

MOVING TOWARDS INDIA@100

ACTIVITY REVIEW REPORT

APRIL 2024 - APRIL 2025

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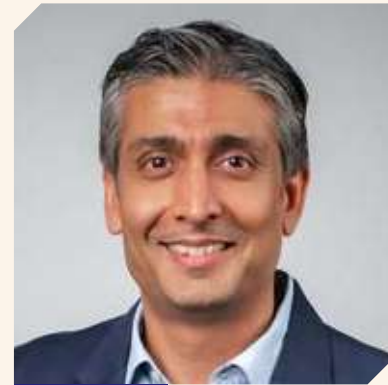
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Chairman and Managing Director
Jetline Group of Companies & Co-Chairman, India@100 Foundation



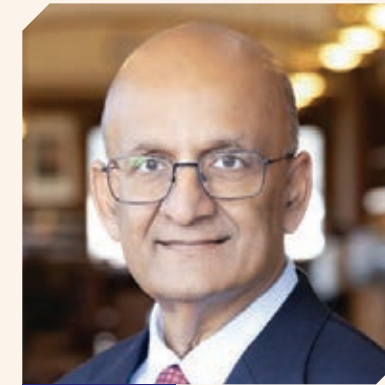
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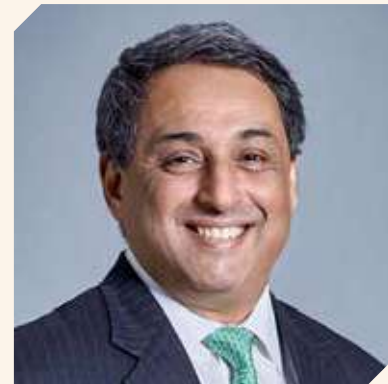
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Olympic Gold Medalist & Founder
Abhinav Bindra Foundation

From the Chairman's Desk



Ajay Piramal
Chairman, Piramal Group & Chairman
India@100 Foundation

As India marches toward its centennial in 2047, the journey to building an inclusive, prosperous, and sustainable nation becomes even more significant. The transition from India@75 Foundation to India@100 Foundation marks a pivotal shift, where we laid the groundwork for national development. India@100 advances this vision through five key pillars: holistic healthcare, quality education, skill development, volunteerism, and digital empowerment. These pillars drive inclusive growth, equitable opportunities, and a future-ready nation.

While India has made significant economic progress, prosperity is yet to be shared equally. More than 200 million Indians—one in every seven—still live in multidimensional poverty (MDP), lacking access to essential services such as healthcare, education, and clean

water. The disparity is stark: 20% of rural Indians live in MDP, compared to just 5% in urban areas. Five eastern states—Assam, Bihar, Chhattisgarh, Jharkhand, and Odisha—experience MDP rates more than twice the national average. Vulnerable groups face the highest levels of deprivation, with 20% of women and 51% of tribal populations living in MDP.

Without focused action, these gaps will widen, leaving millions behind despite India's economic growth. Transforming eastern India is key to achieving the \$5 trillion economy goal. Strategic investments in infrastructure, connectivity, and industrialization can bridge the development gap.

Achieving India@100 requires structural changes to ensure lasting progress. Key focus areas include digitizing systems to enhance governance, transparency, and accountability; developing talent and leadership by reforming government

processes to place the right people in the right roles; decentralizing decision-making and promoting community-led development to address issues at the grassroots level; and ensuring the inclusion of disadvantaged groups, particularly tribal populations and vulnerable communities, in decision-making. Reflecting on the past year, the foundation have made significant strides. From the successful culmination of the 12th edition of National Volunteering Week to supporting impactful government campaigns like Har Ghar Tiranga and Swacchta hi Seva, and other transformative initiatives, we have strengthened the spirit of collective action. Our emphasis on volunteerism has united individuals and organizations, further reinforcing the

social fabric of our nation. Partnerships continue to be at the core of our progress. The Foundation's work demonstrates the remarkable outcomes achievable when diverse stakeholders collaborate with a shared purpose. Through our collaborative platforms, we have amplified voices, fostered meaningful dialogue, and co-created solutions that are contributing to India's evolving development landscape.

The journey to India@100 is a call for transformative change. Strengthening governance, empowering communities, and fostering innovation will help India emerge as a global leader. By working together, we can build a brighter, more equitable future for all.



From the Co-Chairman's Desk



Rajan Navani

Chairman and Managing Director
Jetline Group of Companies & Co-Chairman
India@100 Foundation

India stands at the threshold of a new era, rapidly advancing towards the milestone of 2047. The nation's remarkable economic growth, technological advancements, and industrial progress are a testament to its collective aspirations.

With a dynamic entrepreneurial ecosystem, and rapid advancements in various sectors like healthcare, education, and digital innovation etc, India is poised to emerge as a global leader. The India@100 Foundation recognizes this momentum and is committed to contributing towards an inclusive and prosperous future.

The India@75 movement was launched in 2008, as a clarion call to action for collective action and foster collaboration amongst government, industry, academia and civil societies. It ignited a nationwide dialogue, encouraging stakeholders to visualize and contribute to the

shared vision of a better India. By championing inclusive economic growth, equitable social progress, and robust governance, the initiative enabled accelerated change across sectors.

Building on this momentum, the India@100 Foundation is committed to catalyzing large-scale transformation. Our core focus areas align with the nation's evolving priorities, emphasizing holistic healthcare, quality education, skill development, volunteerism, thought leadership and digital literacy. By fostering partnerships between government, industry, academia, and civil society, we strive to co-create solutions for shared prosperity.

We believe that India's demographic dividend, technological advancements, and entrepreneurial spirit are key drivers, these leveraged with technology will accentuate the transformative journey.

By empowering communities and nurturing innovation ecosystems, we aim to create opportunities that are equitable and sustainable.

The vision of the India@100 Foundation is to have a developed India by 2047. The Foundation will continue to work with the ethos of facilitating meaningful collaborations, driving thought leadership, and mobilizing resources to address India's most pressing challenges.

Call to Action

As we progress towards 2047, our focus will be on scaling impactful programs, embracing technological advancements, and strengthening partnerships. Together, we will empower communities, celebrate diversity, and foster a spirit of collaboration.

We invite all stakeholders to join us on this transformative journey. The success of India@100 will not be measured solely by economic growth but by the well-being of our people, the strength of our institutions, and the resilience of our environment.

The road ahead is both challenging and promising. By harnessing our collective strength, we are confident that India@100 will stand as a beacon of inclusive progress, innovation, and global leadership.





VISION

An inclusively developed nation by 2047, built by collaboration, propelled by the collective aspirations and actions of its people



MISSION

By initiating Systems Change encompassing Community systems, Information systems, Talent systems & Inclusion systems within Corporate Foundations, Communities and Government, help India achieve impact in areas critical to lives of the economically weaker 400 million by 2047



FOCUS AREAS

- Volunteerism
- Functional Literacy & Education
- Technology and Innovation
- India's Soft Power
- Livelihood
- Health & Nutrition
- Digital Inclusion
- Roadmap to 2047: Drawing up National and State Vision Documents
- Dialogue Forums on India@100



Transformation from India@75 Foundation to India@100 Foundation

In 2008, Confederation of Indian Industry (CII) initiated an industry-led people's movement under 'India@75', with the vision of a morally, economically, and technologically advanced nation by the 75th year of its independence in 2022. This pursuit was anchored in the strategy document 'India@75: The People's Agenda' that was the outcome of a pan-India visioning exercise deploying public consultation process.

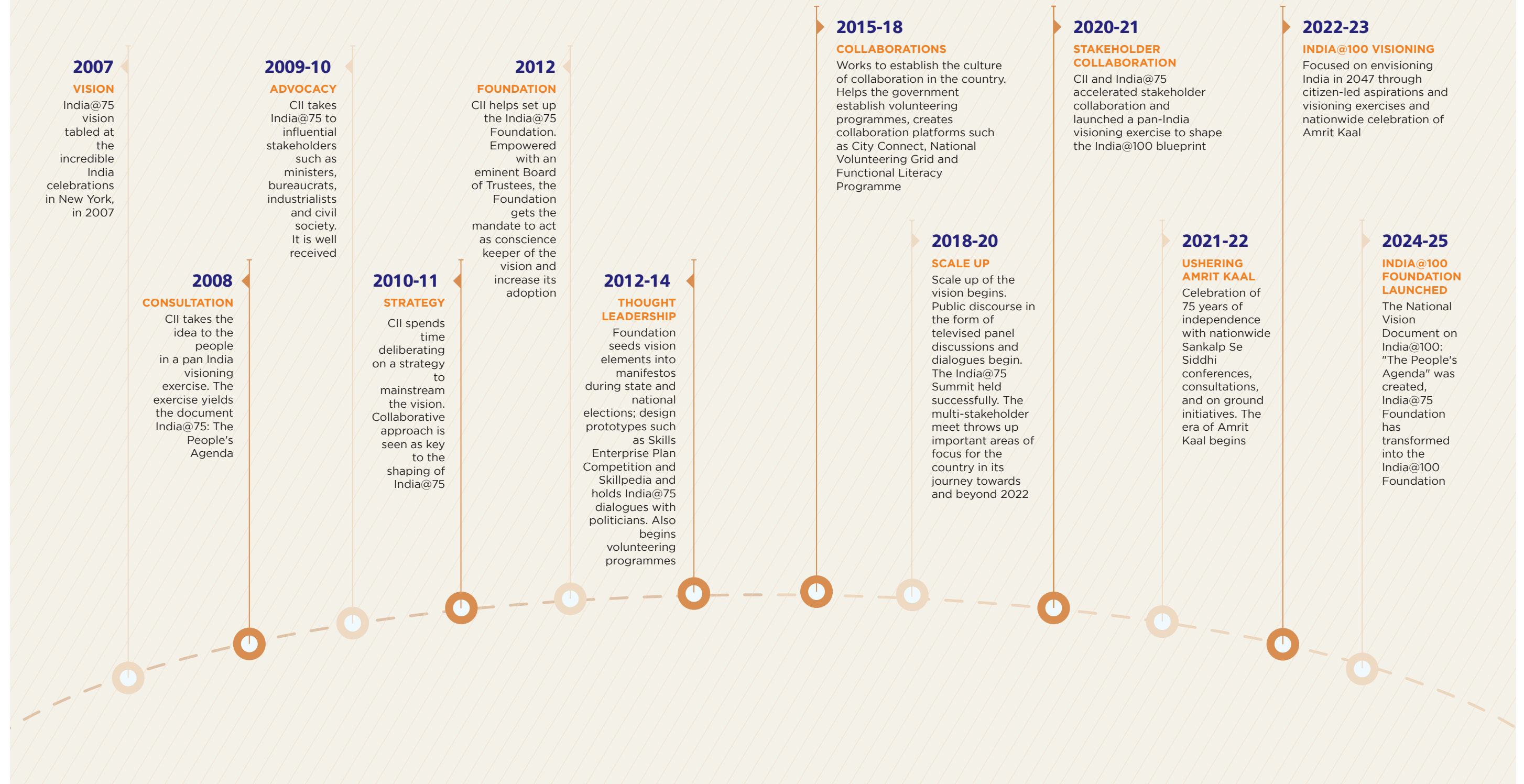
India@75, housed in an eponymous foundation, facilitated convergence of stakeholders under different vision elements for aligned pursuance of national priorities. These elements included skill development, sustainable urbanization, education,

healthcare, digitalization, technology, financial inclusion and volunteerism. Equipped with the experiential knowledge of housing the India@75 movement, CII, in 2022, once again embarked upon a nation-wide exercise to evolve a people's vision of India@100 or 'Viksit Bharat' by the year 2047. The exercise resulted in a National Vision Document called India@100. This meticulously drawn up strategy document is an action blueprint for addressing national priorities using enablers like technology and volunteerism to achieve the vision of a developed nation by 2047. This document now serves as a beacon for the corresponding people's movement: India@100.

In keeping with this development, India@75 Foundation too has transformed into India@100 Foundation. It will house the India@100 movement and continue working on national priorities with renewed vigour, catalysing strategic collaboration between key stakeholders to help India realise its potential as a developed nation. Moving towards India@100, the Foundation will engage in intersectoral, intersectional, and interlinked facets of nation-building through collaboration with diverse stakeholders viz the Government, think tanks, academic and research institutions, industry, thought leaders, visionaries, and civil society.

The Foundation is driven by the ethos of 'Vasudhaiva Kutumbakam' and will foster partnerships to propel India towards inclusive development and prosperity. Over the next 25 years, it will prioritize five core vision elements to steer its efforts. It aims to achieve holistic leadership within the emerging global paradigm, facilitate equitable economic progress, revitalize India's soft power, emphasize the importance of innovation in maintaining a competitive edge, and focus on transforming the core to unlock the nation's full potential, thereby fostering equitable sustainable growth and prosperity for Indians.

Journey from India@75 to India@100



Message wall - I Have a Dream: India@100

“

Business leaders are the ones people look up to, and it is our collective responsibility to ensure that we set standards that show how leaders can contribute towards the less privileged.



Ajay Piramal
Chairman, Piramal Group &
Chairman, India@100 Foundation

”

“

The leadership of this country has a vision for the industry to think not just incrementally, but exponentially. This change in mindset is visible through the pace of development in India.



Dr. Sanjiv Goenka
Chairman, India@75 Foundation &
Chairman, RP Sanjiv Goenka Group

”

“

The dream for India@100 is a nation where every need is met, and aspirations drive growth through sustainable villages and vibrant cities.



KV Kamath
Former President
New Development Bank

”

“

The rise of startups in India is one of the most positive developments. It allows young, educated individuals to think outside the box in fields like education, innovation, and sustainability.



Jamshyd N. Godrej
Past President, CII; Chairman & MD
Godrej & Boyce

”

“

I have a dream for India where the educational system truly becomes world-leading, giving all Indians the opportunity to be their best selves.



Sunil Kant Munjal
Past President, CII; Chairman,
Hero Enterprise

”

“

My dream for India@100 is Jobs for All, Skills Training, No Poverty, Gender Equality, and Sustainability.



Ajay S. Shriram
Past President, CII; Chairman &
Sr. MD, DCM Shriram Ltd.

”

“

I HAVEADREAM that my vision for #INDIAat100 is to witness a significantly wealthier nation, positioned among the upper income category, with inclusive growth as a cornerstone. I dream that India becomes a role model for a thriving liberal democracy.



Dr. Naushad Forbes
Past President, CII; Co-Chairman
Forbes Marshall

”

“

I dream of India in 2047 as a global power with strong ethics, technological development, innovation, and affordable products and services.



Rakesh Bharti Mittal
Past President, CII; Vice Chairman,
Bharti Enterprises

”

“

Given the amount of talent India has, I have a dream to take Indian stories across the world in an accessible manner, so we can share the wealth of knowledge, ambition, and dreams with the world.



Srishti Behl Arya
CEO, Phantom Films

”

“

I have a dream of a more resilient, healthy nation where everyone's aspiration to access resources equitably becomes a reality.

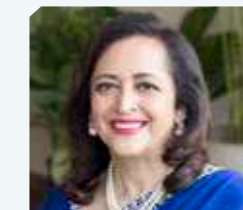


Shobana Kamineni
Past President,
CII; Executive Vice Chairperson,
Apollo Hospitals

”

“

In the ideal India, women and families are at the heart of national growth and transformation. Their homes are a vibrant center of an empowered civilization. A country where children are born healthy and women can nurture both their own well-being and that of their families. These families are disease-free, thriving, tech-savvy, connected to the world, and constantly learning.



Dr. Swati Piramal
Vice Chairperson, Piramal Group

”

“

It is my dream to see Indians not travel anywhere for wellness, as we already have the solutions in India through our ancient traditions of Yoga and Ayurveda. All solutions are here; we just have to bring them back.



Deanne Panday
Fitness Expert,
Health Coach & Author

”

“
Education and art go hand in hand. What we achieve in education plays a big role in shaping art and culture. If we can merge both, it will be a great step forward.



Kiran Nadar
Chairperson, Kiran Nadar Museum of Art; Trustee, Shiv Nadar Foundation

“
We in India now have a huge opportunity to showcase Indian musical traditions as mainstream globally. This requires strong push, investment, and political will.



Dr. Ricky Kej
3X Grammy® Award Winner, Environmentalist

“
My dream is that the daughter of a coal miner born in India@75 is celebrated as a clean energy billionaire by 2047.



Dr. Arunabha Ghosh
CEO, CEEW India

“
The Make in India and sell outside movement will be massive over the next 30 years. Technologies like blockchain will disrupt our world.



Ankur Warikoo
Author & Internet Entrepreneur

“
We cannot dream of India@100 without thinking of Bharat@100. My vision includes a nation that is balanced, inclusive, prosperous, well-governed, safe, and joyful.



Dr. R. A. Mashelkar
Former DG, CSIR

“
Self-confidence comes when we honour our roots. Once we are free from stress, our perception becomes clearer and we realise our full potential.



Gurudev Sri Sri Ravi Shankar
Spiritual Leader

“
We are inherently storytellers. India is full of art, folk tales, and culture. What's changing is the technology used to deliver it.



Shekhar Kapur
Filmmaker & Chairman, FTII

“
My dream is to fundamentally reimagine the education system with children as partners in policymaking-from the classroom to national policy.



Shaheen Mistri
CEO, Teach For India

“
The golden age of Bharat is when every soul reaches its highest spiritual quotient. If the soul is like a battery, India@100 is when it is fully charged.



BK Shivani
Spiritual Teacher

“
India is not going to be a superpower but a super partner. We are going to be the trusted partners of choice of the developed and developing countries. We will be central to global affairs and cooperation.



Tarun Das
Former Director General, CII

“
My dream is for every Indian to achieve their potential, with the country orchestrating opportunities for all.



Prof. Rishikesha T. Krishnan
Director, IIM Bangalore

“
As a nation, our top priorities should be to invest in healthcare, education, and innovative defense technologies to achieve a self-reliant India.



Dr. Devi Prasad Shetty
Chairman & ED, Narayana Health

Charting a Course for India@100

18 May 2024 | New Delhi



I believe that the central message is threefold - we need to Converge, Collaborate and also use power of Digital. Industry and Government working together will act as an unprecedented force multiplier

Ajay Piramal

Chairman, India@100 Foundation and Chairman, Piramal Group

India@75 initiative played a pivotal role in shaping the vision for India@100 through an extensive consultation process involving over 1.5 million stakeholders nationwide.

R Mukundan

Vice President (2024-2025), CII and Managing Director & Chief Executive Officer
Tata Chemicals Limited



As India steps into the Amrit Kaal-a pivotal phase in its developmental journey-the vision for a prosperous and inclusive India@100 is rapidly taking shape.

India, currently the world's fifth-largest economy, is projected to become the third-largest by 2029. It aims to achieve a USD 40 trillion economy by 2047. This ambitious goal reflects both the enormous potential and the significant responsibility the nation carries into the future.

One of the most pressing imperatives is to uplift the bottom 25% of the population, particularly in the 112 aspirational districts identified in 2017.

These districts-many of which are tribal, flood-prone, or border areas-remain deeply underdeveloped. A targeted increase of just 2% in their growth rate could contribute an additional INR 4 lakh crore to the national GDP, underscoring the power of inclusive policymaking.

Despite substantial government investment-about INR 48 lakh crore, or 15% of GDP-toward key Sustainable Development Goals (SDGs) like health, education, and clean water, progress has been uneven. Challenges persist, such as a maternal mortality rate of 130 per 100,000 live births, nearly double the ideal benchmark of 70. Other barriers include fragmented

INDIA@100 PERSPECTIVES

coordination among departments, limited community participation, manual data systems, and the underrepresentation of marginalized groups.

To overcome these hurdles, a systems-thinking approach is essential-one that views development as a web of interlinked factors. Solutions must emphasize grassroots engagement, data-driven decision-making, inclusivity, and leadership development. Proven models from various districts show that government-industry collaboration can lead to tangible improvements in education and social indicators, offering scalable blueprints for broader impact.

Another area calling for urgent attention is the imbalance in Corporate Social Responsibility (CSR) spending. Urban areas like Pune, with a population of just 0.73 crore, receive CSR contributions of INR 257 crore. In contrast, the 112 aspirational districts, home to nearly 250 million people, receive only INR 472 crore in total. Redirecting CSR funds toward these underdeveloped regions can play a transformative role in driving equitable national progress.

CII's India@75 initiative has laid a strong foundation for India@100. Through extensive consultations involving over 1.5 million stakeholders nationwide, a collective vision has emerged-one that emphasizes the importance of aligning industry, government, and civil society to shape a robust and inclusive development agenda. Strategic partnerships and the effective use of technology are positioned as key enablers in this journey.

Three foundational principles-Convergence, Collaboration, and Digital Transformation-have been identified as critical to achieving national goals. Embedding these into policymaking, program design, and implementation can maximize the impact of investments and drive faster, more inclusive development.

In conclusion, realizing the dream of a Viksit Bharat by 2047 will require shared commitment, long-term vision, and coordinated action across all sectors. With a focus on innovation, equity, and systemic change, India is well-positioned to ensure that its growth story reaches every citizen-from bustling urban centers to its most remote communities.

