



CORPORATE ODYSSEY



Indian Institute of
Corporate Affairs

Partners in Knowledge. Governance. Transformation.



कॉर्पोरेट ओडिसी-मासिक पत्रिका

Newsletter, March 2026

INDIAN INSTITUTE OF CORPORATE AFFAIRS

CONTENT

- **Meeting Held at IICA in Compliance with the 'Seva Sankalp' Proposal**
- **IICA, in partnership with the Directorate General Resettlement (DGR), Ministry of Defence, successfully concludes its Fourth Batch of the Directors' Certification in Corporate Governance for Defence Officers**
- **Five-Day Familiarization Capacity Building Programme On "Public Procurement (Policy and Procedures)" Endorsed by the Department of Expenditure, Government of IndiaSOBE**
- **IICA Convenes Fifth Inter-Ministerial Consultation on Responsible Business Conduct and the Social Dimension of ESG**
- **School of Business Environment at IICA Successfully Concluded the IICA-HP ESG Batch II in Goa**
- **Annual NAIL Meet 2026 Successfully Convened in Goa by the School of Business Environment at IICA**
- **Bharat CPSEs' Capacity Building Workshop on CSR Governance**
- **CSR-SDG Alignment Framework Demonstration for the Government of Maharashtra**
- **IICA Organised ESG Awareness Session for the Below Board Level Committee of THDC India Ltd.**
- **IICA Participated in a Capacity Building Workshop on SDG Monitoring and Environmental Statistics**
- **IICA Conducted On-Site ESG Assessments at THDC India Ltd.'s Khurja Thermal Power Station**
- **IICA Inaugurates Batch-V of its Flagship Certified ESG Professional –Impact Leader Programme**
- **IICA Participated in the ESG Board Committee Meeting of THDC India Ltd.**
- **FOIR Annual Conference 2026 on "Next Generation Regulation: Tools, Talent & Technology", Kolkata**
- **FOIR Know Your Regulator Talk with Chairperson, Telecom Regulatory Authority of India (TRAI)**
- **Academics: PGIP Highlights**
 - a) Consensus Building & Negotiation by Ms. Shruti V Khanijow, Partner at Shardul Amarchand Mangaldas & Co. Advocates & Solicitors.
 - b) MSME Eco-system by Rajesh Batra, Head Centre of MSME at IICA
 - c) Mavent Restructuring LLP Interview
 - d) Societal Dimensions by Mr. Trilok Kumar Jain, Professor at Poornima University.
 - e) J.C. Flowers Asset Reconstruction Private Limited Interviews
 - f) IIIPI-ICAI Training for LIE Exam
 - g) Organisation Management & People Management by Mr. Srikantha Sharma, Executive Director, Hindustan Aeronautics Limited.
 - h) In-person interviews with Ms. Eshna Kumar
 - i) Market for Resolution & Conducting Sell Side Process by Mr. Shri Ravinder Kumar Gupta, CA, Ravinder Gupta & Associates
- **Faculty News**
- **Holi Celebration**
- **Hindi Pakhwada- Certificate and Prize Distribution**
- **IICA in News**
- **Social Media Outreach**
- **Announcements | Forthcoming Programmes**

Meeting Held at IICA in Compliance with the 'Seva Sankalp Proposal'



A significant meeting was held at the Indian Institute of Corporate Affairs (IICA), Manesar, on Tuesday, 3 March, under the chairmanship of Director General Dr. G.K. Singh. The meeting was attended by all Deans, Heads of Departments, Directors, and officials of the institute. It was organized in compliance with the Office Memorandum issued by the Government of India regarding the 'Seva Sankalp Proposal', to strengthen the spirit of service, transparency, and accountability in the functioning of the institute.

The meeting began with a welcome address, followed by the formal reading

of the 'Seva Sankalp Proposal' by Ms. Neha Singh.

In his address, Dr. G.K. Singh urged the officials and faculty members to work with the spirit of Karmayogi and to develop IICA as a 'Seva Teerth' (center of service). He emphasized that a Service Charter should be prepared keeping in mind the interests of the institute's stakeholders, so that issues related to teaching, learning, research, and extension activities can be resolved in a timely and effective manner.

Dr. Singh also encouraged officials to work with transparency and accountability, prioritize public feedback, and contribute with

dedication toward achieving the national vision of a Developed and Inclusive India by 2047.

During the meeting, detailed discussions were also held on preparing a Standard Operating Procedure (SOP) to quickly resolve grievances, reduce unnecessary procedures, and make the institute's work culture more efficient and responsive.

At the conclusion of the meeting, the attending officials and faculty members reaffirmed their commitment to working with a spirit of service. They shared valuable suggestions to make the functioning of IICA more effective and citizen oriented.

IICA in partnership with Directorate General Resettlement (DGR), Ministry of Defence, successfully concludes its Fourth Batch of the Directors' Certification in Corporate Governance for Defence Officers

The Indian Institute of Corporate Affairs (IICA), in partnership with the Directorate General Resettlement (DGR), Ministry of Defence, successfully concluded the Fourth Batch of the Directors' Certification in Corporate Governance for Defence Officers on 20th March 2026, at the IICA Campus in Manesar, Gurugram. The two-week certification programme had 30 senior officers representing all three services of the Indian Armed Forces. Since its inception in August 2024, the programme has now trained a cumulative cohort of 120 officers across four batches.

The programme was designed to provide the necessary tools for officers to translate this leadership experience into the corporate domain — familiarising participants with the legal and regulatory frameworks governing companies, the responsibilities of Independent Directors, financial oversight, risk management, ESG

principles, and fiduciary duties. Interactions with practitioners and serving Independent Directors offered participants experiential insight into corporate leadership realities. The participant feedback reflected a high level of satisfaction with the quality of sessions and faculty of the programme.

The certificate ceremony was held on 19th March 2026 and was graced by Smt. Sukriti Likhi, Secretary, Department of Ex-Servicemen Welfare (DESW), Ministry of Defence, as the Chief Guest, under the Chairmanship of Shri Gyaneshwar Kumar Singh, Director General & CEO, IICA. The DG & CEO, IICA underscored that the programme offers participants not only technical knowledge but also the opportunity to build a professional network of experienced corporate leaders, practitioners, and peers that will be invaluable as they transition into corporate roles. He encouraged the officer participants to stay connected

with IICA and with each other, contributing to a growing community of defence officers advancing corporate governance excellence across India.

The Secretary, DESW commended the collaboration between IICA and DGR in creating meaningful post-retirement pathways for defence officers and appreciated the academic leadership of IICA in ensuring that the programme equips participants with both the knowledge and the deeper understanding of responsibilities associated with corporate governance. Acknowledging that the programme has steadily grown in stature since its inception, she underscored that officers of the armed forces — having operated in demanding environments, led teams under challenging circumstances, and managed complex organisations — bring to the boardroom precisely the qualities that today's corporate governance ecosystem values: strategic vision, a strong ethical compass,





discipline, integrity, and accountability. The Secretary situated the programme within the broader national vision of Viksit Bharat 2047, emphasising that the transition of experienced military leaders into corporate governance roles represents not merely a career shift but a continuation of national service,

and that by bringing their discipline, strategic thinking, and commitment to integrity into the corporate sector, these officers will contribute to building stronger organisations and more responsible institutions — both essential pillars of a developed and resilient India.

