

Shaping Policies for a Competitive, Resilient India

INSIDE



India has all the right ingredients for growth, as evident in the strong performance across sectors



The North East region is poised to drive industrial growth, strengthen energy security, and connect India to new opportunities



India is positioned not only to shape its own future, but to influence the global trajectory of sustainable growth



Tourism will soon become India's largest source of job creation after agriculture, potentially surpassing MSME



There is immense demand for skilled Indian professionals across the world; our focus must be on mapping and developing these capabilities in a structured way

COMMUNIQUÉ

Contents

Volume 47 No. 12 December 2025

COVER STORY

08 India Edge: Policies for a Competitive India

Conceived as a national consultative platform for shaping India's reform agenda, India Edge aimed to create a convergence of ideas, perspectives, and actionable strategies among Government, Industry, and Academia to deepen resilience and accelerate India's growth moment. Discussions were held on key issues covering themes ranging from macroeconomic stability and labour reforms to AI adoption, manufacturing competitiveness, and green growth.

FOCUS

04 Collective Action for Water Management

SPOTLIGHT

16 Connecting the North East to Energy Tomorrow

ANALYSIS

20 Readying Small Inc for Scale

SOCIAL INTERFACE

22 Kashi Samvaad: Towards a Viksit Bharat

PLUS...

ENGAGING WITH THE WORLD

SECTORSCAPE

PORTFOLIO FOR EXCELLENCE

REGIONAL REVIEW

... AND MORE

We welcome your feedback and suggestions. Do write to us at amita.sarkar@cii.in

Edited and published by Chandrajit Banerjee, Director General, CII, on behalf of Confederation of Indian Industry from The Mantosh Sondhi Centre, 23, Institutional Area, Lodi Road, New Delhi-110003, Tel: 91-11-45771000, Email: amita.sarkar@cii.in, Website: www.cii.in

All stock photographs sourced from © shutterstock.com

Collective Action for Water Management

The Water Innovation Summit aimed to advance dialogue on collective stewardship of water as a shared resource. Discussions at the event explored integrated governance frameworks, technology-led efficiency, reuse and recycling, and stronger public-private and community partnerships to enable scalable, cluster-level solutions for long-term water resilience.



As India's economy expands and urbanisation accelerates, water management is emerging as a strategic enabler of sustainable growth. Advances in technology, improved governance frameworks, and growing awareness across Industry and communities are reshaping how water is valued, used, and conserved. The focus must be on efficiency, reuse, recycling, and collaborative stewardship that

recognises water as a shared resource. With the right mix of innovation, partnerships and science-led solutions, India has a significant opportunity to strengthen water resilience while supporting long-term economic and social development.

Against this backdrop, CII Water Institute, CII's Centre of Excellence on Water, organised the 11th edition of its flagship annual event – Water Innovation Summit with



(L-R): Ravichandran Purushothaman, Chairman, CII Mission on Water and President, Danfoss India; Rohit Kansal, Additional Secretary, Ministry of Textiles, Government of India; Nikhil Sawhney, Chairman, CII Water Institute and Vice Chairman & MD, Triveni Turbine Ltd; Ofir Amami, Head of the Economic & Trade Mission and Economic Counsellor, Embassy of Israel

the theme 'Collective Action for Shared Resource' on 18-19 November in New Delhi. The two-day summit convened leading stakeholders who explored critical issues and outlined actionable solutions for a water-secured future.

Shri Rohit Kansal, Additional Secretary, Ministry of Textiles, Government of India, pointed out that water is a public good whose management requires partnership and co-creation. He called for advanced dyeing technologies, expanded recycling and ZLD, upgraded CETPs, cleaner chemicals, and digital monitoring tools. He urged Industry–Community collaboration for groundwater recharge, wastewater reuse, and cluster-level water management, stressing the need for scalable, solution-driven action.

Mr Nikhil Sawhney, Chairman, CII Water Institute and Vice Chairman & Managing Director, Triveni Turbine Ltd, stressed that India's growth depends on collective, science-led water action. He highlighted the need to shift from plant-level efficiency to watershed-level collaboration. He emphasised the importance of global collaborations with Israel, the UK, Australia, and international platforms.

Mr Ravichandran Purushothaman, Chairman, CII Mission on Water and President, Danfoss India, drew attention to the heightened water stress in the country, driven by climate change, urbanisation, rapid growth of water-intensive sectors. He called for the accelerated use of digital tools, stronger partnerships, and shared responsibility to reduce industrial water footprints.

Israel was the Focus Country at the summit. Israel presented a distinguished delegation that demonstrated world-leading water technologies, pioneering innovations,

and global best-practice models in efficient water management.

Ms Ofir Amami, Head of the Economic & Trade Mission and Economic Counsellor, Embassy of Israel, highlighted the strong India–Israel partnership in water innovation. She showcased Israel's globally renowned solutions in desalination, recycling, monitoring, and efficient water management, noting their relevance for India's water challenges.

Alongside the Summit, a delegation from Israel engaged in a focused B2B session. More than 75 B2B meetings were held between Indian and Israeli companies, focused on networking and collaboration opportunities between solution providers, Industry leaders, and international delegates. The action-oriented discussions have laid the groundwork for future collaborations and impactful partnerships between India and Israel for the rapidly evolving water sector in India.

The summit provided a strong platform to discuss opportunities, partnerships, and collaborations for enhancing water security. The deliberations underscored the urgency of adopting sustainable practices across sectors and strengthening resilience to emerging water risks. The participants also emphasised the power of collective action in driving long-term water security.

The session on '2030 Water Neutral Group – Pathways to Water Resilience & Security' deliberated on responsible stewardship towards water management and neutrality. Emerging priorities and pathways for accelerating water innovation were explored during the session on 'Scaling Water Sustainability through Advancing Water Innovations'. Experts emphasised leveraging innovative technologies, solutions, and collaborations to advance



Recipients of 19th CII National Awards for Excellence in Water Management 2025

Recognising Water Excellence for Industrial Competitiveness

CII Water Institute, following the Water Neutrality Guidelines developed by NITI Aayog for Indian industries, recognised companies for their progress along the Water Neutrality journey across three levels: Aspire (Scope 1), Rise (Scope 2), and Achieved (Scope 3). A total of 26 companies were certified, setting new benchmarks for responsible water stewardship.

Felicitation of Blue Rating Award – winning Companies

CII Blue Rating Awards were conferred to companies assessed under CII's Blue rating system that

evaluates plant performance across four core themes: (1) enhancing operational water use efficiency, (2) operational water sustainability through watershed approach, (3) virtual water and supply chain, and (4) management and leadership and strategy.

CII National Awards for Excellence in Water Management

CII conferred its 19th CII National Awards for Excellence in Water Management to industries from varied sectors for their initiatives in embarking on holistic management of water resources. As many as 25 companies were awarded under the categories - "Within the Fence", "Beyond the Fence" and "Innovative Water Saving Product".

sustainable water management and address pressing challenges in India's water ecosystem.

During the session on 'Women Leaders: Vision for a Water-Secured Nation', the panellists deliberated on various new roles and contributions of women right from the shopfloor to innovation, as well as through community-led initiatives. Speakers advocated for a more active role of women in creating a water-secure future. The session on 'Emerging, Advanced Disruptive Water Technologies' focused on cutting-edge innovations transforming water and wastewater management. Panellists shared on-ground examples of Industry

applications in advanced water treatment technologies, innovative approaches to wastewater management, and disruptive solutions driving sustainability and efficiencies across India's water ecosystem.

Industry leaders discussed emerging priorities and pathways for accelerating water innovation during the 'Scaling Water Sustainability through Innovations' session. The need for leveraging innovative technologies, solutions, and collaborations to advance sustainable water management and address pressing challenges in India's water ecosystem was underlined.



GMR Kamalanga Energy Limited, Odisha conferred "Platinum" award

QUOTES



Water, in itself, is a public good; a shared resource that cuts across sectors, geographies, communities, and people. Its effective management demands

partnership, cooperation, collaboration, and co-creation. The theme of this year's conference aligns closely with the Government's vision that collaborative action and collective commitment are essential to ensure sustainability, competitiveness, and long-term resilience across India's entire ecosystem, especially its industrial ecosystem.

Rohit Kansal, Additional Secretary, Ministry of Textiles, Government of India



Progressive steps taken by Indian Industry in advancing responsible water stewardship and progressing toward neutrality, along with the efforts taken by the

Government to establish standards, are enhancing water efficiency.

G Asok Kumar, Former Director General, National Mission for Clean Ganga, Ministry of Jal Shakti, Government of India



Joint innovation and shared expertise can accelerate water security for both nations.

Ofir Amami, Head of the Economic & Trade Mission and Economic Counsellor, Embassy of Israel



Industry's significant reduction in freshwater use is a strong indicator of our shift towards true circularity. It is our collective responsibility to return water to the environment with the same quality and care as we withdraw it. There is a need to shift from plant-level efficiency to watershed-level collective action.

Nikhil Sawhney, Chairman, CII Water Institute and Vice Chairman & MD, Triveni Turbine Ltd



CII Mission on Water aims to make the Indian Industry water neutral by 2030 through water-neutrality clusters that demonstrate how efficient water management enhances

both business competitiveness and community resilience.

Ravichandran Purushothaman, Chairman, CII Mission on Water and President, Danfoss India



Water sustainability is now central to India's industrial future. CII Water Institute is playing a pivotal national role; driving guidelines, supporting water neutrality, enabling water audits, and helping industries and districts adopt measurable, efficient water management practices. A significant milestone has been the development of NITI Aayog's Guideline on Water Neutrality, prepared in collaboration with CII Water Institute, that enables the Industry move towards a sustainable water future.

Chandrajit Banerjee, Director General, CII

IndiaEdge: Policies for a Competitive India

IndiaEdge was conceived as more than just a conference; it was designed as a national consultative platform for shaping India's reform agenda in the lead-up to the Union Budget 2026-27. It aimed to create a convergence of ideas, perspectives, and actionable strategies among Government, Industry, and Academia to deepen resilience and accelerate India's growth momentum.

India today stands at an extraordinary inflection point in its economic journey. Despite global headwinds, the country has demonstrated remarkable resilience, posting real GDP growth of 7.8 per cent in Q1 and 8.2 per cent in Q2 of FY 2025-2026. These numbers are not just statistics; they signal the deep structural strength of India's domestic growth engines, supported by continuous reforms.

The decade gone by has been one of transformative policy shifts, spanning the recent rollout of Labour Codes, the introduction of GST, the progressive reforms in FDI and sectoral policies, and a clear focus on

self-reliance through the Aatmanirbhar Bharat vision. The coming decade, however, promises to be even more decisive. As India marches towards the national aspiration of 'Viksit Bharat 2047', the imperative now lies in making interventions that can sustain the current growth trajectory, strengthen resilience, and convert reform momentum into competitive advantage in an increasingly fragmented, multipolar world.

In this context, CII convened IndiaEdge 2025 on 3-4 December in New Delhi, a unique platform that brought together policymakers, economists, Industry leaders, and global experts to engage on the policy choices that will



(L-R): Chandrajit Banerjee, DG, CII; Rajiv Memani, President, CII; Sanjiv Bajaj, Past President, CII & Chairman, CII Corporate Governance and Regulatory Affairs Council and CMD, Bajaj Finserv Limited; Piyush Goyal, Minister of Commerce & Industry, Government of India; Anjali Singh, Chairperson, CII Northern Region & Co-Chairperson, CII National Coalition for the Future of Mobility and Executive Chairperson, Anand Group; and Narayan Sethuraman, Co-Chairman, CII International Council & CII Trade Policy Council and MD, Sanmar Matrix Metals Ltd

“



India must pursue a twin-edged approach; strengthening areas where we hold a clear competitive advantage, while simultaneously achieving strategic autonomy in sectors where supply-chain dependence can threaten long-term resilience.

Piyush Goyal

Minister of Commerce & Industry, Government of India



India stands at a pivotal juncture in its development journey, guided by the ambitious vision of Viksit Bharat 2047. This vision commits us to a low carbon economy, energy independence and a comprehensive sustainable development path that brings immense opportunities alongside inherent challenges. As one of the world's fastest-growing economies, India is positioned not only to shape its own future, but to influence the global trajectory of sustainable growth.

Bhupender Yadav, Minister of Environment, Forest & Climate Change, Government of India

”

define India's economic trajectory in the coming years. The event witnessed wide-ranging participation from the Government of India and key policy institutions.

Over the two days, the event hosted 22 sessions, covering themes ranging from macroeconomic stability and labour reforms to AI adoption, manufacturing competitiveness, and green growth. Shri Piyush Goyal, Minister of Commerce & Industry, Government of India; Shri Bhupender Yadav, Minister of Environment, Forest & Climate Change, Government of India; Shri Gajendra Singh Shekhawat, Minister of Culture and Tourism, Government of India; and Dr Mansukh Mandaviya,

Minister of Labour & Employment and Youth Affairs & Sports, Government of India were among the key speakers.

Government officials from the Ministries of Skill Development, Food Processing, Mines, New & Renewable Energy, School Education, and Agriculture also shared their insights at the event. The Chief Economic Adviser to the Government of India and leadership from DPIIT, IRDAI, DRDO, Railway Board, DEA, NHA, NITI Aayog, also participated in the event.

The conference also marked the release of the CII



(L-R): Chandrajit Banerjee; Masood Alam Mallick, Chairman, CII National Committee on Waste to Worth and CEO, Re Sustainability; Bhupender Yadav, Minister of Environment, Forest and Climate Change, Government of India; and Shiv Siddhant Narayan Kaul, Chairman, CII National Committee on Environment and MD, NICCO Engineering Services Limited

“



Tourism will soon become India's largest source of job creation after agriculture, potentially surpassing even the MSME sector at our current pace. The sector has the capacity to generate 10 crore jobs by leveraging the country's vast opportunities. The Government is working closely with states to unlock new prospects in cities like Agra and Varanasi, and after reviewing State tourism policies, has developed and circulated a national draft policy that is already showing positive results.

Gajendra Singh Shekhawat

Minister of Culture and Tourism, Government of India

”

– IMD Future Readiness Reports for key sectors – Pharmaceuticals and Food & Beverages – providing global benchmarking insights for Indian enterprises.

Macroeconomic Stability and Fiscal Resilience

One of the defining sessions of IndiaEdge 2025 focused on 'Building a Resilient Macroeconomic Framework: Fiscal Discipline, PSE Reforms and Statistics'. Featuring Dr Saurabh Garg, Secretary, Ministry of Statistics and Programme Implementation (MOSPI), Government of India and Dr V Anantha Nageswaran, Chief Economic Advisor to the Government of India, this dialogue underscored fiscal discipline, quality of expenditure and improved data systems.

Three major points emerged:

- Building fiscal resilience remains a joint responsibility of India's federal structure, at all levels. There is a need for better fiscal performance at the state and urban municipality levels.

- Fiscal flexibility remains fundamental to building a resilient macro economy. It empowers governments to respond swiftly to economic shocks and crises like situations, without rigid rules impeding action. This also helps in better signalling to the markets, thereby managing credibility issues among market participants.

- A granular level data is crucial to enable efficient economic planning, better targeting and design of policies and improve expenditure outcomes. Underscoring this, MOSPI is collaborating with State Governments to provide data on household consumption, employment, and inflation, at the district level, which is expected to be available starting January 2026.

These proposals reflect a structural rethinking of India's fiscal and institutional architecture, positioning fiscal stability as the bedrock of growth.



(L-R): Mandeep Singh Lamba, President & CEO (South Asia), HVS Anarock; Ved Khanna, President, Association of Domestic Tour Operators of India and MD, Tourwala Enterprises; Priya Paul, Chairperson & Executive Director, Apeejay Surendra Park Hotels; Gajendra Singh Shekhawat, Minister of Tourism and Culture, Government of India; Puneet Chhatwal, Chairman, CII National Committee on Tourism & Hospitality and MD & CEO, Indian Hotels Company Ltd; Suman Billa, Additional Secretary & Director General, Ministry of Tourism; and Deep Kalra, Co-Chairman, CII National Committee on Tourism & Hospitality and Founder & Chairman, MakeMyTrip

“



The new labour codes aim to improve health and safety outcomes, especially in hazardous fields, ensure that anyone who has worked for at least one year is eligible for gratuity, and expand social security to gig and platform workers.