India@100 - Unlocking Potential Transforming Lives

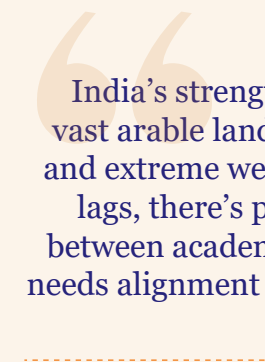
26 March 2025 | Mumbai



Transportation plays a key role. Green buildings must support electric charging, cycling, and walking, while better urban planning can link buildings and transport to improve sustainability. India's cities must be viewed through the lens of efficiency to enhance functionality.

Jamshyd N Godrej

Past President, CII & Managing Director, Godrej & Boyce Manufacturing Company Ltd.



India's strengths lie in its large market, vibrant democracy, and vast arable land, but challenges like low agricultural productivity and extreme weather threaten growth. While industry innovation lags, there's potential for progress through better collaboration between academia and industry. Additionally, the skilling system needs alignment with industry needs, requiring localized solutions to bridge gaps.

Sanjiv Puri

President, CII and Chairman and Managing Director, ITC Ltd.



Multiple stakeholders play a key role in driving the Prime Minister's vision of a prosperous India. CII, along with India as a whole, focuses on national growth and leadership in an emerging world order. Strong drivers such as economic progress in manufacturing, agriculture revitalization, arts and culture, sports, tourism, and leveraging AI through digital platforms will transform the economy, and the role of industry, civil society and government is crucial.

Rajan Navani

Co-Chair, India@100 Foundation



(L-R): R Mukundan, Vice President (2024-2025), CII and Managing Director & Chief Executive Officer, Tata Chemicals Limited in a conversation with Ajay Piramal, Chairman, India@100 Foundation and Chairman, Piramal Group on 'Charting a Course for India@100' at the CII Annual Business Summit 2024 in New Delhi



India’s youth unemployment is a major challenge, exacerbated by its geopolitical position. While the country is well-aligned globally, the manufacturing sector can play a key role in addressing this issue by focusing on both domestic and global markets. To improve competitiveness, policies must integrate trade, investment, and human capital development, such as enhancing education and professional training for better job opportunities.

Vir Advani
Chairman & Managing Director, Blue Star Ltd.

CII Centres of Excellence in India have significantly enhanced the competitiveness of Indian industries while showcasing the country’s evolving capabilities in areas like sustainability, climate change, pollution, and technology. These centres, poised for global expansion, collaborate closely with the government on advancements in AI and technology, with India’s leadership playing a key role in influencing global policy, particularly in green climate initiatives.

Chandrajit Banerjee
Director General, CII



India needs to become a part of the global supply chain. While domestic demand is strong, global integration is necessary to meet overall goals.

Rishi Kumar Bagla
Deputy Chairman, CII Western Region and Chairman and Managing Director
BG Electricals and Electronics Ltd

A high-level dialogue held in Mumbai on March 26, 2025, brought together leaders from various industries and sectors to discuss India’s trajectory toward 2047. The panel discussion,

themed India@100 – Unlocking Potential, Transforming Lives, presented diverse perspectives on India’s economic, technological, and social evolution.

The Future of Indian Cities and Sustainability

The discussion began with a focus on sustainable urbanization. Transportation was highlighted as a significant factor in shaping cities, with emphasis on integrating green transport hubs and ensuring that buildings provide spaces for electric charging, cycling, and walking. The vision extended beyond infrastructure to include improved urban planning, efficient energy usage, and stronger linkages between transport and housing to create liveable, sustainable cities.

Innovation, Agriculture, and Climate Action

India’s strengths—such as a large market, vibrant democracy, and vast arable land—were noted alongside challenges like low agricultural productivity and the impact of extreme weather. The need for greater collaboration between academia and industry to accelerate innovation was stressed, along with the importance of revamping the skilling system to better align with industry requirements. Digitization in agriculture, formation of farmer collectives, and a transition to cleaner energy solutions were identified as key levers for long-term growth.

The Role of Industry, AI, and Digital Transformation

A broader vision for India’s development emphasized that multiple stakeholders play a crucial role in realizing national goals. From manufacturing and agriculture to arts, culture, sports, and tourism, every

sector has a role to play. With AI and digital platforms reshaping industries, the importance of collaboration between industry, civil society, and government was underscored as vital for leveraging technology for economic transformation.

Tackling Youth Unemployment and Enhancing Competitiveness

Youth unemployment was recognized as a pressing concern. Manufacturing was identified as a key sector to address this issue, particularly by focusing on both domestic and international markets. To enhance competitiveness, there was a call for policies that integrate trade, investment, and human capital development. Strengthening education and professional training was emphasized. Energy efficiency was also highlighted, with recognition of national plans promoting energy-efficient cooling technologies. The need for sustainable urban growth strategies was reinforced, especially in newly developed cities, considering the rise in AI-driven data centers and the resulting increase in energy demand.

Driving Innovation and Global Policy Influence

The role of industry in shaping policies and driving innovation was acknowledged. Centres of Excellence were credited with significantly enhancing the competitiveness of Indian industries, especially in areas like sustainability, climate change, and pollution control. As India aspires to become a global leader in AI and climate initiatives, collaboration between government and industry

remains essential to fostering meaningful progress.

Ease of Doing Business and Global Integration

Improving the Ease of Doing Business framework was seen as essential. There was an emphasis on the need to streamline processes at both state and district levels. Last-mile connectivity was highlighted as necessary to integrate rural and semi-rural areas into the national economy. For India to become a key player in the global supply chain, a robust digitalization

strategy was deemed important, along with improvements in land access, labor quality, and power infrastructure.

A Collective Vision for 2047

As the dialogue concluded, it became evident that India's future is shaped by a shared vision that prioritizes sustainable growth, technological advancement, and inclusive development. With collaboration among industry leaders and policymakers, India is poised to unlock its full potential and improve the quality of life for its 1.4 billion citizens.

Vision for India as a Developed Nation – A Roadmap for Sustainable & Inclusive Growth

26 March 2025 | Mumbai



(L-R): Rishi Kumar Bagla Deputy Chairman, CII Western Region, Jamshyd N Godrej Past President, CII, Sanjiv Puri President (2024-2025) CII, Swati Salgaocar Chairperson, CII Western Region, Vir Advani Chairman & Managing Director, Blue Star Ltd, Dr Rajesh Kapoor, Regional Director, CII Western Region



India's true accomplishment spans over thousands of years which is our rich cultural heritage. This rich heritage embodies India's unity in diversity, an invaluable asset. Our culture could have been monetized, making us the richest economy globally. If we could assign value to our ability to coexist with such diversity-in language, greetings, attire, cuisine, dance, and song-we would be unparalleled.

Nidhi Choudhari
IAS Director, National Gallery of Modern Art, Ministry of Culture, Government of India

As India aims to become the third-largest economy by 2030, it benefits from a demographic dividend. This is an opportune moment for India to negotiate favorable terms for its MSMEs and SMEs as developed economies see huge opportunities.



Kaku Nakhate
President & Country Head, Bank of America, India

The Conference on India@100 convened leaders and experts across sectors to deliberate on the nation's development trajectory. A key highlight was the panel discussion titled "Vision for India as a Developed Nation – A Roadmap for Sustainable & Inclusive Growth." The session focused on strategies and values that can guide India's transformation into a developed nation by 2047, with particular emphasis on sustainability, equity, and cultural preservation.

Cultural Heritage as a Pillar of Development

India's cultural legacy was presented as a cornerstone of its developmental journey. The enduring strength of the nation lies in its civilizational values and diversity-its varied languages, traditions, attire, cuisine, music, and art forms all contributing to a unified national identity.

Preserving this cultural wealth was highlighted as a vital component of progress. Cultural awareness and education were identified as critical enablers, not only for the public but also for corporate and policy decision-makers. Beyond economic value, the intrinsic worth of being Indian was emphasized, advocating for a model of development that harmonizes growth with heritage preservation.

Strategic Alliances and Economic Opportunities

The evolving dynamics of the global economy were explored, noting a shift from globalization to the formation of strategic alliances.

As India moves toward becoming the world's third-largest economy by 2030, its demographic dividend was identified as a key advantage.

The current global climate presents significant opportunities-especially for micro, small, and medium enterprises (MSMEs). There was a call for negotiating favorable trade terms and deepening India's integration into global value chains. This moment was seen as critical for India to engage internationally on equitable and strategic terms.

A Collective Vision for India@100

The dialogue brought together diverse perspectives with a unified goal: to contribute to an inclusive, prosperous, and resilient India. While infrastructure, finance, and industrial growth remain essential, it was affirmed that India's development must also be measured by citizen empowerment and the safeguarding of cultural and ecological resources.

The discussion reinforced that inclusive and sustainable growth should serve as the cornerstone of India's roadmap. Acknowledging the importance of environmental stewardship, social equity, and institutional strength, the dialogue underscored the need for alignment between economic advancement and responsible governance.

Toward a Developed and Equitable Nation

The session concluded with a shared commitment to building a nation that is not only economically robust but

also socially just and environmentally responsible. The roadmap laid out was grounded in strategic insight as well as national values.

The envisioned India of 2047 is one that aspires to global economic

leadership while upholding its cultural richness, inclusivity, and sustainability. This vision is not merely aspirational-it is a national imperative that seeks to transform lives and unlock the full potential of the country.



(L-R): Nidhi Choudhari IAS Director, NGMA, Ministry of Culture, Government of India, Kaku Nakhate President & Country Head, Bank of America India, R Mukundan, Vice President (2024-2025), CII and Managing Director & Chief Executive Officer, Tata Chemicals Limited, Shweta Jalan, Managing Partner, Advent International India, Vaishali Nigam Sinha, Co-Founder, ReNew, Swati Salgaocar, Chairperson, CII Western Region

Institutionalising Employee Volunteering: A win-win for Corporates and Communities

23 January 2025 | Virtual



“My journey in volunteering began in 2008 and has since helped me discover and nurture different facets of my personality. Through community outreach initiatives, I’ve had the privilege of engaging with inspiring leaders and learning from their experiences. It has been truly rewarding to motivate others to contribute meaningfully to their communities. The opportunity to enable volunteerism in 25 countries, has been a transformative and enriching experience for me.

Abhishek Jain
Program Head - Volunteering, Reliance Foundation

“An increasing number of employees today are seeking opportunities to give back to society in meaningful ways-whether through single-day initiatives or extended volunteering programs. The sense of social connection fostered among individuals and teams through these efforts, coupled with the immense satisfaction of making a positive impact, is truly commendable.

Padma Rajeswari
Group Head: Organization Effectiveness & HR Transformation
Director, Aditya Birla Centre for Enriching Lives



“A shared legacy of our founding fathers acts as a unifying force that continues to bring people together for volunteering, regardless of whether they belong to a legacy organization or a relatively new company. It is this common thread that fosters a sense of purpose of keeping the community central in everything we do. Volunteering contributes positively to the concept of ‘mattering.’ In today’s fast-paced, technology-driven polarised world, volunteering stands out as a powerful way to reiterate that your presence and contributions genuinely make a difference to communities and the environment around you.

Gauri Rajadhyaksha
Deputy General Manager, Community Services, Tata Sustainability Group



“There is a significant difference between non-profit and for-profit organizations. In non-profits, everyone works collectively toward a shared goal, while in for-profits, individuals often work in different directions to achieve diverse objectives. However, volunteering creates a unique synergy, providing employees with opportunities to align their professional roles with causes they are personally passionate about, bridging the gap between their work and their heart.

Sakina Baker
Head CSR - Bosch Limited & Bosch India Foundation

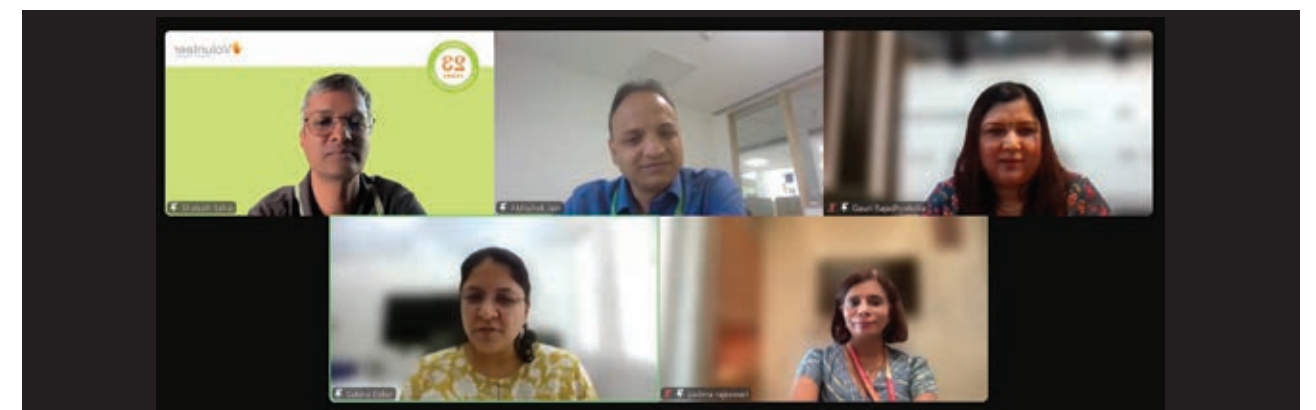
Volunteering can be a transformative experience, especially during the initial years when individuals witness both societal challenges and their own personal growth. This journey deepens understanding of social issues, brings awareness of ground realities, and encourages engagement with meaningful solutions. Such exposure is also instrumental in making informed, courageous career decisions, particularly when transitioning into corporate roles that can drive social change.

Institutionalizing Volunteering in Large Conglomerates

In groups with a strong legacy of social responsibility, the culture of

giving back has been embedded over generations. This tradition, centered on community welfare, has evolved to embrace the vast and diverse employee base spread across countries. Recognizing the potential of its workforce to catalyze change, a multilayered volunteering program was established, comprising introductory volunteering weeks, skill-based pro bono contributions to nonprofits, and disaster response initiatives.

The institutionalization of volunteering has inspired individual companies within the conglomerate to develop their own programs aligned with their business focus. For instance, one retail company initiated an e-waste management volunteering project,



while an IT firm launched an employee-led volunteering initiative centered on sustainable development.

Post-pandemic, enabling HR policies to have been introduced to support employees in identifying and contributing to local volunteering needs. This approach fosters individual choice and local impact, while aligning with the group's broader mission of societal contribution.

Corporate Social Engagement Models: Case of Bosch

In multinational corporations, social engagement often transcends organizational goals to unite employees in the common pursuit of societal good. A leading global group exemplifies this through a robust CSR structure, including a foundation owning most of the equity and an employee-run nonprofit focused on supporting underprivileged children.

This nonprofit operates through local employee volunteers in partnership with community organizations, often serving as the implementing arm of corporate CSR initiatives. Beyond direct service, employees contribute by building nonprofit capacity via pro bono skill transfers, strengthening the sector essential for effective service delivery.

Such ecosystems foster a virtuous cycle of action and impact, motivating further engagement for social causes.

Volunteering and Employee Wellbeing in the Aditya Birla Group

There is growing recognition in corporate environments that volunteering positively impacts employee mental wellbeing and leadership development. This understanding, combined with the

group's development philosophy, creates fertile ground for robust employee engagement programs.

Leaders participate in immersive experiences in remote areas to foster social impact, while many employees volunteer independently. Human Resources leverages this enthusiasm by offering structured opportunities that align personal growth with social contribution.

One notable initiative supports academically talented but financially constrained students pursuing STEM and law courses. Employees contribute through donations, mentorship, and counselling, with younger employees especially encouraged to participate due to generational affinity.

Mass volunteering events, such as clean-up drives and awareness campaigns, also play a vital role in fostering team bonding, worldview expansion, and personal fulfilment among employees. These initiatives awaken the volunteer spirit within individuals.

The group has piloted a volunteer nomination program in partnership with a nonprofit, allowing employees to self-select for meaningful assignments lasting several weeks. Positive outcomes from this pilot include enhanced grassroots understanding among volunteers and observable professional growth, leading to plans for program institutionalization.

Measuring Volunteering Impact

With a longstanding volunteer culture, some organizations have amassed ample anecdotal evidence demonstrating volunteering as a mutually beneficial endeavor. Employees report increased

productivity, grounding, and gratitude following their experiences, often feeling privileged to work alongside esteemed peers towards shared goals.

Despite this, there is an intention to commission formal research to scientifically assess volunteering's impact. Insights gained will guide improvements to existing programs and assist others aiming to foster volunteer cultures within their own organizations.

Volunteering Across Diverse Industries: The Reliance Group Approach

Large conglomerates with varied industries face unique challenges in managing volunteering. A unifying philosophy of "We care" drives social initiatives across the group, emphasizing responsibility toward both people and the planet.

Recognizing India's substantial development funding needs, the group leverages skilled corporate volunteers to address service delivery gaps. Their volunteering operates on three levels: mass campaigns engaging employees in collective actions, capacity-building projects supporting partner nonprofits through pro bono skills, and empowerment programs enabling employees to become community change-makers through supportive HR policies.

Linking Volunteering with HR and Leadership Development

Volunteering, being voluntary, cannot be directly linked to performance metrics. However, companies encourage participation by offering diverse assignments fostering personal and social growth, coupled with public recognition for deep volunteering contributions.

Leadership within some groups benefits directly from volunteering, which is viewed as essential for developing empathy—a key leadership trait. Immersive volunteering assignments in remote locations form part of leadership development programs, with positive feedback accelerating career progression.

Similarly, structured social engagement programs groom future leaders by broadening their perspectives on community realities, which informs better business decisions. Leaders are matched with projects aligned not only to personal interest but also to organizational roles. Many participants continue engagement beyond mandatory hours, supporting nonprofits through fundraising and capacity building.

Top leadership involvement strengthens this culture, with board members regularly visiting project sites to understand impact firsthand. High-level committees include social immersion experiences to ensure CSR programs are empathetic, informed, and effective.

Sustaining Volunteer Interest Across Diverse Group Companies

Group companies often differ in their evolution, priorities, and local realities, making uniform engagement challenging. However, a shared legacy of community commitment binds these companies together, maintaining a common intent toward social responsibility.

Operationally, sustaining volunteer momentum requires strategic measures such as dedicated volunteer coordinators who lead mobilization efforts, curate projects, and foster peer interest in volunteering.

India@100: Women Powering the Future

6 March 2025 | Virtual



“#IHAVEADREAM and my wish for #INDIAat100 is to establish a values-based society based on the principle of justice and generosity, where communities are empowered to participate in their own change.

Zarina Screwvala
Co-Founder, Swades Foundation at the India@100 Panel Discussion on Women Powering the Future

“We must take accelerated action toward economic development by empowering women. With women comprising 49% of the population but only 8-9% in the formal workforce, we need to drive meaningful change. This starts at encouraging more women, especially in rural areas, to pursue higher education. Additionally, reskilling programs are essential to bring back women into the workforce. To create lasting impact, we must also ensure greater representation of women in policymaking to see the change we have envisioned.

Apoorva Palkar
Vice Chancellor, Ratan Tata Maharashtra State Skills University (RT-MSSU) at the India@100 Panel Discussion on Women Powering the Future



“Leadership is not just about breaking barriers. It is about paving the way for others to rise every time and to lead with confidence.

Priyanka Mohanty
Vice President, HR and Global Head Talent Management Startek at the India@100 Panel Discussion on Women Powering the Future



“#IHAVEADREAM and my wish for #INDIAat100 is to establish a values-based society based on the principle of justice and generosity, where communities are empowered to participate in their own change.

Captain Indraani Singh
Founder & Managing Trustee, @LiteracyIndia at the India@100 Panel Discussion on Women Powering the Future

“In the journey towards India@100, technology will be a key driver of progress. My dream is for everyone to have access to abundant intelligence. For young women, this means ensuring access to essential resources-education, funding, and mentorship, so they can contribute to the society and take on leadership roles.

Ranjani Mani
Director and Country Head, Generative AI, India & South Asia, @Microsoft



At the core of the vision for India@100 is a revival of the nation’s deep-rooted sense of community. Historically, Indian society has been built around collective well-being, but rapid modernization has shifted focus toward individual gain. The future must reflect a balance, where justice and generosity guide progress. True development involves not only economic growth but also the eradication of material and mental poverty. Empowering the most vulnerable-especially women-is essential, as the ability to dream and shape one’s future holds equal importance to financial security.

Technology emerges as a powerful equalizer, yet its benefits must reach every segment of society. With rapid advancements in artificial intelligence and digital tools, the challenge lies in

ensuring women have equitable access to these opportunities. Expanding educational pathways, fostering leadership representation, and cultivating inclusive environments will be critical to preparing future generations for an AI-driven world.

Economic participation is another urgent frontier. Women represent nearly half of India’s population but occupy only a small fraction of the formal workforce. Unlocking their potential is key to achieving the nation’s \$30 trillion economic goal. Education-particularly in STEM fields-along with continuous reskilling and digital literacy, will prepare women for future jobs. However, beyond skills, systemic workplace changes and policy reforms must ensure women are not just present but actively shaping the economy.

