

MOVING TOWARDS INDIA @



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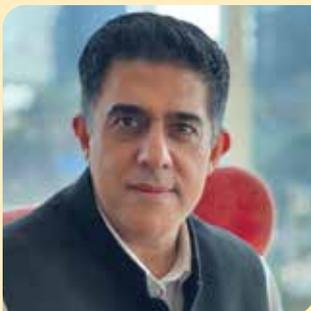
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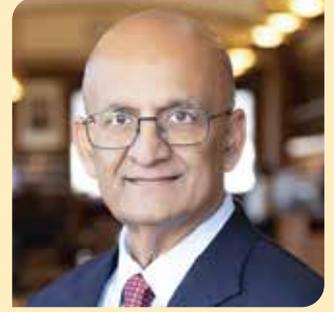
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Olympic Gold Medalist and Founder
Abhinav Bindra Foundation

From the Chairman's Desk



Mr. Sanjiv Bajaj

Chairman, India@100 Foundation
and Chairman, Bajaj Finserv

India is at an inflection point in its civilizational journey. As we move towards India@100, our vision goes beyond economic growth. We are working to shape a nation that is inclusive in its development and confident in its global role. In my interactions and engagements across the country, I sense a renewed belief among our citizens, especially our youth, that India's best years lie ahead. Viksit Bharat is not merely an aspiration. It is a shared national commitment that calls for structural change, collective resolve, and active citizen participation.

I have personally witnessed how the idea of India@75, initiated by the Confederation of Indian Industry, in 2008 brought together industry and society in a spirit of collaboration. That effort laid a strong foundation for nation building. India@100 builds

on that legacy with renewed energy and sharper focus. It is a practical roadmap that aligns stakeholders across sectors around clear priorities and measurable outcomes as we work towards becoming a developed nation by 2047.

Over the past year, the India@100 Foundation has endeavoured to translate this vision into tangible impact. The 13th edition of National Volunteering Week (NVW) stood out as a powerful demonstration of citizen engagement, with more than 2.6 lakh volunteers contributing 3.6 million hours of service and reaching over 44 million beneficiaries nationwide. What moved me most was not just the scale of participation, but the sincerity with which individuals stepped forward to lend their time and skills. From child development and climate action to healthcare, rural development, social inclusion, and women empowerment, these efforts reflect a growing culture of responsibility and collective ownership.

Our commitment to Functional Literacy has also expanded through innovative outreach models. Under the FLiP (Functional Literacy Programme) on Wheels initiative, over 4,000 beneficiaries in Raigad, Maharashtra, gained access to foundational learning opportunities. By combining mobility, digital tools, and community engagement, the

programme helps bridge educational gaps and equips individuals with essential skills for socio-economic mobility.

At the same time, we continue to focus on scale and alignment. Through stakeholder consultations, India@100 dialogue forums, and the development of National and State Vision Documents for 2047, we are working to connect long term national goals with local aspirations.

India@100 is designed as a collaborative movement — bringing together government, industry, academia, civil society, youth, and communities in a shared mission of nation-building.

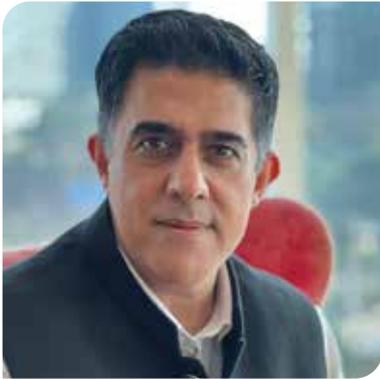
India's demographic strength, technological capability, entrepreneurial dynamism, and civilizational depth present us with a historic opportunity to

accelerate our development besides contributing meaningfully to global progress.

As I reflect on the year's achievements, I am personally grateful to each stakeholder who has invested time, trust, and conviction in this movement. Your commitment gives India@100 its true strength.

The journey to 2047 will demand clarity of purpose, resilient institutions, and bold thinking. As Chairman, I remain deeply committed to ensuring that India@100 continues to be action oriented, inclusive, and accountable to the aspirations of our people. I am confident that with sustained resolve and unified effort, we will build a resilient, prosperous, and globally respected India@100. A nation that leads with strength, compassion, and responsibility.

From the Co-Chairman's Desk



Mr. Rajan Navani

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

As I reflect on India's journey ahead, I am convinced that the next two decades will belong to those who can harness innovation, technology, enterprise, and human capital with clarity of purpose. India's scale presents complex challenges, but it also offers unmatched opportunity. The real question before us is how effectively we convert ideas into impact.

At India@100 Foundation, we see our role as that of a convener, facilitator and catalyst for creating platforms where ideas converge, partnerships are forged, and action pathways emerge. Over the past year, we have placed significant emphasis on dialogue-driven engagement. Through curated Fireside Sessions, leadership conversations, and thematic awareness dialogues, the Foundation has brought together industry leaders, innovators, changemakers, academia and youth to deliberate on the opportunities and challenges that will shape India's growth trajectory. These forums are

designed to move beyond discussion toward alignment, encouraging cross-sector understanding and unlocking collaborative solutions.

Equally important has been our effort to deepen awareness around national priorities from sustainability and responsible technology adoption to inclusive growth and human capital development. I firmly believe that progress cannot happen in silos. In my experience, the most enduring solutions are those built at the intersection of sectors and disciplines. By facilitating structured conversations, we are helping bridge institutional gaps and encourage a more integrated approach to development.

India@100 is an evolving platform shaped by dialogue, partnership, and shared accountability. As we continue to expand our engagement across regions and sectors, our emphasis will remain on fostering leadership conversations that challenge conventional thinking and inspire actionable change.

I extend my appreciation to the thought leaders, institutions, partners, and young changemakers who have actively contributed to this ecosystem of ideas and action. Their participation reinforces the belief that collaborative platforms can accelerate national transformation.

The years ahead will reward agility, openness, and collective purpose. By nurturing dialogue and enabling innovation, we can help ensure that India's journey to 2047 is marked not only by growth, but by thoughtful and inclusive progress.



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

Journey from India@75 to India@100

2007

VISION

India@75 vision tabled at the incredible India celebrations in New York, in 2007.

2008

CONSULTATION

CII takes the idea to the people in a pan India visioning exercise. The exercise yields the document India@75: The People's Agenda.

2009-10

ADVOCACY

CII takes India@75 to influential stakeholders such as ministers, bureaucrats, industrialists and civil society. It is well received.

2010-11

STRATEGY

CII spends time deliberating on a strategy to mainstream the vision. Collaborative approach is seen as key to the shaping of India@75.

2012

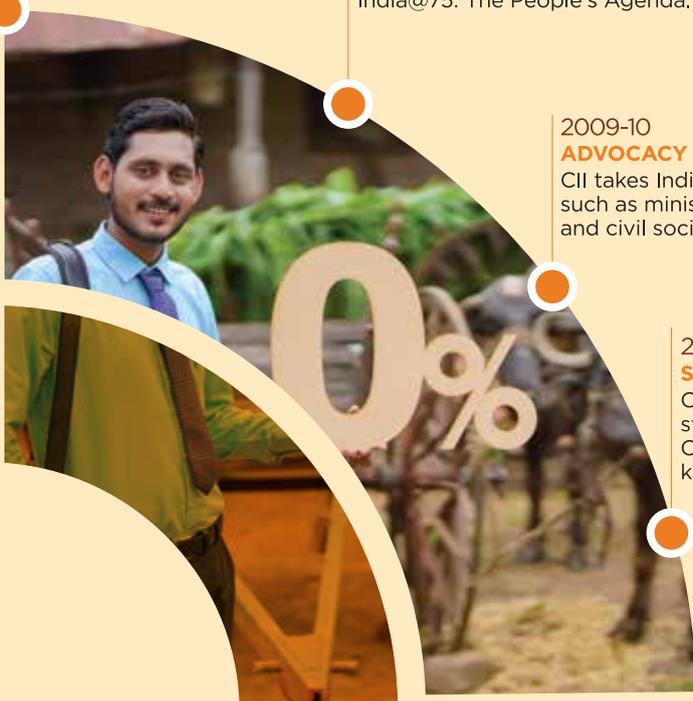
FOUNDATION

CII helps set up the India@75 Foundation. Empowered with an eminent Board of Trustees, the Foundation gets the mandate to act as conscience keeper of the vision and increase its adoption.

2012-14

THOUGHT LEADERSHIP

Foundation seeds vision elements into manifestos during state and national elections; design prototypes such as Skills Enterprise Plan Competition and Skillpedia and holds India@75 dialogues with politicians. Also begins volunteering programmes.



2021-23

INDIA@100 VISIONING

Initiated pan India visioning exercise to shape a blueprint for India@100, marking the celebration of 75 years of independence, through series of conferences, consultations, and initiatives capturing citizens' aspirations for India@2047.

2020

EVALUATION

CII and India@75 worked to accelerate collaborations between different stakeholder groups and also drew a more current agenda for the vision.

2024-25

INDIA@100 FOUNDATION LAUNCHED

"The National Vision Document on India@100: The People's Agenda" was created. Transformation from India@75 Foundation to India@100 Foundation.

2025-26

IMPLEMENTATION & ACCELERATION PHASE

India@100 - From Vision to Action
Operationalising India@100 by strengthening priority focus areas through structured delivery and cross sector alignment

2018-20

SCALE UP

Scale up of the vision begins. Public discourse in the form of televised panel discussions and dialogues begin. The India@75 Summit held successfully. The multi-stakeholder meet throws up important areas of focus for the country in its journey towards and beyond 2022.

2015-18

COLLABORATIONS

Works to establish the culture of collaboration in the country. Helps the government establish volunteering programmes, creates collaboration platforms such as City Connect, National Volunteering Grid and Functional Literacy Programme.



Message Wall



“Nation building begins when intent meets action through empathy, presence, and seva. building begins when intent meets action”

Ajay Piramal
Chairman, Piramal Group



“Volunteering is about building a system rooted in empathy and compassion and each of us has a role to play in making it succeed.”

Harshavardhan Neotia
Chairman, Ambuja Neotia Group



“When initiatives like India@100 take root through collective volunteering, we don't just serve society, we give deeper meaning to our lives.”

Vishal Kamat, Chairman
Chairman, Executive Director,
Kamat Hotels (India) Ltd



“AI will play a pivotal role in democratizing education by enabling children to learn in their preferred languages and better grasp complex technological concepts. Additionally, with India home to one of the world's largest gig economies, AI can support workers by helping create digital twins of their work — allowing them to scale their efforts and optimize performance through technology.”

Ipsita Dasgupta
Senior Vice President &
Managing Director – India,
Bangladesh & Sri Lanka, HP Inc.



“My dream for India@100, on the environmental front, is to live in cities with air quality we can be proud of and water bodies clean enough to swim in. Achieving this is a collective responsibility that rests on every individual.”

Pirojsha Godrej
Executive Vice Chairperson
Godrej Industries Group



“I asked our women what I should talk of at Davos. They said, ‘Tell them that with community capital we set up the first rural women's bank in India.’”

Chetna Sinha
Founder and Chairperson
Mann Deshi Mahila Sahakari Bank
and Mann Deshi Foundation



“ The growth of tourism in India rests on six key pillars: forward-looking policies, world-class infrastructure, the creation of new destinations, a skilled and future-ready workforce, seamless immigration through e-visas and visa-on-arrival, and strong global promotion. Reviving the iconic Incredible India campaign is essential to re-establish India’s leadership in global tourism.

Puneet Chattwal
Chairman, CII National Committee on Tourism and Hospitality and MD & CEO, IHCL



“ Empowering communities through education, skills, and innovation is essential in India’s journey towards Viksit Bharat. The India@100 Foundation, a CII initiative, through National Volunteering Week 2026, calls upon industry and citizens alike to actively participate and join the national volunteering movement. I urge everyone to step forward, contribute their time and expertise, and help create lasting impact in communities across India.

Rishi Kumar Bagla
Chairman & Managing Director
BG Electricals and Electronics India Ltd



“ India should be a creator of technology rather than a consumer. It is already one of the most digitally empowered societies at the individual level and has the talent and digital awareness to lead in innovation

Arundhati Bhattacharya
President And Chief Executive Officer
Salesforce –South Asia



“ Building a stronger and inclusive India requires responsible leadership and collective action. India’s journey to becoming a truly inclusive nation is shaped not just by growth, but by how collectively we contribute to society. National Volunteering Week 2026, spearheaded by the India@100 Foundation, a CII initiative, reminds us that volunteering is a core part of nation-building. I encourage everyone to join this movement, work together with communities, and make a difference.

Vir S Advani
Chairman & Managing Director
Blue Star Ltd



“ Individual social responsibility matters because we are both contributors to challenges and agents of their solutions. Volunteerism builds empathy, strengthens communities, and creates a more engaged and committed workforce.

Nyrika Holkar
Executive Director
Godrej Enterprises Group



“ Volunteerism is not just about giving back—it is about strengthening the fabric of a more inclusive, resilient, and compassionate India.

Smita Vaish Agarwal
Director & CFO, PTC Industries



“Volunteerism is about building institutions that last and communities that thrive. Through the India@100 Foundation, a CII initiative, National Volunteering Week 2026 reminds us that inclusive growth is possible only when industry, citizens, and communities come together with purpose. I encourage organizations and individuals to join this movement and contribute to India’s journey towards 2047.”

Shashwat Goenka
Vice Chairman
RP-Sanjiv Goenka Group



A progressive India must be built on inclusion, sustainability, and active citizenship. Through National Volunteering Week 2026, the India@100 Foundation (A CII Initiative), is encouraging collective action that blends compassion with capability. I invite individuals and organizations to be part of this national volunteering movement from January 18-24 and contribute to shaping India@100.

Swati Salgaocar
Managing Director, Vimson Group



India’s industrial growth must be matched by social responsibility. National Volunteering Week 2026, led by the India@100 Foundation - a CII Initiative - offers industry a meaningful platform to contribute beyond business—through skills, mentoring, and livelihood support. I encourage industry leaders, MSMEs, and professionals to engage in structured volunteering and help build a resilient and inclusive India@100.

Arjun Chowgule
Managing Director
Chowgule And Company Private Limited



As India urbanises rapidly, the true measure of our progress will be how inclusive, sustainable, and people-centric our growth is. National Volunteering Week 2026, organised by the India@100 Foundation, an initiative of CII, encourages us to contribute not just resources, but also time, skills, and intent towards stronger communities. Let us come together during National Volunteering Week and collectively shape a more inclusive India@100.

Vinayak Pai
Managing Director & CEO
Tata Projects Ltd



True nation building happens when economic advancement walks hand in hand with social equity and environmental stewardship.

Robin Banerjee
Chairman, Nucleon Research Pvt Ltd.



Volunteering empowers youth, institutions, and citizens to lead with purpose and build a developed, inclusive, and self-reliant India@100

Dr Bharat Agarwal
President, Vishwakarma University



“Nation-building begins with caring for people and strengthening community well-being. National Volunteering Week 2026, led by the India@100 Foundation, a CII initiative, underscores how volunteering in healthcare—through awareness, prevention, and patient support—can create meaningful impact. I encourage individuals and institutions to step forward, share their expertise and compassion, and contribute to a healthier and more inclusive India@100.

Dr Ramakant Deshpande

Chairman
Asian Cancer Institute (ACI) -
Cumballa Hill Hospital



“Sustainable nation-building requires conscious choices and collective action. Through National Volunteering Week 2026, led by the India@100 Foundation, (A CII Initiative), volunteering becomes a powerful platform to drive climate awareness, community well-being, and responsible living. I encourage individuals and organizations to come forward during the Week, contribute their skills, and be part of this national volunteering movement shaping India@100.

Achal Bakeri

Chairman & Managing Director
Symphony Ltd



“Volunteerism nurtures empathy, inclusion, and shared responsibility—values essential for nation-building. The India@100 Foundation, a CII initiative, through National Volunteering Week 2026, provides a powerful platform for individuals and organizations to be part of a national volunteering movement shaping India@100. I encourage everyone to step forward, contribute their time and skills, and join this collective journey towards 2047.

Anjali Singh

Executive Chairperson,
ANAND Group



“A technologically advanced nation must also be socially responsible. National Volunteering Week 2026, led by the India@100 Foundation, a CII initiative, highlights how skills-based volunteering and mentoring can empower communities and prepare India's youth for the future. I urge professionals to contribute their skills and join this collective effort.

Puneet Kaura

Managing Director & CEO
Samtel Avionics



“True national progress will have meaning and value only when it reaches every section of society. Through the India@100 Foundation, a CII initiative, National Volunteering Week 2026 underscores the importance of compassionate action and community engagement. I invite citizens and institutions to come together and be part of this meaningful movement.

Thomas John Muthoot

Chairman & Managing Director
Muthoot Fincorp Ltd



“As India advances on its sustainability journey, volunteering has a critical role to play. National Volunteering Week 2026, driven by the India@100 Foundation, a CII initiative, encourages organizations and individuals to contribute their expertise towards climate action and responsible growth.

P Ravichandran

President - Danfoss India
Danfoss Industries Pvt Ltd



Over the past few years, volunteering has evolved into a sustained commitment. The concept of shared value is taking stronger shape, with volunteering increasingly aligned to organisational strengths such as technology, education, climate action, and diversity and inclusion. There is a clear shift away from purely time-based volunteering towards skill-based engagement. At the same time, employee well-being and development are receiving greater focus, creating a true win-win model.

Abhishek Ranjan
Senior Director & Global Head - ESG, Brillio



We must move beyond event-based volunteering to skill-based volunteering. It is important to identify an individual's core competencies, harness them effectively, and apply them within communities while creating a sense of pride among employees. This journey must begin at the leadership level. When leaders demonstrate commitment through action, they ensure that the tspirit of volunteerism remains authentic, credible, and enduring.

Avilash Dwivedi
Head - CSR
Mahindra & Mahindra Limited
(Automotive and Farm
Equipment Business)



There are three foundational pillars for meaningful volunteering. First is trust and belief in the integrity of the cause. Second is ownership — the more responsibility volunteers are given, the more invested they become. Third is sustainability. Volunteering must grow, compound, and endure, and this can only be achieved through strong and continuously nurtured partnerships.

Neel Ghose
Country Manager & GM, India
Skyscanner & Founder
Robin Hood Army



Volunteering is driven by purpose. It reflects the attitude of individuals and organisations committed to creating meaningful change. It involves contributing in diverse ways to support underserved communities. Through volunteering, employees feel motivated, break routine, gain a sense of fulfilment, and in turn, contribute more positively to their organisations. Volunteering therefore strengthens both personal growth and organisational culture.

Praveen Karn
AVP & Head - Group Sustainability
& CSR, Spark Minda Group



Sustainable development begins at the grassroots. Led by the India@100 Foundation, a CII initiative, National Volunteering Week 2026 reinforces how industry-led, skills-based volunteering can create long-term impact. This is an opportunity for industry leaders and professionals to step forward and be part of meaningful change.

Mehul Mohanka
Managing Director & Group CEO
Tega Industries



There are several ways in which employees can contribute to society, and skill-based volunteering is among the most powerful. Employees bring unique professional capabilities that can significantly strengthen partner organisations working across diverse communities. When individuals apply the same skills they use in their daily work to support social causes, those skills become a strong lever for sustainable and scalable impact.

Kurush Irani
President - Group CSR
Bajaj Finserv Ltd



Volunteering does not require a long journey to begin — it begins with inspiration. When employees witness the organisation's values in action, and see senior leadership actively participating, motivation follows naturally. While goals and metrics help maintain momentum, it is the organisational philosophy that truly unites people and instils a lasting spirit of volunteerism.

Chacko Thomas

Group Chief Sustainability Officer
Tata Sons



Our guiding belief is that no volunteer should be left behind. Volunteerism is not only about large-scale impact; even small acts of kindness, time, and engagement carry equal significance. Every contribution matters, and every effort must be encouraged and celebrated.

Balakumar Thangavelu

Director - CSR; India Head - Outreach, Employee Volunteering (CSR) & Global Lead - ESG Cognizant



In India, the culture of giving is deeply ingrained in us. Within organisations, employees who belong to local communities are the most authentic ambassadors of change. Their insights help identify real needs and guide meaningful action. This local wisdom ensures that volunteering efforts are not only effective, but also deeply rooted and relevant.

Manisha Patil

Inclusion & Diversity
Sustainability and Community
Engagement Leader, Amazon



The digital era has ushered in a powerful wave of democratization. Information and access are now more widely available, and with the emergence of artificial intelligence, intelligence itself is becoming increasingly pervasive. India must aspire to build an economy driven not by a small segment of society, but by the collective participation of its people—enabling innovation to emerge even from the smallest towns across the country.

Prashant Tandon

CEO, TATA 1mg



India reflects a wide spectrum across every dimension, and the digital landscape is no exception. While world-class technology is readily available and widely used for communication and entertainment, many citizens—particularly senior citizens—continue to face challenges in adopting even basic digital tools due to physical and accessibility limitations. True inclusivity, therefore, lies in reaching people across diverse geographies and age groups, ensuring they have awareness, access, understanding, and the confidence to engage meaningfully with technology.

Rema Mohan

CEO, NSE Foundation



India's development must be holistic and complete in its truest sense. Development is not limited to infrastructure alone; it also requires a transformation in mindset—one that embraces inclusion through a strong social lens. Only then can growth become truly meaningful and sustainable.

Chetan Kapoor

CEO, Tech Mahindra Foundation

A woman in a red and orange sari is working on a traditional handloom in a textile factory. She is focused on her work, with her hands moving over the threads. The background shows a large window with a grid pattern, letting in natural light. The overall scene is one of traditional craftsmanship in a modern industrial setting.

INDIA@100 PERSPECTIVES

A curated collection of insights from eminent leaders capturing the aspirations, innovation, and inclusive growth shaping India@100.

Indian Manufacturing – The Challenge and The Opportunity



**Geetanjali
Vikram Kirloskar**

Chairperson and Managing Director
Kirloskar Systems Pvt. Ltd.

A visionary business leader with deep roots in Indian industry, she champions innovation, sustainability, and inclusive growth. Drawing on her vast business experience, she shares her perspective in this article on how India can transform its manufacturing sector into a global powerhouse.

Today, the Indian manufacturing sector, at \$600 billion, accounts for 17% of a \$3.5 trillion economy.

If Indian manufacturing addresses its challenges, growth opportunities are enormous. Economists and planners agree that the manufacturing sector must rise to 25% of the economy if India is to reach its target of a \$30 trillion Viksit Bharat economy by 2047, making it a \$8 trillion economy behemoth by then. Over the shorter term, the target is for the Indian economy to reach \$10 trillion by 2035. Even if manufacturing's share of the Indian economy rose to 20%

by then, it would be a \$2 trillion economy - a decade growth opportunity of more than 200%.

There are four areas in the manufacturing sector that it should focus on if it were to transform its challenges to harness the opportunity.

The first is that Indian manufacturing must become more productive and produce better quality goods cost-effectively, enabling it to capture a higher share of private final consumption. The Japanese approach to Total Quality Management (TQM) and Kaizen are proven methods, and a grassroots movement to incorporate such practices across India's manufacturing, from large set-ups to SMEs, would yield dramatic results. Given my role as a catalyst in enhancing the India-Japan partnership, I would be glad to nurture such an initiative.

The second area is for Indian manufacturing to expand its expertise and focus on the higher-value added sectors of the Stan-Shih Mmile curve-developing new concepts, products, and designs by focusing on R&D and improving branding, marketing, distribution and service. By enhancing quality and productivity, developing new products and designs, and using more effective marketing means that Indian manufacturing can reverse its falling share of consumer spending in India and capture shares in global markets.

A third issue that the manufacturing sector must address is in the area of human resources. At the worker level, manufacturing in India would get a tremendous fillip if vocational studies after high school are given a higher social status through a high-intensity awareness program and the entry of high-quality private and private-public initiatives in vocational training. A case study in this area would be that of Germany.

At the engineering, scientific, and management levels, it is essential to raise awareness of manufacturing as a high-growth, cutting-edge, high-opportunity area, thus attracting the best minds and talent to manufacturing and enabling India to become an advanced manufacturing country.

Finally, to fulfil the dream of a Viksit Bharat by 2047, Indian

manufacturing must be future ready by investing in developing the next generation of manufacturing sectors - semiconductors, advanced materials, space engineering, robotics, drones, aeronautics, defence, energy systems, including green hydrogen and modular nuclear and advanced machinery. Movement is visible in many of the above areas, but more must be done to become a global player in a few sectors.

To conclude, while Government initiatives and support are important, the essential fuel that will drive the manufacturing revolution in India is the entrepreneurial and innovative spirit of its SME and start-up sectors and an expansive, global vision of its corporate sector. The next ten years will be the litmus test for us to live up to the challenge and the opportunity.



Skilling India@100: Empowering Youth for a Changing World



Smita Agarwal

Director & CFO, PTC Industries
and Past Chairperson, CII Uttar Pradesh and
Past National Chair at Young Indians (YI)

“To truly become a developed nation by 2047, India must cultivate a robust talent pool capable of supporting rapid industrial growth, driving indigenous research, and consistently delivering excellence at global standards.

In this article she stresses on the need to evolve skilling so that India can create a talent pool capable of catalysing and sustaining rapid industrial growth.

As we mark another World Youth Skills Day, it's worth reminding ourselves that skilling is not just an employment issue – it is a nation-building strategy. For a country like India, young in age but ambitious in intent, the promise of demographic dividend can only be realised through deep and deliberate investment in human capability.

The urgency is unmistakable. As India positions itself as a global hub for advanced manufacturing, aerospace, defence, and high-end engineering, the single most decisive factor will be the capability of its people. Competing on the world stage demands not only technical skills but also the ability to innovate, adapt, and lead. To truly become a developed nation by 2047, India must cultivate a robust talent pool that can support rapid industrial growth, drive indigenous research, and deliver

excellence at global standards. Skilling, therefore, is not a peripheral concern – it is the foundation on which a thriving, resilient, and future-ready economy must be built.

This urgency is heightened by the rapid evolution of Artificial Intelligence. As AI reshapes business models and workflows, the very nature of jobs is changing. Roles once defined by repetition are being automated, while new roles are emerging that require critical thinking, adaptability, and digital fluency. Skilling efforts must now prepare individuals not only to operate machines, but to collaborate with intelligent systems – enhancing productivity, creativity, and decision-making in an increasingly tech-driven workplace.

As we envision India@2047 – a developed, self-reliant, and globally competitive nation – our approach to skilling must evolve. It is no longer enough to train large numbers. We must build depth, pride, and performance into every layer of our skilling architecture. Based on years of experience working in industry, here are five critical focus areas we must address:

India's manufacturing future demands deep skilling, not just mass skilling

Much of our national skilling discourse still revolves around scale. But true transformation will come from depth. As India takes bold steps towards leadership in sectors like aerospace, defence, electronics, and high-end manufacturing, the nature of skills required is changing. These sectors demand exceptional precision, domain expertise, and adherence to global quality standards.

Government programmes such as the Skill India Mission, the PM Kaushal Vikas Yojana (PMKVY), and the National Apprenticeship Promotion Scheme (NAPS) have provided a strong foundation. But to meet the future, we need sharper alignment between national skilling efforts and the competencies required in strategic industries. Advanced materials, digital manufacturing, metallurgy, and process automation are not peripheral – they are central. And training must reflect that.



As we envision India@100 – a developed, self-reliant, and globally competitive nation – our approach to skilling must evolve.

Bridging the readiness gap between education and industry

A recurring challenge faced by employers across sectors is the limited industry-readiness of graduates. This is not about intelligence or intent, it is about exposure. Theoretical learning, while necessary, does not equip young professionals to perform in high-performance industrial environments.

What's required is a three-part shift:

- Simulation-based learning to safely introduce complexity
- Mentorship and buddy systems to transfer real-world know-how
- Task-based responsibility to develop ownership and discipline

The National Skill Development Corporation (NSDC) and frameworks like the National Skills Qualification Framework (NSQF) are critical in enabling this transformation. But industry participation must go beyond advisory roles. It must include co-creating curriculum, sharing infrastructure, and offering meaningful apprenticeships, not just as CSR, but as long-term investment.

Functional and cognitive skills: The often-missing link

Technical competence is only one side of the skilling equation. Often overlooked, but equally important, are the functional and cognitive skills that influence real-world performance, especially in manufacturing.

Time discipline, attention to detail, process adherence, and situational problem-solving are crucial on the shop floor. In high-performing economies like Japan, Germany, or even China, these attributes are ingrained early and reinforced culturally. In India, however, these skills are often not formally taught nor institutionally assessed. The result is not just performance gaps, but mindset gaps.

It is time we integrate these soft but strategic skills into all skilling programs. Structured training on workplace behaviour, teamwork, quality culture, and decision-making must become non-negotiable.

Only then can we expect our workforce to consistently deliver world-class outcomes.

Making skilling aspirational and inclusive

One of the most persistent challenges in Indian skilling is perception. Vocational education is still seen by many as a second-best option - a fallback. This narrative must change if we are to attract bright young minds into technical trades.

Apprenticeships with reputed organisations, modular upskilling pathways, and transparent progression tracks are key to reversing this perception. Employers must visibly endorse and reward skill. Governments and media must showcase stories of pride and progress in vocational journeys.

The idea of 'respectable employment' needs to evolve. A skilled CNC operator, welder, or metallurgist should command as much societal respect as a software engineer. And for that, we must make skilled excellence visible, aspirational, and rewarding.

Women in Industry: Unlocking India's hidden engine

No conversation on skilling can be complete without addressing the gender divide. Women are significantly underrepresented in industrial roles - not for lack of capability, but due to systemic, cultural, and infrastructural barriers.

We must proactively create enabling conditions:

- Safe and accessible training environments
- Targeted skilling programs for women in core sectors
- Mentorship, role models, and support systems to build confidence and continuity

Bringing women into mainstream manufacturing and technical roles is not just a matter of equity, it is smart economics. If India is to double its workforce productivity and global competitiveness, it cannot afford to leave half its talent pool untapped.

Let us remember that behind every leap in industrial growth, there is a skilled human being. If India is to soar by 2047, we must ensure that its youth have the wings - and the training - to fly.



A Healthier Nation, A Stronger Economy: How Preventive Healthcare Drives India's Viksit Bharat Vision 2047



Shikhar Malhotra

Vice Chairman and CEO
HCL Healthcare

Investing in preventive healthcare enhances accessibility and the quality of care for individuals, while driving innovation, strengthening communities, and unlocking new economic opportunities for society as a whole.

Under his leadership, the company has evolved into a digital-first organisation supported by a strong network of Onsite Health Centres across India.

He has championed technology-driven, preventive and primary care solutions designed to make access simple, seamless and data-led. A firm believer in proactive health over reactive care, Shikhar has focused on personalised, prevention-oriented models that go beyond episodic treatment. His vision reflects deep industry insight and a commitment to reshaping India's health ecosystem through innovation, scale and long-term well-being.

As India accelerates towards its Viksit Bharat Vision 2047, aspiring to become a prosperous, developed nation, the role of a healthy workforce in shaping the future of its economy is undeniable. Preventive healthcare must be treated as a strategic investment in the nation's future, not a discretionary expense.

India's Workforce: The Engine of Economic Growth

India's workforce is one of the largest and most dynamic globally, playing a crucial role in the country's economic expansion. Yet this growing demographic faces significant health challenges. Lifestyle diseases, mental health issues and chronic conditions are eroding productivity and inflating healthcare costs. A 2023 study by HCL Healthcare of 56,000 corporate employees revealed that nearly two-thirds of the workforce suffered from elevated cholesterol, over 20% were obese, and a significant proportion were pre-diabetic or diabetic.

A 2022 Deloitte study estimated that Indian companies lose \$14 billion annually due to poor mental health, manifested through absenteeism,

reduced productivity and higher employee turnover. Furthermore, a 2021 WHO analysis found that for every \$1 invested in employee mental-health interventions, organisations recoup \$4 in improved health and productivity.

Together, these losses and returns underscore why preventive healthcare is foundational to economic resilience.

Building a Foundation for Long-Term Economic Success

Preventive health measures—early detection, proactive interventions and personalised wellness programmes— can dramatically reduce the burden of chronic disease while enhancing workforce engagement and retention. Healthy employees are more productive, incur fewer healthcare claims and help lower overall corporate spending on reactive treatment.

Transforming the Healthcare Landscape Integral to India's Viksit Bharat Vision 2047 is the infusion of technology across all sectors, and healthcare is no exception. Innovations in artificial intelligence, data analytics and digital health solutions enable real-time monitoring, early detection and predictive health insights. AI-driven risk stratification allows employers to identify hypertension, stress or metabolic disorders long before complications arise.

Investment in health technology not only improves accessibility and quality of care for employees but also stimulates innovation and new economic opportunities. To fully harness these innovations, upskilling healthcare professionals in AI and emerging digital tools is essential. By equipping them with advanced

capabilities, we can boost the efficiency of preventive programmes and improve national health outcomes.

Strategic Partnerships and Policy Incentives Beyond corporate initiatives, collaboration between government bodies, insurers and tech startups is crucial. Incentivising preventive checks through insurance-premium discounts or tax credits will accelerate employer adoption. Public-private partnerships can underwrite universal health screenings, while regulatory frameworks should prioritise data privacy and interoperability.

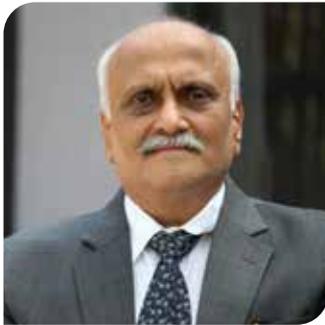
Addressing Social Determinants of Health Clinical measures alone are insufficient. Environmental and social factors—workplace ergonomics, indoor air quality and nutritious catering—must be addressed to maximise wellness. On-site air-filtration systems, healthy meal subsidies and safe commuting programmes work in concert with screenings to reinforce preventive care.

Monitoring Return on Investment Organisations should track both clinical and financial metrics. Key performance indicators might include reductions in absenteeism, declines in insurance claims and improvements in employee satisfaction scores.

To realise the Viksit Bharat Vision 2047, every employer and policymaker must prioritise preventive healthcare today. By combining technology, strategic partnerships and social-determinant interventions, India can unlock the full potential of its workforce and secure lasting economic prosperity.

The time to act is now.

The Evolving Role of MSMEs in India's Growth Story



Sunil Chordia

Chairman and Managing Director
of Rajratan Global Wire Limited

Under his leadership, the company has grown to become an industry leader with a strong international presence. He also serves as Chairman of the CII National MSME Council and holds key positions in several industry and trade bodies, including the Industrial Research and Technology Development Council at IIT Indore. Beyond business, Mr. Chordia is a committed philanthropist, passionate about advancing healthcare, education, and environmental sustainability.

