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21 - 22 September, 2026

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PLATINUM JUBILEE 1957 - 2027

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ALL INDIA MANAGEMENT ASSOCIATION

53rd National Management Convention

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From the Desk of the President

Dear AIMA Members,

AIMA's 53rd National Management Convention comes at an important moment—not only for India, but for the world of business and management.

The assumptions that shaped business for much of the past few decades are being tested. Geopolitical tensions are reshaping trade and supply chains. Artificial intelligence and other technologies are transforming industries, work and decision-making. Expectations of business are changing, while leaders are being asked to deliver growth and prepare their organisations for disruptions that are increasingly difficult to predict.

For India, this uncertainty also presents an extraordinary opportunity. Strong economic growth, a large talent pool, rapid digitalisation, expanding manufacturing capabilities and India's growing role in the global economy provide a strong foundation for the next phase of development. The challenge is to translate this momentum into higher productivity, stronger competitiveness, better jobs and broader prosperity.

It is against this backdrop that this year's Convention takes the theme "Transforming for Tomorrow: Growth with Resilience." The theme captures a central challenge for Indian management: how do we continue to pursue growth while building organisations and capabilities that can withstand disruption and adapt to change?

The NMC will explore this challenge from multiple perspectives—from India's growth and transformation, and the role of data and AI, to geopolitics, supply-chain resilience and the changing nature of leadership. It will also look at India's technological ambitions, including space, and how a new generation is redefining leadership and legacy.

These conversations are closely interconnected. Growth without resilience is vulnerable. Competitiveness without innovation cannot be sustained. Technology without talent cannot deliver transformation. And leadership without the ability to adapt will struggle in a world of continuous change.

This is also the direction in which AIMA is evolving. Over seven decades, AIMA has built a strong platform for management thought, leadership development, education, research and professional capability building. Today, its role is to remain closely engaged with the forces reshaping business and society, bringing together leaders from industry, government and academia and creating spaces for ideas, dialogue and action.

As AIMA celebrates its Platinum Jubilee, the NMC is both a moment to reflect on this journey and to look ahead. The first seventy years have been about building an institution for Indian management. The opportunity before AIMA now is to help shape the leadership, capabilities and ideas that India will need for its next phase of growth and global engagement.

As I complete my term as President of AIMA, I am grateful to our Executive Board, Council, Local Management Associations, Secretariat and members for their support and commitment. I am confident that under the leadership of Mr Vishal Kampani, AIMA will continue to evolve with the needs of a changing India and strengthen its contribution to the management community.

I wish you all a stimulating and rewarding Convention.

Best wishes,

T V Narendran
President, AIMA
CEO & Managing Director
Tata Steel Limited

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The National Management Convention

The National Management Convention (NMC), AIMA's annual flagship event held each September, brings together leaders from business, government, entrepreneurship, the armed forces, think tanks and the Arts for thought-provoking dialogue and the exchange of transformative ideas.

Over 500 participants—including industry leaders, academics, young changemakers from AIMA's Young Leaders Council, and representatives from 68 Local Management Associations from across the country—attend the one-and-a-half-day Convention. The event also reaches a wider audience through live streaming on AIMA's social media channels, with the latest flagship event held in April 2026 garnering nearly 2 million views.

Over the years, National Management Convention has evolved into a landmark platform that celebrates excellence, advances thought leadership and helps shape India's leadership and strategic agenda in a rapidly changing world.

AIMA's 53rd National Management Convention is being organised on 21-22 September 2026 at Hotel Taj Palace, New Delhi. The theme of this year's Convention is 'Transforming for Tomorrow: Growth with Resilience' – and the deliberations will focus on strategies and policies needed for India and Indian industry to strengthen resilience amid rising geopolitical and technological disruptions, while sustaining and elevating economic growth to the next level.

The Convention is also the occasion when AIMA's new President takes charge. This year, the current President, Mr T V Narendran, CEO & Managing Director, Tata Steel Ltd, will hand over the reins of AIMA to the incoming President Mr Vishal Kampani, Vice Chairman & Managing Director, JM Financial Ltd at the end of the Convention.

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Convention Theme
Transforming for tomorrow: Growth with Resilience

The future is changing continuously with new technologies taking over and trade undergoing arbitrary shifts. Indian businesses need to keep an eye on the horizon while dealing with the near opportunities and risks. Enterprises must evolve to align with the changing technologies, policies, and regulations and to build resilience against random disruptions.

Business leaders must find methods and resources to reinvent value propositions, business models, organisations, supply chains and to develop agility for continuous adaptation. They must find ways to sustain global competitiveness on scale, costs, and innovation across technological, economic, and geopolitical shifts. They must aim for transformation for enduring success instead of merely incremental upgrades.

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The All India Management Association (AIMA) is the Voice of India's Leaders and Managers, and the apex body of the management profession in India. AIMA is a not- for-profit, non-lobbying organisation, and works closely with Industry, Government, Academia, and students to further the cause of the management profession in India.

Established in 1957, AIMA has been serving the management community for 70 years, contributing immensely to the enhancement of management capability in the country. AIMA has a membership base of over 38,000 members and close to 6,000 corporate/ institutional members, through 68 Local Management Associations affiliated to AIMA. The Association is represented on a number of policymaking bodies of the Government of India and national associations.

AIMA offers various services in the areas of testing, distance education, skill development & training, research, publications, executive education and management development programmes and special Forums for Young Leaders, Vice Chancellors and women leaders and managers.

Over the decades, AIMA has evolved as times have changed and catered to the growing needs of today's management community. Apart from its flagship Post Graduate Diploma in Management, AIMA offers topical and industry- oriented programmes and initiatives to help management professionals and students keep in step with times, while offering state of the art business solutions for organisations and institutions.

As the pioneer of Distance Education, AIMA has always been an early starter, even in the digital space. AIMA was amongst the first organisations to offer Internet Based Remote Proctored Tests on a national level; and among the first to shift its service offerings online. AIMA quickly built digital expertise and now has the capability to offer its management programmes and business solutions in the physical, virtual and hybrid mode, as required.

AIMA also brings to the Indian managers, the best management practices, and techniques through numerous foreign collaborations with professional bodies and institutions. AIMA is an important and long-time member of the Asian Association of Management Organisations (AAMO), which promotes professional management in the Asia Pacific region. In addition, AIMA has developed close associations with several leading international Universities and Institutions including the UC Berkeley, UC Santa Cruz, St Gallen Symposium, Horasis, The World Bank to name a few.

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SPEAKER PROFILES



Nirmala Sitharaman

Minister of Finance; and Corporate Affairs
Government of India

Nirmala Sitharaman was born on 18th August 1959 in Madurai, Tamil Nadu, to Smt K. Savitri and Shri K. Sitharaman. She graduated from Seethalakshmi Ramaswamy College, Tiruchirappalli, and earned her master's from Jawaharlal Nehru University's Centre for Economic Studies and Planning. She pursued an MPhil in Economics through the International Trade Department, School of International Studies, and joined Free Thinkers' Society. After submitting her doctoral thesis on Indo-European textile trade, she moved to London, working at Pricewater house as Senior Manager (Research & Analysis) and briefly at BBC World Service. In 1992, she established Hyderabad's Centre for Public Policy Studies for evidence-based policymaking. In 1997, she founded Pranava school in Hyderabad. Recipient of the British Council's International School Award (2007–2010), it promoted child-centric education, inherent talent and experiential learning through travel across India. During Gujarat's 2012 Assembly Elections, she organised the BJP's media campaign under Shri Narendra Modi. After BJP's 2014 election victory, she became Minister of State (Independent Charge), Commerce and Industry, on 27th May 2014, concurrently serving as Minister of State for Finance and Corporate Affairs. Among 12 BJP candidates nominated for 2016 Rajya Sabha elections, she became Defence Minister on 3rd September 2017 and Finance and Corporate Affairs Minister in 2019. She led COVID-19 Economic Response Task Force; India became the world's fifth-largest economy during her tenure. Re-elected to the Rajya Sabha from Karnataka in 2022, she retained Finance and Corporate Affairs after the NDA's 2024 victory under Prime Minister Shri Narendra Modi and presented a record ninth Union Budget in February 2026.



T V Narendran

President,AIMA
CEO & Managing Director
Tata Steel Ltd

TV Narendran has over 38 years of experience in the Mining and Metals industry. As CEO & Managing Director of Tata Steel, he has overseen the Company's organic and inorganic growth over the last decade. He is on the Boards of Tata Steel and Tata International and is Chairman of Tata Steel Europe. He has led several industry associations, serving as President of the Confederation of Indian Industry (CII) and the Indian Institute of Metals. He chairs the Boards of Governors of XLRI and IIT Kharagpur and was recently appointed Chairman of the Board of Governors of IIT Patna. Internationally, he has served as Chairman of the World Steel Association and co-chaired the World Economic Forum's Mining and Metals Governors Council.

(Alphabetical order first name wise)



Ajay Bisaria

Former High Commissioner of
India to Canada and Pakistan

Ajay Bisaria is a corporate advisor, commentator, author and former diplomat. As a strategic business advisor, he guides global firms on navigating geopolitics, governments, regulations and risks. He is a Distinguished Fellow at the Observer Research Foundation. Earlier, in an illustrious career spanning 35 years in the Indian Foreign Service (1987 batch), Ambassador Bisaria dealt with some of India's key economic and security relationships. He served as Indian ambassador in Canada, Pakistan, Poland & Lithuania. His diplomatic journey has included stints at the World Bank in Washington DC and in embassies in Berlin and Moscow. He has served in key roles in the Government of India, including in the Prime Minister's Office, where he was an aide to Prime Minister Atal Bihari Vajpayee from 1999 to 2004. He has a BA in Economics from St Stephen's College, Delhi; an MBA in Finance from IIM Calcutta; and a Masters in Public Policy from Princeton University. He speaks and writes extensively on geopolitics and economic issues. His first book, Anger Management, on the troubled diplomatic relationship between India and Pakistan, was long listed for Crossword non-fiction of the year and named by Indian Express as one of the top three global books on foreign policy for 2024.



Amaan Ali Bangash

Sarod player and
Composer



Ayaan Ali Bangash

Sarod player and
Composer

Amaan Ali Bangash and Ayaan Ali Bangash are internationally acclaimed sarod virtuosos, Associate Artists at Wigmore Hall, London, and Goodwill Ambassadors for WWF-India. Sons and disciples of legendary sarod maestro Amjad Ali Khan and grandsons of Haafiz Ali Khan, they represent the seventh generation of an illustrious musical lineage, combining technical mastery with lyrical elegance and contemporary expression. As soloists and a celebrated duo, they have performed at Carnegie Hall, the Kennedy Center, Royal Albert Hall and Wigmore Hall, and collaborated with guitarist Derek Trucks, Grammy-winning classical guitarist Sharon Isbin, the Chicago Philharmonic and the Avignon Symphony Orchestra. They performed at the 2014 Nobel Peace Prize Concert in Oslo and received a Gold Medal at the Global Music Awards, Los Angeles, for their album 'Peace Worshippers'. They have presented 'Samaagam', the sarod concerto composed by Amjad Ali Khan, with leading ensembles including the New Jersey Symphony, Moscow State Philharmonic, Adelaide Symphony Orchestra, Atlanta Symphony Orchestra and Bronx Arts Ensemble. In 2018, they joined Amjad Ali Khan and the Refugee Orchestra Project for the United Nations Day Concert in the presence of UN Secretary-General António Guterres. Their cross-cultural collaborations include Joe Walsh's VetsAid concerts and the EP Prayers, featuring Stewart Copeland, Jim Keltner, Nathan East and other distinguished musicians. In 2026, they played a central role in Wigmore Hall's 125th Anniversary Festival. Their recent work includes a Lollapalooza India performance with Yungblud, Gorillaz' album 'The Mountain', and the Grammy Award-winning 'Meditations: Reflections of His Holiness the Dalai Lama'. They bring Indian classical music to audiences worldwide.



Amitabh Kant

Former G20 Sherpa (India); Former CEO
NITI Aayog and Senior Adviser
Fairfax SMBC & Warburg Pincus

Amitabh Kant is a distinguished governance reformer, public policy leader and change agent who has played a pivotal role in shaping some of India's most significant national initiatives over a distinguished 45-year career in public service. He has served as the Prime Minister's G20 Sherpa, CEO of NITI Aayog and Secretary, Department of Industrial Policy and Promotion (DIPP). As India's G20 Sherpa during the 2023 Presidency, he led efforts towards consensus-building and the delivery of the G20 Leaders' Declaration, including significant commitments on Artificial Intelligence and climate action. As CEO of NITI Aayog, he spearheaded transformative initiatives including the Production-Linked Incentive Schemes, Aspirational Districts Programme, National AI Strategy, National EV Mission, National Green Hydrogen Mission, National Mission for Battery Storage and National Circular Economy Mission. As Secretary, DIPP, he was instrumental in launching Make in India and Startup India. Earlier, as Joint Secretary of Tourism, he led the globally recognised Incredible India campaign and, as Tourism Secretary of Kerala, championed the iconic 'Kerala: God's Own Country' campaign. He currently serves as Senior Adviser to Fairfax, Sumitomo Mitsui Banking Corporation (SMBC) and Warburg Pincus, and serves on the Boards of Larsen & Toubro, ITC, HCL Tech and IndiGo. He is also Chancellor of NIIT University. An accomplished author and thought leader, he has authored books including Branding India – An Incredible Story and Incredible India 2.0 and has written over 500 articles in leading Indian newspapers. He continues to contribute to global platforms, including the World Economic Forum.



(Ustad) Amjad Ali Khan

Sarod Maestro and
Composer

Ustad Amjad Ali Khan is among Indian classical music's masters. Son of sarod virtuoso Ustad Haafiz Ali Khan, he represents the Senia Bangash lineage. Performing since six, he transformed sarod playing over six decades through style, technical brilliance and vision. Honours include a Grammy Award, World Economic Forum Crystal Award, Fukuoka Cultural Grand Prize, Global Music Awards Gold Medal and UNICEF National Ambassadorship. He performed at Carnegie Hall, Royal Albert Hall, Kennedy Center, House of Commons and Nobel Peace Prize Concert. Sarod concerto Samaagam has been performed by Britten Sinfonia, Orchestre National d'Île-de-France, Orchestre d'Auvergne, Philharmonia Orchestra, Gulbenkian Orchestra, New Jersey Symphony Orchestra, Adelaide Symphony Orchestra, Welsh National Opera Orchestra, Atlanta Symphony Orchestra and Scottish Chamber Orchestra. As educator and cultural ambassador, he conducted lectures, workshops and residencies at Stanford University, University of New Mexico and Indiana University Jacobs School of Music. In 2018, he headlined United Nations Day Concert with sons Amaan Ali Bangash and Ayaan Ali Bangash and Refugee Orchestra Project. Dedicated to Mahatma Gandhi, "Traditions of Peace and Non-Violence" was attended by UN Secretary-General António Guterres. He collaborated with Gwen Stefani, Jon Bon Jovi and Joe Walsh for VetsAid concerts in 2020–2021. With Walsh, he released a three-track EP Prayers, honouring healthcare and frontline workers. San Diego proclaimed April 13 "Amjad Ali Khan Day." His Grammy-winning Meditations: Reflections of His Holiness the Dalai Lama combines his reflections with music by him, Amaan, Ayaan and producer Kabir Sehgal, blending Indian classical and global influences into a message of peace, compassion, kindness and hope.



Lt Gen Deependra Singh Hooda

(Retd) PVSM, UYSM, AVSM, VSM & Bar
Co-Founder The Council for Strategic and Distinguished Fellow for Military Strategy Delhi Policy Group

General Deependra Singh Hooda joined the Indian Army in December 1976 and retired in November 2016 after 40 years of distinguished service. He attended the prestigious Command and Staff College in Canada and served with the United Nations Mission to Ethiopia and Eritrea. During the massive Jammu and Kashmir earthquake in 2005, General Hooda led the military's rescue and relief operations in the Uri sector. As a Major General, he was responsible for counterinsurgency operations in Manipur and South Assam. From 2012 to 2016, he was stationed in Jammu and Kashmir, serving first as a Corps Commander and subsequently as Army Commander, Northern Command. In this role, he handled strategic challenges along India's borders with Pakistan and China and was responsible for the planning and conduct of the surgical strikes against Pakistan in September 2016. In recognition of his exemplary military service, General Hooda has been awarded the Vishisht Seva Medal twice, the Ati Vishisht Seva Medal, the Uttam Yudh Seva Medal and the Param Vishisht Seva Medal. General Hooda is a co-founder of the Council for Strategic and Defense Research, a New Delhi-based think-tank, and serves as Distinguished Fellow at the Delhi Policy Group. He regularly contributes to newspapers, online media portals and professional journals on national and international security affairs. A seasoned public speaker in corporate circles, General Hooda draws compelling parallels between the battlefield and the boardroom, bringing his extensive experience in leadership, strategy and national security to contemporary organisational and business contexts.



