced at work sites.

Dr. Sarangadharan, CMO, CPCL, IndianOil: The effect of Non communicable diseases(NCD) or Lifestyle diseases on occupational health care system. He highlighted that the Metabolic risk factors contribute to four key metabolic changes that increase the risk of NCDs:

- Raised blood pressure
- Overweight/obesity
- Hyperglycemia (high blood glucose levels)
- Hyperlipidemia (high levels of fat in the blood).

Mr. A. K. Gulati, Sr. Consultant HSE: In his presentation he highlighted various improvement in new ISO 45001 compared to existing OHSAS- 18001.

He emphasized the need for adaptation to ISO 45001- 2018, by March 2021. He mentioned that existing OHSAS – 18001 will cease to exist after March 2021.

Dr. Shyam Pingle, Board Member, ICOH: He Emphasized the need for enforcing industrial hygiene activities and need to see occupational case as an investment on the employees.

Mr. K. H. Ramachandran, GM(HSE), BHEL: He talked of various initiatives taken by BHEL for effective management & Safe Handling of Solid & Industrial waste for Sustainable Development.

Ms. Shukla Mistry, CGM, Digboi Refinery, IOCL: She made presentation on "Safety of Woman in Construction". She broadly covered: Perception in Construction Industry, Various Acts/Laws favouring women workers, Statistics on women workers in construction in India & abroad, Statistics on Women CEOs in construction in India & abroad.

Mr. D.B. Kamble, GM(HSSE)<

BPCL: In his presentation he highlighted the Best practices in construction Safety and measures in practice for entry into Confined space & Working at height. He also emphasized the achievements in BPCL thru involvement of all stakeholders.

Dr. D. Parmar, Chief Scientist, IITRC, Lucknow: Effective intervention for sustained OH Program in the exposure assessment at workplace and its risk to workers. Several Clinical, Biochemical, Physiological, Biological & molecular markers are derived for the assessment at workplace specific to their work environment.

Dr. P. K. Dalal, Prof. & Head of Psychiatry Dept., KGM Univ., Lucknow: He made presentation on Prevention, Early Identification and Management of Mental Problems in Industrial Workers.

Dr. M. Ahmad: During the Program he made Presentation on 1. "Stress –The unavoidable Guest" and discussed about the remedial/ mitigation measures, 2. He also made Presentation & discussed in short about OS&H Performance indicators for improving the services.

Dr. Om Narayan Awasthi, RMLH, Lucknow & Mr. A.U.Ghatak, conducted Session on Asana, Pranayama & Relaxation practices for Well Being & Stress Management thru YOGA.

Mr. U. K. Dikshit, Advisor (Programs), SCOPE, chaired the Concluding Session and appreciated various Speakers of the Workshop. Mr. A.U.Ghatak, Sr. Consultant HSE & Program Coordinator, proposed the vote of thanks.

Maintaining Transparency & Privacy in CPSEs

SCOPE conducts 12th Symposium on RTI Act 2005 & 2012



Mr. Rajkeshwar Singh, Information Commissioner, UP State Information Commission, Lucknow delivering the Inaugural Address. While on the dais are (L to R): Mr. O.P. Khorwal, Convener, RTI Steering Committee, SCOPE & Program Director, Prof. M M Ansari, Former Information Commissioner, CIC, and Mr. U. K. Dikshit, Advisor (Programs), SCOPE.

Public Sector Enterprises (PSEs) being the strategic partner in the socio-economic development of the nation has information of national importance. Therefore, holding certain information pertaining to pricing, patents, R&D etc. should be the prerogative of PSEs, disclosure of which could put them at disadvantage. Although the Act requires to share information, it is important to strike a balance between transparency and confidentiality in order to avoid its misuse. In order to deal with such complexities and issues of concern and also to share experiences & good practices of CPSEs, latest DoPT circulars & Government Guidelines, CIC and Courts decisions, SCOPE organized a two day 12th symposium on RTI Act 2005 & 2012 on 11th & 12th December, 2018 at Lucknow for the benefit of Northern Region PSEs. Mr. Rajkeshwar Singh, Information Commissioner, UP State Information Commission, Lucknow was the Chief Guest and Prof. M M Ansari, Former Information Commissioner, CIC, was the Guest of Honour. Mr. O.P. Khorwal, Convener, RTI Steering Committee, SCOPE was the Program Director. Mr. U. K. Dikshit, Advisor (Programs) delivered concluding remarks and proposed the Vote of Thanks.

Mr. Rajkeshwar Singh, Information Commissioner, UP State Information Commission during his Inaugural session mentioned that RTI act is not difficult to understand. He stressed that all CPSEs / public authorities must pro actively and Suo-moto disclose most of the information. He said that if section 8, 9 & 11 is properly understood and applied most of the problems in providing information shall be solved. He shared his experiences also while disposing of the second appeal. He also shared some cases and reasoning for imposing of the penalties.

Prof. M. M. Ansari, Former Information Commissioner, CIC, Guest of Honour in his Key Note address mentioned that RTI Act gives a power to citizen of India for ensuring free access of information from public authorities enabling them to judge whether the decision taken are right or wrong or whether there is a proper use of the government fund by the respective public authorities. He also mentioned that it has been observed during the transparency audit that most of the "Public Authorities" including PSEs are only partly complying with the provision, putting minimum information on website. Public Authorities are yet to fully comply with all the clauses of the section 4, he added.

He suggested that SCOPE can play a pivotal role in starting the third party audit of CPSEs. He stressed that the purpose of the RTI Act will be successful if those responsible for sharing information adhere to the motto of the Act that is maximum disclosures and minimum exemptions.

Mr. O.P. Khorwal, Program



Prof. M. M. Ansari, former Information Commissioner, CIC addressing the Symposium.

Director, shared the outlines of the two days program and briefed about the new developments in the area of the RTI Act such as amendments, important provisions of DoPT letter dated 15-04-2013, and government guidelines such as 500 words limitation, third party audit of section 4, inclusion of PPP under RTI ambit etc. He also shared various initiatives taken by SCOPE such as organizing awareness programs on RTI, development of the RTI manual and providing expertise guidance to the members CPSEs in the areas of RTI Act 2005.

There were 8 technical sessions covering the following topics:

- Government Perspective on RTI Act. 2005 & 2012 and latest guidelines on RTI by DoPT & CIC.
- Recent Developments & Challenges in Implementation of RTI Act
- Latest Guidelines on Proactive Disclosure & compliance of section 4
- Transparency Audit by CIC
- Transparency visa viz privacy or personal information
- Challenges in the understanding

of the Commercial Confidence information

- In larger public interest.
- Good Practices, Success Stories & Experiences of CPSE's on RTI implementation
- Sharing of major CIC / Judicial decisions on RTI and their implications.
- Interactive sessions with Present & Former Information Commissioners, CIC
- Challenges to CPSEs due to contradictory Decisions by the adjudication

Among the eminent faculty and speakers were: Mr. Rajkeshwar Singh, Information Commissioner, UP State Information Commission, Prof. M.M. Ansari, Former Information Commissioner CIC, Mr. U. K. Dikshit, Advisor (Programs), SCOPE, Prof. Sudhir Naib, Dean, Apeejay School of Management, Mr. O. P. Khorwal, Convener RTI Steering Committee, SCOPE, Mr. S. K. Wadhvani, GM & CPIO, ONGC, Mr. Dhananjay Rai, Chief Manager, IOCL and Ms. Usha Popat, Chief Manager-RTI, BPCL.

A large number executives from PSEs participated in the conclave and gave excellent feed back about the deliberations. During the interactive session there were about 15 clarifications from various participants which were suitably clarified by Prof. Ansari, Mr. Wadhvani, Ms. Popat and Mr. Khorwal.

During the concluding session, Mr. O.P. Khorwal summed up the deliberations of the two days program. Mr. S. K. Wadhvani, GM & CPIO, ONGC, proposed the Vote of Thanks and appreciated the initiatives taken by SCOPE in organizing the program. ■

DG SCOPE Interacts with International Delegates on Gender Issues in the World of Work

Delegates of the International Training Program on Gender Issues in the World of Work comprising from countries such as Nigeria, Syria, Uzbekistan, Cambodia, Vietnam, Sri Lanka, Mauritius, Kenya, Zimbabwe, Indonesia, Ethiopia, Sudan, and Ghana visited SCOPE recently and interacted with Dr. U.D. Choubey, Director General, SCOPE at SCOPE Convention Centre, New Delhi. The visit was organized by V V Giri National Labour Institute. Dr. U. D. Choubey, DG, SCOPE presided over the meeting. Dr. Shashi Bala, Fellow & Coordinator, Centre for Gender & Labour Studies, V V Giri National Labour Institute led the group of international participants. Mrs. Nisha Sharma, Senior Manager (CC), SCOPE and Editor, Kaleidoscope magazine welcomed the participants.



Dr. U. D. Choubey, DG, SCOPE addressing the International Participants on Gender Issues in the World of Work. Also seen is: Dr. Shashi Bala, Fellow & Coordinator, Centre for Gender & Labour Studies, V V Giri National Labour Institute.

Dr. U. D. Choubey, Director General, SCOPE in his address highlighted the diverse demography as well as the economic condition of India. He explained the socio-economic importance of public sector enterprises (PSEs) in India and their significant role and contribution in the development of the nation.

Talking about the Gender Issues in PSEs, Dr. Choubey said women represent 10 percent of the total workforce of public enterprises in the country. DG, SCOPE said that women have to come in mainstream and it is important to have women at senior management positions.

Dr. Choubey while highlighting various policy initiatives of the Government of India informed that India's Companies Act has a

provision of at least one woman at the board level which has resulted in increase in women representation. He also spoke about various initiatives taken by SCOPE like the Women in Public Sector (WIPS) working under the aegis of SCOPE, programs like Board Interview for Women Employees in PSEs, Study with ILO regarding Women Employees in PSEs etc.

Dr. Shashi Bala, Fellow & Coordinator, Centre for Gender & Labour Studies, V V Giri National Labour Institute gave a brief about the program. The participants shared their learning and experience on gender issues in their respective countries. Ms. Samridhi Jain, Research Analyst, SCOPE proposed the Vote of Thanks. ■



Mr. Ved Prakash, CMD, MMTC & Chairman, SCOPE and Dr. U. D. Choubey, DG, SCOPE met Mr. K. D. Tripathi, Chairman, Public Enterprises Selection Board (PESB) to discuss policy issues pertaining to PSEs



Conference Facilities at SCOPE Convention Centre

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, which are available on nominal tariff are given below.

Auditorium



The Auditorium having capacity of 310 persons (300 Chairs + 10 Nos. Chairs at stage) capacity equipped with mikes on dias and podium on stage.

Mirza Ghalib Chamber



The chamber having capacity of 108 persons (102 Nos. Chairs + 6 Nos. Chairs on Dias) equipped with mikes on table, dias and podium.

Tagore Chamber



The chamber having capacity of 92 persons (86 Nos. Chairs + 6 Nos. Chairs on Dias) equipped with mikes on dias, tables & podium.

Bhabha Chamber



The chamber having capacity of 44 persons (24 Nos. Chairs on round table and 20 Nos. Chairs on sides) equipped with mikes on dias, tables & podium.

Fazal Chamber



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

Business Centre



The Business Centre having capacity of 7 persons equipped with multi point Video Conferencing System (1+3), at three locations at a time for National & International both.

Banquet Hall



The banquet hall having capacity of 500 Persons for the purpose of lunch & dinner. Sitting arrangement could be done for 90 persons.

Annexe I



The Annexe-I having capacity of 25 Persons.

Annexe II



The Annexe-II having capacity of 25 Persons.

Tansen Chamber at UB



The Tansen Chamber having capacity of 50 persons having stage and podium.

Amir Khusro Chamber at UB



The Amir Khusro Chamber having capacity of 50 persons having facility of stage and podium.

For Booking & Tariff details please contact

Mr. M. L. Maurya, GM (Tech.)
Mobile: 9313375238

Mr. Nitin Kulshrasta, Asst. Manager, Engineering (Elect.)
Mobile: 9313989067 • Email: scope.convention@gmail.com

STANDING CONFERENCE OF PUBLIC ENTERPRISES

1st Floor, Core No. 8, SCOPE Complex, Lodhi Road, New Delhi - 110003 Phone: 011-24311747, 011-24360101 • Fax: 011-24361371

New and Improved Conference Facilities at SCOPE Minar Convention Centre

SCOPE Minar, an architecturally conceived in the form of two high rise curvilinear tower 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 known buildings of East Delhi. It has a very size Reception Foyer giving ambience look inside the building. There is a green environment all around the SCOPE Minar with large size planters all around. The building is also having state of art Convention Centre, comprising four halls i.e.