No advancement in economy or technology will be meaningful if women continue to lack basic freedoms. By 2047, the right to make choices about careers, education, and personal aspirations must be an unquestioned reality. Safe public spaces, gender-sensitive policies, and cultural shifts toward respect and security form non-negotiable pillars of progress. India's future should be one where every woman, regardless of background, can walk freely, dream fearlessly, and achieve limitlessly.

Women are not merely contributors to India's future; they are its architects. From corporate boardrooms to grassroots initiatives, policy-making to pioneering industries, their presence must become the norm, not the exception. Leadership involves more than breaking barriers-it means creating pathways for others. As India moves toward 2047, success will be measured not only by economic milestones but by how well the nation fosters an environment where every individual, especially women, can lead, innovate, and thrive.

Innovative Partnership Models Driving Women's Workforce Participation in India@100

As India approaches its centenary, innovative models supporting women's workforce participation are vital for unlocking national potential. The Wings Program exemplifies such innovation, bridging academia and industry to help women re-enter the workforce after career breaks due to family responsibilities. This program builds confidence, provides upskilling, and creates reemployment

opportunities-an approach proven effective and ready for nationwide scaling.

Raising aspirations in rural and underserved areas is another critical focus. Structured mentorship, skill-building, and entrepreneurship programs can empower women lacking exposure to opportunities, enabling them to pursue careers or start businesses. The circular economy model also presents a forward-thinking approach by integrating innovation with workforce development. It creates jobs across the value chain-from research and production to business access-driving economic growth aligned with India's Make in India vision.

Global educational partnerships further enhance progress by making world-class education accessible within India. Collaborations with institutions like French design schools bring international quality education to women locally.

An AI education initiative aims to train 10,000 women, including non-technical professionals, equipping them for an AI-driven world. This ensures women are prepared for diverse opportunities in technology and beyond, preventing them from being left behind in the tech revolution.

Through these innovative models, India can create a future where women's workforce participation is normalized, actively encouraged, and integral to the country's growth and leadership on the global stage.

Message for Aspiring Women

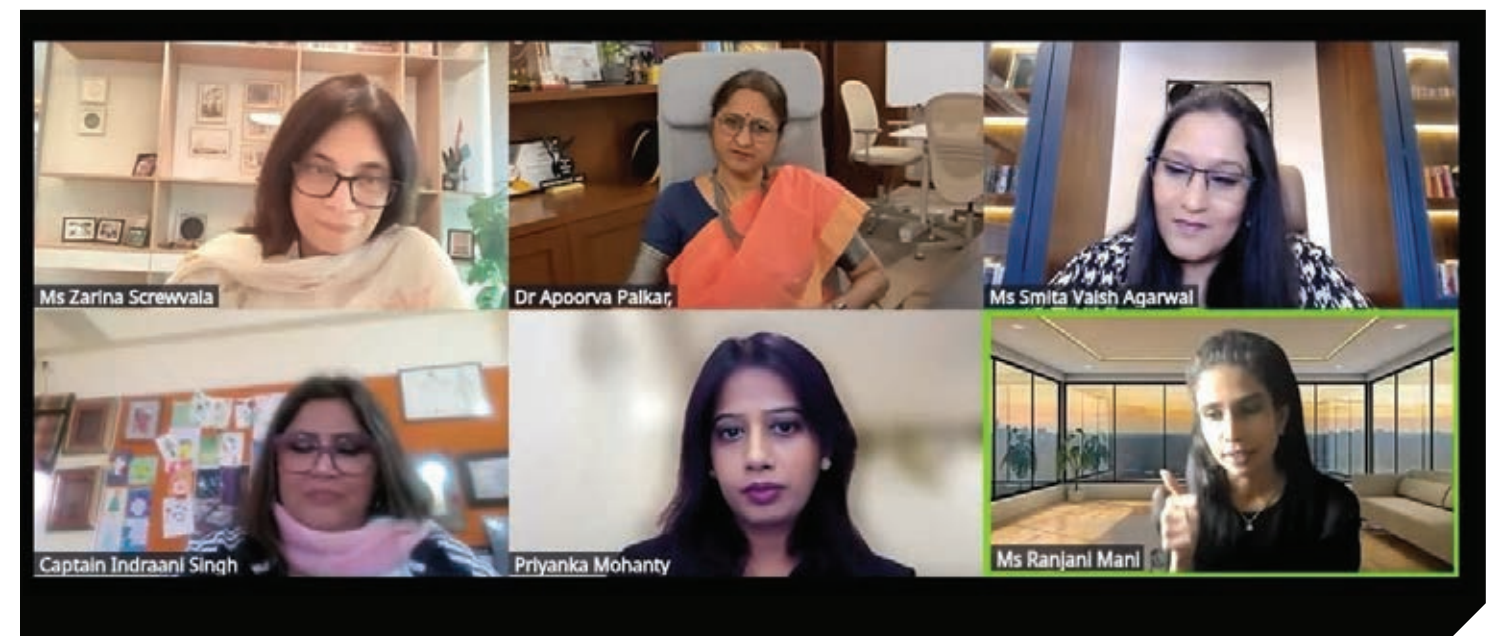
For women to truly realize their potential, two key elements must align. The first is "We can"-the self-confidence, inner drive, and belief in one's ability to pursue goals, coupled with the support needed to overcome challenges. The second is "We could"-an environment that encourages confidence, fosters exploration, and allows risk-taking without fear of judgment. While "We can" is personal and within individual control, "We could" depends on collective efforts to build ecosystems that nurture women's growth. Together, these lay a foundation for women to achieve their fullest potential.

Women are encouraged to take ownership of their journeys-trust the process, push boundaries, and pursue dreams fearlessly. Life is about continual progress and embracing the extra effort that can lead to transformative change.

Purposeful living matters; reaching milestones is just the beginning. The path forward involves evolving continuously, setting new goals, giving back, and moving toward better outcomes.

Now is the time for women everywhere to step beyond comfort zones and aim high. The world is watching-this is a moment to embrace opportunities and make bold moves. Breaking free to reach for the sky is essential.

The journey starts with self-belief. Empowering others to believe in themselves creates a ripple effect of growth and transformation. Dream big and follow through-whether breaking into new fields, leading in technology, or tackling global challenges. Women are not bystanders; they are shapers of the world. The key lies in creating pathways to turn those dreams into reality.



India@100: Shaping the Future through the Lens of Public Health

Dr Swati Piramal, Vice Chairperson, Piramal Group

9 April 2025 | Virtual



“Being inclusive, reaching for the stars, and making a difference can be done together as a network—whether through industries, associations, filing new patents, or creating innovative medicines. We aim to do something innovative in everything we do.”

Dr Swati Piramal
Vice Chairperson, Piramal Group

INDIA@100 FIRESIDE CHAT

A fireside chat series showcasing reflective conversations with sectoral leaders—ranging from icons in sports and science to pioneers in business, arts, governance, and philanthropy. Each session invites visionaries to explore the evolution of their domains over the decades, the critical inflection points that shaped their vision, and their hopes for India@100. Beyond being just a retrospective, these dialogues are forward-looking, offering rich insights on what must change—and how—to propel India into a leadership position on the global stage.

Conversation Highlights

Championing Women’s Leadership in Healthcare: A Career Perspective

- Meeting Mother Teresa while at medical school inspired a lifelong commitment to child health and disease prevention. Became the first woman to deliver the commencement address at Harvard University.
- Moved from textiles to pharmaceuticals in 1988.
- Played leadership roles in strategic acquisitions and global partnerships that shaped the Indian healthcare landscape.
- Played a key role in mainstreaming biotechnology in India. Helped build a strong culture of R&D through the acquisition of the Herbst Research Centre.

Led collaborative genomics research with the Government of India.

- Belief in inclusive leadership led to championing the elevation of women to leadership roles across sectors—from banking and biotechnology to finance and infrastructure.
- Received several accolades for work, including India’s Padma Awards, a French civilian honour, and the Harvard Distinguished Alumnus Award.

Advancing Public Healthcare in India Through Public-Private Partnerships

- The private sector can make a meaningful impact by piloting innovative solutions such as drone-based health services or disease-specific programs like encephalitis management.

- The private sector brings critical capabilities beyond funding-particularly in driving behavioural change, enhancing operational efficiency, and ensuring strategic utilization of public funds.
- By contributing technological expertise and business acumen, private enterprises can help large-scale government investments deliver impact.

Enhancing Nutrition and Healthcare Awareness: Strategies for Impact

- Persistent health challenges are largely due to policy inefficiencies, lack of awareness and poor-quality supplements. Addressing this requires a systemic shift: improved policy design, better-quality supplements, and investment in scientific innovation. This calls for collaboration between academia, private funders, and the public sector. Only with integrated action across sectors can India tackle deeply rooted public health challenges.

Bridging the Healthcare Gap for Underserved Populations in India

- Public-Private Partnerships can help change the status quo in 112 aspirational districts, by leveraging technology to improve three critical pillars: health, education, and access to clean water.
- By transforming these districts, India’s overall development indicators can be elevated and it can move closer to achieving the Sustainable Development Goals. These areas currently weigh down the national average and prioritizing them could create a significant national impact.

Promoting Wellness and Prevention in India’s Healthcare System

- Transforming public health for over 200 million people living in tribal and aspirational districts is critical to improving India’s overall health indices. Policy reform should prioritize proactive approaches, digital technology integration, and behavioural change strategies.
- India’s healthcare workforce is an asset-particularly the one million ASHA workers who are pivotal to grass roots public health efforts. India’s highly skilled medical professionals are a global asset.

India’s Role in Transforming International Healthcare Through Proven Models

- Globally, India has consistently demonstrated its commitment to supporting neighbouring and underserved nations-through initiatives like crisis response and collaborations akin to Doctors Without Borders.
- The India advantage will kick in, when global healthcare systems are compelled to lower regulatory barriers and address the soaring costs of treatment in the West. As affordability becomes a challenge, there will be increasing reliance on models that emphasize quality care at lower costs-something India excels at. India’s future lies in mobilizing the best talent to deliver timely, efficient, and accessible healthcare across borders.

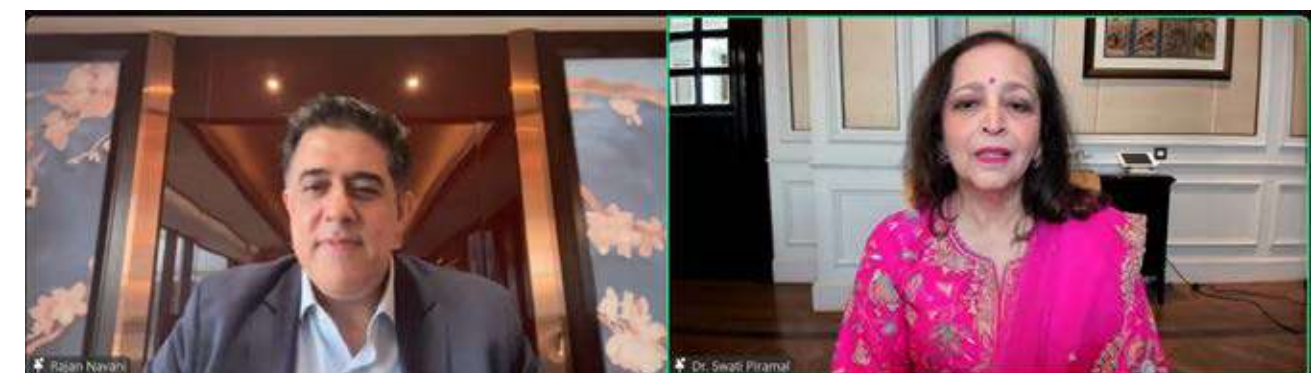
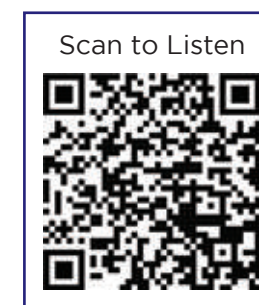
India’s Approach to Rising Elderly Care and Health Service Needs

AI, holds transformative potential in healthcare; its application in diagnostics and treatment is becoming

increasingly tangible. It is poised to dramatically cut down the cost and time involved in drug development and make medicine more affordable and accessible. If India, with its robust tech ecosystem and healthcare talent, integrates AI meaningfully, it can both solve its domestic challenges and also lead a new era of global public health innovation.

Driving People-Led Change Through Holistic Wellness and Technology in India

The Indian healthcare experience is defined by compassion. It’s something that should be nurtured and scaled. The Piramal Foundation has implemented Cognitive-Based Compassion Training (CBCT) in district hospitals, and the results were extraordinary. This kind of care is often



missing in other parts of the world. Healthcare there can be transactional. But in India, compassion is part of the process.

Advancing Women’s Leadership and Participation in Healthcare

Women in India bring with them in every role, an innate ability to nurture, connect, and lead with heart. Building on this natural strength could help bring trust, dignity, and human connection in systems that are often mechanical or impersonal. If India truly wants to build a Viksit Bharat by 2047, it must acknowledge and amplify the transformative power of women.

Strategies for Making a Lasting Difference in Public Health

Seva, or selfless service driven by compassion, is integral to India’s identity. If India can build its public systems, institutions, and businesses on this philosophy it’ll improve delivery and restore dignity and trust in systems often seen as impersonal. This philosophy could very well be India’s unique gift to the world as it moves toward Viksit Bharat in 2047.

PODCAST

Series of insightful conversations with India's leading industry voices-capturing diverse perspectives, real-world experiences, and bold ideas that shape the roadmap to an inclusive and resilient India@100

India@100 Podcast on Volunteerism - A Force Multiplier for a developed India

22 January 2025 | Virtual



Volunteering helps individuals connect with people beyond their usual circles and gain a deeper understanding of different lives and experiences. It is a great way to stay grounded and evolve as a person while contributing to the community.

T. V. Narendran
Past President CII, Chairman
CII Mission on Net Zero and CEO and Managing Director, Tata Steel

T. V. Narendran, Past President of the Confederation of Indian Industry (CII), Chairman of the CII Mission on Net Zero, and CEO & Managing Director of Tata Steel, emphasized the transformative potential of volunteerism in shaping India's development journey. In a conversation with Rajan Navani, Co-Chairman of the India@100 Foundation and Managing Director of the Jetline Group, the focus was on how active citizen engagement can drive nation-building as India approaches its centenary of independence in 2047.

Volunteerism was presented as a powerful means for individuals to connect beyond professional roles and contribute meaningfully to their communities. Drawing from Tata Steel's internal practices, Narendran highlighted how the company successfully increased per capita volunteering hours, aiming to create a deeper culture of service. He proposed leveraging digital platforms to match volunteers with suitable causes, making participation more convenient and scalable.

The importance of structured and incentivized corporate volunteering was also discussed, with a call for frameworks similar to the pro bono models seen in other countries. Such approaches not only allow companies to measure the impact of volunteering but also help embed community service into the organizational fabric.

A key point raised was the need to broaden the volunteer base by including retired professionals, homemakers, and others with valuable skills. These individuals, though outside the traditional workforce, can contribute significantly to social and developmental initiatives if given the right platforms and flexibility.

Technology emerged as a central enabler in scaling volunteering efforts. Digital tools can facilitate remote

engagement, connect volunteers with NGOs and community projects, and make it easier for people across diverse regions to participate in nation-building activities.

The conversation also stressed the importance of collaboration between the government and the private sector to institutionalize volunteering. Establishing a national framework could create a supportive ecosystem where citizens are both contributors to and beneficiaries of societal progress.

Overall, the discussion highlighted that volunteerism has the power to unite and mobilize India's vast population towards a shared goal. By encouraging civic participation at all levels, India can harness this collective energy to build a more inclusive, resilient, and developed nation by 2047.

CHANGESPEAKE

A dynamic platform amplifying the voices of changemakers shaping India's journey to 2047. It serves as a space for bold ideas, shared visions, and collaborative action toward a progressive and inclusive future.





“The most entrenched barrier to girls’ education is the patriarchal mindset that permeates everything: a deeply rooted belief system that values girls less than boys. This mindset sees a goat as an asset and a girl as a liability.”

- Safeena Husain



Safeena Hussain

Founder & CEO, Educate Girls

Safeena Husain is the Founder of Educate Girls, an Indian non-profit working towards empowering communities for girls’ education in some of India’s hardest-to-reach villages. Under her leadership, Educate Girls delivered the world’s first Development Impact Bond in education and became Asia’s first TED Audacious Project, a collaborative funding initiative focusing on scaling solutions to the world’s most pressing challenges. In 2023, she became the first Indian woman to be honoured as a WISE Prize laureate for her contributions to girls’ education in rural India.

Embarking on a Mission to Empower Girls Through Education

It was a powerful realisation that got me started. My father came to visit me when I was setting up a small health clinic in a village near Mussoorie. The women in that village asked him how many children he had. “This is it. She is the only child!” he said. Their faces fell, as if having a daughter was a tragedy. They told him he was young and should try for a son. That stuck with me. I couldn’t stop thinking about their daughters being seen as less than their sons, seen as liabilities not worth educating. And this hit home hard because I had a three-year interruption to my own education and almost did not return to education. But I got a second chance. I went on to study at the London School of Economics and work globally with underserved communities in South America, Africa and Asia, before returning to India. I realised then that my education had given me choices and a voice. It made me deeply aware that millions of girls in India are never given that chance at all.

So, in 2007, I started Educate Girls as an extension of my personal journey and to solve the problem of girls’ education by giving girls the same chance I got. We are dedicated to mobilising rural, remote communities for girls’ education and focus on the toughest areas, where the burden of the problem is highest. We began as an idea, 18 years ago, in some 50 villages in Pali, Rajasthan. Since then, by leveraging community and Government resources, we have helped bring nearly 2 million girls back to school and improve the learning outcomes of over 2.2 million children across 30,000 villages.

Overcoming Cultural and Societal Barriers to Girls’ Education

We see two sets of barriers that keep girls from education: societal and systemic. Societal barriers—such as poverty and patriarchy—hold girls and women back, leading to early school dropouts, child marriage, and prioritisation of household chores and caregiving. Life shocks, including caregiving duties, can disrupt their education. These challenges are compounded by systemic barriers that trap girls in lives without agency or independence. Adolescent girls feel this more acutely as they transition from elementary to secondary and higher secondary education.

In a vast country like India, with nearly 700,000 villages, the data shows that for every 100 primary schools, there are only about 60 middle and 26 high schools. For many girls, continuing their education becomes impractical or risky, contributing to high dropout rates as they move through the system. While alternative pathways like the National Institute of Open Schooling and State Open Schools exist, much remains to be desired.

But the most entrenched barrier is the patriarchal mindset that permeates everything: a deeply rooted belief system that values girls less than boys. This mindset sees a goat as an asset and a girl as a liability. Changing this is not easy. Mindset and behaviour change is a slow burn: gradual, trust-based, and requiring sustained effort.

In partnership with state governments and powered by thousands of community-based volunteers and gender champions, Educate Girls runs two holistic, community-led programs.

Vidya, our Back to School program, identifies out-of-school girls (aged 6–14), enrolls and retains them in school, and improves foundational literacy and numeracy for all children in Grades 3–5. Pragati, our Second Chance program, supports adolescent girls and young women (aged 15–29) ineligible for formal schooling to develop academic and life skills, build agency, and return to education through government state open schools to complete their 10th and 12th grades.

Impact of the World’s First Development Impact Bond in Education

In 2015, when scaling rapidly, we were worried that scale may lead to a loss of quality. We did not want to simply replicate our program but ensure the same quality of delivery to the millionth girl. This led to the creation of the world’s first Development Impact Bond (DIB) in education, which tied funding directly to outcomes.

We were evaluated on two key metrics: enrolment and learning. At the end of the three-year term, a third-party evaluator found we had exceeded our targets, achieving 116% of our enrolment goal for out-of-school girls and 160% of our learning. The overall learning gain in the final year alone was equal to an additional year of schooling for a child.

The success of piloting the first DIB in education demonstrated not just the feasibility of a results-based model, but the importance of a data-driven approach. We realised what was working and weaved it into our operational fabric. During the DIB, our data revealed that 70% of

out-of-school girls in Bhilwara, the DIB’s focus area, were concentrated in just 7% of the villages. This prompted a deeper analysis, and broader extrapolation confirmed a similar pattern: 40% of out-of-school girls across India were concentrated in just 5% of villages.

With this insight, we expanded strategically, moving from one state during the DIB phase to four: Rajasthan, Madhya Pradesh, Uttar Pradesh, and Bihar. This targeted expansion helped us reach more out-of-school girls faster and return them to education.

Education as a Catalyst for India@100: An Inclusive Vision

I believe education is the ‘silver bullet’ that can solve some of the world’s most pressing problems and is an undeniable catalyst for change. This truth is distilled in the words of Nagina Bano (our community volunteer from Pali). Nagina Bano was a tortured and abandoned child bride. She used her education to survive and build a future for herself and her children. She told me, “My education is the only thing that is truly mine. No one can beat it out of me, no one can steal it, no flood, no famine can take it away, my education will be with me till my dying day.”