Micro, Small, and Medium Enterprises (MSMEs) represent the spirit of a new India—entrepreneurial, bold, and globally engaged. Increasingly, this sector is being recognised as a cornerstone of India's economic and social progress. While MSMEs were among the hardest hit during the pandemic, they displayed remarkable resilience and agility by adapting to new realities—embracing digital technologies, diversifying supply chains, and investing in employee upskilling. Today, they are demonstrating a growing appetite for innovation and emerging as vibrant hubs of research and technology development.

These trends are encouraging given that almost 99% of India's registered businesses fall in the MSME sector—that's almost 63 million enterprises! The sector contributes approximately 30% to the country's GDP, 45% to manufacturing output, and 48% to exports. However, data can serve two purposes: validate theories or catalyse action. What we need to do is look at data with a view to build evolutionary strategies and not just validate what we already know.

To put this 99% in perspective: microenterprises dominate the sector, making up over 98% of all MSMEs. Small and medium enterprises together account for less than 2%, with small businesses comprising just around 0.3%. These microenterprises

alone contribute about 28% to the country's GDP, employ around 111 million people, and account for nearly 40% of the sector's exports.

The story of MSMEs in India is therefore essentially the story of micro enterprises. When we talk of strengthening the sector, our overarching strategy must be to rethink microenterprises.

We see them dot the urban, semi-urban, and rural landscape of the country, often operating within the confines of the informal sector. But their size and façade belie their true potential. To strengthen them is to strengthen 99% of the MSME sector.

How do we do that? There is no definitive answer; the microenterprise sector is not a homogenous one—the challenges of a bootstrapped 4-member tech Startup team are very different from those of a 14-member SHG (Self Help Group) in rural India. But there are some broad levers that we can move to smoothen the microentrepreneurial journey in India, irrespective of the socio-economic or geographic parameters.

Financial inclusion

Access to finance remains a key bottleneck for microentrepreneurs, especially those that fall in the informal sector. Many are not a part of the financial mainstream and hence are perceived as high-risk borrowers by formal lending institutions. While the government is working to bring every Indian into the financial fold, industry and other stakeholders must work in parallel to develop innovative credit assessment models and expand digital lending platforms to increase penetration of credit schemes. It would be strategic to focus on women and youth entrepreneurs in the rural

areas; this would address multiple issues: sustainability, inclusion, and rejuvenation of the rural economy.

Skilling and talent development

This is another crucial area that needs immediate attention. As a business evolves, so does the skill set it needs to keep growing. Most microenterprises and small businesses neglect this need, simply because they are unable to recognise the gap and understand its importance. This impacts their efficiency in the long run and finally their growth potential. Big players, especially those who have microenterprises in their supply chain, should look at working with the government to design industry-focused skilling programs for these businesses. Pro bono industry engagement can also be a part of the solution; it can only benefit the industry as a whole if larger businesses help build the quality of the workforce at the micro level. It is the soil that determines the might of the tree.

Digital inclusion and technology adoption

In today's world, technology is changing at the speed of thought. It is no longer enough to be tech-friendly; one needs to be tech agile. MSMEs, irrespective of size, need support in accessing and adopting affordable digital tools, cybersecurity frameworks, and automation technologies. While initiatives like the Digital MSME Scheme and the Technology Centres under the Ministry of MSME are steps in the right direction, there is a need to scale them up urgently. We need to invest in quality digital infrastructure and bring the most remote corner of the country on the digital map. Multi-stakeholder collaborations can

be an important step in promoting digital literacy among the more marginalised microentrepreneurs.

Compliance support

A complex regulatory environment is one of the important deterrents to growth. Small and micro businesses often lack the wherewithal to navigate complex regulatory environments in their journey to scale up. It is important we create simplified processes, single-window clearances, and offer proactive handholding to make the entrepreneurial experience both exciting and enriching for the MSME sector.

Policy synergy and ecosystem support

Recent policy developments such as the enhanced Credit Guarantee Scheme, the MSME Credit Card, the revamped ZED Certification, and targeted support under PM Vishwakarma and PM SVANidhi are welcome steps in strengthening the MSME backbone—especially microenterprises and informal entrepreneurs. These schemes, when combined with industry-led initiatives like those by CII, create the enabling environment MSMEs need to grow, compete, and formalize.

CII's commitment to strengthening MSMEs

The Confederation of Indian Industry (CII) has long been committed to enabling the growth and competitiveness of India's MSME sector. The CII National MSME Council has translated this vision into action through a wide spectrum of strategic engagements. The MSME Clinics have emerged as a crucial platform for real-time policy dialogue connecting MSMEs directly with central and state governments, resulting in tangible

solutions and deepened Centre-State alignment. Our digital skilling efforts through the 'Digital Saksham Project' have enabled micro-enterprises to formalize operations and unlock new opportunities in the tech-driven economy. Through research collaborations such as the 'National MSME Challenges Study' with the Indian School of Business (ISB), we are generating sector-level insights that guide data-backed interventions for overall sector development.

Flagship initiatives such as the MSME Growth Summit and Global MSME Business Summit have amplified national dialogue, while domestic and international missions are enabling peer learning and adoption of global best practices. Underpinning these efforts are continuous stakeholder consultations, including with various ministries and departments on evolving policies such as Quality Control Orders and Industry 4.0 readiness. Across each of these fronts, CII has helped build resilient, future-ready MSMEs that are well-integrated into national and global value chains.

The way forward

Strengthening MSMEs is now a growth imperative. These enterprises are no longer support actors; they have moved centre stage as the lead protagonists in India's growth narrative. We must all do our bit—from policymakers to industry leaders and civil society—supporting them with the right policies, collaborative partnerships, and an enabling environment. Empowering MSMEs is not just about economic returns—it is about building an inclusive, resilient, and forward-looking India@100.



Sowing Seeds of Resilience and Sustainability: Agriculture's Vital Role in Shaping India@100



Sivakumar

Group Head of Agri and IT Businesses of ITC Limited

Sivakumar is the Group Head of Agri and IT Businesses of ITC Limited, and a Member of the Company's Corporate Management Committee. ITC's trailblazing 'e-Choupal' initiative was built under Sivakumar's leadership. ITC e-Choupal delivers crop management advisory to four million farmers in 21 value chains, while securing identity-preserved produce for ITC's Businesses and other customers. A SuperApp, ITCMAARS, rolled out in 2022, integrates multiple agri-tech solutions and brings them to farmers in a custom-designed phygital ecosystem, by co-opting FPOs.

On the occasion of the World Food Day (October 16), Mr Sivakumar writes about the importance of empowering rural communities and of building a resilient and sustainable agriculture sector.

When India celebrates its centenary of independence in 2047, agriculture will remain one of the most powerful threads weaving together the nation's growth story. For centuries, farming has been more than a source of food; it has been a way of life, a source of livelihood, and a pillar of identity for millions of Indians. As the country moves toward India@100, the agriculture sector must continue to transform itself to build resilience, nurture sustainability, and take its rightful place on the global stage.

Agriculture has already been central to nation-building. The Green, White and Blue Revolutions have helped India move from scarcity to self-sufficiency, ensuring food security for a growing population. Today, agriculture employs nearly half of the workforce and supports the nutritional needs of 1.4 billion people. Yet the sector is no longer just about producing more. Its role is to secure the future of farmers, regenerate natural resources, and ensure that rural communities thrive

alongside urban ones. India's agriculture transformation must be about resilience, inclusion, and prosperity.

Resilience will be one of the defining needs of the coming decades. Farmers are at the frontlines of climate change, experiencing floods, droughts, heatwaves, and shifting rainfall patterns. To cope with these risks, India must expand climate-resilient approaches. Simple techniques like intercropping and efficient irrigation systems can help farmers withstand weather shocks. Digital tools, from weather apps to remote sensing, allow timely decision-making. Strengthening crop insurance, diversifying cropping systems, and investing in stress-tolerant seed varieties can help farmers reduce vulnerability. Translating scientific agronomy knowledge into farmer-friendly advisories, supported by digital platforms, will allow timely, location-specific solutions. Expanding micro-irrigation and making soil health testing routine can help farmers protect their land while improving productivity. Resilience is not only about bouncing back after a crisis but also about anticipating and preparing for challenges before they strike.

Alongside resilience, sustainability must become the cornerstone of agricultural growth. Soil degradation, water scarcity, and biodiversity loss are not abstract concerns; they are daily realities for farmers. Building back natural capital through organic amendments, water-efficient practices, and integrated pest management can restore productivity while protecting the environment. India also has an opportunity to lead in low-carbon farming. Renewable energy for

irrigation, turning farm waste into value-added products, and developing carbon markets that reward regenerative practices are pathways that can align agriculture with the country's net-zero 2070 goals. A reformed subsidy framework that encourages balanced fertiliser use and links incentives to soil health and nutrient efficiency can strengthen sustainability while safeguarding farmer affordability.

The heart of agriculture, however, lies in the empowerment of farmers and rural communities. Farmers are not passive recipients of policy but active agents of change. Strengthening farmer-producer organisations and cooperatives can give them bargaining power and market access. Easing regulatory processes for FPOs by treating them as no different from individual farmers and incentivising them through supportive measures can accelerate their role as engines of inclusive growth. Establishing dedicated funds for scaling successful FPOs, while enabling access to CSR resources, can help these groups transform fragmented holdings into collective strength. Encouraging young people to see farming as a modern, technology-driven enterprise can inject new energy into rural economies. Women, who make up a significant share of the agricultural workforce, need recognition, skills, and access to resources so that their contributions are fully realised. Access to finance, storage, logistics, and fair markets will ensure that farming is not just about subsistence but about dignity and prosperity.

In the global context, India has a unique opportunity. The world is looking for sustainably grown and

traceable food. With its diverse agro-climatic zones and rich farming traditions, India can position itself as a hub for sustainable agricultural products. Building global competitiveness will mean investing in quality standards, strengthening traceability systems, and creating brands that reflect the trust and resilience of Indian farmers. Creating an enabling environment for innovation, from seeds to digital farm solutions, will also help Indian agriculture match global benchmarks while empowering farmers with new choices. The challenge is to balance this export orientation with the equally important need to ensure food and nutritional security at home.

As India moves toward 2047, agriculture will remain more than a sector of the economy. It will be a mirror of how the nation values resilience, equity, and sustainability. India@100 is not about choosing between growth and sustainability. It is about weaving them together into a story of resilience, dignity, and global leadership.

India's tryst with destiny began in the fields, and its journey to 2047 will be carried forward by the same soil that has always sustained its people. To nurture agriculture is to nurture the nation itself.



Reimagining Teacher Training and Partnerships for Future-Ready Citizens



Radhika Bharat Ram

Joint Vice Chairperson,
The Shri Ram Schools

She is known for her commitment to progressive education and holistic learning. She works actively to strengthen educational ecosystems that nurture curiosity, compassion, and lifelong learning in young minds. Mrs Bharat Ram is also a passionate advocate for inclusive growth and women's empowerment. On the occasion of National Education Day, she writes about the pressing need to see teachers as pivotal to our education system and build their capacity to shape future-ready citizens.

The classrooms of tomorrow are being shaped today — not through bricks and benches, but through ideas, empathy, and imagination. As AI redefines work, sustainability redefines progress, and coexistence mandates global citizenship, formal education must change, with our teachers standing at its heart.

Our National Education Policy (NEP) 2020 advocates a robust and relevant system for a dynamic world, the responsibility of its delivery resting on our teachers. This makes it vital to continually strengthen teachers' capabilities in line with the vision of an equitable, inclusive, and high-quality education system. There is therefore a pressing need to build teachers' capacity, connecting them with the broader ecosystem of institutions that shape education and thought.

As an educationist, I recommend the following to reach this shared goal:

Dignity of the Teaching Profession

It is imperative that as a social commitment, the profession be celebrated and given the dignity it deserves, guiding and inspiring our teachers' development.

To enable an academic environment that fosters fresh ideas, creativity, and innovation, teachers should be encouraged to share insights and influence decisions that shape their

classrooms. Recognised as the architects and leaders of the education system and not merely its implementers, teachers must be trusted and valued so they develop a deeper sense of ownership.

Lifelong learning

A 2021 UNESCO report states that only 10 percent of teachers in India have access to continuous professional development. Given that there are a possible 97 lakh teachers, there is a significant opportunity to strengthen and modernise this need, aligned with the pace of change. Teacher training must therefore be continuous allowing them the space to learn constantly, lead with confidence, and adapt with agility. I have noticed that practice workshops, collaborative lesson planning, cross-disciplinary projects, co-created learning modules and shared experiences are particularly powerful in enhancing professional growth.

Such collaborations build confidence and nurture innovation and a shared sense of purpose.

Partnerships

The transformation we seek thrives on collaboration and shared purpose, as a collective endeavour to build a dynamic and symbiotic learning ecosystem to establish new pathways for knowledge exchange and universal growth.

For instance, when teacher training colleges collaborate with schools, teachers gain access to cutting-edge pedagogical research, while researchers benefit from authentic classroom insights. Engagements with both the corporate sector and non-profit sector — through CSR

initiatives or volunteering — can bring valuable exposure to real-world problem-solving, innovation, and workplace skills that students increasingly need, along with much-needed empathy and a humane approach.

I know that a teacher who feels supported — both emotionally and intellectually — is far more likely to inspire students leading to a positive shift in mindset, which will truly mark the beginning of true and lasting transformation.

Strengthening Industry-Academia Linkages

The Confederation of Indian Industry (CII), through its Education Council and other initiatives, promotes capacity building, future-skills training, and school-industry partnerships that connect classrooms with real-world innovation. By collaborating with schools, training institutions, and policymakers, CII helps create a virtuous ecosystem.

Future Focus

The only constant that we must be ready for is change and that the future while uncertain, is likely to bring unprecedented opportunities for innovation and growth with technology, sustainability challenges, and global interconnectedness reshaping the world — inspiring new thought and leadership. This requires students to be equipped with navigating uncertainty, agility and problem solving, necessitating educators, to be future-focused and forward-looking.

All progressive learning must ensure that technology intersects with ethics, sustainability, and equity, prompting training programmes to include

social-emotional learning, digital citizenship, and education for sustainable development. According to NCERT schools that integrate socio-emotional learning report up to a 20 percent improvement in student engagement and attendance — a clear sign that holistic education enriches both learning and personal growth.

A Collective Responsibility

India's aspiration to become a developed nation by 2047 will depend on the strength, creativity, and compassion of its human capital, which will flourish when nurtured by inspired teachers working within

supportive, connected ecosystems through shared intent, trust, and collaboration. It must honour the teacher's pivotal role as a nation builder, shaping both intellect and integrity, and foster a culture that celebrates the joy of learning and the pride of teaching.

I have often said that the true test of an education system lies not in the number of students it graduates, but in the kind of citizens it nurtures. If we wish to see a generation that is ethical, empathetic, inventive and creative, we must begin by uplifting and empowering those who teach.



Towards tomorrow, together



Rajan Navani

Chairman, CII Council on India@100
and Chairman & Managing Director
JetSynthesys

On the occasion of International Volunteer Day, 2025, Mr Navani shares about why we must institutionalise volunteering in the country and makes the case for corporates to lead the process.

The International Volunteer Day on 5 December 2025 marks the global launch of the International Volunteer Year (IVY) 2026, with the theme “Every Contribution Matters” to emphasise the vital role of volunteers in achieving the Sustainable Development Goals.

Volunteering is a powerful act of generosity, where individuals contribute their time, skills, or resources for the greater good. Traditionally, volunteering has often been sporadic, making it difficult to measure impact or recognise the value exchanged between volunteers and beneficiaries. Today, institutionalised volunteering is more important than ever—it allows efforts, resources, and funds to be strategically channelled toward society’s priorities in specific regions. While governments can create supportive policies, corporates are uniquely positioned to lead the way, and the case for their engagement has never been stronger.

Confederation of Indian Industry (CII), through its initiative India@100 Foundation, has been relentlessly working on volunteerism as a key focus area and started National Volunteering Week (NVW) in 2014 from 18 to 24 January. The objective of NVW is to have a sustained volunteering campaign over a week to forge partnerships amongst various Volunteer Organisations (VOs), Non-profits, corporates, etc to forge partnerships, share resources and align their deliverables in sync with national priorities. CII, with its institutional strength and corporate memberships, is ideally positioned to

facilitate and drive the initiative through an IT platform, National Volunteering Grid (NVG), which primarily bridges the demand and supply of volunteers, opportunities for freelance volunteers, besides a meeting ground for partnerships amongst various organisations supporting the cause of volunteerism.

Corporate volunteering can power meaningful change at the last mile. In India, nonprofits often form the crucial link in delivering services to communities. By joining forces with corporates through Employee Volunteering Programs (EVPs), they can unlock new efficiency, expertise, and innovation, helping programs reach their full potential. This partnership enables NGOs to expand their reach, deepen their impact, and touch more lives. Many leading corporates have already embraced institutionalised volunteering, and there is exciting potential for organisations of all sizes to contribute and make a real difference.

Volunteering strengthens both business and community. Businesses and communities share a symbiotic relationship—one cannot thrive at the expense of the other. Volunteering is therefore not just a force for social good, but also a powerful tool for sustainable business growth. Companies that invest in their communities build long-term trust, credibility, and loyalty. Volunteer programs enhance brand reputation and stakeholder goodwill, influencing investment decisions, customer preferences, and employee engagement. At the same time, employees gain valuable socio-economic insights, helping them make informed business decisions—from product innovation to supply chain strategy—while deepening their connection to the communities they serve.

A workforce that volunteers is a stronger, more capable workforce. Institutionalising volunteering is an excellent way for organisations to develop their talent and build capacity. Volunteering encourages individuals to step beyond their comfort zones, tackle complex challenges, and engage with diverse communities. Employees gain a deep understanding of the socio-economic fabric that shapes markets, while honing skills in people management, project execution, and strategic problem-solving. Most importantly, volunteering cultivates empathy and awareness, creating a fertile ground for identifying and nurturing future leaders.

Corporate coalitions can amplify the impact of volunteering. Around the world, technology has enabled cross-company alliances that scale volunteer efforts efficiently. Today, organisations can collaborate through digital and hybrid volunteering models, allowing professionals to mentor, teach, design, or problem-solve from anywhere. Technology also makes volunteering measurable, trackable, and scalable, transforming how impact is created and shared. Such coalitions have the potential to redefine volunteerism in India, making it more coordinated, strategic, and far-reaching.

We live in extraordinary times, facing challenges that societies have rarely encountered before: climate adaptation, AI-driven skill shifts, and ageing populations. Citizen participation at scale will be critical in navigating these challenges, highlighting the urgency of mainstreaming volunteering in India. The actions we take today shape the world of tomorrow—let us step forward together and give it a hand.

Corporate Volunteering: A Strategic Imperative for India@100 Driving Purpose, Impact, and Partnerships for Nation-Building



Shrirang Dhavale

Cluster Head, Social Services,
Tata Sustainability Group,
Tata Sons Pvt. Ltd,

Mr Dhavale examines the importance of corporate volunteering in achieving national goals. In 2025, the Tata Group contributed 10.87 million volunteering hours, making it possibly the world's largest corporate volunteering programme. The Tata group is not alone in this journey. Many other corporate groups like Godrej, Birla, Mahindra etc. and companies such as IBM, Microsoft, Cognizant, WNS, etc. have developed corporate volunteering programmes.

India@100 promises a future marked by economic strength, advanced infrastructure, and improved quality of life. Beyond material progress, quality of life encompasses physical health, psychological well-being, independence, social relationships, and alignment with personal values. Volunteering plays a critical role in enhancing these dimensions, and corporate India is increasingly recognising its value.

Why Volunteering Matters

Volunteering benefits employees, organisations, and communities alike. For individuals, it fulfils key human needs identified in Maslow's hierarchy – connection, self-esteem, and self-actualisation – by fostering purpose, confidence, and creativity. A Tata Group study involving over 6,500 employees revealed that volunteering cultivates happier, more engaged teams, strengthens workplace culture, and boosts productivity. It also enhances employer branding, aiding talent attraction and retention, while nurturing purpose-driven leadership.

Communities and NGOs gain significantly from corporate volunteering. Skill-based initiatives,

such as coaching students or supporting grassroots organisations, accelerate developmental outcomes. Volunteers bring expertise in finance, IT, and HR, helping emerging NGOs build robust systems and processes

With the philosophy of 'right thing to do', the Tata Group has institutionalised the volunteering programme through the Tata Volunteering Excellence framework. It is based on four pillars - leadership (volunteering policy, leadership walking the talk, etc.), strategy (organisational avenues for volunteering, enablers, KPIs tracked, etc.), people and culture (rewards/recognitions, communication channels, designated teams, etc.) and stakeholder management (inclusivity, collaborations, etc.)

Key trends in corporate Volunteering

Several notable trends are shaping the future of volunteering in India:

- Many corporates with serious intent are looking at volunteering as a strategic pillar. They are institutionalising volunteering to seek scalability, sustainability of outcomes and replicability across the organisation.
- 'Big tent', an approach to offer a wide spectrum of volunteering formats, continues to offer a democratic space to choose issues that are close to the heart for corporate volunteers. However, there is a shift from event-based to long-term volunteering.
- While the scale of volunteering in terms of total number of volunteers, volunteering hours,

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I do believe that volunteering helps every individual connect beyond their immediate circle, both personally and professionally. It is a great way to stay grounded, a great way to evolve as a person, and a great way to do something meaningful for the community and for society.

*Mr T.V. Narendran
CEO and MD, Tata Steel*

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It's wonderful to have a professional team by our side, especially when non-profits need consistent and skilled engagement. Tata ProEngage volunteers working on 'Design Social Startups' brought great commitment and helped us design a mobile app to promote farm products. Their contribution has been truly invaluable.

*Mr Radhakrishnan
SEA Movement, Partner of ProEngage,
Tata group's flagship skill-based volunteering programme*

and organisations supported continues to be the KPIs tracked, matured volunteering programmes are asking the 'so what' question. This exploration is leading to impact-based volunteering programmes, which will contribute to achieving national priorities and SDGs.

- The CSR rules in India do not permit booking the volunteering expenses against the regulatory CSR obligation. Despite this, synergies with the CSR thrust areas are being developed. While finalising a CSR policy or annual action plan, defined volunteering spaces are created for employees to contribute to the achievement of CSR objectives.
- Volunteering provides an enormous opportunity to build capabilities of 'start-up' NGOs that are in their early stages of evolution (and may not qualify as CSR partners). Such NGOs are passionate about the issues and put in additional efforts to achieve their project objectives. With the support of skill-based volunteering programmes, corporate volunteers from finance, IT, and HR backgrounds are helping them build systems and processes.

- Technology is being increasingly used not just for the management of volunteering data but also for the delivery of volunteering projects. Virtual volunteering, with its enormous potential, has broken barriers of long distances.
- The space for using AI to complement the volunteers and bring effectiveness is at an early stage, but it surely holds a lot of promise.
- Collaborations across corporates are being built. Platforms such as India@100 are being strengthened to create partnerships not just with NGOs but also with other corporates. Additionally, there is a rise in volunteer management agencies offering specialised services.

The Big Opportunity Volunteering isn't just a peripheral activity; it's a way to build purpose-driven companies and a better India. By embracing technology, partnerships, and skill-based, impact-focussed programs, corporate India can make volunteering a powerful force for change.

India@100: The New Growth Story



“We should promote ethical leadership and reinforce the belief that success achieved at the cost of ethics is never sustainable. Often, success is seen as the ultimate goal, but the process through which it is achieved is far more important.”

Harshavardhan Neotia
Chairman
Ambuja Neotia Group

As India charts its journey towards its centenary, what is your dream for India@100?

The dream for India@2047 begins with the elimination of poverty. A nation aspiring to become developed cannot reconcile with the existence of citizens living below the poverty line. Although significant progress has been made over the last few decades, ensuring that no one remains in poverty should be a key milestone.

Beyond economic prosperity, the vision is that India’s growth should carry a deeper purpose. Prosperity should not exist for its own sake but should be guided by a humane and inclusive approach. India’s civilizational heritage, which stretches back thousands of years, offers values and ideas that can contribute meaningfully to the world.

The aspiration is not to become a superpower defined by dominance but to become a superpower of inspiration—a nation whose ideas and values inspire others. Concepts such as harmony, coexistence, unity in diversity, and the philosophy of Vasudhaiva Kutumbakam represent principles that the world may increasingly look toward.

Another important aspect of this vision is universal access to

essential infrastructure—safe drinking water, sanitation, housing, and basic services. Finally, India must focus on building strong and enduring institutions that continue to function effectively beyond individual leadership. These institutions will provide the continuity and stability necessary for long-term national progress.

As we move along that journey, the global environment is constantly evolving—there are uncertainties, geopolitical shifts, and rapid technological change. In this context, what should India’s key priorities be in the coming decades?

India’s priorities must balance economic growth with social purpose. While the country moves toward prosperity, development should remain guided by values that emphasize inclusiveness and human well-being.

Strengthening infrastructure and ensuring universal access to essential services will remain critical. Equally important will be building institutional frameworks that are effective, accountable, and sustainable.

In a rapidly changing global environment, India also has the

opportunity to offer a model of progress rooted in cooperation rather than dominance. By drawing from its civilizational values and promoting harmony and pluralism, India can play a constructive role in shaping a more balanced global order.

What role can public-private collaboration play in building long-term social infrastructure that strengthens inclusive growth?

Public-private collaboration can play an important role in sectors such as housing, healthcare, and education. In many cases, governments can provide land or policy support while private organizations contribute operational expertise and efficiency.

However, one of the biggest challenges in such partnerships is the trust deficit between the public and private sectors. Private organizations often operate with long-term continuity in leadership, while government systems may see frequent changes in personnel and priorities. These shifts sometimes lead to past decisions being re-examined, creating uncertainty for long-term investments.

For partnerships to succeed, both sides must work toward building trust and stable frameworks. Transparent systems and mutual understanding are essential. Ultimately, public-private partnerships are driven by people, and successful collaboration requires maturity and confidence on both sides.

What are the biggest leadership shifts India needs to make over the next two decades to truly lead sustainably on the global stage?

Leadership in India must reflect the country's diversity and complexity.

Unlike rigid models of leadership, India's leadership approach must allow flexibility while remaining anchored in core values such as integrity, truthfulness, and commitment.

Success should not be measured purely by outcomes but also by the means through which those outcomes are achieved. Ethical conduct and principled decision-making are essential for sustainable leadership.

In the future, leadership will also require a balance between analytical thinking and human empathy. With the rise of artificial intelligence and advanced analytics, machines will increasingly handle data processing. The uniquely human qualities—intuition, compassion, and judgment—will therefore become even more important in decision-making.

How can India's startup ecosystem become a cornerstone of innovation-led growth as the nation moves toward India@100?

A key step is strengthening the relationship between academia and industry. Historically, this connection in India has been relatively weak compared to many Western countries. Students often graduate with theoretical knowledge but limited exposure to real-world applications. Closer collaboration between universities and industry can help students understand practical challenges and apply their knowledge more effectively. This will also encourage entrepreneurial thinking.

At the same time, the nature of knowledge itself is changing. Earlier generations had to memorize and retain large volumes of information because access was limited. Today, information is readily available through technology. The critical

skill now lies in processing information, interpreting it, and applying it creatively.

As artificial intelligence advances, analytical tasks will increasingly be automated. This makes human creativity, intuition, and empathy even more valuable—qualities that will drive innovation and entrepreneurship in the future.

As India’s urban population expands, how can we transform this shift into an opportunity to build integrated, climate-resilient, and community-centric cities?

Urban planning must recognize the interdependence of different sections of society. Cities cannot function effectively if economic groups are separated geographically. Workers who provide essential services must live within reasonable proximity to the communities they serve.

One approach is to create mixed developments where housing for different income groups exists within the same ecosystem. Cross-subsidization can help make such models viable, where developments for higher-income groups support housing for middle- and lower-income communities.

Another key element is the creation of vibrant public spaces. Cities should provide places where people—especially young people—can gather, interact, and build community connections. Such spaces contribute not only to social well-being but also to the overall vitality of urban life.

How can India build a healthcare ecosystem that is both globally competitive and socially accessible?

Healthcare institutions must be designed in ways that allow access across different sections of society. One effective model is cross-subsidization, where services provided to higher-income patients help support affordable care for those with fewer resources.

Such approaches make it possible to maintain high standards of medical infrastructure and expertise while ensuring that essential healthcare remains accessible. By combining quality with inclusiveness, India can develop a healthcare ecosystem that is both globally competitive and socially responsible.

How can India harness its art, heritage, and creative economy to amplify its global soft power and cultural influence by 2047?

India possesses an extraordinary civilizational heritage that spans philosophy, spirituality, art, literature, and architecture. Over thousands of years, thinkers and sages explored many dimensions of human life, leaving behind a rich intellectual and cultural legacy.

Sharing even a small portion of this heritage with the world can have a profound impact. One powerful way to do this is through tourism. India’s tourism potential remains significantly underutilized despite its vast diversity of cultural experiences.

By investing in cultural preservation and promoting tourism effectively, India can allow global audiences to experience its traditions firsthand. Visitors who engage with India's cultural heritage often gain a deeper appreciation for its philosophy and worldview.

India's cultural message is not about imposing ideas but about offering perspectives that others can explore and interpret in their own way. This openness can become a powerful form of global cultural influence.

What message would you share with young entrepreneurs who aspire to build enduring institutions that contribute meaningfully to India@100 and beyond?

Young entrepreneurs today are living in a unique period of India's history. Over the next two to three decades, the country may undergo one of the most significant transformations in its development journey.

For the current generation, this presents an extraordinary opportunity. They will be in the

most productive phase of their lives during a time when India is expanding economically and gaining greater global influence.

However, while pursuing success, it is important to remain grounded in strong values. Short-term gains achieved through shortcuts rarely lead to lasting success. Integrity, ethical conduct, and perseverance are essential for building institutions that endure.

At the same time, growth should remain inclusive. Progress should benefit society broadly rather than leaving large sections behind. When economic growth lifts all segments of society, it creates a more stable and harmonious environment for long-term development.

If the next generation combines ambition with integrity and innovation with compassion, they will play a defining role in shaping India's journey toward 2047 and beyond.



India@100: Growing Responsibly, Leading Sustainably



Our intellectual capital positions us for remarkable growth, but that growth must be inclusive. The journey ahead should focus on growing inclusively and reducing inequality and divide.

Nyrika Holkar
Executive Director
Godrej Enterprises Group

Nyrika Holkar is a key figure in the Godrej Group and a board member of several Godrej companies. She is

essential to forming the Group's long-term goals and image. Nyrika is also actively involved in social and environmental projects that uphold the Godrej Group's dedication to sustainability, inclusive growth, and responsible corporate leadership both in India and abroad.

On the aspirational picture of India in 2047

- India is a high-value, high-complexity, and trusted global partner
- It has a strong MSME sector.
- Quality, sustainability, and resilience mark every tier of the ecosystem.
- Problems like Scope 3 emissions are being addressed through continuous engagement, shared infrastructure, shared R&D, and collaboration.
- It should be seeing inclusive growth with a marked reduction in inequality

On how technology and R&D can shape India's future, especially in terms of inclusivity and SME growth

- Dependence on acquired technologies increases longterm vulnerability and geopolitical risk.
- India must create open and collaborative R&D ecosystems to reduce duplication, accelerate innovation, and strengthen national capability.
- Technology can dramatically improve efficiency by connecting shop floors, reducing energy and water consumption, improving predictive maintenance, and ensuring better quality control.
- Artificial intelligence has completely transformed the landscape.
- Focus on technology must be complemented with continuous skilling, reskilling, and unlearning. People must be enabled to adapt confidently.
- Technology must become a tool for inclusion, transparency, and quality across the entire country.

On the leadership shift required for India to lead globally in sustainability

- Sustainability must move out of the narrow CSR mindset and be embedded in everyday decision-making, strategy, and operations.
- At an organisational level, sustainability must be measured just like financial performance. Targets such as reducing energy intensity, lowering carbon intensity, and increasing revenue from green products must become core business goals, not side initiatives.
- Energy efficiency in appliances, green buildings, renewable energy adoption, and circular material usage are no longer optional choices. With rising temperatures and increasing appliance penetration, efficiency has become a national necessity.
- Affordability is equally important. Sustainable solutions must be accessible to common consumers.

This requires industry and government to work together to reduce costs and scale up adoption.

- Sustainability and financial success must be evaluated together. Only when sustainability strengthens business performance will it become truly embedded in leadership thinking.

An example of how collaboration works in environmental sustainability

- Mangroves are extremely powerful ecosystems. Once destroyed, they cannot be easily restored.
- The Godrej Group is working to scientifically and financially value ecosystem services so that policymakers can better balance development and conservation. When environmental value is quantified, it becomes harder to ignore in decision-making.
- Satellite data helps track changes in green cover and habitat loss.





Environmental degradation ultimately becomes a public health issue, affecting millions of lives.

- A shared data framework and multilateral collaboration are essential. No single organisation can solve such complex challenges alone.

On how organisations and individuals go beyond traditional CSR commitments

- Real change happens when people engage personally.
- Volunteering builds empathy. When individuals participate in a social programme, they connect emotionally with the issue.
- Citizen participation programs empower people with knowledge and simple scientific tools. This creates awareness without fear and ownership without pressure.
- Volunteering also strengthens workplace culture by building compassion, teamwork, and purpose.
- Every individual must accept social responsibility. We are

all contributors to today's problems, and therefore we must all be contributors to tomorrow's solutions

On the message to India's youth and future leaders

- Young leaders must overcome fear of the unknown. They must allow themselves to dream boldly while remaining responsible in their actions.
- Integrity must become India's greatest differentiator. In a world filled with misinformation, trust will be the most valuable currency of 2047.
- India must be known globally for reliability, transparency, and ethical leadership. That reputation will attract partnerships, investments, and long-term confidence.
- For women, mutual support is critical. Women must consciously help each other rise and remain in leadership roles. Progress is visible, but sustained effort is still required.
- If we dream boldly, act responsibly, and consistently build trust, India's future has no limits.

India@100: How Technology is Empowering a Billion Dreams



India's diversity, adaptability, and coexistence of multiple identities are strategic strengths that must be consciously protected as growth accelerates.

Ipsita Dasgupta

Senior Vice President & Managing Director - India, Bangladesh & Sri Lanka, HP Inc.

Ipsita Dasgupta serves as the Managing Director of HP's India Market, comprising India, Bangladesh, and Sri Lanka. In this role, Ipsita is responsible for all aspects of the go-to-market strategy and P&L for HP's fastest growing market, spanning the company's broad portfolio of products and services across commercial, consumer, and public sector.

On the vision for India at 100 (2047)

India's aspiration for 2047 goes beyond economic indicators such as GDP or infrastructure development. While these remain important, the defining markers of success will be the preservation of cultural diversity and social cohesion, the ability to unlock the potential of every child, regardless of geography or language, and creating an ecosystem that retains India's best talent while attracting global talent. India's diversity, adaptability, and coexistence of multiple identities are strategic strengths that must be consciously protected as growth accelerates.