Convention Hall



A large sized Convention hall having sitting capacity of 300 delegates. Various seminars, training programmes, presentations, get together etc. are conducted in Convention Hall. It provides ambient and peaceful environment for the programmes.

VIP Lounge



VIP Lounge having sitting capacity of 40 delegates. The executives and higher level officers, Directors, CMDs can use it as waiting lounge also.

Board Room



Board room having “U” shaped table, with a sitting capacity of 55 delegates with modern facilities - projector, screen, table mic etc.

SCOPE Academy of Public Sector Enterprises



SCOPE Academy of Public Sector Enterprises (APSE) conducts induction level programmes for PSEs executives. It has three training halls, one with capacity of 40 persons and two halls with capacity of 30 persons each for training purpose.

Meeting Hall



Meeting hall having “U” shaped table, with a sitting capacity of 60 delegates. Most widely used for small size meetings and training programmes, group discussion, power point presentations etc.

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

For Booking & Tariff details please contact

Mr. M. L. Maurya, GM (Tech.) (M) 9313375238 **and Mr. Shubh Ratna**, Dy. GM(Engg.), SCOPE Minar (M) 9873398242, (O) 011-22458176, 22458178 • Email: scopeminar.convention@gmail.com • shubhratna@yahoo.co.in

SCOPE Forum of Conciliation and Arbitration (SFCA)



SCOPE had set up an Arbitration Cell known as SCOPE Forum of Conciliation and Arbitration (SFCA) mainly to settle disputes between PSUs and its associates. This was inaugurated on 9th January, 2004 by Shri Santosh Gangwar, the then Hon'ble Minister of State for Heavy Industries, Public Enterprises and Parliamentary Affairs, which was attended by the then Secretary, Ministry of Heavy Industries and Public Enterprises, Joint Secretary, DPE, CMDs and other senior officers of Govt. of India and PSUs.

SFCA has framed its own rules prescribing consolidated fee structure and expenses with the assurance that arbitration proceedings shall be completed in the shortest possible time and shall be more economical in comparison to other institutions. A panel of expert Conciliators and Arbitrators has also been drawn which consists of retired Judges

of Supreme Court, High Court, retired Secretaries, Joint Secretaries of Govt. of India, Chief Executives, Directors and senior officials of Govt. of India and PSEs, besides Advocates and C.As and other professionals.

The Forum has its own infrastructure with a spacious Arbitration Hall having sitting capacity of 15 persons with all the modern facilities such as projector for live projection of record of proceedings on a large screen with free service of mineral water, tea/coffee and biscuits. High tea and lunch can also be arranged by the Forum on request in advance at the cost of the parties by authorised caterer of SCOPE.

PSUs are requested to advise the concerned officials to avail facilities of the Forum and refer cases to SCOPE Forum of Conciliation and Arbitration (SFCA).

For further details please contact

Mr. M.L. Maurya, General
Manager (Technical)
Mobile No.9313375238.

Ms. Radhika
Executive - Legal (SFCA)
(M) 8920574097, 24360559
e-Mail: scopesfca@gmail.com

For booking and tariff details please contact

Mr. S. K. Sharma
(M) 9891781484, 24365739
e-Mail: sfcascopes@gmail.com

STANDING CONFERENCE OF PUBLIC ENTERPRISES

1st Floor, Core No. 8, SCOPE Complex, Lodhi Road, New Delhi - 110003 Phone: 011-24311747, 011-24360101 • Fax: 011-24361371

PSEs' Financial Results for Q2 FY 2018-19

BEL registers 35 % growth in 2nd Quarter of FY 2018-19

Bharat Electronics Limited (BEL) has during the second quarter of FY 2018-19, achieved a robust growth in turnover and consequently recorded a healthy growth in profit as compared to the 1st Quarter of current year and corresponding quarter of the previous year.

The Company achieved a Turnover of Rs. 3282.40 Cr. during the 2nd quarter of FY 2018-19, registering a growth of about 35 percent, over the turnover of Rs. 2431.73 Cr. recorded in the corresponding period of the previous year.

Profit after tax (PAT) during the 2nd quarter of FY 2018-19 stood at Rs. 571.31 Cr, registering a growth of about 39 percent over the Profit after tax (PAT) of Rs. 412.39 Cr. recorded in the corresponding period of the previous year.

Performance for Six months' period

The Company has achieved a turnover of Rs. 5360.24 Cr., up to First Half of the FY 2018-19, registering a growth of about 27 percent over the turnover of Rs. 4204.56 Cr. recorded in the corresponding period of the previous year.

Profit after tax (PAT) for the First half of FY 2018-19 stood at Rs. 751.04 Cr., registering a growth of about 40 percent over the Profit After Tax (PAT) of Rs. 537.71 Cr. recorded in the corresponding period of the previous year.

The company received new orders worth Rs. 14338 Cr. during the first half of the current year and the order book position of the company as on 1st October, 2018 stood at Rs. 48995 Cr.

GAIL's Profit after Tax Rs. 1,963 Cr. for Q2 of FY 2018-19: Up by 50 % on year-on-year basis

**PBT Rs. 2,897 Cr.- Up by 50 %; Gross Margin
Rs. 3,293 Cr.- Up by 39 %**

GAIL (India) Ltd. registered a 50 percent increase in Profit after Tax (PAT) in the second quarter of Financial Year 2018-19, as against the corresponding quarter in last fiscal mainly due to better performance by Natural Gas Marketing, Liquid Hydrocarbon (LHC) and Petrochemicals Segments. The Company's PAT for the quarter ending 30th September, 2018 rose to Rs. 1,963 cr. from Rs. 1,310 cr. in the corresponding quarter of the last fiscal. GAIL's Profit before Tax (PBT) for the second quarter increased by 50 percent to Rs. 2,897 cr. against Rs. 1,927 cr. in the corresponding quarter of the last fiscal.

The increase in net profit in Q2 FY 2018-19, on year on year basis, was supported by increase in Natural Gas Marketing volumes by 14 percent, LPG Transmission by 11 percent, Petrochemicals Sales by 4 percent & Liquid Hydrocarbon Sales by 1 percent.

The current quarter includes effect of upward tariff revision of Rs 194 Cr. approved by PNGRB w.e.f. 01.04.2018 for Dahej – Uran - Dabhol - Panvel Pipeline, Dukli Maharajganj, Agartala Regional Network and Gujarat Regional Network and a one-time take or pay settlement of Rs. 133 cr. with one of the Natural Gas Customer. A one-time charge has been made in the current quarter for Rs. 208 Cr. towards increase in gratuity ceiling from Rs 10 lacs to Rs. 20 lacs per employee.

GAIL's PAT in the second quarter of FY 2018-19 rose by 56 percent vis-à-vis the first quarter of current financial year, from Rs. 1,259 Cr. to Rs. 1,963 Cr. largely on account of better realizations in Natural



भारतीय विमानपत्तन प्राधिकरण
AIRPORTS AUTHORITY OF INDIA

(मिनिरत्न श्रेणी-1 सार्वजनिक क्षेत्र का उपक्रम)
(A Miniratna Category -1 Public Sector Enterprise)

अत्याधुनिक तकनीक एवं
अंतरराष्ट्रीय मापदंड के साथ
भा.वि.प्रा. का सुरक्षित हाथ

With state-of-the-art technology,
International benchmarks
You are in safe hands of AAI

130 स्थान जहाँ भ्रमं
भा.वि.प्रा. के
संग उड़ान
Destinations
to FLY with AAI



AAI अपने वर्ग में
विश्व का सर्वश्रेष्ठ
सेवा प्रदाता
amongst World's
Best Service Provider
in its respective category



23 अंतरराष्ट्रीय हवाई अड्डे (3 सिविल एन्क्लेव तथा 3 संयुक्त उद्यम हवाई अड्डे) International Airports (3 Civil Enclaves & 3 Joint Venture Airports)	+	08 कस्टम हवाई अड्डे (4 सिविल एन्क्लेव) Custom Airports (4 Civil Enclaves)	+	79 अन्तर्देशीय हवाई अड्डे Domestic Airports	+	20 अन्य सिविल एन्क्लेव Other Civil Enclaves	=	130 हवाई अड्डे Airports
---	---	--	---	--	---	--	---	--------------------------------------

निगमित मुख्यालय : राजीव गांधी भवन, सफदरजंग हवाईअड्डा, नई दिल्ली-110 003
Corporate Headquarters: Rajiv Gandhi Bhawan, Safdarjung Airport, New Delhi - 110 003 .
Tele No. +91 11 24632950 Fax: +91 11 24632990
Website: <http://www.aai.aero> & <http://www.airportsindia.org.in> @AAI_Official



Gas Marketing, Natural Gas Transmission and LHC segment. The better performance of Natural Gas Transmission segment is supported by upward revision of transmission tariff by PNGRB of some of the pipeline network.

Mr. B. C. Tripathi, CMD, GAIL said that in the second quarter, the Gas Marketing and LHC Segments performed better than the last quarter due to better margin in the segments. The Petrochemical segment has shown marked improvement in terms of physical volume growth though margin was under pressure due to increase in input cost primarily due to increase in crude price and adverse exchange rate.

He added that GAIL Gas Ltd, 100 percent subsidiary of GAIL and its JV's have participated in 9th round of CGD bidding and won in 14 Geographical Areas (GAs).

During the quarter, Company received favourable judgement from Hon'ble Gujarat High Court in respect of long pending Central Sales Tax Demand of Rs. 4,962 cr. on Natural Gas stock-transferred from Gujarat to other States.

On half yearly basis, GAIL's PAT is Rs. 3,222 cr., signifying an increase by 38 percent against H1 2017-18.

HCL Profit Increase by 74 % in First Half of FY 2018-19

The Board of Hindustan Copper Limited, in its meeting held recently at New Delhi, approved the financial results of six months of the fiscal year 2018-19 during which the Company has shown robust performance. Despite volatile market conditions compared to previous quarter of current fiscal, LME Copper prices down by 11 percent, HCL has been able to maintain its growth momentum.

The Profit Before Tax of the Company during the first half of FY 18-19 increased to Rs 104.37 cr. from Rs 60.03 cr. in the corresponding period of the previous year, thus registering a growth of 74 percent. The Net Revenue from operations during the same period of the current fiscal was Rs 887.26 cr. as compared to Rs 858.26 cr. in 2017-18 of the same period. The EBDITA margin during the first half of FY 2018-19 was 28 percent compared to 16 percent during corresponding period of the previous fiscal.

On the production front, the growth momentum has been maintained. During the period April to September 2018, Copper ore production was 19.49 lakh tonne as against 16.10 lakh tonne in the corresponding period of the last year, thus registering a growth of 19 percent.

In the financial results for the 2nd Quarter taken on record by the Board, HCL has achieved a net profit of Rs. 53.40 cr., as against Rs. 43.80 cr. in the corresponding quarter of previous fiscal.

ITDC posts significant 19.05 Cr profit in half yearly (2018-19) results

India Tourism Development Corporation (ITDC) posted a significant performance in half yearly results of the current financial year 2018-19. The company registered a total turnover of Rs. 169.72 Cr. in the first half of FY 2018-19. Profit Before Tax (PBT) of Rs. 19.05 Cr. was achieved during this period as compared to Rs. 13.96 Cr. in the corresponding period last year i.e. 2017-18, clocking an increase of 36.46 percent. It also registered Profit After Tax (PAT) of Rs. 15.52 Cr. as compared to Rs. 10.40 Cr. during the same period in the previous year.

These details were announced in the Board of Directors' meeting of the company recently at the Group's flagship hotel, The Ashok, New Delhi. The momentum generated in last financial year also continued in first half of the financial year 2018-19. Ashok Travels & Tours (ATT) and Ashok Events Division (AED) were among the major revenue contributors for the mentioned period.

KIOCL's Half Yearly Financial Results – 2018-19

KIOCL has shown a spectacular first half yearly financial results. After the Board Meeting, the Company has reported a PBT of Rs. 59.12 Cr. & PAT of Rs. 45.89 Cr. against Rs. 10.44 Cr. & Rs. 8.35 Cr. respectively of the previous financial year for the corresponding period. The results of Q2 are highest in the last 5 years which helped to improve the overall performance.

CMD, KIOCL, Mr. MV Subba Rao stated that appreciation of Dollar, increase in steel production in the domestic market, increase in exports helped to



When logistics travels smoothly, trade grows smoothly. When trade grows smoothly, India grows smoothly. When India grows smoothly, your global business grows smoothly. Concor understand this interdependence of logistics and business only too well. As one of India's premier Multi-modal Logistics Park Operators, we pay close attention to efficiency in every aspect of our operation - from transport through to value adding processes. All so that every delivery, from your door to your customers', whether import or export, is smooth and efficient every step to the way

Excellence
is when everything works
like clockwork.