Dr Mansukh Mandaviya

Minister of Labour & Employment and Youth Affairs & Sports,
Government of India

”

Labour Reforms for Viksit Bharat

The opening session examined the transition to the newly notified Labour Codes, acknowledging both the opportunity for simplification and the need for smooth implementation across states. Discussions reinforced that the success of these reforms will hinge on seamless, simplified compliance systems, portability of worker benefits, and State-level coordination.

Industry leaders commended the Government's resolve in balancing worker welfare and business flexibility, noting that the Codes could unleash productivity and boost formal employment if implementation remains harmonised nationwide.

Tourism: A high-employment and growth engine

Tourism featured prominently as a sector with high job elasticity, offering immediate potential for mass employment and regional development. The session

stressed the need to expand quality infrastructure in key destinations, promote domestic tourism through digital discovery and marketing, and align State tourism policies under a unified national brand. It was noted that tourism's economic multiplier could become one of India's fastest engines for inclusive growth if complemented by skill development and sustainable practices.

AI for 8 per cent Sustained Growth

In a compelling discussion titled 'AI for 8% Sustained Growth', participants called for a dedicated National AI Mission focused on four pillars: compute infrastructure, trusted data frameworks, AI skilling at scale, and sectoral adoption across manufacturing, agriculture, services, and MSMEs. The panel underlined that leveraging AI is no longer optional but central to sustaining high productivity growth in the coming decade.



(L-R): Chandrajit Banerjee; Mansukh L Mandaviya, Minister of Labour & Employment and Youth & Sports Affairs; and Rajiv Memani, President, CII and Regional Managing Partner – EY Africa India region & Chair – EY Growth Markets Council

Defence Self-Reliance and Export Competitiveness

With defence allocations rising to INR 6.19 lakh crore in FY26, the event hosted a dedicated session on catalysing Atmanirbhar Bharat in Defence. During the discussion, experts called for a steady increase in defence acquisition budgets, expansion of industry participation, especially among MSMEs and tier vendors, and a stronger Defence Export Promotion Council to position India as a global supplier. Increased R&D outlays, closer Industry-Ministry of Defence (MoD) coordination, and streamlined licensing were also highlighted as key action points.

Building the Skills for the Future

The skills development track emphasised the creation of a Universal Labour Information Management System (ULIMS) that integrates EPFO, ESIC, e-Shram, and Skill India Digital into one AI-enabled platform. A Digital Job Passport that records verified competencies was deliberated, enhancing worker mobility and matching of skills to jobs. Complementing this, a Future Skills 2047 Mission, targeting 10 million people annually in high-growth areas such as AI, cybersecurity, clean energy, and advanced manufacturing, was proposed.

Sustainability and Industrial Competitiveness

The conversation on green growth, led by the Minister of Environment, Forest, and Climate Change, underscored

that sustainability and competitiveness are now converging imperatives. Industry emphasised clarity on carbon markets, circularity, green-tech investments, and environmental governance. CII proposed several forward-looking measures, including a circular economy PLI Scheme for metals, plastics, and batteries; green public procurement mandates and stronger Extended Producer Responsibility (EPR) credits; and creation of cluster-level eco-design centres and digital traceability platforms for MSME supply chains.

PPP 2.0: Reimagining partnerships for Infrastructure

With upcoming infrastructure needs expected to double, the Public-Private-Partnership (PPP) session highlighted the need for flexible contracts, improved risk-sharing, capacity building, and faster dispute resolution.

Food Processing: Driving Rural Prosperity

Agribusiness and food processing emerged as high-impact levers for rural transformation. Stakeholders called for implementing a Model National Food Processing Policy to reduce state-level fragmentation; expanding food processing capacity, cold-chain networks, digital grading tools, and value-chain modernisation; establishing a Citrus Development Board to unlock potential in citrus-based exports; and creating a specialised agro-finance institution to bridge credit gaps for food SMEs. Speakers noted that such measures could turn India's Agri-value chains into engines of jobs

KEY TAKEAWAYS

- Strengthening macroeconomic resilience through fiscal discipline and transparent expenditure quality.
- Smooth transition to the Labour Codes, with digital compliance and State-level alignment.
- Next-generation Ease of Doing Business reforms, anchored in digital-first governance.
- A National AI Acceleration Mission to expand compute, data, talent, and Industry adoption.
- A Green Competitiveness Strategy, including carbon markets and circularity frameworks.
- Attracting long-term patient capital, especially insurance, pension, and sovereign funds.
- Progressing the India Development & Strategic Fund (IDSF) for mission financing.
- Reimagining the PPP architecture to meet next-generation infrastructure needs.
- Tourism-led job creation strategy for large-scale employment.
- Food processing and rural value-chain modernisation.
- Balanced energy transition focused on affordability, reliability, and decarbonisation.
- Employment-linked skilling, powered by unified labour-market data systems.
- Defence indigenisation and export ecosystem strengthening.
- Electronics and semiconductor expansion from chips to systems.
- Agriculture competitiveness and global market integration.



(L-R): Dr Janmejaya Sinha, Co-Chair, CII Economic Affairs Council and Chairman-India, The Boston Consulting Group India Private Limited; Sanjiv Bajaj; Chandrajit Banerjee; Dr Saurabh Garg, Secretary, Ministry of Statistics and Programme Implementation, Government of India; Dr V Ananth Nageswaran, Chief Economic Advisor to Government of India; and R Dinesh, Past President, CII & Chairman, CII Economic Affairs Council and Executive Chairman, TVS Supply Chain Solutions Limited

and exports. During the session, the CII-IMD Future Ready Food & Beverage Report was also released.

Critical Minerals and Resources Security

As India expands its clean energy, EV, and electronics ambitions, securing reliable access to critical minerals is now strategic. The session critically examined how India can build resilient, traceable, and sustainable mineral supply chains to support manufacturing, clean energy, and strategic industries.

Industry proposals included extending captive mining leases beyond 2030; accelerating domestic exploration of lithium, cobalt, nickel, and rare-earth elements; and rationalising royalty structures to strengthen the competitiveness of downstream industries.

Energy Transition for a Competitive Bharat

Energy experts stressed the threefold challenge of affordability, reliability, and decarbonisation. It was

suggested to incentivise circularity through a Circular Economy PLI, trust-based self-certification for green industries, and regulatory sandboxes for green tech. The session emerged with a consensus that India's transition must be simultaneously green, secure, and growth-oriented, creating competitive advantage while meeting sustainability goals.

The discussions at the event underlined a shared conviction that India's progress toward 'Viksit Bharat 2047' will be driven by disciplined macroeconomic management, institution-building, competitiveness in manufacturing and services, and a sustained commitment to green and inclusive growth.

Education to Employment: Closing the Loop

Education leaders, policymakers, and industry examined how to build seamless learning-to-work pathways, strengthen foundational skills, and prepare for AI-driven industry transformations. The creation of a National



(L-R) Suman Sinha, Chairman, CII National Council on Energy Transition & Hydrogen and CMD, ReNew; Santosh Kumar Sarangi, Secretary, Ministry of New and Renewable Energy, Government of India; Manu Srivastava, Additional Chief Secretary, New and Renewable Energy, Government of Madhya Pradesh; Rahul Munjal, Co-Chairman, CII Renewable Energy Committee and Chairman, Hero Futures

Higher Education Research Fund was proposed to streamline grants and promote outcome-driven R&D. Performance-based multi-year funding mechanisms were suggested to give universities stability and autonomy. Continuous teacher training, powered by digital pedagogy platforms, was highlighted as a transformative priority. Experts agreed that aligning curricula with employability and digital literacy is essential to prepare youth for AI-driven industries.

Commerce & Global Trade Strategy

Speakers emphasised India's evolving role in global value chains and priority areas for export expansion

and resilient trade partnerships. Two significant proposals were floated: embedding binding investment commitments in FTAs with resource-rich developed partners (as in the India–EFTA model), ensuring technology transfer and skills development and developing sector-specific Global Value Chain corridors dedicated industrial zones that integrate manufacturing, logistics, and policy facilitation across states. These corridor-based collaborations could give the Indian Industry a competitive edge in global markets while catalysing inclusive regional development.

QUOTES



Granular level data is crucial to enable efficient economic planning, better targeting and design of policies and improve expenditure outcomes. The Ministry is collaborating with

State Governments to provide data on household consumption, employment, and inflation, at the district level, which is expected to be available starting January 2026.

Dr Saurabh Garg, Secretary, Ministry of Statistics and Programme Implementation, Government of India



The Government has reaffirmed its commitment to the Prime Minister's clear mandate of reducing compliance burdens for businesses.

Amardeep Singh Bhatia, Secretary, DPIIT



India's renewable energy growth is unstoppable. With strong state participation, rapid C&I and distributed RE expansion, accelerated storage deployment, and green hydrogen initiatives,

we are building a self-reliant, resilient, and sustainable clean energy ecosystem for the future.

Santosh Sarangi, Secretary, Ministry of New & Renewable Energy, Government of India



To strengthen the skills ecosystem, we are focusing on district skill plans, Centre-State alignment, and mapping Industry clusters, especially

MSMEs, which will generate a

large share of future employment. Understanding the real skill needs and addressing them effectively is a top priority.

Debashree Mukherjee, Secretary, Ministry of Skill Development and Entrepreneurship, Government of India



With interventions such as safety, hygiene, and fortification, the food processing Industry has evolved as an essential part of a modern, efficient food system.

AP Das Joshi, Secretary, Ministry of Food Processing Industries, Government of India



For exports to take off, investment is indispensable. That means addressing every bottleneck, from local governance to ease-of-doing-business, to provide confidence to global investors

Dr V Anantha Nageswaran, Chief Economic Advisor to the Government of India

India's top thought leaders, business icons, decision makers and industry leaders are here. Help your business be at the right place.

Come, make your brand captivate the prestigious industry and business leadership who matter. Advertise your brand with CII Artha [Analysis, Research, Thought Leadership & Advocacy], the much appreciated economics magazine replete with industry trends and insights.

A wide circulation among the prominent thought leaders, including 9000+ strong CII members, Cabinet Ministers, Secretaries, Members of Parliament, Key policy makers, Foreign Embassies etc.

Insights by top notch industry players with focus on progressive sectors like Railways, Textiles, Chemicals, Electronics & many more.

A comprehensive bird's-eye view of the global economic perspective and outlook across the sectors encompassing scenarios of states, investment trends & corporate profitability.



Log on to <https://www.ciartha.in/> to access the past issues of Artha

To advertise your brand, kindly contact:
Ms Mamta Sharma
mamta.sharma@cii.in | +91 9818458800



Connecting the North East with Energy Tomorrow

The North East Oil & Gas Conclave addressed critical challenges facing India's oil and gas sector, including production constraints, exploration hurdles, and border-related complexities. Discussions underscored the urgent need for collaborative efforts to unlock untapped reserves and sustain energy security.

The North East has long been integral to India's energy story. It is home to the historic Digboi oil field - Asia's first refinery - and continues to play a pivotal role in the nation's hydrocarbon landscape. Today, the region contributes 10-12 per cent of India's crude oil production and 9-10 per cent of natural gas output, reinforcing its importance for national energy security. The region is not only a key source of hydrocarbons but also a crucial contributor to India's evolving energy landscape. With ongoing infrastructure development and active stakeholder collaboration, the region is positioned to further strengthen national energy security while driving economic growth across the states.

To chart a roadmap for unlocking the vast energy potential of the region, CII organised the North East Oil & Gas Conclave in Guwahati on 20 November with the theme 'Connecting the North East with Energy Tomorrow'. The conclave brought together policymakers, Industry leaders, and experts to deliberate on strategies to transform the region into a major hydrocarbon and clean energy hub.

Shri Sarbananda Sonowal, Minister of Ports, Shipping, and Waterways, Government of India, emphasised the transformative role of waterways in strengthening the oil and gas sector and driving sustainable economic growth.



Kaushik Rai, Minister for Mines & Minerals, Government of Assam, addressing the gathering. (L-R): SK Barua, Chairman, CII Assam Oil & Gas Panel & Former Chairman, CII Northeast Council; Dr Ravi Kota, Chief Secretary, Government of Assam; Sarbananda Sonowal, Minister of Ports, Shipping and Waterways, Government of India; and Vinod Seshan, Joint Secretary (Exploration), Directorate General of Hydrocarbons, Ministry of Petroleum & Natural Gas, Government of India

“



The North East is emerging as a strategic energy and connectivity hub for India. With robust infrastructure, policy support and clean energy initiatives, this region is poised to drive industrial growth, strengthen energy security and connect India to new opportunities.

Sarbananda Sonowal, Minister of Ports, Shipping and Waterways, Government of India

”



Assam has always been at the heart of India's hydrocarbon story. Today, we are witnessing a new era of opportunity driven by expanded exploration, improved connectivity, and major infrastructure projects.

Kaushik Rai, Minister for Mines & Minerals, Government of Assam

"The North East is emerging as a strategic energy and connectivity hub for India. With robust infrastructure, policy support and clean energy initiatives, this region is poised to drive industrial growth, strengthen energy security and connect India to new opportunities," he said. The Minister further highlighted that developing oil and gas infrastructure, building skilled manpower, and integrating modern waterways will unlock economic corridors, enhance connectivity, and usher in a new era of prosperity for the region.

Shri Kaushik Rai, Minister for Mines & Minerals, Assam, outlined the State's ambitious roadmap to transform the North East into a hydrocarbon and

industrial powerhouse. "Assam has always been at the heart of India's hydrocarbon story. Today, we are witnessing a new era of opportunity driven by expanded exploration, improved connectivity, and major infrastructure projects," he said. Dr Ravi Kota, Chief Secretary, Government of Assam, reaffirmed the State's commitment to supporting the development of the oil and gas sector.

Mr Vinod Seshan, Joint Secretary (Exploration), Ministry of Petroleum & Natural Gas and Directorate General of Hydrocarbons, Government of India, highlighted the immense potential of the region as a future super basin. Mr S K Barua, Chairman, CII Assam Oil & Gas



(L-R): Balu Govind Meempat, Director Northeast, Cairn Oil & Gas (Vedanta); Ashish Liladhar Agarwal, MD & CEO, Seros Energy; Vinod Seshan, Joint Secretary (Exploration), Directorate General of Hydrocarbons, Ministry of Petroleum & Natural Gas, Government of India; Pankaj Goswami, Past Chairman, CII Assam State Council and Former Director Operations, Oil India Ltd; Dr Rabi Narayan Bastia, Chief Executive Officer - Exploration & Production, Oilmax Energy; and Anup Kumar, Executive Director, Oil India Ltd

KEY TAKEAWAYS:

1. Establish North East as a Modern Hydrocarbon Super Basin

- o Launch advanced basin-scale geological and geophysical studies (e.g., HTD seismic, multi-component surveys, airborne gravity-magnetic programs).
- o Create a unified North East Basin Research & Innovation Centre to coordinate data integration across states.
- o Push for a pragmatic exploration strategy - prioritising high-potential frontier zones.

2. Strengthen Cost Discipline in Exploration & Production

- o Develop detailed, phased exploration plans with clear cost-benefit analysis.
- o Promote shared infrastructure (rigs, logistics hubs, pipelines) to reduce capex/opex.
- o Introduce digital solutions, including real-time drilling analytics, remote operations, and predictive maintenance.

3. Leverage the New Petroleum Exploration Act

- o Conduct awareness and investor-outreach programmes to attract new E&P entrants, including mid-sized and foreign companies.
- o Provide streamlined permit processes and single-window clearances to maximise benefits offered by the Act.
- o Align State-level policies to complement the central Act's incentives.

4. Expand Upcoming Bid Rounds to Include Frontier NE Areas

- o Map and publicly release subsurface data packages for unexplored blocks to raise

investor confidence.