On the role of technology in India's transformation

India demonstrates a fundamentally optimistic relationship with technology. Unlike many developed economies where AI is viewed as a

threat, Indian youth largely see AI as an enabler. Technology has already transformed India through digital payments, mobile connectivity and platform-led gig and creator economies. The next phase, driven by AI, will delve significantly deeper into human development and productivity.

On AI as an enabler of education

India faces a mismatch between students and teachers, with ~10 million teachers for ~250 million students. Relying solely on traditional teacher-led models will result in lost generations. AI can address this gap by enabling language-agnostic learning through real-time translation, access to the best teaching resources regardless of location and self-paced, curiosity-driven learning environments. AI-powered learning labs can allow students to ask questions repeatedly, in their preferred language, without fear or limitation—fundamentally changing learning outcomes

On AI in healthcare, empathy, and human-centric services

AI's greatest contribution may be in freeing professionals from repetitive, administrative, and diagnostic workloads, allowing them to focus on human interaction. In healthcare, this means doctors and nurses

spending more time on patient guidance and emotional support, a better experience for patients and families, and a more humane delivery of care without compromising efficiency. This model applies equally to education, financial services, and public service delivery.

On the gig economy, freelancers, and digital scaling

India hosts one of the world's largest gig and freelance economies. AI presents an opportunity to create "digital twins" that allow individuals to scale their expertise. It enables professionals such as tutors, creators, and service providers to expand their reach and increase their income potential without physical or geographic constraints. This is a uniquely Indian opportunity given the country's scale and workforce structure.

On MSMEs and the digital divide risk

Large enterprises can absorb experimentation costs while MSMEs often lack the skills, capital, and confidence to adopt AI. Without targeted support, AI risks creating a new digital divide. Structured capacity-building initiatives—such as practical AI workshops for MSMEs—are essential to ensure inclusive growth.

On creativity, women's participation, and inclusive growth

Storytelling and creativity are inherent to Indian culture, which positions it uniquely to lead cultural industries. AI can lower entry barriers for women constrained by time, mobility, or access; act as a creative and cognitive companion—assisting with research, drafting, and ideation,

and unlock large pools of underutilised creative talent. Technology does not replace creativity; it accelerates and amplifies it.

On deep tech, R&D, and talent strategy

India must urgently increase investment in deep tech and R&D, make careers in pure sciences and advanced research aspirational, and reduce over-dependence on services and back-office roles. This is a strategic window to attract global experts in manufacturing, semiconductors, supply chains, and advanced engineering. Such capabilities are foundational to long-term economic resilience.

On trust, collaboration, and entrepreneurship

India operates on deep societal trust, evident in everyday systems functioning at a massive scale. Entrepreneurship is increasingly mainstream, cutting across age, sector, and hierarchy. To accelerate this, policymakers must prioritise listening and enabling, safety nets (such as social security for gig workers) must expand, and ecosystems must allow experimentation without fear of failure

Message to India's Youth

The future belongs to those willing to take ownership of complexity. Young Indians are called upon to choose difficult, meaningful problems, anchor careers in purpose and impact, collaborate across disciplines and sectors and commit long-term to nation-building challenges. India's transformation will be driven not by incremental progress, but by bold problem-solving at scale.



India@100: Strengthening India's Soft Power through Tourism and Hospitality



Looking to 2047, I see India making tremendous strides in tourism. We have the potential to contribute \$3 trillion to GDP, employ 100 million people, and welcome 100 million international tourists

Puneet Chhatwal

Chairman, CII National Committee on Tourism and Hospitality and MD & CEO, IHCL

Puneet Chhatwal is a leading voice of the hospitality industry in India. Under his leadership, IHCL has become a global benchmark, ranking 4th globally in market cap amongst all listed hospitality management companies. Mr Chhatwal was inducted into the prestigious Global Travel Hall of Fame by Travel Weekly UK, at the 39th IATO Annual Convention.

On tourism and hospitality shaping India's soft power over the next 25 years

- India's tourism and hospitality sector can play a transformative role in shaping the country's soft power. India is attracting more international visitors, and at the same time, more Indians are traveling abroad. The pandemic also shifted perceptions of travel, introducing new motivations and experiences that have reshaped the sector.
- Economic growth and expanding infrastructure are another key factor. Connectivity is improving and creating a strong foundation for the future of tourism.
- India's global relevance is also increasing. Hosting major events has strengthened India's image as an attractive destination.

- India also has unique opportunities in specialized tourism such as destination weddings, medical tourism and spiritual tourism.

On the things that need to happen over the next two decades to create a catalytic shift

- Tourism must be seen as a high-potential sector at both central and state levels, which with infrastructure and industry support, can unlock investment and create abundant employment across the country.
- Expanding rail, road, and air networks will make travel smoother and more accessible; developing new destinations will allow travelers to explore India beyond traditional hotspots.
- By investing in talent and creating a future-ready workforce, the sector can deliver world-class hospitality experiences. Processes, too, can be enhanced to make travel effortless—from streamlined visas to seamless immigration
- Promotion is where India can shine globally. Campaigns like "Incredible India" made a lasting impact. By sharing India's stories with the world, we can attract more travelers while strengthening India's soft power on the global stage.

On how India can lead the world in sustainable, climate-conscious, and community-friendly travel models

- Sustainability is becoming central to tourism globally. While many organizations set long-term goals for carbon neutrality by 2045 or 2050, the need of the hour is to take meaningful action now.
- Many Indian hospitality chains are at the forefront of responsible luxury, with certifications like EarthCheck demonstrating their commitment to environmentally and socially conscious operations.
- While progress is ongoing, there is still a need to accelerate efforts. By expediting action, fostering innovation, and setting high standards, India has the opportunity to not only adopt sustainable tourism practices but also emerge as a global leader in responsible, climate-conscious, and community-friendly travel.

On the next big export of India's soft power

- Indian cuisine represents a tremendous opportunity for tourism and soft power. Talented Indian chefs have already made a mark globally, elevating the culinary profession and showcasing the richness of our food culture.
- Food tourism is an emerging trend worldwide. India is perfectly positioned to tap into this, offering destinations where visitors can savor authentic flavors, learn traditional cooking techniques, and experience the culture behind every dish.

- By promoting our cuisine alongside other cultural and wellness offerings like yoga and Ayurveda, India can make its culinary heritage a powerful ambassador, attracting global visitors and creating memorable, authentic experiences that enhance India's soft power worldwide,

On how tourism and hospitality can empower communities across India

- India's greatest strength in tourism lies in its genuine hospitality. Coupled with the demographic dividend, India has a runway of over 20 years to fully capitalize on this human resource, combining skill development with an attitude of genuine hospitality.
- Beyond formal training, there is enormous potential in leveraging the unorganized sector: rickshaw drivers boatmen, and local guides. This provides meaningful livelihoods and enriches the tourist experience. Small contributions from visitors can create significant economic impact, translating into better lives for millions of people.
- India has phenomenal destinations, rich cultural heritage, and world-class infrastructure like convention centers, exhibition halls, and new event spaces. The key now is to plan, scale, and market these assets effectively.
- By combining skilled people, authentic hospitality, and world-class infrastructure with strong promotion, India can transform tourism into a sector

that creates immense employment, strengthens communities, and highlights India's soft power on the global stage.

On the bold steps needed to position India among the top three global tourist destinations

- Italy is a great example of why active promotion of tourism is so important. Tourism contributes around 30% of their GDP, and Italy continues to invest heavily in promoting its destinations, hosting major events, and innovating in the sector. This approach ensures that tourism remains a dynamic driver of economic growth, global recognition, and cultural exchange. India can take a similar approach—combining its rich heritage with strong promotion and strategic investment—to maximize both visitor experiences and the country's soft power on the world stage.

On how stakeholders can work together to promote responsible tourism in India, and models that could benefit India's tourism economy

- The most important step in promoting responsible tourism is building strong, long-term policies tailored to India's unique realities. Incentives, including tax benefits, can encourage businesses to adopt sustainable practices.
- Energy efficiency, waste reduction, heritage preservation—can be applied across the sector.

- Sustainability begins right from construction materials and extends to preserving heritage. Reunification of Germany, is an example of how integrating heritage preservation with modern infrastructure creates vibrant, sustainable urban environments.
- India's policies need to reflect its own cultural, environmental, and economic context.

On vision for Taj hotels and its role in India's tourism and hospitality sector as the country approaches

- Over the last five years, Taj has consistently been rated the world's strongest hotel brand and India's strongest brand across all sectors.
- By 2047, Taj is envisioned to expand to around 250 hotels, up from 135 today. The first Taj hotel in continental Europe will soon open in Frankfurt, followed by projects in Southeast Asia, Africa, and other high-potential destinations.
- Constant upgrading of iconic properties ensures that each property remains state-of-the-art, sustainable, and world-class. Cities like Udaipur already illustrate this vision, with multiple Taj properties offering distinct experiences and managing key local events, creating a strong presence and enhancing the city's tourism ecosystem.
- Taj in 2047 will be a symbol of India's excellence in hospitality and continue to set benchmarks

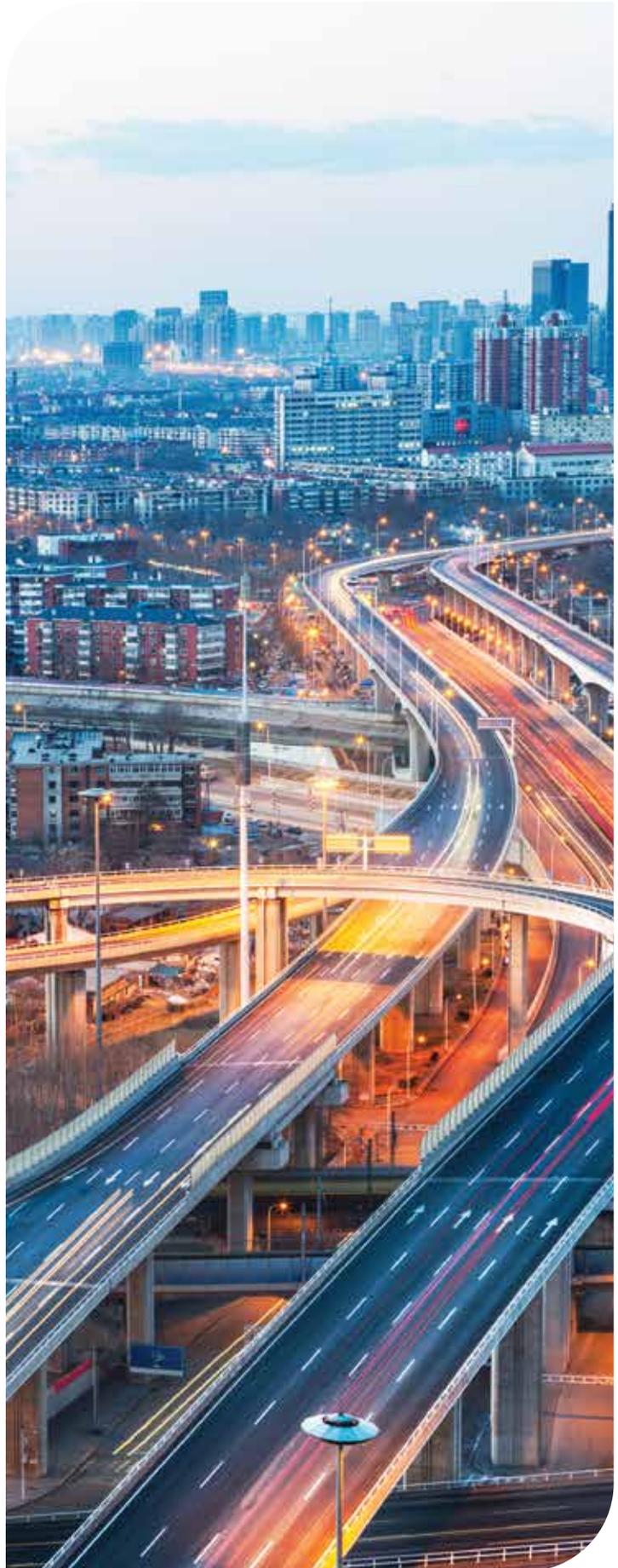
in service, experiences, and iconic presence worldwide.

On advice to young Indians interested in joining the industry

- Join this sector. It's a fascinating industry that offers global opportunities—one can find work anywhere in the world. Also travel extensively to widen your worldview and be a better professional.

On dream for the sector@2047

- When the world thinks of tourism in 2047, they think of India first. We have the potential to contribute \$3 trillion to GDP, employ 100 million people, and welcome 100 million international tourists.



India@100: Building Sustainable and Resilient Urban Ecosystems



Urban planning in India should prioritize accountable city-level governance and leverage technology to address capacity constraints.

Pirojsa Godrej
Executive Vice Chairperson
Godrej Industries Group

Pirojsa Godrej holds a Master’s degree in International Affairs and a MBA degree from Columbia Business School. Under his leadership, Godrej Properties emerged as the largest real estate developer in India by sales in FY21 and was ranked #1 globally among listed residential developers, by GRESB, for three consecutive years—2020, 2021, and 2022.

On his personal commitment to sustainability

- Passion for environmental stewardship stems from a combination of family legacy, personal commitment, and the scale of the challenge presented by climate change.
- Family and business have long prioritized sustainability, from conserving mangroves near Mumbai to developing some of the world’s highest-rated green buildings. Real estate an opportunity to reduce environmental impact through both advanced technologies and simple, thoughtful design choices.
- Urgency needed in addressing environmental degradation in Indian cities, citing air and water pollution as serious public health concerns.
- Cities must let people enjoy clean air and water and live in harmony with their surroundings, combining legacy, innovation, and civic action to create meaningful impact. On his vision for creating sustainable and resilient urban ecosystems
- Creating sustainable and resilient urban ecosystems starts with accountable, empowered city-level governance. Cities need leaders who are directly answerable to their residents, ensuring development balances growth with environmental responsibility.
- Technology can play a transformative role in addressing capacity constraints, improving education, and enabling efficient urban management.
- Leveraging data, AI, and smart infrastructure to make cities more responsive, while also restoring natural ecosystems like mangroves and improving air and water quality.
- Ultimately, the goal is to build cities where citizens can thrive, with clean air, safe water, and access to opportunities, while ensuring that development and environmental stewardship advance hand in hand.

On urgent priorities over the next three years and short-term actions to build trust and momentum between government, industry, and civil society

- Urgent priorities include establishing accountable, city-level governance, addressing foundational education, and leveraging technology to overcome capacity constraints. In terms of the environment and sustainability
- Immediate actions involve implementing practical measures in urban planning and real estate—like energy-efficient buildings, water conservation, and restoration of ecosystems such as mangroves—while promoting awareness about air and water quality
- Building trust and momentum between government, industry, and civil society requires collaborative initiatives where private-sector expertise and resources complement public-sector goals, aligning investments and policies toward measurable, systemic outcomes

On successful models of empowered, accountable city-level governance that can be adapted to the Indian context?

- Globally, many leading cities—like New York—have empowered, elected mayors who are directly accountable to their citizens, creating clear responsibility for city-level development.
- In India, most urban management is handled by state departments, which dilutes accountability and slows progress. Adapting global best practices would involve establishing city-level governments with democratic legitimacy, focused authority, and

responsibility for balancing growth with environmental and social priorities.

- Pilot initiatives in select urban centers could help demonstrate how accountable, empowered city governance can drive sustainable urban development and improve service delivery

On how urban planning in India can integrate sustainability, resilience, and inclusive growth on a national scale

- Urban planning in India should prioritize accountable city-level governance and leverage technology to address capacity constraints. Planning must balance rapid economic growth with environmental stewardship, integrating energy-efficient design, sustainable water and waste management, and green building practices
- Inclusive growth requires identifying and nurturing local talent, engaging communities, and ensuring access to basic education and services so that all citizens benefit from urban development. Pilot programs in major cities can serve as models for scaling these practices nationally, creating resilient, sustainable, and people-centered urban ecosystems

On role emerging technologies can play in transforming urban living and governance in the coming years

- Emerging technologies like AI, IoT, and smart infrastructure can help overcome India's urban capacity constraints and enable more responsive governance. They allow for better data-driven decision-making, optimize resource management, improve city services, and enhance accountability at the local level

- Overall, these tools create opportunities to leapfrog traditional challenges, drive efficiency, and improve the quality of life in cities while supporting sustainable and inclusive urban growth

On how India can leverage global best practices in sustainability and the circular economy to accelerate its development goals

- India can leverage global best practices in sustainability and the circular economy by actively partnering with international organizations, adopting proven policy frameworks, and integrating private-sector expertise into public initiatives
- By identifying effective models from other countries and adapting them to India's context—particularly in areas like energy efficiency, urban planning, and environmental stewardship—the country can accelerate sustainable development. Collaboration between government, industry, and civil society, supported by technical guidance and capacity building, can ensure that these global insights are translated into practical, large-scale impact

On how The Godrej Foundation is advancing initiatives that promote sustainability, innovation, and long-term positive change

- The Foundation acts as a catalytic partner in initiatives that align government action, private-sector expertise, and social impact
- It supports organizations that help design and implement policies for sustainable growth, such as energy efficiency and urban planning programs, while providing

subject-matter guidance to ensure effective execution. It also collaborates with other philanthropic groups to amplify impact, invest in systemic change, and leverage innovations in technology and education to create scalable, lasting outcomes

On the legacy today's urban planners and business leaders should leave for future generations

- They should focus on creating a foundation of sustainable, inclusive, and resilient urban and economic development. The ultimate goal is to leave behind cities and communities where opportunities are accessible, quality of life is high, and the environment is protected for generations to come

On how government spending, corporate CSR, and philanthropic investments, can be aligned to create systemic change, amplify impact

- Government spending, corporate CSR, and philanthropic investments can be aligned by focusing on collaboration and catalytic partnerships directed toward systemic interventions rather than isolated projects
- Foundations and private partners can provide expertise, best practices, and implementation support to enhance government initiatives, ensuring that every rupee invested achieves a greater multiplier effect. This approach leverages the strengths of each sector—policy-making and scale from government, innovation and agility from corporate CSR, and targeted impact from philanthropy—so that the combined efforts generate meaningful, sustainable change across society

India@100: Powering the Future through Digital Acceleration



India should be a creator of technology rather than a consumer. It is already one of the most digitally empowered societies at the individual level and has the talent and digital awareness to lead in innovation.

Arundhati Bhattacharya

President and Chief Executive Officer
Salesforce-South Asia

On vision and wish list for building a resilient and future ready digital economy by 2047

- No country can be considered truly developed without ensuring inclusive growth for the majority of its population. True advancement requires enabling every individual with opportunities across education, employment, and opportunities.
- India should be a creator of technology rather than a consumer. It is already one of the most digitally empowered societies at the individual level and has the talent and digital awareness to lead in innovation
- India must achieve leadership in emerging technologies across multiple sectors, not limited to software or hardware but extending to space, pharmaceuticals, genetics, and defense. It needs to excel in sunrise sectors and secure recognition as a global knowledge and innovation powerhouse

On how India can best leverage emerging technologies like AI, cloud, and digital platforms to drive innovation and enhance its global competitiveness

- Democratization of technology will be the real breakthrough. OpenAI has enabled the use of unstructured data and natural language inputs, eliminating the need for complex queries or structured systems. This has opened up AI to a much broader user base, making it a tool for widespread productivity and innovation.
- AI — especially generative and agentic AI — is already showing clear business use cases. This has created a fear of missing out (FOMO) among organizations, driving faster adoption. It has moved into boardroom conversations, becoming strategic priorities for top management. India is seeing increased openness, awareness, and investment in these technologies.
- To stay globally competitive, India must continue this momentum — focusing on accessibility, skilling, and integration of these technologies across sectors. If it builds on this foundation, India is well-positioned to shape the digital future.

On how India can strengthen public-private partnerships to make Digital India a global model for sustainable growth

- India has already built some of the most advanced and inclusive digital public infrastructures in the world—Aadhaar, UPI, Digi Locker, CoWIN, and DigiYatra. These platforms represent a unique public-private partnership model, where the government creates open digital architecture and the private sector builds value-added services on top of it. These model reduces friction, scale innovation, and efficiently deliver services across the socio-economic spectrum.
- To elevate Digital India into a global benchmark for sustainable growth, this collaborative approach must now extend to critical sectors such as healthcare, education, and skilling—especially in rural and underserved regions. Physical infrastructure alone cannot meet the demands of a country of India's scale; only technology can provide scalable, inclusive solutions.
- The government must continue to act as an enabler and incentive-giver—through progressive policies, tax incentives, and clear directional signals. Clear, unambiguous government messaging and policies will empower the private sector to take bold, innovative steps forward.
- The foundation has been laid. Now, it is the combined responsibility of public and private stakeholders to build on this base and position Digital India as a global exemplar of inclusive, technology-driven growth.

On the role corporates and tech platforms can play in building stronger linkages and growth pathways for MSMEs in India's evolving economy

- Smaller enterprises are often more agile and open to digital adoption than larger legacy firms. However, they lack adequate education and enablement to understand and integrate these technologies meaningfully into their operations
- Corporates can step in—as partners in capability building. Initiatives such as offering certified skilling programs, industry internships, and ready-to-use digital tools tailored for MSMEs can bridge this gap. These efforts must begin well before college, and extend into schools and teacher training, thereby ensuring a long-term pipeline of digitally empowered entrepreneurs and employees.
- Platforms and corporates should work in synergy with government efforts. Programs like Jan Dhan Yojana and UPI have demonstrated that when public digital infrastructure is paired with private sector innovation, the results are transformational. The same collaborative spirit is needed for MSME digitization and AI readiness.
- India has the resilience, innovation capacity, and talent to lead. What it needs is a cohesive framework of collaboration, clear incentives, and a nationwide push to scale successful models beyond isolated pilots

On enabling equitable technology access through SaaS and strategic partnerships

- Adopting technology required significant capital expenditure—buying and maintaining servers, purchasing software, and managing upgrades. Today, cloud-based solutions and Software-as-a-Service (SaaS) have dramatically lowered entry barriers. MSMEs no longer need heavy upfront investments; instead, they can access scalable, up-to-date platforms on a subscription or pay-as-you-go model.
- SaaS platforms also offer frequent upgrades, keeping businesses aligned with market trends without additional effort or cost. However, to fully benefit, companies must avoid overly customized builds and focus on leveraging market-ready platforms that evolve over time.
- Critically, both buyers and sellers must move beyond transactional mindsets. MSMEs should seek strategic partnerships—not just products—and providers must engage as long-term collaborators. These partnerships bring added value through best practices, shared vision, and co-created growth strategies. In the long run, this approach delivers far greater returns than cost-based, short-term relationships.
- India's digital future hinges on this collaborative ecosystem—where technology is democratized, scalable, and inclusive

On systemic interventions that can accelerate women's participation in India's formal economy and leadership pipelines

- India's growth story cannot be complete without unlocking the full potential of its women. Despite encouraging progress, it is still far behind global benchmarks like France and the UK, where women hold over 44% of board positions. Systemic biases—many of them unconscious—continue to hold women back. Addressing such biases is essential.

Two key systemic interventions are needed:

- **Organizational Process Over Personality:** Efforts to support women must move from being personal crusades to institutional mandates. Sponsorship, mentorship, and inclusion KPIs should be embedded in organizational culture—not dependent on individual leaders.
- **Empower Women to Step Up:** Women must be mentored to take calculated risks, step outside comfort zones, and own their ambition. This requires a twoway effort—organizations must sponsor and structure opportunities, while women must challenge self-doubt and seize them. If built into systems, and not left to chance, India can create a leadership pipeline that truly reflects its talent.

India@100: Shaping an Inclusive Future Through Social Innovation



I I asked our women what I should talk of at Davos. They said, ‘Tell them that with community capital we set up the first rural women’s bank in India.

Chetna Sinha

Founder and Chairperson
Mann Deshi Mahila Sahakari Bank
and Mann Deshi Foundation

Chetna Sinha is an awarded activist, farmer, and banker. In 1996, she founded the Mann Deshi Foundation in Mhaswad, Maharashtra, to empower rural women. In 1997, she set up the Mann Deshi Mahila Sahakari Bank - India’s first bank for and by rural women. She was Co-Chair of the World Economic Forum 2018

On a vision for inclusive economic empowerment, and women’s role in shaping a developed and empowered India@100

- India’s greatest asset is its human capital—there’s transformative potential if rural girls gain access to education and opportunity.
- Vanita, a woman farmer, aspired to create a women-owned Farmer Producer Company (FPC). She faced challenges proving her farmer status because land ownership was in her husband’s name. She successfully convinced her family and peers to transfer land titles to women, enabling them to register a FPC. This FPC now runs warehouses and cold storage and offers receipt financing, helping farmers store produce when prices are low and sell when they rise.

- Beyond increasing incomes, such initiatives can shift social norms about asset ownership and decision-making power for women

On the structural changes needed to scale women empowerment

- Rural aspirations must be recognised and supported, as girls increasingly aim for higher education and careers in technology, business, and AI.
- Support systems such as colleges and hostels are needed especially at the taluka and block levels to enable rural youth to study, work, and build futures within their own communities, reducing the need for migration to metropolitan areas.
- Agriculture in rural India should be redefined to include processing, packaging, innovation, and marketing. The women-owned Farmer Producer Company (FPC), referred to previously, operates soil testing labs, water labs, and weather stations, enabling precision agriculture, cost reduction, and higher profitability.
- Technology and innovation must be democratised to reach the last mile, ensuring that rural communities — particularly women—benefit from tools and

resources. Providing rural women with access to both technology and finance can create a powerful new economic engine for India's growth

On what would make India@100 truly inclusive

- India@100 must be about ownership. When women own land, run businesses, and lead institutions, real change happens. These women pay taxes, contribute to the economy, and invest in education for the next generation.
- India's future must be built on young women-led development. When rural women access property, credit, markets, and education, they uplift entire communities. India@100 should be one where rural voices are heard, women are empowered, and technology bridges—not widens—the gap

On key reforms needed to improve financial inclusion for women entrepreneurs and enable better access to capital

- Women entrepreneurs face limited access to affordable finance due to lack of collateral. Alternative credit assessment models, such as using digital transaction histories, can improve access to loans.
- Smartphones and connectivity are vital for building digital financial footprints and storing documents for loan applications.
- Regulatory reforms to simplify licensing and reduce compliance can help women scale businesses.
- Expanding access to government and private funding is essential for women-led enterprises.
- Affordable finance and streamlined operations help women grow

businesses, create jobs, and drive inclusive growth.

On how investing in women-led entrepreneurship at the rural level can help job creation and empowerment

- Investing in women entrepreneurs, especially in rural areas can significantly accelerate gender inclusivity and economic growth.
- When combined with data-driven lending approaches and the rise of Fintech in India, there are multiple opportunities for lending institutions, corporate India, VC funds, banks, and government bodies to collaborate effectively

On the infrastructure or platforms necessary to facilitate women participation, especially at the rural level

- Digital public infrastructure is crucial. Mann Deshi Foundation has successfully leveraged ONDC's open e-commerce network to amplify market access and visibility for rural women-led businesses. This has enabled rural women entrepreneurs to showcase their products to urban markets, overcoming traditional supply chain and logistics challenges.
- It took almost two years to develop the necessary frameworks for product design, branding, marketing, and packaging, alongside training mentors to support women entrepreneurs digitally. Today, over 1,000 women are onboarded on ONDC, offering more than 4,000 products. This model demonstrates how digital infrastructure, combined with capacity-building, empowers rural women to access broader markets.

On scaling initiatives across the country in synch with the unique cultural and regional diversity of India

- Given India’s diversity, scaling rural women-led development interventions requires both replication and customisation. Successful models must be adapted to local contexts by considering access to capital, knowledge, and capacity building tailored to regional needs.
- Example: Man Deshi Bank that was set up as a response to a local woman’s desire to save money. It led to a fully functional rural women’s bank that includes a mobile business school and digital modules to empower over a million women entrepreneurs.
- Government support as a risk taker and private capital as an investor are both critical to achieving scal

On stories or examples that highlight what works and can be replicated at scale nationally

- Kantabai, a blacksmith wanted to save just a small daily amount despite being non-literate. Banks initially refused her, so the Foundation pursued a banking license specifically to serve women like her. There were literacy concerns, but the women insisted on proving their ability to manage finances, which ultimately led to the license.
- Today, this rural women’s bank, combined with mobile business schools and mentoring, supports over a million entrepreneurs. This holistic approach, creates sustainable empowerment.

On their vision for the role of private capital and collaborative efforts in driving women-led inclusive growth

- Private capital must show courage to invest in rural women entrepreneurs. The community capital model has proven its worth; private investors must take risks and scale these models. Government can act as the risk-taker, paving the way for private sector participation.
- Investments in skill development, digital infrastructure, and customised financial products will create a vibrant ecosystem where rural women thrive as entrepreneurs, contributing to an inclusive and sustainable economy at scale

On a clarion call for the youth—especially those unsure how to act

- Go for it. If there’s an idea it must be pursued. Ideas and innovations can offer new hope to rural India.
- Never give up. Startups aren’t short-term ventures for one or two years; they are about building legacies.
- Courage is capital; it helps attract investments—even if initially small. Young people at India@100 will shape Bharat; Bharat needs them.



CHANGESPEAKE

Amplifying the voices of on-ground changemakers driving India's journey to 2047.







Dr. Harish Hande

Founder and Chief Executive
SELCO Foundation

Harish Hande is the Founder and Chief Executive Officer of SELCO Foundation, a pioneering organization driving sustainable energy solutions for underserved communities in India. A Ramon Magsaysay Award recipient, Harish is a globally recognized social entrepreneur and thought leader in renewable energy. In this interview, he shares insights into SELCO's grassroots impact and his vision for a solar-powered future that is inclusive, equitable, and transformative for India.

What key moments or insights have shaped SELCO's journey in becoming a pioneer in bringing affordable solar energy to underserved communities in India?

SELCO always focused on the needs of the end user. The needs of the end user were broken up into multiple paths. For example, some of them would look at solar energy as livelihood option, some would look at solar energy as a saver of electricity and some would look at solar energy as convenience. Along with this SELCO would also work with local financial institutions to tailor make financial products that suited the cash flow of the end user. For example, a Paddy farmer would make payments one a yearly basis and a teacher monthly. The uniqueness of combining the technical product and financial product from an end user's perspective proved a long-term sustainable model for SELCO. The models that SELCO had created were not from the supply side and were always mostly from the end user's perspective

You are often called the 'Solar Man of India' and have championed solar energy not just as a technology, but as a tool for social equity. What has been the impact on the ground?

I am not sure if that title is fair at all, because numerous people across the country have worked very hard in the sector of solar and sustainability. We have been one of the organizations in the journey of India's solar. We believed that Decentralized Renewable Energy (DRE), provided true empowerment to the marginalized by providing doorstep energy, livelihood, and other opportunities. It equalized the field in many ways. It opened avenues of new livelihood application, it lowered the

transaction costs of essential services like health and education. Such an implementation thought process, has opened up numerous options for people in the remote parts of Meghalaya to the tribal populations of Odisha. Local ownership and innovations have proved that one need not have to move to urban areas of prove one talent or increase opportunities of better life.

Receiving the Ramon Magsaysay Award is a significant honor. How has this recognition shaped your mission? and how do you see your work evolving as we march towards India@100?

Again, unfortunately awards glorify individuals. SELCO has always pushed for inclusive opportunities, one of the critical parameters as we march for India@600. Decentralized Renewable Energy (DRE) will unlock the immense potential of the 600 million people who live in the semi-rural and rural areas. Different development models that are long term sustainable will make India the hub of knowledge for rest of the developing world. The diversity of India, in terms of segments, terrains, climate, offers the world a one stop solutions window for all their challenges. India @100 should be a goto model for all the development programs in the world – SELCO would like to play a critical part in that vision.

Given your extensive experience in SELCO with solar energy, what emerging trends or technologies in the renewable energy space do you think will define the next decade, and how can India stay ahead of the curve in adopting them?

The next decade will be defined from the demand side and not from the supply side. Building designs along

with innovative income generating products (running on solar) will transform the way DRE is being scaled. There will be transformational change in the way medical devices are designed. With the availability of DRE, different medical devices will be designed for resource poor areas, making it accessible and affordable.

Because of DRE, new type of services will be available at the last mile – like teleservices for tribal communities in Odisha or Jharkhand. Foldable dental chairs running on DRE can provide doorstep dental services to the poor in the remote Islands of Majoli, Assam. The opportunities are immense. Small scale farmers and other SMEs will be able to adapt to rising temperatures by redesigning workspaces and installing cooling technologies, all using DRE. New ways to increase the yields of small holding farmers to inclusive livelihood

opportunities for marginalized sections of the communities.

As AI continues to evolve, how do you see its role in transforming the way solar energy is deployed and managed, especially in rural or off-grid areas?

AI will increase opportunities for better solutions and in fact will increase the opportunities for the poor for respectable livelihoods (and not take away jobs)

What advice would you offer to young engineers and entrepreneurs who aspire to build sustainable and socially impactful ventures in today's rapidly evolving landscape?

To all youngsters work with least amount of resources in the most difficult areas. One needs to immerse in the problem statements. Do not rush into conclusions because of the backgrounds one comes from.







Dr Ranjitsinh Disale

Education Innovator

Dr Ranjitsinh Disale is an internationally acclaimed education innovator whose work bridges grassroots action with global policy influence. Recipient of the Global Teacher Prize 2020, Ranjitsinh leads the Ranjitsinh Disale Foundation, which advances cross-border learning, teacher-led innovation, and education in crisis contexts. A graduate of the Harvard Graduate School of Education, Ranjitsinh is not just synonymous with classroom innovation but is also a strong voice for equity, girls' education, and peacebuilding.

What inspired you to become a teacher, and how did your early experiences shape your philosophy of education?

I never planned to become a teacher. My dream was to become an engineer. But after facing persistent mental and physical harassment in engineering college, I dropped out, feeling broken and directionless. In that moment of crisis, my father said something that changed everything: “Go to a teacher’s college—you’ll be surrounded by good people who will help you grow again.”

That advice became the turning point of my life. At teacher’s college, I found not just a new environment, but a new version of myself. For the first time, I was in a space where I was not judged, but believed in. My teachers didn’t just teach—they transformed. They rekindled my sense of worth and purpose. I realized that real changemakers aren’t always in high offices or headlines—they are in classrooms. And they had just changed me.

That experience didn’t just make me a teacher—it made me an advocate for systems that don’t fail children the way mine did. It shaped how I think about education policy today: as a tool not just for knowledge transmission, but for human restoration. That realization planted the seed for my philosophy of education: that teaching is not a profession, it is an act of nation-building. I came to believe that a great teacher doesn’t just deliver content—they unlock potential.