A premier multi-modal logistics provider, CONCOR operates from 8 Regions across India with a nationwide network of 79 terminals to provide efficient and reliable multi-modal logistics support for the country's Export-Import and domestic trade and commerce. For more details on who we are and what we offer, visit www.concorindia.com



कॉनकॉर
CONCOR

(A Navratna Undertaking of Govt. of India)

Think Container. Think CONCOR.

CONTAINER CORPORATION OF INDIA LTD., CONCOR Bhawan, C-3, Mathura Road, Opposite Apollo Hospital, New Delhi-110042



improve the performance. The Company is continuing to procure iron ore from different sources. Entering into European market in addition to Asian Countries for sale of pellets helped in getting highest realization. The Company has totally utilized sea-route for its inward and outward movements.

The Company has initiated negotiations with major global Steel manufacturers for entering into long term and spot market for sale of pellets for the next financial year. KIOCL is expanding its business by setting up of Pellet Plants throughout India wherever market and raw material security exists. The Company is expected to complete all approved Projects i.e. Development of Mine, Modernization of Pellet Plant & Blast Furnace Unit which may get completed within a time span of 2-2 ½ years if all the statutory clearances are received in-time.

MRPL Results

H1 FY'19: Net Profit RS. 281 Cr. and GRM of 6.29 \$/bbl against 6.30 \$/bbl on HoH

Highlights for the Half year (H1 FY19):

- Gross Revenue from Operations Rs. 34,316 Cr., up 28 % HoH
- Profit Before Tax Rs. 470 Cr., down 54 % HoH
- Exports Rs. 12,202 Cr., up 100% HoH

Highlights for the Second quarter (Q2 FY19):

- Gross Revenue from Operations Rs. 17,733 Cr., up 43 % QoQ
- Loss Before Tax Rs. 92 Cr., against Profit before tax of Rs. 690 Cr. QoQ
- Exports Rs. 7,876 Cr., up 143 % QoQ

The Board of Directors of Mangalore Refinery and Petrochemicals Limited (MRPL) during its 221st Meeting held recently, approved its Un-audited (Limited Review) financial results for the Second quarter (Q2 FY19) and Half year (H1 FY19) of FY 2018-19 as detailed below:

Physical and Financial Performance:

Particulars	UOM	Q2 FY19	Q2 FY18	H1 FY19	H1 FY18
Throughput	MMT	3.91	3.53	7.76	7.51
Gross Turnover	Rs. in Cr.	17,723	12,414	34,296	26,905

Exports	Rs in Cr.	7,876	3,237	12,202	6,111
EBIDTA	Rs in Cr.	208	965	1,050	1,572
PBT	Rs in Cr.	(92)	690	470	1,022
PAT	Rs in Cr.	(81)	478	281	712
GRM	Rs in Cr.	886	1,341	2,452	2,235
	\$/bbl	4.41	8.05	6.29	6.30

Marketing Initiatives

The Company has increased its strong market presence by way of direct marketing of its products Petcoke, Sulphur and Polypropylene. The company is increasing the product grades of Polypropylene to enhance Polypropylene market share and thereby fetch higher margins.

Awards And Recognitions

The Company has bagged the prestigious "FieldComm Group 2018 Plant of the Year" Global award conferred by FieldComm Group. The Company is the first Indian company to receive this International award.

Q2 FY18-19: NALCO Registers Strong Performance

• H1 Net Profit jumps three-fold

• H1 Operating Profit goes up by four-fold

National Aluminium Company Limited (NALCO) has once again repeated its strong performance by posting a turnover of Rs. 5952 Cr. in the first half of FY 2018-19, i.e. 42 percent growth over H1 of FY 2017-18. The net profit of the company has gone up from Rs. 364 Cr. in H1 of the previous fiscal (2017-18) to Rs. 1197 Cr. during the first half of 2018-19, registering a growth of 229 percent.

While the net profit of NALCO in the H1 of current fiscal increased around three-fold, operating Profit of the company has increased more than four-fold, registering Rs.1624 cr. in 2018-19 compared to Rs. 334 cr. in H1 of FY 2017-18. EBITDA margin of the company during the period has doubled from 17 percent to 34 percent.

We are everywhere, say, SAIL-Rourkela, Bhilai, Bokaro, Durgapur, Burnpur, Bhadravati, Salem, RINL-Vizag, NINL-Duburi, BHEL-Haridwar, Air India- Mumbai & ESSAR-Hazira

फेरो स्कैप निगम लिमिटेड

(भारत सरकार का उपक्रम), मिनी पब्लिक कंपनी

आई.एस.ओ. 9001:2009 14001:2004 एवं ओ.एच.एस.एस. 18001:2007 प्रमाणित कंपनी



व्यर्थ का उपयोग - हमारा आदर्श
तकनीक - हमारा औजार

हम "व्यर्थ को अर्थ" में संपरिवर्तित कर इस्पात संयंत्रों को विशिष्ट संवर्धन देने हेतु कृत संकल्पित हैं।

एफ.एस.एन.एल. भवन,
इक्विपमेंट चौक,
सेन्ट्रल एवेन्यू,
पोस्ट बॉक्स नं.37,
भिलाई-490001
(छत्तीसगढ़)

दूरभाष : 2222474/2222475
2954036/2954037
फैक्स : 0789-2220423
0789-2223984

ई-मेल: एमडीएस@एफएसएनएल.सीओ.इन
वेबसाइट: डब्ल्यूडब्ल्यूडब्ल्यू.एफएसएनएल.एनआईसी.इन

We are everywhere, say, SAIL-Rourkela, Bhilai, Bokaro, Durgapur, Burnpur, Bhadravati, Salem, RINL-Vizag, NINL-Duburi, BHEL-Haridwar, Air India- Mumbai & ESSAR-Hazira

हम सर्व-व्यापक हैं : सैल-राउरकेला, भिलाई, बोकारो, दुर्गापुर, बर्नपुर, भद्रावती, सालम, आर.आई.एल.हरिद्वार, एअर इंडिया-मुंबई एवं एस्सार-हजिरा

हम सर्व-व्यापक हैं : सैल-राउरकेला, भिलाई, बोकारो, दुर्गापुर, बर्नपुर, भद्रावती, सालम, आर.आई.एल.हरिद्वार, एअर इंडिया-मुंबई एवं एस्सार-हजिरा



According to the reviewed financial results for the 2nd quarter and first half of the financial year 2018-19 taken on record by the Board of Directors in the meeting held at Bhubaneswar, NALCO achieved a net profit of Rs. 510 Cr., as against Rs. 235 cr. in the corresponding quarter of previous fiscal, registering around two-fold growth. The operating profit of 2nd quarter of FY18-19 increased by 229 percent at Rs. 735 Cr., as against Rs. 223 Cr. in the 2nd quarter of FY17-18.

Despite high volatility in alumina and aluminium markets due to US Trade Sanctions etc. NALCO has been able to significantly improve its performance due to the New Business Model introduced by the company one and a half year back, which has helped in doubling its net profit during the last financial year 2017-18 and significant improvement further in Q1 of 2018-19, wherein NALCO registered a net profit of Rs. 687 Cr. over Rs. 129 Cr. in Q1 2017-18. The performance of NALCO continued to be up-beat in Q2 of this fiscal. Under the New Business Model, the focus has been on reducing the specific consumption, cost reduction, production augmentation, strategic marketing in spot market etc. Dedicated and determined Team NALCO, under the leadership of Dr. T.K. Chand, CMD, is confident to post a record turnover and profit in FY 2018-19.

NFL Profit jumps 24 percent to Rs.178 Cr. in First Half of 2018-19

NFL has recorded strong half yearly results with a profit of Rs. 178 Cr., which is Rs. 35 Cr. higher than the previous year. The total income from operations also showed a significant increase of 35 percent at Rs. 5405 Cr.

The company produced 18.83 Lakh MT of urea during this period with a capacity utilization of 117 percent. The results were announced after the board meeting of company held recently.

Commenting on the performance of company, Mr. Manoj Mishra, CMD said, "Robust half yearly results are an indicator of a strong financial year. We will certainly make FY 2018-19 best - ever again".

NLCIL registers growth in the 2nd Quarter and First Half of the FY 2018-19



Mr. Rakesh Kumar CMD, NLCIL.

NLC India Ltd's Profit for the half year of FY 2018-19 was Rs. 647.35 Cr. compared to Rs. 642.97 Cr. in the corresponding period of previous year, registering a marginal growth. Lignite production during the half year is 99.41 LT compared to 101.26 LT in the corresponding period of previous year. Power sale during the half year was 8,116.98 MU as against 8,617.76 MU in the corresponding period of previous year. Lignite sale during the half year is 15.82 LT as against 6.26 LT in the corresponding period of previous year.

The total Revenue of the Company during the half year was Rs. 3,722.18 Cr. as against Rs. 4,459.09 Cr. in the corresponding period of the previous year. Reduction in turnover was mainly on account of non-applicability of Clean Energy Cess after introduction of GST and application of INDAS 115 from 1st April' 2018 by the Company and these having no impact on bottom line.

The power surrender (net) during the half year was reduced to 1,217.31 MU as against 1,399.07 MU in the corresponding period of the previous year.

Thousands of years ago green turned black deep inside Mother Earth. And today, we mine with the thought of returning green back to her.



* An original picture of plantation on OB dump in Laxhanpur open cast mine of MCL.

Some of our efforts in a bid to turn Coalfields into 'Green Fields' are.....

- Planting over 5.15 million trees in and around MCL's command area in Odisha.
- Being the 1st company to introduce Eco-friendly Surface Miner In 1999, which completely eliminates drilling, blasting and crushing operations in mining of coal.
- Installing Mobile Water Sprinklers, Fixed Automatic Sprinklers, Instant Showering Systems and Mist Spraying arrangements at CHP to reduce air pollution.
- Treating industrial waste water in Mine Discharge Treatment Plant and introducing Sedimentation ponds, oil & grease traps in workshops and domestic effluent treatment plant in colonies to help minimise pollution.



ମହାନଦୀ କୋଲଫିଲ୍ଡସ୍ ଲିମିଟେଡ୍
महानदी कोलफील्डस लिमिटेड
Mahanadi Coalfields Limited
(A subsidiary of Coal India Limited)

Corporate Office: Jagruti Vihar, Burla, Sambalpur, Odisha - 768 020, www.mahanadicoal.in



Oil India's Unaudited Financial Results (Q2) 2018-19 Highlights

- PAT for H1 FY2018-19 increased by 42.79% to Rs. 1,565.23 Cr. as compared to PAT of Rs. 1,096.21 crore during H1 FY2017-18. PAT for Q2 FY2018-19 is Rs. 862.01 Cr. which is higher by 33.44% as compared to PAT for Q2 FY2017-18 of Rs. 645.97 Cr.
- Crude Oil price realisation increased by 47.69% to US\$ 72.75/BBL in H1 FY2018-19 as compared to US\$ 49.26/BBL during H1 FY2017-18.
- Crude price realisation in INR terms was higher by 57.32% to Rs. 4,988.47/BBL in H1 FY2018-19 as compared to Rs. 3,170.87/BBL during H1 FY2017-18.
- Average Natural gas price realisation during H1 FY2018-19 was US\$ 3.06/MMBTU as compared to US\$ 2.48/MMBTU in H1 FY2017-18.
- Crude Oil production for the H1 FY2018-19 is 1.70 MMT which is more or less same as the crude oil production of H1 FY2017-18.
- Natural gas production during H1 FY2018-19 is down by 3.96% to 1,430 MMSCM as compared to 1,489 MMSCM during H1 FY2017-18 due to short upliftment by certain consumers.

PFC First Half Yearly PAT Up by 16 percent

Consistent with its higher volume of operations, Power Finance Corporation's Profit After Tax (PAT) was up by 16 percent from Rs. 2348 Cr. to Rs. 2728 cr. during the first half (April-September) of the current Financial year of 2018-19. Total Income rose by 6 percent to reach a figure of Rs. 14,382 Cr. as against Rs.13,629 Cr. recorded during the same period last year. Net Loan Assets registered a growth of 14 percent during this period. Another significant aspect is that the Cost of Funds has come down by a whopping 25 bps i.e. from 8.32 percent to 8.07 percent. It is pertinent to mention in this context that PFC has now access to lost cost funds like 54EC Bonds the subscription to which has witnessed a quantum leap of 2 times over previous quarter.