Devansh Jain

Executive Director
INOXGFL Group

Devansh Jain is Executive Director of the $18 billion INOXGFL Group, one of India's largest business groups, with a century-long legacy. After a double major in economics and business administration from Carnegie Mellon University, Pittsburgh, USA, Devansh initiated the Group's entry into renewable energy with Inox Wind. Under his leadership, Inox Wind became a leading renewable energy company. He oversaw its 2015 listing and spearheaded the 2022 listing of Inox Green, the world's first listed independent wind O&M company. He leads Inox Clean, an integrated renewable energy platform covering hybrid renewable power generation and solar module and cell manufacturing, and GFCL EV, which supplies EV and energy-storage battery chemicals globally, aiming to become the largest global supplier ex-China.Devansh chairs the Wind Energy Committee at PHDCCI and is on the Advisory Board of the Indian School of Business & Finance. He was co-chair of FICCI's Wind Energy Committee and has held leadership positions at the Indian Wind Power Association, Indian Wind Turbine Manufacturers Association, YPO Delhi Chapter, Entrepreneur's Organization New Delhi Chapter and Carnegie Mellon Alumni Association. His honours include Avendus Wealth-Hurun India U40 Uth Series Award 2025; Transformational Business Leader of the Year, AIMA Managing India Awards 2025; Fortune 40 Under Forty (2023, 2024, 2025, 2026); Next Gen Leader of the Year 2022, Hurun India; A Role Model for Responsible Entrepreneurship, Hurun Report 2019; AIMA Young Entrepreneur of the Year 2017; Spencer Stuart Economic Times 40 Under Forty 2016; Global Excellence Award for Renewable Energy 2014; and Wind Power Man of the Year 2013-14.



Gaurav Chiplunkar

Assistant Professor of Business Administration
UVA Darden School of Business

Gaurav Chiplunkar is an Assistant Professor in the Global Economies and Markets group at the Darden School of Business, University of Virginia. He joined Darden in 2019. His research lies at the intersection of development and labour economics. His work examines how industrial policies affect firm behaviour and how labour market frictions influence job search, recruitment and hiring practices by workers and firms. He also studies how policy reforms and new technologies can help address these frictions. His broader research interests include labour market frictions, gender disparities, political institutions and digitalisation, particularly in low- and middle-income countries, and their impact on economic outcomes. He is a Research Affiliate at BREAD, J-PAL, the International Growth Centre (IGC), Y-RISE, Yale Inclusion Economics, Global Action for Policy (GAP) and IZA



Lakshmi Venu

Vice Chairman
Tractors & Farm Equipment Ltd

Dr. Lakshmi Venu is Vice Chairman of TAFE – Tractors and Farm Equipment Limited, India's second-largest manufacturer of tractors and agricultural equipment, with its products marketed under the Massey Ferguson and Eicher brands. She is also Managing Director of TAFE Motors and Tractors Limited (TMTL), a TAFE Group company. Dr. Venu serves as Managing Director of Sundaram-Clayton Limited, a leading Indian automotive component manufacturer, and holds directorships on the boards of several other companies. Her leadership reflects a strong commitment to driving innovation, strengthening industrial capabilities and advancing sustainable business growth. An accomplished business leader, Dr. Venu holds an undergraduate degree in Economics from Yale University and a Doctorate in Engineering Management from the University of Warwick, UK. Her contributions to business and leadership have earned widespread recognition. She has been named among Fortune India's 100 Most Powerful Women in 2025 and 2026 and has received the Devi Award from The New Indian Express (2025). Her other honours include the Business Today Most Powerful Women Award (2018, 2020, 2023 and 2024), the Financial Express Award for Women Entrepreneurs (2023), and The Economic Times 40 Under Forty (2016). Dr. Venu continues to exemplify visionary leadership and excellence in Indian industry.



Laxit Awla

Executive Director &
Chief Executive Officer
SAEL Industries Ltd

Laxit Awla is a second-generation business leader of SAEL Industries Ltd. Under his stewardship, SAEL has emerged as a national frontrunner in renewable energy, with a strong presence in both Solar and Agri Waste-to-Energy sectors. With his strategic vision and decisive leadership, he initiated the company's engagement with prominent global investors, securing landmark financial partnerships that have strengthened SAEL's market position and opened doors to international capital markets. As a new-generation leader, Laxit has driven a digital-first approach and cultural transformation across the organization, accelerating SAEL's growth across its core business segments, ensuring the timely and efficient delivery of large-scale projects across business verticals.. He has integrated environmental responsibility and sustainable value creation into the company's strategic agenda, redefining SAEL's position as a leading contributor to India's clean energy transition. Laxit's decisive leadership and business acumen continue to define SAEL's trajectory as a market leader in the renewable energy industry.



Nalin Mehta

Managing Editor, Moneycontrol; Chief AI Officer - Editorial Operations, Network18 and Non-Resident Senior Fellow, ISAS, National University of Singapore

Dr Nalin Mehta is Managing Editor, Moneycontrol, Chief AI Officer - Editorial Operations, Network18 and Non-Resident Senior Fellow, Institute of South Asian Studies, National University of Singapore. He is an award-winning journalist, political scientist and writer who has held leadership positions in major media companies and educational institutions; served as an international civil servant with the UN and the Global Fund in Geneva, Switzerland; taught and held research positions at universities and institutions in Australia, Singapore, Switzerland and India. Most recently, he was Dean and Professor at School of Modern Media, UPES University. He has previously been Group Consulting Editor, Network18; Executive Editor, The Times of India-Online, Managing Editor, India Today (TV channel) and Consulting Editor, The Times of India. Mehta is the author of seminal and best-selling books across three domains: political science, technology and social history. These include The New BJP: Modi and the Making of the World's Largest Political Party (which remained No. 1 on Amazon's bestseller lists for 26 consecutive weeks in 2022), India's Techade, India on Television (Asian Publishing Award for Best Book on Asian Media, 2009) and Behind a Billion Screens (Longlisted as Business Book of the Year, Tata Literature Live, 2015).



Naveen Jindal

Member of Parliament (Lok Sabha)
and
Chairman, Jindal Steel Ltd

Naveen Jindal is a well-known Indian industrialist and philanthropist and Chairman of Jindal Steel, one of India's leading conglomerates in steel, mining and infrastructure. Guided by nation building, he is committed to developing world-class capabilities that advance India's self-reliance and global economic strength. Jindal Steel operates manufacturing facilities in Angul, Raigarh and Patratu, alongside strategic mining and resource assets across India and Africa. Serving his third term as a Member of Parliament, he champions societal causes and transformative change. As President of the Flag Foundation of India, he led a campaign from age 22 to democratise the Tricolour. His decade-long legal struggle culminated in a historic Supreme Court judgement granting every Indian the right to display the National Flag with pride throughout the year. He is Founding Chancellor of O. P. Jindal Global University, ranked India's number-one private university in the QS World University Rankings 2023. He also serves as President of the Indian Steel Association, the apex body representing the domestic steel industry. His honours include the University of Texas at Dallas Lifetime Achievement Award (2023), recognition among India's Most Powerful CEOs by The Economic Times–Corporate Dossier (2011), the Ernst & Young Entrepreneur of the Year Award (2010), and inclusion among Fortune India's Best CEOs (2024). An avid sportsperson, he plays polo and holds a national record in skeet shooting. He is married to accomplished Indian classical Kuchipudi dancer and Jindal Foundation Chairperson Shallu Jindal. Their children, Yale graduates Venkatesh and Yashasvini, include Venkatesh, a Harvard MBA and President of the Naveen Jindal Group.



Navika Kumar

Editor-In-Chief
Times Group

Navika Kumar is among India's most illustrious journalists and a trailblazer in the profession. She is the Editor-in-Chief of Times Group, which includes India's most- watched English news channel Times Now and the fastest-growing Hindi channel Times Now Navbharat. She is the first woman ever to head two national news channels in India. With over three decades of experience, she began her career in print journalism, working with The Economic Times and The Indian Express before transitioning to broadcast journalism in 2005. She has been in leadership roles for the launch of two news channels of the Times Group – Times Now in January 2006 and Times Now Navbharat in August 2021. Renowned for her incisive political reporting, Kumar has delivered impactful exposés on corruption, governance, and national security. Her flagship show Newshour has consistently topped viewership charts, while her interview series Frankly Speaking has featured prominent global leaders and influencers. She also hosts the podcast "Baatein Dil Se" which made its debut on Youtube in May this year. A recipient of numerous prestigious awards, Kumar is widely respected for her journalistic integrity, sharp analysis, and influence in shaping national discourse.



Nayantara Rai

Worker
Eternal Limited

Nayantara Rai is a Worker at Eternal Limited and a former business journalist and television anchor with more than 15 years of experience in financial and corporate news. At Eternal, she has also served as Ombudsman, contributing to the organisation's commitment to trust, accountability and responsible workplace practices. Before moving to the corporate sector, Nayantara was Senior Editor at ET NOW, where she covered major developments across business, financial markets, policy, entrepreneurship and India's fast-evolving start-up ecosystem. She joined ET NOW in 2016 as Deputy Bureau Chief after spending over eight years with CNBC-TV18, where she worked as an Assistant Editor and News Anchor. Her journalistic career was distinguished by impactful reporting, breaking news stories and exclusive conversations with leading policymakers, business leaders, investors and entrepreneurs. Known for her engaging interviewing style and ability to make complex business issues accessible, Nayantara has closely followed the forces shaping corporate India and the wider economy. She has also remained connected with audiences through Zomato's 'Breaking Bread' series, featuring conversations with founders and leaders from India's food and restaurant ecosystem. Her transition from broadcast journalism to Eternal reflects a career spanning media, business, communication and organisational governance. Drawing on her extensive experience in journalism and stakeholder engagement, Nayantara brings a sharp understanding of enterprise, leadership and the changing expectations of businesses in a rapidly evolving environment.



Nikhil Sawhney

Vice Chairman & MD
Triveni Turbine Ltd

Nikhil Sawhney is the Vice Chairman and Managing Director of Triveni Turbine Limited and a Director with Triveni Engineering and Industries Limited in Noida, India. The Companies occupy leadership positions in their respective businesses of sugar manufacturing, the distillation of alcohol, renewable energy generation, industrial turbines and gears, and water and waste water treatment solutions with 23 manufacturing facilities. Triveni Turbines is one of the largest global manufacturers of industrial steam turbines as well as the global leader for renewable energy-based applications. The Company has over 6000 installations in over 80 countries covering 20 industries and all steam based renewable sectors, including waste-to-energy, SMR, geothermal and waste heat recovery applications. The Company is leading the Energy Transition with the development of several innovative products and solutions, especially utilizing CO2 as a working fluid. The Company has developed globally leading heat pumps and long duration energy storage products using CO2 in a subcritical, trans-critical and supercritical form. Nikhil has helped found the CII-Triveni Water Institute and is an active trustee of the Tirath Ram Shah Charitable Hospital and the Ananta Aspen Institute. He has also helped found the Asia Leaders Fellowship, under the International House of Japan. Nikhil is member of the advisory council for IFC in India as well as a Trustee of WRI India. He has been actively engaged with CII in a variety of leadership positions and has also recently stepped down from the Presidentship of the All India Management Association, as well as a Governor on the Board of the Indian Institute of Management Calcutta. He is conferred with an Honorary Doctorate by XIM University. He has a BA and an MA from Emmanuel College, University of Cambridge, and an MBA from The Wharton School, University of Pennsylvania.



N Satish Reddy

Pro - Chancellor
Aditya University

Dr Satish Reddy Nallamilli is Pro-Chancellor of Aditya University, Surampalem; Vice-Chairman of the Aditya Group of Educational Institutions, Kakinada; Vice-President of Aditya Academy, Kakinada; and President of Sarojini Educational Society, Kakinada. An educationist, administrator and philanthropist, he has overseen the Group's educational institutions since 2006, combining strategic vision with a strong commitment to academic excellence, inclusive growth and institution-building. He holds a Doctor of Philosophy in Management Studies from Sri Krishnadevaraya University, Ananthapuram, and a Master of Business Administration from the University of Technology Sydney, Australia. He also completed the International Management Program at the Indian Institute of Management Bangalore, strengthening his global outlook on leadership and management. Under his stewardship, Aditya has evolved into one of India's prominent educational groups, encompassing over 80 institutions, 7,000 employees and 80,000 students across schools, junior colleges, degree and postgraduate colleges, engineering, pharmacy, nursing, polytechnic and competitive education. His landmark contribution has been the establishment and expansion of Aditya University across a 250-acre campus, offering more than 30 undergraduate, postgraduate and doctoral programmes. His leadership has positioned the University prominently in national and global higher-education benchmarks. It holds NAAC A++ accreditation with a CGPA of 3.60, NBA Tier-I accreditation for six engineering programmes, a Diamond rating from QS I-GAUGE and a place in the NIRF 151-200 University band. It has also earned recognition in the Times Higher Education Impact and Interdisciplinary Science Rankings. Through international partnerships, research, innovation and student-centred infrastructure, Dr Nallamilli continues to shape Aditya as an ambitious, globally connected and socially responsive centre of learning.



P Balaji

Group Head – Governance
Risk, Compliance
Air India Ltd

Balaji leads governance, compliance and risk transformation initiatives across the Air India group in its five-year transformation program, Viaan.ai that includes the largest merger in Aviation history. His responsibility spans strengthening governance and risk mitigation across people, processes and technology and fostering a resilient risk-aware culture. He provides strategic direction to core oversight functions including Legal, Internal Audit, Secretarial, Compliance, Ethics, Investigations and Data Privacy. Additionally, he shapes the strategic agenda for Corporate Communications, Government Relations, Public Policy, Projects, Sustainability and CSR. Balaji began his career with Tata Group in Tata Administrative Service - driven by the Group's enduring ethos and the legacy of its visionary leaders who have built enterprises that serve both business and society contributing to nation-building. He has an extensive background in the telecom sector, having held leadership roles across technology providers, device companies and operators. As a core member of Vodafone Idea's leadership team, he played a key role in executing the world's largest telecom merger and led regulatory, policy, advocacy, and CSR functions. Previously, he served as Managing Director of Nokia India and Sony Mobile India and was part of the global leadership teams at Lucent, Ericsson, Nokia, and Vodafone. He brings deep expertise in sales, marketing, strategy, and operations with a strong track record in transformation, M&A, Crisis Management and building start-ups & JVs. He has supported many nation-building initiatives in local manufacturing, exports, R&D and skill development and has also mentored start-ups. He has held key leadership roles in industry bodies including Chairman of ASSOCHAM's Aviation Council and Digital Communications Council, Vice Chairman of COAI and TEPC and President of TEMA. He also supports global leadership development as Chairman of ACLC which has organized Commonwealth leadership conferences since 1956. He is an engineer in Electronics & Communications from IIT Roorkee and done his MBA from IIM- Ahmedabad.



Pramit Pal Chaudhuri

Head of the South Asia Practice
Eurasia Group

Presently Eurasia Group's practice head for South Asia, Pramit focuses on the interface of politics, economics, and foreign policy in India and neighboring countries. He was a journalist for three decades, two of them as foreign editor of the Hindustan Times. He has also worked as a consultant for the Rhodium Group and BowerGroupAsia. From 2011-2015, Pramit served on the National Security Advisory Board of two Indian prime ministers. He has been a fellow at the New Delhi-based think tank the Ananta Aspen Centre for two decades. On behalf of India's Aspen Strategy Group, Pramit is active in track two diplomacy between India and the US, Japan, China, Israel, the Nordic nations and Singapore. In addition to in his native India, Pramit has lived in Ethiopia, Liberia, the UK, and the US. He has traveled to 40 other countries. A graduate of Cornell University, he has been a fellow at the Fletcher School, the University of Maryland College Park, the Henry Stimson Center, and the Asia Society New York. He was born in 1964 in Calcutta.