Dr. Niraj Gupta, Head, School of Corporate Governance and Public Policy, IICA, and Programme Director, set the thematic context at the outset of the programme. Dr. Anindita Chakrabarti, Principal Research Associate, IICA, led the proceedings of the programme.



IICA Convenes Fifth Inter-Ministerial Consultation on Responsible Business Conduct and the Social Dimension of ESG



The Indian Institute of Corporate Affairs (IICA), under the aegis of the Ministry of Corporate Affairs, Government of India, convened the Fifth Inter-Ministerial Consultation on Responsible Business Conduct (RBC) and the Social Dimension of Environmental, Social and Governance (ESG) on 10 March 2026 in New Delhi. The consultation was organised by the School of Business Environment (SoBE), IICA, in collaboration with the International Labour Organisation (ILO).

The consultation forms part of an ongoing series of inter-ministerial dialogues convened by IICA to strengthen policy coherence and institutional coordination on responsible

business conduct and sustainability governance in India. The deliberations brought together representatives from key ministries, regulatory institutions, and national bodies to exchange perspectives on advancing responsible business practices with particular emphasis on the social pillar of ESG, including labour standards, decent work, responsible supply chains, and inclusive economic development.

The consultation commenced with a welcome address by Shri Gyaneshwar Kumar Singh, Director General and CEO, Indian Institute of Corporate Affairs, who highlighted the growing significance of responsible business conduct in the context of evolving global supply chains and sustainability

expectations. Mr Singh noted that responsible business practices today extend beyond corporate reporting frameworks and are increasingly linked to economic competitiveness, sustainable development, and international trade integration.

Shri Shantanu Mitra, Senior Economic Advisor, Ministry of Corporate Affairs, delivered a special address highlighting the policy significance of responsible business conduct within India's corporate governance ecosystem and its growing relevance for businesses operating within global value chains.

The consultation also featured a special address by Ms Michiko Miyamoto, Director, International Labour Organisation (ILO) Decent

Work Technical Support Team for South Asia and Country Office for India, who shared global perspectives on responsible business conduct and emphasised the importance of promoting decent work, labour standards, and inclusive growth within evolving corporate sustainability frameworks.

Prof. Garima Dadhich, Head, School of Business Environment, IICA, delivered a presentation outlining the evolution of India's Responsible Business Conduct (RBC) journey, highlighting key policy milestones and regulatory developments that have shaped the country's responsible business framework. She also shared insights from IICA's ongoing research mapping various national initiatives and policy measures to the nine pillars of the National Guidelines on Responsible Business Conduct (NGRBC), emphasising the importance of strengthening policy coherence and identifying opportunities for deeper integration of responsible business principles across sectors and institutional mandates.

The workshop took note of the fact that India has made significant progress in establishing a robust architecture for responsible business conduct through initiatives such as the National Guidelines on Responsible Business Conduct (NGRBC), SEBI's Business Responsibility and Sustainability Reporting (BRSR) framework, the Labour Codes, and evolving sustainable finance and due diligence frameworks. While environmental and governance dimensions have witnessed considerable regulatory consolidation, discussions during the consultation underscored the need to further strengthen the social dimension



of ESG, particularly in relation to labour rights, human rights in supply chains, gender equality, occupational safety, and the inclusion of vulnerable and informal workers within emerging sustainability frameworks.

Senior representatives from the Ministries and Governmental Bodies observed that the "S" in ESG represents one of the most complex and context-specific pillars, requiring coordinated policy engagement across multiple ministries and regulatory institutions. The consultation, therefore, emphasised the importance of enhanced inter-ministerial collaboration, improved data frameworks, and sector-specific approaches to advancing responsible business practices aligned with India's broader development priorities.

Representatives from a wide range of ministries and regulatory institutions participated in the deliberations, including the Ministry of Corporate Affairs, Ministry of Labour and Employment, Ministry of MSME, Ministry of Social Justice and Empowerment, Ministry of New and Renewable Energy, Ministry of External Affairs, Ministry of Heavy

Industries, Ministry of Law and Justice and Ministry of Home Affairs.

The consultation also saw participation of senior officials from key regulatory and policy bodies, including the Food Safety and Standards Authority of India, Securities and Exchange Board of India, the Insolvency and Bankruptcy Board of India, National Human Rights Commission (NHRC), and the Capacity Building Commission, reflecting the cross-sectoral nature of responsible business and sustainability governance.

Insights emerging from the consultation will contribute to ongoing research and policy work being undertaken by IICA on responsible business conduct and decent work, aimed at strengthening India's responsible business ecosystem and supporting the continued evolution of sustainability governance frameworks.

The consultation was coordinated by the School of Business Environment (SoBE), IICA, which continues to serve as a key knowledge and policy platform advancing India's responsible business and sustainability agenda.

School of Business Environment at IICA Successfully Concluded the IICA-HP ESG Batch II in Goa



The School of Business Environment at the Indian Institute of Corporate Affairs (IICA) successfully conducted the two-day HP Future Impact Leaders – IICA Certified ESG Professional Programme (Batch II) as an in-

person training programme on 12–13 March 2026 in Goa. Approximately 70 participants took part in intensive deliberations on ESG integration, presented group assignments, and examined the practical application of ISO standards for effective ESG

implementation, in alignment with emerging national and global expectations.

The School of Business Environment acknowledges the proactive engagement of HP leadership and all participants, as well as the valuable contribution of Mr. Jayant Shiradkar, whose session on leveraging ISO standards for ESG enriched the programme. The Institute also places on record its appreciation for Prof. Garima Dadhich, Associate Professor & Head, School of Business Environment, IICA, and the entire SBE team for their dedicated efforts in conceptualising and delivering this capacity-building initiative.

Annual NAIL Meet 2026 Successfully Convened in Goa by the School of Business Environment at IICA



The School of Business Environment at the Indian Institute of Corporate Affairs (IICA) successfully convened the Annual NAIL Meet 2026 in Goa on 13 March 2026. Approximately 130

NAIL members participated in a full day of focused deliberations on ESG and climate leadership. The Meet addressed frontier themes, including the role of Artificial Intelligence and cybersecurity in ESG, climate

resilience and energy transition, corporate climate leadership, and hands-on scenario-based group activities facilitated by the School of Business Environment team.

Hon'ble Director General & Chief

Executive Officer, IICA, Shri Gyaneshwar Kumar Singh, delivered the Keynote Address, underscoring the strategic importance of ESG in India's development pathway, the integration of sustainability into core business strategies, and the pivotal role of NAIL members as impact leaders in advancing responsible business and national priorities. He emphasised that ESG constitutes a data-driven imperative for resilience, competitiveness, and investor confidence, and called upon NAIL members to serve as catalysts for system-level change in furtherance of India's Viksit Bharat 2047 goals.