As Nelson Mandela once said, “Education is the most powerful weapon which you can use to change the world.” I am living proof of that. And that’s why I chose to become a teacher—because I wanted to pass

on the power of transformation I had experienced myself.

You won the coveted Global Teacher Prize 2020 award and decided to share half the amount of the prize money among fellow finalists. What inspired you to make that gesture—and how did it eventually shape the birth of the Ranjitsinh Disale Foundation and the idea of borderless classrooms?

When I was announced the winner of the Global Teacher Prize in 2020, I felt a deep sense of gratitude—but also a clear responsibility. For me, leadership isn’t about standing tallest on the podium—it’s about raising others alongside you. That’s why I made the deliberate choice to share 50% of the prize money with my fellow finalists. As I’ve always believed: teachers work for outcomes, not incomes.

I wanted to empower educators who, like me, were transforming lives under the radar. I knew this gesture could unlock opportunities far beyond what one person could do alone—and I’m proud of what we’ve achieved together. That shared fund has supported 42 students from Italy and the United States in pursuing their education. It’s helping children with special needs in Brazil, feeding hundreds of students daily in South Africa, and even contributed to building two new schools in Nigeria.

This impact inspired the creation of the Ranjitsinh Disale Foundation, rooted in the vision that every child, everywhere, deserves access to quality education. Through our global initiatives—including peace education, community-driven school models, and cross-cultural collaborations—we’re working to make that vision a reality. The Foundation is not a charity—it’s a

platform for peer-led action. Built on the belief that when educators lead from the frontlines, change becomes sustainable.

The Global Teacher Prize was not the end of a journey—it was the beginning of a movement. A movement where teachers support teachers, where classrooms reach beyond borders, and where every child, no matter their background, gets a fair chance to learn and thrive.

At the heart of your initiative, #GiftANewBeginning, lies a powerful belief in second chances. What is the core philosophy driving this movement, and how will you know when it's truly making a difference?

#GiftANewBeginning is not about second chances. It's about restarting—with a new approach, a renewed mindset, and a belief that the old ways are not the only ways forward.

This initiative was born from a realization that education systems often fail not just because of lack of resources, but because of outdated assumptions—about learners, about teachers, and about what's possible. Too often, we try to fix problems using the same tools that caused them. #GiftANewBeginning is about disrupting that cycle. It's about asking bold questions, designing new models, and embracing solutions rooted in empathy, relevance, and innovation. Whether we are reimagining classrooms for children in crisis zones, designing adaptive learning kits for marginalized communities, or launching teacher fellowships that reward creative risk-taking, the goal remains the same: to redesign the journey, not just resume it.

Our partnership with India Exim Bank, under their CSR initiative, is a perfect example of this approach in action. By working closely with public schools—providing tools, building sustainable infrastructure, and continuously monitoring learning outcomes through evidence—we're showing what #GiftANewBeginning truly stands for.

I'll know this movement is working when we stop measuring success by old benchmarks—and instead, start seeing learners who are curious again, teachers who are fearless again, and communities that believe again.

If this vision resonates with you, I invite you to stand with us. This is not just a campaign—it's a call to action. A call to rewrite how we think about learning, opportunity, and change. Because the future doesn't come from going back. It comes from starting forward—with a new beginning.

India has made significant strides in digital education, but challenges persist—especially in rural and underserved regions. In your view, does the current digital infrastructure adequately support equitable access to technology-enabled learning? What targeted steps should we take to bridge these gaps?

Digital access isn't just an infrastructure issue—it's a civil rights issue in the making. If 48% of schools are offline, nearly half our children are already locked out of India@100. When I introduced QR-coded textbooks, students didn't have smartphones. That gap between innovation and infrastructure taught me that brilliance without bandwidth is a broken promise.

If you look at the UDISE+ 2023 data, only 52% of government schools in India have internet connectivity. This highlights a significant gap in our digital infrastructure that continues to limit equitable access to technology-enabled learning. While electricity is available in over 90% of schools, internet access remains a bottleneck.

To bridge this gap, we must move beyond aspiration and focus on grounded, achievable goals. Too often, we announce ambitious ed-tech visions without investing in the basics. The first step is to set realistic, region-specific targets for digital infrastructure expansion—starting with the most underserved blocks.

Second, we need a data-driven approach. We must use school-level data to map infrastructure gaps, assess device availability, and track teacher readiness. Digital equity is not just about fiber optics—it's about understanding who is left out and why.

Lastly, no single actor can do this alone. Edtech firms, telecom providers, and governments must work in partnership, not isolation. The private sector's innovation, paired with the government's reach, can create meaningful access for the last-mile learner.

You've been a strong advocate of girls' education. How can we scale such efforts nationally to build an India@100 where no child is left behind?

To be honest, I don't believe scaling "my" effort is the answer. Real transformation happens when

we enable communities to lead their own change. In my village, I didn't start with big resources—I started by listening to parents who feared sending their daughters to school. It was slow, local, and personal.

Scaling girls' education in India@100 means unleashing the changemaker potential in every community—especially among teachers, mothers, frontline workers, and local leaders. If each village had just one trusted advocate for girls' education, we wouldn't need to replicate outside models. We'd build inside-out solutions.

But empowerment alone isn't enough—we must also remove structural barriers. Girls drop out not because they lack talent, but because of child marriage, unsafe travel, or the burden of unpaid work. Scaling efforts means addressing these intersections holistically.

Lastly, we need to redefine success. It's not just about enrollment or completion rates. It's about dignity, agency, and ensuring every girl has the tools to shape her future.

An India@100 worth building is one where every girl—not just enrolled but empowered—leads the way for her community. That's not a dream. I've seen it happen. I would encourage CII members to join me in this mission—to empower girls not just to participate, but to lead. Because when girls lead, communities rise. At India@100, our goal should be clear: not one child less—not one girl unseen.







Anshu Gupta

Founder, Goonj and
Gram Swabhimaan

Anshu Gupta, a Ramon Magsaysay Awardee, is the Founder of Goonj and Gram Swabhimaan. Often called the “Clothing Man of India,” he has redefined the idea of giving by transforming surplus urban material into powerful tools for rural development. Through his pioneering initiatives, Anshu has inspired a nationwide movement rooted in dignity, empathy, and community-led change—making him one of India’s most respected voices in social innovation and inclusive development.

What sparked your journey from a small project aimed at helping marginalized communities to leading work acknowledged across the country?

The journey of Goonj began with a simple yet powerful observation that clothing, one of the most basic human needs, was missing from the development work or agenda. In 1999, Goonj started with the idea of valuing material that urban India was discarding. We looked at how this material could be turned into a resource for rural communities, not as charity, but as a tool to tackle material poverty. Over time, this idea expanded into a movement that focused on dignity, participation, and ownership.

Recalling one of my first experiences, in 1991, after a massive earthquake hit Uttarkashi belt of Uttarakhand (then U.P.), I met a man wearing a jacket made out of a jute bori (gunny bag) asking for woollens to survive. And in the same period meeting a family in Delhi which used to support local administration by picking up unclaimed dead bodies and understanding their struggle to survive in winters not because of cold but because of lack of clothing taught me how simple looking issues are actually big issues. As a keen photographer the images stayed with me. It showed the harsh reality of what people go through in their life and more importantly during disasters and how we often ignore something as fundamental as clothing in relief and development work and how we have never taken Material poverty as a serious development issue.

I didn't come from the development sector, I didn't know about what was possible, what wasn't.

The early realization that it was not just about doing some good work, maybe it is journey of bringing some non-issues into the category of issues which matters for millions and where masses themselves can solve with a little nudge.

In urban areas, we encourage people to "Goonj it..." — to contribute mindfully, knowing their excess could be part of a larger circular system. In rural areas, we focused on enabling people to work on their own development priorities, whether building roads, cleaning ponds, or addressing local issues, while receiving material as a reward for their efforts and not as charity, as charity kills dignity of people and with challenged dignity, we cannot think of development. This approach created community-driven development, built local assets, and generated fair and dignified employment.

Through this process, Goonj naturally connected with broader issues like climate action and social equity. The impact came from trusting people's wisdom, valuing their participation, and ensuring their dignity throughout.

We also realised that both the demand and supply were very high and there were no other players doing this, so had to create all systems from scratch so got the first movers advantage in scaling it. Disasters played an important role in spreading the work. Entered areas for relief work, couldn't ignore the long-standing development challenges of the people in those vulnerable and devastated regions.

Over the years, Goonj grew through listening, learning, and constantly evolving with people, both with

communities and the team. When we focus on dignity, trust, and inclusion, real change follows.

India is extremely diverse in terms of culture, language, infrastructure, climate — how adaptable have Goonj’s models been when working across, say, remote Himalayan areas vs densely populated plains or coastal regions?

India’s diversity presents a wide range of challenges and opportunities. Goonj’s approach has remained effective across these varied contexts because it is fundamentally community-led and flexible. Instead of applying a uniform model, we focus on understanding local needs, environments, and cultural contexts, allowing the work to evolve accordingly.

We have worked in remote Himalayan villages, flood-affected regions, arid zones, and coastal areas and more. In each case, the community identifies the issues it wants to address and takes the lead in solving them. Whether it is building a road, restoring a water body, or repairing local infrastructure, the solutions are shaped by the people who live there.

For example, in the hills of Jammu, we expected the community to prioritise road construction. Instead, they chose to create an Akhara, a levelled wrestling ground that held cultural significance for them. This outcome reflected the importance of listening to community voices rather than making assumptions.

Urban surplus material, when used thoughtfully, becomes a valuable resource in this process. It supports local efforts, encourages civic participation, and builds a sense of shared responsibility between urban and rural areas. Goonj’s model is

adaptable because it is built on respect for local knowledge, decentralised decision-making, and a practical understanding of on-ground realities with our role as a catalyst, that mobilises, motivates and enables people.

Goonj’s model in the last 26+ years has been completely adaptive as the design of the work is completely place based, based on decisions of the communities we work with. Covid was biggest pivot and disruption to the model, but we adapted fast and responded with double our capacity, showing resilience and innovation at scale. That’s also emerged as a Harvard case study later.

What role do you see for technology, social media, digital platforms in amplifying community-led change, without losing the “grounded” nature of your work?

Technology and digital platforms have a vital role to play in amplifying community-led efforts when they are used as tools, not as replacements for real engagement. At Goonj, our work begins and stays rooted on the ground, with people and their realities. That cannot be replaced by digital convenience. Goonj’s work grew, innovated and scaled over the last two decades, with basic technology tools as it placed a lot of value on Human Intelligence in community led change, over the last few years we are consistently but carefully curating tech inputs into our work, to complement human intelligence and efforts.

Technology helped in building transparency, scaling awareness, and connecting people across geographies. Social media, for instance, has helped us share stories from remote parts of the country,

often bringing visibility to voices that are rarely heard. It also plays a strong role in mobilising urban participation, whether through campaigns, volunteering, or material contributions.

We understand that Tech can be a great enabler, when coupled with human intelligence. Also, it can unlock a lot of efficiency and effectiveness of resources but one must also carefully examine who is left out or whose dignity is challenged, because of technology. Have two strong statements while integrating technology in our work.

A) by creating roti.com we can't provide roti as what we need to complement, supplement is - Human and B) Yes AI is a growing tool but for sure not the only solution and not at the cost of HI (Human intelligence) and in our mission, also not at the cost of GRI (Grassroot Intelligence).

What role do you see social enterprises and grassroots innovations playing in India's journey to becoming a developed nation?

If India is to truly become a developed nation, we have to redefine what development means — not just in terms of GDP, but in how we include and empower the last person in the line. Social enterprises and grassroots innovations are central to this process because they respond to real needs with contextual, sustainable solutions.

Social enterprises bring together purpose and practicality. They look beyond profit and focus on long-term impact. Grassroots innovations, on the other hand, emerge from lived experiences — people solving

their own problems with local resources and deep understanding of their environment.

What excites me is that these models challenge traditional top-down approaches. They are participatory, inclusive, and rooted in the idea of dignity. Whether it's a small solution for clean drinking water or a model like Goonj's that turns urban surplus into a resource for rural development, these efforts collectively strengthen the foundation of our country and present a model to the world.

India's progress must come from within — from people solving their own problems, supported by ecosystems that value and scale their ideas. Social enterprises and grassroots innovations are not peripheral to development. They are essential to making it meaningful and lasting.

I feel SE's and grassroots innovations are the social glue that builds and nurtures community.

Most importantly SE's and grassroots innovations play the role of bees in a nation, cross pollinating ideas and connecting unconnected stakeholders and resources.

What message would you like to share with the next generation of changemakers — those who aspire to transform communities, create impact, and shape the nation's future?

To create meaningful change, the first step is to listen and not to respond, but to truly understand. Empathy is not a soft skill in the social sector, it's the foundation. Without a real connection with people, our efforts risk becoming mechanical or superficial.

In the development space, we often try to fit impact into categories or frameworks, measuring success through just the numbers or return on investment. But real change doesn't always show up in data. How do you quantify the dignity, the shift in mindset, or the trust a community builds over time?

At Goonj, we've learned that the most powerful outcomes are often invisible, a sense of self-worth, local leadership, or communities coming together to solve their own issues. These are not things you can capture in a report or a graph, but they are the essence of sustainable development.

If we want to work with people and not just for them, we have to move beyond numbers and start valuing the human side of change. Listening, empathy, and trust are the real indicators of impact.

My simple message is that - Do it for the joy of doing something, not for applause, fame etc. that may come and go. Don't center your work on you. Center it on people. That way the work will outlast you.

Be ready to break and build the mold of your thinking, assumptions, ideas, approaches again and again. Only be fixed on the values and non-negotiables of your personal and professional life. These will help you navigate all uncertainty and confusing times. Be the most watchful around your ego and stickiness to anything. Keep asking yourself questions.

There are two ways of working - one that you talk about the work and the second - the work talks about you. The second approach takes time but is much more fruitful and gives us a chance to make mistakes, learn and create strong pillars.

And by doing such work we are not doing a favour to anyone, it makes life meaningful, it brings a purpose, as in any case doing good is a collective responsibility.

And then the most important - Take care of yourself, your wellbeing. This is a long game; your life and wellbeing will be critical for many things including your dreams for yourself and your dreams for the nation.







Dr. Binish Desai

Founder, ReArtham Tech LLP
B-Dream Labs (now Eco Eclectic Tech)
Eureka Eco Innovations LLC, USA
CEO, NuoTerra Innovations Pvt. Ltd

Dr. Binish Desai, Founder, ReArtham Tech LLP, B-Dream Labs (now Eco Eclectic Tech), Eureka Eco Innovations LLC, USA; CEO, NuoTerra Innovations Pvt. Ltd. Dr. Binish Desai is a highly accomplished social entrepreneur and innovator who has made significant contributions to the field of environmental engineering and waste management. Often referred to as the Recycle Man, Dr. Desai founded his first company in 2010, when he was just 16 years old. Today he has more than 20 IPs and 144 inventions to his credit. In this conversation with India@100 Dr. Desai speaks of his journey, India's potential to be the hub of green solutions and his vision for the country by 2047.

You've had an innovative bent of mind at early age of 11 – when you started with turning chewing gum into bricks. Can you take us back to that moment — what sparked your journey into waste innovation, and how did it shape your purpose early on?

Way before a piece of chewing gum got stuck to my pants, Captain Planet and Dexter's Laboratory were my favourite cartoons. I always dreamt of having my own Dexter's lab and helping my superhero, Captain Planet. That curiosity is what first sparked my interest in innovation. In fact, my first invention came at the age of 10; I designed a machine that could convert water vapour from the kitchen into water for gardening, inspired by what I had just learned about evaporation and condensation. Later, when I began working with paper mill waste, I realised just how many different types of waste were being generated without viable solutions. That insight pushed me to create my own lab focused on transforming various types of waste into ecological, economic, and socially impactful innovations. Over the years, my experience working on projects in rural communities and collaborating with industries seeking sustainable solutions has helped me develop a more customised and unique approach to tackling waste-related challenges and help achieve closed loop solutions.

You are popularly known as the "Recycle Man of India." What does that title mean to you in the broader context of India's journey toward a circular economy?

Every title comes with a responsibility, and I've always tried to live up to the one given to me. Being called the "Recycle Man of

India" is not just an honour; it's a constant reminder of my duty to work on waste challenges that align with India's vision for the world. India has always had a deep-rooted culture of recycling, up-cycling, reusing, and repairing. I truly believe that India can lead the global movement towards a circular economy by drawing inspiration from our traditions, building technology locally, and offering those solutions globally. Through my work, I strive to contribute to this vision; by creating proudly made-in-India innovations that tackle global environmental challenges.

As someone working closely at the intersection of innovation and impact, what role do you see policy and governance playing in enabling green entrepreneurship at the grassroots level?

Government policymaking plays a pivotal role in enabling ecopreneurs. Initiatives like Swachh Bharat Abhiyan and Startup India have laid the foundation, but the real impact lies in integrating sustainability as a core focus across all policy verticals. With initiatives like LiFE (Lifestyle for Environment) and the Carbon Credit Program, the government is creating a strong push that will definitely encourage more people to engage in sustainable innovation. To truly empower green entrepreneurship at the grassroots, we need inclusive frameworks that promote circular economy solutions, provide easier access to funding and infrastructure, and simplify compliance for eco-innovators. With the right policy support, local innovations can scale into global solutions; driving both environmental and economic progress.

The term “Wastepreneurs” is gaining momentum. What role do you believe this new wave of entrepreneurs will play in shaping a sustainable and inclusive India@100?

I see this as a significant milestone. When I began my journey, waste was seen as a taboo; and today, seeing it become a trend and a recognised term is a powerful shift. Waste is no longer just a problem; it’s now a resource for innovation. This new wave of entrepreneurs will be key to driving India’s transition towards a circular economy by creating scalable, low-cost, and socially inclusive solutions. While India does face a waste management challenge, our per capita waste generation is much lower than that of Western countries — and that gives us a unique advantage if we act wisely. By turning local waste into economic opportunity, especially in rural and underserved areas, wastepreneurs will help build a sustainable and self-reliant India@100 ; one where impact and enterprise go hand in hand.

If we fast forward to 2047, the centenary of India’s independence—what kind of India do you envision: socially, environmentally, and economically?

By 2047, I envision an India that stands as a global leader in sustainability; not just environmentally, but socially and economically as well. Socially, I see an India where inclusivity is embedded in every system; where rural innovators, women, and marginalised communities are active drivers of progress, not just beneficiaries; where the rural economy is thriving and self-help groups have evolved into ‘micro social enterprises’; a dream we started with Eco Lights Studio, now

the foundation of our brand Pushpam. Environmentally, I dream of a nation where waste is no longer seen as a burden but as a raw material; powering a robust circular economy driven by indigenous innovation and traditional wisdom. An India where every village is self-sustaining and urban spaces are regenerative. Personally, it would be a dream to see viable solutions in place for all existing waste challenges; not just plastic, but other complex waste streams as well; and my lab (Reartham / NuoTerra) is actively working towards this vision. Economically, I see “Made in India” representing more than just manufacturing; it will stand for globally respected solutions born from local challenges. India will be known not just for its scale, but for its leadership in sustainability; where green jobs, green technologies, and green mindsets define our growth. We are proud to have created one such technology; a Made in India solution to tackle the coal GOB (Garbage of Bituminous) crisis in the USA, by converting this massive waste into construction material. In short, an India@100 where purpose and progress go hand in hand; where development doesn’t come at the cost of our environment or our values. India will be truly sustainable in all parameters; Pariyavaran Stir Atmanirbhar.

You began young and built a path that didn’t exist. What advice would you give to young changemakers today who want to innovate in the climate and sustainability space but are unsure where to begin?

My first advice to everyone is this: Buy only what you need; not what you want. Go back to our roots; I always say, Indian moms are the

biggest upcyclers in the world; so learn from them. Don't get greenwashed in a world where social media plays a huge role; ask the right questions. Just because something looks green doesn't necessarily mean it's sustainable; always do your research. I suggest a simple rule to follow: Observe - Observe a problem around you that needs attention. Fail - It is okay to fail; failure is the key to understanding how not to do something. Learn - Learn from your observations and failures. Solve - Collaborate; don't compete; it's the best way forward. Then, assess yourself on three parameters; environmental, social, and economic impact. Only when there's a balance

of all three can something be considered truly sustainable. When people ask me what success means to me, I say: The day I have no more waste left to work on, research, or innovate with; in short, when I become workless; that's when I'll consider myself successful. And in this process, I need everyone to join hands to help make that happen. Also remember; recycling is just one path to the solution. The real solution lies in going back to nature, where waste doesn't exist. Finally, remember the 8 R's of sustainability: Refuse; Reduce; Reuse; Repair; Repurpose; Recycle; Rot; and Rethink. Nothing is useless in this world what's a waste to you is someone's asset.







Sylvester Peter
Founder, My Angels Academy

Sylvester Peter, known as the “Football Man of India” began his extraordinary journey at just 13 years old, dedicating his life to empowering underprivileged children. His remarkable contributions have earned him numerous accolades, including recognition from the President of India and an honour from the prestigious FC Metz club in France. Sylvester was also celebrated by Amitabh Bachchan on the KBC show, and his inspiring story has been extensively covered nationally and on global platforms. Through his academy, My Angels Academy, Sylvester continues to transform lives through love and football with centers in Delhi and Odisha.

You founded My Angels Academy at just 13—a transformational step at such a young age. What moments or experiences inspired you to believe that change can begin early and from within?

I was born in Chennai but raised in Delhi, where my schooling took place. Determined to keep me connected with our Tamil roots, my mother enrolled me in the Delhi Tamil Education Association School. Unlike the well-equipped schools many of my cousins attended, mine had minimal infrastructure—our early classes were held under tents. I was reluctant at first, unaware that this experience would profoundly shape my life.

Most of my classmates came from economically disadvantaged families. I naturally bonded with them through a shared love of outdoor play, especially football. One day, in Class 4, a friend came to school looking unusually neat. When I asked why, he quietly said, “It’s my birthday.” I expected stories of cake and balloons, but he explained that his celebration consisted of sweet Pongal, a temple visit, and an oil massage—no party, no presents. I assumed his parents were unloving. When I expressed this at home, my mother gently opened my eyes to the reality of poverty. “You check the fridge when you come home,” she said. “Your friend checks empty utensils for food.” That truth pierced me. From then on, I began sharing my lunch, often going hungry myself. Gradually, I started sharing more books, toys, and care, and became a mentor to my friends. That was the beginning of My Angels Academy—a place rooted in love, where every child is seen as an Angel, and where true change begins not with age or wealth, but with empathy, awareness, and action.

You’ve beautifully woven sports—especially football—into the fabric of learning. How do these experiences on the field empower children to face life with confidence, discipline, and teamwork?

At My Angels Academy, football is not just a game—it is the sun that lights up every child’s world. It brings warmth, purpose, structure, and joy to children who grow up in communities where hope is scarce. Many of our Angels arrive with low self-worth, shaped by poverty, neglect, and social stigma. On the field, they begin to reclaim their identity. Football instills discipline through routine and confidence through resilience. The pitch becomes a classroom where children learn to rise after every fall. Every pass, every cheer, every goal fosters teamwork, communication, and mutual respect. The game teaches them that they are not alone—that progress is built collectively.

What sets our approach apart is that football is never detached from values. We reward not only performance, but kindness, empathy, proactiveness, and gratitude. Children learn that love is earned, not through talent alone, but through character. We address each student as an Angel—Komal Angel, Poonam Angel—because we see their spirit and potential. Hygiene, gender equality, and dignity are woven into our routines. Girls play alongside boys, their voices respected equally. Cleanliness is celebrated. The field becomes a space where respect and equality are non-negotiable. These lessons don’t end at the final whistle. They ripple through the classroom, into families, and into communities. Football gives our Angels the courage to dream, the strength to persevere, and the heart to serve.

They emerge not just as players but as leaders of change—resilient, compassionate, and ready to face life with grace.

As we build a more inclusive and equitable India, what forward-looking policy actions can ensure that children in informal settlements grow with dignity, opportunity, and hope?

To build a more inclusive India, we must first uphold the idea that dignity is not a privilege—it is a right. Children in informal settlements deserve more than survival; they deserve meaningful growth. They are not problems to be fixed, but potential to be nurtured. Policy must begin by prioritising holistic education—one that blends academics with emotional intelligence, life skills, and character-building. Children must be taught empathy, gratitude, teamwork, and self-respect alongside literacy. Programmes like ours, which use football and mentorship to instil these values, have shown how transformative such learning can be. We must ensure clean, safe, inclusive spaces for learning and play. Sanitation, nutrition, and mental health should not be afterthoughts—they are foundations. At My Angels Academy, the simple act of providing a clean football kit has changed how children see themselves. Dignity breeds discipline. Respect grows where it is given.

Policies must also support grassroots educators and community organisations that already have the trust of local families. Rather than replace these efforts with large-scale systems, governments and institutions should strengthen and replicate them with care, funding, and flexibility. Gender equality must be embedded across all interventions. Every girl should have the same

access to sport, education, and leadership as her male counterparts. Finally, access to digital tools, mentorship, and safe environments must be guaranteed to every child. When policies are driven not just by numbers, but by compassion, we create an India where every child can grow up not in fear, but in hope—and with the confidence to soar.

India@100 is a vision that belongs to every child. How can we create stronger ecosystems that support and scale inspiring grassroots models across communities and cities nationwide?

India@100 is not merely a celebration of longevity—it must reflect the strength, dignity, and dreams of its youngest citizens. To realise this vision, we must invest in grassroots models that already embody the change we wish to see. Organisations like My Angels Academy are built on relationships, trust, and lived experience. We do not function with massive infrastructure, but with deep emotional structure. Our strength lies in love, consistency, and local understanding. To scale such models, we must nurture ecosystems that preserve their soul while amplifying their reach. Support should be adaptive, not restrictive. Policies and funding mechanisms must allow grassroots organisations the freedom to innovate. Capacity-building, mentorship, and knowledge-sharing should be prioritised over mere compliance. Most importantly, these organisations must be seen not as beneficiaries of support, but as equal partners in progress.

We must build stronger connections between the government, corporates, NGOs, and citizens to foster co-created ecosystems. Collaborative platforms can allow community models to grow without losing

authenticity. Let us also centre children's voices. The Komal Angels and Poonam Angels of this country must be heard—not just as recipients, but as contributors. Their stories, struggles, and solutions hold power. Sport, Karma Yoga, and Art have proven to be a unifier. It can be used to replicate not just programmes, but cultures of dignity, gender equality, and teamwork across the country.

India@100 will be meaningful when our development models are not built for communities, but with them. When every child sees themselves reflected in the nation's dream, we will know we are truly moving forward.

India's youth hold incredible potential to shape the nation's future. What empowering message would you like to share with the young generation in the journey to India@100?

To the youth of India—your potential is immense, and your moment is now. You are not preparing for the future; you are already building it. Every choice you make, every voice you raise, shapes the India we are becoming. In today's fast-moving world, it is easy to chase success through numbers—marks, likes,

awards. But I urge you to seek meaning alongside achievement. Lead not only with ambition, but with compassion. Use your strength to lift others, your privilege to serve, your pain to build purpose.

At My Angels Academy, we call every child an Angel—not because they are flawless, but because they rise with grace, courage, and gratitude. Be that Angel in your own world. Share whatever you can, things or Knowledge. Encourage your peers. Speak up when it matters. Stand beside someone who feels invisible. True leadership is built not on applause, but on action. The world needs your ideas—but more than that, it needs your integrity. India@100 should not only be remembered for economic growth or technological advancement. Let it be celebrated as a nation where youth shaped a culture of empathy, inclusion, and service. Let it be known that we raised not just brilliant minds, but brave hearts. You have within you the ability to move hearts, shift systems, and light the way. Believe that your journey matters. Act with love. Lead with courage. And remember even a 13-year-old can spark a revolution of hope—so why not you.







Piyush Tewari

Founder & CEO

SaveLIFE Foundation (India)

Piyush Tewari is the Founder and CEO of SaveLIFE Foundation, a non-profit reducing road crash fatalities through systemic reform. He pioneered India's Zero Fatality Corridor and helped pass the Good Samaritan Law protecting bystanders. A Skoll Awardee and Schwab Foundation Social Entrepreneur, he advises India's National Road Safety Council.

A personal experience was the turning point that led to champion the cause of road safety. How did that moment crystallise your sense of purpose and the impact you hoped to create?

I did not come to road safety as a policy interest. I came to it through grief. When my teenage cousin was killed in a road crash, the loss felt brutally personal, but what stayed with me was how ordinary the system treated it. A preventable death was filed away like fate: little accountability, little learning, and no urgency to ensure it would not happen again. That contrast between a family's irreversible loss and a system's indifference crystallised my purpose.

SaveLIFE Foundation was born from that moment with a simple conviction: road deaths are predictable and preventable when we treat them as a public health and governance challenge, not as random "accidents." From the beginning, our aim was not only to raise awareness, but to build a model that government could adopt and scale. That is why our work combines the science of safer roads with the reality of how systems actually function: data led crash analysis, targeted engineering fixes, enforcement reforms, and faster trauma response.

Over time, the mission has become even clearer: prove that saving lives can be engineered into the system. Whether through our Zero Fatality Corridor and District programs, or through national policy reforms like the Good Samaritan protections, SaveLIFE's goal has been to shift India from reacting after tragedy to preventing tragedy in the first place, and to make "lives saved" the country's most meaningful mobility metric.

India's infrastructure growth is often measured in kilometres built. How can safety be embedded as a core performance and accountability metric, rather than treated as an afterthought?

If we only measure infrastructure in kilometres built, we will keep building faster roads that move vehicles efficiently but move people into harm. SaveLIFE's work has shown that safety improves when it is treated as a core performance outcome with clear ownership and measurable targets. The shift starts with what we measure: fatalities and serious injuries per 100 km, reduction in high risk crash types on identified corridors, compliance with safe speed and safe junction standards, and time to emergency response and definitive care. These should be published corridor wise and district wise, so accountability is visible.

Next is what we reward. Project completion should not mean "construction finished." It should mean "safety validated." Road safety audits at design, construction, and post opening stages must be mandatory, independent, and closure oriented. Findings should be non negotiable, with payment milestones and contractor ratings linked to compliance with safety requirements like forgiving roadsides, safe median treatments, pedestrian and two wheeler protection, clear signage, and maintenance.

Finally, embed single point accountability. On highways especially, fragmented responsibility kills outcomes. SaveLIFE's on ground programs work best when engineering, enforcement, and emergency care operate as one coordinated system with clear leadership, shared dashboards, and time bound action plans.

When safety becomes measurable, funded, audited, and owned, it stops being an afterthought.

How can Indian industry play a more strategic role in advancing road safety outcomes—through innovation, leadership, and policy engagement—beyond traditional CSR approaches?

Indian industry can be one of the strongest accelerators of road safety if it moves from CSR as charity to safety as strategy. SaveLIFE's experience is that the highest impact comes when companies use their operational leverage, innovation capacity, and policy voice to make safety the default condition of mobility.

First, lead through fleet and platform safety. Logistics firms, ride sharing and delivery platforms, and large employers can implement speed governance, fatigue management, safer routing, telematics based coaching, and strict helmet and seatbelt compliance. These measures protect workers and customers while setting market norms.

Second, invest in scalable solutions, not one off campaigns. Support proven interventions on high risk corridors and districts with clear targets, independent evaluation, and transparent reporting. Fund the "last mile" that government struggles with: audit quality, maintenance, and real time monitoring.

Third, strengthen systems through technology and data. Industry can support digital tools for crash investigation, enforcement, and training that can become digital public goods, and partner with organisations like SaveLIFE that work closely with government for adoption at scale.

Finally, use industry bodies to champion stronger safety regulation, not weaker standards. The most responsible corporate stance is to back safer speeds, better vehicle safety norms, and evidence based road design. When industry treats road safety as governance and competitiveness, not philanthropy, outcomes change at population scale.

As mobility rapidly digitises with EVs, ride-sharing, and autonomous technologies, how should regulation evolve to anticipate risk rather than respond after tragedy occurs?

As EVs, connected vehicles, ride sharing, and assisted driving features grow, regulation must anticipate risk rather than respond after tragedy. SaveLIFE's lens is simple: new technology must come with new accountability, because the stakes are measured in lives.

First, shift from one-time approvals to continuous safety oversight. Regulators should require post-market monitoring, incident reporting, and rapid corrective action protocols for vehicles, software updates, and mobility platforms.

Second, update standards for rescue and post crash safety. EV battery risks, thermal events, and post-crash handling demand clear protocols for first responders. Vehicle design should prioritise mechanical access and fast extrication, not just aesthetics.

Third, regulate platforms, not only vehicles. Ride sharing and delivery incentives can unintentionally reward speed and fatigue. Regulation can require platform level safety safeguards: limits on continuous driving hours, speed risk alerts, safe route defaults, and incentive structures that reward safety metrics.

Fourth, build regulatory sandboxes with strong guardrails. Test new technologies in controlled environments with independent evaluation before mass rollout.

Finally, invest in the data spine. SaveLIFE's work with government shows that better crash data, faster learning loops, and shared dashboards make prevention possible. The goal is not to slow innovation. It is to ensure innovation is safe by design, with accountability built in from day one.

As India looks ahead to 2047, what is your message to policymakers, business leaders, and citizens working collectively to realise the India@100 vision?

If India@100 is about becoming a prosperous, confident nation by 2047, then safety must be part of our definition of development. A country cannot call itself world class if daily travel is a gamble for ordinary families. SaveLIFE's message, grounded in years of on ground implementation, is that road safety is not a niche issue. It is a test of governance, civic culture, and the value we place on human life.

To policymakers: make safety a governance priority with clear leadership, measurable targets, and public accountability. Treat "lives saved" as a national performance metric. Invest in systems that prevent crashes through safer design and speed management, and systems that save lives through faster emergency response and trauma care. Institutionalise independent road safety audits and make compliance non negotiable. Scale what works, and measure what matters.

To business leaders: treat road safety as strategy. Protect your workforce and customers through safer fleets and platforms. Use your influence to champion stronger standards, not diluted ones. Partner with implementers like SaveLIFE to scale proven models and build digital tools that government can adopt.

To citizens: demand safer roads, and practise safer mobility. Every helmet, every seatbelt, every choice not to speed is civic leadership. By 2047, India can show the world that rapid growth and human safety can advance together, and that progress is measured not only in kilometres built, but in families kept whole.



