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POWERING DECISIONS



CYBERSECURITY
BEYOND COMPLIANCE



DIGITAL INFRASTRUCTURE
AT NATIONAL SCALE



TRANSFORMING WORKFORCE
THROUGH DIGITAL HR



AI & ANALYTICS
DRIVING IMPACT

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PROGRAMME HIGHLIGHTS

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APPLICATION SUBMISSION DEADLINE

JULY 11, 2026

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Management Development Institute Gurgaon, Mehrauli Road, Sukhrali, Gurugram 122007, INDIA

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THE 12TH PSU ORGANISATION AWARDS

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DISCLAIMER

All the information presented here has been compiled from 12th PSU Awards and Conference and Interviews received. Governance Now has not been independently verified it

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Kailashnath Adhikari

Managing Director
Governance Now

“

THE MEASURE OF A GREAT PUBLIC INSTITUTION IS NOT JUST WHAT IT DELIVERS TODAY — IT IS WHETHER IT IS BUILDING THE CAPABILITY TO DELIVER MORE, BETTER, AND FASTER TOMORROW.

Kailashnath Adhikari

Managing Director, Governance Now

INDIA'S PSUS ARE NOT JUST TRANSFORMING, THEY ARE LEADING.

Something has shifted in India's public sector — and it is not a subtle shift. The organisations that once moved cautiously, constrained by legacy systems and bureaucratic inertia, are today some of the most purposeful adopters of technology in the country. PSUs are deploying artificial intelligence, redesigning workforce architectures, building cyber-resilient infrastructure, and rethinking how they serve citizens at scale. The change is real, it is accelerating, and it deserves to be told.

This edition of Governance Now is our attempt to tell that story — honestly, and in full. We have spoken with the leaders driving transformation from within India's largest public enterprises, and with the technology partners building the platforms, tools, and frameworks that make it possible. What emerges is not a picture of perfection. It is something more valuable: a picture of determined, intelligent progress.

What strikes us most, across every conversation and every organisation featured in these pages, is that the most successful transformations share a common thread: they are driven by leaders who understand that technology is an enabler, not an answer. The PSUs making the greatest strides are those that have invested as seriously in their people, their processes, and their culture as they have in their platforms. They have not simply purchased new tools. They have built new ways of working.

This matters enormously in the public sector context. PSUs carry a weight of responsibility that most private enterprises do not — they serve citizens, underpin national infrastructure, and operate in the public interest. That means the stakes of getting transformation right are higher, and the rewards of getting it right are greater. A PSU that builds genuine digital capability does not just improve its own operations. It strengthens the systems that millions of people depend on.

We are proud, in this edition, to document a moment when India's public sector is demonstrating exactly that kind of capability. From intelligent HR platforms reshaping how talent is developed, to cybersecurity architectures protecting critical national infrastructure, to visual intelligence systems enabling faster operational decisions — the breadth and ambition of what is happening across PSUs today is remarkable.

We are equally proud to spotlight the ecosystem of solution providers who are partnering with India's PSUs to make this transformation real. Indigenous innovation is increasingly at the heart of this story — Indian technology companies building world-class solutions for the world's most complex public-sector environments.

To every leader, every team, and every organisation working quietly and persistently to build a more capable, more resilient, and more citizen-centric public sector — this edition is a reflection of your work, and a record of a moment worth documenting.

THE INTELLIGENT ENTERPRISE: HOW INDIA'S PSUS ARE BUILDING FOR THE NEXT DECADE

From legacy infrastructure to AI-powered operations — the transformation is not coming. It is already here.

There is a phrase that surfaces repeatedly in conversations with leaders across India's Public Sector Undertakings: "We cannot afford to wait." It is said with urgency, not alarm. Because the people running these organisations understand something that is easy to miss from the outside: the pace of change in digital infrastructure, cybersecurity, workforce expectations, and operational technology has accelerated so sharply that organisations that delay transformation by even two or three years risk falling into a gap that becomes very hard to close.

The 12th PSU Awards, presented by Governance Now's B2G platform, are a celebration of the organisations that chose not to wait. But they are also something more: a map of where India's public sector is heading, drawn from the evidence of what its best performers are already doing.