Raj Chengappa

Group Editorial Director (Publishing)
India Today Group &
Editor, India Today Magazine

Raj Chengappa is a veteran journalist with over 40 years of experience. He is Editorial Director (Publishing), India Today Group, and Editor of India Today magazine. Previously, he served as Editor-in-Chief of The Tribune Group of Newspapers. His areas of expertise include political analysis, foreign affairs, security, nuclear weapons, environment and development. He hosts India Today's popular weekly podcast and YouTube show, Nothing But The Truth. He also chronicled India's nuclear weapons history in his bestselling book, Weapons of Peace: The Secret Story of India's Quest to Be a Nuclear Power. He has covered major international events and wars and interviewed prominent Indian and global leaders. He has twice interviewed Prime Minister Narendra Modi since May 2014 and interviewed Prime Minister Dr Manmohan Singh following the Indo-US nuclear deal. His international interviewees include Vladimir Putin, Emmanuel Macron, Benjamin Netanyahu, Mike Pompeo, Nawaz Sharif, Hamid Karzai and Mahinda Rajapaksa. He was a Nieman Fellow at Harvard University in 1991–92, Stimson Center Fellow on Security Affairs in Washington, DC, in 1995, and Harry Brittain Fellow in London and at Oxford University in 1985.His honours include the Prem Bhatia Award for Political Analysis 1998, National Award for Excellence in Rural Journalism 2019, Haldighati Award for Outstanding Journalism 2020, and Ramnath Goenka Award for Excellence in Journalism—Best Feature Writing 2022. He received the ENBA Award for Best English Podcast 2024, India Audio Award for Best Show Host—Nothing But The Truth in 2023, 2024 and 2025, and e4M Golden Mikes Award 2025 for Best Show Host—Nothing But The Truth.



Rajiv Vastupal

Group Chairman & Managing Director
Rajiv Petrochemicals Pvt. Ltd

Rajiv Vastupal is the Group Chairman and Managing Director of Rajiv Petrochemicals Pvt. Ltd., the flagship company of the Rajiv Group. A first-generation entrepreneur, he founded "Team Rajiv" in 1980 and has, over the past four decades, built it into a diversified business group with a turnover of approximately INR 5,000 crores. He has held several distinguished leadership positions in industry and academia, including Chairman of the FICCI Gujarat State Council, President of the All India Management Association (AIMA) during 2011–12, and President of the Ahmedabad Management Association (AMA) from 2005–2007. He has also served on the Boards of Governors of IIM Udaipur, IIM Bangalore and IIM Rohtak, and is associated with YPO Gold. Beyond business, Mr. Vastupal is deeply committed to philanthropy and social service. He has contributed significantly towards education, healthcare and community welfare, including support for the J.B. Auditorium, establishment of the Rajiv Vastupal Achievers Academy, the Shesh Jamnabai Bhagubhai BPA School of Optometry, and cardiac healthcare initiatives for underprivileged children. His leadership reflects a strong commitment to entrepreneurship, institution-building and social impact.



Rama Kirloskar

Joint Managing Director
Kirloskar Brothers Ltd

Rama Kirloskar currently serves as Joint Managing Director of Kirloskar Brothers Limited and Managing Director of Kirloskar Ebara Pumps Limited (KEPL). KEPL is a joint venture between Ebara Corporation, Japan and Kirloskar Brothers Limited, parent company of the 130-year-old Kirloskar Group. Previously, she was General Manager and Head of the Product Portfolio Management at Kirloskar Brothers Limited where she was responsible for driving the Go-to-market strategy, product value management and restructuring for the mass production business; material grade rationalisation and streamlining for the foundry business and product rationalization for the made-to-order business. She holds a double major in Mathematics and Biology from Bryn Mawr College, USA. After graduation, she went on to work at Polaris Venture Partners, a multi-stage venture capital firm that principally invests in technology, health care and consumer products, headquartered at Waltham, MA, USA. Subsequently, she worked at the Koch Institute at Massachusetts Institute of Technology (MIT), USA. Her research led her and the team to begin working with Visterra Inc., an MIT biotechnology start-up company, that currently uses its proprietary platform to design therapeutics for infectious diseases. She is one of the authors of are cent publication in the journal Cell (Robinson et al., 2015, Cell162, 1–12, doi: 10.1016/j.cell.2015.06.057), in the paper titled "Structure-Guided Design of an Anti-Dengue Antibody Directed to a Non-Immunodominant Epitope".



Rekha Sethi
Director General
AIMA

Rekha Sethi is the Director General of All India Management Association and has built AIMA into a major platform for industry and academia. She is an Independent Director on the Boards of Samvardhana Motherson International Ltd, Spencer's Retail Ltd, Kirloskar Brothers Ltd and Firstsource Solutions Ltd, and serves on the Supervisory Board of SMP, Germany. She earlier served on the Boards of Sun Pharmaceutical Industries Ltd, Sun Pharma Laboratories Ltd, Sun Pharma Distributors Ltd, CESC and Hero Steels Ltd. She is a member of the sub-committee of the Academic Advisory Committee of the National Board of Accreditation. In 2025, she was inducted into the Order of Illustrious Stephanians by St Stephen's College. She previously worked with Confederation of Indian Industry, UDI and C-DoT.



Sanjay Narayan
Chief General Manager
Zonal Head Delhi
Union Bank of India

Sanjay Narayan is a seasoned banking professional with over three decades of experience across Retail Banking, Corporate Banking, MSME, Risk Management, Digital Transformation and strategic business development. He currently serves as Chief General Manager, Union Bank of India, and heads the New Delhi Zone, covering Delhi and key areas of Haryana and Uttar Pradesh. A strong proponent of innovation and technology-led banking, Mr. Narayan has played an important role in strengthening the Bank's retail franchise. His contributions to the Retail Advances Vertical have supported the development of innovative products, enhanced customer acquisition and strengthened retail business capabilities. He has also been closely associated with Union Bank's digital transformation journey, including the development of end-to-end digital solutions for the MSME and Agriculture segments. His initiatives have contributed to faster and more efficient credit delivery and supported collaborations with over 30 FinTech companies. Over the course of his career, Mr. Narayan has handled diverse leadership assignments across regions, giving him a comprehensive understanding of banking, markets and evolving customer needs. He holds an MBA and has undertaken specialised programmes at premier institutions, including the Indian Institutes of Management and the Indian School of Business. In his current role, he remains focused on expanding market presence, strengthening customer relationships and driving sustainable, technology-enabled and inclusive growth.
Classification: Internal



Sanjiv Mehta

Executive Chairman
L Catterton India

Sanjiv Mehta is Executive Chairman of L Catterton India and Chairman of L Catterton Asia. After a 32-year career with Unilever, he entered into a joint venture partnership with L Catterton to develop a new India-focused investment vehicle. He is a Non-Executive Board Member of Air India, Dr Reddy's Laboratories and Danone SA, and President Commissioner (Non-Executive Chairman) of PT Unilever Indonesia Tbk. Sanjiv was Chairman/CEO and Managing Director of Hindustan Unilever Limited (HUL) from 2013–23. HUL's market capitalisation increased from $17 billion in 2012–13 to $76 billion, making it the fifth most valuable company in India and Unilever's most valuable business. He was CEO/Executive Chairman of Unilever businesses for 21 years (2002–23), serving as CMD of Unilever Bangladesh Limited (2002–06), Chairman and CEO of Unilever Philippines Inc. (2007–08), and Chairman of Unilever – North Africa and Middle East (2008–13), before taking responsibility for India and South Asia. He was President of Unilever South Asia and a member of the Unilever Leadership Executive. A Chartered Accountant, Sanjiv completed the Advanced Management Program at Harvard Business School. He served as President of FICCI during 2021–22 and is a member of the South Asia Advisory Board of Harvard Business School and Chairman Emeritus of Vikaasa. His recognitions include the JRD Tata Corporate Leadership Award by AIMA, Business Leader of the Year by The Economic Times, Best CEO by Business Today and CEO of the Year by Business Standard. He has also been inducted into the ICAI Hall of Fame. His book, A CEO's BREW, is a national bestseller.



Saurabh Garg

Secretary, Ministry of Statistics
Programme Implementation
Government of India

Dr. Saurabh Garg is the Secretary of the Ministry of Statistics and Programme Implementation, Govt. of India. He previously served as Secretary, Ministry of Social Justice and Empowerment, focusing on policies for vulnerable communities. As the Chief Executive of the Unique Identification Authority of India, he led the team for strengthening the technology stack of the Aadhaar eco-system. His past roles include positions in the Ministry of Finance, Govt. of India where he played a key role in the Direct Benefit Transfer (DBT) programmes and Foreign Direct Investment (FDI) policy formulation. An officer of the Indian Administrative Service, he has over the years served as Secretary, Agriculture, Urban Development and Industries in the Government of Odisha. He was on a secondment as an Adviser at the World Bank in Washington DC. Dr. Garg holds a Ph.D. from Johns Hopkins University, an MBA from IIM Ahmedabad, where he was awarded a Gold Medal for academic excellence, and a B.Tech from IIT Delhi.



Shallu Jindal

Chairperson, Jindal Foundation
and Jindal Art Institute

Shallu Jindal is a distinguished leader who combines her passion for social change, cultural preservation and education with an unwavering commitment to philanthropy. As Chairperson of the Jindal Foundation and Chancellor of O.P. Jindal University, she leads impactful initiatives in education, healthcare and sustainable development, transforming lives in underserved communities across India. Under her stewardship, the Jindal Foundation implements innovative CSR programmes spanning health and nutrition, water and sanitation, education, social inclusion, sports, skill development, women's empowerment, with a special focus on rural development. As Vice President of the Flag Foundation of India, she promotes respect for the National Flag and national pride. She is former Chairperson of National Bal Bhawan, a Government of India institution that nurtures children's creativity in a barrier-free environment. A committed advocate for youth and cultural development, she also served as Founder President of the Young FICCI Ladies Organisation (YFLO). An accomplished Kuchipudi danseuse and devoted arts patron, she works to preserve India's cultural heritage and nurture emerging talent. She authored her first children's book, India: An Alphabet Ride, and compiled Tiranga and Freedom. Her honours include the Edelgive Hurun India Impact Philanthropist of the Year 2025 Award, Golden Peacock Award for Social Leadership, CMO Asia's Best Social Entrepreneur Award, International Woman of the Year by De Tribe Chicago, Mahatma Gandhi Award for Social Leadership, and Lifetime Achievement in Corporate Social Responsibility. Her multifaceted contributions advance social equity, cultural pride and sustainable development, leaving an enduring impact on India's journey of progress and inclusivity across communities, institutions and future generations.



Shekhar Gupta

Founder & Editor-in-Chief
The Print

Shekhar Gupta is Editor-in-Chief of ThePrint and one of India's most distinguished journalists. A recipient of the Padma Bhushan and multiple journalism awards, he has reported on key events in India and from around the world since the 1980s. At ThePrint, he has a daily online show Cut the Clutter, in which he dissects, analyses, and contextualises complex daily news developments and current affairs. He also writes his weekly column National Interest. Mr Gupta is the author of India Redefines Its Role, an IISS Adelphi Paper published by OUP, as well as books such as Assam: A Valley Divided and Anticipating India. He has also contributed chapters to The Punjab Story and The Assassination and After.



Shiv Siddhant Kaul

Managing Director
Nicco Engineering Service Ltd.

Shiv Siddhant Kaul is Managing Director, Nicco Engineering Services Ltd, Director Nicco Parks and Resports Limited, and the Honorary Consul General, Republic of Korea, Kolkata. Nicco Engineering Services Ltd, part of the 80+ year old Nicco Group is one of India's leading providers of speciality maintenance engineering providers and received the 2020 CII award for India's top innovative service company. Nicco Parks is Eastern India's pre-eminent operator of Amusement Parks. Active in industry forums, he is currently a member of the National Councils of FICCI, CII, and All India Management Association. Mr. Kaul has previously served as the President of the Indian Chamber of Commerce and as Chairman of CII (Eastern Region) in 2023-24. He is also a member of the Young President's Organization (YPO). Mr. Kaul is an alumnus of Harvard Business School having completed the Owner President Management Program, of Princeton University where he received an MsE in Operations Research & Financial Engineering and of the College of Wooster where he received his Bachelor's Degree (summa cum laude), with majors in Economics and Computer Science. His academic research has been published in The Journal of Alternative Investments. Prior to starting his career in India, he was Vice President of fixed-income trading at Bank of America in New York. Mr Kaul serves in volunteer roles as a member of the Dean's Leadership Council of Princeton University's Graduate School and as a Governing Board member of the St. Xavier's School Kolkata Alumni Association and the Indian Institute of Cerebral Palsy.



Shrinivas V Dempo

Chairman
Dempo Group of Companies

Shrinivas V. Dempo is Chairman of the Goa-based Dempo Group, a diversified business house with interests in calcined petroleum coke, shipbuilding, food processing, real estate and publishing. He has expanded the Group's industrial footprint while supporting community development and institution building. In January 2026, he was conferred the Order of the Star of Italy, one of the highest civilian honours of the Italian Republic, for strengthening Indo-Italian relations and promoting economic and cultural ties between India and Italy. He has served as Honorary Vice Consul of Italy in Goa since 2013 and has also received the Vidyadiraj Puraskar from the Partagali Mutt for contributions to industry and society. He is Trustee, Dempo Charities Trust, supporting education through scholarships, infrastructure and initiatives. He is Past President, Goa Chamber of Commerce and Industry (GCCI), and has held national roles including Chairman – Western Region, Confederation of Indian Industry (CII), and President, All India Management Association (AIMA). He was Chairman (Independent Director), Automobile Corporation of Goa Ltd, and Independent Director, Kirloskar Brothers Limited. In June 2025, he was elected Chairman, Management & Entrepreneurship and Professional Skills Council (MEPSC). A patron of sports, he has served as President, Goa Football Association (GFA), and Vice President, All India Football Federation (AIFF), and is co-promoter of Goa Challengers in UTT. He serves on the Executive Council of Goa University and is a Trustee, Carnegie Mellon University, Pittsburgh. He holds Bachelor's and Master's degrees from the University of Mumbai and an MS in Industrial Administration & Finance from Carnegie Mellon University, Pittsburgh.



Gp Capt Shubhanshu Shukla AC

Distinguished Pilot
Indian Air Force and Astronaut,
ISRO

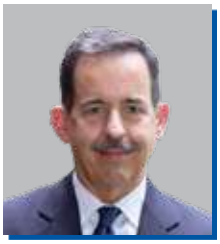
Shubhanshu Shukla, AC, known by his call sign Shux, is an accomplished Indian Air Force officer, experimental test pilot, and astronaut. Born in Lucknow in 1985, his journey into aerospace began with his selection to the National Defence Academy straight out of school—an early sign of his drive and independence. Commissioned into the IAF in 2006, Shux trained on the MiG-21 Bison and flew operational missions from key frontline bases. His exceptional flying skills and leadership earned him a commendation in 2009, and later, selection to the prestigious Fighter Combat Leader course at TACDE, where he graduated as Best in Flying. In 2018, he became a qualified test pilot from ASTE and expanded his expertise through an exchange program at Edwards Air Force Base in the U.S., where he flew the F-16. Next year, he was selected by ISRO as one of India's first astronaut trainees under the Gaganyaan program, completing foundational training at Russia's Gagarin Cosmonaut Center. In 2025, Shux flew to the International Space Station as the primary pilot of Axiom Mission 4—becoming the first Indian to conduct scientific research in microgravity aboard the ISS. His spaceflight experience now spans training on both Soyuz and Crew Dragon systems, giving him a rare global perspective on modern spaceflight. In recognition of his leadership and courage during the mission, he was conferred the Ashoka Chakra, India's highest peacetime gallantry award, by President Droupadi Murmu on 26 January 2026. Alongside his astronaut career, he is pursuing a Master's at IISc and leading research on extraterrestrial habitat development using Martian regolith. Currently based in Bengaluru with his family, Shux continues to contribute to India's defense and space programs as a symbol of excellence, innovation, and national pride.