The Special Address was delivered by Ms. Ruchika Gupta, Deputy Director General, Ministry of Statistics and Programme Implementation (MoSPI), and Prof. Garima Dadhich, Associate Professor & Head, School of Business Environment, IICA. The session highlighted the alignment of the Sustainable Development

Goals (SDGs) with CSR and ESG, and demonstrated how collaborative frameworks and robust disclosures can strengthen evidence-based SDG monitoring and reporting at the state and national levels. Technical sessions were conducted by Mr. P. Rajshankar on the Significance of AI and Cyber Security in ESG, Mr. Varun Agarwal on Climate Resilience and Energy Transition, and Ms. Kavitha Dhanaraj on Corporate Climate Leadership. These sessions, together with interactive scenario-based discussions, equipped NAIL members with practical tools, illustrative examples, and technology-enabled approaches to strengthen ESG practices within their respective institutions.

As part of the programme, the School of Business Environment (SBE) conducted a Scenario-Based Caselets exercise, wherein NAIL members worked in groups on carefully designed ESG dilemmas spanning

diverse sectors. Participants assumed distinct stakeholder roles and engaged in structured roundtable deliberations, with special recognition accorded to standout groups and individual contributions, thereby translating conceptual ESG issues into practical decision-making scenarios.

The School of Business Environment extends its sincere gratitude to Hon'ble DG & CEO, IICA, all distinguished speakers, and the NAIL members for their active and substantive participation. The Institute also places on record its appreciation for Prof. Garima Dadhich and the SBE team for seamlessly steering the Meet and curating meaningful experiential learning activities. The robust participation and quality of engagement reaffirm NAIL as a vibrant national community of practice advancing ESG, climate action, and responsible business for a sustainable and inclusive future.

Bharat CPSEs' Capacity Building Workshop on CSR Governance

The School of Business Environment (SoBE), Indian Institute of Corporate Affairs (IICA), in partnership with the Capacity Building Commission (CBC) and the Department of Public Enterprises, successfully conducted the Bharat CPSEs' Capacity Building Workshop on CSR Governance on March 12, 2026, at the Civil Services Officers' Institute (CSOI), KG Marg, New Delhi. The workshop witnessed active participation from representatives of Maharatna and Navratna CPSEs, government officials, CSR leaders from industry bodies, and experts from academia and policy institutions.

Shri Gyaneshwar Kumar Singh, Director General & CEO, IICA,



emphasized the need for strategic planning and innovation in CSR initiatives, pitching the idea of a mega-consortium of PSEs for high-impact long-term CSR projects and a digital portal for greater convergence among stakeholders. Dr. Garima Dadhich,

Associate Professor & Head, SoBE, IICA, advocated for standardization of Need & Impact Assessments and highlighted the importance of a uniform CSR framework with standardized KPIs.

The workshop covered critical themes, including Strategic CSR Project Identification, SDG Mapping and Impact Measurement, Net Zero Emission Pathways, ESG Integration in CPSEs, and Implementation Challenges. Technical sessions featured expert presentations from

MoSPI, Ministry of Skill Development & Entrepreneurship, MoEFCC, and case studies from IOCL, NTPC, and ONGC showcasing innovative CSR models, including mobile health vans, digital classrooms, solar power plants, and technology-driven monitoring systems.

The workshop concluded with comprehensive round table discussions where 40 PSEs brainstormed on capacity gaps, scalable solutions, and strategic collaborations for future-ready CSR governance. Key outcomes included identification of implementation challenges such as stakeholder interference, regulatory ambiguity, and implementing agency limitations; recommendations for a centralized nationwide CSR management portal, standardized SOPs and KPIs, capacity building programs, and strategic resource pooling among CPSEs; and emphasis on aligning CSR with national priorities, SDGs, and ESG frameworks for sustainable, long-term impact.



CSR-SDG Alignment Framework Demonstration for the Government of Maharashtra



The School of Business Environment (SoBE), Indian Institute of Corporate Affairs (IICA), conducted a strategic engagement with the Directorate of Economics and Statistics, Government of Maharashtra, on March 16-17, 2026, at the New Administrative Building, Mumbai. The meeting witnessed active participation from Commissioner Dr. Jyotsana Padiyar and officials of the Maharashtra SDG Team.

The IICA team demonstrated the

CSR-SDG alignment framework and its potential application in the State context. Maharashtra receives one of the highest CSR expenditures in the country, approximately Rs. 6,000 crores annually, making the alignment of this expenditure with SDG priorities particularly beneficial for the State. The team demonstrated the use of the National CSR Portal (csr.gov.in) as a structured and accessible source for extracting project-level CSR data, addressing practical concerns regarding the difficulty of reviewing annual reports and sustainability reports of

numerous companies operating in Maharashtra.

Discussions highlighted the concentration of CSR expenditure in a few districts such as Mumbai, Pune, and Nagpur, while several other districts receive limited CSR support, raising concerns regarding unequal district-level distribution. It was emphasized that Maharashtra is presently ranked 12th among the States in SDG performance, and that this alignment exercise could help strengthen SDG reporting and planning support mechanisms.

The Commissioner appreciated the activity and assured full cooperation from the State for carrying the initiative forward. The Maharashtra SDG Team updated their dashboard with the link to the National CSR Portal, demonstrating their readiness to operationalize the approach and begin the alignment activity on a priority basis with continued technical support from IICA.

IICA Organised ESG Awareness Session for the Below Board Level Committee of THDC India Ltd.

As part of its continued capacity-building efforts, IICA organised an ESG awareness session for the BBLC Committee of THDC India Ltd, on 17th March 2026. The session was conducted by Dr. Garima Dadhich, Associate Professor, IICA, with a focus on strengthening institutional understanding of ESG principles and their practical integration.

During the session, Dr Dadhich elaborated on the roles and responsibilities of committee members in advancing ESG objectives and emphasised the importance of aligning functional strategies with ESG priorities. She also provided guidance on how ESG considerations could be systematically integrated into organisational processes and governance structures.

The session reinforced THDCIL's transition toward a structured ESG governance framework, anchored in a four-tier Board-led approach. THDCIL had formally embedded ESG into its governance architecture through a structured four-tier Board-driven approach, with IICA onboarded as a knowledge partner to support and handhold the implementation journey.

IICA Participated in a Capacity Building Workshop on SDG Monitoring and Environmental Statistics



On 18 March 2026, the Indian Institute of Corporate Affairs (IICA) participated in a Capacity Building Workshop on Monitoring Frameworks of Sustainable Development Goals (SDGs), Compilation of Environment Accounts, and Gender Statistics in Patna, Bihar. The workshop was organized by the Ministry of Statistics and Programme Implementation (MoSPI), hosted by the Government of Bihar, with technical support from UNDP India.

Prof. Garima Dadhich, IICA, delivered a session on Business Responsibility, Sustainability, and SDGs in India,

where she emphasized the growing importance of aligning corporate social responsibility (CSR) initiatives with the SDGs to drive measurable and outcome-oriented impact. She highlighted the need for a structured and standardized framework that enables corporates to effectively map and report their contributions toward SDG targets.