INDIA@100 LENS

Captures a forward-looking perspective on the nation's journey through insightful panel discussions. It highlights key opportunities, challenges, and visions shaping India's path toward its centenary of independence



Digitalization: The Journey Towards an Inclusive India@100

6 August 2025 | Virtual



MODERATOR

Sumit Tayal
CEO, Give

SPEAKERS

Chetan Kapoor
CEO, Tech Mahindra Foundation

Rema Mohan
CEO, NSE Foundation

Prashant Tandon
CEO, TATA 1mg

Osama Manzar
Founder & Director
Digital Empowerment Foundation

As India approaches the milestone of 100 years of independence, how do you envision the role of digitalization in shaping an inclusive society? What should digital inclusion look like in India@100, and what key outcomes would define success at that stage?

- Rema Mohan, CEO, NSE Foundation

Digitalization must progress in parallel with inclusivity. India continues to reflect significant socio-economic and geographic disparities—between urban and rural regions, affluent and vulnerable populations, and digitally skilled and digitally hesitant citizens. Senior citizens remain among the most vulnerable groups due to physical limitations, low confidence, and limited exposure to technology. With projections indicating that one in six Indians will be a senior citizen by 2050, this challenge is set to intensify.

The vision for India at 100 should be that every citizen, irrespective of age or location, attains a minimum standard of digital literacy. Individuals should be able to confidently access essential digital services, including financial transactions, personal records, and public platforms. Achieving this requires not only awareness creation but also the development of accessible, user-friendly digital systems that empower citizens to engage with technology effectively and independently.

- Prashant Tandon, CEO, TATA 1mg

India@100 will be defined by the inclusivity with which it leverages technology. Historically, access to information and physical infrastructure determined social and economic mobility. The digital era has significantly democratized access to both. With the emergence of artificial intelligence, even intelligence itself is becoming widely accessible.

The aspiration should be that technological empowerment is not restricted to a privileged minority but extends to the entire population. Every citizen, regardless of geography, must have the tools and resources to participate meaningfully in national progress. When this is achieved, innovation and value creation will emerge not only from metropolitan centers but also from small towns and rural regions, fundamentally transforming India's growth trajectory.

- Chetan Kapoor, CEO, Tech Mahindra Foundation

Rabindranath Tagore's vision of a nation "where the mind is without fear" remains profoundly relevant. While India has made significant progress since independence—raising literacy levels from approximately 15% in 1947 to over 80% today—development must now be both holistic and inclusive.

True progress extends beyond infrastructure and digital access. It requires a transformation in mindset, where inclusion is viewed through social, economic, and technological lenses simultaneously. By the time India reaches its centenary, the aspiration is that many of today's challenges will have been addressed, and the nation will stand as

a fully inclusive and socially empowered society.

Osama Manzar, Founder & Director, Digital Empowerment Foundation

Despite progress, digital exclusion remains a stark reality. In many rural regions, connectivity is fragile, inconsistent, and unreliable. Even after decades of independence, millions continue to lack meaningful digital access. While we celebrate incremental growth in penetration figures, the majority of rural citizens remain excluded from the digital economy.

Data indicates that although 122 million rural Indians conducted online transactions last year, this represents a small fraction of a rural population of 910 million. Furthermore, less than 10% of users account for nearly half of these transactions, highlighting the depth of inequality in access.

Today, digital access determines access to food, education, healthcare, and basic rights. Inclusion must therefore be immediate, equitable, and universal. Digital connectivity is no longer a luxury; it is a lifeline. The aspiration is not to wait until 2047, but to ensure that exclusion is addressed decisively and urgently.

Employability continues to remain a significant national concern. While several skilling initiatives have been introduced over the years, outcomes remain uneven. From your perspective, are we moving in the right direction? What structural changes are required across education, skilling, and industry engagement to ensure sustainable employability for India's youth?

- Chetan Kapoor
CEO, Tech Mahindra Foundation

India's employability challenge has persisted for decades. Although awareness has increased, progress remains uneven. The 2009 McKinsey study projected the need to skill 500 million youth by 2022—a target that remains unmet. Recent data indicates that only a small percentage of those completing skilling programs secure employment.

Employability must not be confused with short-term job placement. Sustainable employability requires strong foundational capabilities. While the gig economy offers immediate opportunities, it does not necessarily build long-term career resilience.

The separation of education from skilling has been a critical limitation. Vocational exposure should begin at the school level, particularly in middle school, when foundational competencies are formed. Many students completing formal education still lack basic communication, reasoning, and problem-solving skills.

Skilling programs must therefore rebalance their focus toward foundational skills alongside domain expertise. Without this, short-term employment may be achieved, but long-term employability will remain compromised.

Women in low-income and marginalized communities often face multiple layers of disadvantage. How has digitalization impacted their access to opportunities, resources, and autonomy? Are women able to participate in the digital economy on equal footing, or do systemic barriers continue to limit their progress?

- Rema Mohan, CEO, NSE Foundation

Digitalization does not inherently create gender barriers. With

appropriate support systems, women adapt to technology as effectively as men. During the Covid-19 pandemic, women field workers in rural and tribal areas rapidly adopted digital communication tools through community-based mentoring.

Digital access enhanced women's empowerment by enabling financial independence, access to knowledge, and greater control over personal resources. This transformation can be summarized through the ACE framework: Awareness, Access, Control, and Emancipation.

While digital platforms have expanded learning opportunities across sectors, women continue to require guidance to navigate this vast ecosystem effectively. Looking ahead, artificial intelligence introduces both opportunities and uncertainties, particularly for grassroots livelihoods and entrepreneurship. AI is also emerging as a source of emotional and mental health support, raising important considerations for community-based development programs.

Given the limitations of physical healthcare infrastructure in India, how can digital health solutions enhance reach, affordability, and quality of care, particularly for populations at the bottom of the pyramid? What role can technology and policy play in enabling equitable healthcare access?

- Prashant Tandon, CEO, TATA 1mg

While physical healthcare infrastructure will always remain essential, digital healthcare offers the ability to bridge access gaps, particularly in rural and semi-urban regions. Patients frequently travel long distances to cities, where

navigating healthcare systems is both costly and complex.

Digital health solutions can improve access to information, medicines, consultations, and post-treatment care. AI-enabled language translation is already enabling real-time, multilingual consultations. The key challenges remain affordability, scalability, and user-centric design.

Government initiatives such as Ayushman Bharat, where the state acts as both payer and enabler, can significantly expand access to preventive, outpatient, and telemedicine services. Demand from tier-2, 3, and 4 towns is growing rapidly, but platforms must evolve from “internet-first” to “voice-first” models. Government reimbursement mechanisms will be central to ensuring accessibility and affordability.

While digital growth has been significant, exclusion remains a critical concern. What must be done to ensure that rural and marginalized populations are not left behind in India’s digital journey? How can technology be designed and deployed to minimize, if not eliminate, digital exclusion?

- Osama Manzar, Founder & Director, Digital Empowerment Foundation

Many essential services—particularly in healthcare—can be delivered digitally through information, consultation, and guidance. However, rural consumers remain underserved due to limited prioritization of inclusive digital infrastructure.

Digital inclusion cannot rely solely on telecom-driven connectivity models. True inclusion occurs when technology is designed to serve people’s real needs rather than institutional or commercial priorities.

Based on field experience across 2,400 locations, digital adoption is driven primarily through peer learning. Technology is inherently intuitive and compatible with oral and local communication traditions. Progress should not be measured by bandwidth or device sophistication, but by relevance, affordability, and contextual suitability.

Frugal and locally adapted solutions are often sufficient to meet essential needs related to food, education, healthcare, and entitlements.

Technology must therefore be both frugalized and contextualized to ensure that rural and marginalized communities are not left behind.



Tweets



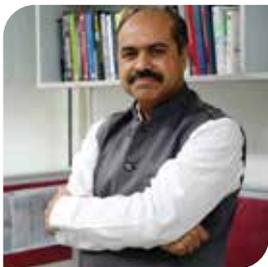
India reflects a wide spectrum across every dimension, and the digital landscape is no exception. While world-class technology is readily available and widely used for communication and entertainment, many citizens—particularly senior citizens—continue to face challenges in adopting even basic digital tools due to physical and accessibility limitations. True inclusivity, therefore, lies in reaching people across diverse geographies and age groups, ensuring they have awareness, access, understanding, and the confidence to engage meaningfully with technology.

Rema Mohan
CEO, NSE Foundation



The digital era has ushered in a powerful wave of democratization. Information and access are now more widely available, and with the emergence of artificial intelligence, intelligence itself is becoming increasingly pervasive. India must aspire to build an economy driven not by a small segment of society, but by the collective participation of its people—enabling innovation to emerge even from the smallest towns across the country.

Prashant Tandon
CEO, TATA 1mg



India's development must be holistic and complete in its truest sense. Development is not limited to infrastructure alone; it also requires a transformation in mindset—one that embraces inclusion through a strong social lens. Only then can growth become truly meaningful and sustainable.

Chetan Kapoor
CEO, Tech Mahindra Foundation



In today's world, access to rights is increasingly shaped by access to digital platforms. The aspiration for India must be to ensure universal connectivity, so that every citizen has equitable access to opportunities, services, and entitlements.

Osama Manzar
Founder & Director
Digital Empowerment Foundation

The Role of Volunteerism in Nation Building

5 December 2025 | Virtual



MODERATOR

Sriram Shankar

Co-Founder & COO, Goodera

SPEAKERS

Chacko Thomas

Group Chief Sustainability Officer, Tata Sons

Kurush Irani

President – Group CSR, Bajaj Finserv Ltd

Balakumar Thangavelu

Director – CSR; India Head – Outreach Employee Volunteering (CSR) & Global Lead – ESG, Cognizant

Manisha Patil

Inclusion & Diversity Sustainability and Community Engagement Leader, Amazon

Tata Engage has become one of India's most inspiring and large-scale corporate volunteering movements. What have been the most meaningful learnings from this journey, and what enables the Tata model to sustain impact at scale?

- Chacko Thomas, Group Chief Sustainability Officer, Tata Sons

At Tata, volunteering succeeds because it is deeply embedded in our organisational culture. When leadership participates, it naturally encourages employees to engage.

Over time, we have learned that scale is possible only when volunteering is structured, measured, and aligned with core business values. We track participation through per-capita volunteering hours, total hours contributed, and unique volunteers. However, while metrics provide direction, the true strength of volunteering lies in purpose.

Our initiatives are anchored around three strategic priorities — digital inclusion, green transitions, and skilling. Programmes such as Each One Empower One, Tata Strive, and our environmental campaigns allow employees to contribute meaningfully using both time and skills.

What sustains the Tata model is consistency, leadership commitment, and the belief that volunteering is not merely an activity, but a responsibility.

As Tata completes over 150 years of nation-building, how do you see the Tata volunteer force contributing to India@100?

- Chacko Thomas, Group Chief Sustainability Officer, Tata Sons

India@100 represents a defining milestone that calls for inclusive growth, environmental stewardship, and future-ready human capital.

Our volunteers will continue to support digital literacy initiatives that enable citizens to participate confidently in the digital economy. They will also contribute to green transitions by promoting responsible consumption, waste management, and climate awareness.

Equally important is future-ready skilling. Through initiatives such as Tata Strive and allied programmes, our volunteers will help bridge employability gaps by mentoring youth, strengthening vocational pathways, and supporting entrepreneurship.

For Tata, volunteering is not peripheral to nation building — it is central to it. Our volunteer force will remain a vital bridge between corporate capability and national aspiration.

Bajaj has long believed that business growth and nation building are deeply interlinked. How do you view volunteerism as an extension of this philosophy?

- Kurush Irani, President – Group CSR, Bajaj Finserv Ltd

The Bajaj Group's association with nation building dates back to the freedom movement. Volunteering is a natural extension of this legacy.

In financial services, even enabling people to enter the formal financial

ecosystem contributes to national development. During the pandemic, we realised that contribution extends beyond funding — it includes systems, logistics, and human capability.

Volunteerism today encompasses time, skills, and resources. It builds empathy, humility, and perspective among employees. At Bajaj, individual initiative is strengthened through organisational platforms, ensuring volunteering becomes a shared responsibility.

What is your message to leaders who still see volunteering as a “nice-to-have”?

- Kurush Irani, President – Group CSR, Bajaj Finserv Ltd

Volunteering is no longer optional; it is essential to sustainable leadership.

Organisations today are judged not only by financial outcomes, but by the values they demonstrate and the impact they create. Volunteering builds empathy, social awareness, and maturity among employees.

When individuals experience volunteering, they return more grounded, more responsible, and more engaged. Leaders who embed volunteering into organisational culture are not only building stronger companies, but also contributing to stronger communities and a more resilient nation.

How do you see volunteerism evolving from a CSR initiative into a core business strategy?

- Balakumar Thangavelu, Director – CSR; India Head – Outreach, Employee Volunteering (CSR) & Global Lead – ESG, Cognizant

At Cognizant, our guiding belief is simple — no volunteer should be left behind.

Volunteering strengthens brand credibility, deepens employee engagement, and develops leadership capability. We began with organic participation and gradually introduced structure, impact measurement, and strategic alignment.

Our Volunteering Premier League demonstrated how gamification can unlock scale, engaging 16,000 volunteers and generating over 38,000 volunteering hours in just six weeks.

Volunteering should be viewed not as a CSR cost, but as a long-term investment in people and organisational culture.

What structural enablers helped unlock mass participation?

- Balakumar Thangavelu, Director – CSR; India Head – Outreach, Employee Volunteering (CSR) & Global Lead – ESG, Cognizant

Mass participation becomes possible when volunteering is simple, inclusive, and rewarding.

We focused on accessibility, leadership advocacy, recognition, and feedback. Employees should be able to participate easily and clearly see the impact of their contribution.

Leadership involvement reinforces motivation, while recognition ensures effort is valued. Feedback closes the loop by showing volunteers the outcomes of their work. Flexibility – through on-ground, virtual, and skill-based opportunities – further strengthens participation.

When systems respect employee time and interests, volunteering grows organically and sustainably.

Amazon touches millions of lives through its volunteer network. How do you ensure inclusion at the last mile?

- Manisha Patil, Inclusion & Diversity, Sustainability and Community Engagement Leader, Amazon

India has a deeply rooted culture of giving. Our role is to channel it meaningfully.

We involved frontline and support teams alongside corporate employees. Over time, we expanded into skill-based volunteering, leveraging Amazon's strengths in logistics, technology, and operations.

Our partnership with Akshaya Patra enabled the organisation to serve an additional 250,000 children through process optimisation. Skill-based volunteering deepens impact while also strengthening employee purpose and pride.

What bold industry-wide initiative would you like to see Corporate India lead?

- Manisha Patil, Inclusion & Diversity, Sustainability and Community Engagement Leader, Amazon

Corporate India has an opportunity to collaboratively address national development priorities through collective volunteering.

An industry-wide platform aligning corporate skills with education, livelihoods, digital inclusion, and women empowerment – mapped to the Sustainable Development Goals – can create far greater impact than isolated efforts.

When organisations collaborate across sectors and capabilities, volunteerism can become a catalyst for equitable opportunity, social mobility, and long-term community resilience.

Tweets



There are several ways in which employees can contribute to society, and skill-based volunteering is among the most powerful. Employees bring unique professional capabilities that can significantly strengthen partner organisations working across diverse communities. When individuals apply the same skills they use in their daily work to support social causes, those skills become a strong lever for sustainable and scalable impact.

Kurush Irani
President - Group CSR, Bajaj Finserv Ltd



Volunteering does not require a long journey to begin — it begins with inspiration. When employees witness the organisation’s values in action, and see senior leadership actively participating, motivation follows naturally. While goals and metrics help maintain momentum, it is the organisational philosophy that truly unites people and instils a lasting spirit of volunteerism.

Chacko Thomas
Group Chief Sustainability Officer
Tata Sons



Our guiding belief is that no volunteer should be left behind. Volunteerism is not only about large-scale impact; even small acts of kindness, time, and engagement carry equal significance. Every contribution matters, and every effort must be encouraged and celebrated.

Balakumar Thangavelu
Director - CSR; India Head - Outreach
Employee Volunteering (CSR) & Global Lead -
ESG, Cognizant



Involve. Inspire. Impact – Volunteering for an Inclusive Future

21 January 2026 | Virtual



MODERATOR

Shalabh Sahai

Co-Founder & Director, iVolunteer

SPEAKERS

Neel Ghose

Country Manager & GM India, Skyscanner
Founder, Robin Hood Army

Avilash Dwivedi

Head CSR, Mahindra and Mahindra Limited
(Automotive and Farm Equipment Business)

Praveen Karn

AVP & Head – Group Sustainability & CSR
Spark Minda Group

Abhishek Ranjan

Sr. Director and Global Head ESG, Brillio

How has the corporate volunteering landscape evolved over the years?

- Abhishek Ranjan

Corporate volunteering has moved from peripheral, event-led engagement toward structured, impact-oriented programming aligned with ESG frameworks. Earlier, initiatives were often designed around annual celebration days, short drives, or symbolic participation, with success measured in hours volunteered or number of participants. Over time, this approach has matured into one that prioritizes outcomes, long-term partnerships, and alignment with business strengths. Volunteering is now seen as a mechanism for shared value creation, where organizations apply their professional expertise to solve community challenges. Stakeholders increasingly expect continuity, governance, and measurable results, reflecting a shift from charity-driven thinking to responsibility and strategic contribution. Volunteering is thus becoming embedded within sustainability strategy rather than operating as a standalone CSR activity.

What sustains volunteer motivation over time?

- Neel Ghose

Sustained volunteer engagement is rooted in the innate human desire to contribute meaningfully. Motivation strengthens when volunteers are trusted, given ownership, and allowed to take responsibility early rather

than being limited to passive roles. Decentralized models empower individuals to lead local efforts, fostering accountability and pride. Consistency emerges when volunteers feel part of a collective identity rather than isolated actors. Visible impact, shared purpose, and peer networks reinforce long-term commitment. Exposure to real community contexts also deepens awareness, turning volunteering into a learning journey. The simplicity of processes and clarity of mission help remove barriers, making participation habitual rather than occasional.

How are organizations moving from event-based to skill-based volunteering?

- Avilash Dwivedi

Organizations are increasingly designing volunteering programs that leverage employee competencies in meaningful ways. Instead of limiting participation to distribution drives or short-term activities, employees now apply domain knowledge — engineers contributing to technical education initiatives, finance professionals strengthening financial literacy among self-help groups, and senior professionals mentoring youth in career readiness. This model enhances both relevance and sustainability of impact. Skill-based engagement builds capacity within communities while also providing employees a sense of professional contribution beyond their workplace roles. Event-based volunteering remains useful for awareness and broad participation, but deeper transformation occurs when professional expertise is systematically integrated. Offering diverse volunteering avenues also respects individual interests and sustains engagement across the workforce.

What role does leadership play in institutionalizing volunteering?

- Avilash Dwivedi

Leadership commitment is essential for translating volunteering from an initiative into an organizational culture. When leaders personally engage in volunteering activities, they set a visible example that reinforces authenticity. Such participation signals that volunteering is a shared value rather than a mandated activity. Leaders who mentor, interact directly with communities, or support long-term initiatives inspire confidence and participation across levels. Repeated and consistent engagement builds credibility, while symbolic gestures alone fail to create cultural change. Leadership involvement also helps allocate resources, remove barriers, and embed volunteering into organizational processes.

How does volunteering connect with Diversity & Inclusion (D&I)?

- Praveen Karn

Volunteering acts as a practical pathway to advance diversity and inclusion. Employee volunteers contribute to training, mentorship, and integration of persons with disabilities, helping translate inclusive policies into daily practice. Structured buddy systems, skill training support, and assistance with access to services enable smoother workplace participation. Such engagement fosters empathy among employees and builds confidence among beneficiaries. By involving employees directly in inclusive initiatives, volunteering bridges gaps between policy intent and lived experience, strengthening both social equity and internal culture.

How is technology shaping the future of volunteering?

- Neel Ghose

Technology enhances the scale, coordination, and motivation of volunteer efforts. Digital platforms enable volunteers to record participation, visualize collective impact, and connect with peers across geographies. Gamified systems improve retention by reinforcing a sense of progress and belonging. Real-time visibility into activities strengthens the perception of shared movement and collective purpose. However, technological solutions must remain grounded in field realities to be effective. Tools designed without practical understanding risk being disconnected from volunteer experiences. Technology works best as an enabler that strengthens human networks rather than replacing them.

Is volunteering driven by community needs or corporate visibility?

- Abhishek Ranjan

There is a growing shift toward community-led, needs-based volunteering models. While earlier efforts sometimes emphasized visibility and participation numbers, organizations now recognize that sustainable impact requires continuity, listening, and partnership. Communities and nonprofit partners increasingly expect long-term commitment rather than episodic engagement. The focus is moving

from symbolic actions to accountable relationships, where programs evolve based on real needs and feedback.

How has volunteering influenced leadership perspectives?

- Avilash Dwivedi

Direct exposure to grassroots volunteering fosters empathy and reshapes leadership perspectives. Participating in simple, hands-on efforts without branding or publicity reinforces the understanding that impact does not always require scale or visibility. Such experiences build respect for diverse forms of contribution and reduce preconceived judgments. Leaders gain a deeper appreciation for human-centered engagement and the transformative potential of small, sincere actions.

What defines sustainable volunteering?

- All Speakers (Consensus)

Sustainable volunteering is defined by purpose, structure, and consistency. It is skill-based, community-informed, inclusive, and supported by leadership commitment. Technology enables scale, but human connection remains central. Long-term engagement, accountability, and alignment with organizational strengths ensure meaningful outcomes. Volunteering ultimately builds awareness, empathy, and collaboration — essential elements for inclusive and sustainable development.



Tweets



Over the past few years, volunteering has evolved into a sustained commitment. The concept of shared value is taking stronger shape, with volunteering increasingly aligned to organisational strengths such as technology, education, climate action, and diversity and inclusion. There is a clear shift away from purely time-based volunteering towards skill-based engagement. At the same time, employee well-being and development are receiving greater focus, creating a true win-win model.

Abhishek Ranjan

Senior Director & Global Head - ESG, Brillio



There are three foundational pillars for meaningful volunteering. First is trust and belief in the integrity of the cause. Second is ownership — the more responsibility volunteers are given, the more invested they become. Third is sustainability. Volunteering must grow, compound, and endure, and this can only be achieved through strong and continuously nurtured partnerships.

Neel Ghose

Country Manager & GM, India, Skyscanner
Founder, Robin Hood Army



We must move beyond event-based volunteering to skill-based volunteering. It is important to identify an individual's core competencies, harness them effectively, and apply them within communities while creating a sense of pride among employees. This journey must begin at the leadership level. When leaders demonstrate commitment through action, they ensure that the spirit of volunteerism remains authentic, credible, and enduring.

Avilash Dwivedi

Head - CSR, Mahindra & Mahindra Limited
(Automotive and Farm Equipment Business)



Volunteering is driven by purpose. It reflects the attitude of individuals and organisations committed to creating meaningful change. It involves contributing in diverse ways to support underserved communities. Through volunteering, employees feel motivated, break routine, gain a sense of fulfilment, and in turn, contribute more positively to their organisations. Volunteering therefore strengthens both personal growth and organisational culture.

Praveen Karn

AVP & Head - Group Sustainability & CSR
Spark Minda Group



Action without awareness does not lead to meaningful internal change or the desired external impact. When awareness and action reinforce each other, they create the foundation for sustainable volunteering. Volunteering becomes a space where individuals actively contribute to sustainable development and continue to create lasting impact.

Shalabh Sahai

Co-Founder & Director, iVolunteerIndia

India@100: Powered by HER

5 March 2026 | 1500-1600 hrs | Virtual



MODERATOR

Pallavi Jha

Chairperson & MD
Walchand PeopleFirst Ltd
Dale Carnegie India

SPEAKERS

Priti Rathi Gupta

Founder, LXME; Co-Promoter
Anand Rathi Group

Kanta Singh

Country Representative, a.i. -
UN Women India Country Office

Deepthi Bopaiah

Board Member & Former CEO
GoSports Foundation

Seema Ambastha

Chief Executive . Larsen & Toubro - Vyoma

In one sentence, what does a truly “Powered by Her” India look like in 2047?

- Seema Ambastha

A truly “Powered by Her” India in 2047 would be one where women are not just an inclusion metric but a decisive force in capital allocation, enterprise creation, public policy, and technological leadership, helping co-architect India’s rise as a global power.

- Priti Rathi Gupta

For me, a “Powered by Her” India means every woman having agency over her money—the ability to earn, invest, and grow wealth.

Financial equality is the core equality. When women control their finances, they gain the power to make decisions about their health, education, and future.

Women could potentially create \$40 trillion in wealth in the next decade if they actively participate in capital markets. That would strengthen households, communities, and the entire economy.

- Deepthi Bopaiah

In sports, less than 30% of women in India have ever played a sport.

A “Powered by Her” India would be one where girls participate in sports at every level, because sport teaches resilience, teamwork, leadership, and community.

- Kanta Singh

A truly empowered woman is one who shapes the decisions of her own life.

Empowerment means women are present in every decision-making space—not being spoken about when they are absent, but actively shaping outcomes.

And economic equality is key—today 87% of the world's land is owned by men, which shows how unequal asset ownership still is.

Why do many women still hesitate to manage their own money? Is the barrier knowledge, confidence, or culture?

- Priti Rathi Gupta

It's a combination of several factors. In India, only 53 out of 100 women earn, and women earn 73 rupees for every 100 rupees earned by men. In addition, only 21% of women are financially literate, which further limits their ability to participate fully in financial decision-making and wealth creation.

Interestingly, women are already saving money—the real issue lies in where those savings are placed. Rural women often invest their money in chit funds, while urban women tend to prefer gold or fixed deposits. However, far fewer women invest in equities, pension funds, or capital markets, which are typically stronger tools for long-term wealth creation.

Another challenge lies in how the financial system itself is designed. Most financial products assume a linear earning cycle, where income grows steadily over time. In reality, many women experience cyclical careers because of caregiving responsibilities and career breaks.

Because of this mismatch, the ecosystem needs to evolve. Financial products and systems must adapt to better reflect the financial journeys and realities of women.

Policy and Structural Barriers - What needs to change at a systemic level?

- Kanta Singh

The world has largely been designed by men and for men. Cities, financial products, and even AI systems often reflect this bias, which can unintentionally overlook the needs and experiences of women.

To address this imbalance, three key changes are necessary. First, there must be greater representation of women in leadership and decision-making roles, ensuring that policies and systems reflect diverse perspectives. Second, collective advocacy is essential, with women's organizations working together to engage and influence policymakers. Third, there must be greater investment in women, as financial support plays a crucial role in enabling meaningful empowerment.

Several statistics highlight the scale of the challenge. Currently, only 1.5% of CSR funding goes to women's organizations, only 2% of venture capital is directed toward women-led businesses, and just 9.3% of national budgets directly benefit women. These figures show that without adequate financial investment, the goal of women's empowerment remains incomplete.

Leadership in Technology- What helped you succeed in a male-dominated industry?

- Seema Ambastha

I am currently the only woman among 13 peers in the industry. What helped the most in this journey was the investment and trust shown by people who believed in the potential to grow and succeed in a challenging environment.

Equally important is self-leadership. Continuous learning, the courage to step outside comfort zones, and taking ownership of personal growth are

essential elements of progress. While a comfort zone builds competence, courage brings broader perspective and opens new opportunities.

It is important for women to connect the dots—building skills, growing careers, and ultimately achieving financial independence through confidence, capability, and persistence.

Sports as a Leadership Platform- Why do you see sports as a platform for social change?

- Deepthi Bopaiah

Sports build leadership skills early in life and play an important role in shaping confidence, resilience, and teamwork. However, many girls begin to drop out of sports around the age of 13–14, often due to social pressures and limited support. As a result, they miss out on opportunities that sports provide for personal growth and leadership development.

Sport teaches valuable life skills such as resilience, leadership, discipline, and the ability to handle both success and failure. These lessons extend far beyond the playing field and help build strong, capable individuals.

Research also shows that many women leaders in Fortune 500 companies participated in sports while growing up, highlighting the strong link between sports and leadership development. Efforts such as those by the GoSports Foundation focus on supporting athletes at the national level, where many drop out due to lack of mentorship and funding. Creating strong role models—such as Olympians—can inspire thousands of young girls to pursue sports and believe in their potential.

If you could change one thing tomorrow in your ecosystem to accelerate women's opportunities, what would it be?

- Seema Ambastha

The goal is to move from mere representational diversity to systemic equity. This means ensuring that women have measurable access to critical areas of influence and responsibility, rather than simply being counted as part of the workforce. Women must be given real opportunities to lead, including access to leadership roles, ownership of profit and loss (P&L), control over capital, and meaningful participation in decision-making processes. By embedding these opportunities into systems and structures, equity becomes tangible and sustainable, enabling women to influence outcomes and drive change at every level.

- Deepthi Bopaiah

One effective way to boost participation in sports, particularly among girls, is to introduce academic credit for sports in schools. If athletic performance were recognized and contributed to students' academic scores, it would provide a strong incentive for more students to engage in sports. This approach would not only increase participation but also help develop essential life skills such as teamwork, discipline, resilience, and leadership, creating a foundation for future personal and professional success

- Kanta Singh

There are two critical changes needed to accelerate opportunities for women. First, women must have equal access to economic assets, ensuring that they can build wealth, secure financial independence, and participate fully in economic life. Second, women must have guaranteed representation in leadership across all spheres—from parliament to corporate boards to STEM fields. True representation is not just symbolic; it reshapes systems, influences decision-making, and ensures that women's perspectives and priorities are integrated into every level of society.

Tweets



“ The core equality every woman should have is the financial power to look after her health and education. Every woman should have authority over her money and the ability to deploy it across asset classes. Women can create multiple opportunities and build wealth if they start taking steps to access the capital market

Priti Rathi Gupta

Founder, LXME | Co-Promoter
Anand Rathi Group



“ A truly ‘Powered by Her’ India in 2047 should be one where women are not just an inclusion metric, but a decisive force in capital allocation, enterprise creation, public policy, technology leadership, and in co-architecting India’s rise as a global power.

Seema Ambastha

Chief Executive, Larsen & Toubro-Vyoma



“ Women remain underrepresented in decision-making. We need more women leaders and stronger female voices to articulate their demands. This means bringing women together, prioritising key issues, and continuing to push the agenda with leaders. Greater investment is essential to ensure women are heard—by investing in women’s education, skilling, employment, entrepreneurship, and most importantly, their leadership.

Kanta Singh

Country Representative a.i.
UN Women India



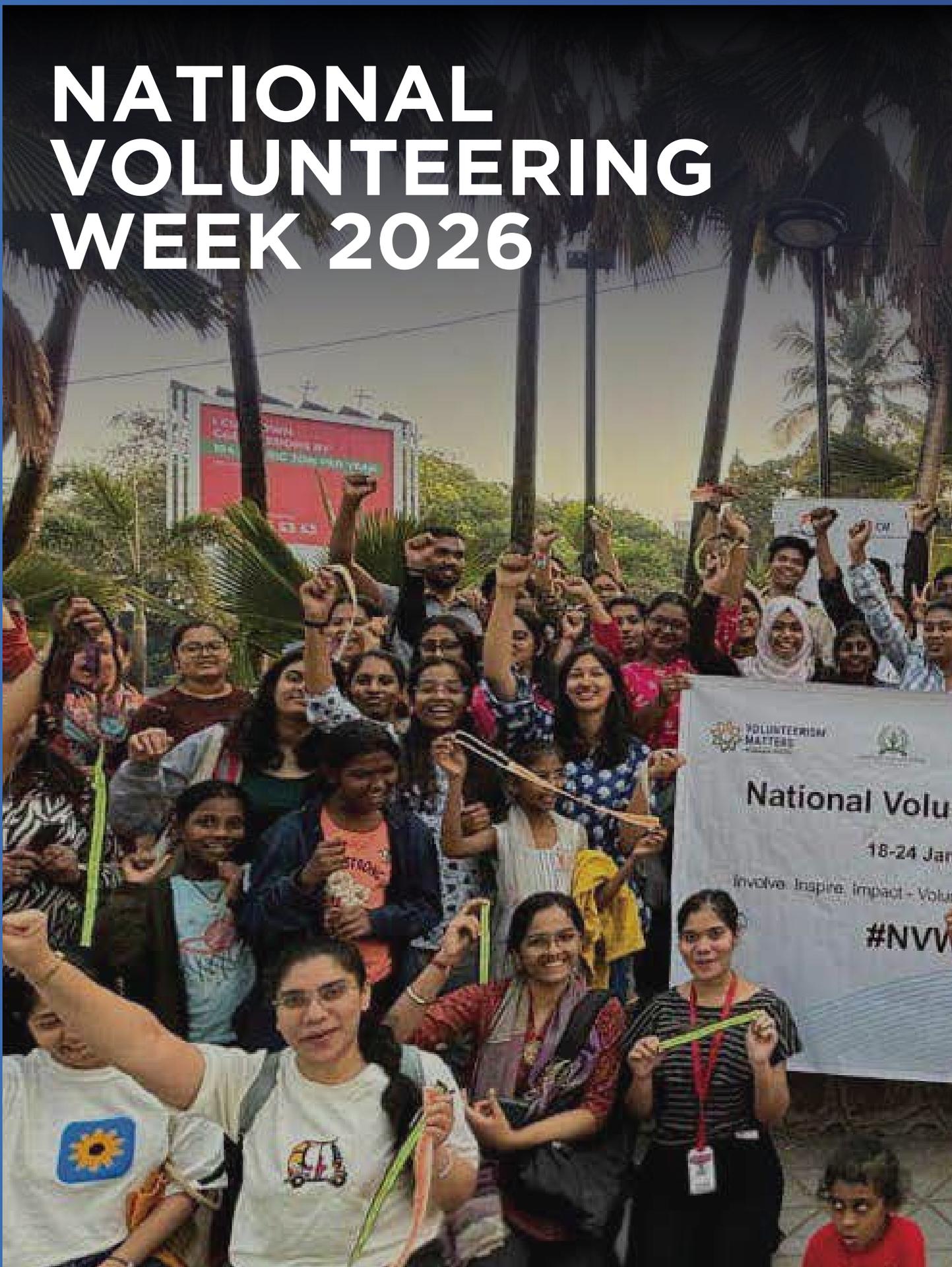
“ I grew up in a community where sport was valued as much as education—it shapes who you become. Yet for many girls, the sports dropout begins at puberty due to social and cultural barriers. By the national level, many more leave for lack of mentorship and funding. If we want more women leaders, we must invest in women’s sport. Sport teaches you to lead, plan, fail, and start again—that’s leadership.

Deepthi Bopaiah

Board Member & Former CEO
GoSports Foundation



NATIONAL VOLUNTEERING WEEK 2026





National Volunteering Week: The Journey

The Confederation of Indian Industry (CII) has been a strong proponent of volunteering, with many of its members actively building it into their corporate culture. India@100 Foundation, an initiative of the CII, is designed to support the vision of an inclusively developed India, built on the pillars of economic strength, technological vitality, and moral leadership. The Foundation seeks to strengthen India's volunteering ecosystem by creating a robust backbone infrastructure that connects volunteering networks and initiatives across the country, thereby contributing meaningfully to national development.