THE NEW DEFINITION OF A MODERN PSU

A decade ago, 'digital transformation' in a PSU context usually meant putting existing processes online. Today it means something far more ambitious: rearchitecting how decisions are made, how talent is developed, how infrastructure is secured, and how citizens are served. The organisations earning recognition this year have moved well beyond digitising paper forms. They are deploying machine learning for predictive maintenance, using real-time data dashboards for operational control, building Zero Trust cybersecurity architectures to protect critical national infrastructure, and embedding continuous learning into their talent strategies.

What is striking is not just the sophistication of the technology being deployed — it is the intentionality behind it. The best-performing PSUs are not adopting technology for its own sake. They are asking harder questions: What problem does this solve? Who does it serve? How do we measure whether it is working? That discipline is what separates genuine transformation from well-funded experimentation.

THE MEASURE OF A GREAT PUBLIC INSTITUTION IS NOT JUST WHAT IT DELIVERS TODAY — IT IS WHETHER IT IS BUILDING THE CAPABILITY TO DELIVER MORE, BETTER, AND FASTER TOMORROW.



PEOPLE: THE FACTOR THAT DETERMINES WHETHER TRANSFORMATION STICKS

Every leader interviewed for this edition returned, eventually, to the same point: technology is only as good as the people using it. Workforce transformation – reskilling, leadership development, culture change – is not a soft programme running alongside the real work of digital transformation. It is the work.

PSUs face specific challenges here that the private sector does not. Career structures are more rigid. Unions are a factor. Legacy mindsets, built over decades of doing things a particular way, do not dissolve because a new system has been deployed. The organisations that are navigating this most successfully are those that have invested as seriously in change management and learning infrastructure as they have in technology platforms.

The emergence of AI-powered HR tools – platforms that can map skill gaps, personalise learning journeys, and predict future capability needs – is giving PSU HR teams capabilities they have never had before. But the PSUs getting the most from these tools are those that have paired them with the human leadership necessary to translate data into culture.

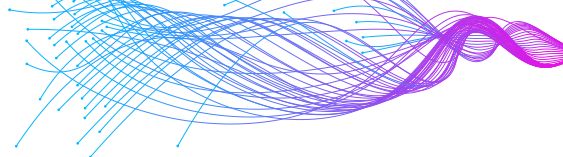
CYBERSECURITY: FROM IT PROBLEM TO STRATEGIC PRIORITY

If there is one domain where the stakes of getting things wrong are highest, it is cybersecurity. India's PSUs operate some of the most critical infrastructure in the country – power grids, fuel pipelines, financial networks, transportation systems. A successful cyberattack on any of these is not just an organisational problem. It is a national one.

The most forward-looking PSUs in this space have made a fundamental shift: they have stopped treating cybersecurity as a compliance function and started treating it as an operational capability. That means continuous monitoring, not periodic audits. It means zero trust architecture, not perimeter-based thinking. It means exposure management – understanding which vulnerabilities genuinely matter, in context – rather than generating reports full of CVSS scores that no one has time to act on.

This edition profiles some of the technology partners helping PSUs make exactly this shift – and the internal security leaders who are driving it from within.





INFRASTRUCTURE: THE INVISIBLE FOUNDATION

Behind every digital service, every real-time dashboard, every AI-powered application is infrastructure — and for PSUs operating at national scale, the quality of that infrastructure is not incidental. It is determinative. The shift to hybrid environments, the adoption of cloud platforms, the deployment of intelligent display systems in command centres and control rooms: each of these represents a deliberate investment in the physical and digital foundation on which everything else runs.

What is changing is not just the technology but the approach. PSUs are increasingly thinking about infrastructure not as a cost to be minimised but as a capability to be built. The organisations profiled in this edition understand that investing in the right infrastructure today is what makes the services of tomorrow possible.