- o Prioritise under-explored regions of Arunachal Pradesh, Nagaland, Manipur, and Upper Assam.
- o Introduce flexible bidding terms for remote/complex terrains (work program credits, reduced commitments).

5. Balance Sustainability with National Energy Security

- o Implement ESG-aligned exploration practices – low-impact seismic, methane management, green drilling.
- o Accelerate development of domestic resources to enhance Aatmanirbhar Bharat in oil & gas.
- o Plan for a dual-track energy strategy:
 - Maintain fossil fuel growth for the next few decades.
 - Simultaneously scale CCUS, gas-based economy, and renewable integration.

6. Accelerate Natural Gas Infrastructure Development

Adopt expanded downstream infrastructure in the North East to ensure efficient evacuation and consumer access to natural gas.

- o Need for comprehensive State Energy Policies to enable long-term, coordinated energy infrastructure growth and institutional support across Northeast states.
- o Gas-based power plants and related infrastructure to unlock the region's untapped energy potential and support economic growth.

Panel and Former Chairman, CII Northeast Council, said that the region is set to become India's energy corridor with vast reserves, strategic connectivity, and world-class infrastructure. Dr Anil Kumar Jain, Chairperson, Petroleum and Natural Gas Regulatory Board (PNGRB), outlined PNGRB's transformative vision to integrate the region with a cleaner, reliable energy future.

The conclave featured four technical sessions, including Exploration & Production Opportunities in the North East;

Infrastructure for Oil & Gas in North East; Opportunities & Challenges: Refining, Petrochemicals & Beyond; and Connecting the North East with Energy Tomorrow.

The event addressed critical challenges facing India's oil and gas sector. Discussions highlighted that India, as one of the world's largest producers with strong recovery rates, presents significant opportunities to further enhance output through accelerated investments and renewed exploration across operational blocks.

QUOTES



There is immense potential of the Northeast as a future super basin.

Vinod Seshan, Joint Secretary (Exploration), Ministry of Petroleum & Natural Gas and Directorate General of Hydrocarbons, Government of India



PNGRB remains committed to shaping an energy-secure and environmentally sustainable future for the North East.

Dr Anil Jain, Chairperson, Petroleum and Natural Gas Regulatory Board



We are ready to provide every possible facilitation to ensure that Assam emerges as a leading energy hub, driving growth and prosperity for the region and the nation.

Dr Ravi Kota, Chief Secretary, Government of Assam



INDIA @ 100
MISSION 2026
a CII initiative



CII PODCASTS



Confederation of Indian Industry

INSIGHTS FROM TOP INDUSTRY LEADERS



Readyng Small Inc for Scale

The new labour codes provide micro, small and medium enterprises a clear pathway to scale without procedural obstacles. Simplified processes, including uniform documentation, rationalised thresholds, digital filings, and clarity on fixed-term employment, allow enterprises to plan manpower efficiently while protecting worker rights., says Chandrajit Banerjee



When the four new labour codes came into force on November 21, India proudly turned a page in its industrial story to a chapter written for a modern workforce and a growing economy. By consolidating 29 older labour laws into four streamlined codes, the Government signalled the end of fragmented regulation, ushering in an era defined by clarity, inclusivity, and growth.

Over the past decade, manufacturing, services, and digital innovation have all become pillars of growth. As global supply chains diversify, India is being evaluated not just for market size and skills, but also for institutional predictability. One of the most decisive elements in this transition is labour regulation.

Today, global competitiveness is defined not just by cost, but also by productivity, talent retention, workplace standards, and regulatory certainty. Clear and stable rules encourage companies to invest confidently in technology, facilities, and people. For multinational corporations evaluating India for high-value manufacturing, research and development hubs, or sustainable supply chain operations, a predictable labour environment significantly increases confidence. By rationalising definitions, consolidating processes, and removing inconsistencies across states, the codes send a clear message: India is ready for scale.

It also directly enhances the ease of doing business. In the past, enterprises dealt with multiple filings, varied formats, physical inspections, and differing State requirements, which added cost and administrative pressure. The codes ease these frictions by shifting to electronic filings, predefined inspection criteria, and standardised documentation. These are not procedural formalities; they reduce the 'regulatory friction cost' that

often discourages companies from expanding operations or creating new jobs.

The introduction of the inspector-cum-facilitator model is especially meaningful as it reflects a shift from a system of enforcement alone to one of guided compliance, signalling trust and partnership between Industry and Government. For businesses operating across multiple states, these provisions translate into faster rollouts, more efficient planning and greater confidence. Smaller businesses, which contribute nearly 30 per cent of GDP, will particularly benefit. Simplified processes, digital filings, and clarity in employment arrangements reduce compliance burdens and support growth and stability. The codes provide micro, small and medium enterprises (MSMEs) a clear pathway to scale without procedural obstacles. Simplified processes, including uniform documentation, rationalised thresholds, digital filings, and clarity on fixed-term employment, allow enterprises to plan manpower efficiently while protecting worker rights. In sectors with strong seasonality, such as textiles, food processing, logistics, and small-scale manufacturing, this flexibility supports business continuity and operational resilience.

Streamlined compliance also enhances MSMEs' participation in larger industrial supply chains. Both domestic and global companies increasingly demand verifiable labour and compliance records from their suppliers. The codes' predictable and standardised documentation can help MSMEs secure supply chain contracts and export opportunities that were previously out of reach.

Ease of doing business intersects closely with access to finance. When labour records, wage structures, and social-security contributions are clearly maintained, financial institutions can assess MSMEs with greater



confidence. This reduces perceived risk and improves access to credit on favourable terms.

Viewed from a broader perspective, global competitiveness, ease of doing business, and MSME growth are deeply inter-linked. Predictable labour regulations attract investment, which drives industrial expansion and stimulates demand for MSME-supplied goods and services. As MSMEs grow, they generate employment, increase wages, and strengthen consumption, creating a self-reinforcing cycle.

The reforms also significantly strengthen labour welfare and mobility. For the first time, workers across categories, including unorganised, gig, fixed-term, and self-employed workers, gain access to securities such as state insurance, provident fund, gratuity, pension, and maternity protection. Portability of benefits through Aadhaar-linked UAN ensures that social-security coverage follows the worker across jobs and states. Migrant workers receive support through portability of ration facilities, travel allowances, and dedicated helplines. Women are permitted to work in all sectors, including on night shifts.

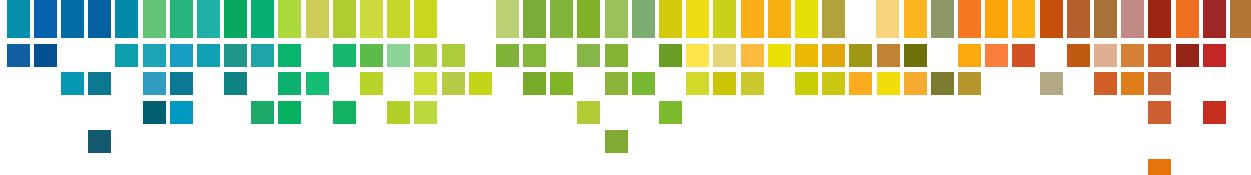
What unfolds from these reforms is not a trade-off between welfare and growth, but a convergence of

interests. As enterprises expand, more jobs are created and formalised. When formalisation increases, wage earnings rise, social-security participation deepens, and consumer demand strengthens. Employee's provident fund enrolment patterns, particularly the rise in younger members, point to this gradual but steady shift.

India is entering a decisive moment in global competition. Countries with secure, scalable, and future-ready labour markets will lead the next industrial wave. The codes position India alongside global peers like Vietnam, Indonesia, and China, offering cost advantages, skilled talent, and a predictable, investment-friendly environment.

In essence, the codes set the foundation for a new employment and industrial landscape. If implementation continues with collaboration and hand-holding, India could witness one of the most inclusive industrial transitions in its history.

This article has been contributed by Mr Chandrajit Banerjee, Director General, CII and was first published in the New Indian Express on 27 November.



Societal Interface

Kashi Samvaad: Towards a Viksit Bharat

The event established itself as a significant national platform, one that fosters collective leadership, bridges sectoral silos, and places people at the heart of development. Discussions ranged from bridging foundational learning gaps, aligning skilling programs with rural livelihoods, healthcare outreach to remote areas, and creating a circular economy.

As India moves steadily towards the vision of Viksit Bharat 2047, platforms that bring together voices from Government, Industry, academia, and civil society have become critical for shaping collective action. To create a national forum for dialogue, sensitise academia to the multi-dimensional facets of social development, and develop actionable recommendations, a national summit on social development was held in Varanasi on 21-22 November. Stakeholders from diverse fields participated in the first edition of the event titled 'Kashi Samvaad 2025: Towards Viksit Bharat'.

The summit was organised in partnership with the Department of Social Welfare, Government of Uttar Pradesh, Banaras Hindu University, the CII Foundation, and aligned with the Ministry of Electronics and Information Technology (MeitY)'s India-AI Impact Summit 2026. Policymakers, Industry leaders,

academicians, students, development practitioners, and civil society deliberated on aspects of development for inclusive, equitable, and innovation-driven growth to shape India's socio-economic transformation.

Ms Anupriya Patel, Minister of State for Health & Family Welfare, Government of India, emphasised the importance of people's participation (Jan Bhagidari) in achieving national aspirations. "Viksit Bharat can only be achieved through 'Jan Bhagidari'. No nation can fulfil big aspirations without people's participation, and our governance model is rooted in this belief," she said. The Minister reiterated that sustainable and inclusive development must be rooted in people's participation, community ownership, and equitable access.

Spotlighting the role of Industry in India's inclusive development, Shri Asim Arun, Minister of State



(L-R): Vinamra Agarwal, CII Vice Chairman, Varanasi Zone and MD, Brijlax Engineering; Swati Agarwal, Partner & Leader – Social, Skilling & Entrepreneurship, Deloitte; Smita Vaish Agarwal, Co-Chairperson, CII National Committee on CSR and Director & CFO, PTC Industries Ltd; B Thiagarajan, Chairman, CII National Committee on CSR and MD, Blue Star Ltd; Anupriya Patel, MoS, Health & Family Welfare, Government of India; Awanish Awasthi, Chief Advisor to the Chief Minister of Uttar Pradesh; Prof Ajit Kumar Chaturvedi, Vice Chancellor, BHU; Dr Upasana Arora, Chairperson, CII UP and MD, Yashoda Super Specialty Hospitals; and Umang Sah, Chairman, CII Varanasi Zone and MD, UP National Manufacturers Ltd

(Independent Charge), Social Welfare, SC/ST Welfare, Government of Uttar Pradesh, noted that CSR is an obligation to society. "Its (CSR's) true power lies in piloting bold ideas that governments can later scale for the nation," he added.

Mr B Thiagarajan, Chairman, CII National Committee on CSR and Managing Director, Blue Star Ltd, emphasised the importance of equitable deployment of CSR funds, especially in underserved regions that remain outside mainstream development flows. Professor Ajit Kumar Chaturvedi, Vice Chancellor, Banaras Hindu University, articulated the role of universities as engines of equitable growth and knowledge creation.

The spirit behind Kashi Samvaad was articulated by Dr Upasana Arora, Chairperson, CII Uttar Pradesh and Managing Director, Yashoda Super Speciality Hospital. She shared that Kashi Samvad is a new platform that has the potential to become the guiding light for the development of the nation.

From the vantage point of the regional Industry, Mr Umang Sah, Chairman, CII Varanasi Zone and Managing Director, UP National Manufacturers Ltd, stressed the importance of evolving CSR practice in line with changing development needs. He stressed that we need to change with time and ascertain where and how to best utilise CSR spends for the greatest impact, and Kashi Samvaad is an excellent platform for this discussion. Other leaders at the event included Shri Awanish Awasthi, Chief Advisor to the Chief Minister of Uttar Pradesh; Ms Swati Agarwal, Partner & Leader – Social, Skilling & Entrepreneurship, Deloitte; and Ms Smita Vaish Agarwal, Co-Chairperson, CII National Committee on CSR and Director & CFO, PTC Industries Ltd.

The grassroots perspective on social development was shared at the summit by women leaders, the CII Woman Exemplars, who spoke about their journey and ground realities.

Several thematic sessions were organised covering key areas, including healthcare, education, sustainability, technology, and rural transformation, where panellists discussed various facets of social development. At a session on 'Healthcare: From Infrastructure to Impact', experts discussed outreach to remote areas, such as integrating Ayushman Arogya mandirs and primary and community health centres with digital telemedicine. This will create a new healthy India with a focus on inclusion of mothers, children, and elders through community involvement.

KEY TAKEAWAYS

A significant outcome of the summit was the release of the Kashi Declaration, a consolidated set of recommendations emerging from the two-day deliberations. The declaration outlines actionable pathways across sectors to support India's inclusive development agenda.

CII and Banaras Hindu University also signed a Memorandum of Understanding to collaborate on future initiatives that advance India's inclusive development, signalling a sustained partnership beyond the summit.

A vibrant cultural programme celebrating the rich heritage of Varanasi was a highlight of the programme, reinforcing the summit's commitment to blending tradition with forward-looking development thinking.

At a session on 'Education & Skilling: Powering Futures', moderated by Ms Swati Agarwal, panellists reflected on ways of bridging foundational learning gaps, public-private learning models, and aligning skilling programs with rural livelihoods.

Circular economy solutions were discussed at the session on 'Clean India, Green India & Waste Management'. Speakers explored composting, plastic recycling, waste-to-energy innovations, and strengthening extended producer responsibility systems, along with integrating the informal sector. The session highlighted the need for community-led systems and the inclusion of informal workers within formal waste management frameworks.

At a session on 'Technology & AI for Social Transformation', leaders from IIT BHU and Industry discussed AI-enabled advancements in agriculture, manufacturing and public service delivery. Speakers noted that inclusive design and technology reduces digital inequalities. The dialogue reinforced that technology must remain people-centric, inclusive, and guided by ethical frameworks.

The session on 'Rural Prosperity: Grassroots to Greatness' was moderated by Mr Vinamra Agarwal, Vice Chairman, CII Varanasi Zone and MD, Brijlax Engineering. Panellists highlighted rural entrepreneurship, inclusive infrastructure, women-led development, local knowledge systems, and community-driven capacity building as essential for rural transformation. The session underscored that rural transformation is both an economic imperative and a societal responsibility. ■

Business Collaboration: B2B & B2G Networking

CII serves as a vital catalyst for business collaboration by facilitating high-impact B2B and B2G interactions among Indian enterprises and domestic as well as global leaders. These platforms enable participants to explore new opportunities, build strategic partnerships, and accelerate business growth to the next level.

Partnership Summit

The CII Partnership Summit convened global business leaders, CEOs/CXOs, policymakers, diplomats, economists, innovators, and Industry experts. At a time when global value chains continue to evolve, the summit underscored India's growing role as a trusted partner and a hub for high-quality, sustainable, and inclusive growth. The event served as an exclusive B2B meeting platform, enabling cross-border partnerships and Industry engagement and offering participants the opportunity to explore new markets, technologies, and investment avenues.

As many as 1,560 B2B meetings were held during the event, with participation from 424 CEOs, reflecting exceptional enthusiasm from Indian and international stakeholders. Delegates engaged in focused one-to-one meetings that fostered strategic alliances, opened new avenues for business expansion, and encouraged innovation-led collaborations across 44 key sectors.

India Europe Business Partnership Roundtable

A distinguished gathering of CEOs/CXOs, diplomats, Industry leaders, innovators, and senior Government officials from across India and Europe convened at the CII India Europe Business Partnership Roundtable. As a flagship CII platform fostering international economic cooperation, the roundtable enabled strategic dialogue at a time when global value chains and trade corridors are rapidly evolving. A key highlight of the event was the dedicated B2B Meeting Platform, designed to facilitate direct engagement and collaboration among businesses, startups, and sectoral experts.