NATIONAL VOLUNTEERING WEEK 2026

2,56,447+
Volunteers

3.6 million+
Hours

44 million+
Beneficiaries

The Foundation has been actively working to mainstream a culture of volunteering among individuals and organizations through specially designed programmes and platforms that build the case for volunteering and foster a strong culture of collaboration. It has consistently advocated for a structured volunteering ecosystem, leveraging its flagship initiative—the annual National Volunteering Week—to amplify this agenda.

A major emphasis has been placed on fostering both general and pro bono volunteering. Recognizing the potential of technology to scale engagement and impact, the Foundation developed the National Volunteering Grid (NVG)—an online platform that connects NGOs, citizens, and industry

stakeholders to enable collaborative social action and sustainable impact.

The National Volunteering Week (NVW) held from 18–24 January 2026, under the theme “Involve. Inspire. Impact — Volunteering for an Inclusive Future.” Over the years, NVW has mobilized millions of volunteer hours and positively impacted the lives of millions across the country.

The 2026 edition witnessed strong participation from all stakeholder groups, with particularly high engagement from the corporate sector. Volunteers from diverse backgrounds came together to support a wide range of causes, including child development, climate action, community development, education, healthcare, nutrition, road safety, rural development, skill development, social inclusion, sports, culture, and women empowerment. These collective efforts resulted in substantial volunteer engagement and delivered meaningful benefits to communities nationwide.

Several discussions and stakeholder activities were organized to strengthen collaboration, share best practices, and deepen the discourse on building a structured and sustainable volunteering ecosystem. These engagements brought together representatives from industry, civil society, academia, and government to explore innovative models of volunteerism, the role of technology in scaling impact, and pathways for integrating volunteering into organizational and community development frameworks.

The 2026 edition marked the 13th 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 *NVW saw volunteers contribute more than 8,66,083 hours and help over 24.8 million people.*

2025 *NVW saw 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.





AMBUJA NEOTIA

Volunteers engaged: 230
 Volunteering hours: 18
 Beneficiary reached: 17,825

Volunteers contributed to multiple community welfare initiatives, including supporting hunger relief through food distribution, providing a para-shooter with essential rifle equipment, organizing a blood donation camp to strengthen healthcare support, and promoting youth development through grassroots rugby training programs. These initiatives collectively focused on health, inclusion, sports empowerment, and overall community well-being.



BADLAAV FOUNDATION

Volunteers engaged: 70
 Volunteering hours: 860
 Beneficiary reached: 6,970

A holistic community development initiative focused on healthcare, environmental sustainability, and women's empowerment. Free health checkups and eye screening camps promoted preventive care and early cataract detection. A tree plantation drive encouraged environmental conservation and climate responsibility. Additionally, women received livelihood-linked skill development training to enhance income opportunities, self-reliance, and overall community well-being.



BIRLASOFT LTD

Volunteers engaged: 693
 Volunteering hours: 874
 Beneficiary reached: 2,090

A series of employee volunteering initiatives focused on community welfare, including food donation, blood donation, festive engagement with NGOs, livelihood support for partner organizations, skill-sharing sessions, and distribution of educational kits to underserved children, creating meaningful social impact.



CIPLA LIMITED

Volunteers engaged: 25,060
 Volunteering hours: 45,060
 Beneficiary reached: 1,213

Cipla for Change is Cipla's structured, pan-India employee volunteering platform implemented across corporate offices and manufacturing locations in partnership with with Cipla Foundation and its partner NGO's. The platform enables employees to contribute time, skills, and resources towards inclusive community development, aligned to Cipla Foundation's thematic areas—Healthcare, Education, Livelihoods, and Disaster Relief.

Key initiatives under Cipla for Change include Joy of Caring (Shopping for a cause), Merit Award (Merit Awards (felicitating and supporting meritorious students from underserved communities), participation in walkathons, marathons, & cyclathons to raise awareness and mobilise resources for causes such as cancer, palliative care, thalassemia, education etc., as well as regular blood donation drives to support children with Thalassemia.

Volunteering engagements span education mentoring and exposure visits, health and wellbeing awareness, palliative care sensitisation and engagement with patients and caregivers, environment protection initiatives (tree plantation/cleanliness drives), and community support drives (collection and distribution of essentials).

Between October 2025 and January 2026, 190 volunteering events were conducted, reflecting the company's commitment in making structured and diverse volunteering opportunities available for employees year round.

Active participation by Cipla's senior leadership across volunteering initiatives also play an enabling role, motivating and inspiring employees to join the movement - brining alive the company's purpose of 'Caring for Life'





CALDERYS STEELCASTING INDIA PRIVATE LIMITED

Volunteers engaged: 5
 Volunteering hours: 40
 Beneficiary reached: 77

Intervention aims to restore mangroves in villages of the Sundarbans while also implementing livelihood initiatives to enhance community income.

Five employees spent the entire day participating in restoration activities and raising awareness about them among the local community. The initiative also includes livelihood support for marginalized women's groups through poultry farming.



CGI

Volunteers engaged: 3,709
 Volunteering hours: 7,467

Employees participated in diverse volunteering initiatives supporting community development, education, healthcare, environmental sustainability, and social inclusion. Activities included mentoring students and children, conducting STEM and skill building workshops, organizing plantation and clean-up drives, supporting donation and relief efforts, and promoting awareness on inclusivity and wellbeing, fostering meaningful community impact.



COGNIZANT

Volunteers engaged: 2,609
 Volunteering hours: 6,683
 Beneficiary reached: 11,177

A diverse range of community focused volunteer initiatives supported education, skill development, health awareness, sustainability, and inclusion. Efforts included tuition classes, employability and digital literacy workshops, coding sessions, career guidance, and awareness programs on cyber safety and financial literacy. Volunteers also led health camps, donation drives, clean-up campaigns, urban farming, and programs for women, children, and persons with disabilities.



CONFEDERATION OF INDIAN INDUSTRY, NORTHERN REGION

Volunteers engaged: 49
Beneficiary reached: 176

Undertook high-impact, multi regional initiatives spanning skill development, health awareness, education support, capacity building, environmental action, road safety, menstrual hygiene, and community welfare—collectively strengthening skills, health, education, sustainability, community wellbeing, and responsible citizenship.



DRISHTI FOUNDATION TRUST

Volunteers engaged: 50
Volunteering hours: 200
Beneficiary reached: 20,000

In association with the Gujarat Archaeology Department, a major cleaning and conservation drive was carried out at a 900+ year-old stepwell in Mehmabad. Volunteers cleared nearly 600 kg of waste and silt, restoring the site's ecological and cultural value while raising community awareness about heritage preservation and traditional water conservation.



DHENUM ASHRAY SADNAMT

Volunteers engaged: 3,000
Volunteering hours: 6,500
Beneficiary reached: 75,000

Volunteers provided 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.



EATON INDIA FOUNDATION

Volunteers engaged: 522
 Volunteering hours: 87
 Beneficiary reached: 1,738

Volunteers engaged in diverse community initiatives, including school beautification, blood donation camps, environmental drives, student mentoring, career guidance, skill-building workshops, digital literacy programs, healthcare support, sustainability initiatives, and CSR process automation, to promote education, health, employability, and environmental responsibility.



EKAL VIDYALAYA

Beneficiary reached: ~7.5 million

Observed on Swami Vivekananda Jayanti, Ekal Abhiyan's initiative promoted service, character building, and nation-building across its working regions. It covered 3,436 Sanch and 89,986 villages, reaching 26,99,580 students. Activities such as sports, storytelling, debates, cultural programs, street plays, and village engagement fostered youth inspiration, community participation, cultural pride, and social responsibility while strengthening Ekal Abhiyan's grassroots impact.



INDIAN HOTELS COMPANY LIMITED (IHCL)

Volunteers engaged: 3
 Volunteering hours: 10.5
 Beneficiary reached: 36

Career counselling session conducted at Samarthanam NGO on National Youth Day to guide students on career opportunities in the hospitality sector. Students were introduced to hotel operational departments and participated in interest mapping to identify strengths and career inclinations. The session promoted informed career choices and youth empowerment.



**FIRSTSOURCE,
RPSG GROUP**

Volunteers engaged: 4,610
Volunteering hours: 6,029
Beneficiary reached: 12,446

Employee volunteers actively participated in a wide range of community engagement and social impact initiatives across locations, supporting education, sustainability, healthcare, livelihood, inclusion, and disaster relief efforts.

Volunteers contributed through activities such as beach and lake clean-up drives, blood donation and blanket distribution drives, learning aid and teaching material creation, storytelling and STEM sessions for children, mentoring and career readiness programs, festival-based community outreach initiatives, environmental awareness programs, and support for marginalized communities including children, persons with disabilities, transgender communities, and underserved families.

These initiatives strengthened employee volunteering culture while creating meaningful and sustainable community impact through collaboration with NGO partners, schools, and social organizations.



IVOLUNTEERT

Volunteers engaged: 529
Volunteering hours: 1,354
Beneficiary reached: 12,561

Multiple organizations and volunteers implemented community development initiatives across education, healthcare, environmental sustainability, skill development, and social welfare. Activities included career and financial literacy workshops, medical camps, school support, tree plantation, solar lighting, donation and food drives, e-waste collection, and coastal clean-ups. These efforts strengthened social responsibility, environmental conservation, community well being, and youth empowerment.



JAKSON GROUP

Volunteers engaged: 157
 Volunteering hours: 332
 Beneficiary reached: 1,050

A strong focus on social responsibility was reflected through impactful initiatives across education, healthcare support, and environmental sustainability. Efforts included promoting green technology through scholarships, improving access to healthcare services, and supporting environmental conservation. These initiatives were complemented by community celebrations, cleanliness drives, and mentoring programs, collectively reinforcing a long-term commitment to sustainable development and positive social change.



JEEVAN ASHA HOSPITAL & REHABILITATION CENTER

Volunteers Engaged: 206
 Final hours :2268
 People reached :380

Saksham is a national sporting event organized for patients who have been treated over the past year, especially amputees (persons with limb loss). Participants visit and stay for two days to celebrate resilience, confidence, and the true spirit of sports. The event also serves as a sponsorship initiative to support patient rehabilitation and welfare. In addition, field assessment camps are conducted for evaluation and distribution of modular artificial limbs, along with donation camps to provide modular prosthetic limbs to eligible beneficiaries, promoting mobility, independence, and social inclusion.



KSHAMATA

Volunteers engaged: 56
 Volunteering hours: 807
 Beneficiary reached: 450

Multiple volunteering initiatives empowered vulnerable women and strengthened community well-being through skill development, healthcare, and social inclusion. Efforts included micro-business linkages for shelter home residents, leadership and professional coaching for staff, spoken English classes to improve employability, preventive health camps and cancer awareness sessions, career guidance with aptitude assessments and mock interviews, and broader community engagement programs.



MAHINDRA & MAHINDRA

Volunteers engaged: 30,010
 Volunteering hours: 93,750
 Beneficiary reached: 29,499

Under its Employee Social Options (ESOPs) initiative, Mahindra Group organized diverse volunteering activities across offices, focusing on health, education, and environment. Employees visited government schools, conducted youth skilling sessions, supported orphanages and old-age homes, led tree plantation and blood donation drives, and organized road safety campaigns, eye check-up camps, and awareness programs, demonstrating strong commitment to community impact.



PEOPLE'S ARCHIVE OF RURAL INDIA (PARI)

Volunteers engaged: 5
 Volunteering hours: 400
 Beneficiary reached: 3,000

PARI conducted 25+ workshops in 2025 focused on storytelling for social impact, reporting insights, and rural journalism, strengthening critical journalistic and archival skills and promoting inclusive narratives around rural and marginal communities. A focused workshop will be held on 21–22 January 2026 at TheBanyan.org, Chennai for 25 participants to help care providers and service users document lived experiences and personal stories.



ROBIN HOOD ARMY

Volunteers engaged: 640
 Volunteering hours: 2,300
 Beneficiary reached: 6,50,000

Conducted large-scale food distribution drives across New Delhi, Gurgaon, Bangalore, and Kolkata. Hundreds of volunteers dedicated their time and effort to distribute food packets, positively impacting underserved communities. The initiative helped provide nutritious meals to those in need, reinforcing the organization's commitment to fighting hunger and reducing food waste.



RELIANCE FOUNDATION

Volunteers engaged: 55,000+
 Volunteering hours: 1,11,000+
 Beneficiary reached: 42,500+

Reliance Foundation enables Reliance employees to bring “We Care” to life through volunteering thereby fostering deeper community connections where we operate and belong.

We do this under two pillars

1. Rooted: An initiative that aims to build meaningful bonds with neighbourhood schools and community organizations by sharing RIL employees’ time and skills.

The activities under Rooted include:

- Kahani Kala Khushi – Engaging children through stories, art, and creative activities to spread joy and learning.

- Virtual Teaching – Delivering education and learning support remotely using digital platforms.

- Virtual Mentorship – Guiding and supporting individuals through knowledge sharing and life skills development.

2. Mission LiFE (Lifestyle For Environment): A Government of India-led global mass movement to nudge individual and community action to protect and preserve the environment.

The activities under Mission LiFE include:

- Swachhata Hi Seva – Promoting cleanliness and hygiene through community-driven cleanliness initiatives aligning with the Government of India’s call to action.

- Serve a Meal – An initiative by Reliance’s volunteering team to provide and serve meals through volunteer in hospitals in Mumbai.

- Beach Clean-up – An initiative by Reliance’s volunteering team to Protecting marine ecosystems by removing plastic waste from beaches.





PIRAMAL FOUNDATION

Volunteers engaged: 40
 Volunteering hours: 2,000
 Beneficiary reached: 230

Sakhyam is a collaborative learning initiative that brings together PEL Executives, Gandhi Fellows, and Karuna Fellows to bridge the gap between theory and practice through field exposure, mutual knowledge sharing, and active participation. The program promotes cross-sector learning, meaningful engagement, and co-creation to foster professional growth and social impact.



PROJECT MUMBAI

Volunteers engaged: 2700
 Volunteering hours: 7,457

Delivered a multi-impact community initiative combining Jallosh Clean Coast, Satrangi, Agnirakshak, and Mental Health Journaling. The programs drive coastal clean-ups and plastic recycling, public space and school beautification, citizen fire-safety training, and mental health awareness—promoting sustainability, civic engagement, emergency preparedness, and well-being.



SALESFORCE INDIA

Volunteers engaged: 3,600
 Volunteering hours: 5,000
 Beneficiary reached: 7,000

Salesforce India employees strengthened community impact through two major volunteer drives, supporting nonprofits and local causes with skill-based and hands-on service. Their efforts spanned NGO capacity building, youth wellbeing support, education and climate awareness sessions, job seeker mentoring, public engagement events, creation of safe learning spaces from upcycled materials, distribution of wellness and essential supplies, and initiatives promoting sustainability, inclusion, and social equity.



SANDVIK COROMANT INDIA

Volunteers engaged: 31
 Volunteering hours: 21
 Beneficiary reached: 270

Volunteers conducted skill based financial literacy sessions for students and rural women through interactive learning, promoting saving, budgeting and responsible financial behaviour. Volunteers also supported Balwadi beautification by improving classrooms and play areas, contributing to increased enrolment and supporting UN SDGs on quality education and reduced inequalities.



SOCIAL VENTURE PARTNERS (SVP) INDIA, PUNE CHAPTER

Volunteers engaged:6
 Volunteering hours: 250

Delivered an engaged philanthropy initiative supporting local NGOs with strategic guidance and technology enablement, including work with Shivar Foundation on challenges linked to farmer suicides and with Samavesh to assess IT needs and build a custom digital platform—strengthening organizational capacity for NGO leaders, farmers, and students.



STARTEK

Volunteers engaged: 453
 Volunteering hours: 54
 Beneficiary reached: 420

Employees at the Chhindwara site led community welfare initiatives including a winter clothing and blanket drive for homeless individuals, distribution of clothes at a government night shelter, a health check-up camp with basic medical screenings, and a sweet distribution drive for underprivileged children—fostering compassion, community support, and positive social impact.



SWADES FOUNDATION

Volunteers engaged: 60
 Volunteering hours: 6
 Beneficiary reached: 50

The activity promoted a sense of unity, harmony and beautification among rural households through house painting and ornamental plantation. Household painting elevates the look and feel of the community / village. Planting ornamental greenery enhanced surroundings and encouraged environmental awareness.



THE AKSHAYA PATRA FOUNDATION

Volunteers engaged: 210
 Volunteering hours: 300
 Beneficiary reached: 500

During National Volunteering Week 2026, corporates across Maharashtra actively participated in diverse volunteering initiatives. In Mumbai, volunteers organized a cricket match supporting a Foundation donation drive. In Pune, they created educational posters on road safety, tree plantation, and digital detox for PMC school students. In Thane, volunteers visited the Akshaya Patra kitchen, conducted awareness sessions, and distributed stationery kits to 200 TMC school students.



THE KIND CITIZEN

Volunteers engaged: 304
 Volunteering hours: 131

Employees actively participated in volunteering initiatives across education, community welfare, environmental sustainability, healthcare, and social inclusion. Activities included diya painting, paper bag making, Children's Day celebrations, school wall painting and learning material development, food distribution for the elderly, festive celebrations with children, cleanliness drives, mental health awareness walks, community seva, learning sessions, and creative engagement programs.



MUNDRA THERMAL POWER STATION, TATA POWER

Volunteers engaged: 408
 Volunteering hours: 850
 Beneficiary reached: 5,625

Conducted employee volunteering initiatives in Mandvi and Mundra, Gujarat, focusing on environmental sustainability, education, livelihoods, community welfare, and disaster preparedness. Activities included beach clean-ups, plantation drives, fire safety training for students, artisan skill certification, school support, water management exposure for villagers, elderly care visits, and science exhibitions in CSR-supported schools. These efforts strengthened community engagement, promoted sustainable practices, enhanced learning, and supported local socio-economic development.



“At Tata Power Mundra, Corporate Social Responsibility is more than a responsibility, it is a commitment to creating lasting impact and transforming lives. Our initiatives span education, skill development, women empowerment, and environmental sustainability, ensuring that every program meaningfully touches communities.

Through programs such as Anokha Dhaaga, which empowers women through skill development, and our volunteering initiatives that actively engage employees in hands-on community work, we strive to foster resilience, nurture potential, and inspire positive change.



For us, CSR goes beyond compliance. It is about driving meaningful outcomes, building a sustainable future, and creating shared value for society and the environment. Through these efforts, we continue to strengthen communities, uplift lives, and uphold our role as a responsible corporate citizen.”

— Vijayant Ranjan, Chief Mundra & Chief Western Region (Gen), The Tata Power Company Limited



TATA STEEL

Volunteers engaged: 19,677
 Volunteering hours: 114,554
 Beneficiary reached: 23,470

Volunteering is the contribution of time and skills for the benefit of society, communities, the environment, or individuals beyond one's immediate family, without financial gain.

At Tata Steel, this aligns with the Tata Group mission to improve quality of life through long term, trust-based stakeholder value creation, with giving back deeply embedded in the company's culture. Through Tata Steel Foundation, structured volunteering programmes channel employees' time and expertise toward meaningful causes, integrating a societal perspective into business while offering curated opportunities across locations and social themes through a centrally managed approach.





TATA TELE BUSINESS SERVICES

Volunteers engaged: 637
 Volunteering hours: 1,165
 Beneficiary reached: 677

At Tata Tele Business Services, our volunteering initiatives are deeply rooted in the vision of the Tata Group, placing community well being at the heart of our business. Guided by the Group's philosophy, our initiatives are planned to support the social and economic development of communities around us, especially the lives of underprivileged members of our society.

Volunteers actively participated in 25 volunteering initiatives across four key focus areas: Community Development & Social Welfare, Education, Environment & Sustainability, and Good Health & Well-being. The initiatives included supporting Persons with Disabilities through handicraft exhibitions and livelihood activities, donation drives for underprivileged communities, food distribution for vulnerable groups, and festive celebrations at old-age homes.

Volunteers also conducted educational exposure visits, created learning aids, supported employability programmes for adolescent girls, and contributed to school beautification projects. Environmental efforts included e-waste collection, seed ball preparation for afforestation, and participation in sustainability focused runs. Health initiatives featured participation in a breast cancer awareness marathon and organizing a blood donation camp for the Armed Forces Medical College, Pune, collectively driving meaningful community impact and social responsibility.



TATA CONSULTANCY SERVICES

Volunteers engaged: 98,554
 Volunteering hours: 3,238,104
 Beneficiary reached: 2,746,832

TCS' employee volunteering program HOPE (Hours of Purpose by Employees) is an initiative by the people, for the people, fueled 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.

The HOPE platform offers over 380 volunteering opportunities to associates globally. During the National Volunteering Week, several projects like tree plantation, distribution of stationery, food, medicines, etc, health camps and community awareness campaigns were implemented. Additionally, 330+ associates registered for pro-bono skill-based volunteering.





UDDHARAK ENTERPRISES

Volunteers engaged: 71
 Volunteering hours: 415
 Beneficiary reached: 13,271

Volunteers conducted community and school-based initiatives during December 2025 and National Volunteering Week 2026 to promote responsible solid waste management and sanitation awareness. Activities included door-to-door campaigns, Chaupal meetings, school sessions, segregation demonstrations, bin distribution, model household recognition, and capacitybuilding for municipal staff and sanitation workers, emphasizing safety, dignity of labour, behavioural change, community participation, and long-term sustainability efforts.



WASTE WARRIORS SOCIETY

Volunteers engaged: 943
 Volunteering hours: 2413

A multi-stakeholder environmental sustainability initiative was implemented to promote responsible tourism and effective waste management. Regular clean-up drives were conducted with participation from restaurants, hotels, taxi unions, NGOs, residents, and tourists. Awareness was further strengthened through MRF visits, creative engagement activities, Eco Daan programs, and campaigns such as Swachhta Ki Yatra, Eco Stay, and Cut the Cutlery & Skip the Straw, encouraging eco-friendly practices and community participation.



WIPRO FOUNDATION

Volunteers engaged: 558
 Volunteering hours: 2,784
 Beneficiary reached: 2,600

Volunteers supported community development through multiple impactful initiatives including assembling and distributing hygiene and school kits to promote health and education, crafting Braille and sensory learning cards to support children with disabilities, and mentoring youth through digital skilling programs to enhance learning, employability, and social inclusion.



YOUNG INDIANS

Volunteers engaged: 480
Volunteering hours: 302
Beneficiary reached: 2,964

Young Indians chapters across India conducted multiple activities during NVW 2026, spanning community welfare, health awareness, education support, skill development, environmental sustainability, and civic engagement, collectively fostering social responsibility, volunteerism, and meaningful community impact.



National Volunteering Week 2026 Statistics

FOCUS	VOLUNTEERS	VOLUNTEERING HOURS
Art and Culture	3,489	4,214
Community Development	2,12,019	35,38,764
Education	3,264	11,451
Environment Sustainability	2,229	6,297
Healthcare	30,260	85,520
Rural Development	241	823
Skill development	975	3,063
Social Inclusion	1,324	3,007
Sports	299	293
Women Empowerment	1,707	8,202

CORPORATE PARTNERS



NONPROFIT PARTNERS



FLiP-on-Wheels 2.0: Intervention to Drive Digital Literacy in Rural India

India's rural economy contributes nearly half of the nation's GDP and supports a significant share of its workforce. As Digital India accelerates technology adoption across sectors, bridging the rural digital divide has become both an economic and social imperative. Inclusive digitalization is essential not only for financial inclusion and access to welfare schemes, but also for strengthening livelihoods, market linkages, and informed participation in a rapidly evolving economy.

The Functional Literacy Programme (FLiP) was designed to equip the unorganized sector with essential digital and financial literacy skills. Building on its success, FLiP-on-Wheels (FoW) was introduced as a mobile, last-mile delivery model that brings structured digital literacy interventions directly to rural communities.

FLiP-on-Wheels operates through specially equipped vehicles that serve as mobile digital learning hubs in villages. Designed to accommodate the realities of daily wage earners, small farmers, women, and youth, the programme delivers short, practical sessions on smartphone usage, digital payments, cyber safety, access to government welfare schemes, agricultural information platforms, education resources, and financial inclusion tools. Audio-visual aids,

local-language communication, and trained facilitators ensure accessibility and effective engagement.

The pilot phase was implemented across districts in Maharashtra, Madhya Pradesh, and Jharkhand, reaching over 5,200 beneficiaries including farmers, women, youth, self-help group members, and informal workers. Participants gained hands-on exposure to accessing welfare schemes online, conducting secure digital transactions, avoiding online fraud, sharing live locations for safety, exploring agricultural market information, and applying for scholarships and livelihood opportunities. Strong community response and demand for repeat sessions underscored the relevance of the model.

In 2025, FLiP-on-Wheels was implemented in Raigad district, Maharashtra, covering 10 villages including Khedupada Gaon, Nere, Dhamni, Maldunga, and nearby villages. The intervention spanned 10 days, with one full-day camp conducted in each village, reaching approximately 4,000 beneficiaries, comprising adults and youth across genders. The programme was implemented in partnership with The Kind Citizen (TKC), with local champions to reinforce learning and promote sustained digital adoption.

FLiP-on-Wheels demonstrates the power of industry-led, multi-stakeholder collaboration in advancing inclusive digitalization. By delivering digital literacy at the grassroots, the initiative builds confidence, enhances financial inclusion, and strengthens economic resilience within rural communities.

Scaling FLiP-on-Wheels presents a meaningful opportunity for industry

participation under CSR and alignment with Sustainable Development Goal 4 (Quality Education).

Strengthening rural digital capabilities today will enable India to unlock productivity, deepen inclusion, and move closer to a digitally empowered and equitable development pathway.



Swachhata Hi Seva (SHS) 2025 Campaign Swachhotsav

17 September – 2 October 2025





As India approaches its centenary milestone, civic participation and volunteerism are emerging as powerful forces in nation-building. For over a decade, India@100 Foundation has been at the forefront of promoting volunteerism across the country. In partnership with National Volunteering Group (NVG) partners, the Foundation organized the Swachhata Hi Seva (SHS) 2025 drives, aimed at inspiring communities to take ownership of public spaces and contribute to the national vision of a Clean India. The SHS 2025 Campaign organized under the ambit of Ministry of Housing and Urban Affairs

demonstrates how collective citizen action can translate national missions into meaningful grassroots impact. The campaign brought together corporates, community networks, youth, women leaders, sanitation workers, and local administrations, showing that sustainable change begins with shared responsibility for public spaces. Across cities, the initiative transformed cleanliness from a civic duty into a movement of active citizenship, where volunteer time, skills, and community spirit became catalysts for environmental and social change.



Impact of Volunteer Engagement

- Cross-sector participation: Corporates, municipal bodies, citizen groups, women's networks, schools, and NGOs collaborated.
- Geographic spread: Activities spanned Mumbai, Chennai, Bengaluru, Goa, Noida, and Delhi, along with pan-India efforts.
- Forms of volunteerism: Physical shramdaan (clean-ups), awareness rallies, community mobilization, sanitation worker support, and beautification of public spaces.
- Outcome: Cleaner public spaces, increased environmental awareness, strengthened community ownership, and dignified recognition of sanitation workers.

Volunteerism during SHS 2025 went beyond waste removal — it fostered behavioral change, local leadership, and civic pride, reinforcing the idea that public spaces are shared assets.



The Foundation mobilized volunteers through corporate and civic partnerships:

- Beach Cleanups with Firstsource Solutions Limited (Mumbai & Chennai)

61 volunteers | 152 volunteering hours | 300 kg waste removed

- Bengaluru Community Clean-up with Firstsource Solutions Limited

600 kg plastic waste collected; public space beautification through rangoli art

- Goa (CII IWN): Women leaders led community action, reinforcing volunteerism and environmental responsibility
- Clean-up drive in Mumbai with Brihanmumbai Municipal Corporation (BMC), Mumbai: Citizen-led drives across Colaba and Ward A areas to reclaim urban public spaces
- Clean-up drive in Dwarka & Mayur Vihar with Voice: Residents, students, and civil society groups restored parks and neighborhoods
- Community Clean up in Mayur Vihar with Robin Hood Army

These initiatives highlighted how structured volunteer programs can build long-term civic engagement.

Corporate volunteerism played a significant role:

Jakson Group (Noida)

Engagement with 110 sanitation workers, safety gear distribution, awareness on welfare schemes, and CSR volunteer-led park clean-up — blending dignity, inclusion, and service.

Mahindra Group (Pan India)

1,750 employee volunteers contributed 7,675 person-hours through cleanliness drives and awareness rallies across public spaces nationwide — one of the campaign's largest workforce-led volunteer efforts.







Planted By
[Name] Family
15 August 2024

INDIA AHEAD TOWARDS A VIKSIT BHARAT SUMMIT



Thought Leaders' Perspective on Holistic Leadership for an Inclusive World

SPEAKERS

Piruz Khambatta

Past Chairman, CII Western Region;
Chairman, Rasna Pvt. Ltd;

Rajan Navani

Chairman, CII Council on India@100
and Chairman & Managing Director, Jet
Synthesys

Ashish Kumar Chauhan

Managing Director & CEO, NSE India

Jayant Acharya

Joint Managing Director & CEO
JSW Steel

Vir S. Advani

Deputy Chairman, CII Western Region
& Chairman and Managing Director,
BlueStar Ltd

Rishi Kumar Bagla

Chairman, CII Western Region,
Chairman and Managing Director, BG
Electronic India Ltd.

The "India Ahead" summit brought together visionary leaders from diverse sectors to collectively envision India's journey toward becoming a developed nation by 2047. The dialogue and discourse that ensued, painted a compelling picture of a Viksit Bharat.

Address by Piruz Khambatta, Past Chairman, CII Western Region; Chairman, Rasna Pvt. Ltd

The summit commenced with an inspiring welcome address by Piruz Khambatta, who set the tone for the day's profound discussions. Mr Khambatta emphasised the

remarkable diversity of the panel assembled for the occasion, noting that the gathering represented India's diverse economy and society. The panels at the India Ahead 2025 comprised distinguished leaders from government bodies, electronics manufacturing, stock exchanges, service industries, music and arts, social sector organizations, news and media, health and wellness, and various other domains. This convergence of minds from such varied backgrounds, he pointed out, reflected the collaborative spirit essential to achieving the dream of Viksit Bharat.

Speaking with evident passion about the India dream, Mr Khambatta articulated that envisioning India as the largest economy in the world and achieving the five trillion dollar milestone were indeed significant goals. However, he was quick to emphasize that the biggest and most meaningful goal remained the eradication of poverty. The true measure of development, he suggested, would be visible in bridging the gap between the top income groups, middle income segments, and those living below the poverty line.

India's development story, in his view, must fundamentally include ending poverty, ensuring food security for every citizen, and achieving a universal minimum income that provides dignity to all.



Mr Khambatta painted a holistic vision that extended beyond mere economic indicators. He spoke eloquently about the importance of yoga and healthcare, education and skilling initiatives, access to clean water and proper sanitation, water conservation efforts, and the development of sustainable cities. These elements, he emphasized, formed the building blocks of a truly developed nation. Furthermore, he highlighted the concept of Atmanirbhar Bharat, stressing the importance of making India self-reliant across various sectors.

The summit itself, he noted with pride, had been designed to cover India’s rich cultural diversity, the strengthening of institutions, the spirit of tolerance, the development of world-class infrastructure, and the critical sectors of farming and agriculture. At its heart, he said, the summit embodied a love for the country and a nation-first approach that transcended individual or sectoral interests.

Concluding his welcome remarks Mr Khambatta shared his pride in the Confederation of Indian Industry’s role in this journey. He emphasized

that CII had taken upon itself the unique and ambitious task of ensuring India becomes a developed nation. CII, he clarified, was not merely functioning as an industry association but was actively engaged in meaningful work across all the sectors mentioned, truly living up to its commitment to national development.

Address by Rajan Navani, Chairman CII Council on India@100 and Chairman & Managing Director, JetSynthesys

Rajan Navani took the stage to offer his perspective on the institutional approach required for achieving Viksit Bharat. He began by tracing the genesis of this initiative, noting that the starting point of this remarkable journey was when K.V. Kamath assumed the presidency of CII. That moment, he suggested, marked the beginning of a more structured and strategic approach to national building.

Mr Navani emphasized the critical importance of making institutional approaches central to national building efforts.

He spoke about creating a stakeholder-inclusive world where every voice matters and every participant has a role to play. CII as an institution, he noted, had been instrumental in shaping this initiative and giving it the form it has today. He referenced the large-scale exercise undertaken for India at 75, which was subsequently taken forward by Prime Minister Modi, and how it had begun to bear fruit in tangible ways.

Drawing attention to the multifaceted nature of development, Mr Navani articulated a vision that encompassed several key pillars. He spoke about the need to achieve holistic leadership and create a robust ecosystem that would maximize economic progress. Equally important, he emphasized, was the need to revitalize India's soft power in areas such as art, culture, tourism, and sport. These elements of India's identity needed to shine on the global stage as brightly as its economic achievements.

Innovation, Mr Navani suggested, must be at the fore front of India's development strategy. He urged the audience to consider innovation ahead of the curve in critical sectors such as climate and sustainability, digital platforms, and transformative technology. However, he was quick to point out that to achieve all of this, concentrated efforts were needed in what he termed the CORE areas such as education and skill development, healthcare, infrastructure and urban ization, the judiciary, and governance and administration.

India's journey to 2047 is not a single leap but a marathon run in disciplined sprints. For a nation of 1.4 billion to transform democratically from developing to developed, progress must be collaborative, industry-led, and people-powered. Our strength lies in trust, in our empowered demography, especially Gen Z, and in our ability to align economic growth, soft power, and institutional reform. Nation-building succeeds only when every generation, every sector, and every stakeholder moves forward together.

Mr Navani stressed the importance of understanding these requirements across different contexts, whether rural or urban, at state or national levels. The challenge, he noted, was to comprehend what metrics were truly required and then figure out how to achieve them. Central to this effort was the need to collaborate meaningfully with youth and women, building trust with these crucial demographics. This generation, he emphasized, was going to shape the future and drive India's consumption story.

Turning to technology, Mr Navani posed a thought-provoking question about how India could take technology forward. He spoke about the immense potential of artificial intelligence and the need to harness and unlock AI power within the country. With so many priorities competing for

attention, he noted that summits like this one truly brought together people to think collectively and strategically about India's future.

Address by Ashish Kumar Chauhan, Managing Director & CEO, NSE India

Ashish Kumar Chauhan delivered a stirring address that placed India's current aspirations within a broader historical context. He began by reiterating the summit's theme of holistic leadership and development toward Viksit Bharat, before taking the audience on a journey through India's illustrious past.