During the session, Dr. Dadhich also presented IICA's draft framework for aligning CSR with SDGs, which was designed to support State Planning Departments in capturing and disclosing corporate contributions to SDGs at the state level. The framework

aimed to strengthen data transparency, improve interlinkages between public and private sector efforts, and facilitate evidence-based policy planning.

The workshop witnessed participation from over 150 officials and experts, including representatives from Planning Departments of various States and Union Territories, the Government of Bihar, and neighbouring states, international organizations, and other national institutions. The deliberations underscored the importance of building robust statistical and monitoring systems to track SDG progress and enhance collaborative governance across stakeholders.

IICA Conducted On-Site ESG Assessments at THDC India Ltd.'s Khurja Thermal Power Station



On 19–20 March 2026, the School of Business Environment (SBE) successfully conducted comprehensive on-site ESG assessments at THDC India Ltd.'s Khurja Thermal Power Station in Khurja, Bulandshahr. The assessment was undertaken as part of the implementation of the organization's approved ESG framework, with a focus on evaluating operational practices and strengthening ESG integration at the project level.

The IICA team, comprising Mr. Ashok Sethi, External Expert and Former COO & Executive Director of Tata Power, and Ms. Shubhangi Singh, Senior Research Associate, engaged extensively with departmental representatives to gather operational data and assess existing systems. The evaluation covered key ESG dimensions including energy management, emissions, fuel and waste management, labour practices, occupational health and safety, and diversity and inclusion.

Interactive sessions were also conducted to enhance awareness and clarify the roles and responsibilities of ESG Coordinators in driving implementation. The insights generated from the assessments and discussions were expected to inform the development of ESG Key Performance Indicators (KPIs), risk registers, governance manuals, and a structured ESG reporting framework, further strengthening THDCIL's commitment to sustainable and responsible business practices.

IICA Participated in the ESG Board Committee Meeting of THDC India Ltd.

On 30 March 2026, IICA participated in the ESG Board Committee meeting of THDC India Ltd. through a virtual session focused on reviewing the progress and implementation of ESG initiatives within the organization.

Prof. Garima Dadhich, IICA, attended the meeting and provided an update on the progress achieved thus far in ESG implementation. She highlighted the strategic importance of ESG in enhancing organizational resilience, transparency, and long-term value

creation. She also emphasized the critical role of Board members in driving ESG integration across the organization.

IICA Inaugurates Batch-V of its Flagship Certified ESG Professional –Impact Leader Programme

In a continued commitment to strengthening India's ESG ecosystem and advancing responsible business practices, the Indian Institute of Corporate Affairs (IICA), under the aegis of the Ministry of Corporate Affairs (MCA), Government of India, inaugurated Batch V of the IICA Certified ESG Professional – Impact Leader Programme on 30 March 2026 in a virtual ceremony. This flagship initiative continues to serve as a vital platform for building ESG leadership and regulatory expertise, equipping professionals with the skills necessary to integrate and imbibe the spirit of responsible business conduct and sustainable investment strategies into the DNA of India's corporate ecosystem.

Delivering the Inaugural Address, Shri Gyaneshwar Kumar Singh, Director General & CEO, Indian Institute of Corporate Affairs, framed the programme in the broader context of India's ESG imperatives and IICA's pivotal role in shaping the country's sustainability governance architecture. He informed participants that the Ministry of Corporate Affairs has constituted a high-level ESG Committee under his chairmanship to strengthen India's ESG and sustainability reporting ecosystem — anchored in IICA's Vision Document on Strengthening BRSR and Integrating Sustainability Reporting into the Companies Act, 2013, a landmark policy initiative proposing a tiered, proportionate disclosure framework that embeds BRSR into the Companies Act and extends its reach to India's broader corporate universe, including MSMEs. He situated this reform squarely within the Viksit Bharat@2047 vision, noting that



India's 7.16 crore registered MSMEs — contributing nearly 30 percent of GDP, employing 31 crore people, and accounting for over 45 percent of India's exports — are increasingly required to furnish ESG data by global buyers and regulators, with the EU's Carbon Border Adjustment Mechanism (CBAM) and FTA sustainability conditionalities making credible ESG credentials a matter of national economic interest. The reform addresses this through BRSR Light for smaller enterprises and BRSR Enhanced for large companies, interoperable with IFRS S1/S2, EU ESRS, GRI, and SASB — all guided by a philosophy of trust-based, not inspector-driven governance. Shri Singh highlighted that IICA, as the knowledge and capacity-building institution at the centre of this reform, is uniquely positioned to produce the trained professionals who will implement and advance India's ESG frameworks and welcomed Batch V participants as future architects of the sustainable enterprise landscape that Viksit Bharat demands.

In his Special Address, Shri Ashish Kumar Chauhan, MD & CEO, National Stock Exchange of India (NSE), highlighted that ESG has

moved firmly into the boardroom, into investor mandates, and into regulatory frameworks — and that the cost of ignoring sustainability is now measurable in valuation discounts, credit risk premiums, and reputational exposure. He spoke of NSE's own ESG journey, including the development of a comprehensive suite of ESG indices such as the Nifty100 ESG Index and the Nifty India Corporate Governance Index, NSE's support for SEBI's Business Responsibility and Sustainability Reporting (BRSR) framework, and its facilitation of green bond listings. Shri Chauhan commended the NSE-IICA collaboration on BRSR workshops and the National Conference on Responsible Business Conduct (NCRBC) as a model for bridging regulatory intent with corporate practice. He urged Batch V participants to view ESG not as a compliance exercise but as a strategic lever for long-term value creation, and welcomed them to the National Association of Impact Leaders (NAIL) — the growing community of certified alumni from the programme.

Shri Amarjeet Singh, Whole-Time Member, Securities and Exchange Board of India (SEBI), in his Special Address, provided an in-depth

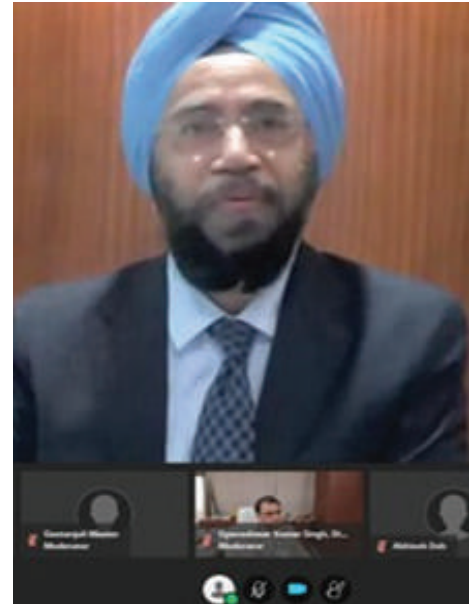
perspective on SEBI's evolving role in advancing India's ESG regulatory architecture. He spoke about SEBI's ongoing efforts to enhance ESG disclosures and sustainability-linked investments. He highlighted the significance of the BRSR Core framework, which has made assurance on key ESG parameters mandatory for top listed companies — signalling that ESG disclosures in India are now as rigorous as financial disclosures. He also elaborated on SEBI's framework for ESG Rating Providers (ERPs), which is creating a more structured and accountable ecosystem for corporate ESG assessments. He called on companies and professionals to engage constructively with the evolving regulatory landscape to drive genuine, material sustainability outcomes.