THE ROAD AHEAD

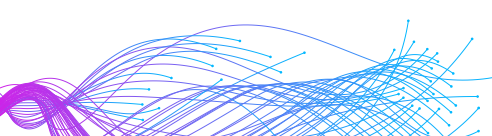
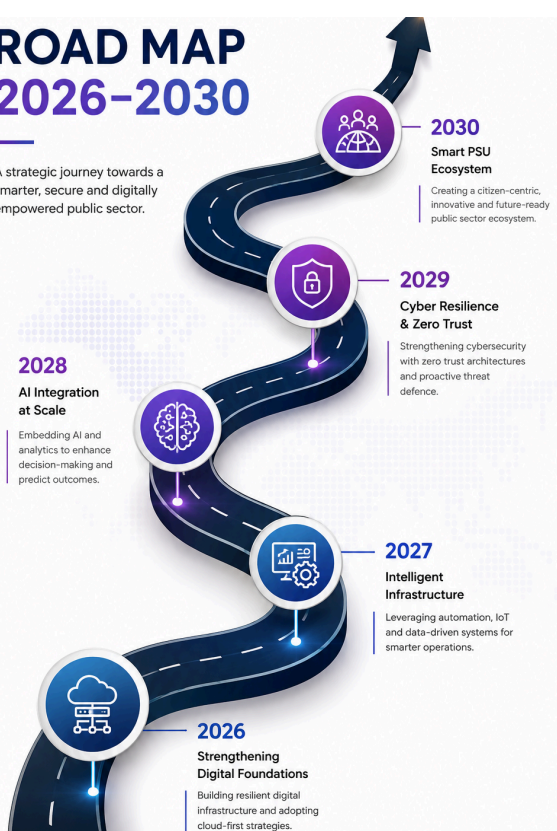
The 12th PSU Awards are a snapshot of a sector in motion. The organisations being recognised today are not at the end of their transformation journeys — they are, in most cases, at the beginning of the most ambitious phase. AI adoption is accelerating. The regulatory environment is evolving. Citizen expectations are rising. And the geopolitical context for critical infrastructure security is more complex than it has ever been.

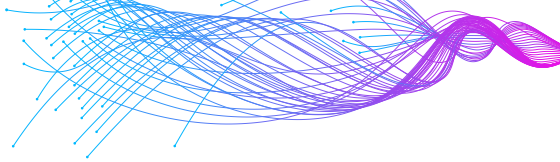
What this edition makes clear is that India’s public sector has the leadership, the intent, and increasingly the capability to meet that moment. The gap between where PSUs are and where they need to be is narrowing — faster than most outsiders realise, and faster, perhaps, than the PSUs themselves sometimes give themselves credit for.

The work is far from done. But the direction is right. And in transformation, direction matters more than distance.

ROAD MAP 2026-2030

A strategic journey towards a smarter, secure and digitally empowered public sector.





— A Maharatna CPSE —

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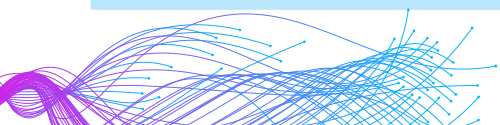
Global footprint, exporting to 30 countries with liaison offices in London and Moscow, and a marketing office in Malaysia

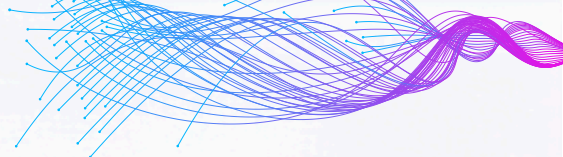


Manufactured over 4300 Aircraft & 5500 engines Overhauled over 12400 Aircraft & 36650 engines



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WHO CONTROLS THE KEY? DIGITAL SOVEREIGNTY AND THE NEW SECURITY IMPERATIVE FOR INDIA'S PSUS

As cyber threats grow more sophisticated, India's public enterprises must ask a harder question — not just 'is our data safe?' but 'do we truly control who gets in?'

India's PSUs are building faster, connecting deeper, and serving more citizens than ever before. But as digital transformation accelerates, a question is beginning to surface that goes well beyond technology upgrades: who actually controls access to the critical systems that keep the country running?

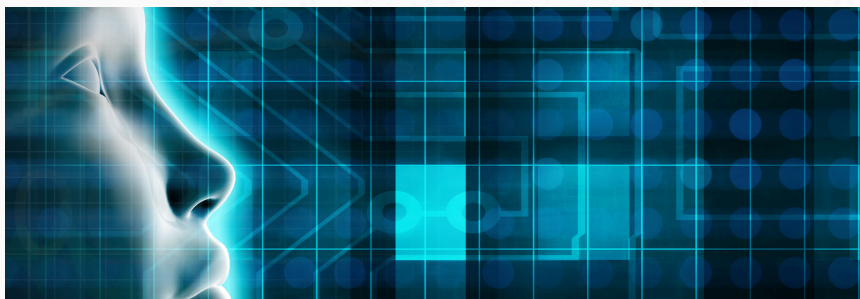
Suresh Bhutani, Senior Lead – Solution Consulting at Accops Systems, has been working at the intersection of cybersecurity and digital governance long enough to know that most organisations focus on protecting data, while leaving the door itself unguarded. "Securing data is necessary," he says, "but if you don't control the access layer — the gateway through which every user, every device, every transaction flows — you haven't really secured anything."