The B2B initiative received an overwhelming response, with as many as 200 B2B meetings conducted with the participation of 55 CEOs spanning sectors such as healthcare, digital health, medtech, diagnostics, consulting, education, manufacturing, technology,

power, infrastructure, logistics, and more. These one-on-one sessions enabled delegates to explore new business opportunities, identify potential partners, discover emerging technologies, and build long-term alliances. The dedicated online portal further streamlined scheduling and coordination, ensuring meaningful and productive engagements.

Annual Health Summit

The CII Annual Health Summit served as a premier platform for global engagement, bringing together key stakeholders. As India strengthens its position as a trusted global partner amid evolving value chains and emerging trade corridors, the summit reinforced the country's role in driving collaborative, sustainable and inclusive growth within the global health landscape.

As part of the summit's business engagement agenda, a structured B2B matchmaking programme was designed to promote high-value partnerships and cross-sector collaboration. Industry leaders, CXOs, innovators, academics, and experts from across the healthcare ecosystem engaged in as many as 145 B2B meetings for action-oriented deliberations, fostering new business relationships and supporting Industry growth at both national and global levels. At least 92 CEOs spanning key sectors such as healthcare, digital health, medtech, diagnostics, consulting, public health, and education participated in the meetings.

Chemicals and Petrochemicals Expo

The CII Chemicals and Petrochemicals Expo featured a highly impactful B2B Meeting Platform that enabled meaningful engagement among CEOs/CXOs, global delegates, startups, entrepreneurs, diplomats, and government officials. As the sector continues to play a pivotal role in India's economic growth and strengthens its position in the Global Value Chain, these curated interactions provide an essential avenue for exploring

new products, technologies, and market opportunities. Participants gained valuable insights into emerging trends, fostering collaboration, innovation, and long-term business partnerships.

As many as 211 B2B meetings were held, including participation from 81 CEOs, reflecting strong Industry enthusiasm. Delegates appreciated the productive one-to-

one discussions that opened fresh avenues for business expansion and strategic alliances. With robust sector-wide participation across chemicals, petrochemicals, speciality chemicals, green chemistry, pharmaceuticals, automation, manufacturing, and more, the B2B meetings significantly contributed to driving business growth and strengthening networks within the CPC ecosystem.



Hindustan Times

Wed, 12 Nov 2025; daily - Hindustan Times - Delhi;
Size: 164 sq. cm.; Circulation: 686418; Page: 23
Copyright © 2025 Hindustan Times, All rights reserved.

'Medical tourism holds \$1 tn potential'

Rajeev Jayaswal

rajeev.jayaswal@htlive.com

NEW DELHI: India's medical tourism, including healthcare and wellness services, has a \$1 trillion market potential, Union commerce and industry minister Piyush Goyal said on Tuesday, adding that the industry could harness it by striking a right balance between the needs of Indian citizens and foreign patients.

Addressing the 22nd CII Annual Health Summit, Goyal said the government may consider making visa norms easier to promote medical tourism. "So, let's work together. CII could put a team together and study the market. You said it's a



Union commerce and industry minister Piyush Goyal.

THE TIMES OF INDIA

Wed, 12 Nov 2025; daily - Times Of India - Delhi;
Size: 78 sq. cm.; Circulation: 594773; Page: 23
Copyright © 2025 The Times Of India, All rights reserved.

India accounts for 16% of world's AI talent: Report

Powered By Skilling Push, Employability Sees Improvement

Manash.Gohain@timesofindia.com

New Delhi: India's employability has improved to 56.35% in 2025 from 54.81% last year, marking a shift towards a skill-first economy driven by AI adoption, digital fluency and global mobility.

The 13th edition of the India Skills Report 2025, released by the Educational Testing Service (ETS) in association with Confederation of Indian Industry (CII), All India Council for Technical Education (AICTE) and Association of Indian Universities (AIU), is based on data from over 1 lakh candidates and 1,000 employers across seven sectors. The report positions India as a "preferred global source of skilled talent", underlining its growing influence in the international labour market.

India now accounts for 16% of the world's AI talent, projected to touch 1.25 million professionals by 2027. The report said, "India leads globally



India's gig workforce continues to expand, and is projected to reach 23.5 million by 2030

use generative AI tools, while 70% of IT and 50% of banking, financial services and insurance organisations have adopted AI-based recruitment systems.

This year's employability growth is linked to increased digital skilling, a surge in tier-2 and tier-3 city participation, and greater gender inclusion with female employability (54%) surpassing male employability (51.5%) for the first time, aided by hybrid work and online learning opportunities.

Hiring intent for FY 2026-27 stands at 40%, up from 29% the previous year, driven by sustained demand in technology, BFSI, manufacturing, renewable energy and healthcare. The BFSI and energy sectors alone are expected to

an annual growth rate of 8.7%, according to the report's sectoral snapshot.

India's gig and freelance workforce

continues to expand, projected to re-

ach 23.5 million by 2030, with project-based hiring growing 30% last year.

Permanent roles in the gig economy have

been created, reflecting a maturing

education and have played a vital

role in the gig economy.

Project PRACTIC

of AI and climate

change, including technical edu-

cation, and job placement in the

labor market. The report said, "The

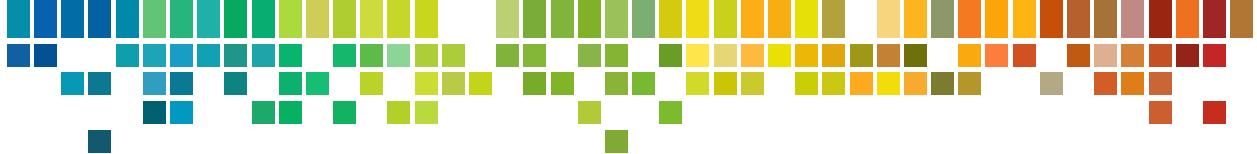
"co-designed curri-

cula-

and R&D

aligned with emer-

ging skills, and R&D



Engaging with the **World**

AFRICA

CEOs' delegation to South Africa

CII organised a CEOs' delegation to South Africa on the sidelines of the B20 South Africa Summit on 18-21 November. The B20, as the official business dialogue of the G20, plays a crucial role in shaping global economic policy, fostering trade, driving digital transformation, and strengthening collaboration among nations. In this global forum, India continues to stand out, not just as a rapidly expanding market but as a nation offering leadership in innovation, sustainability, inclusive growth, and digital public infrastructure.

CII's B20 Global Institute, formally announced during the B20 India Summit in 2023, works towards strengthening the business environment for global trade and investment.

South Africa is the second-largest economy on the African continent. South Africa remains India's second-largest Sub-Saharan trading partner and has a great potential for the further deepening of trade between the two countries. Going beyond economic growth, what makes South Africa a strategic destination for Indian companies is its potential to act as a platform for engagement with Africa at large – especially

via companies in Johannesburg, which is seen as the financial capital of the African continent.

EUROPE

India-Europe Business Collaboration

The India-Europe Business Partnership Roundtable, held on 13 November in Visakhapatnam, brought together leaders from Government, Industry, and academia to explore new avenues of collaboration between the two regions. The roundtable was inaugurated by Shri N Chandrababu Naidu, Chief Minister of Andhra Pradesh and was addressed by H.E. Mr Gevorg Papoyan, Minister of Economy, Republic of Armenia.

It featured insights from Ms Clémence Kopeikin, Chief Impact Officer, FyrstGen Holding Limited, Switzerland and Prof Dr Bertram Lohmüller, Export-Akademie Baden-Württemberg, Germany. The inaugural highlighted the importance of the India-Europe partnership becoming central to navigating global uncertainties. The session highlighted the positioning of Andhra Pradesh as an emerging hub of quantum technologies, drone systems, space activity, data infrastructure, and clean energy,



Delegates at the CII India - Europe Business Partnership Roundtable, held on 13 November in Visakhapatnam

and Armenia's becoming a key link between India and Europe.

The session threw light on how European institutions are helping Indian MSMEs navigate global markets and bridge the gap between innovation and commercialisation, making the India-Europe partnership feel grounded and accessible to businesses at all levels. Mr R Mukundan, President Designate, CII and MD & CEO, Tata Chemicals Limited, Mr Amit Kalyani, Chairman, CII Europe Council & Vice Chairman and Joint MD, Bharat Forge Limited and Mr Chandrajit Banerjee, Director General, CII, addressed the gathering.

India-Europe bilateral cooperation is powered by a large market that India offers, coupled with the country's aspiration to become a developed economy by 2047, as defined by the Government of India's *Viksit Bharat* mission. This aspiration ties into Europe's innovation thrust and purpose-driven development. The two regions are joining hands for multiple initiatives that include spurring bilateral trade and investments, climate action, digital transformation, strengthening defence and security, advanced manufacturing, and joint research and technology sharing. The roundtable witnessed five sessions with 30+ speakers and 150+ participants, while the B2B platform witnessed 200+ business meetings.



Rajiv Memani, President, CII, addressing the India-Israel Business Summit on 20 November in Tel Aviv

phase of economic collaboration between the two nations.

A meeting was arranged between H.E. Nir Barkat, Minister of Economy, State of Israel, and the CII praesidium to familiarise him with CII's initiatives aimed at strengthening bilateral Industry partnerships to position India and Israel as important trade and innovation partners.

Site visits were organised to showcase Israel's cutting-edge innovation ecosystem, which included the Shimon Peres Innovation Center, a global showcase of Israel's innovation-driven development; SHEBA Hospital, the largest medical institution in the Middle East and a global leader in healthcare innovation; Check Point, a world-renowned cybersecurity company headquartered in Tel Aviv; and agricultural fields in the Tzofit region, demonstrating advanced agri-tech solutions pioneered by Israel.

The business delegation reaffirmed the India-Israel partnership as a strategic gateway for businesses from both nations. With the signing of the TOR for the proposed FTA, bilateral economic engagement is set to gain momentum. The India – Israel economic partnership is well-positioned for transformative growth, fostering innovation, sustainability, and inclusive development.

WEST ASIA

Business Delegation to Israel

CII organised a business delegation to Israel on 19-21 November, led by Mr Rajiv Memani, President, CII, to strengthen bilateral economic engagement and foster transformative business alliances. Several high-level engagements and discussions aimed at enhancing India's international trade relations, including the finalisation of the Terms of Reference (TOR) for a proposed India – Israel Free Trade Agreement (FTA), were a part of this engagement.

The deliberations focused on advancing cooperation in sectors such as advanced technologies, startups, renewable energy, sustainability, water technologies, industrial R&D, innovation funds, large-scale manufacturing, and infrastructure development. These have been identified as key pillars for driving the next



Health

Annual Health Summit

CII organised the 22nd Annual Health Summit themed "Adding life to years in the Age of Artificial Intelligence" on 11 November in New Delhi. It underscored the importance of cross-border collaboration, particularly with Japan, to enable technology transfer, skill exchange, and mutual capacity building through context-specific, culturally aligned partnerships. With a strong focus on India–Japan healthcare collaboration, the Summit hosted a high-level delegation of over 50 Japanese healthcare and med-tech companies, facilitating more than 200 B2B meetings. Additionally, 10 Japanese companies showcased cutting-edge solutions at the Innovation Gallery, engaging with Indian healthcare leaders to explore collaboration and co-creation opportunities.

On Medical Value Travel (MVT), experts highlighted India's potential to become a global health destination, provided system reforms ensure quality care for citizens first, streamline patient pathways, and leverage digital and AI capabilities to enhance the overall experience. Shri Piyush Goyal, Hon'ble Minister for Commerce and Industry, Government of India, emphasised that strengthening MVT could significantly contribute to India's GDP, but such growth must rest on a robust foundation of quality healthcare for all Indians.

The Fireside chat explored understanding the Data Privacy and Data Protection (DPDP) Act for providers. The experts encouraged hospitals to prepare through better data governance, consent systems, and compliance frameworks, turning data protection into an opportunity for trust-building.

Prevention emerged as a cornerstone, with discussions on using AI to embed health education early, especially in schools, to build lifelong healthy habits and reduce disease burden. It was reiterated by experts that behaviour change is key to better health outcomes, and AI should support strong, early health education efforts.

The summit discussions highlighted the need for a strategic, partnership-driven approach to global health collaboration, beginning with a Government-led mapping of partner countries' strengths alongside India's capabilities to identify priority areas for cooperation. Experts emphasised enabling cross-border workforce development, particularly in geriatrics and NCD care, and incentivising localised manufacturing of solutions for ageing and chronic diseases to position India as a scalable innovation hub.

There was a strong consensus on adopting a human-centred AI framework in healthcare. One that prioritises trust, affordability, usability, and stronger provider-patient relationships, not just technical accuracy. To fully unlock AI's potential, the ecosystem must invest in quality, interoperable health data and promote interstate learning networks that use AI analytics to scale effective preventive care practices nationwide.



(L - R): Dr Naresh Trehan, Chairman CII Steering Group on Health & Healthcare Council and CMD, Medanta – The Medicity; Piyush Goyal, Minister for Commerce & Industry, Government of India; and Suneeta Reddy, MD, Apollo Hospitals

The key takeaway of the event was, AI can add years to life and life to years only when it is designed around people, not just systems.



Employment

Jobs and Future of Work – Critical Growth Enablers

CII, in collaboration with NITI Aayog, Government of India, organised a Conference on Jobs and Future of Work: Critical Growth Enablers on 11-12 November at New Delhi, which underscored the urgent need for India's employment and skilling strategy to evolve in line with a technology-driven, sustainable, and inclusive economy—leveraging Human-AI collaboration, Industry-defined skilling pathways, and strong Government support.

Dr Mansukh Mandaviya, Minister of Labour and Employment, Government of India, said in his special address, "Employment generation is a shared responsibility. It requires strong collaboration between the Government, Industry, academia, and training institutions. Industry must play a proactive role in shaping skill development, academia should align curricula with global standards, and training institutions must focus on outcome-based learning." He further mentioned that India today has over 1.5 lakh registered startups, collectively employing more than 15 lakh people, with the potential to create over 5 crore jobs by 2030.



Vandana Gurnani, Secretary, Ministry of Labour & Employment, Government of India at the conference

Ms Vandana Gurnani, Secretary, Ministry of Labour & Employment, Government of India, stated, "India's growth story will be written when every young Indian stands tall with skills. The future of employment will depend on how effectively we prepare both our new entrants and existing workers. She further added that Industry 4.0 tech is rapidly changing the way our economy functions. This is creating new roles and also transforming existing roles.

Shri Suresh Prabhu, Former Minister for Civil Aviation, Commerce & Industry, and Railways, said, "Jobs must



(L-R) Suresh Prabhu, Former Minister for Civil Aviation, Commerce & Industry, and Railways; Dr Arvind Virmani, Member, NITI Aayog; Aditya Ghosh, Chairman, CII National Committee on Skill Development & Livelihood and Co-Founder, Akasa Airlines & Founder, Homage and Chairman - Social Enterprise Central of SEWA

meet the aspirations of job seekers. India's job landscape is evolving rapidly. Jobs now are not just economic opportunities, but they are real-life situations. There needs to be proper alignment of jobs, aspirations, and livelihoods."

Dr Arvind Virmani, Member, NITI Aayog, Government of India, said, "Skill for India; Skill for the World," while stressing that jobs and skills are two sides of the same coin - and today, skilling for India means skilling for the world. He emphasised the importance of "blended Human-AI systems" to improve social, personal, and Government services. He said that the Government role is 'information provider' and 'coordinator' at all levels: national, state, local, whereas the Industry has the critical role to define needed skills, helping training institutions with machinery & trainers, and "Learning by doing" opportunities (apprenticeship).

The event witnessed participation from over 600 delegates and more than 50 speakers representing Government, Industry, and academia. It set the tone for a sustained national dialogue on strengthening India's employment and skilling strategies and accelerating job creation in a rapidly transforming economy driven by technology, sustainability, and inclusion.

Deliberations highlighted growing opportunities across renewable energy, electric vehicles, AI-driven Industries, advanced manufacturing, healthcare, education, and tourism, identified as key engines of growth for the decade ahead. There was a strong consensus that India's future workforce, shaped by AI, automation, and digital transformation, will require stronger Industry-aligned curricula, early exposure to emerging technologies, and a sustained focus on continuous skilling.