In her welcome address and overview of the programme, Prof. Garima Dadhich, Programme Director & Head, School of Business Environment, IICA, set the context for the session. She highlighted that sustainable finance, green bonds, and impact investing will be key enablers in bridging the investment gap and called for greater corporate participation in ESG-led economic transitions. She also provided an overview of the diverse cohort of senior professionals joining Batch V,

drawn from key industries across the country, reflecting India's expanding ESG landscape.

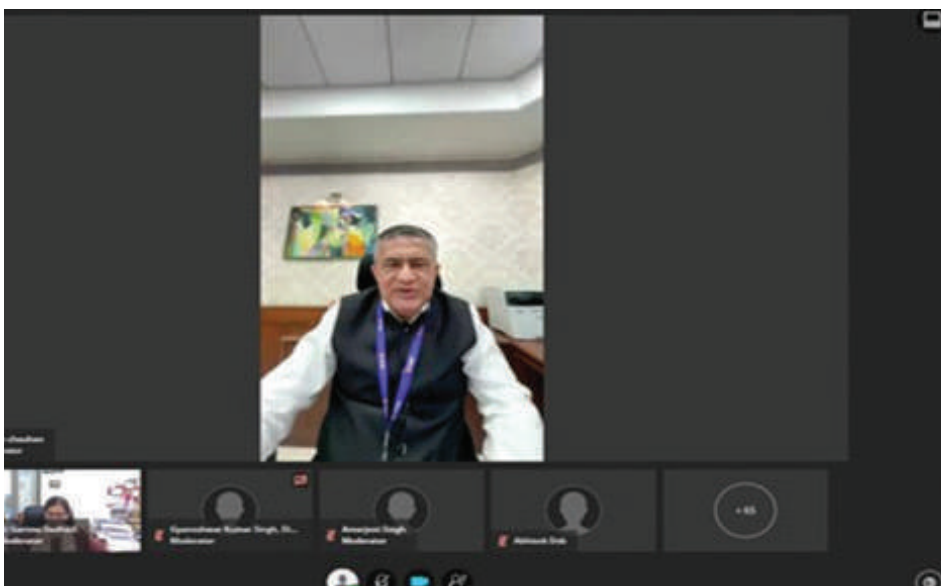
Ms. Geetanjali Master, Public Private Partnership Specialist, UNICEF India, delivered the final Special Address, highlighting UNICEF's perspective on the social dimension of ESG — with a particular focus on child and family welfare, child labour, and the rights of children in supply chains. She emphasised that businesses bear a responsibility to ensure that their operations and value chains are free from child labour and that they actively contribute to the well-being, education, and protection of children in the communities in which they operate. Ms. Master called on ESG professionals to integrate child rights and family welfare into ESG strategies as a core social commitment, and underscored UNICEF's partnership with IICA as a means of ensuring that the social pillar of ESG receives the attention it deserves alongside environmental and governance concerns.

The inaugural session concluded with a Vote of Thanks by Prof. Garima Dadhich, who reiterated IICA's commitment to raising the quality and impact of the programme with each successive batch. She noted that the programme's faculty drawn from



leading universities including Yale and Cornell, regulatory bodies such as SEBI, and credible organisations such as TERI, WRI, and CSEP, gives it a rare depth and credibility. Successfully certified candidates from Batch V will join the National Association of Impact Leaders (NAIL), a dynamic online community of 350+ ESG professionals that fosters ongoing learning, networking, collaboration, and policy advocacy to drive India's ESG transformation.

The Indian Institute of Corporate Affairs (IICA) is an autonomous institution under the aegis of the Ministry of Corporate Affairs. Its School of Business Environment (SBE) is a specialised vertical promoting responsible business conduct with a focus on ESG, Corporate Social Responsibility (CSR), Sustainable Finance, Business & Biodiversity Conservation, Business and Human Rights, and Responsible Trade. The school's important contributions include developing the National Guidelines on Responsible Business Conduct (NGRBC), the Zero Draft of the National Action Plan (NAP) on Business & Human Rights, and technical inputs to the High-Level Committees on CSR for the Ministry of Corporate Affairs



FOIR Annual Conference 2026 on “Next Generation Regulation: Tools, Talent & Technology”, Kolkata



The Forum of Indian Regulators (FOIR) Centre at the Indian Institute of Corporate Affairs (IICA) conducted the FOIR Annual Conference 2026 on 13 March 2026 in Kolkata. Organised around the theme “Next Generation Regulation: Tools, Talent and Technology”, the conference brought together regulators, policymakers, and domain experts from across sectors to deliberate on the evolving regulatory landscape and the growing role of digital tools, institutional talent, and technological innovation in governance.

The conference commenced with a Welcome Address by Dr. M. V. Rao, Chairperson of the West Bengal Electricity Regulatory Commission (WBERC), who emphasised the importance of inter-institutional collaboration and the need for adaptive regulatory frameworks to address emerging sectoral and technological challenges. The Inaugural Address was delivered by Shri Jishnu Barua, Chairperson of the Central Electricity Regulatory Commission (CERC) and Honorary Vice-Chair of FOIR, who highlighted the growing complexity of India’s regulatory landscape, shaped by rapid advancements in digital technologies and AI. Shri Barua emphasised that regulation must shift from a reactive to an anticipatory

approach. The address outlined three core pillars of next-generation regulation: tools, talent and technology. He also stressed the importance of cross-sectoral collaboration through FOIR and expressed confidence that strong regulatory institutions are essential for efficient markets, responsible innovation, and public interest protection. Shri Barua also appreciated IICA for successfully organising the FOIR Annual Conference 2026.

The first presentation (online) on the India Energy Stack (IES) by Shri Prince Dhawan of REC Limited, which outlined the IES, a Digital Public Infrastructure initiative for the power sector, aimed at shifting from siloed, utility-centric systems to an interoperable, data-driven, and consumer-centric ecosystem. It highlighted the sector’s transition driven by the growth of Distributed Energy Resources, smart meters, and prosumers. This evolving landscape necessitates robust frameworks for real-time data exchange and regulatory oversight.

The second presentation on AI/ML Driven Consumer Indexing for Distribution Utilities, delivered by Dr Vivek Chandra, CGM (IT) MPPKVVCL, focused on using AI and ML to address Consumer Indexing challenges in electricity distribution, which involve accurately mapping

each consumer to their corresponding feeder and Distribution Transformer. Poor indexing, caused by manual processes, data errors, and network topology changes, leads to incorrect loss calculations, faulty outage notifications, and inefficient planning across DISCOMs.

Panel Discussion 1 on “Role of AI in Regulation” examined the application of artificial intelligence in regulatory decision-making, compliance monitoring, and evidence-based policymaking. The panel featured senior members from CERC, UPERC, RERA Punjab, and PNGRB, and was moderated by Prof. (Dr) Naveen Sirohi, Director, FOIR Centre, IICA.