Shri Suresh Bhutani

Senior Lead – Solution Consulting,
Accops Systems

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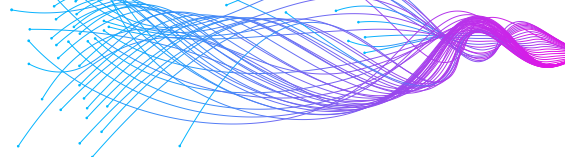
ORGANISATIONS MAY HOST DATA LOCALLY, YET REMAIN FULLY DEPENDENT ON FOREIGN PLATFORMS FOR IDENTITY MANAGEMENT AND ACCESS CONTROL. THAT'S NOT SOVEREIGNTY — THAT'S A BLIND SPOT. — SURESH BHUTANI, ACCOPS SYSTEMS



THE BLIND SPOT IN INDIA'S CYBERSECURITY CONVERSATION

India has made significant strides in data protection, most recently through the Digital Personal Data Protection (DPDP) Act. But regulations that govern where data lives do not automatically govern who can reach it. A PSU may store all its information on domestic servers and still depend entirely on foreign platforms for authentication, identity management, and access control.

This is the blind spot Bhutani is most concerned about. In a world where geopolitical events can ripple through global supply chains and cloud services overnight, operational continuity cannot be taken for granted. For organisations managing power grids, financial systems, transportation networks, or defence infrastructure, a disruption to an external access platform is not an inconvenience — it is a crisis.



ZERO TRUST: STOP TRUSTING, START VERIFYING

The traditional security model assumed that anyone inside the network could be trusted. That assumption has been shattered, repeatedly and expensively. The response from the industry has been Zero Trust Architecture — a model built on one simple rule: never trust, always verify.

Under Zero Trust, no user or device is automatically granted access, regardless of where they are connecting from. Every request is validated continuously — checking identity, device health, location, and context before allowing entry. For PSUs that now support remote workforces, field officers, and third-party vendors accessing sensitive systems, this model is not theoretical — it is essential.

Accops Systems has built its entire product philosophy around this principle, delivering Zero Trust solutions that are practical to deploy in the complex, often legacy-heavy environments that characterise India’s public sector.

ACCESS IS WHERE EVERY BREACH BEGINS

Every cyberattack, at its core, is an access problem. Whether it is a stolen credential, a compromised device, or an insider threat, the attacker’s first move is always to get through the door. Yet for years, the access layer has been treated as a utility rather than a strategic asset.

Bhutani argues that for intelligent PSUs, this must change. The access layer — who can log in, from where, on what device, under what conditions — needs to be fully visible, fully auditable, and fully within the organisation’s own control. Without that, accountability and compliance are impossible to guarantee.

BUILDING THE SECURE DIGITAL WORKPLACE

The modern PSU workplace looks nothing like it did a decade ago. Employees connect from offices, homes, and the field. Applications span on-premises servers and cloud platforms. Contractors and partners need controlled access to specific systems without touching everything else.

Accops addresses this reality head-on. Its suite of solutions — spanning ZTNA, Virtual Desktop Infrastructure (VDI), Identity and Access Management (IAM), Single Sign-On (SSO), and Multi-Factor Authentication (MFA) — works together to create what Bhutani describes as a “secure digital workplace”: an environment where people can work flexibly without security teams losing sight or control.

Critically, because Accops is built on indigenous infrastructure, all of this can be deployed in ways that keep sensitive data and access controls firmly within India’s regulatory boundaries.

THE GOAL IS NOT TO RESTRICT HOW PEOPLE WORK. IT IS TO MAKE SURE THAT HOWEVER THEY WORK, THE ORGANISATION STAYS IN CONTROL.” — SURESH BHUTANI, ACCOPS SYSTEMS

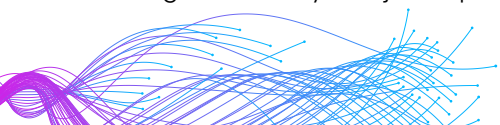


THE CASE FOR MADE-IN-INDIA SECURITY INFRASTRUCTURE

There is a growing consensus in policy and technology circles that India’s critical sectors need indigenous digital infrastructure — not to wall themselves off from global innovation, but to ensure they are never operationally dependent on platforms they cannot fully audit, control, or hold accountable.