For centuries, Mr Chauhan reminded the gathering, India was celebrated as the land of prosperity, enterprise, and global action. India stood at the center of the commercial and cultural universe, a beacon of innovation and wealth. However, colonization brought about a period of subjugation that made Indians progressively poorer and stripped the nation of its former glory.

Mr Chauhan emphasized a crucial historical point: some of the biggest economic and technological breakthroughs, including metallurgy, the decimal system, and foundations of modern medicine, were introduced to the world by Indians. Yet, a thousand years of slavery, colonization, and subjugation crippled India's ability to develop technology in subsequent centuries. The nation that once led the world in innovation was forced to follow internal hierarchies and adopt technologies developed elsewhere. Post-British India's share of global GDP fell from 33 percent to a mere 2 percent, primarily because India could not maintain its technological edge.

Today, Mr Chauhan noted with urgency, when the technology race is on once again, India must be ahead of the curve. He emphasized that the next 22 to 50 years would be crucial, as those who lead the technology race during this period would secure their position as developed nations. Interestingly, he pointed out that there was no need to invent every technology from scratch; the key was to adapt quickly to new technologies and harness them effectively.

India has always been a civilisation of ideas, innovation, and enterprise. Our history shows that whenever we embraced technology, whether in mathematics, medicine, or knowledge systems, we shaped the world. Today, with a young, digitally confident population and an accelerating pace of innovation, India is once again at the forefront of the technology journey. By learning, adapting, and applying new technologies at scale, we are creating fresh wealth, new opportunities, and a future of shared prosperity. Technology is not just our advantage, it is the engine of India's next rise.

Technology, Mr Chauhan explained, is fundamentally a wealth creator. Societies with younger populations that are technology-oriented would naturally accumulate more wealth. He drew an interesting parallel to ancient times, noting that thousands of years ago, creating and managing fire was considered technology, and those who mastered this technology prospered. The Industrial Revolution, he observed, made the world realize that technology could create

unprecedented wealth. Europe, he noted, created more wealth during the Industrial Revolution than in the previous 2,000 years combined.

The lesson was clear: societies exposed to technological challenges and those who harness and adapt to technology would be the ones to develop and prosper. A demographically young population that is technologically oriented would have a great future ahead. India, unlike many other nations, was uniquely positioned to become a technological fulcrum in the coming decades.

Reflecting on India's recent trajectory, Mr Chauhan noted that over the last 30 years, India had become a services-driven economy. However, he urged the audience not to be complacent with this achievement. India needed to become a manufacturing hub, excel in new metals and materials, and develop deep tech capabilities. The nation should not be satisfied by merely saying it had reached the pinnacle; there was still much higher to climb.

He highlighted an important shift in the economic landscape: previously, creating technology required substantial capital, but in the present scenario, businesses needed less capital and bigger markets. He cited the Infosys story as an example, noting how the company experienced no initial subscription but eventually became one of the biggest technological wonders of our time. Numerous companies had used technology to create more capital with less initial investment.

Mr Chauhan stressed the need to increase India's per capita income to match that of the United States and the United Kingdom. Encouragingly,

he noted that Indians had started investing significantly in the creation of new companies. Even those with modest means were investing heavily because they had developed trust in the economy's fundamentals and future trajectory.

Address by Jayant Acharya, Joint Managing Director & CEO, JSW Steel

Jayant Acharya brought a manufacturing perspective to the discussion, highlighting the critical role this sector must play in India's development journey. He began by acknowledging that India is largely a service-driven economy at present, with manufacturing contributing only around 15 to 17 percent of the economy. The aspiration, he emphasized, was to elevate this to 25 percent, and this goal was not merely about economic numbers.

Manufacturing, Mr Acharya explained, would provide India with three crucial benefits: economic sovereignty, social empowerment, and technological leadership. He drew attention to a sobering reality: even a small halt in the supply chain of critical minerals could create havoc in the manufacturing industry. This vulnerability underscored the urgent need to develop a robust domestic manufacturing sector that could weather global uncertainties.

Speaking about the steel industry specifically, Mr Acharya noted with pride that the Indian steel industry had taken a leadership role on the global stage. India had become the second-biggest producer and consumer of steel in the world, a remarkable achievement that reflected the sector's growth and potential. His own organization, JSW, currently produced 35 million tons and had plans to grow to 50 million

tons by the end of the decade. This expansion, he emphasized, would not only boost industrial capacity but would also provide employment to hinterland areas and contribute to regional development.

Mr Acharya highlighted a significant transformation: types of critical steel that India once had to import were now being produced domestically. This shift represented a crucial step toward self-reliance and demonstrated the sector's growing capabilities.

The uncertainties of our world demand a model of leadership that is holistic, inclusive and future-oriented. The choices that we make in this and the next decade will define India's industrial leadership, employment quality and technological foundations.

Beyond business metrics, Mr Acharya spoke about the JSW Foundation's comprehensive work in education, livelihoods, and art and culture. This holistic approach, he explained, reflected a commitment to making a real difference to the people of India, recognizing that corporate success must translate into social benefit.

Looking to the future, Mr Acharya emphasized that the choices made today would decisively shape tomorrow. He urged a focus on four key areas: capacity building, capability building, competitiveness, and sustainability. The overall model for holistic development, he stressed, should be genuinely holistic and deeply rooted in inclusivity, ensuring that growth benefited all segments of society.

Address by Vir S. Advani, Deputy Chairman, CII Western Region & Chairman and Managing Director, BlueStar Ltd

Vir S. Advani offered a global perspective on India's development journey, situating the nation's aspirations within the context of an evolving international landscape. He began by painting a picture of a world in flux: supply chains were being reimagined, trade relationships were evolving, and new growth corridors were opening up. Amid this global uncertainty, India stood at the center of the world, uniquely placed in the global market to capitalize on emerging opportunities.

The real question, Mr Advani suggested, was how India and India Inc. chose to move forward in this dynamic environment. He posed a fundamental challenge: India cannot become Viksit unless it becomes truly globalized. This was not merely about participating in global trade but about becoming an integral and indispensable part of global value chains.

Mr Advani acknowledged that today, globalization itself was under stress. Trade fragmentation and tariff realignments were creating uncertainties in international commerce. However, he viewed this as a strategic opening for India. The nation possessed several advantages: a strong domestic market that provided resilience, a large pool of skilled workers, and growing technological capabilities.

These factors positioned India favorably to capture opportunities that were emerging from the reorganization of global trade patterns.

The world is resetting globalization, and India stands at the centre of this moment. Viksit Bharat cannot be achieved by looking inward alone, we must engage boldly with the world through exports, partnerships, and trusted trade. With competitiveness, compliance, and smart use of FTAs, Indian industry has a historic opportunity to integrate into global value chains and emerge as a reliable engine of global growth.

India must actively search for new markets, Mr Advani urged, rather than waiting for opportunities to present themselves. Free Trade Agreements would play a crucial role in helping India expand its global footprint and access new markets. However, success in global markets would require a relentless focus on competitiveness, cost efficiency, and the ability to operate at scale. Alongside manufacturing prowess, India also needed to excel in design and research, moving up the value chain.

In today's interconnected world, Mr Advani highlighted several critical considerations: data protection, regulatory compliance, and traceability. These were no longer optional extras but fundamental requirements for participating in global trade. Encouragingly, he noted that India had made great progress in connectivity through improved ports, ease of doing business initiatives, and reducing logistics costs, all of which enhanced the nation's competitiveness. Global partnership,

Mr Advani emphasized, would be a cornerstone of India's development strategy. Technology collaboration and skill exchange would help India grow rapidly while learning from the best practices of other nations. He concluded with a powerful articulation of India's unique strengths: the ability to scale with trust, proceed with speed while maintaining stability, and pursue ambition with responsibility. These qualities, properly leveraged, would help India not just participate in globalization but shape it.

Globalization, properly embraced, would be the pathway through which India would achieve Viksit Bharat, he concluded.

**Address by Rishi Kumar Bagla,
Chairman, CII Western Region,
Chairman and Managing Director
BG Electronic India Ltd.**

Rishi Kumar Bagla brought the discussions to a close with a pragmatic yet optimistic perspective on the question of Viksit Bharat. He began by addressing the central question being debated: would India truly become a developed country? His answer was unequivocal i.e. India was going to be a developed country, and this certainty was based on what he termed the three Ds: Democracy, Demand, and Demographic dividend.

However, Mr Bagla was quick to add important caveats. India's ambition, he stressed, must be matched by action. Growth must be balanced by inclusion. It was not enough to grow rapidly if significant portions of the population were left behind. The next phase of India's rise would depend on three critical

factors: how collaboratively the nation grew, how intelligently it built its institutions and infrastructure, and how swiftly it moved while including everyone in the journey.

Viksit Bharat, Mr Bagla explained, would require strong foundations across multiple sectors: industry, infrastructure, and the digital economy. Each of these pillars needed to be robust and well-integrated with the others. Turning his attention to regional development, Mr Bagla suggested that the Western Region could serve as a model for India's overall development. This region, with its industrial base, entrepreneurial culture, and infrastructure, had the potential to demonstrate what balanced and inclusive growth looked like. He introduced the concept of MSME, suggesting it would play an important role in the development framework.

India's next leap will not be defined by how fast we grow, but by how inclusively and intelligently we build. Viksit Bharat demands strong regions, globally competitive MSMEs, and at least a thousand Indian-born MNCs. By handholding SMEs, embedding inclusiveness at the core, and aligning industry, innovation, and institutions, we can transform ambition into shared prosperity and global leadership.

India, he emphasized, should aspire to supply the world with goods and services of the highest standards. The nation should position itself as an innovation hub, where new ideas were born and brought to fruition. Indian

enterprises must think globally from the outset, not limiting their ambitions to the domestic market. He made a bold assertion: unless India had at least 1,000 Indian multinational corporations, it could not truly be called Viksit Bharat. This target represented not just numerical growth but the creation of globally competitive, innovation-driven enterprises that could hold their own on the world stage.

Recognizing that not all enterprises started at scale, Mr Bagla emphasized the importance of handholding small and medium enterprises to help them achieve their growth potential. CII Western Region, he noted, aimed to strengthen capabilities and help enterprises in their growth journey, providing mentorship, networking opportunities, and access to resources.

Inclusiveness, he stressed, must be at the core of all development efforts. This meant actively helping youth, women entrepreneurs, and small enterprises become great, not leaving them to fend for themselves. By focusing on inclusive growth, India could ensure that the benefits of development reached every corner of society.

Mr Bagla suggested that "Viksit Paschim" (Developed West) could indeed become a growth model that other regions could learn from and adapt to their contexts. However, he was realistic about the timeline and effort required. The journey to Viksit Bharat, he reminded everyone, would be a marathon, not a sprint. It would require sustained effort, unwavering commitment, and collaborative action over many years.

Viksit Bharat Dialogue: Shaping a Resilient Economy for a Viksit Bharat

SPEAKERS

K.V. Kamath

Past President, CII; Chairman, Jio Financial Services Ltd.

MODERATOR

Rajan Navani

Chairman, CII Council on India@100 and Chairman & Managing Director, JetSynthesys

India is the fastest-growing major economy today, but in an uncertain global environment, how do we build long-term resilience?

When we talk about resilience, we must first acknowledge the journey we have taken. India set ambitious goals early on, but for almost half the period leading up to India at 75, we were constrained by stalled

projects, stressed balance sheets, and infrastructure bottlenecks. This was a phase we could ill afford.

The real turnaround began around 2015, when these issues were systematically addressed. Then came the 2020 crisis, which many believed would set us back permanently. Instead, Indian industry responded with extraordinary adaptability. Companies restructured operations, adopted automation, improved efficiency, and strengthened balance sheets.

Within a year, corporate India reduced leverage, banks cleaned up NPAs, and a problem that had persisted for decades—the twin balance sheet stress—was largely resolved. This ability to absorb shocks and reinvent itself is the true source of India’s resilience.



With balance sheets now stronger, how should Indiathink about capital formation and scaling growth?

For more than 50 years, the narrative has been that India lacks capital. In my experience, this has largely been a perceived constraint rather than a real one. Despite limited capital availability, India has consistently found ways to grow.

We have repeatedly leapfrogged constraints. Telephony is a classic example—what was once considered an insurmountable limitation disappeared almost overnight. Similarly, in renewable energy, being late allowed us to adopt solutions at viable costs.

Indian industry has repeatedly demonstrated that when it is determined, perceived shortages—whether of capital, technology, or infrastructure—cease to be binding constraints.

Infrastructure investment is often discussed as a necessity. How do you view its role in economic growth?

Infrastructure should not be seen merely as an enabler or a social good—it must be viewed as a direct contributor to GDP growth. Every act of investment must be economically accretive.

The highway network built over the past decade is a powerful example. It has transformed logistics, reduced transportation time, and connected markets across the country. Yet its economic impact has not been fully documented or appreciated.

These roads have enabled farmers to diversify crops, reduced agricultural wastage, and improved supply chains.

Similarly, urban rejuvenation and rebuilding of cities, towns, and villages should be seen as growth opportunities rather than challenges. Each of these investments adds to productivity and long-term economic output.

Digital public infrastructure has become a defining feature of India's growth. How significant is it in your view?

Digital infrastructure has fundamentally altered India's development trajectory. Earlier attempts to expand financial inclusion failed due to lack of connectivity. That changed decisively around 2014–15 with Jan Dhan, Aadhaar, and widespread digital access.

India's digital stack is unique—not just in its design, but in the speed of its rollout and adoption. The COVID period accelerated usage, but acceptance was already widespread.

Today, digital platforms enable inclusion at a scale that was unimaginable earlier.

Everyday citizens can transfer money, make payments, track investments, and participate in the formal economy. The widespread adoption of UPI, even in rural areas, reflects how deeply digital infrastructure has penetrated society.

This is a practical demonstration of “folding the future in.”

How does digital infrastructure contribute to inclusivity as India moves toward Viksit Bharat?

The most difficult barrier to inclusion—connectivity—has been solved. This has made the task of inclusion significantly easier.

From Crisis to Confidence: How Indian Industry Reinvented Itself and Took Technology to the Masses

“India’s true strength was revealed in the toughest of times. Within a year of the COVID crisis, Indian industry reinvented itself—becoming leaner, more automated, and financially stronger. Balance sheets improved, banks cleaned up legacy NPAs, and a decade-old twin balance sheet problem was resolved through collective resilience and reform. But this transformation is not just about numbers; it is about inclusion. When a household worker can use UPI, open a bank or investment account, and participate in the financial system through a smartphone, that is when growth becomes real. Technology, made accessible and fair, is the foundation on which India’s next phase of inclusive and sustainable growth will be built.”

— **K.V. Kamath**

Technology now allows financial services, investments, and basic economic participation to reach the last mile. What was once considered the domain of the urban or affluent—banking, investing, digital transactions—is now accessible to the average citizen.

This transformation has brought millions into the mainstream economy and created opportunities for wealth creation, not just income stability. Inclusivity today is no longer aspirational; it is operational.

Geopolitics is increasingly shaping economics. How does India navigate this shifting global landscape?

The current geopolitical environment resembles the early phase of COVID—marked by uncertainty and unpredictability. However, India has navigated this phase better than many expected.

Despite global disruptions, India has sustained strong growth and maintained balance-of-payments stability. While merchandise exports remain important, services exports—such as tourism, global capability centers, and digital services—have become equally critical.

India is increasingly strengthening bilateral economic relationships and developing alternative settlement mechanisms. This evolution enhances self-reliance while keeping India integrated into global value chains.

To achieve leadership by 2047, how critical is IP-led and product-led growth for India?

India has a long runway to 2047, and the opportunity ahead is substantial. Infrastructure renewal alone can support sustained growth, but incremental growth must come from IP creation and digital-led industries.

Digital contributes a much larger share to China’s economy than to India’s today. This gap highlights India’s untapped potential. As entrepreneurship matures, IP creation will naturally follow.

The future growth model will be driven by two engines: physical infrastructure and brain-led digital infrastructure.



How important are institutions, governance, and entrepreneurship in sustaining this growth?

Entrepreneurship in India is thriving at an unprecedented scale. The sheer number of startups reflects not just wealth creation, but a raising of standards across industries.

These entrepreneurs are challenging incumbents, driving innovation, and reshaping business models. This energy is a structural advantage for India and will increasingly translate into IP creation and global competitiveness.

Does India need to rethink education and skilling for the future economy?

Yes, very clearly. Skilling must be aligned with the future needs of the economy and embedded within the education system itself.

Preparing young people early-while they are still in school-ensures that aspirations and opportunities remain aligned. India has a long runway ahead, and structured skilling will be critical to sustaining growth over that period.

India is often associated with delays. Why has this been accepted historically, and is that changing?

Historically, delays were accepted because of resource constraints. Waiting became normalized. That mindset is changing rapidly.

As India’s capabilities and resources improve, delays are becoming less acceptable. We are already witnessing faster execution across sectors, and this shift will accelerate further.

When you look ahead to 2047, what must India do to ensure success?

India must stay the course. The path is clear, the opportunities are well-defined, and the momentum is strong.

If there is one aspiration for 2047, it is that young Indians can look back and say there was never a better time to be born Indian-because they were part of this extraordinary journey toward a Viksit Bharat.

Viksit Bharat Dialogue: Green Growth, India's Symphony for Viksit Bharat

SPEAKERS

Dr Ricky Kej

3-time Grammy® Award Winner,
Padma Shri Awardee, IndianMusic
Composer and Environmentalist

INTRODUCTION BY

Piruz Khambatta

Past Chairman, CII Western Region

The second dialogue session took a refreshingly different turn, bringing the conversation to the intersection of environment, culture, and development. Mr Piruz Khambatta introduced Dr Ricky Kej, posing a question that would set the tone for this unique session: how could development and environment be combined?

Dr Kej began by introducing himself as both an environmentalist and a musician, emphasizing that he would speak about the environment through the lens of his artistic journey. Since childhood, he had been exposed to music in its myriad forms— instruments, ethnicity, different musical traditions. He fell deeply in love with music, and over time, he came to understand that music itself came from nature. Tribal communities had music at the heart of their culture, he noted, demonstrating the ancient connection between human expression and the natural world.

Dr Kej shared a profound philosophical perspective: every single atom has divinity within it.

The world is one family—Vasudhaiva Kutumbakam. In the ancient context, Vasudhaiva Kutumbakam meant humanity must live in harmony with the environment, animals, forests, and all elements of nature. Co-existence was not optional; it was essential. This wasn't merely an environmental message but a deeply spiritual and cultural one rooted in Indian philosophy.

He observed that big brands had realised the power of music as a communication tool. Music was a powerful language that transcended barriers. He offered a simple but compelling example: songs learned in childhood are remembered throughout life. Every religion has songs, and community bonding happens through music. Music connects people in ways that words alone cannot.

Then Dr Kej made a crucial point about climate change narratives. The narrative on climate change that came from the West, he argued, was not entirely applicable to India. For centuries, Indians had been conserving nature—it was woven into the cultural and spiritual fabric of the civilization.

Solutions for clean energy, a renewable future, and improved standards of living needed to be found from India's own wisdom and traditions, not merely imported from the West. India had its own sustainable practices and philosophies that predated modern environmental movements.

Change the World by Changing Yourself: A Musician's Call for Coexistence and Conscious Living

"I'm not here as a leader or an expert, but as a musician who learned from nature before textbooks. Music taught me that every sound, every species, and every human choice matters. The greatest threat we face is not climate or conflict—it's the belief that someone else will fix it. Real change begins when each of us makes small, conscious shifts in how we live, think, and coexist with the world around us."

— Dr Ricky Kej

Dr Kej offered a thought-provoking observation about global problems. Every problem on the planet was either a problem of survival or a problem of thriving. All the

challenges humanity faced stemmed from a belief that change would come from someone else. But the truth, he emphasised, was that change had to come from within us. Everyone held the power to create transformation.

How, then, could this change be brought about? Dr Kej's answer lay in the role of artists and musicians. They should convey messages to people's hearts through storytelling. Art and music had the unique ability to bypass intellectual resistance and speak directly to human emotion and values. When people felt something deeply, they were moved to action.

The program concluded with a powerful and moving moment: a symphony orchestra singing Vande Mataram, India's national song. This performance beautifully embodied Dr Kej's message—that culture, music, and environmental consciousness could come together to inspire the vision of a developed, sustainable India.



Viksit Bharat Dialogue: From Skilling to Scaling up Businesses, Accelerating India's 2047 Ambition

SPEAKERS

Ronnie Screwvala

Co-founder, upGrad & Swades Foundation

MODERATOR

Rajan Navani

Chairman, CII Council on India@100 and Chairman & Managing Director, JetSynthesys

You've been deeply involved in building scalable businesses and working on skilling. From your journey, what should India be thinking about today as we try to scale businesses alongside skills?

India stands at a point where opportunities are massive, but challenges are equally significant. When we talk about scaling, it requires a certain level of maturity and acceptance. Often, the rhetoric of "I want to scale" or "I want to build big" overtakes the real understanding of what operating at scale truly demands.

India has 1.4 billion people, is extremely price-sensitive, and has nearly 600 million people living in rural areas. Every problem we face must be solved at scale—there is no alternative. However, not everyone is yet ready for that scale. As Mr Kamath mentioned earlier, we are still learning how to fully appreciate what it takes to operate at a global level.

When we step onto the global stage, work discipline and work ethics must rise substantially. While I am deeply optimistic and patriotic, I believe one of our biggest challenges over the next 5, 10, or 15 years will be improving discipline and work culture. Without fixing this underlying DNA, ambition will always outpace execution.

You've spoken strongly about discipline and entitlement in the workforce. Why do you believe this is such a critical issue for India's future?

Discipline fundamentally shapes outcomes. I personally believe that everyone below the age of 35 should either spend six months in rural India or one year in the army. Such experiences significantly alter a person's sense of discipline, responsibility, and humility.

When the workforce is less entitled and more disciplined, the quality of output changes dramatically. Today, entitlement levels are high, and work ethics need serious improvement. Unless we address these at a foundational level, the rhetoric of scaling will remain ahead of reality.

Skilling is a major national focus. How should we redefine skilling in today's rapidly changing world?

Traditionally, skilling in India has been associated with physical or vocational abilities. But today, mental skilling—



continuous learning, adaptability, and upgrading—is far more important.

There is currently a strong sense of FOMO around AI. From boardrooms to shop floors, everyone feels the need to talk about AI. But if people haven't mastered the basics—data science, analytics, machine learning, coding—it becomes very difficult to meaningfully adopt AI.

We cannot jump straight to advanced tools without understanding fundamentals. While people may use AI easily as consumers, building and applying it at scale requires deeper capability. Otherwise, the conversation around AI will remain largely superficial.

Many founders aspire to scale quickly and go global. What challenges do they underestimate?

Scaling and global expansion bring tremendous challenges. One of the most common mistakes founders make is failing to take their teams along on that journey.

Scaling is not just about ambition; it requires readiness—organizationally, culturally, and operationally. India today is a cup half full: we have enormous ambition and opportunity, but we must still fix our basics and core DNA to truly succeed at scale.

From Scale to Substance: Why Discipline, AI Readiness, and Creativity Will Define India's Next Growth Chapter

“India’s opportunity is immense, but scale without maturity is just rhetoric. To truly compete globally, we must strengthen our work ethics, build discipline, and invest in both mental skilling and AI fundamentals. Technology can push us forward, but only if communities understand and harness it. The next phase of India’s growth will not be defined by outsourcing or GDP alone, but by our ability to create intellectual property, nurture creativity across sectors, and build our own definition of a ‘decent product’, one rooted in innovation, inclusion, and shared responsibility across government, industry, and society.”

— **Ronnie Screwvala**

Technology and AI are often seen as the primary drivers of scale. How should Indian businesses think about this?

Technology alone does not drive scale—consumer adoption does. Over the last 20 years, many technologies failed simply because consumers did not adopt them.

Before leapfrogging with technology, businesses must pause and understand consumer trends. Technology only succeeds when entire communities or user groups embrace it.

AI, however, has the potential to push India forward in a meaningful way. Historically, our mindset has been

that of an outsourced nation. Even today, while global capability centers are more advanced, the underlying mindset is still outsourcing. To become a Viksit Bharat, we must shift toward originating ideas and creating intellectual property rather than copying or executing for others.

India has seen rapid growth in startups. Is that enough to drive innovation and economic transformation?

India now has around 200,000 startups, which is encouraging. But for a country of 1.4 billion people, this number is still insufficient—we need closer to 2 million startups.

More importantly, we must examine the depth of innovation. Many founders believe innovation depends on the government improving ease of doing business. I see this as a cop-out. Countries like Israel have innovated at the highest levels despite constant conflict.

Innovation is driven by mindset, not environment. AI will help push us toward higher-quality jobs, original thinking, and intellectual property creation, moving us away from an outsourcing-led model.

You’ve worked across media, education, business, and philanthropy. How did such a multidimensional journey evolve for you?

I come from a lower middle-class background, at a time when entrepreneurship was not encouraged. One of the biggest advantages I had was a lack of entitlement.

When I started out, my father supported my decision but made it clear he could not financially

bail me out. That reality creates a powerful leveling field and pushes you to innovate and take responsibility.

Creativity has been central to everything I've done. Creativity is not limited to storytelling—it is essential in manufacturing, EVs, solar, education, and every sector today. Without creativity, innovation cannot happen.

You've emphasized soft power as a key pillar of Viksit Bharat. Why is it so important?

A Viksit Bharat cannot be defined solely by GDP or per capita income. Soft power—sports, culture, creativity, and storytelling—is equally critical.

We cannot become a developed nation without excelling in these areas. Soft power reflects a nation's self-belief and conviction.

India must define its own development model rather than copying others. While we've articulated the headline of Viksit Bharat, we haven't yet fully articulated the subtext—what it truly means for our society and identity.

How do you view the relationship between business success and giving back to society?

One of India's greatest strengths today is sweat equity—people giving time and effort, not just money.

Giving back does not require age, wealth, or status. Young people can and should contribute early. CSR has increased the scale of giving, but volunteerism is equally powerful.

I don't believe in the concept of "for less profit." You are either for-profit or not-for-profit. What matters is

scale and access. In sectors like healthcare and education, access must come before affordability. Without access, affordability has no meaning.

What concerns or worries you most about India today?

I remain an optimist, but I worry about proclamation without execution. India has often announced ambitious goals without sufficient focus on execution.

While we are moving in the right direction, the velocity must increase. Another concern is entitlement among youth—the expectation that skills automatically guarantee jobs.

Jobs cannot be demanded from the government or private sector.

Entrepreneurship, self-employment, and job readiness must become part of our DNA, starting at school and college levels. Many of our challenges are being viewed in a unidimensional way, whereas progress requires multidimensional thinking.

Storytelling has come up repeatedly. How important is it for India, especially in the digital age?

Storytelling is not about spinning narratives; it is about authentic stories told with conviction.

Without soft power, we cannot be a hard power. Global influence is built through culture, cinema, music, and stories that shape perception.

Technology and AI are breaking language barriers, making storytelling more accessible than ever. India has immense storytelling potential across its diversity, but we have not fully unlocked it yet.

Tourism is often discussed as a growth lever. How does it fit into the Viksit Bharat vision?

India cannot become a Viksit Bharat without emerging as a major global tourism destination.

Infrastructure matters, but storytelling and branding are equally important. Tourism creates jobs, strengthens soft power, and drives inclusive growth.

While leadership has elevated India's global standing, storytelling must come from millions of citizens, not just institutions.

What role do governance and discipline play in national development?

Governance is basic housekeeping. It begins with integrity, responsibility, and maturity.

If the workforce is disciplined, compromises reduce naturally, and governance improves.

Discipline is the foundation on which everything else stands.

Finally, when you wake up on 15th August 2047, what does Viksit Bharat look like to you?

Viksit Bharat will be defined by how people think, behave, and work.

If I see a traffic signal without lights and people still wait patiently and move smoothly, I will know we have

arrived. That collective discipline will be the true sign of a Viksit Bharat.

Viksit Bharat Dialogue: India's Creative Renaissance, Shaping Global Narratives through Storytelling

SPEAKERS

Saurabh Dwivedi

Founder Editor, The Lallantop & Editor, India Today Hindi

INTRODUCTION BY

Piruz Khambatta

Past Chairman, CII Western Region; Chairman, Rasna Pvt. Ltd

The Foundation: Language and Civilizational Wisdom

Mr Saurabh Dwivedi delivered a compelling address in Hindi, beginning with a profound assertion that language serves as the cornerstone of national development. He drew attention to India's ancient understanding of critical aspects of civilization—from river-based settlements and red brick construction techniques to sophisticated drainage systems—demonstrating that our ancestors possessed remarkable knowledge about sustainable living and urban planning long before these concepts gained global recognition.

Central to his discourse was the significance of Vedic wisdom, which he positioned not merely as religious texts but as comprehensive guides encompassing economics, ethics, and life philosophy. He highlighted the concept of 'Pragyan Brahma' from our scriptures, which articulates the

holistic pursuit of Dharma (righteousness), Artha (wealth and prosperity), Kama (desires and fulfillment), and Moksha (liberation). This framework, he explained, recognizes that human existence emerges from desire and consciousness, ultimately seeking connection with the divine while fulfilling earthly responsibilities.

Preserving Knowledge and Preventing Brain Drain

A critical concern raised by Mr Dwivedi was the urgent need to preserve indigenous knowledge systems and prevent the continued brain drain that depletes India's intellectual capital. He emphasized that scientists and innovators must be encouraged and supported within the country, creating an ecosystem where brilliance can flourish on home soil. This preservation and nurturing of talent, he argued, is fundamental to India's journey toward becoming truly developed and self-reliant.

The Power of Storytelling and Hidden Histories

Mr Dwivedi posed a thought-provoking question to the audience: while we may not remember ordinary school days, we vividly recall our greatest achievements during those years. This, he suggested, speaks to humanity's intrinsic nature as storytellers—we remember and pass



on narratives that inspire and educate. He lamented that while the world knows the story of Troy, few are aware of Swapnavāsavadatta, where King Udayana was trapped by enemies using a trojan horse technique that predates the famous Greek tale. This exemplifies how our rich narratives have been overshadowed by stories told through the lens of hegemonic powers.

Our ancestors, he emphasized, were profoundly curious individuals dedicated to understanding life's deeper meanings. When we envision a developed India, we must ask ourselves whether we have stories to tell the world. The answer is an emphatic yes—but these stories have been suppressed or ignored, replaced by narratives imposed during colonial subjugation. Mr Dwivedi urged the audience to reconnect critically with our history, as our ancestors instructed. The practice of asking questions, he noted, lies at the very heart of our philosophical traditions and legendary texts.

Cultivating Ancient Virtues for Modern Progress

Drawing from our civilizational heritage, Mr Dwivedi advocated for inculcating rationalism, patience, and curiosity—virtues that our ancestors exemplified. He stressed that India must produce outcomes of the highest standards without seeking validation from others, unlike the colonial period when external approval became the benchmark of success. True development, he argued, requires us to stand confidently in our own knowledge and capabilities.

Technology, in his vision, must be learned, created, and adapted indigenously rather than merely imported. He proposed the establishment of special knowledge zones dedicated to research, innovation, and the synthesis of ancient wisdom with modern science. Drawing a poignant contrast, he observed that while ancient rishis and munis engaged in deep meditation and knowledge-seeking,

contemporary society often prioritizes entertainment and festivities. While celebration has its place, the balance has tilted away from serious intellectual pursuit.

India must produce outcomes of the highest standards without seeking validation from others, unlike the colonial period when external approval became the benchmark of success. True development requires us to stand confidently in our own knowledge and capabilities.

Inclusivity Rooted in Diverse Heritage

India's extraordinary diversity in culture and practices, Mr Dwivedi noted, is not a weakness but a tremendous strength. He called for seeking knowledge with inclusivity, drawing from the full spectrum of our historical experiences and cultural traditions. This inclusive approach to knowledge-building ensures that development benefits all sections of society and honors the contributions of diverse communities throughout history.

Lessons from Mahābhārata: Governance and Resource Management

Mr Dwivedi drew profound insights from the Mahābhārata, particularly the post-war conversations between Bhishma Pitamaha and Yudhishtira. He highlighted Bhishma's wisdom that the period after war is more challenging than the conflict itself—a metaphor relevant to nation-building. Bhishma's teaching that life flows like a river, requiring optimal use of resources coupled with knowledge-

based governance, offers timeless guidance for contemporary India's development challenges.

The Human Advantage: Language, Knowledge, and Imagination

In concluding his address, Mr Dwivedi identified three distinctive attributes that separate humans from other species. First is language—not merely communication but intricate codes developed and refined over centuries, carrying within them the accumulated wisdom of generations. Second is the brain's capacity for knowledge, enabling humans to understand complexities and abstractions far beyond other life forms. Third, and perhaps most powerful, is imagination—the uniquely human ability to conceive the impossible and then work toward making it reality.

These three attributes, when harmoniously applied, form the foundation for true progress. Mr Dwivedi's vision for Viksit Bharat centers on rationalizing knowledge—bringing together ancient wisdom with new learnings, preserving time-tested insights while remaining open to innovation and adaptation.

Conclusion: A Call for Knowledge-Centric Development

Mr Saurabh Dwivedi's dialogue presented a compelling vision where India's development is not measured solely by economic metrics or technological adoption, but by our ability to reconnect with indigenous knowledge systems, tell our authentic stories,

cultivate intellectual curiosity, and create an ecosystem where brilliance thrives. His message was clear: Viksit Bharat will emerge not by imitating others or seeking external validation, but by confidently drawing from our civilizational strengths while

embracing the future with rationalism, inclusivity, and imagination. The path forward requires us to be as curious, patient, and knowledge-seeking as our ancestors, while applying that wisdom to contemporary challenges with creativity and courage.



Plenary Session on Art & Culture, Tourism & Holistic Wellbeing from Indian Roots to Global Resonance

PANELISTS

Dr Nidhi Choudhari

IAS, Director NGMA Mumbai

Brinda Miller

Fine Artist, Hon. Chairperson, Kala Ghoda Association

Kunal Vijayakar

Actor, Broadcaster, YouTuber & Food-Writer

Dr Mickey Mehta

Global Leading Holistic Health Guru

Subodh Tiwari

Secretary & CEO, Kaivalyadhama, Secretary General, Indian Yoga Association

SESSION ANCHOR

Vinaya Deshpande

Chief of Bureau, Maharashtra, The Hindu

From Indian Roots to Global Resonance

The plenary session on Art and Culture, Tourism and Holistic Wellbeing explored India's journey from preserving its ancient heritage to establishing itself as a global destination for wellness, culture, and authentic experiences. Moderated by Vinaya Deshpande, the discussion brought together distinguished voices including Dr Mickey Mehta, Mr Subodh Tiwari, Mr Kunal Vijaykar, Ms Brinda Miller, and Dr Nidhi Choudhari, each offering unique perspectives on how India can leverage its rich cultural legacy while embracing contemporary opportunities.