For India@100, I envision a nation where our country sees sons and daughters as equals! They are valued, invested in, and celebrated just like boys. Girls’ education and agency would be the norm, not a struggle. Over the next few decades, tech-enabled, flexible education pathways must deliver learning that is accessible, affordable, and

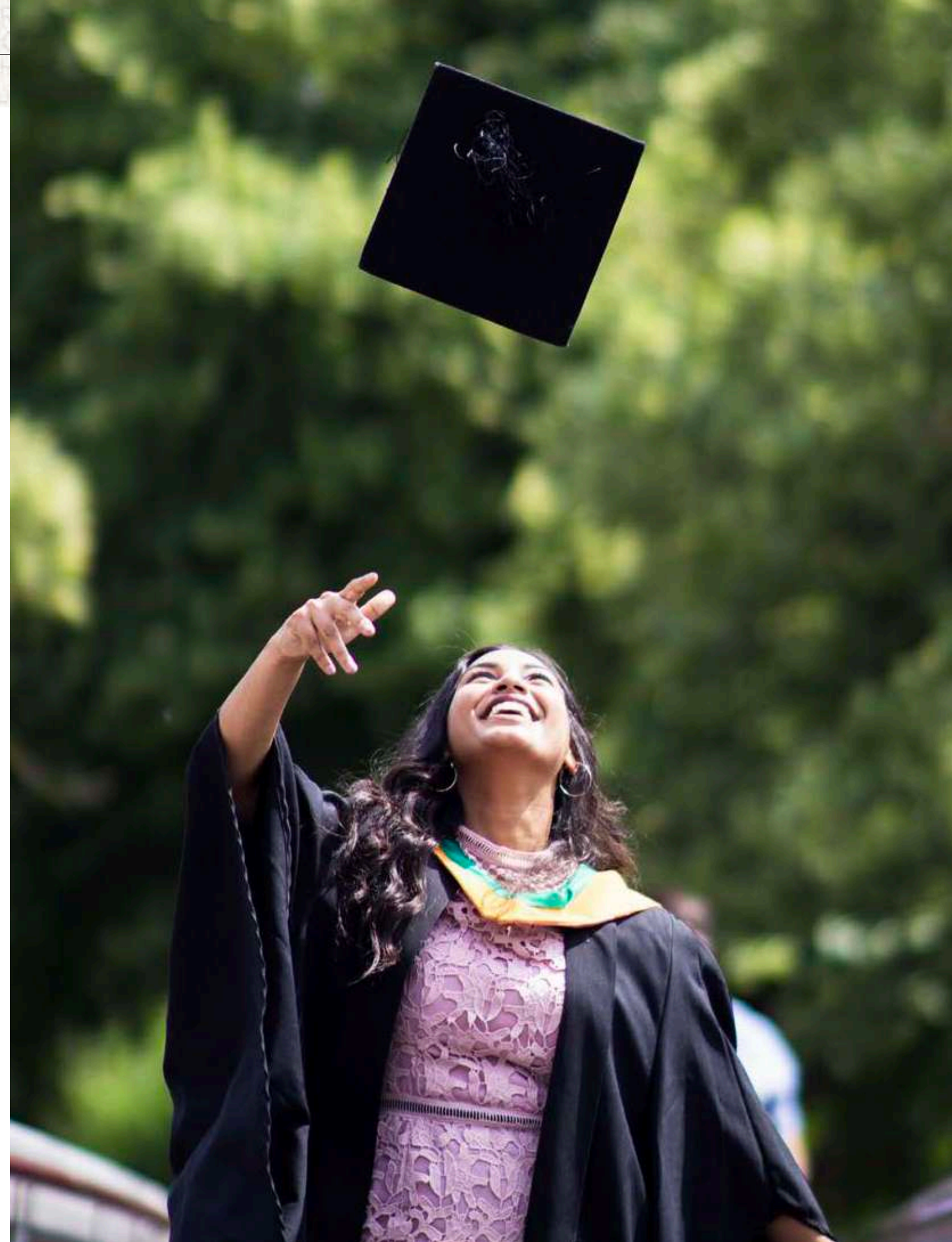
relevant—meeting every girl where she is, regardless of geography or circumstance. Education systems must adapt to her needs, offering mobile classrooms, online skill modules, and community-based solutions that support lifelong learning.

At Educate Girls, our 10-year goal is to reach 10 million learners by bridging infrastructure gaps and driving large-scale impact through partnerships with communities, governments, philanthropists, and technology.

Inspiring Young Women to Drive Change in the Education Sector

I suggest thinking long-term with a problem-solving lens rather than a project lens. Start by understanding the realities on the ground. Leverage what already exists, including community programs, government schemes, and resources.

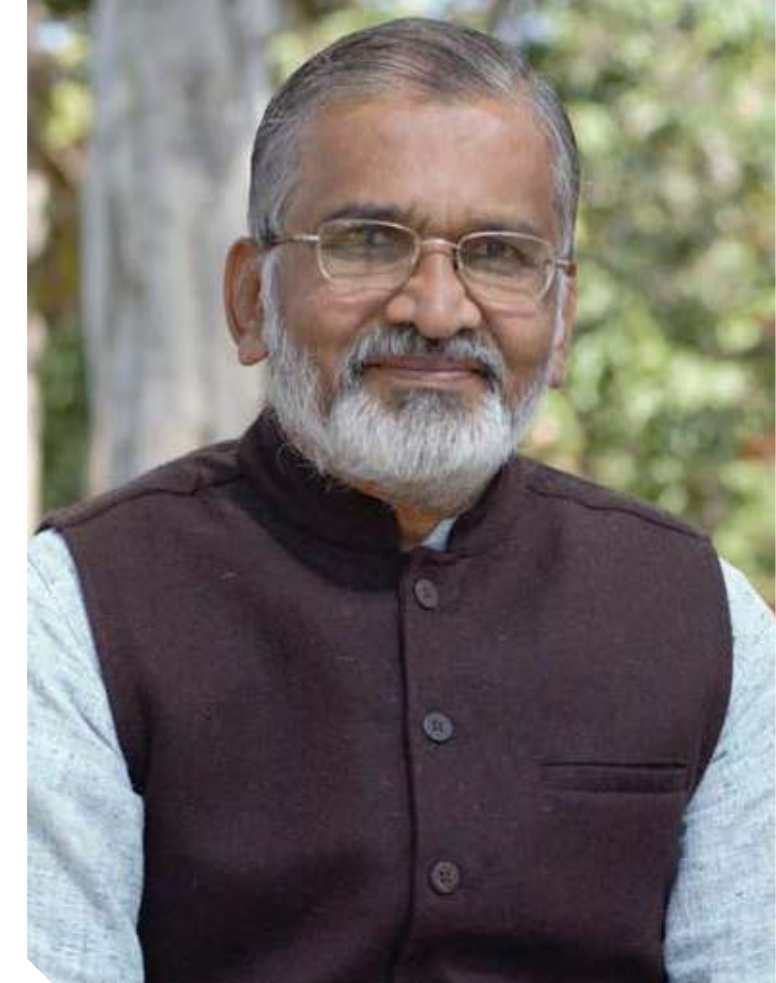
Build ownership within the community that can champion the cause with empathy and cultural insight. Remember, change does not come from the outside in. For it to be sustainable, it must come from within, led by local voices.





“Simplifying technology and making it accessible to those who need it most is crucial for societal progress, especially in healthcare.”

- Dr Abhay Bang



Dr Abhay Bang

Director, SEARCH

Dr Abhay Bang is a renowned public health activist. He and his wife, Dr Rani Bang, run the SEARCH (Society For Education, Action, and Research in Community Health), which is known for its pioneering work in the Gadchiroli district of Maharashtra. The Bang's Home-Based Newborn Care (HBNC) model has significantly reduced infant mortality rates in the district and has been endorsed by WHO. The couple won the first Distinguished Alumni Award from the Department of International Health, Johns Hopkins Bloomberg School of Public Health. They were also inducted into the Johns Hopkins Society of Scholars. The couple was conferred with the prestigious Padma Shri award in 2019.

Defining Moments in Your Path as a Community Health Champion

There are several factors which shaped my decisions, but since you asked for defining moments, I will touch upon a few. I was born and raised in Mahatma Gandhi's ashram in Wardha. My father was a freedom fighter, and Gandhiji personally advised him to live in villages. This became part of our family legacy—to work for rural India.

As a child, I accompanied Vinoba Bhave in the Bhoodan movement, visiting many villages in Wardha. I saw first-hand the poverty, starvation, and hardships of rural life in the 1950s and 60s.

I remember that once in 1963, when I was 13 years old, my elder brother, Ashok, who was three years older, and I were riding our bicycles in the hot summer. We stopped to catch our breath, and he said, "Abhay, we are grown up; let's decide—what will we do in life?" Both of us looked around and reflected on the dominant problems—poor agriculture, inadequate healthcare. Ashok then declared, "I shall improve the agriculture of rural India." By default, without thinking much, I said, "Okay, then I shall improve the health of rural India."

That was the moment we made our tryst with destiny—a commitment made at the age of 13, without fully realising its gravity. But growing up in Gandhi's ashram, seeing our parents lead a different kind of life, and interacting with leaders like Vinoba Bhave had deeply influenced us. That was my first defining moment: my decision to improve rural healthcare.

The second defining moment was when I met Rani, my wife. We were classmates in medical college, completed our MDs at Nagpur Medical College, and started working in villages

in 1978. However, we soon realised that our medical training focused on treating individual patients—clinical medicine, one patient at a time. But the real issues were at the community level.

To address this, we decided to go to the U.S. to formally study public health and research at Johns Hopkins University. When we returned in 1986, we were faced with the big question: What next?

We were clear we would not go to places with facilities because places with facilities don't need you. We wanted to go to a place full of problems because no one wants to go there. That's how we narrowed in on a semi-tribal district Gadchiroli, about 1000 km from Mumbai, which was considered to be the kalapani of health services in Maharashtra.

It had poor healthcare, high infant and maternal mortality, and limited access to doctors. Thus in 1986, we moved to Gadchiroli; we were not God's gift to the district; Gadchiroli was God's gift to us because it gave us the opportunity to bring healthcare to the people who needed it the most.

Today I realise that our decision to work in rural healthcare was shaped by a series of defining experiences—my childhood exposure to rural hardships, our realisation that healthcare had to go beyond individual treatment, and our final decision to serve in one of India's most neglected regions. What began as a childhood promise turned into a lifelong mission, proving that the dreams of a 13-year-old can indeed transform lives.

Arogya-Swaraj—people's health in people's empowered hands

I have coined the vision of Aarogya Swaraj, borrowing from Mahatma Gandhi's concept of Gram Swaraj.

Gandhi believed that each village community should be self-reliant, self-sufficient, and independent. How could this be applied to health and healthcare?

The Sanskrit word for health is 'swasthya'; this compound word basically defines good health as being a state where one transcends dependence on others for one's wellbeing. In contrast, someone whose well-being is dependent on others is 'a-swastha' or unwell. Inspired by this idea, I coined the term Aarogya Swaraj, meaning a healthcare system where individuals and communities are empowered to take charge of their own health.

How close are we to achieving Aarogya Swaraj? We are miles away, yet a few inches closer to the dream. Several societal changes have contributed. Over the past 30 years, poverty has reduced, literacy has increased, and people are more aware of their health needs. Today they understand their health better and are more capable of taking care of themselves. We are also seeing community-driven healthcare innovations such as the Home-Based Newborn Care (HBNC) and ASHA Program to make basic healthcare accessible at home rather than requiring hospitalisation. These small but significant steps are moving us closer to the vision of Aarogya Swaraj.

While Indian society is becoming more capable of Aarogya Swaraj, our medical system is moving in the opposite direction. Healthcare is becoming more about sickness management than health promotion. High-tech hospitals and medical insurance systems encourage dependence rather than self-reliance. The current model promotes hedonism—enjoy life, fall sick, and rely on expensive medical care and

insurance. Both hospitals and insurance companies profit when people get sick, rather than when they stay healthy.

This contradicts the very essence of Aarogya Swaraj, which emphasises preventive health, community self-reliance, and reducing dependency on high-cost medical interventions. If we truly want to achieve Aarogya Swaraj, we need to shift focus from sickness management to health empowerment, ensuring that people take charge of their own well-being rather than depending on a system that benefits from illness.

Leveraging Technology and Innovation to Bridge India's Urban-Rural Healthcare Gap Over 25 Years

Technology is often equated with information technology or digital advancements, but in reality, it is a broad concept. One of the key aspects that differentiates humans from animals and plants is the ability to invent and apply technology. Simplifying technology and making it accessible to those who need it most is crucial for societal progress, especially in healthcare.

One example of technology adapted for rural healthcare is the Breath Counter, a simple device designed to help diagnose childhood pneumonia in villages. Pneumonia was once a leading cause of child mortality, with nearly 5 million deaths occurring globally. Though antibiotics existed, they often did not reach rural areas where children needed them most due to the lack of doctors and paediatricians.

The Breath Counter is designed to help illiterate community health workers or mothers diagnose pneumonia based on a child's respiratory rate. The device consists of a one-minute sand timer,

two rows of beads corresponding to different age groups—newborns and infants—and a simple counting mechanism, where every 10 breaths correspond to moving one bead.

This method allows rural women, even those with limited numeracy skills, to detect pneumonia without needing to count beyond 10. If the red bead is moved before the sand passes, it indicates pneumonia. When tested on

50 children, this method had an 82% accuracy rate, matching doctor diagnoses. (Add – the photo of Breath Counter)

This innovation illustrates how technology can be simplified to empower rural communities, reducing dependency on hospitals and making essential healthcare more accessible—aligning with the philosophy of Aarogya Swaraj.



Technology can also play a very powerful role in shaping the future of healthcare. Mobile phones, for example, have become ubiquitous, even in rural areas. It is a matter of time before real-time monitoring of blood pressure, blood sugar, and heart rate will make non-communicable disease diagnosis and management much easier.

Artificial Intelligence is also set to revolutionise diagnosis and access. AI advancements will revolutionise healthcare access, reducing dependence on doctors. ChatGPT and similar AI models have already passed medical licensing exams,

demonstrating their ability to provide 24/7 medical guidance. However, while AI can diagnose and provide health recommendations, the responsibility of lifestyle changes still rests with individuals.

Advent in genomics will influence personalised healthcare. Future advancements in genomic analysis will allow individuals to predict disease risks based on their genetic makeup. This will enable early preventive actions, making healthcare more proactive rather than reactive.

Technology has the potential to transform healthcare into a wellness-driven model rather than a

sickness-based industry. However, medical professionals and the healthcare industry must align with technological advancements to empower individuals with self-care tools, promote wellness rather than merely treating diseases and prevent the commercialisation of sickness and unnecessary medical interventions. By integrating technology with healthcare in an ethical and people-centric way, we can ensure that healthcare becomes more accessible, preventive, and empowering for all.

Envisioning Scale and Accelerating Impact: The Role of Government and Corporate Support

Three key factors can be instrumental in accelerating scale-up.

First, the power of knowledge in driving change. In 1987, we conducted a study in two villages of Gadchiroli; it revealed that 92% of women had some form of gynaecology-related disease. This was published in *The Lancet* and highlighted the need for comprehensive reproductive healthcare beyond just family planning and safe maternity. The evidence influenced global health policies, shifting the focus from contraception to overall reproductive health. This demonstrates how knowledge, even from small-scale studies, can have a global impact.

The second factor that encourages scaling up is the government and institutional adoption for large-scale implementation. Our Innovations such as home-based newborn care and pneumonia management were first tested in rural India and later validated through research. When the Indian government recognised their effectiveness, these approaches were integrated into national health programmes, leading to the training of one million ASHAs (Accredited Social

Health Activists). Last year, these ASHAs provided home-based newborn care to 15 million rural neonates. The adoption of such innovations by governments and global organisations ensures large-scale impact.

The third factor that can considerably impact scaling up is policy-level interventions for sustainable health improvements. While governments play a crucial role in public health, some policies, such as generating revenue from alcohol and tobacco taxation, contradict health commitments. Alcohol, recognised as a leading cause of death and disability, continues to be a major source of state income. Governments must shift focus from revenue generation through harmful substances to investing in public health. Policy reforms in areas like air pollution, processed food regulation, and water supply can significantly enhance health outcomes.

One also needs a shift in the way corporates look at their corporate social responsibility. Management thinkers like Charles Handy and Michael Porter have emphasised the need for capitalism to have a social purpose. Capitalism possesses effective methods but lacks a unifying vision for societal well-being. As a result, there is growing recognition of capitalism with social values, where businesses integrate Corporate Social Responsibility (CSR) beyond philanthropy—ensuring ethical sourcing, environmental sustainability, and consumer well-being.

The medical industry must expand beyond hospitals, pharmaceuticals, and diagnostics to focus on health promotion and disease prevention. A true healthcare system should prioritise wellness over merely treating illness. This shift would mean developing products and services that promote a healthy lifestyle, preventive

care, and holistic well-being—making health promotion a sustainable, self-financed industry.

Scaling up healthcare innovations requires knowledge-driven change, government adoption, and policy reforms. Additionally, businesses must align their strategies with social goals, transforming the current sickness industry into a wellness industry. By doing so, we can create a healthier future where technology, policy, and enterprise work together to empower individuals and communities.

Healthcare Challenges, Opportunities, and Systemic Changes for India@100

As India approaches its centenary of freedom in 2047, the country faces significant healthcare challenges that require urgent attention and systemic transformation.

One of the most pressing issues is ensuring equitable access to healthcare, particularly for marginalised communities such as the 11 crore tribal population who fare the worst in terms of health indicators and access to care. Without focused interventions, these communities will continue to be left behind in India's development journey.

Another major challenge is the rising burden of non-communicable diseases (NCDs), including hypertension, diabetes, heart disease, stroke and cancer. As India undergoes an epidemiological transition, these chronic conditions are becoming more prevalent, demanding lifelong management with no permanent cure. Additionally, mental health concerns are escalating, with increasing cases of anxiety, depression, and psychiatric disorders. The lack of awareness, social stigma, and a shortage of mental

health professionals further exacerbate the crisis.

Despite these challenges, India has significant opportunities to transform its healthcare system. Strengthening community health networks is a crucial step, with ASHA (Accredited Social Health Activist) workers playing a pivotal role in rural healthcare delivery. Expanding this model by introducing a male community health worker, "ASHOK," will ensure better outreach and holistic care.

Technology will also be a game-changer, with telemedicine, digital health platforms, and mobile-based healthcare solutions improving access to early diagnostics, remote consultations, and preventive care. Government policies must also focus on preventive healthcare by regulating the consumption of processed foods, trans fats, tobacco, and alcohol, all of which contribute to the growing NCD crisis. Implementing warning labels on alcohol, stricter food regulations, and clean air policies will be essential to improving public health outcomes.

To achieve quality, affordable, and accessible healthcare for all by 2047, systemic changes are necessary. Expanding and continuously upskilling the healthcare workforce, particularly ASHAs and ASHOKs, will enhance last-mile healthcare delivery. Strengthening public health infrastructure by investing in rural healthcare centres, telemedicine networks, and diagnostic facilities will improve accessibility. Promoting preventive healthcare through awareness campaigns on lifestyle diseases, mental health, and nutrition will help reduce long-term healthcare costs. Adopting technology-driven

healthcare models such as AI-powered diagnostics, wearable health monitoring devices, and digital health records will revolutionise healthcare delivery.

Additionally, stricter regulations on harmful products like tobacco, alcohol, and ultra-processed foods will be vital in ensuring a healthier future. By implementing these strategic changes, India can build a robust and inclusive healthcare system, ensuring that by 2047, every citizen has access to quality and affordable healthcare, ultimately fostering a healthier and more resilient nation.

Message for the Next Generation of Healthcare Changemakers

As India moves towards its centenary in 2047, healthcare must remain fundamentally driven by compassion, as it is ultimately about reducing human suffering. Inspired by Mahatma Gandhi's talisman, we should constantly ask ourselves: will our next step in healthcare benefit the most vulnerable? True progress lies in ensuring that our health initiatives prioritise those who need them the most, rather than catering to those already well-served.

A critical shift is needed in how we view healthcare—not as a system that creates dependency, but as one that empowers individuals and

communities to take charge of their own well-being. The essence of "Swasthya" (health) is self-reliance, and health programmes should aim to foster "Arogya Swaraj"—people's health in people's hands. Science and technology can be powerful enablers in this journey, bridging gaps in access and delivering solutions to those in remote and underserved areas.

To achieve healthcare for all, we must challenge conventional pathways. True change happens when we go where the problems exist, not where the facilities already are. It is in these difficult, underserved regions that healthcare professionals and changemakers can make the most profound impact. By focusing on strengthening primary healthcare, investing in grassroots health workers, and leveraging technology to improve accessibility, we can work towards a future where quality healthcare is a right, not a privilege.

Rather than offering a definitive roadmap, the goal should be to continually reflect and adapt, always ensuring that our efforts align with the needs of those who are most vulnerable. If we keep compassion and equity at the heart of our healthcare decisions, we can move towards an India@100 that truly embodies health and dignity for all.



“If we put a proper waste management system in place, a lot of things can be recovered and reutilized. This, in turn, can make us more independent. We can reduce our imports, create jobs, and have a greener environment.”