Disbursements were up by about 14 percent to Rs. 30,486 Cr. in comparison to Rs. 26,669 Cr. registered during the same period last year. Earning Per Share (EPS) went up by from Rs. 8.9 to Rs. 10.33 during this period.

Out of the total Loan Book of Rs. 2,92,648 Cr., Government sector assets comprise of 82 percent and private sector about 18 percent. 90 percent of the Total Loan Assets are regular in servicing and no stressis envisaged.

SAIL declares more than 550 Cr. profit in Q2 FY19;

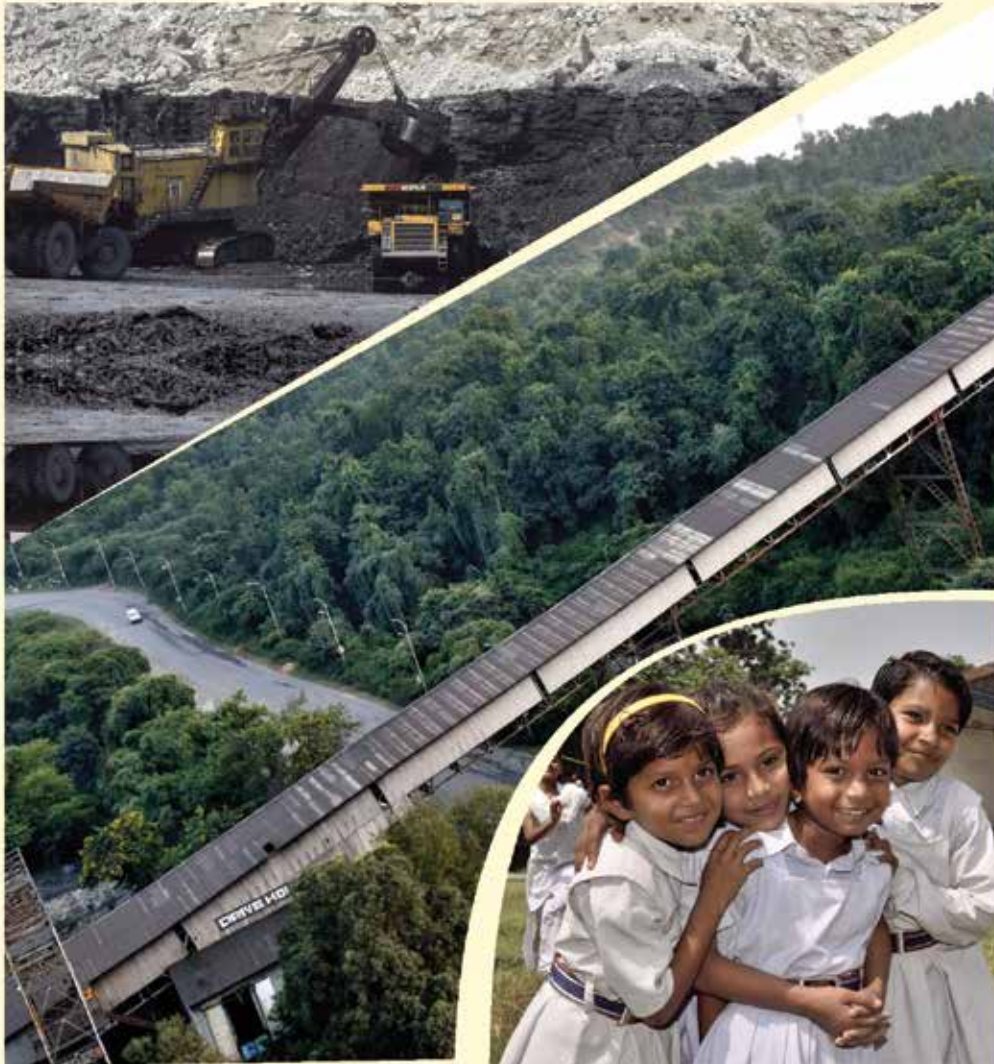
Targeting market with volumes and product mix remains top priority, says Chairman SAIL

Steel Authority of India Ltd. (SAIL) declared a profit (Profit After Tax - PAT) of Rs 553.69 Cr. during the second quarter of this financial year Q2 FY19. During the corresponding period over last year, the Company had posted a loss (after tax) of Rs 539.06 Cr. Over the previous quarter in Q1 FY19, the Company's profit rose 2.5 percent in Q2 FY19. The turnover in Q2 FY19 was Rs. 16,541 Cr., a 23 percent rise over CPLY and 5 percent rise over the Q1 FY19. Showing overall improvements including operational performance, the EBITDA for Q2 FY19 at Rs. 2,473.54 Cr. improved 156 percent over CPLY which was Rs. 966.56 Cr. The numbers indicate a fast recovery in the Company's profitability, operational performance and a collective effort towards driving the full advantage of modernization and expansion.

SAIL, emphasizing on bringing predictability and stability in operations and focussing to raise volumes, is bringing transformative changes across all its functions. While ramping up production from new units, achieving the production and techno-economic targets remain the top priority of the Company. In Q2 FY19, the Company's saleable steel production stood at 3.537 Million Tonnes. In H1 FY19 (April – September 2018) the saleable steel production at 7.151 MT rose 4.2 percent over CPLY. The Company recorded improvement in Coke Rate by 1 percent in H1 FY19 over CPLY and best ever H1 production through concast route at 6.575 MT, a 7 percent rise over CPLY.

Speaking on the occasion, Chairman, SAIL Mr. Anil Kumar Chaudhary said that raising volumes, targeting to operate at rated capacities and focussing to meet the requirement of the Railways in terms of Rails and Wheels & Axles are our foremost priorities, along with upholding safety practices at the core. ■

"Ensuring Energy Security with Inclusive Growth"



Every Handful of Coal is Power & Progress and We Produce it with Pride



एन सी एल
NCL

NORTHERN COALFIELDS LIMITED

(A Miniratna Company & Subsidiary of Coal India Limited)

Singrauli, Madhya Pradesh, PIN : 486 889

CIN : U10102MP1985601003160

website : www.nclcil.in

An ISO : 9001, ISO : 14001 & OHSAS : 18001 CERTIFIED COMPANY



PSEs Take Lead in CSR Activities

Minister for Industries, Govt. of Tamilnadu extols NLCIL for its CSR initiatives



Mr. M. C. Sampath, Minister for Industrial Department, Govt. of Tamilnadu unveiling the plaque to inaugurate Sports Development Training Hall at Anna Stadium ,Cuddalore in the presence of Mr. V. Anbuselvan, I.A.S, District Collector, Cuddalore, Mr. R.Vikraman,Director (HR) and other officials from NLCIL and Cuddalore District Administration.

Mr. M. C. Sampath, Minister for Industries, Govt. of Tamilnadu inaugurated a Sports Development Training Hall and other facilities provided by NLC India Ltd.(NLCIL) under its CSR initiatives at a cost of Rs.169.13 Lakhs in the presence of Mr. V. Anbuselvan, I.A.S, District Collector, Cuddalore and Mr. R. Vikraman, Director(HR) of NLCIL at Anna Stadium, Cuddalore, recently.

Minister Mr. M. C. Sampath in his address appreciated the efforts of NLCIL for contributing sustainable development initiatives to the society and helping the needy people through its CSR initiatives.

Mr. R. Vikraman, Director,(HR) in his speech informed that NLCIL has been supporting sports activities in and around its industrial hub through providing infrastructure facilities, training and talent identification and organizing sports tournaments. Also, it engages communities, especially the youth, in productive and healthy activities. he

added., Further around 14 lakes and ponds including Walajah have been desilted by NLCIL. Also solar pumps were installed in various villages to cater their needs.

Mr. R. Mohan, CGM/CSR, NLCIL and Mr. M. Raja, District Sports & Youth Welfare Officer, Cuddalore and other officials from NLCIL and state government participated in the function.

Based on the request from the District Collector, Cuddalore and District sports officer Cuddalore, NLCIL came forward to build state-of-the-art Sports Development Centre under its CSR initiatives by providing facilities like Multi sports training Hall, Open air gallery, Lighting facilities for Paved walking path and other renovation works for compound Wall. The existing height in North and West side of the compound wall has been increased 0.75m and some portion of the wall has been raised from the ground level.

NALCO takes up Innovative Approach to promote Swachhata



Dr. Tapan Kumar Chand, CMD, NALCO along with the rag-pickers from various slums of Bhubaneswar.

- **1000 Rag-Pickers to be provided with personal hygiene kits**
- **To distribute 5 lakh cloth bags as substitute to plastic bags**

Joining the nationwide observance of Swachhata Pakhwada, NALCO recently took up an innovative approach to spread the importance of cleanliness



NFL

Farmers' Friend... Nation's Pride



At National Fertilizers Limited, we seek the rewards of our leadership in the smiles of our prospering farmers. Something we accomplish by constantly serving them with quality fertilizers. Our rising turnover and expanding product line is inspired by our vision to see that every farmer is prospering. After all, progress of farmers is the key to Nation's prosperity.

The largest Urea manufacturer amongst Public Sector enterprises.

Brand 'Kisan' a household name in farming community.

5 Gas based fertilizer plants at Nangal, Panipat, Bathinda and Vijaiapur.

Agri-based business including trading of seeds, pesticides, Bentonite Sulphur etc.

Committed to serve the society through its dedicated CSR efforts for rural and underprivileged sections.



NATIONAL FERTILIZERS LIMITED

(A Govt. of India Undertaking)

Corporate Office: A- 11, Sector -24, Noida -201301 (UP)

Website: www.nationalfertilizers.com



by distributing personal hygiene kits including hand gloves, t-shirts, masks, organic soaps etc. to more than 200 rag-pickers from various slums of Bhubaneswar. It is targeted to provide these hygiene kits to 1000 rag-pickers.

Dr. Tapan Kumar Chand, CMD, NALCO, handed over the personal hygiene kits to the rag-pickers from various slums in the city including Jagannath Leprosy Basti, Kargil Basti, Pokhariput Basti, Niladri Vihar Basti, Damana Basti, Ishaneswar Basti etc.

Underscoring the importance of cleanliness and hygiene for a healthy life, Dr. Chand applauded the role of Rag-Pickers as the frontline soldiers of "Swachhata" in any town or city. He said that their condition needs to be alleviated and their welfare needs to be ensured.

The event was organised by NALCO in association with SevaPrayas Foundation. Mr. B.K. Thakur, Director (HR), NALCO, noted social activist and founder of Seva Prayas, Ms. Linkan Subudhi, along with senior officials of NALCO were present on the occasion.

It is worth mentioning that the company as part of its continuous endeavours to create awareness on cleanliness and as part of the run-up to mark the 150th Birth Anniversary of Mahatma Gandhi, has been organising host of activities at its Corporate office in Bhubaneswar and also across the country in its various production units and offices.

NALCO under its Swachhata-hi-Seva movement, has plans to distribute five lakh cloth bags to various social organisation for use of general public. The company has also started an online

campaign "Swachhathon" under which it invites innovative ideas from school and college students for promoting cleanliness and adopting strategies for a clean Bhubaneswar. Similarly, to promote cleanliness in schools, NALCO has instituted the "Swachh Vidyalaya" award.

GRSE contributes to the Chief Minister's Distress Relief Fund for the Flood Victims of Kerala



NSIC imparts training to Bangladesh Entrepreneurs



Residential Entrepreneurship Development Training Program (EDP) at NSIC Technical Services Centre, Howrah.

NSIC – Technical Services Centre (Howrah) commenced Six weeks Residential Entrepreneurship Development Training Program (EDP) for 29 Trainees from Bangladesh at NSIC Technical Services Centre, Howrah.

The programme intended to drive participants towards Entrepreneurship and gives an opportunity to the participants to acquire skill on basic technical trades and gain exposure in all areas of business

Breaking new ground with cutting edge technology



NMDC - Striding towards the Future

Ranked amongst India's topmost companies in terms of its robust financials, NMDC's eco-friendly, scientific and safe mining operations have earned recognition for it not just as the world's lowest cost producer of iron ore, but also as the leader in its category. In step with the changing times, NMDC Ltd., has shifted from being a single commodity, single customer and limited mining operations to supplying multiple commodities to several customers across distant geographical locations.



NMDC Limited
(A Government of India Enterprise)



10-3-311/A, Khanij Bhavan, Castle Hills, Masab Tank, Hyderabad - 500 028, Telangana, India. www.nmdc.co.in

operation such as business skill development, identification of appropriate technology, hands on experience on working projects like soya milk extraction, bakery, socks knitting, fashion designing etc. including commercial aspects of business etc.