Care Economy

Building India's Roadmap for Senior Care

CII organised the Senior Care Conclave themed "Zindagi Ka Blockbuster: Building a Resilient Silver Ecosystem" on 11 November in New Delhi, to bridge policy and practice, highlight innovations, and build consensus on strengthening India's preparedness for dignified ageing. The conclave convened policymakers, Industry leaders, care providers, technologists, and civil society to shape a future-ready, resilient silver economy for the country.

The event witnessed presence of Dr Jitendra Singh, Minister of State (Independent Charge) of the Ministry of Science and Technology, Minister of State (Independent Charge) of the Ministry of Earth Sciences, Minister of State in the Prime Minister's Office, Minister of State in the Ministry of Personnel, Public Grievances & Pensions, Minister of State in the Department of Atomic Energy, and Minister of State in the Department of Space, Government of India. He said, "We fondly take pride in saying, India is a young country, but that's only half the truth. Even if we have more than 40% of the population below the age of 70, those above 60 years of age are increasing. Even at the time of Independence, the retirement age was 55, the lifespan of a citizen was 50-55, though it has gone up to 65; the actual challenge, apart from the healthcare and mental health, is how to make good use of them, in nation and society building."

Dr Vinod K Paul, Member, NITI Aayog; Dr Naresh Trehan, Chairman, CII Steering Group on Health & CII Healthcare Council and CMD, Medanta – The Medicity; Ms Neena Gupta, Ambassador, CII Committee on Senior Care and Renowned Actor; Suneeta Reddy, Managing Director, Apollo Hospitals, and Amita Sarkar, Deputy Director General, CII, imparted their insights through the session titled, "Taking Care Next Gen" and examined dignity in ageing, stressing geriatric-friendly hospital infrastructure, emotional support systems, regulated OTC drug use, and better planning for social rather than purely financial aspects of ageing. A fireside chat on Asian values underscored lessons from Japan on preventive care, intergenerational bonding, and building social purpose for seniors.

The storytelling segment Zindagi ke Rang showcased real experiences of seniors, while Connected Seniors explored digital exclusion, tech adoption challenges,

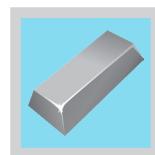


Dr Jitendra Singh, MoS (IC) Science & Technology, Earth Sciences, PMO and MoS Personnel, Public Grievances & Pensions, Department of Atomic Energy, & Department of Space, Government of India

affordability constraints, and the need for simplified, human-centred digital tools.

Key takeaways of the event include:

- Insurance coverage must expand to include home-based care; out-of-pocket burden remains unsustainable.
- India needs a unified regulatory framework and quality standards across senior living, home care, and geriatric services.
- Hospitals require geriatric-friendly design, specialised staff and emotional-support mechanisms.
- Digital inclusion is urgent: only about 15 per cent of seniors are digitally literate; technology must be designed specifically for older users.
- Community-based models, purpose-driven ageing, and intergenerational engagement significantly improve wellbeing.
- Preventive diagnostics, personalised care pathways, and AgeTech solutions can extend healthy life years.
- Collaboration between industry and government is essential for financing, infrastructure development, and workforce expansion.



Metal

Building a Sustainable and Globally Competitive Steel Industry

The Indian steel industry remains in the spotlight in the global arena, flourishing at a healthy growth of 8.2% in 2025, fuelled by enhanced infrastructure

investment, increased Government spending, and support from end-use industries. Being a crucial input to several downstream ecosystems, such as construction, mobility, and automotive, or for mechanical engineering companies, it is one of the primary forces in the journey towards Viksit Bharat. Envisioned to cater to the same, CII organised the Steel Summit on the theme "Building a Sustainable and Globally Competitive Steel Industry for Viksit Bharat" on 4 November in New Delhi.

Shri Sandeep Poundrik, Secretary, Ministry of Steel, Government of India, in his keynote address, said that "There is a strong need for India to achieve self-reliance in the Steel sector, given its strategic significance. Ministry of Steel is working closely with the Ministry of Coal to increase the share of domestic coking coal in steelmaking, ensuring greater self-reliance and security in raw material supply. The Government is also taking proactive measures to ensure that cheap and substandard steel does not flood the Indian market. Through Quality Control Orders (QCOs), the Government is creating a level playing field where both domestic and foreign producers meet the same quality benchmarks."

Mr Koushik Chatterjee, Co-Chairman, CII National Committee on Steel and Executive Director & CFO, Tata Steel Ltd and Mr Jayant Acharya, Co-Chairman, CII National Committee on Steel and Joint Managing Director and CEO, JSW Steel Ltd imparted their insights during the Inaugural Session.

Key Highlights:

- The steel Industry's elasticity with GDP has remained around 1.5 times in recent years, reflecting its deep integration with India's economic trajectory.

- India has set the target of 500 MnT steelmaking capacity by 2047. At the current pace, India seeks to add around 100 MnT every five to seven years.
- The focus on producing high-value, high-quality Made-in-India steel offers a strategic solution to current challenges- reducing import dependence, enhancing global competitiveness, and driving sustainable industrial growth.
- Securing domestic availability of iron ore, coking coal, and steel scrap, along with embracing circular economy practices, will be key to meeting future demand sustainably.
- Strengthening BIS standards, reinstating the Steel Import Monitoring System (SIMS), and improving coordination between trade and industrial policies are critical to address trade barriers.
- Green public procurement, carbon markets, and transition finance will play a vital role in de-risking investments and enabling decarbonisation, especially for small and mid-sized steel producers.
- Specialty steel plays an increasingly important role in supporting high-growth sectors like automotive, defence, and infrastructure.
- Skilling, smart manufacturing, and technology adoption, including AI, machine learning, and industrial IoT, are critical to enhance the productivity and global competitiveness of the Indian steel sector.



(L-R): Karamath Syed, Head of Sales and Marketing for Industry and Exports, AMNS India Pvt Ltd; Jayant Acharya, Co-Chairman, CII National Committee on Steel and Joint Managing Director & CEO, JSW Steel Ltd; Sandeep Poundrik, Secretary, Ministry of Steel, Government of India; and Koushik Chatterjee, Co-Chairman, CII National Committee on Steel and Executive Director & CFO, Tata Steel Ltd



Energy

South Asia Power Summit

CII, in collaboration with the Ministry of Power and the Ministry of External Affairs, Government of India, organised the 10th edition of South Asia (BIN) Power Summit" on 28 November in New Delhi.

The summit featured discussions on strategies for 'Enhancing Energy Cooperation through Cross Border Power Trade', 'One Sun One World One Grid Connectivity: Creating Sustainability through Grid Integration', 'Creating a Framework to Promote Power Exchanges: Challenges and Opportunities', 'Promoting Hydropower and Pump Storage: Prospects and Progress so far', and 'Accelerating Investment in the Power Sector: Intervention Required'.



Ghanshyam Prasad, Chairperson, Central Electricity Authority

Shri Ghanshyam Prasad, Chairperson of the Central Electricity Authority (CEA), said that "South Asia's energy cooperation has evolved over decades, from small exchanges to strategic engagements. The opportunity is immense." He further added that South Asia must accelerate hydropower development, large-scale storage deployment, and dynamic cross-border transmission planning to enable next-generation regional power integration.

Energy Security Conference

CII, in collaboration with the Ministry of External Affairs and the Ministry of Mines, Government of

India, organised the 15th Energy Security Conference on 13 November in New Delhi. The key objective of the conference was to facilitate a wider discussion on specific strategies for ensuring India's energy security and achieving a sustainable and low-carbon future.

The conference aligned with India's vision of increasing the gas share to 15% in the energy mix by 2030, which will act as an important vehicle for energy transition. Our Hon'ble Prime Minister aims to create a new India with a gas-based economy, but challenges related to accessibility, affordability, and availability must be addressed. There is also a need to accelerate domestic oil and gas exploration. Critical minerals are the backbone of the energy transition; therefore, the conference was arranged to strategise for driving this vision in the country.

Mr Suman Bery, Hon'ble Vice Chairman, NITI Aayog, said, "The structure of our energy market, particularly in hydrocarbons, needs careful rethinking. A balanced



Suman Bery, Vice Chairman, NITI Aayog

mix of public and private participation will be critical to achieving energy efficiency, resilience, and innovation." Insights from Senior Government officials of the Ministry of Petroleum and Natural Gas, the Ministry of External Affairs, the Ministry of Mines, NITI Aayog, Government of India, Industry, Academia, Media, Think Tanks, and other Government and Non-Government Stakeholders were shared during the conference.



Space

Space Industry Delegation Meet

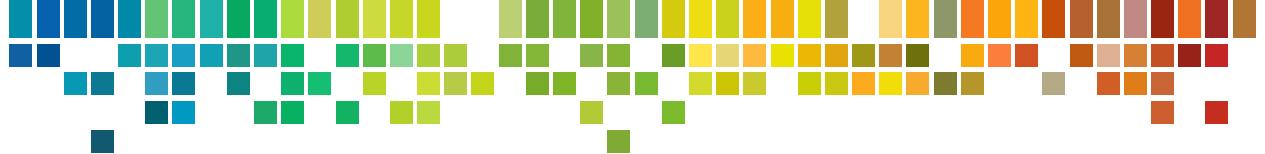
CII Space Industry delegation, through its National Committee on space, has been working to strengthen India's space ecosystem by identifying critical bottlenecks and driving strategic, Industry-led policy advocacy. The delegation of 18 Industry members led by Mr Apparao Mallavarapu, Chairman, CII National Committee on Space, hosted an interaction with Dr Pawan Goenka, Chairman, IN-SPACe, on 12 November in Bengaluru.

Key recommendations were submitted aimed at unlocking the full potential of India's space ecosystem as a global space hub.

- **Institutionalising Long-Term Procurement Contracts:** Implementing assured demand through recurring contracts for EO (Earth Observation), SATCOM, and GNSS-based services.
- **Incentivising Usage of Space Products:** Encouraging Ministries and public sector agencies to use satellite data, navigation, and communication services.
- **Introducing a Negative Import List for Space Components:** Establishing a policy framework similar to the Ministry of Defence's list to strengthen the domestic industrial base and guarantee market opportunity for Indian startups.
- **Establishment of a Space Credit Guarantee Scheme leveraging IP as Collateral:** Create a Government-underwritten scheme to facilitate bank loans for space companies, using intangible assets like Intellectual Property (IP) as required collateral.
- **Formalisation of Indian Startup Participation in Artemis Programs:** Implementation of coordinated policy initiatives (led by IN-SPACe) to navigate ITAR compliance, establish collaboration pathways, and explore co-funding to expand global market access.
- **Implementing a Space Fund of Funds (FoF) Approach:** Structuring a Government-backed FoF, similar to the Electronic Development Fund (EDF), to invest in multiple professionally managed venture funds and mobilise private capital into the space sector.
- **Requesting GST Changes for Domestic Satellite Procurement:** Seeking changes to ensure that the Goods and Services Tax (GST) structure does not make indigenous procurement (currently at 18%) less attractive than imports (only IGST applicable at 5%).
- **Allowing Bulk Import Duty Exemptions per Mission:** Streamlining of the customs process by allowing bulk applications for import duty exemptions for all Purchase Orders (POs) related to a single satellite mission, rather than requiring per-PO applications.
- **Promotion of Cross-Sectoral Partnerships and Innovation Sprints:** Encouragement of joint R&D projects and public-private initiatives, anchored by the Government as the first customer with fast-tracked funding tied to milestones.
- **Mandating Active Stakeholder Consultation on New Regulations:** IN-SPACe to ensure new regulations and guidelines are aligned with Industry standards and to provide visibility on the status of Industry inputs received.
- **Expanding Procurement for On-Demand Software and Analytics Services:** Revision of procurement mechanisms (like DAP provisions) to include subscription, platform retainership, and on-demand software services, alongside existing hardware-as-a-service models.
- **Publishing a Formal, Predictable Launch Calendar and Sharing Failure Reports to Improve Insurance Accessibility:** Publish a reliable national launch calendar and systematically share launch vehicle failure reports (with confidentiality safeguards) with accredited insurers to improve satellite insurance accessibility and pricing.



Industry delegation meeting Dr Pawan Goenka, Chairman, IN-SPACe



Portfolio for Excellence



FACE

Building Partnerships to Strengthen AMR Response

CII Food and Agriculture Centre of Excellence (CII FACE), in collaboration with the Indian Federation of Animal Health Companies, has initiated the AMR Stewardship Drive. The first three sessions of the drive were conducted in Bengaluru, Nagpur, and Patna. The fourth session was held on 20 November in New Delhi, witnessing participation from veterinarians, researchers, academicians, fisheries professionals, startups, Industry leaders, and policymakers.

Chief guest Prof (Dr) S P Singh Baghel, Minister of State for Fisheries, Animal Husbandry & Dairying, Government of India, highlighted the pressing need to advance AMR stewardship efforts, the need for responsible antimicrobial use, improved animal health systems, and widespread awareness to safeguard livestock-based livelihoods. He reiterated that a collaborative 'One World, One Health' approach and added that bridging veterinary, human health, and environmental sectors is essential to develop effective, sustainable AMR solutions.

Dr Shirish Nigam, Chairman, Sub Committee on Public Policy, Advocacy & CSR & Past President,



Release of the CII FACE report titled 'Industry-led AMR Stewardship in Animal Agriculture' by Prof (Dr) SP Singh Baghel, Minister of State for Fisheries, Animal Husbandry & Dairying, Government of India, along with Prof (Dr) PK Shukla, President, Indian Poultry Science Association and Head, Department of Poultry Science, DUVASU, Mathura and Dr Shirish Nigam, Chairman, Sub Committee on Public Policy, Advocacy & CSR and Past President, Indian Federation of Animal Health Companies and MD, EW Nutrition India

INFAH and MD, EW Nutrition India, emphasised that the AMR Stewardship Drive represents a shared commitment to strengthening animal health systems, fostering innovation, and building a resilient ecosystem where science, policy, and Industry converge to secure a healthier future.

Prof (Dr) PK Shukla, President, Indian Poultry Science Association and Head, Department of Poultry Science, DUVASU, Mathura, underscored the critical importance of prudent antimicrobial use. He noted that no new antibiotic molecule had emerged in the last two decades, making judicious use of existing drugs a national priority. A report titled 'Industry-led AMR Stewardship in Animal Agriculture' was released, which outlined actionable recommendations for policymakers, Industry players, academia, startups, and farmer organisations, providing a roadmap to enhance stewardship, safeguard food safety, protect animal productivity, and ensure environmental sustainability.

Series of Masterclasses on Agri-Carbon Markets

Carbon markets hold immense potential to transform agriculture into a key climate solution. The Government of India is advancing its efforts to build a robust national carbon market through the Indian carbon market, emerging compliance frameworks, and strengthened MRV and standardisation mechanisms. As these developments gain momentum, it becomes increasingly important for stakeholders to build a clear and practical understanding of how carbon markets operate.

To deepen Industry understanding of this rapidly developing landscape and support stakeholders in navigating these complexities, the CII FACE launched a series of masterclasses on agri-carbon markets. The first session in the series was held on 12-13 November in New Delhi.

The masterclass featured six modules covering the fundamentals of agri-carbon markets, project-level GHG accounting, how to work with carbon registries, risk management in voluntary carbon markets, maintaining credit quality and integrity, and financing options for carbon project development and execution.

The faculty emphasised that strong carbon projects are built on trust and treating farmers as real partners, not just participants. It was noted that projects that maintained high integrity earned better prices. When farmers receive timely payments, training, and a chance to learn from each other, the results improve dramatically.

It was highlighted that better monitoring tools cut costs and finally make it feasible for smallholders to participate in carbon markets at scale. When biogas, regenerative practices, technology, and climate finance come together, the benefits stack up to healthier soils, enhanced biodiversity, better incomes, and stronger resilience. The impact of good governance was also underlined. Clear rules under Article 6, proper certification, open consultation, and careful risk planning help avoid delivery issues.