Wellness and Holistic Health: India's Inherent Strength

Dr Mickey Mehta opened the conversation by emphasizing that India's contributions to wellness are not merely soft power but represent the nation's hard power on the global stage. He highlighted that India was the birthplace of science, art, and culture, with the country's ancient rishis and munis serving as the world's first scientists, poets, and philosophers. These sages made groundbreaking discoveries, from understanding that the earth is round and rotates on its axis to developing the science of mindfulness and molecular restructuring. Dr Mehta underscored that yoga, wellness, and Ayurveda are deeply rooted in India's scientific and philosophical traditions. He also shared that the AYUSH Ministry is preparing to implement transformational initiatives in Ayurveda beginning in March of the coming year, signalling a renewed commitment to establishing India as the premier global destination for health and wellness.

Reclaiming Yoga's Spiritual Essence

Building on the wellness theme, Mr Subodh Tiwari addressed concerns about whether India had missed the opportunity to establish itself as the authentic home of yoga. He reassured that over the past decade, particularly since 2014 with the strong support of Prime Minister Modi, India has made significant strides in reclaiming yoga's



essence. While the West initially adopted primarily the asana or physical aspect of yoga, there is now a reverse cycle occurring, with countries coming to India to learn the complete yogic tradition. The establishment of the Yoga Certification Board under the Ministry of AYUSH has been instrumental in this process, and public health centers are now mandating the presence of qualified yoga teachers. Mr Tiwari emphasized that yoga encompasses far more than physical exercise; it represents the holistic dimensions of mental, social, physical, and spiritual wellbeing as embodied in Ashtanga Yoga. He observed that while our lives often concentrate on “doing,” true transformation occurs when we shift our focus to “being.” This deeper understanding positions yoga institutions and experts with the crucial responsibility of propagating authentic knowledge and preserving traditional practices.

Indian Cuisine: Celebrating Diversity Over Uniformity

Mr Kunal Vijaykar brought a refreshing perspective to the discussion of Indian cuisine as a soft power tool. He candidly acknowledged that there is no singular entity called “Indian food,” but rather a magnificent tapestry of diverse regional cuisines, each with distinct characteristics shaped by geography, culture, and tradition. Rather than attempting to homogenize this diversity under one label, Mr Vijaykar suggested that India should celebrate and promote its regional culinary identities, much as Chinese cuisine successfully established itself in America while maintaining its regional distinctions. Interestingly, he noted that regional Indian food often finds greater acceptance in Europe than within India itself, indicating a need for Indians to first embrace their own diverse culinary heritage. The path

forward, he proposed, involves physically going out to the world, showcasing street food traditions, and inviting global audiences to experience authentic regional cuisines in their original settings. Social media serves as an effective teaser for these experiences, but the physical, sensory encounter with food and culture remains irreplaceable.

Democratizing Art and Culture Through Festivals

Ms Brinda Miller shared the inspiring story of the Kala Ghoda Festival, which began as a local initiative for the people of Mumbai and has evolved into an internationally recognized celebration of arts and culture. The festival's success lies in its democratic approach, making art accessible to everyone without financial barriers while creating a platform for artists across various disciplines, from classical dance to contemporary visual arts. The festival operates through fifteen verticals encompassing food, culture, art, and other creative domains, supported by corporate social responsibility initiatives from companies interested in promoting the arts. Ms Brinda emphasized that the festival has become possible through the collaborative efforts of people from all parts of India and various sectors working toward a common vision. While the festival includes commercial stalls, its primary achievement has been democratizing access to art and providing artists with invaluable exposure and opportunities to showcase their work.

Public-Private Partnership in Cultural Preservation

Dr Nidhi Choudhari contributed important insights on the role of government and private sector collaboration in nurturing India's cultural ecosystem. She observed that most cultural institutions, including academies of arts and music and museums, can truly thrive only when public and private entities work together effectively. While government support remains essential, particularly through cultural institutions, the private sector has increasingly stepped forward to support arts and culture. The government's evolving role, she suggested, should focus on setting policy frameworks, establishing vision and agenda, facilitating permissions through single-window systems, and providing active support through scholarships and other mechanisms, while allowing the creative sectors the freedom to flourish. Successful festivals such as Serendipity in Goa, Kochi-Muziris Biennale in Kerala, and Bengal Biennale demonstrate what can be achieved when diverse stakeholders unite with a shared vision.

Digital Access vs Physical Experience

An important dimension of the discussion centered on the role of technology and digital experiences in promoting culture and tourism. Dr Nidhi Choudhari

acknowledged initiatives such as JATAN, a museum platform provided by the government that offers digital access to artifacts, and the National Manuscript Mission, which preserves and promotes ancient manuscripts in digital format. The Mahatma Gandhi Memorial of Art (MGMA) has achieved complete digitization of its collection. However, she firmly maintained that while digitization democratizes access to cultural heritage, it cannot replace the transformative power of physical experience. Authentic cultural immersion requires presence: experiencing Ganesh Chaturthi by visiting Maharashtra, Durga Puja in Bengal, or Narali Purnima in Alibaug. Mr Kunal Vijaykar reinforced this perspective, describing social media as an effective teaser that can generate interest and awareness, but emphasized that physical experience remains paramount. He cited the example of Spain's La Tomatina festival, questioning why similar creative celebrations couldn't be promoted more actively in India with the strategic use of social media as a promotional tool while maintaining the integrity of the physical experience.

Looking Forward: An Integrated Vision

The plenary session illuminated a clear pathway for India's cultural and wellness sectors. The consensus among panelists pointed toward an integrated approach that honors tradition while embracing innovation, that celebrates diversity rather than enforcing uniformity, and that

leverages technology as an enabler rather than a replacement for authentic experience. India's position as an unbroken civilization with millennia of accumulated wisdom in wellness, philosophy, arts, and cuisine positions it uniquely to offer the world something increasingly scarce: authenticity, depth, and holistic wellbeing. The coming years will be crucial as initiatives by the AYUSH Ministry, continued development of yoga certification programs, expansion of cultural festivals, and strategic promotion of regional cuisines work together to establish India not merely as a tourist destination, but as a global center for transformative cultural and wellness experiences. Success will require continued collaboration between government, private sector, artists, cultural practitioners, and communities, all working toward the shared vision of taking India's rich heritage from its roots to global resonance.



Plenary Session on India as a global Power in 2047: Catalyzing Growth, Innovation, And Leadership

SESSION LEAD

Ninad Karpe

Founder, Karpe Diem Ventures

KEYNOTE ADDRESS

Suhel Seth

Founder & Managing Partner,
Counselage India

PANELISTS

Piruz Khambatta

Past Chairman, CII Western Region;
Chairman, Rasna Pvt. Ltd;

Ipsita Dasgupta

Senior Vice President & Managing
Director, India, Bangladesh, & Sri Lanka,
HP Inc.

Kunal Vijayakar

Actor, Broadcaster, YouTuber &
Food-Writer

Opening Remarks: Foundations of Viksit Bharat

The session opened with a thought-provoking exchange between Piruz Khambatta and Suhel Seth on the vision for a developed India (Viksit Bharat). Mr Seth emphasized that while slogans have their place, true development requires accountability and a willingness to address fundamental challenges. He outlined four critical pillars for India's transformation: recognizing and celebrating our civilizational legacy, developing the courage to call out inadequacies, investing substantially in knowledge creation, and dramatically improving our planning and execution capabilities, particularly for critical infrastructure projects.

Mr Seth highlighted that India's greatest asset lies in having some of the brightest minds globally, yet cautioned that the concept of "jugaad" (improvised solutions) should not become a substitute for genuine innovation. He stressed the importance of questioning decision-makers constructively for the nation's benefit, while maintaining respect for elders and persons with disabilities. His message to parents was particularly compelling: empower the youth through knowledge, literature, and books rather than material possessions alone. He advocated for promoting rich Indian literature, citing examples like the works of Dinkar, and argued that true development begins with individual

transformation and respect for our knowledge systems.

Women's Participation and Social Empowerment

Addressing the critical issue of women's participation in the workforce and leadership roles, Mr Khambatta emphasized that meaningful change stems from social environment and family values rather than statutory measures. He expressed concern that quotas and reservations, while well-intentioned, can sometimes become barriers to organic development and merit-based advancement, suggesting that creating an enabling ecosystem is more sustainable for long-term empowerment.

Technology Leadership and AI Integration

Ipsita Das Gupta presented an optimistic vision for India's technological future, expressing confidence that India will emerge as a global leader in frontier technologies by 2047. She acknowledged that while India is currently one of the world's largest

technology consumers, the critical transition needed is toward becoming technology creators. A particular concern she raised was the imbalance in how time is allocated—Indians spend considerable time as entertainment consumers but invest comparatively less in creating technology and innovation.

On artificial intelligence specifically, Ms Das Gupta identified two pressing challenges: the digital divide between large corporations and smaller enterprises, and the urgent need to deploy AI for solving pressing societal issues. She advocated for innovative applications such as AI-enabled teacherless teaching systems to address educational gaps. The verification of information in an AI-driven world emerged as a significant concern, particularly regarding the spread of misinformation. During the rapid-fire round, she emphasized the importance of AI regulation over unchecked acceleration, and stressed talent reskilling over mere job orientation, advocating for building fast while maintaining quality standards.



Cultural Diplomacy and India's Soft Power

Kunal Vijaykar offered fascinating insights into how India's cultural narrative—particularly through food, film, and regional languages—can establish global influence. He observed that in the age of social media, content creators have assumed roles traditionally held by diplomatic missions, with viewers placing greater trust in authentic creators than government messaging. Food, in particular, presents an exceptional opportunity for cultural diplomacy, allowing India to invite the world to experience its diversity and richness. However, Mr Vijaykar also cautioned about the need for balanced regulation of social media and AI. While emphasizing the importance of protecting freedom of speech, he acknowledged that some framework is necessary to address harmful content and misinformation. He strongly advocated for vernacular, local, and hyper-local storytelling, believing that India's authentic stories will resonate globally when told in native languages and contexts. In his rapid-fire responses, he prioritized authenticity over virality, local stories over global appeal, and culture over content, reinforcing his belief in the power of genuine narratives.

Systemic Reforms and Unlearning

Suhel Seth delivered pointed observations on systemic issues requiring urgent attention. He urged the country to move beyond ceremonial practices like lengthy vote of thanks and introductions, focusing instead on substantive discussions and action. He highlighted the deteriorating state of public health centers and the public education system, advocating for

technology-driven solutions to address these fundamental challenges. Mr Seth emphasized that preserving India's food culture, literature, art, and soft power assets is essential for sustainable development.

When asked about India's greatest advantage, he unhesitatingly identified democracy as the nation's strongest foundation. He acknowledged his generation's responsibility for slower progress but expressed tremendous hope in younger generations to drive transformation. He also stressed the importance of engaging the Indian diaspora more meaningfully in nation-building efforts.

Supply Chain and Infrastructure

On supply chain optimization, Mr Khambatta identified logistics costs as a critical bottleneck, noting that India's competency exists but is undermined by costs significantly higher than other countries. He advocated for transport subsidies for logistics and raised concerns about port monopolies inflating product costs. In the rapid-fire round, he emphasized stability over speed, self-reliance over scale, supply-side efficiency over cost efficiency alone, and prioritized exports to drive growth.

Audience Engagement and Future Vision

Audience questions brought forth important discussions on preventing AI misutilization and overcoming the tendency to undervalue indigenous developments. Ms Das Gupta

acknowledged that society is still learning about AI's implications and effects will become clearer with time. Mr Seth candidly admitted his generation's shortcomings in development pace while expressing optimism about youthled transformation.

The session concluded with Mr Seth sharing his vision for 2047: newspapers reporting stories of a great, inclusive India where Indians are winning Nobel Prizes in physics and chemistry, signalling true scientific and intellectual leadership on the global stage.



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.

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.

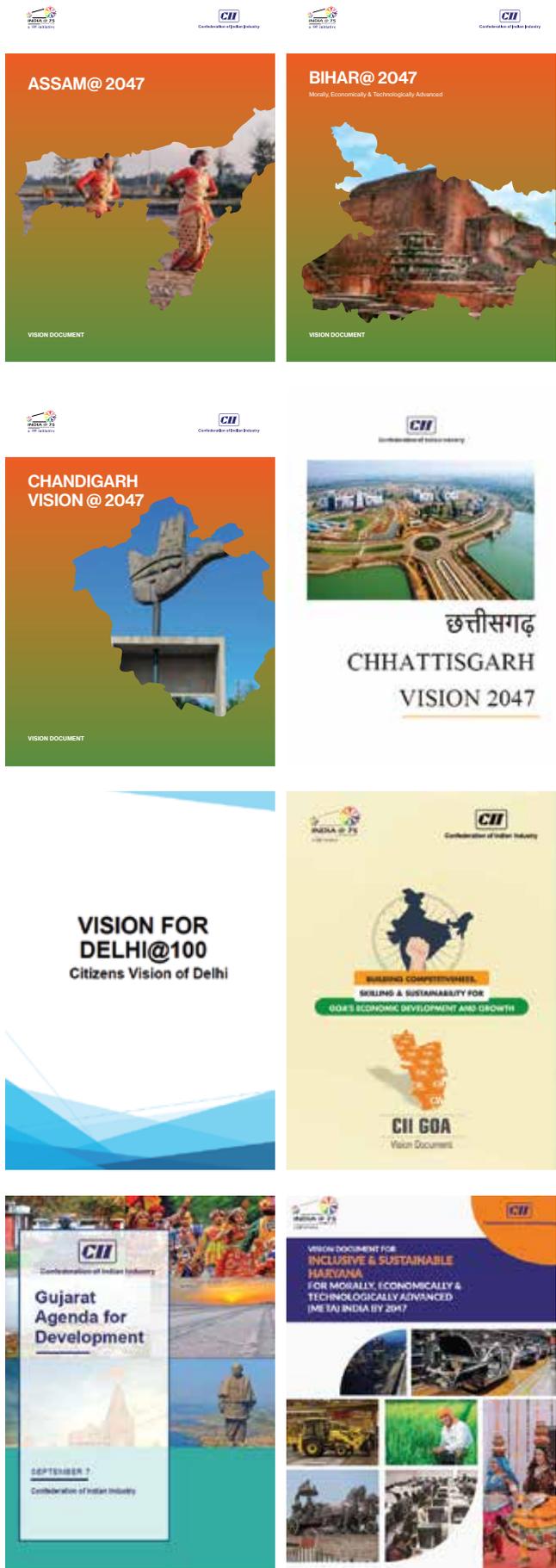
State Vision Documents

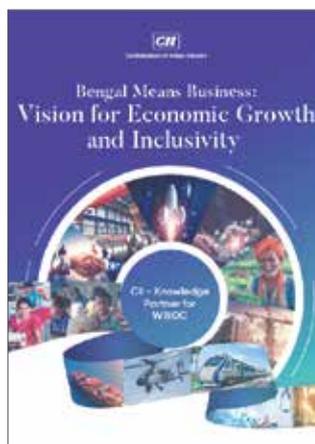
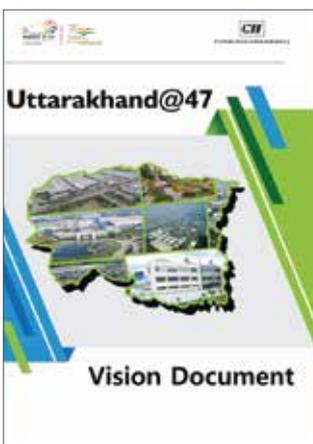
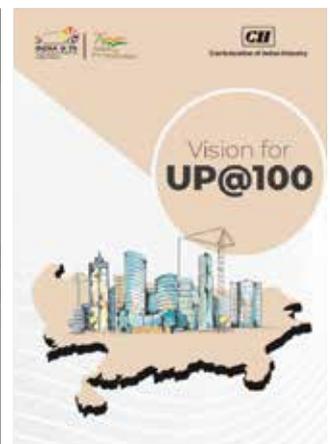
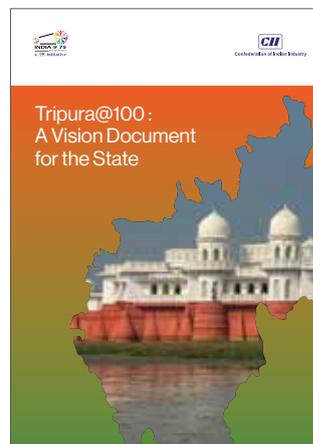
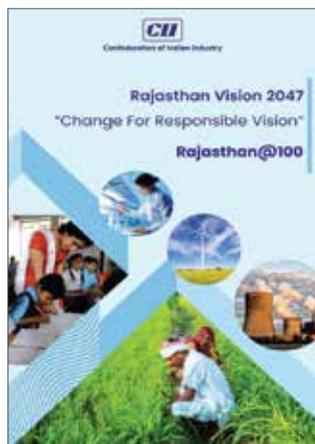
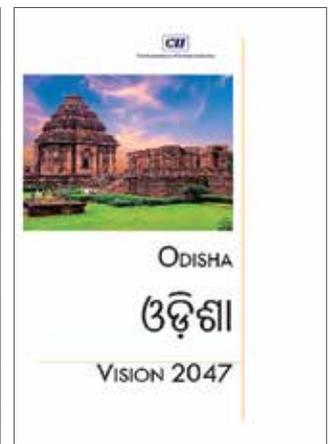
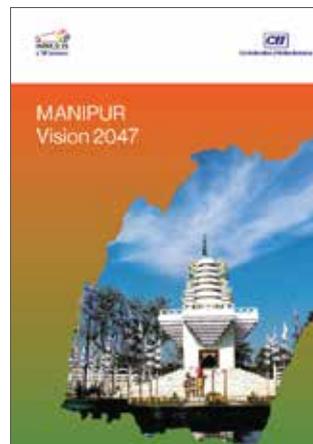
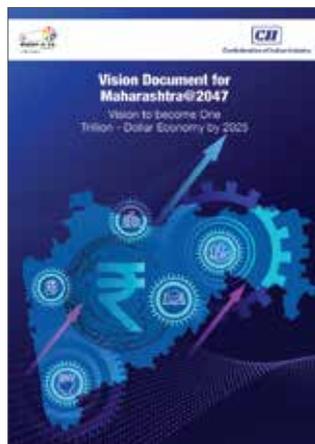
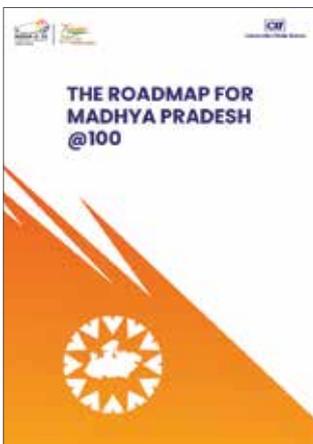
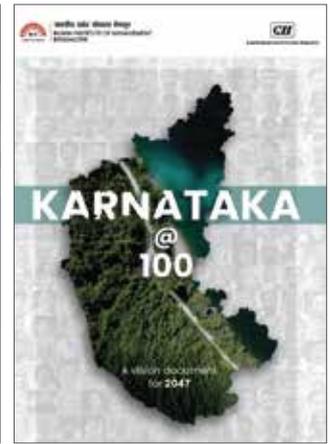
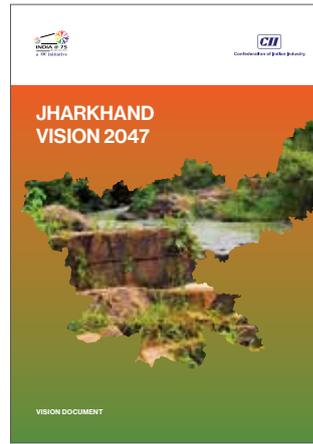
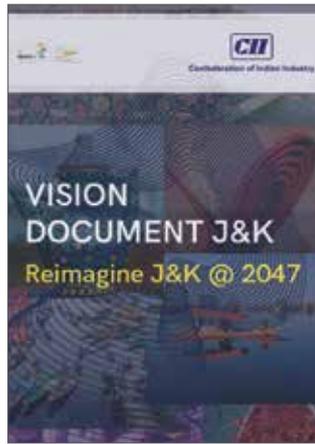
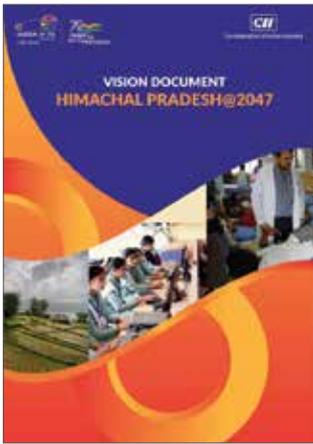
In 2022, CII led a national visioning exercise for India@100, building on the experiential learnings gained from developing the vision and implementation roadmap for India@75. The Foundation, in collaboration with CII, undertook state-level visioning exercises to create State@100 vision documents, supplementing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

Moving Towards India @ 100

April 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.

"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 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 Fund 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.

What inspired you to embark on this journey to change the landscape of girls' education in India?

Moving Towards India @ 100

June 2025

OPINION

Skilling India@100: Empowering Youth for a Changing World

"To truly become a developed nation by 2047, India must cultivate a robust talent pool capable of supporting rapid industrial growth, driving indigenous research, and consistently delivering excellence at global standards."

— Anita Agarwal



Anita Agarwal is the Director & CFO, PTC Industries and Past Chairperson, CII Uttar Pradesh and Past National Chair at Young Indians (YI), an elite group who attracts the best talent to build leading Indian companies. She has a vast experience of catering and sustaining rapid industrial growth.

As we mark another World Youth Skills Day, it's worth revisiting ourselves that skilling is not just an employment issue. It is a nation-building strategy. For a country like India, young is age but ambitious is intent. The promise of demographic dividend can only be realized through deep and deliberate investment in human capability.

The urgency is unmistakable. As India positions itself as a global hub for advanced manufacturing, aerospace, defence, and high-end engineering, the single most decisive factor will be the capability of its people. Competing on the world stage demands not only technical skills but also the ability to innovate, adapt, and lead. To truly become a developed nation by 2047, India must cultivate a robust talent pool that can support rapid industrial growth, drive indigenous research, and deliver excellence at global standards. Skilling, therefore, is not a peripheral concern – it is the foundation on which a thriving, resilient, and future-ready economy must be built.

Moving Towards India @ 100

August 2025

OPINION

Investing in preventive healthcare enhances accessibility and the quality of care for individuals, while driving innovation, strengthening communities, and unlocking new economic opportunities for society as a whole.

— Shikhar Malhotra



Shikhar Malhotra is the Vice Chairman and CEO of HCL Healthcare, the healthcare delivery arm of the HCL Group. Under his leadership, the company has evolved into a digital-first organization supported by a strong network of Care Health Centres across India. He has championed technology-driven, preventive and primary care solutions designed to make access simple, seamless and data-led. A firm believer in proactive health over reactive care, Shikhar has focused on personalised, prevention-oriented models that go beyond episodic treatment. His vision reflects deep industry insight and a commitment to reshaping India's health ecosystem through innovation, scale and long-term well-being.

A Healthier Nation, A Stronger Economy: How Preventive Healthcare Drives India's Viksit Bharat Vision 2047

As India accelerates towards its Viksit Bharat Vision 2047, aspiring to become a prosperous, developed nation, the role of a healthy workforce in shaping the future of its economy is undeniable. Preventive healthcare must be treated as a strategic investment in the nation's future, not a discretionary expense.

Moving Towards India @ 100

May 2025

OPINION



Geetanjali Vikram Kirloskar is the Chairperson and Managing Director of Kirloskar Systems Pvt. Ltd. A visionary business leader with deep roots in Indian industry, she champions innovation, sustainability, and inclusive growth. Drawing on her vast business experience, she shares her perspective in this article on how India can transform its manufacturing sector into a global powerhouse.

Indian Manufacturing – The Challenge and The Opportunity

Today, the Indian manufacturing sector, at \$600 billion, accounts for 17% of a \$3.5 trillion economy.

If Indian manufacturing addresses its challenges, growth opportunities are enormous. Economists and planners agree that the manufacturing sector must rise to 25% of the economy if India is to reach its target of a \$30 trillion Viksit Bharat economy by 2047, making it a \$8 trillion economy beforehand. Over the shorter term, the target is for the Indian economy to reach \$10 trillion by 2035. Even if manufacturing's share of the Indian economy rose to 20% by then, it would be a \$2 trillion economy - a decade growth opportunity of more than 200%.

There are four areas in the manufacturing sector that it should focus on if it were to transform its challenges to harness the opportunity.

The first is that Indian manufacturing must become more productive and

Moving Towards India @ 100

July 2025

OPINION



Sunil Chordia is the Chairman and Managing Director of Raystar Global Wire Limited, Southwest Asia's largest supplier of lead wire to the fire industry. Under his leadership, the company has grown to become an industry leader with a strong international presence. He also serves as Chairman of the CII National MSME Council and holds key positions in several industry and trade bodies, including the Industrial Research and Technology Development Council at IIT Indore. Beyond business, Mr. Chordia is a committed philanthropist, passionate about advancing healthcare, education, and environmental sustainability.

The Evolving Role of MSMEs in India's Growth Story

Micro, Small, and Medium Enterprises (MSMEs) represent the spirit of a new India – entrepreneurial, bold, and globally engaged. Increasingly, this sector is being recognised as a cornerstone of India's economic and social progress. While MSMEs were among the hardest hit during the pandemic, they displayed remarkable resilience and agility by adapting to new realities—embracing digital technologies, diversifying supply chains, and investing in employee upskilling. Today, they are demonstrating a growing appetite for innovation and emerging as vibrant hubs of research and technology development.

Moving Towards India @ 100
December 2025

Happy New Year

FOCUS

India Ahead Towards a Viksit Bharat Summit



The CII Western Region, in collaboration with India@100 Foundation, organised a high impact summit, 'India Ahead Towards a Viksit Bharat'. It brought together visionary leaders from diverse sectors to collectively envision India's journey toward becoming a developed nation by 2047.

Moving Towards India @ 100
October 2025

OPINION



Radhika Bharat Ram is the Joint Vice Chairperson of The Sri Ram Schools. She is known for her commitment to progressive education and holistic learning. She works actively to strengthen educational ecosystems that nurture curiosity, compassion, and lifelong learning in young minds. Mrs Bharat Ram is also a passionate advocate for inclusive growth and women's empowerment. On the occasion of National Education Day, she writes about the pressing need to see teachers as pivotal to our education system and build their capacity to shape future-ready citizens.

Reimagining Teacher Training and Partnerships for Future-Ready Citizens

The classrooms of tomorrow are being shaped today – not through bricks and benches, but through ideas, empathy, and imagination. As AI redefines work, sustainability redefines progress, and coexistence mandates global citizenship, formal education must change, with our teachers standing at its heart.

Our National Education Policy (NEP) 2020 advocates a robust and relevant system for a dynamic world, the responsibility of its delivery resting on our teachers. This makes it vital to continually strengthen teachers' capabilities in line with the vision of an equitable, inclusive, and high-quality education system. There is therefore a pressing need to build teachers' capacity, connecting them with the broader ecosystem of institutions that shape education and thought.

As an educationist, I recommend the following to reach this shared goal:

Moving Towards India @ 100
January 2026

FOCUS

National Volunteering Week 2026



Moving Towards India @ 100
September 2025

I HAVE A DREAM

I HAVE A DREAM is a fireside chat series that invites sector experts to reflect on how their sectors have progressed over the years and what they want India to be by its 100th year. This series also builds context for further conversations between stakeholders on issues that are key to the country's future.

India@100 Foundation presents
I HAVE A DREAM
Inspiring Fireside chat series with visionaries building India's tomorrow

India@100: Building Sustainable & Resilient Urban Ecosystems



Pirojsha Godrej
Executive HRD Chairperson
Godrej Industries Group

Rajan Navani
Chairman, CII Council on Education
Chairman & Managing Director,
Puroit Group of Companies
Founder & CEO, Impartus

Scan to Watch

Moving Towards India @ 100
November 2025

OPINION



Rajan Navani is the Chairman, CII Council on India@100 and Chairman & Managing Director, Impartus. On the occasion of International Volunteer Day 2025, Mr Navani writes about why we must institutionalise volunteering in the country and makes the case for corporates to lead the process.

Towards tomorrow, together

The International Volunteer Day or a December event unites the global bands of the International Volunteer Day (IVD) 2025, with the theme "Army Contribution Matters" to emphasize the vital role of volunteers in achieving the Sustainable Development Goals.

Volunteering is a powerful act of generosity, where individuals contribute their time, skills, or resources for the greater good. Traditionally, volunteering has often been sporadic, making it difficult to measure impact or recognize the value such unpaid efforts, volunteers and beneficiaries. Today, institutionalized volunteering is more important than ever to address climate, resources, and funds to be strategically channelled toward society's priorities in specific regions. While governments can create supportive policies, corporates are uniquely positioned to lead the way, and the case for their engagement has never been stronger.

Confederation of Indian Industry (CII), through its initiative India@100 Foundation, has been relentlessly working on volunteerism as a key focus area and started National Volunteering Week (NVW) in 2024 from 18 to 24 January. The objective of NVW is to have a sustained volunteering, encourage more to work in large partnerships amongst various Volunteer Organizations (VOs), Non-profits, corporates, etc to forge partnerships, share resources and align their deliverables in sync with national priorities. CII, with its international strength and corporate membership, is ideally positioned to facilitate and drive the initiative through an IT platform, National Volunteering Grid (NVG), which primarily bridges the demand and supply of volunteers, opportunities for freelance volunteers, besides a meeting ground for partnerships amongst various organizations supporting the cause of volunteerism.

Social Media Wall



India100 (A CI Initiative) @India100 - Aug 6, 2025

This Independence Day, let's unite to honour the spirit of India and celebrate the values that define us.

Join the Har Ghar Tiranga campaign and be a part of this nationwide movement.

- Register as a Volunteer: <https://harghartiranga.com/become-india100>
- Host the National Flag at your home

[View more](#)

Confederation of Indian Industry and others

India100 (A CI Initiative) @India100 - Aug 13, 2025

Dharat — Rising Strong, Shaping the Future

"70 years young — and ready to shape the future."

This Independence Day, Rajan Navari, Chairman, CI Council on India100, reminds us that our greatest strength lies in our youth, innovative capabilities, and digital spirit.

From [View more](#)

0:07 / 1:01

Confederation of Indian Industry and others

India100 (A CI Initiative) @India100 - Aug 14, 2025

Har Ghar Tiranga — Vision for India100

Mr. Ajay Phamal, Chairman, India100 Foundation and Chairman, Phamal Group, shares his inspiring vision for India's journey towards 2047 — a nation built on innovation, resilience, and inclusive growth.

He emphasizes the power of unity.

[View more](#)

0:00 / 2:04

Confederation of Indian Industry and others

India100 (A CI Initiative) @India100 - Aug 15, 2025

Happy International Youth Day!

India's future belongs to its youth — the changemakers, leaders, and visionaries shaping the nation's destiny.

This year's theme, "Local Youth Actions for the SDGs and Beyond", is a reminder that young people have the power to create real [View more](#)

Confederation of Indian Industry and others

India100 (A CI Initiative) @India100 - Apr 4, 2025

REGISTER NOW!

Join us for I HAVE A DREAM — a powerful conversation on the roadmap for healthcare in the journey to India100

Featuring Dr. Gauri Phamal, Chairperson, Phamal Group in conversation with Rajan Navari, Chairman, CI Council on India100

Confederation of Indian Industry and others

India100 (A CI Initiative) @India100 - Aug 12, 2025

Har Ghar Tiranga — Har Di Tiranga

The Tiranga is not just a flag — it's a living symbol of our unity, freedom, and shared responsibility.

This Independence Day, Mr. Harshvardhan Neotia, Chairman of Ambala Foods Group, reminds us that the Har Ghar Tiranga campaign is a [View more](#)

Confederation of Indian Industry and others

India100 (A CI Initiative) @India100 - Aug 6, 2025

In the festive chat series, I HAVE A DREAM by the India100 Foundation, Padma Sri Aashima Anandani, Entrepreneur, President & CEO, Edelweiss South Asia, shared her vision for India's digital future, enhancing education, innovation and empowerment.

See highlighted chat here [View more](#)

Confederation of Indian Industry and others

India100 (A CI Initiative) @India100 - Aug 15, 2025

This Independence Day, step forward as a Volunteer for the Har Ghar Tiranga Program and become a driving force of unity.

Equip households, schools, and communities to proudly hoist the Indian flag, honour our heritage, and spark pride in every heart.

[Register now](#)

Confederation of Indian Industry and others

India100 (A CI Initiative) @India100

Every dream begins with a skill. Every skill begins with a dream.

Dr. World Youth Skills Day, we celebrate the energy, creativity, & unlimited potential of young minds who are shaping tomorrow.

Confederation of Indian Industry and others

India100 (A CI Initiative) @India100 - Aug 1, 2025

India100 Foundation, an initiative by CI, recently hosted an insightful virtual session on "Digitalisation: The Journey Towards an Inclusive India100".

As India charts its course towards a future anchored in equity and empowerment, digital transformation is playing a pivotal [View more](#)

Confederation of Indian Industry and others

India100 (A CI Initiative) @India100 - Jul 18, 2025

India — The 4th largest economy globally.

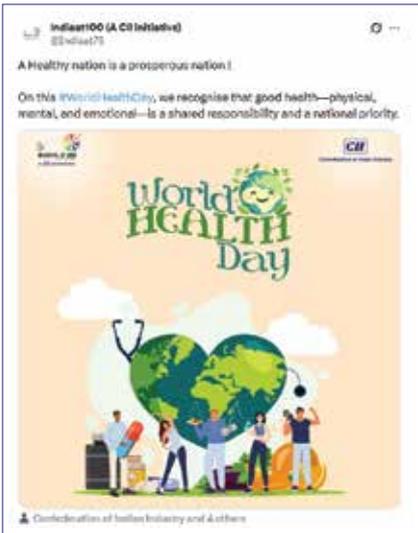
A big step forward towards India100 — powered by the dreams, drive, & determination of 1.4 billion people.

Confederation of Indian Industry and others

India100 (A CI Initiative) @India100 - Jul 5, 2025

In a recent edition of the India100 Freestyle Chat series titled "I Have a Dream", Ms. Chitra Gade Birka, Chairman of the India100 Foundation, engages in an inspiring conversation with Mr. [View more](#)

Confederation of Indian Industry and others





India@100 (A CII Initiative) @Indiaat75 · May 7, 2025

India@100 Priorities

Which area should be India's top development priority as we move towards 2047?

Green Energy	100%
Digital Transformation	0%
Skill Development	0%
Healthcare Innovation	0%

1 vote · Final results



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.

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 21 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.

To know more about the India@100 Foundation, visit <https://indiaat100foundation.com/>



India@100 Foundation

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