Rahul Garg



Rahul Garg
Founder and CEO, Moglix

Rahul is one of the Asia’s largest and fastest growing companies, specialising in the phygital transformation of procurement and C. In this interview he dwells on his journey as an entrepreneur, the increasing importance of startups in India’s growth story, and the role of financial inclusion in empowering microentrepreneurs.

Journey From Corporate Professional to Entrepreneur

After completing my engineering in Electronics from IIT Kanpur, I did my MBA from ISB Hyderabad. Later, I worked with Google heading AdX for India, SEA, and Korea, and leading strategic initiatives across APAC. It was during my stint at Google that my horizon expanded, and I felt inclined towards entrepreneurship. I was working for one of the world's most innovative companies and I realised that there were some fundamental gaps in the market that needed solutions.

That's when I founded Moglix. Moglix aimed to solve the challenge of unorganised procurement. We are on a journey to reimagine procurement and supply chain for the manufacturing sector with a tech-first approach.

Transitioning from a corporate role to entrepreneurship has been an incredibly rewarding journey. It does come with its own set of challenges. Every action one takes as an entrepreneur has a much wider impact than when one works as an individual employee. This also means that as a leader you've to act more responsibly. This greater level of responsibility was a new and thrilling challenge for me and proved to be a huge learning opportunity as well. Being an entrepreneur has helped me grow not just as a leader but also as a person.

Push and Pull Factors of First-Generation Entrepreneurship

Entrepreneurship, to me, is akin to experimenting and problem-solving-constantly testing new ideas and seeing what works. I come from a non-business family. And while it was natural for me and expected from me, that I'd to follow a

secure, well-defined path, I had the entrepreneur's itch to build something of my own, to solve an unsolved problem. The thrill of building something from scratch is unmatched. There is a sense of purpose and passion in bringing your ideas to life, creating jobs, and potentially transforming industry practices.

There's a steep learning curve that most successful entrepreneurs experience before they can be confident about their venture. The fear of failure can be daunting sometimes. You know a lot is at stake. Because you are responsible for yourself and your employees, you may sometimes lose work-life balance and feel burnt out.

Securing capital is another substantial hurdle, especially for those without established networks. Additionally, navigating regulations can feel overwhelming at times.

Having said this, the deep-rooted passion for solving larger-than-life problems is the primary motivation for many who finally navigate through these challenges. I've observed that successful entrepreneurs possess a similar fire— sense-of-purpose and resilience are two factors that truly make a difference.

Startups as Catalysts for India's Economic Transformation

India is on the cusp of an economic transformation. We are poised to become a \$7 trillion economy within the next seven years, a "7-in-7" milestone. At the center of this goal are startups that are propelling India towards a high growth trajectory.

There is a growing wave of digitization, transforming both consumer and B2B services. The penetration of the internet in tier-two and tier-three

towns is creating huge demand for novel services. We are also witnessing a massive growth in sectors like food delivery, ride-hailing, and e-commerce. These have laid a robust foundation for a vibrant startup ecosystem. A growing middle class with increasing disposable income is also driving demand for superior-quality services and products. This demand is again fuelling a thriving startup ecosystem.

Besides filling market gaps and meeting growing demand, startups are vital in job creation and boosting local economies. Indian startups have generated approximately 12 million jobs and are set to create 50 million jobs by 2030. Moreover, with several startups mushrooming in fields like fintech, healthtech, edtech, EVs etc, startups that excel at emerging technologies can prove to be pioneers in their respective fields with truly transformative impact on industries globally.

As Indian startups expand globally, they are attracting massive capital inflows, further stimulating economic growth.

Emerging Role of Manufacturing in Indian Entrepreneurship

Traditionally, startups in India have focused more on B2C-oriented technology and services. Be it IT, e-commerce, or fintech. However, the landscape is evolving. There is a renewed interest in manufacturing and industrial innovation. These SMEs are vital if India as a country aims to look inward to fulfill its manufacturing needs. Becoming an Aatmanirbhar (self-sufficient) Bharat, in other words.

There is government intent and push for India to become a global

manufacturing powerhouse. There are strong tailwinds, including government PLI schemes to boost and nurture entrepreneurship in manufacturing. Given this, B2B marketplaces could be game changers. They streamline procurement for SMEs and large enterprises. Moglix is an example. We were initially an e-commerce site for industrial tools. Now, we have transformed into a comprehensive digital platform for procurement and supply chain management.

Today, we leverage AI and Industry 5.0 to provide efficient B2B solutions to manufacturing and other businesses. The opportunities are immense, and we are merely scratching the surface.

"India's aspiration to become a \$7 trillion economy within the next seven years is powered by our vibrant startup ecosystem. Embracing digitalization, these startups are revolutionizing industries globally and generating millions of jobs. Driven by a growing middle class and a relentless drive for innovation, India's startups are not just reshaping their own country but also making a significant impact globally."

Micro-Entrepreneurs in India: Challenges and the Way Forward

The informal sector, comprising everyone from street vendors and small shop owners to household helpers, employs about 80% of India's labour force and contributes 50% to its GDP. Agriculture which employs a huge workforce also comes under the informal sector. Those working in the unorganized sector lack formal job contracts or essential benefits like pensions and health insurance. Access to credit is another bottleneck.

Looking ahead, simplifying regulations and expanding access to benefits like pensions and health coverage would be transformative. Such measures would ensure that everyone in the unorganized sector can participate fairly in the economy and receive the support they deserve.

The government is implementing initiatives like microcredit schemes under the Pradhan Mantri Mudra Yojana (PMMY) and the Stand-Up India Scheme. These programs provide entrepreneurs in the informal sector access to much-needed finance and pave the way for broader economic inclusion.

Evolving India's Industrial Supply Chain Through Digital B2B Ecosystems

India is entering an exciting new "tech-ade." Historically, we have experienced a unique growth trajectory. Our services sector boomed to contribute 55% of GDP while manufacturing accounts for around 17%. However, to achieve our ambitious goal of becoming a \$20 trillion economy by 2047, the manufacturing sector needs to elevate its contribution. With the right strategies and strong execution, we can push the manufacturing sector to comprise 22% of GDP.

Digitization is the key driver of this transformation. B2B e-commerce in India is gaining significant momentum. In 2022, it accounted for about 1% of the B2B market. As more MSMEs embrace digitalization, this sector is set to explode, potentially rising to 5% and becoming a \$200 billion market by 2030.

The revolution in payment infrastructure is also playing a crucial role in transforming B2B transactions in India. With fast, secure, and convenient payment methods, businesses find it increasingly easier to interact with suppliers and customers, thereby streamlining operations and enhancing efficiency.

Over the next 25 years, India's industrial supply sector will be reshaped by these digital-trade ecosystems. As more businesses adopt online platforms, the B2B marketplace will expand, driving robust economic growth and positioning India as a global manufacturing hub. However, amidst this promising future, there remains a significant gap in accessing credit facilities for MSMEs. Addressing this gap will be crucial for ensuring inclusive growth and maximizing the potential of small and medium enterprises in India's industrial transformation. The future looks incredibly promising for our industrial sector, and we are on the cusp of a remarkable transformation that will propel India to new heights on the global stage.

Aspirations for Moglix's Role in Driving Social Change

Sustainability lies at the core vision of Moglix. We are advancing with eco-friendly practices within our industry, and we are committed to the cause. Our primary focus is developing a circular supply chain. This closed-loop system reduces waste and maximizes resource efficiency, setting a new benchmark for operational excellence in logistics.

Moglix as an environmentally responsible company. Eco-friendly packaging solutions are a key element of our sustainability initiatives. We are transitioning to biodegradable materials and working to reduce packaging waste. This approach addresses pressing environmental concerns and resonates with our increasingly eco-conscious customers.

In line with our commitment to social responsibility, Moglix has proudly announced the launch of the Mogli Foundation. This philanthropic venture will focus on making significant contributions in the areas of Health,

Environment, and Science, providing support through intellectual, physical, and financial means. Our efforts during the second wave of COVID-19 in 2021, when we supplied 2000+ O2 concentrators and delivered 15 mn+ PPE kits to more than 20 countries, show our dedication to making a tangible difference in times of need.

We are committed to creating a positive impact in our industry and in the broader community. We envision that our growth and success will contribute to a more sustainable and equitable future for all.



“India is a young and ambitious economy, and if we stay focused, India can achieve its Net Zero goals ahead of time.”

- Rajat Verma



Rajat Verma

Founder & CEO, LOHUM Cleantech

LOHUM Cleantech is India's largest producer and processor of sustainable critical minerals. LOHUM regenerates raw materials through recycling, repurposing, and low-carbon refining. LOHUM has won several awards under his leadership and was recognised as 'The Most Innovative Company of the Year 2022' by Confederation of Indian Industry (CII).

A prolific academic, Rajat holds engineering degrees from IIT Kanpur and Stanford University, and an MBA from Harvard Business School. Under his leadership, LOHUM's share of the Indian critical materials market for key energy transition industries stands at approximately 80 percent in 2024.

LOHUM: The Story Behind the Name

The name “LOHUM” comes from the Sanskrit word “Loh”, which means “metal” or “iron”. Metals are considered the foundation of technology, circularity, sustainability, and longevity, as they can be melted down, reshaped, reused, and transformed into a highly diverse variety of things.

Metals are also a crucial component of battery energy, which LOHUM aims to make abundant through infinite circularity. Thus, in the LOHUM logo, the “U” contains a battery inside it, because the letter aptly serves to portray the casing of a battery. Together, the name and logo immediately symbolise metals, energy, and batteries with Aatmanirbhar Bharat aspirations.

The Role of Recycling in India's Lithium Supply Chain

LOHUM is India's largest producer and processor of sustainable critical minerals. LOHUM's portfolio includes metals, CAM, and battery-grade materials, and the company currently contributes a growing percentage of lithium supplied to the ecosystem. The intent of circular economy plans and efforts is that recycling eventually becomes the main supply. The technology to make this happen exists with us, and we are on the cusp of scaling up in a big way, which includes setting up an LMFP unit in Tamil Nadu. India has the largest reserves of manganese, and LOHUM's LMFP facility will play a key role in utilising these reserves. Moreover, this also helps de-risk the supply chain as most LMFP raw materials are abundant within the country.

According to our calculations, India can save up to US\$ 1 billion in forex if we replace imports of critical minerals with domestic recycling and refining.

LOHUM's patented recycling and refining technology can serve as India's pathway to critical mineral circularity. Purity levels 99.8% are globally the accepted standard for battery-grade material. Any material that does not adhere to this is considered scrap in global markets.

Holding a market share of ~80% in India, LOHUM is rapidly expanding its scale and critical minerals portfolio.

In addition to preventing valuable assets from becoming landfill waste, a parallel closed-loop ecosystem effectively contributes to the country's mineral security and will support the development of cell manufacturing and other advanced industries.

Recycling vs. Mining: Pathways to India's Lithium Sustainability

The “Synchronizing Energy Transitions Towards Possible Net-Zero for India: Affordable and Clean Energy for All” report highlighted that the energy transition needs multiple pathways to be adopted with the co-existence of myriad technologies in India's energy basket. The progressive targets for 2030, 2047, and 2070 that have been announced by the Hon'ble Prime Minister of India serve as a clarion call for our country to move, adopt, and accelerate decarbonization. For instance, India aims to increase its non-fossil energy capacity to 500 gigawatts by 2030 and fulfill 50% of its energy requirements from renewable sources by the same year. Companies like LOHUM are landing significant investments to ensure that we not only reach but successfully realize these ambitions.

Between now and 2030, India plans to reduce its total projected carbon emissions by 1 billion tonnes. And by 2030, India aims to reduce the carbon intensity of its economy by 45%. India is a young & ambitious economy, and if

we stay focused, India can achieve its Net Zero goals ahead of time. What is needed is circularity, institutionalization of clean tech, and approaching our ways of shaping policy with a strong focus on implementation.

The Rise of Lithium-Ion Batteries and LOHUM's Contribution

Lithium-ion batteries offer superior energy density and efficiency compared to other battery technologies. This makes them ideal for applications in electric mobility as well as energy storage solutions. These batteries are also better suited for end-user applications, distributing and managing power, and are highly compatible with renewables.

Lithium-ion batteries have become central to the clean energy transition due to their ability to be recycled and repurposed with the right technology. LOHUM's proprietary NEETM® technology allows for the recycling and extraction of high-purity materials from used batteries, and the company's testing and repurposing technology enables existing cells to serve much longer than their first life application alone. This creates a circular economy, reducing the need for new raw materials, and minimising waste. Circularity significantly helps lower the environmental impact of this technology and conserves critical mineral resources, making Li-ion a widespread clean technology.

LOHUM leads the lithium-ion battery recycling ecosystem in India and repurposes batteries for 2nd life energy storage applications. Our technology helps lower the CO2 emissions and water consumption of making new batteries. LOHUM offsets up to 90% of CO2 emissions as compared to new manufacturing

through its recycling and repurposing activities. The company has currently offset 126,000 metric tonnes of CO2e and aims to offset 4 million tonnes of CO2 emissions by 2026.

Navigating India's R&D Landscape: The LOHUM Experience

In 2015, before LOHUM's inception, I observed two key trends. The world was transitioning rapidly to battery power, especially in the mobility sector, and at the same time, millions of tonnes of Li-ion batteries were moving into the unrecycled waste stream. While battery power was obviously more sustainable than oil, there were only a few countries with the raw material reserves needed to make the batteries. I could see the need to diversify supply chains.

LOHUM was founded in 2018 to fill this need. In 2019, we developed the NEETM® Li-ion battery recycling and transition materials refining technology in our R&D lab. This is a highly water-efficient and low-CO2 emissions process. By 2020, we had set up our first, full-scale, 'reclaim' facility for recycling battery materials in Greater Noida, with a recycling capacity of recycling 2 GWh of battery materials annually.

In 2020 and 2021, after discovering that many 'waste' batteries had a reusable capacity of at least 70% in many cases, LOHUM developed a battery testing and 2nd-life repurposing technology based on residual value determination. By 2023, we had expanded our operations to the US, Europe, and UAE through various strategic partnerships. Clients appreciated our unique full-cycle services, starting from reverse logistics, battery residual value determination, testing, and repurposing to recycling and end-use material refining.

In 2023, LOHUM partnered with IIT Kanpur to advance lithium-ion battery technology and techniques for battery material quality evaluation. It sponsors R&D labs at IIT Kanpur and provides research fellowships to PhD students. LOHUM's R&D has led various improvements in its battery residual valuation technology, expanding to circular commodity markets and 'weighted' future buyback pricing with the DETX™ (Delhi Energy Transition Exchange) platform.

Today LOHUM has an annual recycling capacity of 5 GWh, or 25,000 MT of materials; it has 200+ customers and 100+ partners. The company's Battery Energy Storage Solution (BESS) production is close to 1 GWh. This year, the company has also launched the VoltFleet EV Fleet management platform and its hardware-agnostic BESS management software suite.

Awards

2020: Indian Advanced Technology Leader Award, by Frost & Sullivan

2021: National Startup India Award – Waste To Value, by Startup India

2022: Most Innovative Company of The Year Award, by Confederation of Indian Industry

2023: National Energy Efficiency Innovation Award, by the Ministry of Power, GoI

2024: IESA Industry Excellence Award for Battery Circular Economy

The Role of Philanthropy in Today's Society

I see philanthropy as a social need rather than as a token exercise. I strongly believe that education and upskilling can serve as vital levers for socio-economic development and the evolution of nations. To advance sustainability education, we have launched the LOHUM Foundation, focused on bringing environment and sustainability awareness to children of all ages through engaging and interactive programs and workshops.

The LOHUM Foundation has worked with over 30 NGOs and schools to shape 3000 children into sustainability superheroes. The foundation organises exposure visits to LOHUM R&D facilities, where children from various economic and cultural backgrounds meet scientists and see technology in action to learn about sustainability.

The LOHUM Foundation also organises collection drives and superhero webinars, where young sustainability leaders have conversations with leaders from clean energy, wildlife, and more. These activities empower children to become aware and develop leadership skills, organisation skills, and an ownership mindset toward Earth.

INDIA@100 LENS

A dedicated platform for industry leaders, changemakers, and thought leaders to share perspectives, stories, and ideas aligned with India's national priorities on its path to becoming a developed nation by 2047.

India@100: A Vision for Systemic Change and Inclusive Development



Mr. Ajay Piramal

Chairman, Piramal Group & Chairman
India@100 Foundation

Ajay Piramal, an eminent business leader is also the Chairman of the India@100 Foundation. In this piece, he makes a case for the Foundation's systems-focussed approach to development challenges, and how industry can play a critical role in institutionalising it.

As we approach 2047, India stands at a historic juncture, poised to reflect on its remarkable journey since independence and chart a visionary path for the future. India showcases a story of resilience and transformation—a nation that has harnessed its diversity and potential to emerge as a global leader.

Yet, amid this economic growth and global influence, stark disparities persist for the bottom quartile of the population—approximately 350 million people—who remain on the margins of progress. Key indicators such as poverty rates, fertility ratios, maternal mortality, and healthcare access reveal deep-rooted disparities. Despite average annual spending by States and Centre of ₹48 Lakh Cr (15% of GDP), India lags behind in achieving critical Sustainable Development Goals (SDGs). Disparities between India's poorest five states and the rest of the country have widened over the years; their per capita income (PCI), 1.6x lower than the national average in 2012, worsened to 2.2x by 2022. These five states contribute only 10% of India's GDP, despite housing 21% of its population.

To realize our vision of an equitable and prosperous India, we must ensure that the benefits of growth reach even the most underserved. Every 1% increase in GDP growth in these underserved states could potentially increase PCI by ₹10,000 annually, underscoring the potential of targeted economic policies. This calls for a systemic change—rooted in collaboration, innovation, and a steadfast commitment to reimagining the structures that underpin our nation's progress.

One of the significant players in this change story is corporate India, which reflects a maturing understanding of development challenges. Over the decades, India's philanthropic landscape has evolved significantly from charity-based approaches to rights-based advocacy and systemic change. The synergy of government spending and private resources, including corporate social responsibility (CSR) funds, has driven impactful interventions. However, funding alone cannot drive transformation. A systemic approach is essential—one that bridges institutional gaps, builds leadership capacity, and fosters sustainable change.

The India@100 Foundation embodies this vision, with a focus on improving the lives of 400 million Indians by 2047. We seek to enhance institutional capacity and community-driven leadership to catalyse sustainable progress through strategic deployment of available resources. Our mission focuses on creating scalable, systemic solutions across four key pillars: Education and Livelihoods, Holistic Health, Leadership, and Volunteerism.

The need of the hour lies in creating solutions that are sustainable, by involving and empowering communities, leveraging technology and creating robust institutions that function with empathy and purpose. The foundation recognises that a pivotal shift in the way development challenges are addressed needs to be explored. It is focussed on addressing the complex interplay of community systems, information networks, talent development, and inclusive practices to ensure sustainable development.

Universal Health Coverage exemplifies our need for a systemic approach. While India has excelled in upstream innovations like vaccines and protocols, the midstream infrastructure—delivery mechanisms, local institutions, and talent—lags significantly. Strengthening these midstream systems is critical to ensuring that healthcare reaches every citizen effectively. This involves empowering communities through initiatives like strengthening community health workers, implementing digital health systems, ensuring healthcare becomes accessible even at the last mile. Focusing on developing compassionate healthcare leadership at the point of delivery, we ensure responsive, dignified care across communities, especially in underserved regions. It is by looking at healthcare from a systemic lens that we can also appreciate and integrate indigenous healing practices with modern medicine, promoting a culturally inclusive and holistic healthcare model.

The journey to 2047 demands a shift from incrementalism to transformative action. It demands a cohesive strategy that unites every stakeholder—government, corporates, non-profits, and individuals—in a shared commitment to equity and progress. This convergence of public and private resources has the potential to exponentially increase the scale and impact of development projects. The role of corporate India in this transformation cannot be overstated.

The India@100 Foundation recognizes that the best way to achieve the SDGs is to leverage the ₹48 Lakh Cr spent annually by the Indian government

with an additional ₹40,000 Cr in CSR funds. Beyond financial contributions, businesses must integrate community-driven initiatives into their core strategies. This includes promoting volunteerism, supporting digital health ecosystems, and investing in leadership development programs that emphasise empathetic and ethical decision-making. We must not see this as corporate philanthropy—it's an investment in building a more resilient and productive society.

The India@100 Foundation's vision for transforming the lives of 400 million

Indians by 2047 is ambitious but achievable. However, its success depends on our collective willingness to move beyond business as usual and embrace systemic change. As India marches toward its centennial, the true measure of our progress won't be found in GDP figures or stock market indices, but in our ability to ensure that every Indian citizen has the opportunity to live a dignified life. The time for incremental changes has passed—what we need now is transformative action that reimagines how we approach development challenges and creates lasting change for India's most vulnerable citizens.

Empowering Microentrepreneurs: The Key to Livelihood Generation and Inclusive Economic Growth in India



Mr. R Dinesh

Immediate Past President
CII (2023-24) & Chairman
TVS Supply Chain
Solutions Ltd

The CII Centre of Excellence on Employment and Livelihood works to implement multi-stakeholder, impact-driven projects and facilitate key policy dialogues to break the systemic barriers that impede the exponential growth possible in this sector.