CIES

Delegation to the UAE

CII Centre of Excellence for Innovation, Entrepreneurship, and Startups (CII CIES) organised a delegation to the United Arab Emirates (UAE) to strengthen cross-border partnerships, enhance market access, and promote investment linkages between Indian startups and the UAE's vibrant innovation ecosystem. A meeting was held with H.E. Omar Sultan Al Olama, Minister of State for Artificial Intelligence, Digital Economy, and Remote Work Applications, UAE, to discuss India-UAE collaboration in AI, sustainability, and digital innovation.

The delegation members also interacted with the officials of the Ras Al Khaimah Economic Zone (RAKEZ) and the RAK Digital Assets Oasis (RAK DAO) to explore startup establishment in the UAE's free zones and held discussions with the officials of iAccel GBI and DIFC Innovation Hub on cross-border acceleration, fintech sandbox participation, and funding mechanisms. Meetings were held in Abu Dhabi with Industry leaders, providing startups with valuable insights about the UAE's innovation priorities across energy, sustainability, and regulatory frameworks.

The delegation comprised leading Indian startups representing DeepTech, ClimateTech, HealthTech,

FinTech, and Smart Manufacturing sectors. Participants gained direct exposure to investment, incorporation, and collaboration opportunities across Dubai, Ras Al Khaimah, and Abu Dhabi. The visit significantly reinforced the India-UAE innovation corridor, positioning Indian startups as global solution providers in emerging technologies.

Delegation to Singapore

CII CIES organised a Singapore startup delegation to explore market opportunities, connect with potential investors and partners, and strengthen cross-border collaboration led by Mr Rohit Sarkar, Co-Founder of Distronix, comprising startups in Climate Tech, Sustainability, AI, and IT. It included exclusive corporate and investor engagements with leading Singaporean enterprises and venture capital firms, visits to top incubators and universities, and interactions with key Government agencies supporting startups.

The program featured meetings with Dr Shilpak Ambule, High Commissioner of India to Singapore, and discussed potential collaborations in advanced manufacturing, semiconductors, maritime connectivity, digital innovation, and renewable energy.

Interaction with Mr Patrick Lim, CEO of ACE Singapore, resulted in the signing of an MoU to foster cross-border startup development and capacity-building programmes with NUS-ISS; Mr Khoong Chan Meng, CEO and Mr. Melvern Ong, Head – International Programmes, NUS-ISS, expressed interest in partnering with CIES and the upcoming Global Leadership Centre in Amaravati to offer Technopreneurship courses and emerging technologies such as AI, IoT, and ML.

It included meetings with the Global Finance and Technology Network (GFTN) to collaborate on fintech-focused capacity-building programmes and specialised training for startup board members, as well as with Enterprise Singapore, where both parties discussed developing curated programmes to connect Indian and Singaporean startups for global expansion. The Singapore Economic Development Board (EDB) met with Ms Lynn Khoo, Vice President, Global Enterprises, and explored partnerships to enhance market access and investment opportunities under EDB's global enterprise initiatives.

Delegation's engagement with leading venture firms, including Antler, PeakXV, Everstone Capital, Altara Ventures, Nalanda Capital, and RippleDot Advisors; corporates such as TCS, Forbes Marshall, and Bosch Business Innovations that provided valuable insights into

corporate innovation and co-development opportunities. Exposure to Singapore's startup infrastructure and sustainability practices yielded several promising partnership opportunities and reinforced India's reputation as a source of strong, scalable startup innovations in the global ecosystem.

ICONN Summit

The ICONN Summit was held on 24-25 November in Hyderabad, bringing together India's leading corporates, investors, policymakers, and innovators to chart the next phase of India's technology and startup growth.

Mr Sanjay Kumar, Special Chief Secretary, Information Technology, Electronics & Communications (ITE&C) Department, and Industries & Commerce Department, Government of Telangana, announced the launch of the State's AI Hub with a strong focus on cybersecurity, biologics, and advanced Centres of Excellence. He emphasised Telangana's vision to position Hyderabad as a global node for trusted AI, biotech-led innovation, and next-generation digital infrastructure.

Key reports were released during the event. The report on 'Engineering Hardware Startup Ecosystem: Opportunities & Challenges' offered insights into India's DeepTech and hardware innovation landscape, while the report titled 'Democratising Access to Finance in India' captured key recommendations for strengthening financial inclusion.

The 'Women in Innovation' Compendium was also launched during the event, highlighting the achievements and journeys of emerging women innovators across the country. The summit further showcased the

growing impact of CII CIES through its market-access programs, global delegations, startup affiliation initiatives, family-office masterclasses, and collaborations with international partners.

The ICONN NINJA Demo Day Cohort 3 brought together leaders from India and Japan for a high-energy showcase of cross-border innovation. The ICONN NINJA India Program is a part of the Sustainable Global Business Breakthrough Ecosystem project, a bilateral technical cooperation between India and Japan that promotes cross-border innovation, Industry-Academia collaboration, and sustainable business growth. It showcased pitches from nine promising startups, each presenting solutions built in collaboration with Industry partners across mobility, AI, sustainability, climate tech, and social impact. The summit also featured thematic sessions on manufacturing excellence, financial inclusion, and sustainability, along with masterclasses by eminent speakers from Silicon Valley.



CESD

Circular Economy Conference

The second edition of the CII Circular Economy Conference was held on 26 November in New Delhi with the theme, 'Vision to Action'. Launched in 2024, this annual conference aims to create a dedicated



(L-R): Kris Gopalakrishnan, Chairman, CII CIES Advisory Board & Chairman, Axilor Ventures; Sanjay Kumar, Special Chief Secretary, Information Technology, Electronics & Communications Department and Industries & Commerce Department, Government of Telangana; Dr Suchitra K Ella, Vice President, CII and Co-Founder & MD, Bharat Biotech International Limited, and CK Ranganathan, Co-Chairman, CII National Startup Council and CMD, CavinKare Private Limited at the ICONN Summit



(L-R): Sanjiv, Joint Secretary, DPIIT, Ministry of Commerce & Industry, Government of India; Shiv Siddhant Narayan Kaul, Chairman, CII National Committee on Environment and MD, Nicco Engineering Services Ltd; and H.E. Kimmo Lähdevirta, Ambassador of Finland to India at the CII Circular Economy Conference in New Delhi

platform for Indian businesses to engage and discuss cross-cutting and core aspects of the circular economy, going beyond recycling and waste management, to discuss areas such as innovation, product design, closing loops, and new business models.

H.E. Kimmo Lähdevirta, Ambassador of Finland to India, touched upon the importance of collaboration and knowledge exchange between the two countries to scale circular solutions. Shri Sanjiv, Joint Secretary, Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Commerce and Industry, Government of India, reaffirmed the proactive measures being taken by the Government of India, including initiatives such as Make in India, FDI reforms, and ease-of-doing-business strategies, that are enabling innovation, investment, and adoption of resource-efficient practices.

Mr Shiv Siddhant Narayan Kaul, Chairman, CII National Committee on Environment and MD, Nicco Engineering Services Limited, India, emphasised that India's rapid economic growth must be supported by circular

economy strategies to secure natural resources, create jobs, and address environmental impacts, with Industry playing a critical role in driving innovation and upstream design change. He stressed the need for collaboration at different levels.

A report titled 'Circular Economy Practice in India: Three Case Studies' was released during the event, featuring work on circular economy by three different companies. The report provides insights into what circularity means for these businesses in practice and demonstrates how they create value from waste streams.

The conference was followed by a senior-leadership roundtable where a focused deliberation on the circular economy took place. The discussion emphasised the need for ambitious, long-term goals supported by clear metrics, rather than a compliance-driven approach to circular economy. Participants stressed that these goals should be effectively communicated across the value chain to drive alignment and coordinated action.



Winners of the CII Sustainable Plastic Packaging Awards in New Delhi

CII Sustainable Plastic Packaging Awards

At the CII Circular Economy Conference, held in New Delhi, winners of the first edition of the CII Sustainable Plastic Packaging Awards were felicitated. Through the award, CII acknowledges, rewards and recognises businesses' upstream innovations and changes in the design of plastic packaging.

Ten companies were awarded for their contribution towards building a circular plastics economy in India. The awards, designed at two levels: 'Excellence and Recognition', assess applications to identify innovations that make their plastic packaging more recyclable and incorporate recycled content back into packaging.

Annual Conference of the CII-India Plastics Pact Initiative

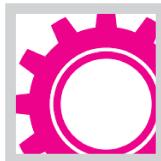
The fourth Annual Conference of the CII-India Plastics Pact initiative was recently hosted in New Delhi. India Plastics Pact helps businesses in India achieve a circular economy for plastic packaging by providing them with a platform for innovative solutions and collaborative actions.

The annual conference brought together all 56 signatories to learn from each other's experiences of transitioning to a circular plastics economy and participate in sessions to define the work for the coming year.

All signatories to the pact commit to an annual reporting process, the cumulative data from which is used to track progress toward the 2030 targets. An overview of the data collected from member companies for 2024-25 was presented to the signatories during the session on tracking progress.

The pact began work on flexible plastic packaging in December 2023 with the formation of a CAG to advance circularity in flexible plastic packaging, which represents 74 per cent of plastic packaging placed on the Indian

market. Since then, the group has developed a roadmap for managing films and flexible packaging, a design for recycling guidance for flexible packaging, and initiated a pilot project, supported by Stewart Investors and WRAP, to explore recyclable alternatives for products traditionally sold in non-recyclable formats.



CII
CME

CII National Awards for Manufacturing Excellence

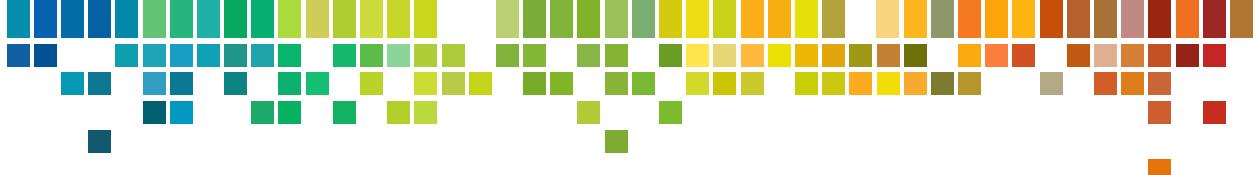
CII Centre of Manufacturing Excellence (CII CME) organised the fourth edition of the National Awards for Excellence in Manufacturing, built on a robust and comprehensive assessment framework covering seven critical domains, including technology, production, sustainability, market dynamics, collaboration, policy, and behavioural aspects. The awards honoured the organisations that exemplify innovation, resilience, and excellence in manufacturing.

The evaluation followed a three-level assessment process, culminating in detailed on-site visits to the participating plants that ensured a holistic view of each organisation's manufacturing systems, capabilities, and performance maturity.

This structured methodology guarantees fairness, rigour, and credibility, making the Awards a highly sought-after benchmark across the manufacturing sector. This year, 77 organisations across diverse sectors participated, making the awards a true reflection of India's dynamic manufacturing ecosystem.



Winners at the CII National Awards for Excellence in Manufacturing



Regional Review



EASTERN REGION

Members Meet with CII VP

Dr Suchitra K Ella, Vice President, CII and Co-Founder & Managing Director, Bharat Biotech, addressed members at the CII Members' Meet held in Kolkata on 4 November. The meeting was attended by nearly 100 members. Speaking at the interaction, the CII Vice President underscored CII's proactive role in India's growth journey, offering a comprehensive range of services, from business development and global networking to robust policy advocacy through close engagement with the Government.

Dr Ella also informed members that a state-of-the-art B2B networking platform is being developed to enable seamless connections with peers and Industry leaders worldwide. Every year, CII facilitates more than 20,000 exclusive one-to-one B2B meetings at major events, fostering collaboration, innovation, and business growth.

Dr Ella emphasised CII's commitment to enhancing the quality of life, nurturing talent, and accelerating livelihood creation. She highlighted that CII will intensify its efforts in skill development, aligning programs with emerging technological advancements and empowering youth,

particularly women, to participate in entrepreneurship and the startup ecosystem, thereby generating new employment opportunities.

CII Innovation

The 10th edition of the CII Innovation was held on 19 November in Kolkata, centred on the theme 'From Local to Global: Startups Shaping a Sustainable Future'. The program highlighted India's rapidly evolving innovation ecosystem and the growing influence of startups in shaping sustainable and inclusive economic growth.

Sessions at the event explored how technology, talent, and global networks can strengthen India's position as an innovation hub. Speakers emphasised the importance of purposeful entrepreneurship, continuous innovation and strong skilling frameworks to enhance national competitiveness. With Eastern India witnessing a sharp rise in DPIIT-recognised startups, the conclave also drew attention to the region's emergence as a vibrant centre for new-age ventures.

Throughout the day, discussions covered funding pathways, frontier technologies, collaboration models



(L-R): Dr Suchitra K Ella, Vice President, CII and Co-Founder & Managing Director, Bharat Biotech; John Kuruvilla, Regional Director, CII Eastern Region; Shashwat Goenka, Chairman, CII Eastern Region and Vice Chairman, RP-Sanjiv Goenka Group; Debasish Dutta, Chairman, CII West Bengal and Director, BGS Group, and Rupak Barua, Vice Chairman, CII West Bengal and MD & CEO, Woodlands Hospital at the Members Meet with CII VP





(L-R): Rohit Sarkar, Co-Chairman, CII Eastern Region Startup Subcommittee & Co-Founder, Distrionix; Arnab Basu, Partner and Clients & Industries Leader, PwC India; Harshavardhan Neotia, Past Chairman, CII Eastern Region & Chairman, Ambuja Neotia Group; S Suresh Kumar, Chairman, Damodar Valley Corporation; Chandra Shekhar Ghosh, Past Chairman, CII Eastern Region & Chairman, Bandhan Group; and Adhip Nath Palchaudhuri, Chairman & Managing Director, Balmer Lawrie & Co Ltd at CII Innovation

and capacity-building initiatives, along with mentoring clinics for early-stage founders. Industry leaders underscored the need for diversified financing avenues, deeper startup–Industry partnerships and stronger entrepreneurial capabilities to support long-term growth. The initiative reinforced that innovation, when aligned with sustainability and inclusion, can unlock new economic opportunities, generate employment, and strengthen India's global standing in the years ahead.

AYUSH Manufacturing Conclave

CII Eastern Region, in partnership with the Department of Health & Family Welfare, Government of West Bengal, organised the CII AYUSH Manufacturing Conclave on 19 November in Kolkata. The initiative positioned West Bengal as an emerging hub for AYUSH manufacturing, drawing attention to the State's long-

standing heritage in Ayurveda, Yoga, Naturopathy, Unani, Siddha and Homoeopathy, and its deep-rooted tradition of integrating holistic healthcare into everyday life.

The conclave underscored the rapid expansion of MSMEs and entrepreneurial ventures within the AYUSH sector, noting their growing contribution to economic activity and employment generation. Speakers stressed the need for enhanced collaboration between Government, Industry, and academic institutions to drive advanced research, preserve traditional knowledge systems and encourage innovation-led growth.

A key highlight of the event was CII's AYUSH Recognition of Excellence, an initiative that celebrates institutions and companies demonstrating exceptional achievements in quality manufacturing, research, innovation, education, and service delivery across AYUSH disciplines.



(L-R): Ajay Singh Parihar, Vice President, Marketing Dabur India Limited; Debarshi Duttagupta, MD, East India Pharmaceuticals; Prof Manoshi Roychowdhury, Co-Chairperson, Techno India Group; Prashant Sharma, Chairman, CII Healthcare Subcommittee and MD, Charnock Hospitals; Dhivya Loganathan, Special Secretary, Department of Health & Family Welfare and DG, AYUSH, Government of West Bengal; Sharad Kumar Dwivedi, Secretary, Department of Health & Family Welfare, Government of West Bengal; Prithish Chowdhary, Co-Chairman, CII Manufacturing Subcommittee and Deputy MD, Titagarh Rail System; Dr Sudipta Narayan Roy, MD, Powell Group; Neha Sharma, President, Baidyanath Ayurved & Director, Goodcare Pharma

Family Business Conclave

The CII FBN Eastern Region Chapter organised the 11th edition of its annual Family Business Conclave on 4 November in Kolkata, centred on the theme 'Evolving Legacies – Sustaining Growth Across Generations'. The programme examined the role of the new generation in shaping continuity, innovation, and leadership within India's family-owned enterprises.