This is where Accops’ positioning is particularly relevant. As a homegrown technology company, Accops offers PSUs something that many global platforms cannot: full alignment with Indian regulatory frameworks, complete transparency over the security stack, and the ability to customise and adapt without navigating foreign corporate bureaucracies.

For sectors like energy, banking, manufacturing, and defence, that kind of control is increasingly seen as a strategic necessity, not just a preference.





Sudhir Aggarwal

Director – Digital Transformation,
Orbit Techsol India Pvt. Ltd.

“

THE TRUE MEASURE OF
A GOVERNMENT'S
DIGITAL MATURITY IS
NOT HOW ADVANCED
ITS TECHNOLOGY IS —
IT IS HOW INVISIBLE
THAT TECHNOLOGY
BECOMES TO THE
CITIZENS IT SERVES. —
SUDHIR AGGARWAL,
ORBIT TECHSOL

GOVERNANCE THAT NEVER SLEEPS: BUILDING INTELLIGENT, RESILIENT PUBLIC INFRASTRUCTURE FOR INDIA'S DIGITAL ERA

The next frontier of public service is not about deploying more technology — it's about making governance truly unbreakable, intelligent, and instantly accessible to every citizen.

There is a question that keeps public sector technology leaders awake at night — not the usual concerns about budgets or procurement cycles, but something more fundamental: what happens when the system fails while citizens are depending on it? Sudhir Aggarwal, Director of Digital Transformation at Orbit Techsol India, has built his career around answering that question. And his answer is unambiguous: in modern governance, failure is simply not an option.

“We are at a turning point,” Aggarwal says. “For decades, digital transformation in the public sector meant automating what already existed. Today, it means building infrastructure that is intelligent enough to keep running no matter what, and simple enough that every citizen can use it without a manual.”

WHEN 'ALWAYS ON' BECOMES A GOVERNANCE STANDARD

A decade ago, a few hours of system downtime was an inconvenience. Today, it is a governance failure. Citizens expect utility portals, public transport systems, benefit disbursement platforms, and emergency services to be available around the clock — and they are right to expect it. The infrastructure supporting these services must be designed accordingly.

For Aggarwal and the team at Orbit Techsol, this means engineering for resilience from the ground up rather than bolting it on as an afterthought. That means systems capable of self-monitoring, automatically rerouting around failures, and maintaining service continuity without waiting for a human to notice something has gone wrong. “The old model was: something breaks, someone fixes it,” he explains. “The new model is: something starts to stress, the system adapts before it breaks.”

BUILDING FOR CITIZENS, NOT SYSTEMS

At the heart of Orbit Techsol's vision is a deceptively simple idea: that the ultimate measure of any public sector technology investment is whether it makes life better for the citizen at the end of the chain. Not whether it was implemented on time, not whether it passed a compliance audit, but whether it actually works for the people it was built to serve.

As India's PSUs move deeper into their digital transformation journeys, this citizen-first orientation will separate the organisations that lead from those that merely follow. The infrastructure being built today – resilient, intelligent, instantly accessible – is not just a technology upgrade. It is the foundation of a new compact between government and citizen: one where public services are always available, always responsive, and always improving.

THE PROBLEM WITH TOO MUCH DATA AND TOO LITTLE INTELLIGENCE

Across India's public sector, data is abundant. What remains scarce is the ability to act on it quickly. Most government leaders still receive information through dense MIS reports, fragmented dashboards, and lengthy briefing documents. By the time a decision is made, the situation has already moved on.

Aggarwal is emphatic that this has to change. "A district collector or a departmental head should not have to synthesise twelve different reports to understand what is happening in their domain," he says. "They should open one screen and immediately know what needs their attention and what does not." Orbit Techsol's approach focuses on AI-driven intelligence layers that sit above existing data systems, continuously processing information and surfacing the decisions that actually matter – without burying leaders in noise.

Pillar	What It Means for PSUs
Always-On Continuity	Infrastructure engineered to absorb shocks, self-heal, and keep critical services running – without a moment of downtime.
Intelligent Decision Support	AI-driven platforms that turn raw data into clear, actionable insights – so leaders spend time deciding, not deciphering
Instant Usability by Design	Digital services built for immediate adoption – intuitive interfaces that require no formal training for citizens or staff.