Soumya Kanti Ghosh

Member, 16th Finance Commission
Member, PMEAC and Group Chief
Economic Adviser State Bank of India

Soumya Kanti Ghosh is Group Chief Economic Advisor at the State Bank of India. He previously worked with Tata AIA, American Express and ICRA. He co-authored pioneering research that captured India's formal and informal payroll data for the first time and contributed inputs to the design of PM-KISAN for farmers and the ECLGS for MSME borrowers. Following his report, EPFO and ESIC began publishing monthly payroll data. He was a member of the 16th Finance Commission and serves on the Prime Minister's Economic Advisory Council and Governing Board of the Indian Institute of Corporate Affairs. He serves on committees for revising the base years of IIP and WPI and on the expert committee reviewing economic classifications, including NIC and NPC. He was a member of the Padma Awards Committee 2025. He chairs the Indian Banks' Association Economist Group, serves on the Editorial Advisory Board of the Indian Institute of Banking and Finance, and is a Distinguished Fellow at the Infra Vision Foundation. For eight successive years through 2025, The Asset magazine ranked him among India's Best Individuals in Research. His publications have appeared in the Journal of Public Economics, National Bureau of Economic Research, International Review of Economics & Finance and other journals. He contributes opinion pieces and comments on issues in media. Under his leadership, SBI Research's forecasts for policy rates, growth, inflation, exchange rates, IIP and capital flows have been among the most accurate. He studied at Kolkata University, Delhi School of Economics and JNU, and received the Best Bengalee Award in 2015.



Stephen D Mull

Vice Provost for Global Affairs
University of Virginia and Former
Acting Under Secretary for Political
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Stephen D. Mull is Vice Provost for Global Affairs at the University of Virginia. In this role he is the primary lead on global relations at the University, responsible for developing a strategic vision, designing outreach, and overseeing international activities. Steve oversees institutional development of global partnerships and a wide array of services, programs, experiences that promote global imagination within the university community. Mull has served in a broad range of U.S. national security positions, most recently as Acting Under Secretary for Political Affairs at the U.S. Department of State, working as the day-to-day manager of overall regional and bilateral policy issues, and overseeing the bureaus for Africa, East Asia and the Pacific, Europe and Eurasia, the Near East, South and Central Asia, the Western Hemisphere, and International Organizations. He served as Lead Coordinator for Iran Nuclear Implementation from August 2015 until August 2017, in which capacity he led U.S. government interagency efforts and diplomacy to implement the Joint Comprehensive Plan of Action (JCPOA). Mull was the U.S. Ambassador to the Republic of Poland from 2012 until 2015 and U.S. Ambassador to the Republic of Lithuania from 2003 to 2006. He has been both Executive Secretary of the State Department and the Senior Advisor to Under Secretary of State for Political Affairs. He has also recently served as Resident Senior Fellow at Georgetown University's Institute for the Study of Diplomacy. Ambassador Mull is the recipient of the Secretary of State's Distinguished Service Award, two Presidential Meritorious Service Awards, two Distinguished Honor Awards, the Baker-Wilkins Award for Outstanding Deputy Chief of Mission, two Superior Honor Awards, and more than a dozen Senior Foreign Service performance awards. He joined the Foreign Service in March 1982, and holds the personal rank of Career Ambassador, the highest rank in the U.S. Foreign Service. He is a 1980 graduate of Georgetown University's School of Foreign Service.



Sudhir Jalan

Chairman
Neo Foods Pvt. Ltd.

Sudhir Jalan is a distinguished business leader and commerce graduate with an MBA from Kolkata. A prominent entrepreneur with business interests across India, he has held senior management positions, including Chairman, Managing Director and CEO, across diverse industries. He is currently Chairman of Neo Foods Pvt Ltd, and also chairs Rice Lake Weighing Systems India Ltd, Meenakshi Tea Company Limited and Sublime Agro Limited. A respected leader in the business and management community, Mr. Jalan has served as President of the All India Management Association (AIMA), the Federation of Indian Chambers of Commerce and Industry (FICCI), and the International Chamber of Commerce (ICC India). He has also served on the Board of the Indian Institute of Management, Kolkata, and is currently on the Board of Apollo Hospitals in Kolkata and New Delhi. Mr. Jalan is the Honorary Consul General of Greece in Kolkata. He is also associated with several charitable institutions, reflecting his commitment to contributing to society.



Suneeta Reddy

Immediate Past President, AIMA
Managing Director
Apollo Hospitals Enterprise Ltd

Dr Suneeta Reddy, Managing Director of the Apollo Hospitals Group, joined in 1989 and played a key role in its growth as Finance Director. As MD, she leads Corporate Strategy, Acquisitions, Operations, and oversees Finance. She is a member of the Harvard India and HBS South Asia Advisory Boards. She is part of CNBC International's Global Sustainability Forum and represents Apollo Hospitals in the Global Parity Alliance of the WEF. She was in Fortune India's Most Powerful Women from 2018-2023. She received Business Today's Most Powerful Women in Indian Business Awards in 2019 & 2022, Economic Times' Businesswoman of the Year Award in 2020, Business Today's Best CEO award in 2023, and among the 50 CNBC Global Changemakers: Women Transforming Business 2024.



Sunil Kant Munjal

Chairman
The Hero Enterprise

Sunil Kant Munjal is Chairman of Hero Enterprise and a second-generation member of the family that founded the Hero Group. Under his leadership, Hero Enterprise has built diverse interests spanning insurance distribution, steel, real estate and strategic investments across emerging and established businesses. Through its Investment Office, the Group supports enterprises and start-ups across sectors including digital learning, healthcare, education, financial services, transportation and consumer businesses, alongside investments in public markets, private equity and structured debt. A distinguished institution builder and industry leader, Mr Munjal serves on the boards of the Indian Institute of Management Ahmedabad, Indian School of Business, Shri Ram College of Commerce and the University of Tokyo. He is also a Trustee of the Carnegie Endowment for International Peace. He co-founded BML Munjal University and serves as President of Dayanand Medical College and Hospital, Ludhiana. Mr Munjal has served as President of the Confederation of Indian Industry, All India Management Association and the Doon School governing body. He has contributed to several national policy initiatives, including reforms in banking, financial services, taxation and labour. A passionate patron of the arts, he founded the Serendipity Arts Foundation. His book, The Making of Hero, won the Business Book of the Year Award at Tata Literature Live! In 2025, he received an honorary doctorate from Birmingham City University and was conferred France's Chevalier de l'Ordre national du Mérite.



V Anantha Nageswaran

Chief Economic Advisor
Government of India

Dr. V. Anantha Nageswaran is the 18th Chief Economic Advisor to the Government of India. Before being appointed CEA, he was a writer, author, teacher and consultant. He wrote a weekly column in Mint on Tuesdays from 2007 until 2022. He has co-authored books on Derivatives, Global Finance and the Indian economy. He earned his doctoral degree from the University of Massachusetts in Amherst in 1994 for his work on exchange rate behaviour. In 1985, he received a Post-Graduate Diploma in Management from the Indian Institute of Management, Ahmedabad. He worked in macroeconomic and financial markets research for international financial institutions in Switzerland and Singapore from 1994 to 2011.



Vineet Agarwal

Vice President, AIMA
Managing Director
Transport Corporation of India Ltd

Vineet Agarwal is Managing Director of Transport Corporation of India Limited (TCI). He is a trusted advisor for policies in India and has held several leadership positions, including President of ASSOCHAM, Founding National President of AIMA's Young Leaders Council, Director on the global board of Young Presidents' Organization, Board Member of the National Skills Development Corporation and Member of the National Start- up Advisory Council. He also serves on the boards of SRF Ltd, Somany Ceramics Ltd, and the Indian Institute of Health Management Research. Through TCI Foundation, he supports initiatives in education, sustainability, skill development and sports. He holds a Bachelor of Science from Carnegie Mellon University and completed the OPM Programme at Harvard Business School.



Vinita Bajoria

Chairperson
Nicco Cables Pvt Ltd

Vinita Bajoria is the Chairperson of Nicco Cables Pvt Ltd., and the Promoter of Continental Valves Limited. She serves as an Independent Director at Greenply Industries Ltd. and is a member of the Board of Governors and the Society of IIM, Kozhikode. She is a Council member in All India Management Association (AIMA) and Bharat Chamber of Commerce. Also Mrs.Bajoria is National Executive Council member at Indian Electrical and Electronics Manufacturers Association (IEEMA). Vinita has previously served as the Chairperson of CII IWN Eastern Region and was a member of the Global Advisory Board of Harvard Business School from 2016 to 2024. She was also the Executive Director at Titagarh Rail Systems till 2021.



Vishal Kampani

Senior Vice President, AIMA
Vice Chairman & Managing Director
JM Financial Ltd d

Vishal Kampani, Vice Chairman and Managing Director at JM Financial, began his career in 1997 with JM Financial Group's Investment Banking Division, before moving to Morgan Stanley, New York. In 2000, he returned to India and joined JM Morgan Stanley, where he led the Corporate Finance division. He played a key role in identifying growth opportunities for JM Financial Group, expanding into private markets, affordable home loans, and wealth and asset management, while scaling its corporate advisory and capital markets businesses. Over almost three decades, Mr Kampani has led landmark M&A, fundraising, and restructuring transactions. He is a member of SEBI's Primary Market Advisory Committee and has worked extensively with the Confederation of Indian Industry (CII) in the BFSI sector.



Yezdi Nagporewalla

CEO
KPMG in India

Yezdi Nagporewalla is the Chief Executive Officer of KPMG in India and an accomplished business leader with close to three and a half decades of professional experience, including over two and a half decades with KPMG in India. His expertise spans client relations, market expansion, strategy, business transformation, governance and regulatory matters. As CEO, he leads the firm through an evolving business and technology landscape, with a strong focus on innovation, talent development, diversity and organisational excellence. He is also actively engaged in ESG initiatives and advocates responsible and sustainable business practices among KPMG in India's clients. Yezdi holds keyboard-level positions within the global and regional KPMG network. Beyond the firm, he serves on the Board of the US-India Strategic Partnership Forum (USISPF), contributing to efforts that strengthen economic and business ties between India and the United States. He is also a Council Member of the All India Management Association (AIMA) and serves on the Board of Advisors of AIESEC in India, where he supports and mentors' young leaders. His leadership reflects a sustained commitment to client success, ethical business practices, operational excellence and institution building.

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AI GOES TO B-SCHOOL

Business schools worldwide are racing to embed AI into their curricula as students, employers and industry demand graduates ready for an AI-driven future.

Ramesh Kotnana, Indian School of Business, Hyderabad
Dr Mylavaram Chandra Shekar, Institute of Public Enterprise



Driven by ChatGPT's release in late 2022, the rise of generative AI prompted many business schools to adopt it quickly; they have been responding to future students, who are rapidly evaluating the role of AI in their educational experiences, as well as to potential employers who anticipate an increasing demand for AI qualifications. A GMAC 2024 survey of 4,000 business school aspirants found that 40 per cent of respondents believed AI was essential to their ideal business school curriculum. Another GMAC 2024 survey of 1,000 corporate recruiters, including several Fortune 500 companies, showed that employers, though not overly concerned about business school graduates' knowledge of AI just yet, anticipated its importance growing immensely over the next five years.

Businesses are under pressure to develop their own AI solutions because AI offers significant benefits. This has led to a global demand for AI programmes. Business schools worldwide are now incorporating AI into their MBA and executive education programmes, with a focus on its ethical use.

The adoption of artificial intelligence by business colleges is increasing rapidly as its use in the classroom has become normalised. In 2025, fewer business schools—only 16 per cent—reported not using AI at all in their studies than in the previous year, when the figure was 22 per cent. About half of all business programmes have incorporated AI as an integral part of their curriculum for decision-making, business strategy and social impact, and most provide students with a variety of hands-on experiences through this use.

A GMAC survey revealed that AI skills are set to be key for business graduates. According to the GMAC Corporate Recruiters Survey 2025, nearly 33 per cent of global recruiters indicated that AI tools would play an increasingly key role in hiring decisions for business graduates. This marks a five-percentage-point

rise compared with last year's findings. Almost two-thirds of employers say business school skills are more important as companies adopt new technologies. The most important skills for business graduates in 2025 are problem-solving (54 per cent), communication (51 per cent) and strategic thinking (51 per cent). IT and AI skills are becoming increasingly important, but employers want graduates to use AI wisely and communicate effectively, not just possess technical skills. In five years, using AI tools is expected to be the top skill, indicating that decision-making with AI will be key for managers.

Many schools around the world are rapidly incorporating AI into their courses. Since ChatGPT's launch in 2022, students, teachers and staff have extensively utilised AI on campus. A 2024 survey found that 78 per cent of schools use AI in their classes. AI is taught for its use in business, decision-making, data analysis, finance, strategy and ethics. Another survey revealed that most school leaders and teachers support the use of AI, but teachers are slightly less optimistic than deans. Business schools are now focusing on teaching students both AI skills and how to use their own judgement, ethics and empathy, not just technology.

At the end of 2022, ChatGPT made its debut in the B-school classroom, leaving many in graduate business education uneasy or fearful about the impact of AI on their profession. But by 2026, a growing number of top-tier graduate business schools worldwide were adopting AI for a variety of functions, including teaching, research and administration, to improve productivity while retaining a focus on people.

Business schools worldwide are now figuring out how to bring AI into their programmes effectively, ethically and at scale. The timeframe for developing new ways to integrate AI has been drastically reduced from years to just a few months due to many factors, including curriculum redesign, rethought pedagogy, faculty development and changed institutional strategies.

A Framework for Artificial Intelligence in Business Education by Inspire Higher Education, AACSB and GMAC captures a pivotal moment for global business schools, drawing on the experiences of 48 AACSB-accredited and aspiring schools to show that AI integration is no longer experimental—it is essential, scalable and within reach for all. The report reveals a unifying insight: meaningful AI adoption is driven not by technological sophistication, but by clarity of purpose and institutional commitment. Anchored in eight critical themes, the framework offers a powerful, practical roadmap for embedding AI into curricula, pedagogy and strategy—empowering business schools to move beyond pilots and transform how they deliver education in an AI-enabled world.

Students' changing expectations influence these actions. Research by GMAC from the 2025 Prospective Students Survey indicates that half of prospective students identified learning AI in their coursework as a very important factor in their college or university decision, up from 29 per cent in 2022. In addition, research from AACSB indicates that 47 per cent of business schools have developed generative AI policies, and 95 per cent of institutions include the ethical use of AI by students in those same policies.

As both perspectives demonstrate, institutions are rapidly implementing changes to their current structures; however, student expectations are exceeding the timelines for business schools to provide programming and embed AI.

Global era of AI-integrated business education

Top business schools are utilising AI in innovative ways to enhance learning. For example, IMD developed its own AI system to provide students with personalised support, starting with executive programmes and now used in MBA and EMBA courses. This follows strict privacy and ethical rules. MIT Sloan established an AI Hub for teachers to share ideas and learn how to use AI in the classroom. Gies College of Business allows teachers to use specialised AI tools tailored to their class materials. Nanyang Business School has modified its assignments to enable students to collaborate with AI and think more critically. IE University uses AITutor, which leverages various AI programmes to provide students with a more personalised learning experience.

At HEC Paris, leaders from Sanofi utilise AI coaching tools on real-world projects. ESCP ensures that all students learn to use AI across all subjects, not just as an additional class, because employers seek leaders who are proficient in utilising AI. INSEAD utilises AI and virtual reality for training in real-life scenarios, such as

negotiations and crisis management, enabling students to learn when to trust AI and when to exercise their own judgement. Many schools also teach students about using AI ethically and considering its impact on society. For example, HEC Lausanne uses machine learning and digital ethics in real projects.

100 universities use Toronto Rotman's teaching assistant chatbot

Rotman School of Management developed the All Day TA tool, an AI assistant trained on university lectures to assist students with their questions. It helped answer over 12,000 questions in one semester and is now used at about 100 universities. All Day TA is an example of AI's expanding role in online education, and feedback on it has been overwhelmingly positive. Schools also use AI to provide feedback, grade assignments and set new skill expectations for students. Some teachers view AI as a means to help students learn and be creative, while others worry that it may lead students to rely too heavily on it, thereby hindering their ability to think critically.