In India, the term microenterprise typically refers to very small enterprises that dot the economic and physical landscape of the country: street vendors, eateries, artisans, grocery shops, garages, service providers, small retailers, and manufacturers. The term conjures up the image of a business that's often family run, has limited capital, and lacks the necessary

resources and perhaps even the intent to scale up. The subtext of the narrative is that this type of business has tremendous hurdles and plateaus in growth beyond a certain point.

This narrative hides the bigger and more interesting picture about microentrepreneurs in the country. The Medium, Small, and Micro Enterprises (MSME) sector contributes about 30% to India's GDP and around 50% to its total exports. Microenterprises make up 99% of this sector. Therefore, the microenterprises significantly contribute to the power of the MSME sector.

As per the Annual Report of the Ministry of Micro, Small, and Medium Enterprises (MSME), microenterprises employ about 107 million people. This accounts for almost 25% of India's total workforce, making the sector one of the largest employment sources in the country.

Studies from the National Sample Survey Office (NSSO) indicate that 60–70% of workers in microenterprises come from economically marginalised backgrounds and turn to entrepreneurship as a means of earning a living to support their basic needs. Microenterprises also play a vital role in strengthening local economies. They provide goods and services tailored to community needs, foster local supply chains, and contribute to rural development. By supporting these businesses, India can ensure equitable economic growth that reaches all segments of society.

India's complex growth challenges are now catalysing a welcome shift in the microenterprise narrative. These businesses are finally being recognised for their potential to accelerate economic development and promote social inclusion. In 2020, to provide targeted support to this sector, the government reclassified microenterprises as businesses with

investment of up to INR 1 crore and turnover of not more than INR 5 crore. Indian industry is also turning to them for supply chain solutions and market expansion. There is agreement across the board that microenterprises can catalyse transformative changes in the country and accelerate the journey towards being a developed nation by 2047.

However, there is still some distance to cover before this sector can perform to its potential.

Many microentrepreneurs belong to the informal sector and lack a legal identity or a documented track record. This limits their access to formal credit, social security, and market opportunities. While Micro Finance Institutions (MFIs) and initiatives like the Pradhan Mantri Mudra Yojana (PMMY) have made strides in providing financial services to microentrepreneurs, there is much that Non-Banking Financial Institutions (NBFIs) can do in the space. NBFIs should look at introducing tailored products, use alternative methods such as analysing transactions with suppliers or customers of these entities for building the credit rating model, build digital platforms for easier access, simplify disbursement, and even be a channel for government loans. And, while increasing access to finance will definitely help the sector, it will be of little use if microenterprises are unable to absorb these resources and grow. Most microentrepreneurs lack the skills and business acumen to scale up. They need consistent capacity building to increase their operational efficiency and grow sustainably, especially with the focus on digitalisation and sustainability.

The Indian industry, with its reach and resources, is uniquely placed to

catalyse transformative changes in the sector, and it must do so urgently. Today, a strong microenterprises sector is as much a business imperative as a social one. This segment can exponentially increase the global competitiveness of Indian businesses by addressing issues such as sustainable supply chains, innovations, new markets, and climate resilience.

The Confederation of Indian Industry (CII) has instituted the CII TVS Mobility Centre of Excellence on Employment and Livelihood (CII CEL) as a platform to transform India's micro-entrepreneurial landscape and establish microenterprises as a transformative force for the country.

The Centre will act as the national platform for microenterprises that builds an ecosystem linking industry, NGOs, and support organisations to protect and strengthen the microenterprises in terms of skill upgrading, capacity building, advocacy, etc. This platform will create separate subgroups for each of these players—industry, NGOs, and support organisations—for building resource pools and making them interoperable, allowing for cross-collaboration and a deeper engagement with microenterprises. The Centre is working on mission mode to catalyse projects and policies that make a tangible impact on the ground.

In the long run, the Centre intends to catalyse a microentrepreneurial movement in the country and, in the process, herald inclusive growth. It is time for businesses, academia, and nonprofits to work with the government to create a strong entrepreneurial ecosystem in the country in the pursuit of being an inclusively developed country by 2047. An equitable India is a stronger India.

India@100: Achieving Holistic Leadership In a New World Order



Mr. Rajan Navani

Chairman and Managing Director
Jetline Group of Companies & Co-Chairman
India@100 Foundation

As India stands at the cusp of transformative growth, India@100 Foundation has unveiled the National Vision Document, charting a path for a developed and equitable nation by 2047. This ambitious roadmap aims to place India as a pivotal player in the evolving global order, while addressing the multifaceted domestic challenges. With a focus on thematic issues ranging from education to healthcare, sustainability, and livelihoods, the document outlines immediate, short, medium, and long-term objectives that will act as a guiding framework for action.

While India is on track to becoming the world's third-largest economy, a significant segment of the population remains underserved. Many lack access to fundamental needs such as quality education, affordable healthcare, and sustainable livelihoods. To realize the vision of India@100, the immediate priority is to identify these underserved communities and regions to drive targeted grassroots interventions that foster inclusive development.

Key Immediate Steps on the Roadmap to 2047:

Building a Collective of Resources and Human Capital

One of the cornerstone strategies of the India@100 Foundation is to create a collective of corporates, foundations, and high-net-worth individuals to pool financial and human resources. This convergence will not only streamline efforts but also optimize the allocation of resources, ensuring maximum impact with minimal redundancy. Collaboration among stakeholders will further economize efforts and create synergies to address critical challenges effectively and efficiently.

Forging Collaborative Partnerships

Collaborative partnerships will play a pivotal role in accelerating India's progress:

Government Collaboration: Partnering with Central and State Governments to align initiatives with existing policies and schemes will create a holistic and synchronized approach in addressing developmental challenges

NGOs and Multilateral Organizations: Working with civil society and global organizations can amplify outreach and introduce best practices

Public-Private Partnerships (PPPs): Leveraging PPPs will be crucial for scaling initiatives in key sectors such as infrastructure, healthcare, education, and technology

Leveraging Technology and Volunteerism for Scale

The Foundation recognizes the power of technology and volunteerism as critical drivers for achieving scale, outreach and efficiency:

Technology Deployment: Digital tools and platforms will be utilized to enable virtual volunteerism, streamline communication, and enhance the efficiency of ground-level operations

Replication of Best Practices: Proven models of success will be replicated and enhanced to reduce the time needed for implementation while ensuring measurable outcomes

Data-Driven Insights: Impact metrics and analytics will be central to tracking progress, enabling mid-course corrections and ensuring accountability

Advocacy and Sensitization

Beyond direct interventions, advocacy will be a critical focus area:

Influencing Policymakers: Engaging with policymakers to drive legislative and regulatory support for the vision’s objectives

Stakeholder Engagement: Sensitizing corporates, social organizations and people about their role in the collective vision of India@100

Fostering Innovation for Grassroots Development

Innovation will be a cornerstone of India@100’s strategy to address grassroots challenges:

Tech-Enabled Solutions: Bridging gaps in education, healthcare, and livelihoods through technological innovations that deliver scalable solutions

Sustainability Initiatives: Promoting sustainable practices in agriculture, renewable energy, and waste management to ensure long-term growth

Clear Timelines and Measurable Deliverables

For the roadmap to be effective, it must be guided by clear deliverables and measurable outcomes:

Defined Timelines: Every initiative will have a specific timeline to ensure accountability and track progress

Impact Assessment: Regular monitoring and evaluation will ensure initiatives remain aligned with overarching goals, allowing for course corrections when necessary

The India@100 vision

The India@100 Foundation’s vision builds upon the experiential learnings of the India@75 Foundation that concluded with the Amrit Mahotsav Celebrations. These insights highlight the importance of a focused, data-driven, and collaborative approach to achieve ambitious goals.

By adopting a surgical and objective strategy, the Foundation aims to maximize the impact of its initiatives while addressing the complexities of a diverse and dynamic nation.

The Call to Action

India@100 is not merely a vision; it is a call to action for every stakeholder—from Government and corporates to communities and individuals. It emphasizes the need for collective responsibility, bold innovation, and relentless focus to achieve an inclusive, equitable, and globally competitive India by 2047. With the right measures in place, this roadmap has the potential to transform aspirations into reality,

ensuring that India’s growth story is shared by all.

Together, we can build a future where every Indian has the opportunity to thrive, and India cements its position as a leader in the global order.

With the continuous change in global leadership and the uncertainty that it creates for India being an integrated world, the focus for India over next 25 plus years as we reach India@100 in 2047 can be described as below: We will agree that the most significant efforts will require active participation from citizens, involvement of capable agencies and individuals to drive this forward.





Dr Raina Ghosh
Research and
Advocacy Division, DEF



Mr Osama Manzar
Founder and director,
Digital Empowerment Foundation

Freedoms for Tomorrow: Enabling Universal Meaningful Access for an Inclusive Nation by 2047

Digital Empowerment Foundation (DEF) is a Delhi-based nonprofit organisation working to help people access a better life through digital literacy and digital tools. With the UNESCO-designated International Day for Digital Learning on March 19, we invited Dr Raina Ghosh and Mr Osama Manzar of DEF to share their views on scaling up digital literacy in a low-resource environment.

In 2025, the aspirations of a billion plus Indians seem to have travelled light-years away from those of post-colonial gestating periods of growth. Interestingly, the country's glide towards its 100th year of independence marks a look back at the crucial five-decade period that offered a unique entanglement of digital technology in the everyday lives of its people. It is a testimony to our progress since the Internet in India was launched on August 15, 1995.

Over these years, the nation's course and people's aspirations have rerouted themselves to existential questions in a rapidly digitising nation. Today, India stands at the crossroads of a new

definition of inclusivity that seeks liberation from the complex unfreedoms of '(digital) exclusion' and '(information) poverty'. This would mean not only addressing the structural barriers of caste, class, and religion affecting limited educational and economic opportunities but also fundamentally addressing the digital literacy gaps hindering one's freedom from information darkness. Moreover, we have also understood that in the digital era, literacy entails embracing the entire spectrum of Media and Information Literacy (MIL)—to strategically navigate the threats of an 'infodemic' of digital wrongs and misinformation.

But what does a Digital Bharat look like in its 100th independence year? How do we ensure India@100 is futuristic, technologically competent, and built upon strong equity and inclusivity principles? One of the key tools for embracing inclusivity would be the facilitation of access to digitally mediated information for people through robust digital skilling programs, improving digital infrastructure provisions across the geographies of rural, urban, and physical remoteness. It is to be understood how access to information can open a ripple effect of opportunities towards government and private services, entitlements, social security benefits, new skills, jobs, and the wider integration into the nation's financial economy. This would mean marginalised sections like women, elderly, Persons with Disabilities (PwDs), Dalits, Adivasis, other backward groups, and minority populations (religion, gender, and language groups) are granted an invisible weapon to overcome the intergenerational cycles of discrimination and disadvantages.

The Confederation of Indian Industry (CII) has envisaged many such flagship initiatives constructively propelling the nation and its massive workforce toward a more inclusive realm of digitalisation- acknowledging the interconnectedness of technology in daily human lives. An inclusive future requires working hand-in-hand and working for the interests of this huge unorganised labour force. Keeping in mind the needs of different underprivileged constituencies of labour in rural areas, the Digital Empowerment Foundation (DEF) partnered with the CII-led India@75 Foundation to jointly design and run the Function Literacy Program (FLiP).

FLiP, a 3-module program, focussed on digital skilling of different labour groups within the rural workforce. The benefits were getting digitally empowered and learning about the functional aspects of digital and financial literacy, as well as moving beyond the mere act of 'going digital' or 'going online.' The program essentially ensured training, access, and digital linkages to government and private services, addressing the issues of the digital divide vis-à-vis the sectors of digital education and the digital financial economy.

For a time when most public services and entitlements have been hinged on digital platforms, the program facilitated access to these welfare avenues for the most vulnerable populations in rural areas through tools like LMS (Learning Management System). This meant inclusivity ushered in by overcoming the various barriers to digital literacy, allowing the lower rung of the population to leverage information, economic independence, and empowerment through informed decision-making.

Therefore, imagining a digitally inclusive nation in 2047 would require many such initiatives like FLiP to enable broader access to technology whereby marginalised communities can advocate for their rights, access essential services, and engage in economic opportunities. However, such imagination essentially rests on the state's role in providing technological infrastructure under a broad umbrella of 'Digital Public Infrastructure' or DPIs. Through targeted educational interventions, community-based digital resource centres, and public-private

partnerships, this nurtures a sense of digital readiness among all citizens. Integrating DPIs within state policies, with inclusion as a priority, can usher in more responsive public services, catering to the needs of the digitally underprivileged community members. In other words, the focus must transcend from mere policy-making to making DPIs accessible, affordable, and inclusive-be it in the realms of the right to information, the right to food, the right to health, the right to education, the right to shelter, the right to finance, the right to employment, and so on.



Volunteerism - An India@100 Foundation Initiative

National Volunteering Week (NVW), observed annually from 18th to 24th January, is the flagship volunteering initiative of the India@100 Foundation, launched in 2014. It aims to institutionalize the spirit of volunteerism in India by showcasing the power of collective action through multi-stakeholder collaboration. NVW brings together individuals, corporates, NGOs, educational institutions, and government bodies such as NSS and NYKS to contribute meaningfully towards addressing key social challenges. Each year, the week mobilizes volunteers across the country to participate in a wide range of activities-from education, healthcare, and digital literacy to climate action, skill development, women empowerment, and rural development-often aligned with national themes like “Count Me In,” “Swachh Bharat,” and “I for India.”

Projects led by corporations and NGOs are opened up for volunteer participation, offering people the opportunity to contribute their time and skills while engaging directly with grassroots realities.

In 2025, NVW witnessed an unprecedented response, with 1,35,356 volunteers contributing 10,93,161 hours of service and positively impacting over 32 million beneficiaries across the country. The roots of this initiative lie in the India@75 visioning exercise initiated by the Confederation of Indian Industry (CII) in 2008, which emphasized citizen-led development and identified volunteerism as a key pillar for national transformation. To scale engagement, the Foundation developed the National Volunteering Grid (NVG)-a digital platform that connects volunteers with opportunities and provides dashboards to track participation. As part of the broader India@100 vision launched in 2022, NVW continues to play a vital role in fostering active citizenship, strengthening the culture of collaboration, and enabling people across sectors to contribute to building an inclusive, equitable, and developed India by 2047.

National Volunteering Week: The Journey

The journey began in 2008 when the Confederation of Indian Industry (CII) launched India@75, an industry-led movement aimed at transforming India into an advanced nation by its 75th year of independence in 2022. This initiative was guided by “India@75: The People’s Agenda,” a strategic document developed through nationwide public consultations.

Under the India@75 Foundation’s leadership, the movement focused on key developmental priorities including skill development, urban sustainability, education, healthcare, digitalization, and volunteerism. The Foundation catalyzed crucial collaborations between industry and various stakeholders, implementing significant programs such as the Functional Literacy Programme and the Aspirational District Programme.



A major emphasis was placed on fostering both general and pro bono volunteering. Recognizing technology’s potential to scale engagement, the Foundation developed the National Volunteering Grid (NVG), an online platform connecting NGOs, citizens,

and industry stakeholders for collaborative social impact.

In 2022, building on the experience of India@75, CII initiated a new nationwide visioning exercise for India@100, aimed at achieving developed nation status by 2047. This resulted in the creation of the National Vision Document India@100, serving as an action blueprint for addressing national priorities through enablers such as technology and volunteerism.

Subsequently, the India@75 Foundation transformed into the India@100 Foundation, maintaining its focus on catalyzing strategic collaborations for national development. The Foundation’s approach encompasses intersectoral and interlinked aspects of nation-building, working with diverse stakeholders including government bodies, think tanks, academic institutions, industry leaders, and civil society organizations.

Guided by the principle of ‘Vasudhaiva Kutumbakam’ (the world is one family), the Foundation has identified five core vision elements for the next 25 years: achieving holistic leadership in the global arena, ensuring equitable economic progress, revitalizing India’s soft power, promoting innovation for competitive advantage, and transforming core capabilities to unlock national potential. This comprehensive transformation from India@75 to India@100 represents a strategic evolution in the nation’s development journey, maintaining continuity in purpose while adapting to new challenges and opportunities in pursuit of comprehensive national development by 2047.

The 2025 edition marked the 12th anniversary of the National Volunteering Week. Here's a walk down the memory lane.

2014 *This was the inaugural year. 3,200 volunteering hours impacted nearly 46,000 people.*

2015 *Volunteers put in more than 7,525 hours to help more than 0.13 million people.*

2016 *Volunteering hours increased three folds to almost 25,000 and the number of beneficiaries climbed to 0.3 million.*

2017 *This year saw engagement increase manifold - volunteers clocked 2,50,000 hours and helped over 1.2 million people.*

2018 *Volunteers put in more than 3,00,000 hours to make a difference to nearly 1.65 million lives.*

2019 *This year saw among the highest numbers of volunteering hours - about 20,00,000 - affecting 2 million people.*

2020 *The pandemic had just begun to raise its ugly head. Over 95,000 volunteering hours saw over 10 million people being helped.*

2021 *Volunteers proved their mettle in this crucial year. More than 75,000 volunteering hours helped over 11.3 million people.*

2022 *Digital and physical volunteering together added up to over 1,70,000 hours and helped over 11.5 million people.*

2023 *This edition clocked more than 1,98,000 hours and helped over 17.5 million people.*

2024 *Volunteers contribute more than 8,66,083 hours and help over 24.8 million people.*

2025 *More than 1,35,356 volunteers contribute over 10,93,161 hours to help 32 million+ beneficiaries.*

National Volunteering Week 2025: On the Ground

Volunteering is a way for individuals to connect with grassroots issues, stay grounded, and make a meaningful difference in their communities. This year, like every other, the NVW strengthened the case for mainstreaming volunteering in the country to mobilize people for nation-building.



NAYARA ENERGY

4,000 volunteers
37,000 hours
5,000 people beneficiaries

Through its "Nayara Gives Back" initiative, Nayara Energy drives community development through various programs. The company partnered with Goonj for donation drives supporting rural education, while employees participated in environmental and health activities including clean-ups, tree planting, and blood donation camps. The initiative also promotes local volunteering projects.



ROBIN HOOD ARMY

5,955 volunteers
1.1 million+ beneficiaries

The Robin Hood Army mobilises volunteers across Delhi and India to distribute meals to underserved communities. Their ongoing initiative addresses food security while building community connections, demonstrating how organised volunteer efforts can effectively combat hunger and support vulnerable populations.



AMBUJA NEOTIA

90+ volunteers
1,280+ hours
3,600+ beneficiaries

During National Volunteering Week 2025, Ambuja Neotia demonstrated its commitment to community service through diverse employee initiatives. Activities included distributing winter essentials, organizing women's sports events in rural areas, providing student mentorship on development and cybersecurity, and conducting a month-long food distribution campaign. These efforts showcased the company's dedication to social impact and positive change.

CGI

9,365 volunteers
20,256 hours
1,50,000 beneficiaries

CGI demonstrated comprehensive social responsibility through diverse volunteering initiatives across locations. In Assam, employees provided flood relief support, while Bengaluru teams assisted students with disabilities and improved public spaces through tactile urbanism. The organisation also conducted environmental cleanup drives and artistic community enhancement projects, exemplifying their commitment to sustainable community development.



FIRSTSOURCE

5,923 volunteers
17,672 hours
47,265 beneficiaries

Firstsource implemented a comprehensive volunteering program combining virtual and on-ground initiatives. Virtual activities focused on mentorship for career development and soft skills through the Foundation for Excellence. On-field efforts included food distribution in Chennai, community support in Hyderabad, environmental conservation projects, and educational assistance. It also organised health camps and career fairs, demonstrating a holistic approach to community development.

MAHINDRA AND MAHINDRA LTD

46,600 volunteers
1,63,600 hours
97,800 beneficiaries

Mahindra organized multiple volunteering initiatives across the country. These ranged from organizing free eye check-up camps, skilling classes for youth, distribution of warm clothes, awareness rallies on road safety, free health check-up camps and blood donations drives. Through these initiatives, the volunteers reached out to around 3,600 beneficiaries.

PIRAMAL FOUNDATION

2,558 volunteers
100 hours
17,044 beneficiaries

The Piramal Foundation drives volunteerism through diverse initiatives spanning education, healthcare, sustainability, and community welfare. Projects include fitting stray animals with reflective belts, promoting organic farming, conducting menstrual hygiene workshops, organizing traditional sports events, and implementing community-led initiatives for clean water and sanitation-all working to empower communities across India.



TATA CONSULTANCY SERVICES

TCS (Hours of Purpose by Employees) Transforming Employee Volunteering into a strategic force for change.

27,000+ volunteers
78,4954 hours
10,00,000+ beneficiaries

TCS' employee volunteering program HOPE (Hours of Purpose by Employees) is an initiative by the people, for the people, fuelled by the Tata group's enduring commitment to community service. HOPE unites the passion and interests of employees with projects that help them discover meaning and purpose.

Aligned to the UN SDGs, HOPE enables anytime-anywhere volunteering for employees along with their friends and families to create significant local impact; whether it's supporting the poor with basic essentials, creating better health outcomes for those in need, preserving and protecting the environment or empowering marginalized communities through education, employment, and entrepreneurship.