Kerala Chief Minister receives SCI employees' donation



Capt. Anoop Sharma, CMD, SCI handing over the cheque to Mr. Pinarayi Vijayan, Chief Minister of Kerala.

Employees of The Shipping Corporation of India Ltd (SCI) have contributed to the Kerala Chief Minister's Distress Relief Fund (CMDRF) to extend whole hearted support to the flood affected people of Kerala. The amount thus collected was handed over to Mr. Pinarayi Vijayan, Chief Minister of Kerala at his Office in Thiruvananthapuram recently by Mr. Rajesh Sood, Director (T&OS) of SCI.

Kerala was affected by severe floods in August 2018 due to unusually high rainfall, which has been reported as one of the worst floods in a century. The employees of SCI have donated their one day's salary to contribute to the recovery and rebuilding of the State.

Capt. Anoop Sharma, CMD, SCI said "It has been really a tough time for the people of Kerala and it is important that we all stand together to support the people of Kerala. I am happy that SCI has come together and contributed for this noble cause".

HUDCO's HSMI organises Six Week Training on "Formal Solutions to Informal Settlements", under ITEC & TCS Colombo Plan



Dr. M Ravi Kanth, CMD, HUDCO, along with the participants of the 39th International Training Programme on 'Formal Solutions to Informal Settlements'.

Dr. M Ravi Kanth, CMD, HUDCO, addressed the participants of the 39th International Training Programme on 'Formal Solutions to Informal Settlements', supported by Ministry of External Affairs under the Indian Technical and Economic Cooperation (ITEC) and the TCS Colombo Plan. The 6 week training is being attended by 25 urban sector professionals from 18 countries.

BEL contributes Rs. 1.72 Cr. to Kerala CM's Flood Relief Fund



Mr. R. N. Bagdalkar, Director (HR), BEL, and Mr. Koshy Alexander, Director (Finance), BEL, handing over the cheque. Mr. Chinnaraja Rai K., Additional General Manager (HR)/BEL-Corporate Office was also present.

The employees of Bharat Electronics Ltd (BEL) contributed an amount of Rs. 1.72 Cr. to the Kerala Chief Minister's Relief Fund for relief work in flood-hit areas of Kerala.

Mr R. N. Bagdalkar, Director (HR), BEL, and Mr Koshy Alexander, Director (Finance), BEL, handed over the cheque for Rs. 1,72,00,000/- (Rupees One Crore Seventy Two Lakhs) to the Chief Minister of Kerala, Mr Pinarayi Vijayan, at Thiruvananthapuram recently. ■

At the Heart of Our Business is a Nation's Progress



Our Passion to Energize Moves India Forward

Oil India Limited (OIL) is India's leading Navratna National Oil & Gas Company with strong Pan-India presence and a share of over 9% of the country's crude oil and natural gas production.

OIL's Mission is to be "The fastest growing energy company with global presence providing value to stakeholders."

OIL has been *Conquering Newer Horizons* with:

- Overseas E&P assets and business in Libya, Gabon, Nigeria, Yemen, Venezuela, USA, Mozambique, Myanmar, Bangladesh & Russia.
- Foray into Renewable Energy - Total installed capacity of 188.10 MW (comprising of 174.10 MW Wind and 14 MW Solar Energy Projects).
- International Credit Ratings- Moody's "Baa2" (stable) (higher than sovereign rating) and Fitch Rating "BBB-" (Stable) (equivalent to sovereign rating).



Corporate Office : Oil India Limited, Plot No. 19, Near Film City, Sector 16A, Noida, District - Gautam Budh Nagar,
 Uttar Pradesh-201301, India, Phone : +91-120-2419000, 2419200

Registered Office : Oil India Limited, Dullajan, Dist. Dibrugarh, Assam-786602, Phone : +91-374-2804510, 2800587, 2804901
 Reach us at : www.oil-india.com | Also follow us on   | CIN : L11101AS1959COI001148



PSEs Sign MoU

GAIL Gas signs MoU with EESL for fast-tracking co-generation and tri-generation projects



Mr. A K Jana, CEO, GAIL Gas and Mr. Saurabh Kumar, MD, EESL exchanging the MoU documents.

GAIL Gas Limited, a subsidiary of GAIL (India) Ltd., has signed a Memorandum of Understanding (MoU) with Energy Efficiency Services Limited (EESL) for fast-tracking the implementation of co-generation and tri-generation projects and use of natural gas in industrial and commercial segments.

The MoU was signed by Mr. A K Jana, CEO, GAIL Gas and Mr. Saurabh Kumar, MD, EESL in the presence of Mr. Gajendra Singh, Director (Marketing), GAIL (India) Limited and Director, GAIL Gas and

Mr. Rajeev Mathur, Director GAIL Gas at INSPIRE 2018 conference.

NTPC signs MoU with Seven Electric Vehicle Aggregators



MoU signing ceremony between NTPC and Vehicle Aggregators.

NTPC signed MoUs with Vehicle Aggregators Ola, Lithium, Shuttl, Bikxie, Bounce, Electric and Zoom Car for development and utilization of public charging infrastructure recently. This collaboration with Aggregators, having presence in the entire spectrum of e-mobility across India, will lead to development of charging infrastructure for the various vehicle segments as well as effective utilisation of public charging infrastructure. Senior leaders from IOCL and HPCL were also present during the event. ■

Indian Ambassador to the Philippines visits GSL

Mr. Jaideep Mazumdar, Ambassador of India to Philippines, visited Goa Shipyard Limited recently. Cmde B B Nagpal, NM (Retd) CMD GSL conducted the Ambassador around the shipyard and apprised him of the various shipbuilding, ship repair activities and the expertise available at GSL, besides the recent Export Projects, successfully completed by GSL in last 3 years. During the visit, a presentation was made to the

Ambassador on the emergence of GSL to a frontline shipyard & largest exporter of warships from India. The ambassador was appreciative of GSL's efforts in up gradation of the Shipyard, making it future ready and congratulated them for successful completion of Quality Ship building projects, including Exports Projects, well within contractual timeframe. The ambassador's visit to GSL is seen as recognition of its export efforts in Far East countries. ■



Mr. Jaideep Mazumdar, Ambassador of India to Philippines with Cmde B B Nagpal, NM (Retd) CMD GSL during his visit to GSL.

The answer to climate change, is change.



Change, from the way we now produce and consume energy, to a greener mix of oil and coal-powered energy coupled with the use of natural gas as an energy source. Natural gas emits an estimated 40-70% less carbon dioxide than other fuels, reducing the growing pressure on our ecosystem. Moreover, natural gas produces less sulphur dioxide, nitrogen oxides and particulate matter. Petronet LNG is leading the change for a better environment by meeting about 40% of India's total gas requirement and continuously striving to do things the greener way.

Petronet LNG Limited

World Trade Centre, 1st Floor, Babar road, Barakhamba Lane, New Delhi-110001 (INDIA)





Awards & Accolades to PSEs

MCL wins CVC's Vigilance Excellence Award 2018



MCL's Director (Finance), Mr. K. R. Vasudevan and CVO, Mr. Munawar Khursheed, IRPF, receiving the award from Mr. Ram Nath Kovind, the President of India.

Mahanadi Coalfields Limited (MCL) recently received Central Vigilance Commission's Vigilance Excellence Award-2018 for 'Excellent Contribution' in the category of "Best Institutional Practice for Fighting Corruption".

MCL's Director (Finance) Mr. K.R. Vasudevan and Chief Vigilance Officer, Mr. Munawar Khursheed, IRPF, received this award from Mr. Ram Nath Kovind, the President of India, at a function in Vigyan Bhawan, New Delhi. Officers and staff shared the joy of winning this national award and witnessed the award ceremony, which was telecasted live by the national broadcaster. MCL, a leading coal producing company in the country, has also been pioneer in introducing Information Technology-based initiatives, like 3DTLS, Geo-fencing of coalfields, GPS-based vehicle monitoring, etc. to set highest standards of transparency in business operations.

BEML receives Top Challengers' and Best Mining Equipment Seller Award

BEML Ltd. received the 'Top Challengers Award 2018' for the excellent performance during FY 2017-18 and Best Seller in Crawler Equipment-Dozers and Rigid Dump Truck segment for mining sectors.



Mr. Deepak Kumar Hota, CMD, BEML receiving the Award from Mr. Graham D. Robinson, Construction Economist.

At a function held at Delhi, Mr. Deepak Kumar Hota, CMD, BEML received the Award from Mr. Graham D. Robinson, Construction Economist.

The Award is instituted by ASAAP Information Global Group and is awarded based on the performance evaluation – 'that grew top line and bottom line, stayed profitable and managed to keep financial health within defined limits'.

CMD, NBCC conferred PSU Leadership Award



Mr. P. S. Rao, General Manager, NBCC receiving the award on behalf of Dr. Anoop Kumar Mittal, CMD, NBCC.

Dr. Anoop Kumar Mittal, CMD, NBCC, has been conferred with the PSU Leadership Award at the India Concord Summit & Awards 2018 organised by Anthronik recently at The Ashok, New Delhi in association with Make in India & SCOPE. The award was given away by Dr. Priya Ranjan Trivedi, President, Confederation of Indian Universities (CIU); Founder Chancellor, The Global Open

भारत को मजबूत बनाता आर आई एन एल-वाइजाग स्टील



मजबूत और टिकाऊ

हमारे उत्पादों की सर्वाधिक मांग में... कंपनी की छवि झलकती है



**VIZAG TMT Fe 415, Fe 500
Fe 500D, Fe 500S, Fe 550
CRM, HSCRM, HSCRM D**

- उच्च ताकत व तन्यता का बेजोड़ संयोग
- पुराना न होने की प्रतिरोधक क्षमता
- बंद वेलिंग अथवा लैप वेलिंग हेतु उपयुक्त
- बेहतर संभारण रोधन क्षमता
- सालों खात चलने की शक्ति
- श्रेष्ठतम मूड्राव एवं उपयोग क्षमता

राष्ट्रीय इस्पात निगम लिमिटेड
(भारत सरकार का उद्यम)
विशाखपट्टणम इस्पात संयंत्र

ISO 9001:2015, ISO 14001, ISO 50001, ISO 27001 & OHSAS 18001 प्रमाणित कंपनी

f @RINLtd @RINL_VSP r.j.n.l www.vizagsteel.com





University Nagaland and Founder Chancellor, Indira Gandhi Technological and Medical Sciences University, Arunachal Pradesh. The award was received by Mr. P. S. Rao, General Manager, NBCC (India) Limited on behalf of Dr. Mittal.

NBCC wins Organisational Excellence Award



NBCC(India)Ltd has been conferred 'Organisational Excellence Award' 2018 by Project Management Associates (PMA) for innovation, planning, performance excellence and outstanding leadership at various organizational levels. The award was presented by Mr. Hardeep Singh Puri, Union Minister, Ministry of Housing and Urban Affairs. Dr. Anoop Kumar Mittal, CMD received the award on behalf of NBCC.

NHPC felicitated for Excellence in CSR in Public Sector

NHPC Ltd. has been awarded Trophy and Certificate of Appreciation for 'CSR Initiatives for Sustainable Development' under PSU Category at Sarkaritel.com Excellence Awards and Felicitations 2018. Mr. Anurag Srivastava, Executive Director (EMS & CSR-SD), NHPC received the award from Mr. Hansraj Gangaram Ahir, Union Minister of State for Home Affairs at a function held at New Delhi recently. The achievements of NHPC in the field of hydropower development along with its milestones in Business Development and CSR-SD initiatives were showcased in the event.

The award recognizes NHPC's work in the field of Corporate Social Responsibility and Sustainable Development (CSR-SD) which is an

integral part of NHPC's business philosophy. NHPC has implemented a number of CSR initiatives for the community living in and around its Projects/ Power Stations/ Units in the areas of Education, Health, Sanitation, Rural Development, Skill Development, Environmental sustainability, Women Empowerment, Promotion of sports, arts & culture etc.

CMD, NRDC receives Global Agriculture Leadership Award of ICFA 2018 under Research & Development Category



Dr. H. Purushotham, CMD, NRDC receiving the award from Mr. Rajnath Singh, Union Home Minister.

NRDC received the Global Agriculture Leadership Award of ICFA 2018 Under Research & Development Category from Mr. Rajnath Singh, Union Home Minister. Indian Council of Food and Agriculture (ICFA), New Delhi conferred the Global Agriculture Leadership Award of ICFA 2018 to Dr. H. Purushotham, CMD, National Research Development Corporation (NRDC) Under Research & Development Category during Global Agriculture Leadership Award of ICFA 2018 held recently at New Delhi. This recognition for NRDC and award is conferred for transferring of large number of technologies in the area of food and agriculture. The Award was presented by Mr. Rajnath Singh Union Home Minister during the well-attended Gala Function.