Panel Discussion 2 on “Smart Deregulation: Reducing Burden without Reducing Oversight” explored approaches to simplifying regulatory procedures while preserving robust oversight and transparency. The panel comprised former and current chairpersons from WBERC, UPERC, and OERC, and was moderated by Dr Sushanta Chatterjee, Chief (Regulatory Affairs), CERC.

The conference concluded with a Vote of Thanks by Shri Harpreet Singh Pruthi, Executive Secretary, FOIR and Secretary, CERC, appreciating all dignitaries, regulators, experts, and participants for their valuable contributions to the conference.



KNOW YOUR REGULATOR (KYR)
TELECOM REGULATORY AUTHORITY OF INDIA



Dr Naveen Sirohi, Director, FOIR Centre - IICA

Shri Anil Kumar Lahoti, Chairperson, TRAI

FOIR talk with Chairperson, Telecom Regulatory Authority of India (TRAI)

The FOIR Centre at the Indian Institute of Corporate Affairs (IICA) successfully organised the 13th edition of the Know Your Regulator (KYR) Series on 24 March 2026. The session featuring Shri Anil Kumar Lahoti, Chairperson of the Telecom Regulatory Authority of India (TRAI), was attended by over 100 participants drawn from member regulatory bodies, diverse professions and institutional backgrounds.

The session was inaugurated by Dr Naveen Sirohi, Director of the FOIR Centre, who underscored that telecommunications has evolved beyond conventional infrastructure to become the foundational layer of India's digital economy. He noted that the sector today underpins digital payments, e-governance, telemedicine, online education, and the broader architecture of Digital Public Infrastructure. He also traced the establishment of TRAI in 1997 as a pivotal institutional decision during India's transition from state monopoly to competitive market participation.

The address by the Chairperson, TRAI, provided a comprehensive overview of

the telecom and broadcasting sectors. On the telecom side, key metrics were shared on subscriber base, spectrum availability, and data consumption trends as of the quarter ending December 2025. The Chairperson outlined TRAI's mandate under the TRAI Act, 1997, encompassing its recommendatory, regulatory, and tariff-setting functions and its expanded role to include broadcasting and cable TV regulation since 2004. The presentation also highlighted TRAI's organisational structure, procedural framework for issuing recommendations and regulations, and its six regional offices in India.

A significant portion of the address focused on contemporary regulatory priorities. These included TRAI's February 2026 recommendations on radio frequency spectrum auctions across multiple bands for commercial telecom services; rationalisation of backhaul spectrum charges to support next-generation networks; updated Quality of Service (QoS) standards for wireline and wireless services under the 2024 QoS regulations; and anti-spam measures, including the mandatory migration of telemarketing calls to

the DLT platform and the introduction of the 1600 numbering series for the BFSI sector. The Chairperson also spoke on TRAI's efforts to improve in-building digital connectivity, its 2023 recommendations on submarine cable landing infrastructure, and its May 2025 recommendations on spectrum assignment for satellite-based commercial communication services, emphasising the role of satcom in connecting remote areas and restoring communications during disasters.

The session addressed broader themes, at the intersection of telecom regulation and public policy, such as how to regulate for innovation without compromising fairness, how to extend digital inclusion while preserving market discipline, and how to ensure quality of service in an era where connectivity has become a condition of citizenship, commerce, and participation. Through such initiatives, the FOIR Centre at IICA continues to play a pivotal role in building regulatory literacy, fostering knowledge exchange, and strengthening institutional dialogue across India's regulatory landscape.



Academics

PGIP Highlights

Consensus Building & Negotiation by Ms. Shruti V Khanijow, Partner at Shardul Amarchand Mangaldas & Co. Advocates & Solicitors

Ms. Shruti V. Khanijow delivered insightful sessions on the fundamentals of negotiation, including positional and interest-based negotiation techniques, framing strategies, negotiation styles, cross-cultural negotiations, and dealing with difficult negotiators. The sessions also included simulation exercises focused on value creation and managing power differentials in negotiation processes.

MSME Eco-system by Rajesh Batra, Head Centre of MSME at IICA

Mr. Rajesh Batra delivered a session focusing on the concerns, challenges, and future roadmap of the MSME ecosystem in India, enhancing trainees' understanding of sector-specific issues relevant in insolvency and restructuring contexts.

Mavent Restructuring LLP Interview

Mavent Restructuring Interview was scheduled for PGIP 7th batch Trainees. And they offered positions to multiple trainees. on 03 March 2026

Societal Dimensions by Mr. Trilok Kumar Jain, Professor at Poornima University

Mr. Trilok Kumar Jain focused on Social Policy and Insolvency: Struggles towards Convergence, The Evolution of Modern Insolvency, Systems and Corporate Rescue, Business Rescue in the old regimes, Protection of Rights

of Stakeholders, Credit Infrastructure in India, Impact of Insolvency Laws on Society: Employment Perspective, Impact of Insolvency Laws on Society and Business Rescue in the old and new regimes.

J.C. Flowers Asset Reconstruction Private Limited Interviews

An online interview was scheduled for the PGIP trainees for the internship at JC Flowers. 3 trainees

were shortlisted for the interview process and all of them got selected, namely, Shubham,

Shikhar & Kshetra on March 10th, 2026.

IIPI-ICAI Training for LIE Exam

Indian Institute of Insolvency Professionals of ICAI has conducted the preparatory training for Limited Insolvency Exam wherein distinguished faculty members guided PGIP 7th Batch trainees through key concepts relevant to the examination from 11th to 15th March 2026.

Organisation Management & People Management by Mr. Srikantha Sharma, Executive Director, Hindustan Aeronautics Limited

Mr. Srikantha Sharma covered a wide range of topics ranging from Effective Management System Design, Framing of Strategy, Managing Employees, Senior Leadership Qualities, Change Agent, Familiarization with Rules and Regulations, acting as bridge between the Corporation and Regulator and assisting the Committee of Creditors and Adjudicating Authority. Internal and External Relationships,

Competitiveness, Relationship with Stakeholder Groups, Cordial Relationship with Investors and Suppliers, Managing Customers and Users, Assisting the Committee of Creditors and Adjudicating Authority, Running the Company as Going Concern, acting as bridge between the Corporation and Regulator, Familiarization with Rules and Regulations and Acting as trustee from 16th March to 19th March 2026.

In-person interviews with Ms. Eshna Kumar

An offline interview was scheduled for a few PGIP trainees. Further, 1 trainee: Sabari was selected after multiple rounds. on March 20th, 2026.

Market for Resolution & Conducting Sell Side Process by Mr. Shri Ravinder Kumar Gupta CA, Ravinder Gupta & Associates

Mr. Rahul Madan focused on ethical practices and role of IPA, Confidentiality, Boundaries & Safety, Financial Integrity, Prohibition of Coercion, Human Rights, Competence & Impairment.