YOUNG INDIANS

250 volunteers
1,066 hours
15,810 beneficiaries

Yi chapters across India conducted diverse community initiatives: Kolkata organized a book drive benefiting 487 students, Indore ran health camps and skill development sessions, Puducherry celebrated Pongal with students, and Bhubaneswar led multiple programs including road safety education, support for disabled widows, and a future skills forum.



BRILLIO

500 volunteers
5,491 hours
5,100 beneficiaries

From Nov 2024 to Jan 2025, Brillio launched diverse educational and environmental initiatives, including Mini Science Centres, Digital Learning programs, and STEM activities across cities. They conducted digital training for teachers, organized hands-on learning experiences, and engaged employees in teaching. Environmental efforts and community programs like the "Wishing Tree" initiative and clean-up drives rounded out their social impact activities.



COGNIZANT

481 volunteers
1,686 hours
3,288 beneficiaries

Cognizant implemented diverse community initiatives across India, focusing on education through classroom teaching, NMMS training, digital literacy, and mentoring for underprivileged students. Healthcare efforts included eye screenings and support for the visually impaired. Environmental work encompassed tree planting, lake conservation, and plastic cleanup. Volunteers also conducted skill development training and supported para sports programs.



CONNECTFOR

451 volunteers
1,201 hours
1,35,300 beneficiaries

ConnectFor led three key initiatives in Mumbai: a beach cleanup at Carter Road to protect marine ecosystems, an "Artshala" school beautification project in Wadala featuring educational murals, and a tree-planting drive at Borivali National Park. These activities combined environmental conservation with community engagement.



DAINIK BHASKAR GROUP

240 volunteers
2,50,205 beneficiaries

DB Corp Limited drives social change through initiatives like Prerna Utsav - Raktdaan, a nationwide blood donation drive honoring its late Founder and Chairman, which inspired many first-time donors. Dene ka Sukh - Vastradaan established collection centers for usable clothing donations, distributing them to shelters and orphanages. These programs demonstrate DB Corp's commitment to using its influence for social good and fostering community engagement.



EKAL VIDYALAYA

5 million+ beneficiaries

Ekal Abhiyan organised grassroots sports programs across India, with events such as athletics, wrestling, kabaddi, and yoga. Participants showcased their skills, mental focus, and potential. These programs fostered a spirit of sportsmanship and physical fitness among the participants, culminating in a national event where the most talented of the lot competed.



DHENUM ASHRAY SADNAM

2,500 volunteers
5,000 hours
37,500 beneficiaries

Dhenum Ashray Sadnam coordinates volunteers to provide meals at a government hospital in Tanda, Himachal Pradesh. The initiative ensures patients and their families receive nutritious food during their hospital stay, while building community spirit through volunteer engagement and compassionate service.



FORESTS BY HEARTFULNESS

100 volunteers
400 hours
5,000 beneficiaries

Forests by Heartfulness conducted a tree planting initiative with dedicated volunteers. The planted trees are projected to sequester 200 tonnes of CO2 throughout their lifetime, demonstrating a long-term commitment to environmental sustainability while benefiting the local ecosystem and nearby communities.



EARTH FOCUS FOUNDATION

230 volunteers
1,252 hours
2,286 beneficiaries

The Earth Foundation's volunteering opportunities focused on education, culture, sports, and well-being. A two-day state-level competition at Zilla Parishad High School in Siddipet, featured drawing, essay writing, quizzes, kabaddi, cultural performances, and a fancy dress event to raise awareness about junk food. The National Girl Child Day was celebrated at Kasulabad and Velkatur schools. These activities sought to support holistic student development and community engagement.



iVolunteer

375 volunteers
1,500 hours
10,000 beneficiaries

iVolunteer Pune conducted clean-up drives at ARAI Hills and Omkareshwar, collecting both recyclable and non-recyclable waste. The multilingual volunteer team worked to benefit local residents and visitors while promoting environmental conservation and proper waste management practices.



JAKSON

175 volunteers
736 hours
2,986 beneficiaries

Jakson Group demonstrated comprehensive corporate social responsibility through initiatives in education, healthcare, and environmental sustainability. Their programs included green technology scholarships, healthcare accessibility improvements, and environmental conservation efforts. These along with celebratory events, cleanliness drives, and mentoring programs, demonstrated their dedication to sustainable development and social impact.



NACDAOR

2,522 volunteers
5,764 hours
21,980 beneficiaries

Nacador organised a series of impactful activities across various locations in Delhi, focusing on healthcare, environmental sustainability, and education. They conducted sessions on water conservation and hygiene, eye flu and dengue awareness, anaemia prevention, complete vaccination of children, malnutrition, and diarrhoea. They also organised health camps and data collection drives, recycling activities, and distribution of educational resources.



JEEVAN ASHA HOSPITAL & REHABILITATION CENTER

206 volunteers
2,268 hours
380 beneficiaries

Jeevan Asha Hospital & Rehabilitation Centre supported amputees through several initiatives, including a modular artificial limb donation camp and field assessments. They organised Saksham, a national sporting event for treated patients, particularly amputees, fostering community spirit. A sponsorship event was also held to support ongoing patient care.



PROJECT MUMBAI

483 volunteers
1,314 hours
1,800 beneficiaries

Project Mumbai led initiatives including "Jalosh Clean Coast" for coastal clean-ups and plastic recycling and "Agni Rakshak" for fire safety awareness at local stations. They also conducted environmental education at Nahar International School, teaching students about plastic and e-waste impact and recycling importance.



LETS GIVE HOPE FOUNDATION

83 volunteers
369 hours
6,360 beneficiaries

The Let's Give Hope Foundation conducted various healthcare initiatives in Uttar Pradesh, including free eye and general health check-ups for schoolchildren, bus drivers, and police. They organised blood donation camps and hygiene education sessions. Community development activities featured Swachhta rallies, street plays, and holiday celebrations, engaging volunteers while promoting health awareness and environmental sustainability.



SANJAY TECHNO PRODUCTS

323 volunteers
1,128 hours
750+ beneficiaries

Sanjay Techno Products Pvt. Ltd. in Aurangabad led several community initiatives, including tree planting at its Waluj facility and villages. The company promoted wellness through yoga sessions and organised health camps offering medical screenings and CPR training. They also conducted blood donation drives in partnership with Dattaji Bhale Rakt Pedit.



SEVA CHARITABLE TRUST

3,400 volunteers
400 hours
950 beneficiaries

Seva Charitable Trust marked National Volunteering Week 2025 with significant community initiatives. They planted 3,000 fruit trees in Mumbai for ecological benefits and distributed ration kits to 500 families. The trust also engaged in children's welfare by providing toys and stationery, demonstrating their commitment to social and environmental causes.



STARTEK

16,957 volunteers
19,650 hours
4,941 beneficiaries

Startek organised nationwide blood donation camps in cities including Pune, Gurgaon, Bhopal, and Bangalore. They conducted dental and eye check-ups for staff and support personnel while also supporting community development through visits to differently-abled children, winter clothes distribution, and rice donations. Environmental initiatives included tree planting drives.



THE SHIKHAR DHAWAN FOUNDATION

120 volunteers
420 hours
60 beneficiaries

The Shikhar Dhawan Foundation launched "Livelihood on Wheels," partnering with Zomato to provide mobility support and employment to people with disabilities. They also created a mini forest at IFFCO Chowk, planting over 1,000 trees with school students and IRS officer Rohit Mehra, the "Green Man of India."



THE KIND CITIZEN

2,051 volunteers
8,600 hours
4,874 beneficiaries

The Kind Citizen orchestrated diverse community initiatives combining art, sustainability, and social service. Volunteers engaged in creative activities like diya painting and mural making while also focusing on practical help through health camps and clothes distribution. They promoted environmental consciousness through plastic recycling and conducted social outreach, including elderly engagement and children's programs. Activities balanced creativity, community service, and environmental stewardship.



STANDARD CHARTERED BANK

2,366 volunteers
7,098 hours
10,000 beneficiaries

Standard Chartered volunteers conducted diverse community initiatives nationwide. Activities included community kitchen services in Delhi, supporting girls' development in Navi Mumbai, winter clothes distribution in Jaipur, mentoring sessions in Mumbai and Kolkata, environmental projects, and scholarship evaluations in Bangalore. They also promoted sports for girls in Hyderabad.



WASTE WARRIORS SOCIETY

52 volunteers
2,706 hours
819 beneficiaries

Waste Warriors Society promotes environmental sustainability through various initiatives. Their DYOC program helps businesses organise cleanups with tourists, while monthly community cleanups involve NGOs and transportation unions. They facilitate educational visits to their Material Recovery Facility and implement the Eco-Daan program to promote responsible tourism. Tailored campaigns like "Swachhta Ki Yatra," "Eco Stay," and "Skip the Straw" target specific sectors to foster sustainable practices.



Volunteerism is the bridge between intent and impact. When individuals step forward to serve, they ignite a chain reaction of change – empowering communities, strengthening societies, and fostering a culture of shared responsibility. A world driven by service is a world built on hope, resilience, and lasting progress.

Ajay Piramal
Chairman
India@100 Foundation



When individuals give their time and effort to uplift others, they don't just transform lives—they strengthen the very fabric of our society. Volunteerism is the heartbeat of a thriving nation, and as India steps into its next century, this spirit of service will be instrumental in driving sustainable progress and social harmony.

Rajan Navani
Co-Chairman
India@100 Foundation



Have you registered on the National Volunteering Grid?

The India@100 initiative is spearheaded by the Confederation of Indian Industry (CII). It presents a comprehensive vision for transforming India into a developed nation by 2047. At the core of this initiative is people's participation—a structured volunteering ecosystem is therefore crucial to realising the India@100 vision.

CII and the India@100 Foundation have set up the National Volunteering Grid (NVG) <https://www.nvgindia.org>, an innovative digital platform designed to integrate volunteering efforts across the country. The platform has already achieved significant traction, bringing together nearly 5,000 non-profits, 31 corporations, and 58 volunteering networks. This convergence enables meaningful collaboration between various stakeholders, creating opportunities for high-impact social change.

The India@100 Foundation has implemented several strategic programs to institutionalize volunteering within organizations and communities. A notable example is the annual National Volunteering Week, which serves as a catalyst for promoting structured and scalable volunteering initiatives.

The Foundation's ProBono Volunteering Initiative represents another key program, enabling corporate professionals and domain experts to contribute their specialized skills toward national development goals.

The Foundation's approach emphasizes measurable impact and structured engagement, moving beyond traditional volunteering models to create sustainable change. Through virtual volunteering sessions and targeted engagement programs, the initiative has expanded its reach while maintaining focus on quality and effectiveness.

With the institutional backing of CII, the India@100 Foundation continues to advocate for volunteerism as an essential component of India's development journey. The initiative's comprehensive approach - encompassing policy advocacy, technological innovation, and grassroots engagement - demonstrates its commitment to fostering a culture of purposeful volunteering. This structured approach to volunteerism aligns with India's broader vision of becoming a developed, inclusive, and globally competitive nation by 2047.

National Volunteering Week 2025 statistics

| FOCUS | VOLUNTEERS | VOLUNTEERING HOURS |
|----------------------------|------------|--------------------|
| Art and Culture | 969 | 4,496 |
| Community Development | 1,02,123 | 9,86,267.5 |
| Education | 3,815 | 12,100.75 |
| Environment Sustainability | 4,505 | 10,040 |
| Healthcare | 17,478 | 46,764.5 |
| Road Safety | 2,606 | 477 |
| Rural Education | 2,000 | 25,000 |
| Skill development | 600 | 1,016 |
| Social Inclusion | 696 | 2,278.9 |
| Sports | 444 | 4,270.5 |
| Women Empowerment | 120 | 440 |

CORPORATE PARTNERS



NONPROFIT PARTNERS



Swachhata Hi Sewa (SHS) campaign by India@100 Foundation



About the Activity

- India@100 Foundation has been at the forefront of promoting volunteerism in India for over a decade. Recently, India@100 Foundation in partnership with the Young Indians (Yi) organized a Swachhata Hi Seva (SHS) activity at Carter Road, Bandra, Mumbai. This initiative aimed to inspire communities to take ownership of public spaces and contribute to the national vision of a Clean India.
- As part of the nationwide Swachhata Hi Sewa (SHS) campaign, observed from 14th September to 2nd October with the theme 'Swabhav Swachhata – Sanskar Swachhata', the Ministry of Housing and Urban Affairs, as the nodal Ministry for SHS-2024, has sought CII's support to expand the outreach of this transformative initiative across the country.
- In response, CII is actively supporting SHS-2024 across its membership nationally. In Mumbai, CII Western Region, in collaboration with India@100 Foundation, Young Indians (Yi), and NGO partners, is organizing this clean-up drive at Carter Road.
- In partnership with ConnectFor, Carter Cleanup, and Ek Saath Foundation, the India@100 Foundation led the cleanliness drive. Volunteers were briefed on the broader mission of the event, which aligned with the India@100 vision for a sustainable and cleaner future. Essential safety equipment, such as masks and gloves, was provided to participants, and around 100 volunteers came together to clean the beach along the Carter Road coastline.

Glimpses of the Activity



India We Want- Debate Competition

30 January 2025 | Mumbai



Glimpses of India We Want: Debate Competition in Mumbai

The 5th Edition of the IndiaWeWant: Debate Competition, a flagship youth engagement initiative by CII Western Region, was successfully organized on 30 January 2025 in Mumbai. The event brought together bright young minds from academic institutions across the region to debate thought-provoking topics centered on nation-building and developmental challenges.

This edition continued the legacy of the IndiaWeWant series, which began in 2013 as a creative contest platform and evolved into a structured debate

competition from 2018. The initiative aims to cultivate critical thinking, enhance public speaking abilities, and empower youth to articulate their vision for India's future.

Participants from schools, colleges, and universities competed in English, Hindi, and Marathi across two groups:

- **Group A:** Students from 9th to 12th standard
- **Group B:** Undergraduate and postgraduate students



Winners of the 5th Edition of the IndiaWeWant: Debate Competition in Mumbai

A multi-stage process led to the grand finale, which included video submissions, a rigorous preliminary judging round, and culminated in a live debate on event day. The format included opening remarks, rebuttals, closing statements, and a Q&A segment.

Finalists were selected based on originality, clarity, argument structure, rebuttal quality, and overall presentation. The top 12 teams (2 per language, per group) competed in the finale, where they were evaluated by an esteemed panel of judges.

The winners were felicitated by:

- **Rishi Kumar Bagla**, Deputy Chairman, CII Western Region 2024-25 & CMD, BG Electricals & Electronics India Ltd

- **Dr. Mohan B Rao**, Chairman, CII WR Taskforce on Education & Adviser, New Initiatives, SIWS Group of Institutions
- **Dr. Vithal Kamat**, Chairman & MD, Kamat Hotels (India) Limited

Participants and finalists received certificates of recognition, and the winners were awarded exciting tech gadgets such as smartphones, smartwatches, and tablets.

The event concluded with closing remarks that emphasized the importance of youth participation in democratic dialogue and encouraged continued engagement through the IndiaWeWant platform.

Har Ghar Tiranga

As part of Azadi ka Amrit Mahotsav (AKAM), the Confederation of Indian Industry (CII) and the India@100 Foundation marked 78 years of India's independence through commemorative activities across CII's 70 offices nationwide. Among the key initiatives was the Har Ghar Tiranga campaign, which encouraged widespread participation in the lead-up to Independence Day.



CII members, representatives and staff eagerly participated in flag hoisting events as part of the Har Ghar Tiranga Campaign, signifying their commitment to the country's principles. Additionally, it was suggested that Zonal Councils, State Councils, and Regional Councils staff members and their families be encouraged to fly the Indian national flag at their place of business/homes and post a selfie with it on www.harghartiranga.com. Hoisting the national flag represented CII's Membership's allegiance to the country's ideals and its commitment to advancing development and economic prosperity.

Every one of the 70 CII offices across the country celebrated Independence Day with great enthusiasm and patriotism. Cultural and musical celebrations, Kids Drawing Competition, Tiranga Walkathon, Tiranga Yatra were organized by CII employees and their families and at CII offices nationwide to mark the occasion. Selfie booth were set up across all offices for staff to click Tiranga selfies.

Flag hoisting ceremonies were then held in CII offices in 28 states, divided into four areas: the Northern, Southern, Eastern, and Western regions of India.

CII Offices were adorned with lighting, flowers, decorations and

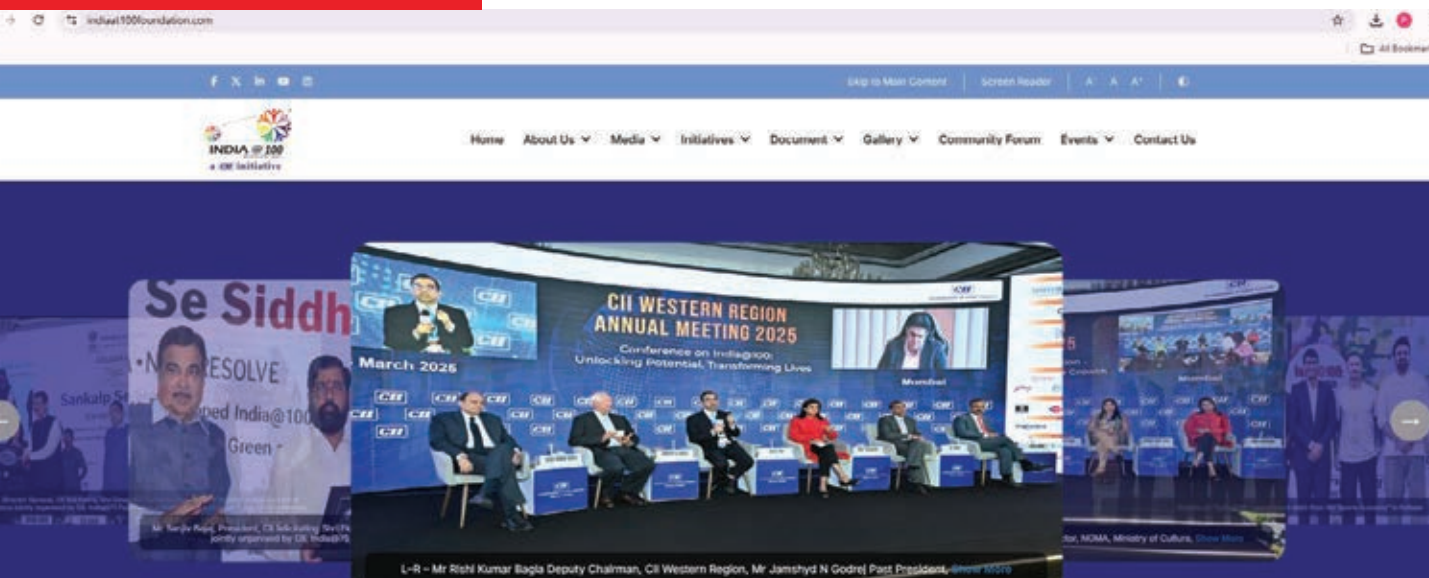
tricolor flags to celebrate 78 years of progressive and wonderful India. Employees were fully involved in Independence day celebrations and planning and organizing initiatives around Har Ghar Tiranga.

With over 9,000 members from the public and private sectors and 365,000 businesses connected to 294 national and local industry associations, CII is a large network that was urged to commemorate this year's Independence Day and actively involve their staff, target customers, and communities in the Har Ghar Tiranga Campaign from August 13-15, 2024. All business groups (CII members) and social impact organizations received a circular encouraging them to actively involve their employees in these two campaigns.

At the village, district, state, and national levels, civil society organizations affiliated with the India@100 Foundation organized Tiranga Yatra, Tiranga Walkathon and several workshops, events, and activities to guarantee a collaborative and all-encompassing commemoration of our country's advancement and solidarity.

Selfie booth setup at CII offices, flag-hoisting ceremonies, cultural events, and much more were among the events.

Website – India@100 Foundation



The newly launched India@100 Foundation indiaat100foundation.com website and mobile app is a dynamic platform designed to engage citizens, thought leaders, innovators, and changemakers in shaping India’s development as it marches towards India@100.

This initiative invites people from all walks of life to contribute ideas, share inspiring stories, and collaborate on initiatives that align with the broader vision of an inclusive, sustainable, and prosperous India.

The website acts as a digital hub for showcasing the Foundation’s projects and events, while sparking conversations around key national

priorities such as economic growth, technology, health innovation, digital inclusion, environmental sustainability, and cultural heritage.

It also provides space for organizations and individuals to engage in volunteering, public campaigns, and thought leadership, helping build momentum for long-term societal impact.

By encouraging active participation and collective action, the India@100 platform aims to co-create a future roadmap that reflects the aspirations of every Indian. It serves not only as a source of inspiration and knowledge, but also as a catalyst for building a stronger, future-ready nation.



Research and Publications



Vision for India@100

India has started on its journey of ‘Amrit Kaal’, a quarter-century of rapid progress and prosperity, to usher in a Viksit Bharat by 2047, when it celebrates its 100th year as an independent nation.