NTPC awarded For Excellence in Power Generation

The Dun & Bradstreet Infra Award-2018 has been



आकाश अस्त्र प्रणाली
AKASH WEAPON SYSTEM

भारत डायनामिक्स लिमिटेड BHARAT DYNAMICS LIMITED

- मिनीरत्न श्रेणी-1 का सार्वजनिक रक्षा उपक्रम
- एन एस ई और बी एस ई में सूचीबद्ध
- जुलाई, 1970 में स्थापित
- परिचालन के प्रमुख क्षेत्र :
 - संचालित प्रक्षेपास्त्र और संबद्ध उपकरण
 - अंतर्जल-अस्त्र
 - वायुवाहक उत्पाद
 - भू-आधारित उपकरण
 - उत्पाद के चलने तक हमकदम
- A Miniratna Category - I Defence PSU
- Listed in NSE and BSE
- Incorporated in July, 1970
- Core areas of operation:
 - Guided Missiles and allied equipment.
 - Underwater Weapons.
 - Airborne Products.
 - Ground Support Equipment.
 - Product Life Cycle Support.



शांति का आधार अस्त्र-बल
THE FORCE BEHIND PEACE

भारत डायनामिक्स लिमिटेड BHARAT DYNAMICS LIMITED

(भारत सरकार का उपक्रम, रक्षा मंत्रालय A Govt. of India Enterprise, Ministry of Defence)
कॉर्पोरेट कार्यालय : प्लॉट नं. 38-39 टी एस एफ सी भवन (आई सी आई सी आई टॉवर्स के पास) फाइनेशियल डिस्ट्रिक्ट,
गच्ची बाउली हैदराबाद - 500032 तेलंगाना, भारत। ई-मेल: bdbdl@bdl-india.in वेबसाइट: <http://www.bdl-india.in>
Corporate Office: Plot No. 38-39, TSFC Building, (Near ICICI Towers) Financial District,
Gachibowli, Hyderabad - 500032. Telangana INDIA E-mail: bdbdl@bdl-india.in Website: <http://www.bdl-india.in>



Mr. Prakash Tiwari, Director (Operations), NTPC receiving the award from Mr. Amitabh Kant, IAS, CEO, Niti Aayog.

conferred on NTPC Limited for Excellence in Power Generation. Mr. Prakash Tiwari, Director (Operations), NTPC received the award from Mr. Amitabh Kant, IAS, Chief Executive Officer of Niti Aayog in New Delhi recently.

Steel Secretary presents National Sustainability Award to RINL

RINL-VSP is the proud recipient of the "National Sustainability Award – Second Prize" for the year 2018 (Integrated Steel Plants Category) in

recognition of Quality Control aspects in the Steel Sector.

Mr. Binoy Kumar, IAS, Secretary, to Govt of India, Ministry of Steel presented the award to Mr. P. K. Rath, CMD, RINL at the 56th National Metallurgists Day Awards function held at Kolkata recently.



Mr. Binoy Kumar, IAS, Secretary, Ministry of Steel presenting the award to Mr. P. K. Rath, CMD, RINL.

The award was instituted by the Ferrous Division of Indian Institute of Metals (IIM). A large number of experts from Steel Industry were present on the occasion. Mr. Binoy Kumar, Secretary, Steel giving away the award to Mr. P. K. Rath, CMD, RINL at the National Metallurgists Day Awards function held at Kolkata. ■

BEML pays Annual Dividend to Defence Minister

BEML Ltd. paid dividend of Rs. 18.00 Cr. for the year 2017-18 to the Government of India (GoI).

The GoI holds 2.25 cr. equity shares of Rs. 10/- each in BEML and accordingly entitled to dividend of Rs. 18.00 Cr. @ Rs. 8.00 per share i.e., 80% on the equity share capital for the year 2017-18. At a programme held at New Delhi, Mr. Deepak Kumar Hota, CMD, BEML handed over the Demand Draft to the Raksha Mantri Ms. Nirmala Sitharaman in the presence of Mr. Sanjay Prasad, Joint Secretary (Land Systems), Ministry of Defence. It may be noted that BEML, for the year 2016-17 had also paid a dividend of Rs. 18 Cr. to the GoI. ■



Mr. Deepak Kumar Hota, CMD, BEML, presenting the dividend to Ms. Nirmala Sitharaman, Raksha Mantri in the presence of Mr. Sanjay Prasad, Jt. Secy, MoD.



WITH BEST COMPLIMENTS



MAZAGON DOCK SHIPBUILDERS LIMITED

(A Government of India Undertaking)

Ship Builders to the Nation

www.mazagondock.in



Meeting held between AAI & Delegates from Belgium to explore possibilities of Investment in Indian Aviation Market



AAI team led by Chairman, Dr. Guruprasad Mohapatra and Belgium Airports and Aviation Mission team led by Mr. Benoit Marichal, International Marketing adviser of UWE, Mission Head at a meeting organized at AAI, CHQ, New Delhi

Mr. Sandeep Kathuria, AGM (Business Development) showcased the tremendous growth in Indian Aviation market. He envisaged about opportunities to the visiting delegates for investments in the various fields of Indian Aviation Market. The meeting ended with a positive note where Chairman, AAI invited Belgium companies to take part actively in Global Aviation Summit 2019 to be held in January 2019.

Airports Authority of India (AAI) and Belgium High Commission had a meeting at AAI's Corporate Headquarters recently attended by Belgium Airports and Aviation Delegation comprising companies from Belgium. Delegates present were from various services and product organizations such as BTEE, CE+T, IP Trade SA, TPF Engineering, Wallonia Aerotraining Network (WAN).

The meeting was chaired by AAI Chairman, Dr. Guruprasad Mohapatra who highlighted the phenomenal growth of Indian Aviation market and stated that India's overall aviation market is expected to reach 3rd position by 2020. Domestic aviation passenger traffic is growing at over 20% per year and comes among the top 5 fastest growing among the global aviation fraternity. India's Regional Connectivity plan is budgeted and aims to revitalize 160 airports and airstrips.

Exploring opportunities in India by UK Airports Mission Delegation visiting AAI



AAI team led by Dr. Guruprasad Mohapatra, Chairman, AAI and UK Airports Mission team led by Mr. Mathew Butters, Mission Head at a meeting organized at AAI, CHQ, New Delhi

A meeting was held between Airports Authority of India (AAI) and Department of International Trade, British High Commission at AAI's Corporate Headquarters recently. The meeting was attended by UK Airports Delegation comprising companies of UK Airport Trade Associations, British Aviation Group (BAG) and British Airport Services and Equipment Association (BASEA). Delegates present were from various services and product organizations such as AiQ, Atkins, Bechtel, Chapman Taylor, CHS Engineering, Foster + Partners, Gate Technologies, GATIC, Grimshaw, Hoare Lea, ICF, Ipsotek, IndigoVision, Mace, Kingspan Jindal, Pascall+Watson, NATS, Zoetig, Turner & Townsend. The meeting was chaired by Dr. Guruprasad Mohapatra, Chairman, AAI.

GAIL (India) Limited



BRING ABOUT A **REFRESHING CHANGE**

- Switch to Natural Gas, a Greener Fuel
- Use Public Transport
- Ensure Pollution-Free Air



#HawaBadlo



www.changetheair.org

   #HawaBadlo



BEL pays Rs. 64.41 Cr Final Dividend to the Government

Bharat Electronics Ltd (BEL) has paid a total dividend of 200 percent to the Government of India for FY 2017-18.

Mr. M. V. Gowtama, CMD, BEL, presented the 40 percent Final Dividend cheque for Rs. 64,41,62,053.20/- (Rupees Sixty-four crores Forty-one lakhs Sixty-two thousand Fifty-three and paise Twenty only), for the year 2017-18, payable on the shares held by the President of India and Government nominee, to the Raksha Mantri, Ms. Nirmla Sitharaman, at New Delhi recently. The Interim Dividend of 160 percent (on face value of Re. 1 per equity share) was paid to the Government of India in February 2018. ■



Mr. M. V. Gowtama, CMD, BEL, presenting the 40 percent Final Dividend cheque to the Raksha Mantri, Ms. Nirmla Sitharaman, at New Delhi recently. Also seen in the picture are (Left-Right) Mr. M. M. Joshi, Executive Director (National Marketing), BEL, Mr. Koshy Alexander, Director (Finance), BEL, Dr. Amit Sahai, Joint Secretary (P&C) & Part-Time Government Director on the BEL Board, and Mr. Barun Mitra, Additional Secretary (Defence Production). BEL has paid a total dividend of 200 percent to the Government of India for FY 2017-18.

NMDC Foundation Day Celebrations

NMDC Ltd. celebrated its 61st Foundation Day at Head Office, Hyderabad and in all its major production projects and Units as the Corporation was incorporated on the same day in 1958 and has completed 60 years of excellence. Incidentally, NMDC is celebrating Diamond Jubilee Year by organizing many mega events such as National and International Seminars, Marathons, Cultural Programmes.

Mr. N. Bajjendra Kumar, IAS, CMD was the chief guest of the celebrations at Corporate Office,

Hyderabad. Dr. N. K. Nanda, Director (Technical), Dr. T. R. K. Rao, Director (Commercial), Mr. P.K. Satpathy, Director (Production) and Mr. Sandeep Tula, Director (Personnel) graced the occasion along with Sr. Officials of Head Office and R&D.

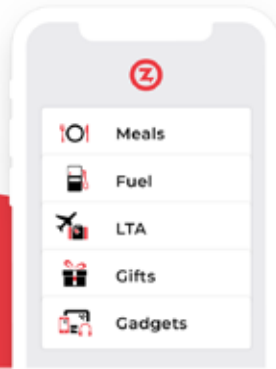
As a part of NMDC's established corporate culture, employees who have put in more than 20 years of continuous service were felicitated during the function with long service awards in recognition of their dedicated and long association in NMDC. ■



Mr. N. Bajjendra Kumar, IAS, CMD, along with functional Directors at NMDC Foundation Day Celebrations



Empower your Employees with
India's no.1 employee benefits and
expense management solution



Presenting Zaggle's Zinger Card
Multiple benefits. One card.



Scan Now
to find out more
about Zaggle

Now distribute tax benefits digitally & help
employees enjoy their allowances better!



Save Money
by reducing income tax
by ₹ 25,000 pa



Manage Expenses
Automate expense policies
and approvals



Compliant
with RBI and
income tax rules



Corporate Dashboard
access for a detailed MIS
and better visibility



Quick and Secure
transactions for an amazing
shopping experience



Widely Accepted
at over 10 lakh
retail outlets



Great Flexibility
In switching
between wallets



User-friendly App
for managing cards and
availing exclusive deals

Get in touch with us now!

enquiries@zaggle.in

corporate.zaggle.in





CMD, NHPC delivers address at Conference on Dams India 2018: Storage Dams for water security and Sustainable Development

Mr. Balraj Joshi, CMD, NHPC delivered an address at 'Dams India 2018': Conference on storage dams for water security and sustainable development on recently at New Delhi. In his address, Mr. Joshi focused on the various issues connected with creation of more storage to meet the water demand with great hydrological variability due to climate change and level of security, water, food and energy. The prestigious conference was organized by Indian Committee on Large Dams (ICOLD) and CBIP in technical collaboration with ICOLD. ■



Mr. Balraj Joshi, CMD, NHPC during his address at the 'Dams India 2018' Conference.

32nd Annual Chapter Convention on Quality Concepts (CCQC-18)

23 Quality Circle teams from Mazagon Dock Shipbuilders Ltd. participated in 32nd Annual Chapter Convention on Quality Concepts (CCQC-18) hosted by M/s Quality Circle Forum of India, Mumbai Chapter held at IES College, Bandra, Mumbai recently and bagged 23 gold awards.

MDL also bagged awards in other categories such as, award for "Best Case Study of Convention", 2nd Prize in "Poster" competition and 3rd Prize in "Essay" competition.

All the QC teams were felicitated by Cmde Rakesh Anand, CMD in presence of Director (Finance), Director (Shipbuilding) and CVO with other senior executives of MDL. ■



Cmde Rakesh Anand, CMD, Mazagon Dock Shipbuilders Ltd along with Directors, CVO and other senior officials felicitating the members of Quality Circle team of MDL at MDRC

Reaching Out – Spreading Smiles

It is a promise that NLC India has faithfully
Fulfilled since 1962



Development means disruption. It is a tribute to the wisdom of our founders that they embrace the needs of those who gave up an entrenched way of life for the success of the project. Through opportunities and nurturing, NLC India also ensured a new life for those who made Neyveli their new home. This was at a time when the concept of Corporate Social Responsibility had yet to take root. In the ensuing years, even though its core activity continues to be Mining and Power Generation, NLC India has established a template for CSR that has set the norms for other organizations also & realize the symbiotic power of society for the growth of their own enterprises.