Dr Suchitra K Ella, Vice President, CII and Co-Founder & MD, Bharat Biotech International Ltd, addressed the gathering alongside distinguished next-generation leaders, including Mr Shashwat Goenka, Chairman, CII Eastern Region and Vice Chairman, RP Sanjiv Goenka Group and Mr Prithish Chowdhary, Deputy MD, Titagarh Rail Systems Ltd. The discussions delved into how family legacy can act both as a foundation and a springboard for future growth.

Speakers highlighted that a smooth generational transition hinges on open communication, trust, and a shared long-term vision. The conclave underscored the importance of digital transformation, professionalisation, and a willingness to embrace new ideas. Panellists reflected on how West Bengal's home-grown businesses have built strong regional identities by balancing tradition with evolving consumer expectations, noting the significant potential these brands hold through innovation, storytelling, and strategic expansion.

MSME Conclave

CII Chhattisgarh organised the MSME Conclave on 19-20 November in Raipur, presenting two days of Industry dialogue, capacity building and collaborative strategy-making for the State's growing MSME landscape. Bringing together policymakers, Industry leaders, and entrepreneurs, the conclave served as a platform to

exchange insights and chart pathways for a more resilient and competitive MSME ecosystem.

The first day featured an intensive training program on the 5S methodology, offering participants practical demonstrations on workplace organisation, waste reduction, and improving shop-floor efficiency. The session equipped MSMEs with actionable tools to strengthen operational discipline and enhance productivity.

On the second day, discussions shifted to strategic issues shaping MSME growth in Chhattisgarh. Panels explored themes such as access to finance, Ease of Doing Business, export readiness, and enabling enterprises to scale from MSMEs to larger corporates. A CEO session highlighted success stories of companies that achieved significant expansion, providing insights into leadership, innovation, and navigating regulatory hurdles. The speakers called for creating more accessible financing avenues, addressing operational bottlenecks and helping MSMEs tap into wider domestic and global markets.

Odisha Logistics Summit

CII Odisha organised the third edition of the Odisha Logistics Summit on 28 November in Bhubaneswar, bringing together senior Government officials, Industry leaders, and logistics experts to discuss the future of Odisha's multimodal logistics ecosystem. Shri Sampad Chandra Swain, Minister for Industries, Skill Development & Technical Education, Government of Odisha, announced a Rs 12,200 crore MoU for the development of National Waterways 5 and 64, aimed at advancing sustainable and cost-effective inland cargo movement under the vision of Samruddha Odisha 2036.

The summit featured focused discussions on port-led development, connectivity across rail, road and inland waterways, clean mobility solutions, and the growing



(L-R): Swayam Baral, MD, Swadesh Infra Pvt Ltd; Devendra Thakar, Conference Chairman, CII Odisha Logistics Summit 2025 and Chairman, CII North Odisha Zonal Council; Subrat Tripathy, President, Business Development, APSEZ; Sampad Chandra Swain, Minister of Industries, Skill Development & Technical Education, Government of Odisha; Santosh Mohapatra, Past Chairman, CII Odisha State Council; Kaustuv Dipta Pany, Joint Secretary & Commissioner (Rail Coordination), Department of Commerce & Transport, Government of Odisha

role of digital transformation in logistics. Speakers highlighted Odisha's emergence as a strategic logistics hub for Eastern India and the Bay of Bengal region, emphasising the importance of strengthening multimodal linkages, expanding last-mile connectivity, and aligning with national initiatives such as PM Gati Shakti and the National Logistics Policy.

Water Neutrality – Scope 1

The Water Neutrality – Scope 1 Assessment undertaken for Metalsa, Jamshedpur, as per the NITI Aayog CII Water Neutrality Framework, is an important milestone achieved, which aims at reducing the company's direct freshwater consumption while offsetting impacts in the same ecosystem.

The initiative comprehensively evaluates water usage across various plant operations and identifies opportunities where water can be reduced, reused, and recycled. By adopting the 3M-7R approach for sustainable water management, Metalsa strives to minimise its environmental impact while maintaining efficient and eco-friendly operations.

This initiative aligns with the company's broader sustainability goals, which emphasise resource efficiency, waste reduction, and environmental stewardship. As part of the project, the CII Triveni Water Institute team, in collaboration with the CII Centre for Industrial Competitiveness, Bhubaneswar, has conducted detailed assessments of water usage patterns and explored innovative solutions to optimise consumption and minimise wastewater generation.

The implementation of this initiative supports Metalsa's vision and goal of achieving water neutrality/positivity, contributing to its global efforts to conserve water, build resilience in its supply chains and minimise the environmental impacts of its activities.



NORTH EASTERN REGION

Members' Meet with CII VP

CII Assam State Office organised a Members Meet with Dr Suchitra K Ella, Vice President, CII and Co-Founder & MD, Bharat Biotech International Limited, in Guwahati on 4 November. Dr Ella briefed about the current Indian economy and how CII has undertaken a key role in facilitating the multifaceted contributions of the Indian Industry. Through its advocacy efforts, Industry

competitiveness initiatives, promotion of innovation and technology adoption, and partnerships for sustainability, CII continues to play a transformative part in shaping the future of the nation, she said.

The CII Vice President apprised the members present about the wide range of services offered by CII to its members, ranging from business development to opportunities to network with prominent Indian and foreign companies, to facilitating the process of framing conducive economic and industrial policies, through close linkage with the Government, supporting members to increase efficiency and competitiveness.

Mr Bhaskar Phukan, Chairman, CII Assam State Council and MD, Numaligarh Refinery Ltd, briefed on the initiatives being undertaken by CII Assam. He also briefed the audience about the membership strength of CII, Yi and IWN in Assam. Mr SK Barua, Former Chairman, CII North East Council, outlined CII's initiatives in the region and moderated the members' session with the CII Vice President. A lively open house discussion was held, wherein members deliberated on many key issues.



NORTHERN REGION

CII Realty

The 21st edition of CII Realty was held in New Delhi on 6 November with a focus on the transformative potential of India's real estate sector, a key pillar of national growth. The discussions centred on unlocking new urban corridors, advancing sustainable housing, and positioning Tier II and Tier III cities as emerging



Akshay Sethi, MD, Stellar Group of Companies; Ashwinder R Singh, Chairman, CII NR Committee on Real Estate and Vice Chairman & CEO, BCD Group; Harleen Kaur, Deputy Secretary, Ministry of Road Transport and Highways, Government of India

engines of development, underscoring the sector's role in achieving *Viksit Bharat @ 2047*.

A key highlight of the conference was the release of CII – Colliers Report titled 'Real Estate @2047', projecting a 20-fold expansion of the sector, from USD 0.3 trillion today to USD 5 to USD 10 trillion by 2047. Ms Harleen Kaur, Deputy Secretary, Ministry of Road Transport and Highways, Government of India, highlighted how expanding infrastructure is reshaping land use and creating new commercial hotspots in Tier II and Tier III cities.

Mr Ashwinder Singh, Conference Chairman and CEO, BCD Group, pointed to cities such as Chandigarh, Kochi, Lucknow, and Thiruvananthapuram as new real estate growth centres. Mr Pradeep Aggarwal, Founder & Chairman, Signature Global India Ltd, emphasised that technology adoption is essential for building sustainable, future-ready urban environments.

Delhi Startup Members' Meet

The Startup Members Meet and Roadshow, held in New Delhi on 8 November, highlighted efforts to foster collaboration, advance the 'Vocal for Local' movement, and strengthen Delhi's standing as a premier startup hub. The session emphasised the importance of a supportive policy ecosystem to enable innovation, enhance competitiveness, and ensure sustainable growth within the start-up sector.

During the discussions, key priority areas were identified for scaling early-stage ventures through collaboration and market access. The speakers emphasised the need for a supportive policy ecosystem to position Delhi as a leading startup hub.

EduSummit

The sixth edition of the CII Northern Region EduSummit was held in Mohali on 11 November. The event served

as a platform for sharing ideas and strategies aimed at strengthening higher education, emphasising the need for innovation, digital transformation, and stronger Industry–Academia collaboration to build a future-ready learning ecosystem.

A key highlight of the summit was the release of the CII – GT report titled 'Continuous Improvement Journey of Higher Education Institutions', which showcased best practices driving campus transformation across the country.

The event focused on enhancing institutional effectiveness and equipping learners with the skills and knowledge required for emerging opportunities in a rapidly evolving landscape.

Automotive Roundtable with Saudi Arabia

CII Haryana organised an Automotive Roundtable with H.E. Eng. Khalid bin Abdulaziz Al-Falih, Minister of Investment, Saudi Arabia, along with a high-level Saudi delegation, including MISA, GSCRI, NIDC, Ceer, Lucid Motors, and ECZA, on 12 November in Gurugram.

The session highlighted investment opportunities in India's automotive ecosystem and provided a platform for Indian Industry leaders to discuss collaboration in mobility, component manufacturing, supply chain resilience, and localisation.

The roundtable underscored the potential for stronger bilateral partnerships and positioned India as a key destination for strategic automotive investment.

HP-Korea-India Joint CSR, Economic Cooperation Seminar

CII Himachal Pradesh, in collaboration with KOTRA, organised the Korea-India Joint CSR and Economic Cooperation Seminar in Shimla on 12 November to



(L-R): Prabhu Ravindran, Director ELL, Pearson India; Dr Punam Aggarwal, State Nodal Officer – NEP 2020 Chandigarh; Sakshi Sawhney, Chief Administrator, GMADA; Anirudh Tewari, Director General, Mahatma Gandhi State Institute of Public Administration; D N V Kumara Guru, Summit Chairman, Chairman, CII Regional Committee on Education & Industry Connect and Senior Director - Advancement, Alumni Engagement and External Relations, Indian School of Business; Bhupinder Pal Kaur, Director, Regional Committee on Education and Industry Connect, CII Northern Region; and Ashok Varma Partner – Education & Skill Development Expert, Grant Thornton Bharat LLP

strengthen bilateral engagement between Korean companies, Indian Industry, Government officials, and CSR leaders.

The seminar highlighted opportunities for economic cooperation, investment in Himachal Pradesh, and impactful CSR partnerships, with discussions spanning manufacturing, technology, mobility solutions, sustainability, and social development.

The event provided a platform to build business linkages, share best practices, and explore collaboration opportunities aimed at supporting both industrial growth and community development in the State.

Interaction with Punjab Minister

The Regional Council Meeting in Amritsar featured an interaction with Shri Sanjeev Arora, Minister of Industry & Commerce, Investment Promotion, Power & NRI Affairs, Government of Punjab, who outlined the State's reform agenda, upcoming industrial policies, and major infrastructure plans.

During the meeting, held in Amritsar on 17 November, Shri Arora reaffirmed the State's commitment to an enabling industrial ecosystem through the forthcoming Master Industrial Policy, fast-track clearances under the Right to Business Act, long-term energy planning, and new exhibition centres in Mohali and Ludhiana.

The interaction underscored a strong alignment between Industry and Government priorities. Supported by policy reforms, growing investments, and infrastructure upgrades, Punjab is well-positioned for sustained industrial and tourism-led growth, with ongoing engagement expected to further accelerate this momentum.

Energy Transition Conclave

Insightful discussions on India's clean energy pathways and the nation's journey toward Net Zero were held during the Energy Transition Conclave in New Delhi on 27 November. The conclave, held with the theme 'India's Energy Transition: From Megawatts to Net Zero', reaffirmed India's commitment to innovation, strategic partnerships, and scalable clean-energy solutions as the country advances toward a sustainable and low-carbon future.

Shri Santosh Kumar Sarangi, Secretary, Ministry of New & Renewable Energy, Government of India, said that India's journey towards Net Zero is not just an environmental commitment but an economic opportunity.

"The transition from megawatts to gigawatts, and ultimately to a sustainable Net Zero future, will be driven by innovation, collaboration, and strong policy support. The Government is committed to enabling Industry-led growth in renewable energy, green hydrogen, and emerging clean technologies," he added.

Advanced Manufacturing Summit

The second edition of the Advanced Manufacturing Summit, held in Gurugram on 14 November, facilitated discussion on innovation, technology adoption, sustainability, and global competitiveness in Indian manufacturing.

Mr Sunil Khurana, Co-Chairman, CII Advanced Manufacturing Committee, Northern Region and COO, JCB India Limited, emphasised the importance of globally benchmarked systems such as TPM, TQM, Six Sigma, and lean practices.

Speakers emphasised adopting global best practices, technology, and sustainable processes to enhance competitiveness. Focus must be put on strengthening



(L-R): Vinod K Bapna, Chairman, CII Gurugram Zone and ED & CEO, Caparo Maruti Ltd; Saket Bhatia, Vice Chairman, CII Haryana and MD, Bony Polymers Pvt Ltd; Pranav Kapuria, Co-Chairman, CII Advanced Manufacturing Committee Northern Region and MD & CEO, The Hi-Tech Gears Ltd; Sunil Khurana, Co-Chairman, CII Advanced Manufacturing Committee, Northern Region and Chief Operating Officer, JCB India Limited; Ram Kuppuswamy, Chief Operations Officer - Plant Operations, Hero MotoCorp Ltd; Abhimanyu Sharaff, Chairman, CII Haryana and MD, Sanden Vikas (India) Pvt Ltd



(L-R): Shaveta Wadhwa Jain, MD, Accenture Consulting; Dr Subash Nataraja Pillai, Head & Principal Scientist (Agricultural Meteorology), Division of Agricultural Physics, ICAR-IARI; Dr Akhilesh Gupta, Senior Consultant, INSA Adviser and Distinguished Visiting Professor, IIT Roorkee & Indore; Arun Karna, Convenor, CII Panel on Technology and MD & CEO, AT&T Global Network Services India Pvt Ltd

MSMEs, supplier networks, and workforce skilling for a resilient manufacturing ecosystem. It was noted that systems thinking, process standardisation, and Industry collaboration will drive manufacturing excellence.

Delhi Technology Summit

The Delhi Technology Summit, held in Gurugram on 27 November, paved the way for India's technology future and highlighted the convergence of Artificial Intelligence (AI), Internet of Things (IoT), and sovereign computing in building a quantum-ready, intelligent, and human-centric ecosystem.

The event showcased how Agentic AI is driving transformation across agriculture, security, semiconductors, and productivity, enabling real-time, autonomous, and responsive systems. Key priorities outlined at the summit included an agentic-first approach, positioning IoT as critical national infrastructure, scaling sovereign compute through

collaboration, and leveraging quantum-ready capabilities to empower agriculture and other key sectors.



SOUTHERN REGION

Higher Education Conclave

The CII Southern Region Higher Education Conclave on 'Reimagining Higher Education for India's USD 5 Trillion Economy' was organised on 12 November in Vijayawada. The discussions focused on future-ready curricula, global Industry collaboration, and skill enhancement strategies to support India's economic expansion goals.

Shri Nara Lokesh, Minister for Human Resource Development, IT, Electronics & Communication, RTG,



(L-R): Dr Ashwin Mahalingam, Co-Chairman, CII SR Taskforce on Education & Industry Institute Linkages and Co-Founder, Okapi Advisory Services Pvt Ltd & Director, IIT Madras; Philipp Assmus, Founder & CEO, FyrstGen, UK; Dr G V Selvam, Chairman, CII SR College Excellence Cluster and Vice President, Vellore Institute of Technology; Nara Lokesh, Minister for Human Resources Development, IT, Electronics & Communication, RTG, Government of Andhra Pradesh; Saranam Narendra Kumar, Vice Chairman, CII Andhra Pradesh and Executive Director, Apex Solutions Limited; Prof K Ratna Shiela Mani, Vice Chairperson, Andhra Pradesh State Council of Higher Education, Government of Andhra Pradesh



(L-R): Muthu C, Chair, CII TN Smart Factory Summit and President & Chief of Operations, Daimler India Commercial Vehicles Pvt Ltd; P Ravichandran, Deputy Chairman, CII Southern Region and President – Danfoss India, Danfoss Industries Pvt Ltd; Dr Alarmel mangai, Executive Director, Guidance Tamil Nadu; and Zarir Langrana, Former Executive Director, Tata Chemicals

Government of Andhra Pradesh, reinforced the State's education vision. He said that achieving a USD 5 trillion economy is certain; the real question is how fast we can reach it. He noted that higher education is not just a sector but a strategic pillar.