AI at Indian business schools

Indian business schools are rapidly incorporating AI into their teaching, making learning more practical and focused on real-world problems. The Indian School of Business combines AI with virtual reality to enable students to learn through simulations and case studies. A few faculty members at ISB have been using AI extensively in their teaching and have improved their outputs. For example, Prof Sanjay Kallapur at ISB created a custom AI tutoring application that integrates Anthropic's Claude 2 and ChatGPT via APIs for use in his MBA Ethics class. The application provides students with tailored questions that generate feedback from the course material and enables grading at scale across more than 1,000 assignments completed through this tool. Through this success, AI is shown to improve the level of engagement among students while showing promise in addressing academic dishonesty, demonstrating effective use of AI to enhance the teaching of complex skills associated with humanity, such as ethical reasoning, while still providing the necessary human connection between students and instructors.

IIM Ahmedabad offers courses in Business Analytics, AI, Fintech and global supply chains to prepare students for tech-focused careers. IIM Calcutta and IIM Lucknow have new graduate programmes in AI, data analytics and digital transformation.

IIM Indore offers a special diploma in AI and machine learning, as well as courses on AI ethics and emotional intelligence. IIM Ranchi now uses AI projects rather than traditional exams, asking students to solve real business problems.

At the Narsee Monjee Institute of Management Studies, AI is integrated into all teaching and research, and faculty utilise it in case studies for programmes in finance, strategy, marketing and analytics, helping both students and faculty build new skills.

At SP Jain School of Global Management, an AI tutor called AI-ELT helps both students and teachers. After each class, teachers get instant feedback from the AI about how well students understood the lesson and how engaged they were. This is significantly faster and more objective than traditional methods of evaluating student performance.

Great Lakes Institute of Management now offers an AI course for all teachers, enabling them to learn about generative AI and prompt engineering, and ultimately utilise these tools in their teaching. Many universities utilise platforms like Coursera to enable teachers to acquire new AI and tech skills while continuing to teach students. Edtech companies like LEAD Group and TagHive are also helping with this AI trend. Thanks to AI, the classroom experience in higher education is undergoing rapid change.

AI adoption in the country

India is adopting AI faster than many other countries. More jobs in India now mention AI, rising from 8 per cent to 12 per cent in a year. Automation is changing how people work, but it is not taking away all jobs. Most skills are unlikely to be replaced by machines. In the future, people and machines will work together, not

compete against each other. Bain predicts that India's AI sector will create 2.3 million jobs by 2027, but only 1.2 million qualified people will be available. Over 1 million workers will need retraining for these new jobs. The biggest shortages of AI talent are expected to occur in developed countries such as the US, UK, Australia and Germany. If India trains more young people in AI skills, it can become a major source of global talent.

Over 6 million people work in technology and AI in India. The tech sector is expected to generate more than $280 billion in 2025, and AI is projected to contribute approximately $1.7 trillion to India's economy by 2035. India has 180,000 start-ups, and almost 9 out of 10 new start-ups since 2024 have incorporated AI into their products or services. Approximately 87 per cent of Indian businesses utilise or are in the process of adopting AI, and more than a quarter are already highly advanced in AI.

India ranks third in the world for AI competitiveness, just after the US and China. The country has become a global hub for AI, with major companies developing solutions in India that are utilised worldwide. Tech giants like Amazon, Microsoft, Google and TCS are investing billions in India's AI infrastructure. AI companies like OpenAI, Google and Perplexity are also giving free access to their tools in India, hoping to bring even more people onto the AI wave.

India produces approximately 1.5 million engineering graduates and many thousands of business graduates annually, making it a significant source of technical and business talent. But more than half of engineering graduates do not have the skills needed for jobs, even though they have a degree. A report found that 83 per cent of engineering graduates and 46 per cent of business graduates did not get internships or jobs because they lacked the right skills. Most recruiters—73 per cent—prefer to hire people with the right skills and experience rather than simply look at which college they attended.

Companies are eager to hire specialists but struggle to find candidates ready for real-world challenges. India has the raw talent to lead globally, but closing the gap will require coordinated action from educators, AI experts, policymakers, industry and workers themselves. Business schools can capitalise on the growing demand for upskilling, microcredentials and lifelong learning in today's rapidly evolving job market.

As more businesses begin to utilise AI in their daily operations, it is time for all kinds of institutions to offer courses focusing on AI technology. From the highest-ranking business schools to those in the second and third tiers, they must prepare their graduates to enter the workforce with AI skills by offering relevant AI programmes in the business school curriculum. Future business managers must receive training in three key areas: AI literacy, applied analytics and the practical use of generative tools so that they can make informed decisions in the future business environment. With no AI, no business will move forward. Therefore, it is the responsibility of every business school to prepare its graduates to compete effectively in an AI-enabled workplace.

About the Author



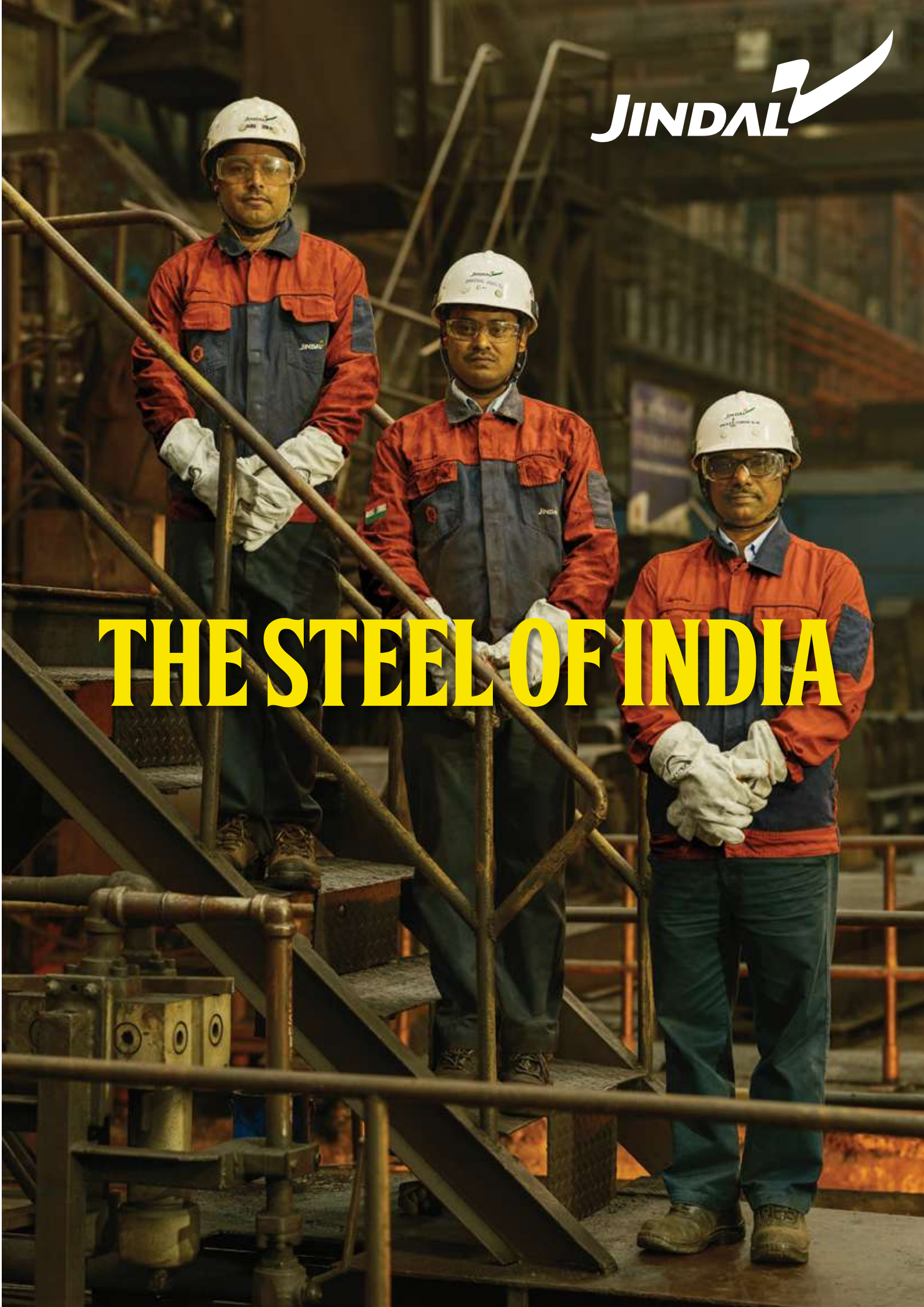
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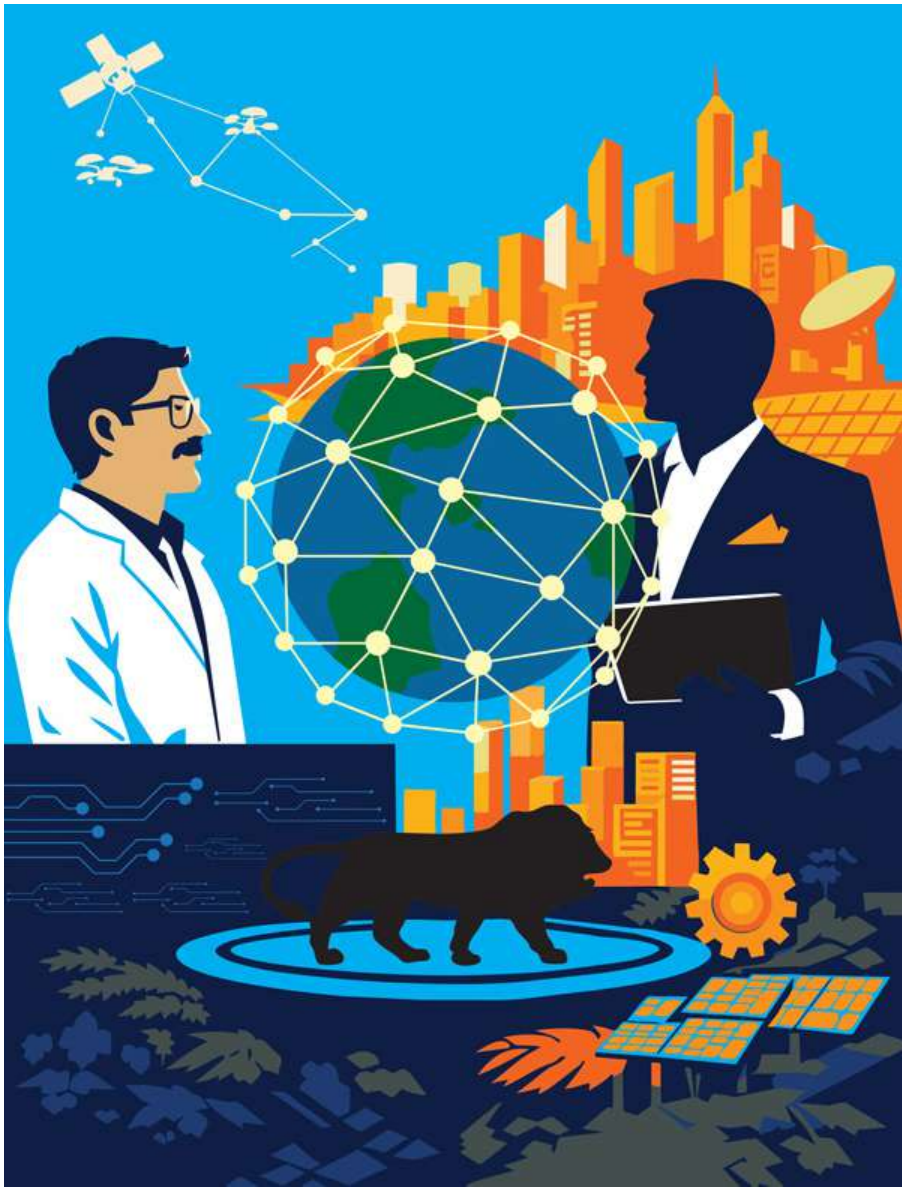
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JINDAL
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DIGITAL INDEPENDENCE

From digital adoption to digital sovereignty, India is leveraging AI to recalibrate its power

MP SUKUMARAN NAIR, CENTRE FOR GREEN TECHNOLOGY & MANAGEMENT, COCHIN



India's journey toward digital sovereignty represents a pivotal transformation in its national development narrative. At its core, digitisation serves not merely as a technological upgrade but as a profound instrument of empowerment. By harnessing arti¬cial intelligence (AI) as a catalyst, India—already recognised as a global software superpower—seeks to assert greater autonomy in the digital domain. This ambition addresses a fundamental question: How rapidly can India achieve self-reliance in a digitised AI regime, and how extensively can it rede¬fine its role from a consumer of technology to a cocreator? Achieving a meaningful impact requires indigenous capabilities, a strategic deviation from historical patterns of technology adoption, and robust support from infrastructure, legislation, and regulatory frameworks. As of December 2025, the foundations for this sovereign digital future are fi¬rmly in place, yet the pace and scope of progress hinge on deliberate, accelerated actions.

Historically, advanced economies in the West have dominated the innovation lifecycle: developing, testing, and commercialising new technologies, while developing nations like India have primarily purchased these solutions for domestic application. This model has imposed significant constraints. Even operational enhancements derived from practical experience are often curtailed by stringent patent laws, leaving countries perpetually reliant on outdated versions and vulnerable to external dependencies.

The vision for a 'New India', however, presents a markedly different perspective. India is positioning itself as an active partner in the development of emerging technologies from the outset. This shift is already evident in

critical sectors such as green hydrogen production, electrolysers, renewable energy systems, critical minerals processing, electric vehicles (EVs), advanced sensors, and small modular nuclear reactors. A compelling illustrative case is nano-fertilisers, where indigenous innovation has demonstrated India's capacity to leapfrog traditional pathways.

National institutions have excelled particularly in domains where off-the-shelf technologies are unavailable or strategically sensitive, including atomic energy, space missions, agro-chemicals, and vaccines. Conversely, indigenous development has lagged in areas where imported solutions are readily accessible, underscoring a need for reorientation. To make a substantive dent in the digitised AI regime, India must prioritise building homegrown capabilities in high-stakes ¬elds like AI algorithms, semiconductors, and quantum computing. This demands a deliberate pivot in research and development (R&D) focus, channelling resources toward breakthroughs that enhance national security and economic resilience.

A key enabler in this reorientation is the pooling of intellectual resources from India's burgeoning digital universities. These institutions, with their vast reservoirs of talent and computational infrastructure, must be mobilised for targeted research in strategic areas. By fostering collaborations between academia, industry, and government, India can accelerate the creation of proprietary technologies that align with national priorities. This approach not only mitigates risks associated with foreign dependencies but also positions India as a contributor to global standards, ensuring that its software prowess translates into hardware and systems-level sovereignty. Digital sovereignty cannot be realised without a solid infrastructural foundation. Central to this is the establishment of domestic data centers, ensuring that India's national digital space remains under sovereign control. The surge in demand for digital infrastructure, propelled by AI adoption and regional data protection laws, has catalysed substantial investments in the data centre sector. Projections indicate inflows exceeding $50 billion over the next ¬five to seven years, expanding capacity from the current 1 gigawatt (GW) to approximately 9 GW by 2030-2032.

India's emergence as a premier data centre hub is underpinned by several advantages:

Cost effective power supply, swift scalability in construction, and an unparalleled talent pool in engineering and data sciences. Complementing this is the exponential rise in data consumption, which has escalated from 8 exabytes in 2017 to 229 exabytes in ¬fiscal year 2025. Key drivers include over-the-top (OTT) platforms, digital payments, and social media, with anticipated further acceleration from the noti¬fication of the Digital Personal Data Protection (DPDP) Rules and widespread AI integration.

Initiatives such as the Digital Public Infrastructure (DPI), the Aadhaar identity system, and the India Stack exemplify this momentum, providing interoperable building blocks for a secure digital ecosystem. Coupled with strategic emphases on AI, semiconductors, and quantum computing, these elements lay the groundwork for technological independence. At its essence, digital sovereignty encompasses three interdependent dimensions: data sovereignty, technological independence, and operational sovereignty.

This pillar emphasises ownership, protection, and control of data through mechanisms like data localisation—storing and processing information within jurisdictional boundaries to align with local regulations and shield it from extraterritorial access—and robust encryption protocols. Such measures ensure compliance, enhance security, and foster resilience against breaches, safeguarding sensitive national assets.

True autonomy requires control over underlying infrastructure, eschewing reliance on singular providers. Strategies include adopting open-source technologies to mitigate vendor lock-in, maintaining oversight of software stacks for flexibility, and cultivating self-determined development in strategically vital domains. This reduces external vulnerabilities and empowers India to innovate on its own terms.