The strong legacy of India@75 sets the right platform for India@100. To develop the vision of India@100, the following four principles were followed:

- Aspirations must be developed at scale and not constrained by available resources

- Progress should accelerate the path to the future
- Achievement of vision requires innovation and next practices
- Vision roadmap should be a living document, to be updated and refined periodically

For developing the India@100 vision document, CII undertook a broad based and rigorous exercise for dialogue on aspirations through numerous ways:

- Conferences on National Visioning Exercise on India@100
- National Survey on India@100
- Exclusive interactions on India@100 with selected people and Industry Leaders through Fireside Chats, Panel Discussions, and Interviews
- Social media Campaign on #India@100
- Brainstorming Workshops with Industry across the country
- Competitions amongst Students for India@100 through painting, poetry, and essay in schools

More than 10,000 stakeholders have directly contributed to the vision. -1.5 million people have connected through digital means.

The India@100 vision document aims to encapsulate the aspirations of citizens for the next 25 years across 5 pillars covering 14+ diverse themes

The overarching aspiration is for India to secure global leadership, through economic, cultural, social, and developmental dimensions – Ascend to the peak of the New World Order. Reaching this peak will require fulfilling potential in multiple areas – Maximizing economic progress, Revitalizing its soft power, Innovating to stay ahead of the curve & Transforming holistically to unlock human potential.

Ascend

India as one of the world's top three economies will leverage its economic might for a leading role in the global institutions under the theme of Vasudhaiva Kutumbakam.

Its views will be sought after and respected for both emerging and advanced economies and working with all friendly nations.

Maximize

By 2047, we will maximize India's economic growth and progress to become the world's third largest economy. Growth will be driven by all the three sectors: Agriculture, Manufacturing and Services.

India is envisioned to be an integral part of the global value chains and rank among the top 5 exporters in the world across a diverse range of products ranging from superfoods to robotics to professional services.

The progression to top 3 economies will need focused efforts across all three sectors by use of technology, innovation & building unique set of capabilities. A big enabler to the growth aspirations will be unlocking our 'Nari shakti' by increasing female literacy levels and labor participation.

Agriculture: To lift 200 million people out of poverty, increase household income and improve standard of living, farmers will be equipped to use best-in-class technologies such as next-gen enhanced seeds, fertilizers, advanced equipment such as drones and IoT sensors to improve farm productivity.

Manufacturing: By 2047, it is envisioned that India will become a global manufacturing hub of low-cost products and high-tech products, with end-to-end supply chain. Products made in India will become a hallmark of high quality, affordability, and sustainability.

Services: Services exports in many emerging, high growth areas will expand to AI/ML, big data analytics, geospatial intelligence, visual effects & animation etc. India will become the global supplier of services such as animation, healthcare, professional services etc., leveraging our young and qualified workforce.

Revitalize

India will have a key position in global platforms and our rich ancient values, culture and history will be revitalized & celebrated across the world.

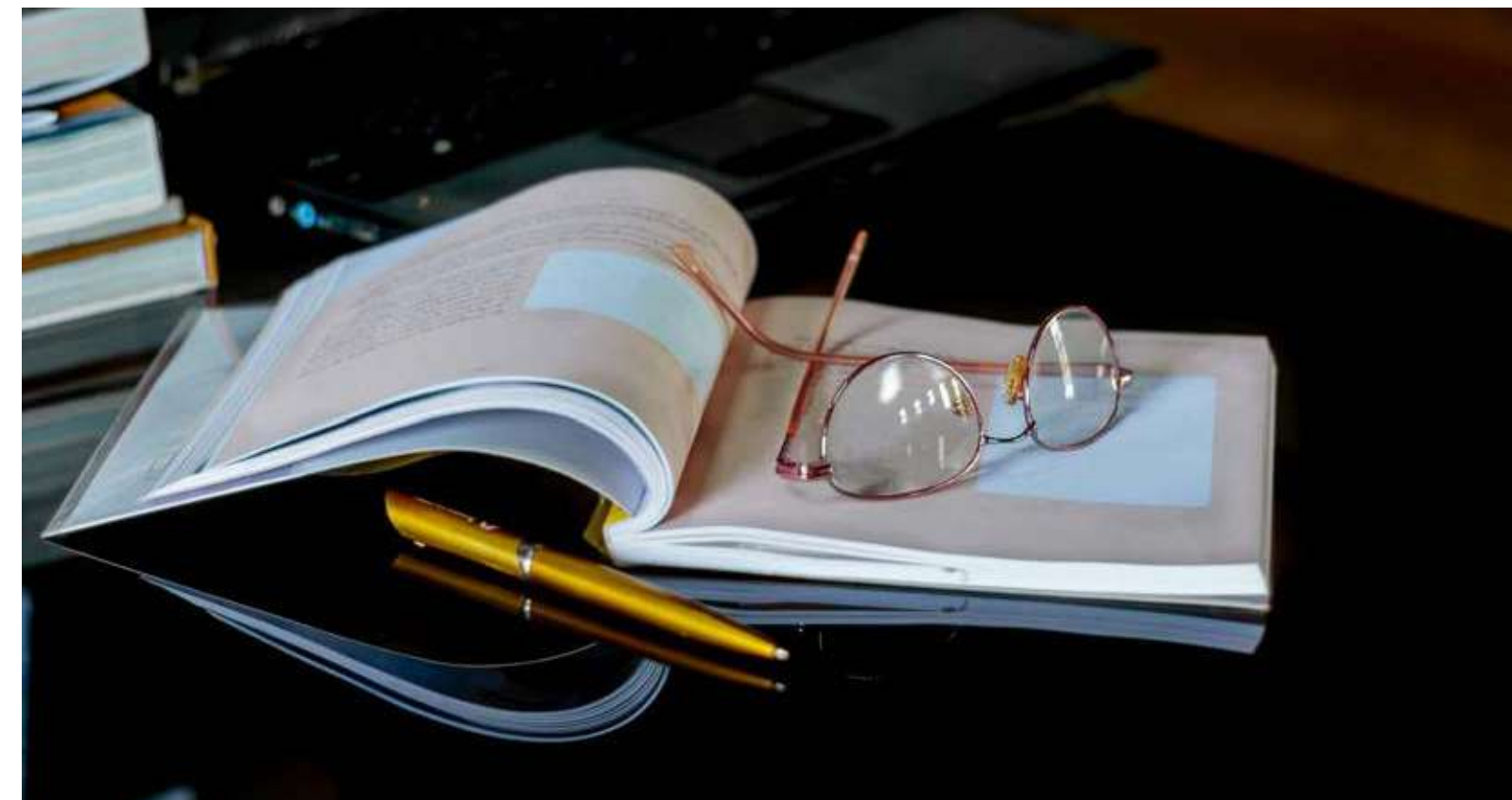
Tourism: India's rich geographical diversity will make it a 12-month tourist destination, attracting people from around the globe for purposes ranging from leisure, spirituality, wildlife & medical tourism. India will be ranked among the top 3 most travelled countries in the world.

Culture: India will lead the world's consciousness in the spheres of films, theatre, dance, music, and literature, becoming the 'story-teller' to the world. In India@100, we will be closely engaging with our local art and culture, preserving it, and educating future generations about it.

Sports: India is envisioned to consistently rank among the top 10 nations in global sporting events such as the Olympics. We will be the go-to destination for wellness practices like yoga, ayurveda and naturopathy for the world's good mental, physical and emotional health.

Innovate

People of India also aspire that India is at the forefront of fostering innovation, research, and development across sectors like manufacturing, defense, agriculture, services & climate. With



use of transformative technologies, India will build high quality products for the world. We will bring inclusive growth across all sections of society through extension of digital platforms across all sectors.

Energy: By 2047, India will meet near 100% of its energy requirements from renewable sources. India will take the lead in developing futuristic initiatives such as green hydrogen, carbon capture, water conservation & storage, sustainable packaging, and biodiversity preservation.

Technology: In the next 25 years, India is envisioned to lead the world in research and innovation of transformative technologies. India will be ranked among the top 10 countries on the Global Innovation Index. At the forefront of developing such technologies will be our start-up ecosystem, which will be the largest in the world, led by our entrepreneurial citizens.

Digitalization: By 2047, India will extend the power of digital platforms across all critical sectors of the economy. Continuing on our success of building the three largest public digital platforms in the world, Aadhar, UPI, and CoWIN, we will achieve success across other domains such as agriculture, logistics, MSMEs, education, e-commerce, law, and justice.

Transform

India's ascent to new heights will require us to strengthen India's foundation across 4 elements to unlock full potential: Education, Healthcare, Infrastructure and Governance. This will transform our social & physical infrastructure to unlock human potential.

Education: India will be home to the world's largest skilled workforce with significantly higher women participation. This will enable 'brain gain' & tremendous socio-economic growth.

Healthcare: By 2047, India will be among the top 10 healthiest countries in the world with superior performance across all measurable health outcomes. India@100 will be free from preventable diseases, with high quality standards in nutrition, sanitation, and safe drinking water, creating a healthy ecosystem for its citizens. India will provide equitable, affordable, and accessible 'healthcare to all'.

Infrastructure: The roadmap to 2047 envisions transformation of Indian cities to 'smart cities' with enhanced outcomes on liveability, sustainability, and citizen-centricity to account for at least 10 of the top 50 cities in the world. It is also envisioned that there will be no slums in India by 2047 & we will have 'R-urban' growth clusters across the country to act as vehicles of distributed development. India will also have an integrated multi modal infrastructure to take our logistics efficiency to best in class.

Governance: Lastly, we will have a robust and transparent governance mechanism which imbibes India's strong democratic values to empower its citizens. Reduction in duration of judicial procedures through adoption of technology will be a key enabler for time bound justice for all. All government services will be available to all citizens seamlessly through e-governance platforms & there is complete abolishment of corruption at all levels.

The path towards realizing many of these aspirations will depend on the progress made at the intersection of these themes since they are inter-linked and reinforce one another.

For example, a strong foundation of education will create a large pool of researchers, who in turn will innovate and develop transformative technologies to be used by the manufacturing industry to build products e.g., medical devices, precision medicine. This will not only help India become a leading exporter of such products but also democratize healthcare by providing access to medicines and devices to all Indians at affordable prices.

Similarly, climate and sustainability will be an important element of all infrastructure and urban planning processes in India. Initiatives such as a strong public transport infrastructure powered by renewable energy, dedicated cycle tracks or efficient city planning to optimally utilize resources will help minimize emissions of greenhouse gases by 2047.

With high aspirations, the 'India@100' report will be a 'live' vision document, refreshed every five years based on the progress made and the prevailing global and local context. We will continue to think big, rollout scale and enfold all in the journey to India as a developed nation.

State Vision Documents

In 2022, CII led a national visioning exercise for India@100, building on the experiential learnings gained from developing the vision and implementation roadmap for India@75. The Foundation, in collaboration with CII, undertook state-level visioning exercises to create State@100 vision

documents, supplementing the National Vision Document.

A majority of states have already completed their exercises, including Assam, Delhi, Bihar, West Bengal, Madhya Pradesh, Uttarakhand, Himachal Pradesh, Chhattisgarh,

Chandigarh, Jharkhand, Maharashtra, Gujarat, Haryana, Odisha, Jammu & Kashmir, Punjab, Goa, Karnataka, Rajasthan, Tripura, Uttar Pradesh, Sikkim, and Manipur.

The exercise recognized the country's diversity and aimed to develop a national vision through a participatory approach. This approach acknowledged each state, group, and community as having a unique set of issues and solutions.

The Foundation also engaged with several key stakeholders to gather their input.

The India@100 vision aspires to create a sustainable, Morally, Economically, and Technologically Advanced (META) India by 2047. As we work with the government and other stakeholders toward this goal, the Foundation will continue to strengthen the role of industry in driving national development and inclusive growth.



Newsletters - Moving Toward India@100

Moving Towards India @100
INDIA @ 100
a UN Initiative

March 2025

CHANGESPEAKE

CHANGESPEAKE is a series of conversations featuring individuals who, through their beliefs and passion, are shaping the contours of an inclusively developed India@100. We hope the series will motivate others to emulate these best practices and also build their ability to open new frontiers for the country. Doing so will help accelerate change and build the momentum that India needs to reach its ambitious goals for 2047.

“Simplifying technology and making it accessible to those who need it most is crucial for societal progress, especially in healthcare.”

— Dr Abhay Bang



Dr Abhay Bang is a renowned public health activist. He and his wife, Dr Rani Bang, run the SEARCH (Society For Education, Action, and Research in Community Health), which is known for its pioneering work in the Gadchiroli district of Maharashtra. The Bang's Home-Based Newborn Care (HBNC) model has significantly reduced infant mortality rates in the district and has been endorsed by WHO. The couple won the first Distinguished Alumni Award from the Department of International Health, Johns Hopkins Bloomberg School of Public Health. They were also inducted into the Johns Hopkins Society of Scholars. The couple was conferred with the prestigious Padma Shri award in 2019.

Your work has transformed rural healthcare in India. What inspired you to focus on community-based healthcare, particularly in tribal regions like Gadchiroli, and what were the defining moments that shaped your journey?

March 2025

Moving Towards India @ 100
INDIA @ 100
a UN Initiative


February 2025

OPINION

Freedoms for Tomorrow: Enabling Universal Meaningful Access for an Inclusive Nation by 2047

BY
Dr Raina Ghosh, Research and Advocacy Division, Digital Empowerment Foundation, New Delhi
Osama Manzar, Founder & Director, Digital Empowerment Foundation, New Delhi

Digital Empowerment Foundation (DEF) is a Delhi-based nonprofit organisation working to help people access a better life through digital literacy and digital tools. With the UNESCO-designated International Day for Digital Learning on March 19, we invited Dr Raina Ghosh and Mr Osama Manzar of DEF to share their views on scaling up digital literacy in a low-resource environment.



February 2025

Moving Towards India @ 100
INDIA @ 100
a UN Initiative

October 2024

OPINION

Empowering Microentrepreneurs: The Key to Livelihood Generation and Inclusive Economic Growth in India

— R Dinesh, Chairman, CII Centre of Excellence on Employment and Livelihood

The CII Centre of Excellence on Employment and Livelihood works to implement multi-stakeholder, impact-driven projects and facilitate key policy dialogues to break the systemic barriers that impede the exponential growth possible in this sector.



October 2024

Moving Towards India @100
INDIA @ 100
a UN Initiative

September 2024

FOCUS

Road to 2070: The importance of EVs in India's net zero mission



India's commitment to achieve net-zero emissions by 2070, announced during the COP26 Summit, hinges heavily on the transformation of its transportation sector. This

September 2024

Moving Towards India @ 100
INDIA @ 100
a UN Initiative

JANUARY 2025

OPINION

India@100: Achieving Holistic Leadership In a New World Order

— Rajan Navani, Co-Chair, India@100 Foundation, Chairman & Managing Director, Jetline Group of Companies, Founder & CEO, JetSynthesis



Rajan Navani is a respected business leader, the Co-Chair of the India@100 Foundation and the Chairman of the CII National Council on India@100. This gives him the opportunity to work with multiple stakeholders, including government, industry, and civil society, in shaping a road map for a developed India by 2047. In this piece, he writes of India's immediate priorities and strategies to address them.

As India stands at the cusp of transformative growth, India@100 Foundation has unveiled the National Vision Document, charting a path for a developed and equitable nation by 2047. This ambitious roadmap aims to place India as a pivotal player in the evolving global order, while addressing the multifaceted domestic challenges. With a focus on thematic issues ranging from education to healthcare, sustainability, and livelihoods, the document outlines

January 2025

Moving Towards India @ 100
INDIA @ 100
a UN Initiative

November 2024

OPINION

India@100: A Vision for Systemic Change and Inclusive Development

Ajay Piramal, Chairman, India@100 Foundation



Ajay Piramal, an eminent business leader is also the Chairman of the India@100 Foundation. In this piece, he makes a case for the Foundation's systems focused approach to development challenges, and how industry can play a critical role in institutionalising it.

As we approach 2047, India stands at a historic juncture, poised to reflect on its remarkable journey since independence and chart a visionary path for the future. India showcases a story of resilience and transformation—a nation that has harnessed its diversity and potential to emerge as a global leader.

Yet, amid this economic growth and global influence, stark disparities persist for the bottom quartile of the population—approximately 350 million people—who remain on the margins of progress. Key indicators such as poverty rates, fertility ratios, maternal mortality, and healthcare access reveal deep-rooted disparities. Despite average annual spending by States and Centre of ₹48 Lakh Cr (15% of GDP), India lags behind in achieving critical Sustainable

November 2024

Moving Towards India @ 100
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a UN Initiative

July 2024

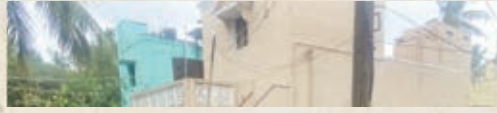
SPECIAL EDITION

On the occasion of International Youth Day, August 12, we take a look at how volunteering can help shape our youth into nation builders capable of putting the country on the path of sustainable development.

The Power of Participation: Youth and Volunteering in India

International Youth Day is celebrated worldwide on August 12. It was instituted by the UN General Assembly (UNGA) to bring youth issues to the attention of the international community and highlight their potential to be partners in today's global society. The day is an important bookmark; it reminds us of the need to mainstream youth in the development conversation and find ways to engage them meaningfully in a rapidly changing world.

Volunteering is a powerful strategy to do so. It is a vehicle for self- and social growth, especially for the youth in countries like India. As a developing nation with a rich history of community engagement, India is uniquely placed to benefit from volunteering. Communities can benefit directly from the art of volunteering, while the experience of volunteering can make youth more empathetic citizens and leaders of the future.



July 2024

Moving Towards India @ 100
INDIA @ 100
a UN Initiative

June 2024

CHANGESPEAKE

CHANGESPEAKE is a conversation series with people shaping the contours of an inclusively developed India@100, by the dint of their passion and vision. Our endeavour is to motivate people to learn from these success stories, emulate the best practices and build on their ability to catalyse new frontiers for the country. We believe that doing so will accelerate change, and help build the momentum that India needs to reach its ambitious goals by 2047.

“There is a sense of purpose and passion in bringing your ideas to life, creating jobs, and potentially transforming industry practices.”



Rahul Garg is the Founder and CEO of Moxix, one of Asia's largest and fastest growing companies, specialising in the physical transformation of procurement and supply chain processes. In this interview he details on his journey as an entrepreneur, the increasing importance of startups in India's growth story, and the role of financial inclusion in empowering microentrepreneurs.

Take us through your journey transitioning from a corporate role to

June 2024

Social Media Wall



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The India@100 Foundation Journey

In 2008, Confederation of Indian Industry (CII) initiated an industry-led people's movement under 'India@75', to build the country into a morally, economically, and technologically advanced nation by its 75th year of independence in 2022. This pursuit was rooted in the strategy document 'India@75: The People's Agenda' that was the result of a pan-India visioning exercise conducted using a public consultation process. India@75, housed in an eponymous foundation, facilitated the convergence of stakeholders under different vision elements for aligned pursuance of national priorities. These elements included skill development, sustainable urban development, education, healthcare, digitalization, technology, financial inclusion, and volunteerism.

India@75 Foundation had worked to accelerate India's development journey by catalysing important collaboration between Industry and other stakeholder groups in areas critical to the nation's development, such as the Volunteering Initiative, Functional Literacy Programme (FLiP), and Aspirational District Programme, among others.

It worked extensively towards establishing the culture of both general and pro-bono volunteering. Technology was identified as a vital enabler to scale up people engagement by catalysing more collaboration and thereby elevating the pursuit of India@75 to a movement mode. This led to the development of robust online platforms like the National Volunteering Grid (NVG) to connect NGOs with citizens and Industry to collaborate on issues of common interest.

Equipped with the experiential knowledge of housing the India@75 movement, CII, in 2022, once again embarked upon a nation-wide exercise to evolve a people's vision of India@100 or 'Viksit Bharat' by the year 2047. The exercise resulted in a National Vision Document called India@100. This meticulously drawn-up strategy document is an action blueprint for addressing national priorities using enablers such as technology and volunteerism to achieve the status of a developed nation by 2047. This document now serves as a beacon for the corresponding people's movement: India@100.

In keeping with this development, India@75 Foundation too has transformed into India@100 Foundation. It will house the India@100 movement and continue working on national priorities with renewed vigour, catalysing strategic collaboration between key stakeholders to help India realise its potential as a developed nation. Moving towards India@100, the Foundation will engage in intersectoral, intersectional, and interlinked facets of nation-building through collaboration with diverse stakeholders such as the Government, think tanks, academic and research institutions, industries, thought leaders, visionaries, and civil society.

The Foundation is driven by the value of 'Vasudhaiva Kutumbakam' and will foster partnerships to propel India towards inclusive development and prosperity. Over the forthcoming 25 years, it will prioritize five core vision elements to steer its efforts. It aims to achieve holistic leadership within the emerging global paradigm, facilitate equitable economic progress, revitalize India's soft power, emphasize the importance of innovation in maintaining a competitive edge, and focus on transforming the core to unlock the nation's full potential, thereby fostering sustainable growth and prosperity for all citizens.



India@100 Foundation

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