Dr G V Selvam, Chairman, CII SR College Excellence Cluster 2025 and Vice President, Vellore Institute of Technology, emphasised the need for technology-enabled learning environments. "True progress lies in balance – using AI as a partner that empowers ingenuity rather than overshadowing it," he added.

Smart Factory Summit

The maiden edition of the CII Tamil Nadu Smart Factory Summit, held in Chennai on 4 November, highlighted how technology, data, and collaboration are driving the evolution of the manufacturing sector. Discussions focused on IoT adoption, automation, and data-driven intelligence to accelerate digital transformation and enable next-generation smart factories.

Mr P Ravichandran, Deputy Chairman, CII Southern Region and President, Danfoss India, highlighted the potential of digitalisation for MSMEs. He said that helping MSMEs digitise, decarbonise, and adopt circularity will define the next wave of growth. Dr Alarmel mangai, Executive Director, Guidance Tamil Nadu, showcased the State's policies and talent pool driving high-tech, high-value and low-carbon manufacturing.

Karur Vision

CII Karur organised the second edition of Karur Vision 2030 Conference with the theme 'Valarum Karur' on 9 November. A CII Karur Marathon 4.0 & Walkathon was organised alongside the conference to strengthen collaboration toward Karur's industrial and community development goals.

The morning Marathon at Thiruvalluvar Ground witnessed an impressive turnout of over 10,000 participants from industries and institutions, reinforcing public involvement in wellness and social transformation initiatives.

The conference drew more than 1,000 delegates for high-level discussions on investment opportunities, infrastructure development, capability building for MSMEs and strategies to elevate Karur as a competitive industrial district.

A major highlight of the event was the release of the CII Valarum Karur Report, presenting a strategic roadmap to unlock INR 25,000 crore each in textile and non-textile sectors, enabling job creation, technology upgradation and value-chain expansion.

Manufacturing Conference

The CII Karnataka Manufacturing Conference, held in Bengaluru on 27 November, examined how AI-powered



(L-R): Tabrez Ahmed, Convenor, CII Karnataka Manufacturing Panel and Senior Vice President & Director, Toyota Kirloskar Auto Parts Pvt Ltd; Soumitra Bhattacharya, Past Chairman, CII Karnataka & Chairman, CII Institute of Quality and CEO & Director, IFQM; R Srinivas, Past Chairman CII Karnataka

innovation can advance productivity, cost efficiency, and market growth for manufacturers. Key conversations focused on MSME enablement, future-ready skills, and scaling digital solutions to support Karnataka's industrial leadership.

Mr Soumitra Bhattacharya, Past Chairman, CII Karnataka & Chairman, CII Institute of Quality, and CEO & Director, IFQM, said that real transformation happens on the shopfloor through disciplined systems and data transparency, urging large enterprises to enable MSMEs with practical and affordable technologies.

Mr Aman Choudhary, Past Chairman, CII Karnataka and Managing Director, Surin Automotive, said that AI-driven forecasting and real-time decision systems will shape the next era of supply-chain excellence, positioning India as a globally competitive manufacturing hub.

EduTech Conference

The EduTech Conference organised by CII Tamil Nadu in Chennai on 28 November examined how Artificial Intelligence (AI), virtual platforms, and adaptive learning can enhance education accessibility, drive skill development, and prepare students for future workforce needs. Key discussions focused on leveraging technology to create inclusive, personalised, and future-ready learning ecosystems across Tamil Nadu.

Dr Govi Chezhiaan, Minister for Higher Education, Government of Tamil Nadu, reiterated that financial barriers must not restrict student aspirations and assured that policy decisions will incorporate recommendations emerging from conference deliberations. Dr R Nandini, Co-Chairperson, CII National Higher Education, Technology, R&D and Innovation Council, highlighted national-level initiatives with the Ministry of Education

and University Grants Commission to modernise the curriculum for a digital economy.

Shri P Shankar, Secretary, Higher Education Department, Government of Tamil Nadu, said that technology, knowledge, and skills will define the State's next phase of educational progress and called for stronger coordination between Government, Academia, and Industry.

Connect Madurai

The eighth edition of CII Connect Madurai, organised on 27-28 November, under the theme 'InvesTech South TN', highlighted strategic pathways for AI adoption, startup scaling, and Industry-Academia collaboration, reinforcing South Tamil Nadu's rise as a technology and investment powerhouse.

Dr Palanivel Thiaga Rajan, Minister for IT & Digital Services, Government of Tamil Nadu, emphasised the transformative role of AI and automation, noting that registered startups surged from under 3,000 to nearly 12,000 in four years. Mr Jagdeep Singh Deo, Deputy Chief Minister of Penang, Malaysia, encouraged cross-border collaborations and workforce training to meet evolving industrial demands. Mr Rajesh Kumar Pathak, Secretary, Technology Development Board, highlighted the platform's potential to introduce diverse technological advancements to the state.

Mr Ashwin Desai, Chairman, CII Madurai Zone, and Mr Hari Thiagarajan, Past Chairman, CII Tamil Nadu, welcomed participants and showcased the expo featuring 40 IT/Electronics startups, 25 investor-startup pitch sessions, and exclusive skilling sessions with ICT Academy. The event saw over 600 delegates, 20+ quality investors, and international speakers from Sri Lanka, Taiwan, and Malaysia.



(L-R): Dr Govi Chezhiaan, Minister for Higher Education, Government of Tamil Nadu; Dr Senthil Ganesh, Convenor, Education Panel, CII Tamil Nadu and Managing Trustee, RVS Group; Prof C Muthamizhchelvan, Vice Chancellor, SRM Institute of Science and Technology; Dr P Shankar, Secretary to Government, Higher Education Department, Government of Tamil Nadu; Dr R Nandini, Co-Chairperson, CII National Higher Education, Technology, R&D and Innovation Council and MD, Chandra Textiles Pvt Ltd; Mike Muralidharan, Co Convenor, Education Panel CII Tamil Nadu and Chairman, Ethiraj College for Women



WESTERN REGION

Manufacturing Summit

The 21st edition of the CII Manufacturing Summit was held on 26 November in Mumbai with the theme 'Shaping India's Manufacturing Future: Competitiveness, Sustainability & Global Leadership'. The summit convened senior Government leaders, Industry pioneers, technologists, and global strategists to chart a forward-looking agenda for India's manufacturing transformation.

"Maharashtra is not just contributing to India's growth story; it is shaping it. With a USD 530 billion economy, the nation's highest FDI share, and a young, skilled workforce, we stand firmly at the forefront of industrial and technological transformation. Our vision for a USD 1 trillion economy by 2030 is anchored in inclusive, region-balanced development and powered by emerging sectors from EVs to semiconductors. With the New Industrial Policy 2025, we aim to unlock USD 850 billion in manufacturing and services investments, strengthening our leadership in innovation, exports, and sustainable industry," said Dr P Anbalagan, Secretary (Industries), Government of Maharashtra.

Building on this economic blueprint, Industry leaders underscored the urgent need for India to seize this moment of global rebalancing in manufacturing. Mr Jamshyd N Godrej, Past President, CII & Chairman, CII Manufacturing Summit 2025 and CMD, Godrej & Boyce Manufacturing Company Ltd, emphasised India's readiness for a decisive leap. "Manufacturing has always been the engine that powers nations, and India now stands on the brink of a defining leap. With



Jamshyd N Godrej, Past President, CII & Chairman, CII Manufacturing Summit and CMD, Godrej & Boyce Manufacturing Company Ltd

a strong policy push, rising investments, and a youthful workforce ready to embrace advanced technologies, we have the opportunity to shape a manufacturing future that is competitive, sustainable, and globally respected," he added.

Continuing this momentum, Mr R Mukundan, President-Designate, CII and MD & CEO, Tata Chemicals Ltd, highlighted the importance of capability-building. He said that India has a historic opportunity to position itself as a trusted, competitive, and future-ready global manufacturing hub. Ms Swati Salgaocar, Past Chairperson, CII Western Region and President, VM Salgaocar and Brother Pvt Ltd, said that the journey ahead for Indian manufacturing requires sustained commitment, from the industry to invest in capacity and R&D, and from the Government to continue with enabling reforms.

Members' Meet with CII Vice President

Members' meets were organised in Chhatrapati Sambhajinagar and Pune on 20 November with Dr Suchitra K Ella, Vice President, CII and Co-Founder & MD, Bharat Biotech International Ltd. During the interaction, Industry leaders shared their perspectives to strengthen collaboration. The meeting brought together CII members, creating a platform for meaningful interaction, knowledge-sharing, and collaborative engagement.

In Pune, Dr Suchitra Ella highlighted the city's rapid growth and the strong Industry-Academia ecosystem that continues to strengthen India's innovation landscape. She encouraged members to actively leverage the upgraded MyCII platform and engage in CII's national priorities in policy advocacy, competitiveness, MSME support, global linkages, and sustainability.

Mr Vir Advani, Deputy Chairman, CII Western Region and CMD, Blue Star Ltd, outlined CII's core value proposition of policy advocacy, nationwide networking, knowledge resources, and global access. He shared steps being taken to enhance member engagement, including the 1:25 Secretariat-Member connect model, deeper collaboration with CII Centres of Excellence, scaling buyer-seller meets, and strengthening MSME support for global market access.

Conference on Wellbeing at Work and Life

The Conference on Wellbeing at Work and Life was held in Mumbai on 13 November with a focus on nurturing mind and body for peak performance. It was held under the aegis of the CII WR Sub-Committee on



(L-R): Robin Banerjee, Chairman, CII WR Sub-committee on EoDB & Responsible Business and Chairman, Nucleon Research Ltd; Dr Harish Shetty, Consultant Psychiatrist, Hiranandani Hospital; Rishi Bagla, Chairman, CII WR and CMD, BG Electricals & Electronics India Ltd; and Apurva Rathod, Co-Chairperson, CII WR Sub-Committee on EoDB & Responsible Business, and Company Secretary & Chief Sustainability Officer, L&T Finance Ltd

Ease of Doing Business and Responsible Business. Senior leaders and experts came together to exchange transformative insights, share best practices, and explore the evolving landscape of workplace and life wellbeing.

Discussions focused on embedding holistic wellbeing into organisational strategy, creating cultures that prioritise mental health, and how purpose-driven leadership fosters resilience and long-term success. Dr Harish Shetty, Consultant Psychiatrist, Hiranandani Hospital, highlighted that household responsibilities help

children feel happy, develop self-reliance, and build confidence. He emphasised that true connectivity goes beyond greetings; it means sharing real challenges and supporting each other through tough times.

The sessions during the event highlighted the role of HR and managers in building psychologically safe environments, presented innovative approaches to stress management and work-life balance, and unpacked opportunities and challenges in implementing wellbeing programs at scale.

A Journal of Confederation of Indian Industry

CII COMMUNIQUÉ



Digital Magazine

The Facts

- ↗ Monthly Newsletter of top management of 9,000+ companies
- ↗ Shared with Union Ministers, Chief Ministers, Government Secretaries, Thought Leaders, Diplomats and other decision makers

The Coverage

- ↗ Business News
- ↗ Economic Policy Update
- ↗ Sectoral Synergies
- ↗ International Reportage
- ↗ IPR & Technology
- ↗ Development Initiatives, and more...

Placement of ad	Page size	Rate per release (Rs)
Front jacket cover (full page)	17 cm (width) x 23 cm (height)	1,25,000
Front inside jacket cover (full page)	17 cm (width) x 23 cm (height)	1,00,000
Premium pages (full page) before and after cover story	17 cm (width) x 23 cm (height)	90,000
Banner band at bottom of each text page	8.5 cm (width) x 3 cm (height)	2,00,000

Placement of ad	Page size	Rate per release (Rs)
Full page	17 cm (width) x 23 cm (height)	75,000
Half page	Horizontal - 17 cm (width) x 11.5 cm (height)	40,000
	Vertical - 7.5 cm (width) x 24 cm (height)	
Double spread	36.7 cm (width) x 23 cm (height)	1,50,000

For more details, please contact: Ms Nayana Singh, Confederation of Indian Industry
The Mantosh Sondhi Centre, 23, Institutional Area, Lodi Road, New Delhi - 110 003 India, Tel: 91-11-45771000 • Email: nayana.singh@cii.in



Confederation of Indian Industry

CII Launches

CII MARKET PLACE

— Connecting Buyers & Sellers Worldwide —

(Exclusive for CII Members)

KEY OFFERINGS



Showcase Products & Services



Network with Buyers & Sellers



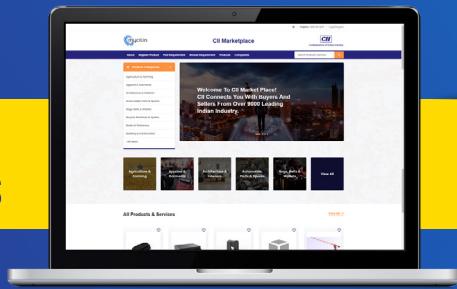
Get Business Lead



Advertising Opportunity

- Explore Products & Services of **9000+** CII Member Companies
- **1000+** companies Already Registered
- Over **5000** Products & Services Registered
- **2.5 Lakh** Companies have access to CII Market Place

REGISTER TODAY &
GET THE BUSINESS LEADS



FREE
REGISTRATION

www.ciimarketplace.in

Email: info@cii.in | Helpline: 1800 103 1244

— Connect with us on —



In Association With



Integral Coach Factory



Confederation of Indian Industry



IRCE

INTERNATIONAL RAIL COACH EXPO 2026

12–14 March 2026

ICF Stadium, Chennai

Event Supporter



Confederation of Indian Industry (CII), in association with Integral Coach Factory (ICF), Ministry of Railways, Government of India, presents the International Rail Coach Expo (IRCE 2026) – a premier global platform focused on rail coach manufacturing, interiors, and train sets.

The Expo brings together policy makers, global OEMs, technology providers, R&D institutions, and supply chain partners, spotlighting innovations in passenger comfort, sustainable design, and next-gen coach production.

WHY ATTEND?



Focused Platform

India's only dedicated show for rail coach & interiors



Global Participation

Delegations from leading rail manufacturing nations



Industry Convergence

Indian Railways, OEMs, suppliers & metro operators



Innovation Showcase

Latest technologies in coach design, interiors & automation



Make in India Support

Boosting domestic manufacturing & global partnerships



Networking & B2B

Connect with key stakeholders & decision makers



Sustainability Focus

Eco-friendly materials & energy-efficient technologies



Knowledge Hub

Seminars & workshops on future trends & policies

CONTACT FOR SPACE BOOKING

Pratik Mukherjee | M: +91-9566067743 | E: pratik.mukherjee@cii.in
Rajesh Wadhwa | M: +91-9910267148 | E: rajesh.wadhwa@cii.in

www.railcoachexpo.in



SCAN to Participate in the Exhibition



CII-CWL

GENDER PARITY

BUSINESS AWARDS 2025

Celebrating excellence in inclusion

APPLY NOW

Award Categories

Business
Excellence
Award

Catalyst
for
Change
Award

Inclusive
Governance
Excellence
Award

Eligibility:

Manufacturing/ Service sector companies with a unit in India



Edited, printed and published by:

Chandrajit Banerjee, Director General, CII, on behalf of **Confederation of Indian Industry** from The Mantosh Sondhi Centre, 23, Institutional Area, Lodi Road, New Delhi-110003 Tel: 91-11-45771000 Email: info@ci.in Website: www.cii.in

P.R. No. DL(S) - 17/3494/2022-2023 ; Registration No. 34541/79

Postal date on 20th and 21st

Total pages 52 + Covers