Operational resilience demands defences against cyber threats, autonomous crisis response capabilities, and adherence to jurisdictional laws—such as equivalents to the European Union's General Data Protection Regulation (GDPR). Equally vital is transparency in IT operations, which builds public trust and accountability, ensuring that digital systems serve national interests without undue surveillance risks.

The government must consolidate its leadership to translate these principles into reality. In hardware, accelerating investments in semiconductor fabrication, indigenous operating systems, and domestic certification authorities is imperative. National programs should target talent development in AI, cyber security, and chip design, while independent oversight mechanisms balance privacy with security, curbing potential abuses in surveillance.

Diversifying supply chains to diminish dependence on any single nation or entity for critical components remains a priority, as does bridging the skills gap through targeted education and upskilling initiatives. On the global stage, India should promote its data governance capabilities via participatory forums, advocating for open and democratic principles that favour multi-polar digital architectures.

The political will to forge digital sovereignty is unequivocal, as demonstrated by recent policy advancements. To propel this forward, strategic investments, diplomatic engagements, and technological self-reliance are essential. Advancing industrial developments in the data sector necessitates public-private partnerships for both infrastructure and innovation, extending beyond existing Production Linked Incentive (PLI) schemes to encompass comprehensive R&D funding and international collaborations.

India's pursuit of digital sovereignty is advancing at an encouraging pace, with foundational initiatives like DPI and DPDP Rules setting a robust trajectory. Yet, the extent of progress— how far India can extend its influence in the global AI landscape—depends on sustained momentum. By deviating from passive adoption, amplifying indigenous R&D, and fortifying infrastructure, India can not only empower its 1.4 billion citizens but also emerge as a model for equitable digital governance. The question is not merely one of speed but of strategic depth: With concerted action, India stands poised to claim its rightful place as a sovereign architect of the digital age.

About the Author



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DISCOMFORT DRIVES INCLUSION

Inclusive leadership is about leveraging discomfort to confront our biases, build trust and grow

Dr Poornima Luthra,, author, Can I Say That?

When it comes to both work and life, none of us enjoys discomfort. Most of us will find every means to remove ourselves from uncomfortable situations or change the circumstances to move to a state of comfort. We are creatures of habit and routine who enjoy staying in our comfort zone.



It's this fear of discomfort that holds us back from engaging in diversity, equality and inclusion (DEI) efforts. No one wants to be in a conversation where they feel uncomfortable. No one wants to be in a conversation where they feel guilt or shame. No one wants to be in a conversation where they are made to feel like they are 'bad'.

We may feel exposed when our biases are pointed out, or even persecuted. We may feel like we are not good people because of our biased actions or words. We may feel rejected by champions of DEI because we said or did something that was biased, even though we believe in what DEI stands for.

Once we have become aware of this, however, the question is: how do we use it to become more inclusive leaders?

The answer involves addressing the root cause of the fear of discomfort—knowing that we are biased like everyone else. This is why inclusive leadership actually starts with discomfort, rather than a confidence that we know everything and we're getting it right. It's key to acknowledge this discomfort, because it's only then that we can make meaningful steps towards transformation.

Becoming aware of biases

It's likely that when we think of 'bias' we have an image in our mind. Perhaps it is of someone overtly racist wearing a robe and white hat, or someone who engages in blatant sexism. We probably associate being biased with extreme behaviour and negativity, or being 'bad'.

Remember, however, that everyone is biased. We all rely on those mental shortcuts to help us categorise information. Our biases—consciously or unconsciously—influence our words, actions and decisions.

And yet, we often feel ashamed and guilty of being biased. Most of us want to be seen as being fair and rational, when in reality many of us are not. Because we associate 'bias' with 'bad', we get uncomfortable when we realise we hold biases against others or when our biases are pointed out to us.

This discomfort holds us back. It stops us from becoming aware of our biases, which is the only way we can block their influence on how we engage with others and make decisions. We may get uncomfortable when we realise our privilege or begin to recognise how many of the systems, structures and culture around us

are biased to favour us and not others. We may get uncomfortable when our non-inclusive behaviours are pointed out or questioned.

But what if we reframed how we looked at discomfort? After all, it is in these moments of discomfort that trust is formed, and trust is fundamental to human interactions. Without trust, our interactions with each other are plagued with discomfort. But here's the thing—we are most comfortable trusting the people who are like or similar to us. Trusting people who are different from us and beyond our closest circle of friends and colleagues is often uncomfortable.

To nurture inclusion, we have to embrace the discomfort we feel and have difficult conversations about our biases and the discrimination around us. This discomfort is the very thing that will help us to build trust with people beyond our closest circles. If we begin to view the discomfort we experience when engaging in DEI as a way to gain trust, then that discomfort has positive value. What if we become comfortable with the discomfort so that we can be more inclusive?

In allowing ourselves the grace and space to sit with the discomfort that comes from examining our biases, the desire to make change happen is born. In letting in discomfort, we can start moving towards inclusive leadership.

Opportunities for learning and growth

One of the most uncomfortable situations to be in is when our own bias or act of discrimination is pointed out. It is very likely that we respond with defensiveness: 'But I'm a good person'; avoidance: 'This is making me uncomfortable, please stop'; or even leaving the conversation: 'This is too much for me'.

Instead of reacting that way, how can we engage in a conversation that is an opportunity for learning and growth? Remember, as said before, discomfort is inevitable. Instead, we need to learn to leverage it to do better. Below are some good practices.

- Listen more intently and limit interruptions. Practise active and intentional listening to understand rather than to respond. If you want to be an inclusive leader, friend or colleague, learning how to listen without interrupting someone, finishing their sentence or wanting to justify, defend or offer a s olution is important.
- Don't get defensive and don't dismiss the other person's concerns. Show empathy and be willing to engage in an open conversation. Remember to decentre yourself.
- Acknowledge that you recognise that what you said or did has had a negative impact.
- Apologise without over-apologising. Don't muddle your apology with the fact that you believe you are a good person, or that your actions were well-intentioned.
- Ask questions to understand more. Remember the power of questions. Ask open-ended questions such as 'Can you tell me more about…?'
- Respond in a way that shows that you are willing to reflect and take their feedback into account to be more inclusive in the future. To defuse tension and manage the impact such a conversation can have on our personal ego, have a catchphrase handy. My favourite that I use when my biases are pointed out is, 'Good catch, thanks for pointing this out. I will try to do better.' Find one in your own communication style.
- Take time to introspect honestly and deeply. Being curious is helpful here. It may not be clear to you why what you said or did caused harm, so make the effort to educate yourself to unlearn what you thought was acceptable and learn to be more inclusive. Through curiosity, we expand our understanding about the bias and discrimination around us, which enables us to start seeing the moments when our biases are pointed out as an opportunity for growth and self-development.

- Expand your circle to include people with varied backgrounds and life experiences. Get comfortable with multiple perspectives and life experiences.

Acknowledging discomfort to bring about change

Being an inclusive leader means being open-minded and reflective to explore our own fears. Yes, there will be lots of moments of discomfort, but we need to sit with them. Resist the temptation to brush it off or suppress it.

Seth Godin wrote in his book Linchpin: Are You Indispensable? that 'Discomfort brings engagement and change.' So, in order to change ourselves and enable change around us towards being more inclusive, equitable and open to diversity, we need to first recognise and acknowledge the discomfort that arises when engaging in DEI. It's when our attitude to DEI comes from this place of discomfort, rather than confidence, that we can truly become more inclusive leaders.

About the Author



Dr Poornima Luthra is a Fortune 500 consultant. Dr Luthra is also the author of Can I Say That?

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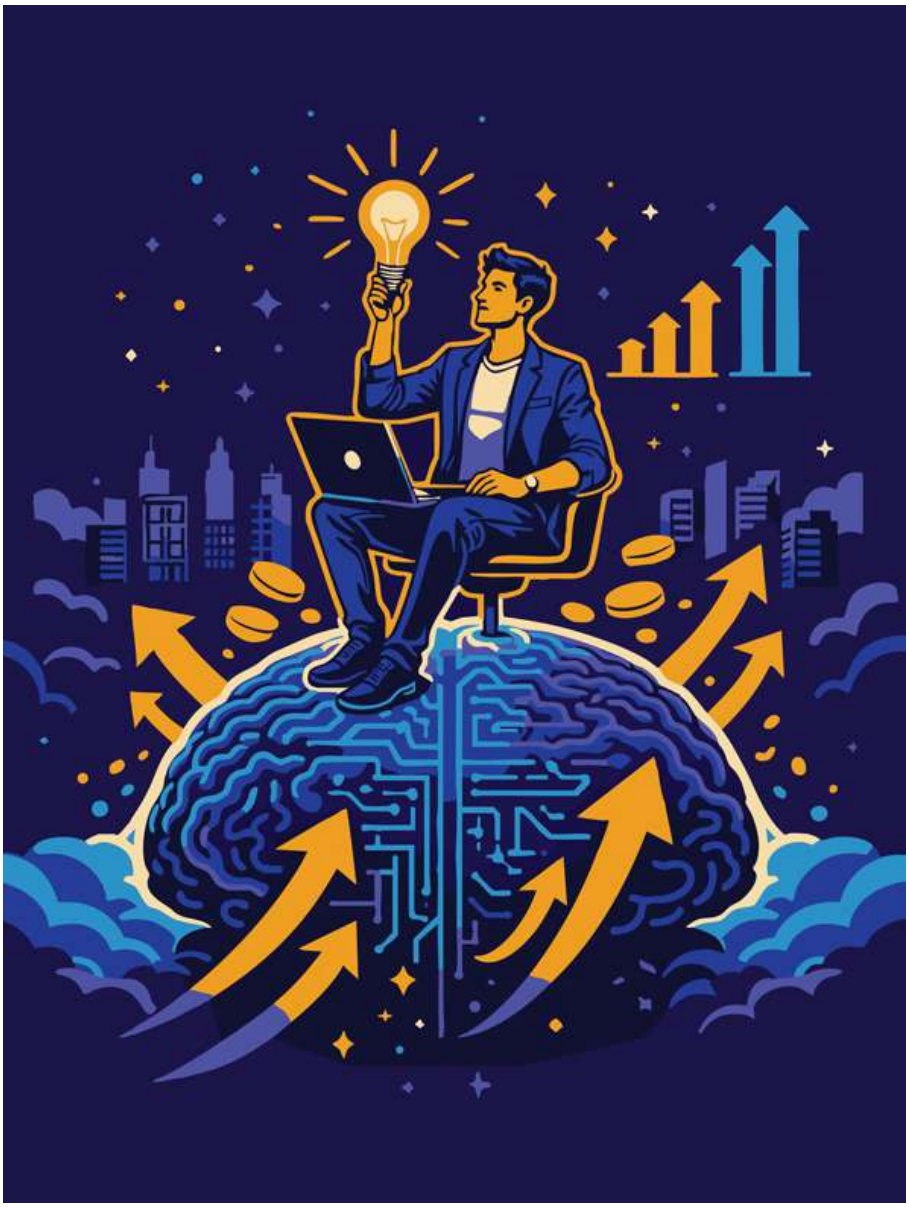
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THE 100-CRORE MINDSET

Advancements in AI and the capabilities of large language models are revolutionising the applications and business use cases across industries

ULLHAS PAGEY, AUTHOR



The archaic paradigm of the '100-hour workweek', that gruelling, performative crucible of exhaustion once fetishised by the Silicon Valley vanguard and Wall Street titans, is finally and definitively reaching its asymptotic limit. It is a deprecated operational model, a relic of a scarcity mindset fundamentally ill-suited for the hyper-connected, hyper leveraged economy we now inhabit, a brute force mechanism that yields diminishing marginal returns. The contemporary competitive arena no longer rewards mere trench warfare effort; it mandates strategic guerrilla warfare of the intellect. The new north star for the global echelon of value creators is not the time on task metric but the quantum leap in cognitive throughput encapsulated by the '100-crore mindset'. This shift represents a non-negotiable pivot from quantitative input to qualitative outcome, from linear scaling to exponential impact, demanding an immediate resequencing of our enterprise DNA.

To understand this seismic shift, one must first de-construct the mythos of the 100-hour grind. It was, at its core, a zero sum game of personal capital, a belief that maximal physical presence equated to maximal organisational velocity. This fallacy, rooted in the industrial age's sweat equity calculus, has proven to be a catastrophic drain on human bandwidth, leading to widespread burnout contagion and an undeniable atrophy of high level strategic ideation. The true cost, the unseen collateral damage, was the stifling of deep work, the sacrifice of the epiphanic breakthrough in favour of the perpetual incrementalism of the overextended calendar. We are no longer remunerating individuals for clocking in; we are compensating them for unlocking value at scale, for moving the proverbial needle not by a millimetre of sheer effort, but by a meter of intellectual arbitrage.

The '100-crore mindset' is the apotheosis of this new intellectual regime. It is a philosophy that views every hour invested not as a unit of labour, but as a lever for achieving an order of magnitude return on invested capital, or ROIC, where the 'I' is not merely financial, but cognitive and temporal. The 'crores', a term evocative

of monumental financial scale, serve as a potent metaphor for non-linear wealth creation, for the kind of impact that fundamentally re-rates an entire market vertical. This mindset operates on the principle of radical optionality, aggressively decoupling effort from reward. It is about building asymmetric leverage, where one hour of focused, high value decision making the keystone domino move, outperforms a thousand hours of low leverage, operational wheel spinning.

This new ethos demands a fundamental recasting of the leadership operating system. The CEO must transition from being a fire-fighting conductor of a sprawling, busy orchestra to an architectural custodian of a highly tuned, autonomous enterprise ecosystem. The focus shifts to talent density, not headcount sprawl. The mandate is to hire individuals who naturally possess this multiplicative cognitive processing capability, the kind of unicorn talent whose single strategic intervention is a force multiplier for the entire P&L. This requires ruthless prioritisation, a cultural imperative to say no to anything that does not directly contribute to a 10x outcome, effectively sunsetting all vestigial projects and operational overhead that merely sustain the status quo. The business model itself becomes a self optimising algorithm, constantly iterating on value proposition and delivery mechanism, fuelled by data-driven conviction rather than anecdotal sentiment. The successful enterprise of tomorrow will be characterised by its cognitive agility, its ability to rapidly re platform its core competencies in response to market inflection points, a capability fundamentally absent in the perpetually fatigued organisation.

The '100-crore mindset' is the engine of this agility. It necessitates a systemic calibration of risk tolerance, moving away from a punitive culture of failure to one that celebrates intelligent experimentation and views every setback as a rich data harvest for the next disruptive pivot. The ultimate deliverable is not just profit; it is perpetual competitive advantage derived from superior intellectual capital.

To operationalise the '100-crore mindset' at the individual contributor level, one must adopt a personal scarcity framework for time. Think of your calendar not as a passive receptacle for meetings, but as a strategic asset to be deployed with the precision of a surgical strike. This requires a mastery of deep work, the ability to engage in professional activities performed in a state of distraction free concentration that push your cognitive capabilities to their limit, creating new value, improving skill, and which are difficult to replicate. This is where the magic happens, where the alpha generation occurs. It is the antithesis of the context switching endemic to the email and chat culture, that constant fragmentation of attention that makes high level synthesis impossible.

The toolkit for this transformation includes aggressively ring fencing dedicated flow state blocks, deploying asynchronous communication protocols to escape the tyranny of the instant reply, and a steadfast refusal to engage in non-essential cognitive overhead tasks. Success in this new climate is not about doing more; it is about being more effective at the highest possible leverage points.

The new corporate athlete is a master of mental compression, capable of processing vast amounts of complexity and distilling it into a single, elegant, and highly potent strategic hypothesis. This is the ultimate form of productivity. The velocity of insight now surpasses the volume of activity as the primary determinant of enterprise value.

The individuals who embody this mindset are not simply employees; they are internal venture capitalists, constantly scouting for opportunities to deploy their intellectual capital for maximum yield. They have transcended the transactional nature of the traditional work contract to embrace an ownership mentality that ties their personal outcomes directly to the audacious financial and strategic goals of the organisation. Their engagement is not mandated; it is an organic outpouring of self actualisation expressed through peak performance. This shift requires a reciprocal trust from the organisational apex, a belief that granting autonomy over the how is the non-negotiable prerequisite for demanding excellence in the what. This sovereignty of the knowledge worker is the foundational bedrock of a high 'crores' culture.