Alumni Meet: Case Study & presentation by Mr. Vikas Khiyani, Founder of Vikas Khiyani & Associates

Mr. RK Gupta focused on Market for Resolution & Conducting Sell Side Process and the topics covered are Manner and Mode of Sale & Valuation of Assets intended to be sold, Potential Bidders and Due Diligence, Understanding grounds for various applications.

Faculty News

Distinguished Participation at INTELLIB Conference, AMU



Dr. Lata Suresh, Head of the Knowledge Resource Centre, was invited as a Special Guest at the INTELLIB Conference organised at Aligarh Muslim University, Aligarh on 27th -28th March 2026. She delivered an invited talk, chaired a technical session, and moderated a panel discussion during the conference.

The experience proved to be both intellectually enriching and professionally rewarding, providing a vibrant platform for meaningful academic exchange and interaction with distinguished scholars and

practitioners. Her invited talk, titled “User-Centric Information Behaviour and Service Quality in Evolving Library Environments,” highlighted emerging trends and emphasized the need for adaptive, user-focused library services in a rapidly transforming information ecosystem.

The conference was further enriched by the gracious presence and insightful contributions of Prof. (Dr.) A. K. Mishra and AVM (Dr.) Devesh Vatsa, who served as Chief Guests during the inaugural and valedictory sessions respectively, and as distinguished speakers throughout the two-day event.

Their thought-provoking addresses and extensive experience added immense value to the deliberations.

The event witnessed participation from over 200 delegates across India, along with international representation, including leadership from the American Library Association, US further enhancing its global relevance and outreach.

The conference stands as a testament to the spirit of academic collaboration and knowledge sharing, reinforcing the importance of dialogue, innovation, and excellence in the evolving landscape of library and information science.

Festivities at IICA

Holi Celebration in IICA

Holi was celebrated at IICA with great enthusiasm and joy. The celebration brought together faculty members, staff, and students, creating a vibrant and festive atmosphere. Everyone enjoyed the spirit of the festival by sharing

greetings, colours, and happiness. The event promoted togetherness and added to the lively environment of the institute.



Hindi Pakhwada

Certificate and Prize Distribution



The Indian Institute of Corporate Affairs (IICA) celebrated Hindi Pakhwada from 15 September to 20 September with great enthusiasm, emphasizing the importance of promoting the Hindi language within the institute. The

initiative aimed to encourage the use of Hindi in official communication and day-to-day institutional activities.

As part of the Hindi Pakhwada celebrations, essay and poem writing activities were organized, encouraging

participants to showcase their creativity and linguistic expression while promoting the use of the Official Language Hindi.

हिंदी पखवाड़ा प्रतियोगिता – प्रमाण पत्र एवं पुरस्कार वितरण समारोह:

15 सितंबर से 20 सितंबर की अवधि के दौरान, आईआईसीए द्वारा हिंदी सप्ताह का आयोजन किया गया। इस अवसर पर आयोजित विभिन्न प्रतियोगिताओं में भाग लेने वाले सभी प्रतिभागियों एवं विजेताओं को प्रमाण पत्र एवं पुरस्कार प्रदान किए गए। प्रमाण पत्र एवं पुरस्कार वितरण का कार्य डॉ. लता सुरेश एवं श्री अनिल कुमार द्वारा किया गया।

Newspapers



List of News Platforms

Name of Newspaper Language Print

S. No.	Name	Language	Format
1.	AMK Resource World	English	Digital
2.	Construction World. in	English	Digital
3.	Devdiscourse	English	Digital
4.	Dominica News Online	English	Digital
5.	India Education Diary	English	Print
6.	Indian Bureaucracy	English	Digital
7.	KNN	English	Digital
8.	MediaBrief	English	Digital
9.	Observer Voice	English	Digital
10.	RamRajya News	English	Digital
11.	TaxTMI	English	Digital
12.	The Statement	English	Digital
13.	Tripura Star News	English	Digital
14.	Whispersinthecorridors	English	Digital

Social Media Presence

Glimpses from Our Social Media Outreach

LinkedIn: -



IICA India • You
Think-tank for the Ministry of Corporate Affairs, Govt. of India
1w • Edited •

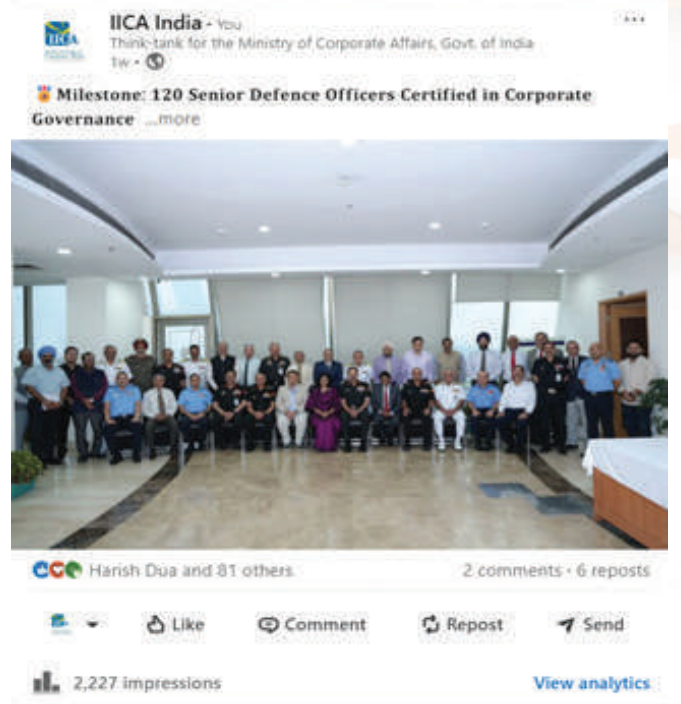
Indian Institute of Corporate Affairs Concludes Batch 18 of Director's Certification Course in Corporate Governance ...more

School of
Corporate Governance & Public Policy
In-Person Session
Director's Certification
Course in
Corporate Governance
Batch 18
13 March

You and 99 others
1 comment • 9 reposts

Like Comment Repost Send

3,010 impressions View analytics



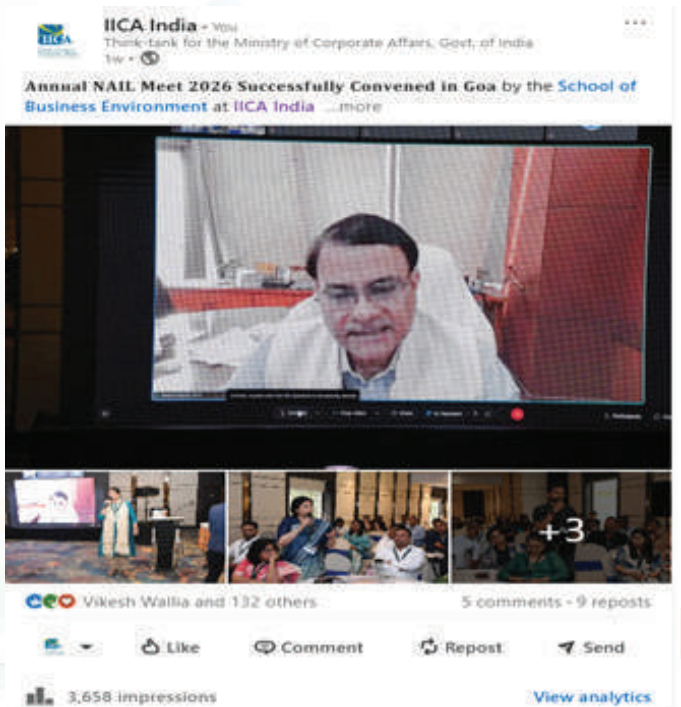
IICA India • You
Think-tank for the Ministry of Corporate Affairs, Govt. of India
1w •