CSR initiatives in peripheral areas :

- ◆ Drinking water facilities for surrounding villages
- ◆ Creating irrigation infrastructure covering 20,000 acres.
- ◆ SNEHA an institution for Special children and VAIGAI for poor women and the elderly.
- ◆ Unit established for making Jaipur type artificial limbs.
- ◆ Free medical camps.
- ◆ SHRAVANEI a school for speech and hearing impaired setup.

Highlights of NLC India's Welfare Initiatives

- ◆ Township with over 21000 houses for employees.
- ◆ Medicare coverage along with 350 bed modern hospital and peripheral dispensaries.
- ◆ Healthcare in educational institutions.
- ◆ Women Empowerment Centres
- ◆ Smart Schools
- ◆ Recreation facilities - Clubs and Swimming Pools of International Standards
- ◆ Sporting infrastructure.
- ◆ Post-retirement medical benefits.
- ◆ Creche and Play School for children



CREATING HEALTH FOR WELLBEING

NLC India Limited

(formerly Neyveli Lignite Corporation Limited)
'Navratna' - Government of India Enterprise
Neyveli - 607 801, Tamilnadu, India,



REGISTERED OFFICE:

First Floor, No.8 Mayor Sathyamurthy Road, FSD, Egmore Complex of Food Corporation of India, Chetpet,
Chennai - 600 031. Tamil Nadu, India, Ph No. 044-2836 4613, 614, 620 Fax: 044-2836 4619 CIN:L93090TN1956G01003507 Website: www.nlcindia.com

EXECUTING THE VISION OF INDIA



'Run For Unity' arranged in SAIL on occasion of Rashtriya Ekta Divas

Steel Authority of India Ltd. (SAIL) recently organized 'Run for Unity' across all its Plants and Units including its Corporate Office at Lodi Road on the occasion of Rashtriya Ekta Divas, the birth anniversary of Sardar Vallabhbhai Patel. On this occasion, SAIL Chairman Mr. Anil Kumar Chaudhary administered the Rashtriya Ekta pledge to all the employees and then led the Run for Unity. Company's Functional Directors and a large

number of employees from Corporate Office participated in the run. Paying tribute to Sardar Vallabhbhai Patel on his 143rd birth anniversary, SAIL Chairman Mr. Chaudhary said we should take inspiration from the life of this great leader. He added that our identity and strength lies in our unity. He said SAIL has to bring more integration in all process from production till marketing and should be ready to cater to steel requirement of the nation.



PERSONALIA



Cmde B. B. Nagpal NM (IN Retd)
takes over as CMD, Goa Shipyard Limited.



Dr. Alka Mittal
assumes charge as Director (HR), ONGC.



Mr. Navin Chandra Pandey
takes charge as Director (T&FS), ONGC.



Mr. Prabhakar Chowki
takes charge as Director (Mines), NLCIL.



Mr. Manoj Kumar
assumes charge as Director (Technical) P&P, WCL.



Mr. Amitava Mukherjee
is new Director (Finance) of NMDC Limited



Mr. J. K. Goel
takes over as Executive Director (HR) at AAI.

NHPC pays Dividend to Government of India

NHPC Ltd. has paid a final dividend of Rs. 211.63 cr. to Government of India for the financial year 2017-18.

Shareholders of the company in its 42nd Annual General Meeting held recently, had approved final dividend at the rate of Rs. 0.28/- per Equity share i.e. @2.8 percent of the face value. NHPC today has more than 7 lakh shareholders and total final dividend payout for the financial year 2017-18 worked out to Rs. 287.26 cr. The company had paid total dividend of Rs. 1436.31 Cr. @1.40 per share for the financial year 2017-18 including interim dividend of Rs. 1149.05 cr. @ Rs. 1.12 per share out of which interim dividend of Rs. 849.80 cr. was paid to Govt. of India in March 2018.

NHPC had earned net profit of Rs. 2758.65 Cr. for the financial year 2017-18 as against the previous year corresponding figure of Rs. 2795.59 Cr. NHPC had paid total dividend of Rs. 1436.31 cr. i.e. 5.07 percent of net worth and 52.07 percent of PAT of the company



Mr Balraj Joshi, CMD, NHPC Ltd. handing over dividend payout bank advice for an amount of Rs. 211.63 crore to Mr R. K. Singh, Union Minister of State (Independent Charge) for Power and New & Renewable Energy in the presence of Mr Ajay Kumar Bhalla, Secretary (Power), Govt. of India, Mr Aniruddha Kumar, Joint Secretary(Hydro), Mr Ratish Kumar, Director (Projects), Mr. N. K. Jain, Director (Personnel), Mr M. K. Mittal, Director (Finance), Mr Janardan Chaudhary, Director (Technical), Mr. Satya Prakash Mangal, Independent (Director), Mr H.S. Puri, General Manager (Finance).

for the financial year 2017-18.

The dividend payout bank advice for an amount of Rs 211.63 cr. was presented to Mr. R. K. Singh, Union Minister of State (Independent Charge) for Power and New & Renewable Energy by Mr. Balraj Joshi, CMD, NHPC Limited recently in the presence of Mr. Ajay Kumar Bhalla, Secretary (Power), Govt. of India, Mr. Aniruddha Kumar,

Joint Secretary (Hydro), Govt. of India, Mr. Ratish Kumar, Director (Projects), Mr. N.K. Jain, Director (Personnel), Mr. M. K. Mittal, Director (Finance), Mr. Janardan Chaudhary, Director (Technical), Mr. Satya Prakash Mangal, Independent (Director), Mr. H.S. Puri, General Manager (Finance) and other senior officers of Ministry of Power and NHPC Ltd. ■

Steel Minister Visits Alloy Steel Plant, Durgapur

Steel Minister Chaudhary Birender Singh recently visited the Alloy Steel Plant (ASP) in Durgapur. After a review of the performance of ASP, the Minister said that ASP is now showing improved performance both in physical and financial terms. Chaudhary Birender Singh also said that the plant is geared up to make net profit from next year. ASP has a diverse product portfolio of over 400 grades critical in end-use by

strategic sectors like, defence, railways, automobiles, power plants, heavy engineering and manufacturing industries, including steel plants. ASP was set up in 1965 under Hindustan Steel Limited, now SAIL, to ensure India's self-reliance in alloy and special steels production.

The Steel Minister also visited the Durgapur Steel Plant (DSP). He said DSPs commensurate growth plan has been duly considered in

tune with the National Steel Policy of making 300 MT steel by 2030-31, and SAIL's plan to enhance steel production to 50 MT. He said SAIL needs to be more profitable and retain its leadership position in the market.

Chairman, SAIL and Joint Secretary, Steel accompanied the Minister during the visit to the three plants at Salem, Tamil Nadu and Durgapur, West Bengal. ■



Coastal Rice Consignment of Food Corporation of India arrives Cochin Port

Government of India had embarked upon a port led development project called Sagarmala, which is the flagship programme of the Ministry of Shipping to promote coastal shipping through harnessing India's 7,500 km long coastline, 14,500 km of potentially navigable waterways and the Ports. As part of the programme, the initiative and sustained efforts of the Marketing Team under Traffic department of Cochin Port to promote coastal shipping gave yet another positive result

when a consignment of 4732 Metric tonnes of rice in 182 containers arrived ICTT Vallarpadam of Cochin Port on 10th November 2018 in a container ship named SSL Kochi.

The consignment of rice is on account of Food Corporation of India (FCI) for public distribution in Kerala, shipped from Kakinara Port and arrived Cochin via Krishnapatnam. Until recently, FCI was bringing rice predominantly by rail and this is a modal shift to coastal shipping as the

same proved cost effective for FCI. It is expected that 10,000 tonnes of rice per month will come from Andhra Pradesh to Kerala in the days to come.

On this occasion, Dr M Beena, IAS, Chairperson of Cochin Port thanked FCI and the carrier M/s Avana Logistek Ltd for making it happen. She said that efforts are on to bring wheat a/c FCI from Punjab/Haryana to Kerala using coastal shipping, which apart from giving additional volume to the Port will be cost effective for the public distribution giant. ■

GAIL fast tracks North East feeder gas pipeline project

Barauni-Guwahati line pipes contract of Rs. 1,100 cr. awarded

GAIL (India) Ltd. recently announced award of contract for the purchase of 616 km of line pipe worth Rs. 1,100 cr. for the Barauni -Guwahati pipeline, putting on fast track project execution of the crucial 729 km feeder line linking North East India with the Pradhan Mantri Urja Ganga pipeline network.

The award of the contract will ensure commencement of spurline laying activities of the Barauni -Guwahati pipeline from

December 2018. The under construction pipeline will connect the upcoming 'Indradhanush' gas grid network to the national gas network.

Mr. B. C. Tripathi, CMD, GAIL said the award of the tenders supports 'Make in India' efforts of steel pipe manufacturers and suppliers in the country and marks completion of mainline ordering for the entire 729 km section.

The 'Indradhanush' gas grid network, being developed by GAIL

along with JV partners IOCL, OIL, NRL and ONGC, will provide uninterrupted supply of natural gas across all the North Eastern States.

The Pradhan Mantri Urja Ganga project endeavours to connect East and North East States of India with the existing gas pipeline grid to ensure access of clean energy solutions for household, transport, industrial and commercial applications in the energy deprived region. ■

NRL presents Rs. 49.95 Cr. as 1st Interim Dividend for FY 2018-19 to Government of Assam

NRL recently presented the first Interim Dividend cheque for the current financial year 2018-19 amounting to Rs. 49.95 Cr. to the Govt. of Assam against its equity holding of 12.35 percent in the Company. The cheque was handed over to the Chief Minister of Assam Mr. Sarbananda Sonowal by MD NRL Mr. S. K. Barua in the presence of senior officials of NRL in Guwahati.

The Interim Dividend has been worked out based on the performance of the company during the first 6 months of the current financial year. ■



Mr. S. K. Barua, MD NRL handing over the 1st interim dividend cheque to CM of Assam Mr. Sarbananda Sonowal at Guwahati

REC Raises 700 Million USD from Global Medium Term Programme in its Debut 144A Bonds Issuance

Pricing of USD 700 Million 5.25 Percent Fixed Rate Senior Unsecured Dollar Notes of 5-Year Tenor

Pricing Of USD 700 Million 5.25 Percent Fixed Rate Senior Unsecured Dollar Notes of 5-Year Tenor

REC Ltd. has successfully raised USD 700 million (INR 5,140 cr.), 5-year bond from its inaugural foray into the 144a market (US Securities and Exchange Act 1933) by using the newly established Global Medium Term Programme of USD 5 billion (INR 36,700 Cr.s). Proceeds of the bond will be used to finance power projects in accordance with the approvals granted by the RBI from time to time and in accordance with the ECB Guidelines.

The 5-year benchmark has a semi-annual coupon of 5.25 percent per

annum and a maturity date of 13 November 2023. It offers investors a reoffer spread of 240 basis points over the 5-year UST. The transaction saw an oversubscription of approximately 2.5 times with active participation from more than 90 major international investor accounts. REC decided to upsize the deal to USD 700mn from the earlier benchmark target to accommodate keen investor interest in this maiden 144A issuance from REC Ltd.. The final Order Book has been over \$1.1 billion from over 90 accounts with US contributing 41 percent, 21 percent from European Union and 38 percent from Asia. Subscription amounting to 42

percent made by Asset/Fund Managers, 21 percent by Banks, 26 percent by INS/PEN/Pub Sec and 11 percent by PB.

This is the largest USD transaction from any Indian Non-Banking Finance Company (NBFC) and the first issuance under 144A by an Indian NBFC and Central Public Sector Enterprise (CPSE). In the backdrop of weak Emerging Markets headlines and recent volatility in the Indian NBFC sector, the global investors have reaffirmed strong confidence in the corporate governance, sound management, strong fundamentals of REC Ltd.. ■



Two Fast Patrol Vessels for Coast Guard launched simultaneously by GRSE, Kolkata



Launching Ceremony of 2115 & 2116

Garden Reach Shipbuilders and Engineers (GRSE) Ltd. - added yet another feather with the launch of two Fast Patrol Vessel (FPV) Ships for Indian Coast Guard recently. These Vessels, ICGS Amrit Kaur and ICGS Kamla Devi are third and fourth in the series of five FPVs built by GRSE for the Indian Coast Guard. Upholding the best of maritime traditions, the ships were "Launched" by Smt Veena Naravane; wife of Lt. General Manoj Mukund Naravane, AVSM, SM, VSM, General Officer Commanding-In-Chief; Eastern Command, Indian Army. The ceremony was held in the presence of Rear Admiral V. K. Saxena, CMD, GRSE, and other Senior Officials of GRSE, Indian Coast Guard, Indian Navy, and Indian Army.