The '100-hour workweek', by contrast, was merely a compliance mechanism, a blunt instrument of control that inherently distrusted the intelligence and intent of its workforce. It demanded subservience to the clock;

the '100-crore mindset' demands cognitive supremacy and an unflinching commitment to scale. It's the difference between operating a factory and orchestrating an ecosystem of exponential growth.

The future belongs to those who do not trade hours for dollars but trade intellectual capital for generational impact. The narrative has moved beyond the simple accumulation of tasks; it is now about the intentional architecture of breakthrough. It is an elegant, yet unforgiving, calculus where only truly scaled thinking can survive the relentless gravitational pull toward mediocrity. The long hours were an admission of inefficiency; the new mindset is a testament to strategic elegance.

"Leadership is no longer about setting the pace; it's about architecting the context in which extraordinary performance becomes the inevitable outcome, focusing relentlessly on the cognitive density of the decisions, not the caloric expenditure of the hours." – Indra Nooyi, former Chairperson and CEO of PepsiCo

About the Author



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THE HUMAN ADVANTAGE

Relationship currency' is key to getting more of what you want as an entrepreneur

RAVI RAJANI, AUTHOR, RELATIONSHIP CURRENCY



What do you desire in this phase of your life as an entrepreneur? Not what your peers, team or investors want for you. What do you truly want from your business? Maybe it is being perceived as a transformational leader, driving sales growth at your company or increasing employee retention. The million-dollar question is this: how do we achieve said desire through an aligned path?

In a world increasingly shaped by AI, it is easy to believe that automation and machines are the answer. However, the answer lies in something that's been under your nose this entire time: relationship currency. Remember, another human being holds the keys to your kingdom; they are what unlock the door to your desire(s). Yes, that's correct—human beings. Not growth hacks or secret playbooks.

Think about it like this: if you want to raise money, there's another human being you're going to have to connect with who's going to write you a check. Whilst you receive funding, they receive an opportunity for wealth creation. If you are looking to sell more of your product or service, there's another human being who holds the purse strings.

Whilst you receive top-line growth, those buyers receive a transformation that solves their million-dollar problem. And if you want to rally your people around a common vision, you need to collectively connect with a group of human beings and inspire them to take action. Whilst you receive buy-in for your mission, they experience more meaning and fulfilment in their careers.

Authentic relationships include two human beings willingly building and strengthening the connective tissue required to form a meaningful bond—without experiencing an imbalanced energy exchange. These last three words are everything. Here's why: whilst someone holds the keys to your kingdom, you also have the keys to theirs. Meaningful relationships are not a one-way street.

Here's an example you might resonate with. Have you ever heard of Aaron Krause? He's the founder of Scrub Daddy, those smiley-faced sponges you see in your local grocery store or supermarket. In the 'earlyish' days, Krause knew he was onto something but was unable to get his product into retail stores because he was missing one key ingredient: the 'who'. He had the 'how' down due to his investor's mind, entrepreneurial flair and manufacturing experience. However, no matter how amazing his product or experience was, he needed another human being—the 'who'—to help him meet his desires. Krause knew he needed the right investor, with the right relationships, to explode his business. Enter the TV show Shark Tank.

Fast forward to the scene where he's just delivered his nail-biting pitch in 2012, and a bidding war has ensued. Daymond John makes an offer contingent on Lori Greiner's involvement in the deal. Why? Because John knows this product is in Greiner's area of excellence and that she has the strategic relationships to take it all the way. Greiner (aka the 'Queen of QVC') can smell John wanting to ride her coattails and profit off her hard-earned relationship currency. The result? She dismisses him in a flash. In Greiner's own words, '…connections are everything.' In the end, Krause accepts Greiner's proposal of $200,000 for 20 per cent equity. Whilst Krause lands a strategic relationship to open himself up to retail stores, Greiner adds a diamond in the rough to her portfolio, which eventually led to a 250–300x return on her investment.

Remember, if somebody has the keys to your kingdom, you might just hold the key to theirs. This is the power of relationship currency.

So, where do you begin? 'We're in the people business serving coffee, not the coffee business serving people.' Those thirteen words were once uttered by Howard Behar, the former president of Starbucks, indicating a powerful mindset: being people-centric is a way of life.

Hit pause from reading this article and try it on for size, my friend. You're in the people business doing what? This is your starting point for humanising your next conversation, meeting, pitch or presentation. As you embody this mantra over time, you'll uncover a deep knowing that authentic relationships are everything in business—and life.

Whilst many entrepreneurs prioritise automation without connection, growth without introspection and conversations without intention, focus on earning the one currency that matters most in this world: relationship currency. Your future employees, investors, partners, customers or team are craving authenticity grounded in one thing: trust. Your job is to be interested in what they are emotionally invested in, help them achieve more of what they desire and operate like a trusted guide. Do this right, and you'll build trusted relationships for life.

Whatever you desire, in this season of your life, is simply a by-product of focusing on the one thing that's currently priced at a premium in today's economy: human connection.

About the Author



Ravi Rajani is the author of Relationship Currency: Five Communication Habits for Limitless Influence and Business Success

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THE VANISHING MIDDLE

In an age where AI is reshaping the role of middle management, what must leaders do to remain relevant?

DR RAJEEV KUMAR MEHAJAN, NOBLEGENICS TRUST



In one of my recent interactions with business professionals on an informal, cross-disciplinary forum, M.A.D.D. (Marketing Academy for Discussion and Debate), where practitioners from marketing, media, advertising, research and design engage in candid, idea-driven conversations, the founder, a college friend, posed a deceptively simple question: 'If AI can analyse, recommend and even decide—where do professionals like us truly add value?'

The room fell silent—not for lack of answers, but because the question seemed to resonate far beyond the room itself.

We are, perhaps quietly, entering an era where AI is not merely augmenting human capability; it is beginning to redefine the very architecture of organisations. And in that process, one layer is feeling the heat more than most: the middle layer of management.

For decades, this 'middle' has been the connective tissue of organisations, translating strategy into execution, aligning teams, monitoring performance and ensuring continuity. It has been both a stabiliser and an enabler.

But AI is now beginning to assume many of these very functions. From data-driven decision support to workflow optimisation, from performance analytics to predictive insights, AI systems are increasingly capable of doing what middle management was traditionally entrusted with. The implications, as I see them, are not merely technological; they are deeply structural.

Contrary to popular perception, the question, therefore, is not whether the middle will disappear entirely—it is whether it will remain relevant in its current form.

From control to context

One of the most significant shifts I have observed in the industry today is the movement from control-driven management to context-driven leadership. In the past, value was often derived from access to information, oversight and the ability to interpret, integrate and implement. Today, information is democratised, systems are integrated and coordination is increasingly automated.

What cannot be automated, however, is tolerance and judgement in ambiguity, ethical decision-making and the ability to inspire collective purpose. This is where leadership at the mid-level must evolve.

The 'middle' of the future cannot merely be a conduit of instructions. It must become a creator of context—someone who helps teams navigate uncertainty, interpret complexity and align with a larger purpose beyond immediate tasks.

The risk of hollowing out

There is a growing risk that organisations, in their pursuit of efficiency or cost-cutting, may unintentionally hollow out the very layer that nurtures leadership pipelines.

Middle management has traditionally been the space where individual professionals:

- Lead teams towards measurable outcomes
- Make decisions with limited information
- Balance competing priorities

If this layer is compressed without being reimagined, we may face a paradox: highly efficient organisations with fragile leadership depth. This is not a distant concern; it is already beginning to surface in subtle ways.

A personal reflection

In my own journey across scientific and institutional systems, one pattern has become increasingly evident: technology often advances faster than the systems and the people within them are prepared to absorb it.

Following the Global AI Summit in February 2026, I reflected in a recent article in 'The ET-Education' vertical that, while much of the conversation focuses on capability, far less attention is paid to the preparedness of individuals, institutions and leadership frameworks.

What I have now come to realise is that adaptation cannot be limited to tools. It must extend to mindsets, roles and the very philosophy of leadership.

Reimagining the middle

The way forward is not to resist this shift, but to redefine the role of the middle.

This redefinition may include:

- Moving from task supervision to talent development
- Moving from process enforcement to problem framing
- Moving from performance monitoring to purpose alignment

In essence, the middle must transition from being a manager of work to a multiplier of people. I have seen this first-hand during my years in the Indian Air Force, where success was never defined merely by meeting targets,

but by enabling teams to perform with precision and reliability, often in environments where something as critical as flight safety depended on collective ownership rather than individual effort.

In this evolving context, I see the 'middle' as the organisation's most critical AAA—an Appreciator, Absorber and Adapter—not merely of tasks, but of change itself: appreciating its implications, absorbing its complexity and adapting it into meaningful action. It should often act as the bridge between intent and execution.

The new leadership imperative

As AI continues to reshape the contours of work, leadership will be judged not by how efficiently processes are managed, but by how effectively human potential is enabled.

In my own experience across national organisations, I have seen that even the most robust systems deliver outcomes only when individuals feel enabled, trusted and aligned to a larger purpose.

Organisations that recognise this early, I believe, will not just adapt—they will lead the transition. Because in the age of intelligent systems, the true differentiator will not be intelligence alone, but the ability to humanise it.

A closing reflection

The middle is not vanishing. It is, in many ways, being invited to evolve.

What is disappearing is not the layer itself, but the comfort of its old identity.

A more demanding role is emerging—one that must make sense of change, enable people through it and hold together the human fabric of organisations in an increasingly complex and competitive world.

The future, therefore, may not belong to those who manage the middle in this AI-driven order—but to those who can meaningfully redefine it. In that redefinition lies the true test of leadership.

About the Author



Dr Rajeev Kumar Mehajan is Founder, NobleGenics Trust, and a WMO–UN Expert. He serves as President of India's Nominee to IIT Kharagpur.

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COMPANY PROFILES

TATA STEEL

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Tata Steel is one of the most geographically diversified steel companies in the world, with an annual crude steel capacity of 36 million tonnes across India, the Netherlands, the United Kingdom, and Thailand. The Company operates collieries, iron ore, manganese and chromite mines across Jharkhand and Odisha in India and has iron ore assets in Labrador and Northern Quebec, Canada. Powered by over 77,000 employees across the globe, Tata Steel recorded a consolidated turnover of ~US$26 billion in FY2025-26.

Aligned to Tata Group's Project Aalingana, Tata Steel is working towards the goal of Net Zero emissions by 2045 through a multi-pronged decarbonisation route. Tata Steel has commissioned a 100% scrap-based electric arc furnace (EAF) in Ludhiana, Punjab, India, and is making progress on its EAF project at Port Talbot in the UK. In the Netherlands, Tata Steel has signed a non-binding Joint Letter of Intent with the Government of the Netherlands towards a phased transition to low-emission steel production. The Company is also investing in innovative technologies such as EASyMelt, HIsarna, and carbon capture initiatives. Recognised as a Sustainability Champion by worldsteel for nine consecutive years, Tata Steel advances responsible mining, circularity, and sustainable operations.

Digital technology plays a crucial role in this transformation, with over 860 AI models driving operational excellence and efficiency. The Company's Jamshedpur, Kalinganagar and IJmuiden plants have been recognised as the World Economic Forum Advanced 4th Industrial Revolution (4IR) Global Lighthouses.

Tata Steel continues to set new benchmarks in building an inclusive and equitable workplace. With an 18% diverse workforce globally, the next milestone is to scale it to 20% by FY2028-29. Beyond its operations, Tata Steel remains deeply committed to creating sustainable social impact. The Company's CSR initiatives positively impact millions of lives every year through interventions in education, healthcare, livelihoods, sports, environmental stewardship, and social inclusion, helping build resilient and thriving communities.

With community, sustainability, innovation, and customer-centricity at the heart of its strategy, the Company continues to transform itself into a future-ready enterprise.

SAEL

SUSTAINABLE & AFFORDABLE ENERGY FOR LIFE

SAEL Industries Limited is an integrated renewable energy company with a presence in utility-scale solar, solar module manufacturing and agri waste-to-energy. SAEL is committed to contributing towards a clean energy transition by offering sustainable, affordable and reliable energy solutions. The company has a portfolio of ~8.3 GW of solar IPP assets across India, 3.6 GW+ of TOPCon solar module assembly capacity and 165 MW of operational agri waste-to-energy capacity. SAEL is setting up an integrated 5 GW solar cell and 5 GW solar module manufacturing facility in Jewar, Uttar Pradesh, with an initial investment of approximately ₹8,200 crore. SAEL's recent projects include the 1 GWp/800 MW AC solar plant in Khavda, Gujarat and 600 MW AC of solar projects in Kurnool, Andhra Pradesh, both commissioned in 2026. The company's 11 agri waste-to-energy plants across Punjab, Haryana and Rajasthan convert paddy straw and other agricultural residues into firm renewable power while creating income opportunities for farmers. The operations are aligned with India's energy transition, domestic manufacturing and air-quality priorities. The company's solar portfolio contributes to non-fossil capacity addition, its manufacturing platform strengthens the domestic solar supply chain, and its biomass operations support rural livelihoods and residue management.

The Evolution of SAEL

SAEL began with founders Jasbir Singh and Sukhbir Singh, who expanded the family-run rice mill in Punjab, rooted in hard work, integrity and service to the community. These values shaped SAEL's evolution from a single agricultural business into a leader in India's renewable energy sector. A major turning point came in 2015, when Laxit Awla joined, ushering in the next generation of leadership. Laxit's focus on digital transformation, innovation in renewables and global expansion propelled SAEL into agri waste-to-energy and utility-scale solar power. In 2022, SAEL Industries Limited was incorporated as a public limited company, consolidating solar, manufacturing and biomass businesses under one corporate umbrella. The company has since accelerated growth, expanded its portfolio and strengthened its governance framework with marquee investors and strategic partnerships.

Our Culture

At SAEL, our people are the foundation of our success. Trust is built through transparent leadership, open communication and accessible management. Initiatives like our Open Door Policy and "Coffee with the CEO" create an environment where every voice is valued. Respect and fairness guide every interaction idea flow freely, equal opportunities are provided and recognition is merit-based. We champion inclusion, consistency and personal growth, enabling employees to thrive professionally and personally. Collaboration and camaraderie define our workplace. Teamwork, engagement programs and cultural celebrations bring us together, reaffirming our commitment to shared success and making SAEL a truly Great Place to Work.

Our ESG Commitment

SAEL's integrated renewable platform directly contributes to India's non-fossil capacity targets and grid decarbonisation. The company's solar and biomass operations displace fossil-fuel generation. With a strong governance framework, transparent disclosures and compliance with applicable regulations. The company integrates ESG considerations into business decisions, project development and stakeholder engagement.

Jindal Steel is one of India's foremost integrated steel producers, renowned for its scale, efficiency, and commitment to excellence. Operating on a robust mine-to-metal model, the Company leverages captive resources, advanced manufacturing capabilities, and a global distribution network to deliver high-performance steel solutions. With an investment footprint exceeding USD 12 billion, Jindal Steel runs state-of-the-art facilities in Angul, Raigarh, and Patratu, and maintains strategic operations across India and Africa. Its diversified and future-ready product portfolio underpins core sectors such as infrastructure, construction, and manufacturing, powering progress through strength and sustainability.



Kirloskar Brothers Limited (KBL) is a world-class pump manufacturing company with expertise in the engineering and manufacturing of fluid management systems. Established in 1888 and incorporated in 1920, KBL is the mother company of the Kirloskar Group. KBL provides complete fluid management solutions for large infrastructure projects in the areas of water supply, power plants, irrigation, building & construction, oil & gas industry, and marine & defence. KBL manufactures industrial, agriculture and domestic pumps, valves and hydro-turbines.

Over the years, KBL has developed innovative products, which have enabled it to carve a niche globally. It is a global conglomerate and is equipped with the best technologies in the world. It is also India's largest centrifugal pump manufacturer with nine manufacturing facilities in India along with other international subsidiaries and operations in the Netherlands, South Africa, Thailand, the United Kingdom, and the United States of America. KBL has over 16,000 channel partners globally and is supported by best-in-class Pan-India network of authorised service and refurbishment centres.

KBL is the first Indian pump manufacturing company to be certified for Integrated Management System, (ISO 9001 :2015, ISO 14001 :2015, ISO 45001 :2018, ISO 50001 :2018).

Its factories deploy Total Quality Management tools using the European Foundation for Quality Management (EFQM) model.