Milestone: 120 Senior Defence Officers Certified in Corporate Governance ...more

Harish Dua and 81 others
2 comments • 6 reposts

Like Comment Repost Send

2,227 impressions View analytics



IICA India • You
Think-tank for the Ministry of Corporate Affairs, Govt. of India
1w •

Annual NAIL Meet 2026 Successfully Convened in Goa by the School of Business Environment at IICA India ...more

Vikesh Wallia and 132 others
5 comments • 9 reposts

Like Comment Repost Send

3,658 impressions View analytics



IICA India • You
Think-tank for the Ministry of Corporate Affairs, Govt. of India
2w • Edited •

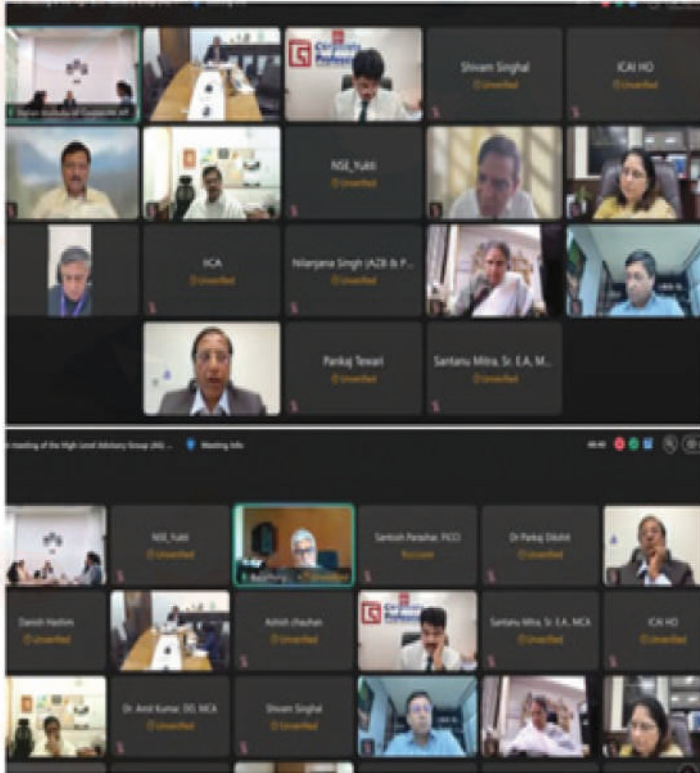
Strengthening India's Responsible Business Ecosystem

In a significant step towards advancing responsible, inclusive, and ...more

Poonam Jindgar and 96 others
1 comment • 3 reposts

Instagram: -

First High-Level Advisory Group Meeting on Ease of Doing Business | 9 March 2026 | IICA
The first meeting of the High-Level Advisory Group under the Ease of... See more

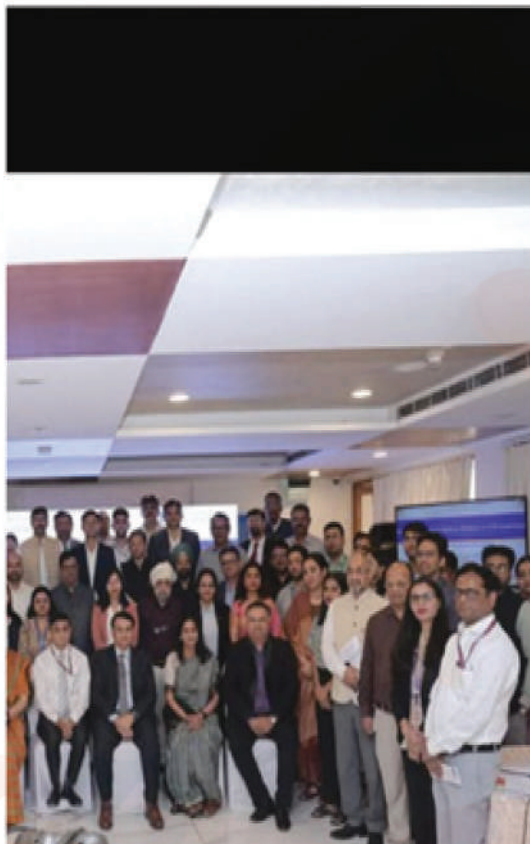


Bharat CPCEs Capacity Building Workshop on CSR Governance.
Joint initiative of capacity building commission (... See more



Indian Institute of Corporate Affairs
Published by IICA India · March 23 at 2:52 PM ·

A board evaluation should tell you something you didn't already know. It should go b... See more



lica.official

lica.official
Governanc

The Indian
with the C.
Department
CPSEs Cap

Venue:
Date: 1

The works!
Public Sect
governanc
with nation

Gyaneshw
emphasize
focusing o
sustainabl

Dr. Garima
Business E
strong gov
national di

Therank



ANNOUNCEMENTS (Forthcoming Programmes)

School of Corporate Governance & Public Policy Announces

1. *Master Class for Directors (15–17 April 2026, Goa)*

School of Competition Law & Market Regulation (SCLMR)

1. *13th batch of the Advanced Professional Course in Competition Law and Market Regulations. Registration open from 1 February 2026; last date 5 April 2026; classes commence on 11 April 2026.*

School of Business Environment, IICA

1. *Launch of Batch V of IICA Certified ESG Professional: Impact Leader Programme*
Last date for registration: 20 February 2026

Centre of Excellence in Alternative Dispute Resolution (CEADR)

1. *Second batch of the IICA Certified Arbitration Program (ICAP)*
Last Date: 30 May 2026; Duration: June 2026–February 2027 | Mode: Hybrid (Live Online Sessions + 2 Campus Immersions)

Centre for MSME

1. *Three-Day Capacity Building Programme on "Navigating Procurement via Government e Marketplace (GeM), Leading with AI in Procurement & Supply Chain Management."*
19-21 May 2026 at Indore

2. *DoE-endorsed Five-Day Familiarization Capacity Building Programme on "Public Procurement (Policy and Procedures)"*
11-15 May 2026 at Shimla





For further queries please contact:-
Head- Institutional Partnership and Corporate Communication
Email : ipcc@iica.in / lata.suresh@gov.in

All Rights Reserved

INDIAN INSTITUTE OF CORPORATE AFFAIRS

Plot No. P 6,7 & 8, Sector 5, IMT Manesar, Gurugram 122052

Follow Us