In a period of over 5 decades since its inception in 1960, GRSE has successfully developed an array of world-class platforms including Frigates, Missile Corvettes, Anti Submarine Warfare

Corvettes and Landing Craft Utility Ships for the Indian Navy, all of them armed with high-tech infrastructure. With delivery of 98 warships to its credit, GRSE today is well positioned to construct large warships harnessing advanced modular shipbuilding technology which is delightfully-at par with the best in the world. The enhanced shipbuilding capacity of GRSE has taken the organization to the level where it can construct 20 ships in tandem.



Full Ship View-Yard 2115+2116

With the keel-laying of the 1st Advanced Stealth Frigate of P17A Project, team GRSE has once again touched a key milestone. No less a feat are the bagging of orders for four Survey Vessels (Large) for The Indian Navy on competitive basis and emerging a successful bidder through competition for 8 ASWSWCs, with private players active in the fray. The twin triumphs have further boosted the morale of this public sector Defence Shipyard, particularly on its aggressive cost strategies.

The FPV Ships which were launched recently are each 50M long, 7.5M wide with a displacement of around 308 Tons. These ships are designed for a maximum speed of 34 knots with an endurance of more than 1500 nautical miles. The FPV designs which are exclusive to GRSE are an improvisation on the Inshore Patrol Vessels (IPV) built by the Shipyard for the Indian Coast Guard, few years ago. ■

GRSE Lays Keel of 1st **Advanced Stealth Frigate**

Garden Reach Shipbuilders and Engineers Limited (GRSE) touched a key milestone in its Project 17A recently with the laying of the keel of the first of three Advanced Stealth Frigates. The keel was laid at GRSE's Main Works Unit in the august presence of Vice Admiral K. B. Singh, PVSM, AVSM, Flag Officer Commanding-in-Chief, Eastern Naval Command, Rear Admiral V. K. Saxena (Retd.), CMD and other senior officials of the Indian Navy and GRSE graced the ceremony.

The contract for construction of three highly Advanced Stealth Frigates under Project 17A is the largest ever order won by the



Vice Admiral K. B. Singh, PVSM, AVSM, Flag Officer Commanding-in-Chief, Eastern Naval Command, Rear Admiral V. K. Saxena (Retd.), CMD and other senior officials of the Indian Navy and GRSE at the keel laying ceremony.

company. This prestigious contract of Rs. 19293.46 crore was signed between the Ministry of Defence and GRSE recently. The

first ship is expected to be delivered in 2023 and the next two ships in 2024 and 2025 respectively. ■

GRSE Signs Contract for four **Survey Vessels for Indian Navy**



Contract Signing between GRSE & Ministry of Defence for Construction of four Survey Vessels (Large) for Indian Navy.

In the emerging competitive scenario, it was a huge boost for team GRSE when the Shipyard was declared the successful bidder in the competitive bidding for design, construction and supply of four Survey Vessels for Indian Navy.

RFP was issued by Indian Navy to four DPSU Shipyards viz GRSE, GSL, HSL, CSL and two Indian Private Shipyards in Apr 2016, with GRSE emerging as the lowest & successful bidder. The Contract was signed on recently between Garden Reach Shipbuilders & Engineers Limited (GRSE) and Government of India, Ministry of Defence. The order value for these four vessels is Rs. 2435.15 Cr.. The 1st ship is to be delivered within 36 months from contract signing date and subsequent balance ships within an interval of 6 months for each vessel. The project completion time is 54 months from date of signing the contract. With this prestigious contract, GRSE's Order Book as on date stands at Rs. 22,604/- cr.. GRSE is currently handling a major project to make 03 Stealth Frigates for Indian Navy under P17A Project.



HTT 40 Successfully Begins Spin Testing

The HTT 40 (Basic Trainer Aircraft) began the most awaited phase of the 'spin test' by successfully entering in to two turn spin and subsequently recovering with the appropriate controls. Two test pilots undertook the first ever spin entry testing recently. The aircraft was piloted by Gp Capt (Retd) KK Venugopal, DGM-Test Pilot (FW) from front cockpit and Gp Capt S Chaki (Retd), Sr. Test Pilot (FW) from rear. The stall testing was already completed and the project galloped its way to spin tests.

Mr. R. Madhavan, CMD, HAL said that the successful start of the spin testing gives a boost to

HAL and also restores credibility of HAL in successfully designing a spin worthy aircraft. The spin testing is the most crucial and challenging aspect of flight testing of any aircraft development programme. HAL's Aircraft Research and Design Centre (ARDC) had conducted extensive wind tunnel testing and mathematical model analyses to arrive at the spin characteristics of the aircraft. The entire study is put to test during those first few moments of spin testing. According to Mr. Arup Chatterjee, Director (Engg and R&D) the PSQR test points have been met and the spin completion is the last metric



which needs to be accomplished before the aircraft enters service. As a matter of fact, HTT 40 exceeds the Preliminary Services Qualitative Requirements (PSQR) on most fronts and offers a technologically advanced product than its competitor. ■

HAL Management Academy Launches a Unique AICTE Approved PGDAM

HAL Management Academy (HMA) has launched, an AICTE approved 15 month, full time Post Graduation Diploma in Aviation Management (PGDAM) at its sprawling new campus recently. The program was inaugurated by Mr. V.M. Chamola, Director (HR). "With this, HAL has opened doors for both HAL and the outside world to create specifically trained human resource in the aviation and aerospace which is one of the fastest growing industries in the country, he said. "Given the structure and concept of the programme, we are confident of getting the best companies to the campus for placement assistance", he added.



Mr. V.M. Chamola, Director (HR), HAL inaugurating the HMA's PGDAM program along with other senior officials from HAL.

The program included a visit to the top aviation companies abroad, interaction with practicing professionals and aviation industry exposure module.

The HMA will train around 35 persons through this program. The batch consists a mix of HAL executives and professionals from outside selected through a rigorous evaluation process. The participants will get the much

needed exposure in areas such as wind tunnel and flight testing, composite manufacturing, flight hangar management, air traffic management and so on. It is this experiential learning and knowledge that makes the course unique from practical and theoretical perspectives as we would have the best and experienced faculty from aviation field, said Ms. Nemichandra, GM (HMA). ■

Director (R&D), IOC Inaugurates India's first Steam Explosion Pilot Plant for 2G Ethanol Technology

Dr. S.S.V Ramakumar, Director (R&D) inaugurated India's first continuous steam explosion pilot plant facility to convert a variety of agricultural & forest residues into ethanol at the Bio-Energy Research Centre in IndianOil R&D recently. Dr. S. K. Puri (CGM Bioenergy), Dr. D. K. Tuli, DBT Chair Professor, Dr. Ashutosh Pande, Director M/s Texol Engineering Pune, and other senior officials of IndianOil R&D & M/s Texol Engineering were present during the occasion. This 300 kg/day biomass pretreatment pilot facility is based on IndianOil R&D designed process to convert hardest biomass feedstock such as cotton stalk, very efficiently. This is the



Dr. S.S.V Ramakumar, Director (R&D), IndianOil inaugurating India's first continuous steam explosion pilot plant facility at the Bio-Energy Research Centre in IndianOil R&D.

first pilot scale facility in India wherein biomass can be digested to recover fermentable sugars by using only steam, thus avoiding the use of any of any chemicals. Another feature of this facility is indigenously designed extraction system where most of the extractives present in the biomass

are removed, resulting in lower dosage of enzymes. This 'MADE IN INDIA' pilot facility has a potential to provide fillip to India's efforts of developing efficient and cost effective 2G ethanol technology based on high lignin feedstocks such as cotton stalk & mustard stalk. ■

Celebration of Rashtriya Ekta Diwas at KIOCL

KIOCL celebrated the "Rashtriya Ekta Diwas" recently to commemorate the birth anniversary of Sardar Vallabhbhai Patel at Corporate Office, Bengaluru. The Iron Man Sardar Patel was a true visionary, credited for unification of the country post independence. On this occasion various events were also organised.

Unity Pledge was administered by Mr. M.V. Subba Rao, CMD to the employees present at the premises of the Corporate Office followed by parade by Security personnel. To bring awareness about Sardar Patel's contributions to the building of modern India and to reinforce in the present generation, "Run for Unity" was flagged by CMD and all the employees, school children, residents of Kudremukh colony participated with lot of enthusiasm. More than 200 members participated in the event. A pledge was also taken by



the Directors, Senior Officials & Employees at various locations of the company to protect the unity and integrity of the country and participated in the 'Run for Unity' programme. During the occasion an Essay/Quiz Competitions were also organised at Bengaluru & Mangaluru for School's Children prizes were distributed to the winners. ■



M3 MSTC Metal Mandi

Website : www.mstcecommerce.com/m3

- ❖ The KEY to an Online Market for Medium and Small Scale Manufacturers and Traders
- ❖ The e-commerce portal is the virtual B2B and B2C Market place with special emphasis on Metal Sector
- ❖ Better opportunities for MSMEs

A) Features of M3

- ❖ M3 is a transparent and user friendly interface which is envisaged in charge of the face of metal trading scenario in India
- ❖ Wide range of Ferrous and Non-Ferrous Metal Products, Ores, Minerals & Ferro Alloys etc are available on M3
- ❖ M3 portal also offers BIS certified metal products
- ❖ An initiative of Ministry of Steel, Government of India, M3 is an effort of Central Govt towards convergence of 'DIGITAL INDIA', 'MAKE IN INDIA' and 'EASE OF DOING BUSINESS'
- ❖ Products of primary producers like RINL, SAIL, ESSAR, JSPL etc. are also available on M3
- ❖ New feature: Enquiry Based System; send your enquiry directly to the seller to get the best quote

B) Advantages to Seller

- ❖ Enjoy the wider market exposure and expand your business and customer portfolios
- ❖ Enjoy selling on a digital platform and reduce tedious and cumbersome paper work
- ❖ Save operation costs towards advertising / branding / promotional publicity
- ❖ 'MSTC Metal Mandi' platform supports 'pull' type supply management, where a business process starts, when an order comes from a customer and uses 'Just-In-Time' manufacturing process. Thus it increases the productivity of the organization
- ❖ Options for updating the price and product information available on (24X7) basis

C) Advantages to Buyer

- ❖ Shopping in an open, competitive and fully transparent digital environment to get the best price
- ❖ Get detailed information on product, quantity and price at a simple click of the mouse using both the buying options i.e. 'Fixed Price' and 'Enquiry Based System'
- ❖ Hassle-free shopping experience saving time and cost
- ❖ (24 X 7) support service
- ❖ Operate at any time, from anywhere to buy any product or to submit the enquiry
- ❖ Option of door delivery

For further clarifications, please contact the following officials:

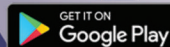
Name	Email-id	Mobile
Shri Mayur Dimri, SM (CP)	mayur@mstcindia.co.in	+91-9330408331
Shri Dibyendu Paul, AM (CP)	dpaul@mstcindia.co.in	+91-9831992269
Shri Tanmoy Sarkar, MT	tsarkar@mstcindia.co.in	+91-8349894664
Shri Shubhajit Roy, MT	sroy@mstcindia.co.in	+91-7501524754
Shri Nikhil Mittal, MT	nmittal@mstcindia.co.in	+91-9674550002

MSTC

aduniqua



Download app





THE POWER OF THINKING BIG:



A PROGRAMME FOR HIGH POTENTIAL LEADERS

ADVANCED MANAGEMENT PROGRAMME

18th – 24th January, 2019

S. P. JAIN INSTITUTE OF MANAGEMENT & RESEARCH

Munshi Nagar, Dadabhai Road, Andheri (West), Mumbai - 400 058

For further information/registration kindly contact

Programme Facilitator

B.V.K.K. RAO
SCOPE APSE

+91 11 24360661
+91 9899402261

E-mail: apse.scope@gmail.com, Website: www.scopeonline.in

Programme Coordinator

HEMA KOUL
SCOPE APSE

+91 11 24365418/
+91 9899362335

Programme Director

Dr. (Prof) Vanita Shetty Bhoola

Head - Centre for Project Management (CPM) & MDP
SPJIMR, Mumbai

+91 22 61454225

E-mail: vanita@spjimr.org

SCOPE APSE - SPJIMR Programme



**SCOPE Academy of Public Sector
Enterprises (APSE)**