Indian subsidiaries and joint ventures

- Kirloskar Ebara Pumps Limited (KEPL) manufactures API, Non-API pumps, and steam turbines.
- Kirloskar Corrocoat Private Limited (KCPL) is the leading solution provider in long-term corrosion protection and energy conversion .
- Karad Projects and Motors Limited (KPML) is a motor manufacturing company with expertise in the manufacture of stampings, stators, rotors, AC rotating machines, aluminium die-cast connecting rods and pump assemblies. It also houses a notable foundry facility specialising in the manufacture of a wide range of carbon steel, alloy steel, stainless steel and cast iron castings for industries such as pumps, valves, turbines, shipping, heavy engineering applications and more.

International, subsidiaries and joint ventures

- SPP Pumps Limited, United Kingdom is a 140-year-old leading pumps manufacturer of centrifugal pumps and associated systems, a global principal in the design, supply and servicing of pumps, renowned fire pump packages and high-quality equipment for a wide range of applications and industry sectors. It is the largest pump manufacturer in the United Kingdom.

- SyncroFlo, Inc., United States of America manufactures pre-assembled pumping systems and provides solutions for HVAC systems, fire protection and turf irrigation.
- Rodelta Pumps International is a Dutch pump manufacturing company that offers products for flood control, irrigation, drinking water, wastewater, pulp & paper, power, chemical, oil & gas and general industries.
- Kirloskar Brothers Thailand Limited (KBTL), Bangkok is the Thailand Board of Investment (BOI) promoted headquarters and assembly plant of the KBL Group companies for the ASEAN and East Asia regions.
- Braybar Pumps (Pty) Limited, Republic of South Africa is engaged in the manufacturing and sales of high-head multi-stage pumps, rubber-lined slurry pumps and metal-lined bearings.



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EVENT CALENDAR

Event Calendar

Event	Programme Chairman/Key Speaker	Venue	Date
National Management Convention		New Delhi	21 - 22 September 2026
National Competition for Young Managers		Online Finale Lajpat Nagar, AIMA	24 - 25 September 2026 30 September 2026
Student Management Quiz		Offline	September 2026/ March 2027
Capacity Building Programme on Strategic Contract Management and Dispute Resolution for High-Value Projects		Udaipur	29 September 2026
Leadership Development Programme		Jaipur	08 - 10 October 2026
Student Management Games		Offline/ Regional Rounds	October 2026/March 2027
HR Power Workshop		New Delhi	15- 16 October 2026
Shaping Young Minds Programme		Kochi	16 October 2026
AIMA Young Leaders Boot Camp - (2nd Edition)		Sitlakhet, Uttarakhand	23–25 October 2026
National Management Quiz		Online/ Offline	November 2026
Global Advanced Management Programme (GAMP)		Silicon Valley, US	15-21 November 2026
Leadership Development Programme		Jamshedpur	26 - 28 November 2026
Book Launch : THE CHRO REIMAGINED | Architecting Human Value in an AI-Shaped Enterprise	**Mr. Aadesh Goyal** Board Director and Committee Chair; Global CHRO and CIO and Business, Technology and Human Capital	New Delhi	27 November 2026

Event	Programme Chairman/Key Speaker	Venue	Date
Building Future Ready PSU's	**Rory McDonald** John Tyler Associate Professor of Business Administration at Darden	New Delhi	02 -03 December 2026
AIMA Regional Management Conclave		Indore	04 December 2026
Senior Leadership Retreat		Goa	15-17 December 2026
HR Power Workshop		Mumbai	19 - 20 January 2027
LeadHERship Retreat		Varanasi	28-30 January 2027
Shaping Young Minds Programme		Guwahati	29 January 2027
AIMA YLC Summit		New Delhi	02 February 2027
Global Procurement Summit		New Delhi	09-10 February 2027
AIMA Foundation Day & Managing India Awards		New Delhi	22 February 2027

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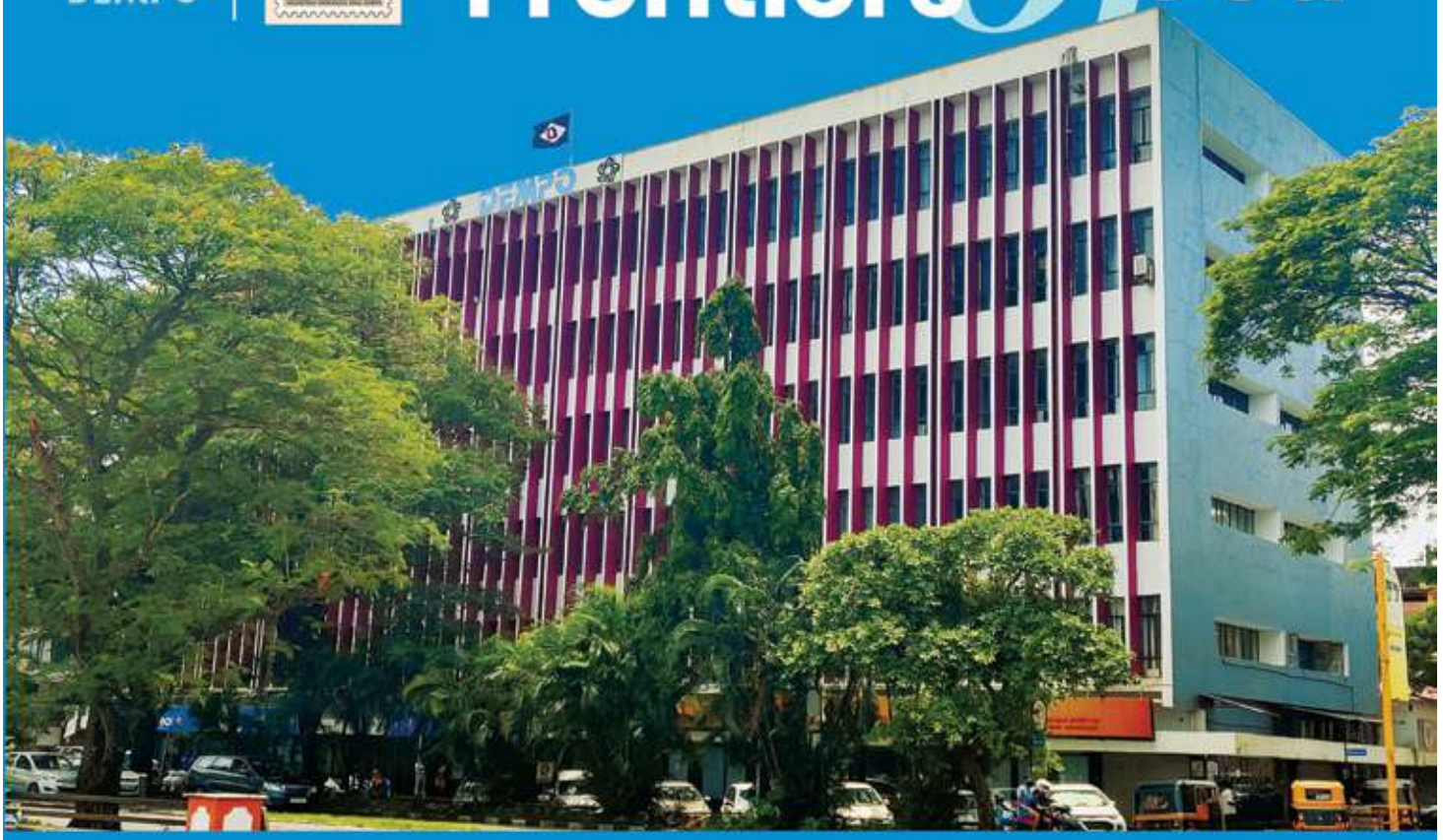
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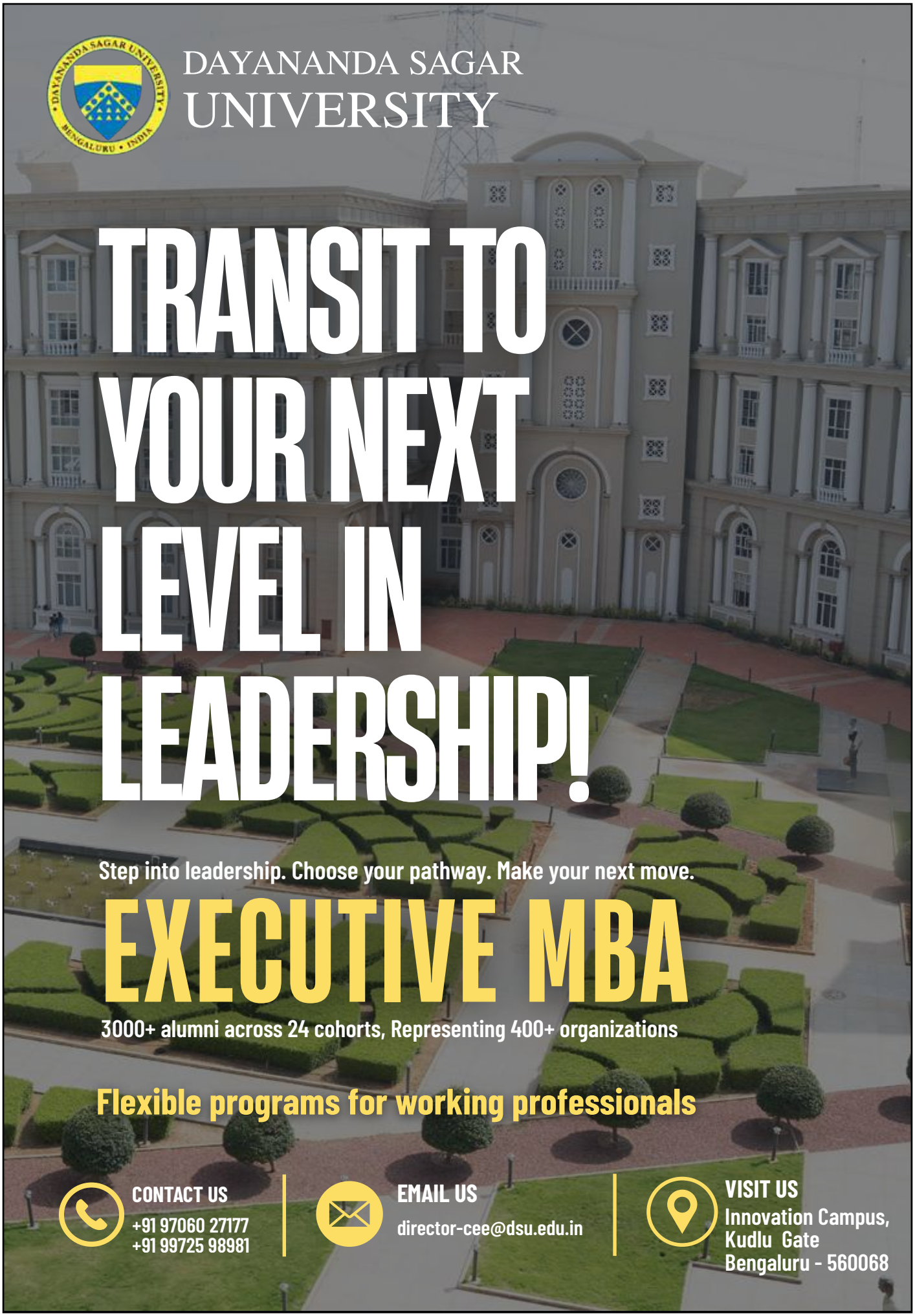


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- Water savings through demand side management: 1,520 million kl

Afforestation
- Acres greened: Nearly 15 lakh
- Person days of employment supported: Over 27 crore

Biodiversity
- Over 8 lakh acres restored





Renewable Energy
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Alliance for Water Stewardship
- River Sub-basin Rejuvenation: implemented across 5 major sub-basins

Green Infrastructure
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Women's Economic Empowerment
- Women benefitted: Over 60 lakh
- Women under financial literacy programme: Nearly 42 lakh

Support to Education
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Skilling of Youth
- Youth trained: Over 1.45 lakh

Health & Sanitation
- Household toilets constructed: Over 43,000

Maternal & Child Health and Nutrition
- Beneficiaries covered: Over 17 lakh

Livestock Development
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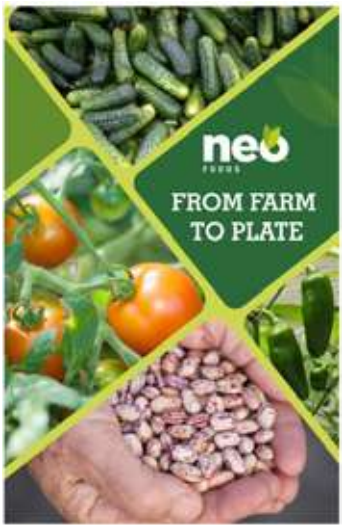
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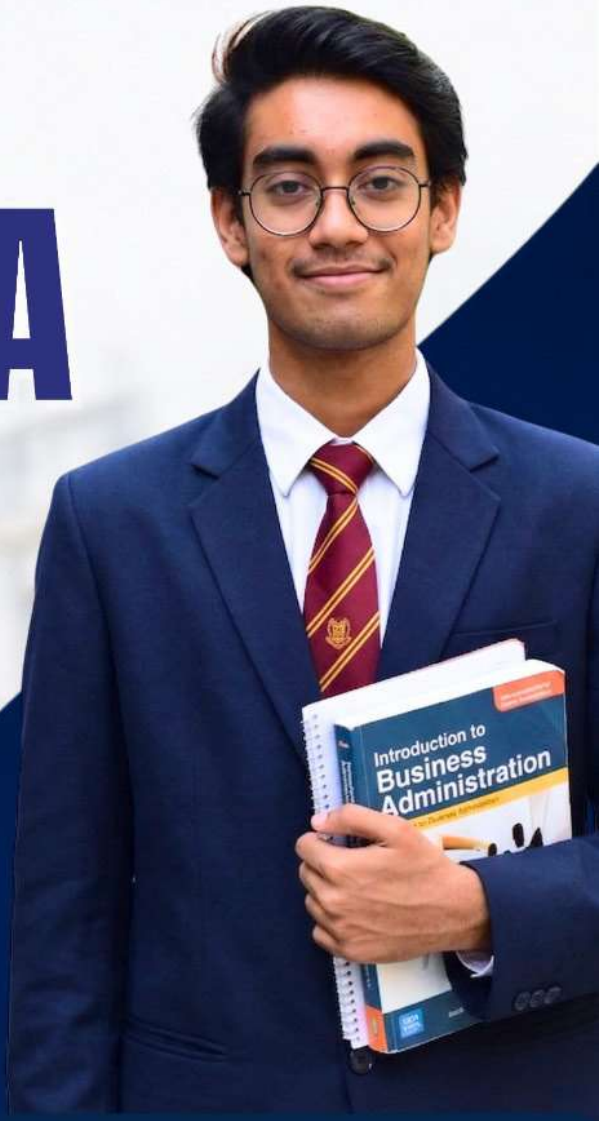
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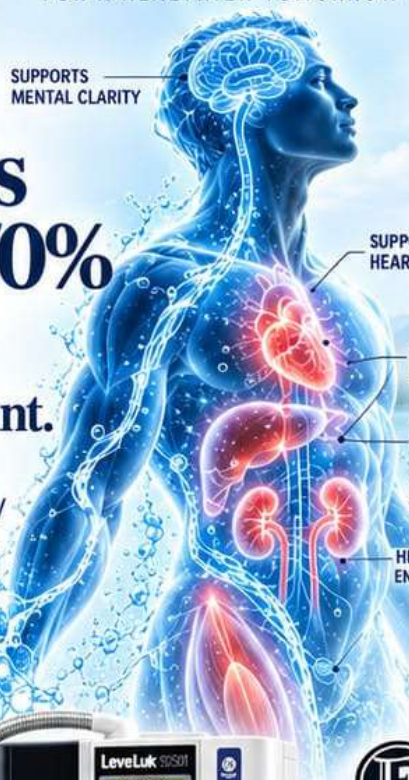
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Programme Objectives

- Identify opportunities for profitable growth.
- Respond and adapt to the challenges in the changing landscape due to rapid global economic trends.
- Examine the latest concepts, ideas and tools to help them align their business practices with global economic developments and conditions.
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- Keynotes by Silicon Valley Startups and CEOs

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For further details, please contact :
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Master of Computer Applications - Generative AI (MCA-GAI)	2 Years

Faculty of Management

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