THE RISE OF THE AI OFFICER: GOVERNANCE NEEDS NEW LEADERSHIP

Perhaps the most thought-provoking shift Aggarwal identifies is not technological at all – it is organisational. As AI becomes central to how government systems operate and decisions are made, the traditional IT leadership model is no longer sufficient. Public institutions need leaders who understand both governance and artificial intelligence: what it can do, what it cannot, and how to deploy it responsibly in contexts where the stakes involve citizens' lives and livelihoods.

The emergence of dedicated AI leadership roles within government – what Aggarwal calls the "AI Officer" – signals a maturing recognition that intelligent infrastructure requires intelligent governance. "You cannot automate your way to good governance," he is careful to note. "But you can use AI to give good governance the information and speed it needs to be truly effective."

INTELLIGENT GOVERNANCE IS NOT ABOUT REPLACING HUMAN JUDGMENT. IT IS ABOUT ENSURING THAT HUMAN JUDGMENT IS ALWAYS WORKING WITH THE BEST POSSIBLE INFORMATION, AT THE RIGHT MOMENT. – SUDHIR AGGARWAL, ORBIT TECHSOL

THE FUTURE OF WORK

HOW DIGITAL HR IS RESHAPING INDIA'S PUBLIC SECTOR

AI

As technology redefines the workplace, India's public sector is quietly leading a workforce revolution

Work is changing faster than most organisations can keep up with. Artificial intelligence, data analytics, and digital platforms are no longer technologies of the future – they are active forces reshaping how India's Public Sector Undertakings (PSUs) hire, develop, and retain talent. At the Governance Now PSU Conference, HR leaders from some of the country's most prominent PSUs came together to discuss what this transformation really looks like on the ground.



INSIGHTS FROM VISIONARY HR LEADERS



RIZWAN AHMAD SIDDIQUE

DGM
(HR Transformation)
SAIL



Shri Sandip Trivedi

Group General Manager
(HRD)
IRCTC



Shri Amitabh Jha

Additional General Manager –
Corporate Learning & Development
BHEL

FROM PERSONNEL FILES TO STRATEGIC PARTNER

Not long ago, HR in the public sector largely meant managing records, enforcing compliance, and handling industrial disputes. That image has changed significantly. Today, HR sits at the heart of workforce strategy.

Shri Rizwan Ahmad Siddiqui, DGM (HR Transformation) at SAIL, put it plainly: digital tools have given HR the opportunity to reposition itself as a genuine enabler of organisational growth. Functions that were once reactive are now proactive – shaping talent pipelines, guiding leadership development, and informing decisions at the highest levels.

The reason is simple. Organisations no longer compete solely on their products or infrastructure. The quality and agility of their workforce has become just as important a differentiator.

“The future of HR lies not in replacing people with machines, but in combining the efficiency of technology with the empathy and contextual understanding that only humans can provide.”



THE HR TRANSFORMATION JOURNEY



FROM TRADITIONAL HR

Manual processes, fragmented data and periodic reporting.



TO DIGITAL HR

Integrated HR systems, digitised workflows and self-service platforms.



TO REAL-TIME INSIGHTS

Dashboards and analytics providing visibility across the employee lifecycle.



TO STRATEGIC DECISIONS

Predictive insights enabling proactive interventions and better outcomes.



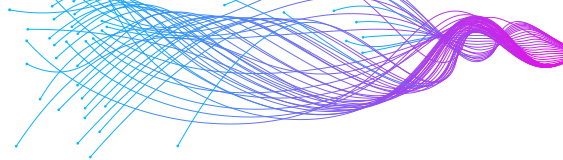
TO BUSINESS EXCELLENCE

A data-driven, agile HR function delivering measurable impact.

PUTTING DATA AT THE HEART OF HR DECISIONS

One of the clearest shifts underway is the move toward data-driven HR. At SAIL, processes are being redesigned around defined roles, measurable performance indicators, and real-time dashboards. Employees can now track their own progress against Key Performance Areas, see where they are excelling, and identify gaps – without waiting for an annual appraisal cycle to tell them.

This kind of transparency changes the nature of performance conversations. Managers and employees can discuss development based on actual data rather than perception, reducing bias and making feedback more meaningful and consistent.



AI AS A WORKFORCE PLANNING TOOL

Artificial intelligence is rapidly becoming indispensable for workforce planning. Shri Sandip Trivedi, Group General Manager (HRD) at IRCTC, described how AI can help organisations map skill gaps, anticipate future competency requirements, and prepare employees for roles that may not yet exist.



In large, hierarchically structured organisations, career growth is a constant aspiration. AI-enabled systems can assess what future roles will demand and recommend targeted learning paths to help employees stay relevant. Predictive analytics goes further still – allowing HR teams to forecast talent needs for upcoming projects, expansions, or technological shifts, well before the pressure is felt.

WHY HUMAN JUDGMENT STILL MATTERS

Despite all the promise of automation, every speaker at the conference was clear on one point: technology must support people, not substitute them.

AI-driven recruitment tools can screen thousands of applications efficiently. But as Shri Trivedi cautioned, algorithmic systems are only as good as the patterns they are trained on. A strong candidate who does not fit the expected mould can easily be missed. That is where experienced HR professionals remain irreplaceable – bringing empathy, intuition, and context that no algorithm can replicate.

This balance matters most when decisions shape careers, affect livelihoods, and determine who gets the opportunity to grow.

BUILDING A FUTURE-READY WORKFORCE WITH AI

25K+
Employees

8,000+
Stations & Units
Across India

100+ Mn
Customers
Served Annually

01

PREDICTIVE ANALYTICS

- Forecast workforce demand based on business volume and trends
- Scenario planning for seasonal and long-term needs
- Data-driven manpower optimisation

OUTCOME
Right people, right time, right place

02

SKILL GAP MAPPING

- AI-driven assessment of current vs. future skills
- Identify critical gaps across roles and functions
- Prioritise skills for development and hiring

OUTCOME
Targeted development, measurable impact

03

FUTURE ROLES

AI & Data Analysts

Automation Specialists

Cybersecurity Experts

Digital Product Managers

Customer Experience Champions

- Identify emerging roles aligned with technology and customer needs
- Build pipelines for future-critical capabilities

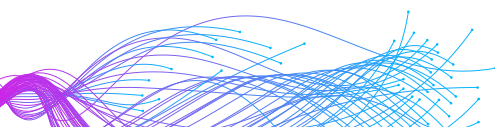
OUTCOME
Future-ready roles.
Future-ready organisation.

04

LEARNING PATHWAYS

- Personalised, AI-recommended learning journeys
- Blended learning for technical and leadership skills
- Continuous upskilling to stay ahead of change

OUTCOME
Continuous learning.
Continuous growth.





DIGITAL TOOLS THAT ACTUALLY IMPROVE EMPLOYEE EXPERIENCE

Modern employees — even in the public sector — expect responsive, personalised workplace experiences. Digital HR is helping deliver on that expectation. From AI-powered grievance management and engagement surveys to personalised learning platforms, organisations are getting better at listening to their people and acting on what they hear.

As hybrid work becomes more standard, these capabilities will matter even more. The ability to stay connected, monitor workforce sentiment, and respond quickly to employee needs will define which organisations retain their best people.

The Workforce of Tomorrow, Built Today

The future of work is not simply about deploying new tools. It is about rethinking how people, processes, and organisations come together. For India's PSUs, digital HR offers a genuine opportunity — to build more agile workforces, foster a culture of continuous learning, and create institutions ready for whatever comes next.

In this new era, the winning edge will not be technology alone. It will be the organisations wise enough to put people at the centre of every digital decision.

MAKING CONTINUOUS LEARNING A CULTURE, NOT A CALENDAR EVENT

If there is one thing the pace of technological change demands, it is that learning never stops. Shri Amitabh Jha, Additional General Manager – Corporate Learning & Development at BHEL, was emphatic: organisations that treat learning as an occasional activity will struggle to keep up.

Drawing on Peter Senge's concept of the "Learning Organisation," Jha emphasised that the real competitive advantage lies not in individual brilliance but in collective intelligence — the ability of an organisation to learn, adapt, and grow as a whole. At BHEL, this philosophy is embedded in structured training programmes that span leadership levels and are designed to outlast any single person or team.

A NEW STANDARD FOR PSUS

Public sector organisations are often perceived as slow to change. But the conversations at this conference told a different story. Many PSUs are embracing digital transformation with a seriousness and sophistication that would surprise sceptics.

The message from every speaker was consistent: digital HR is no longer optional. It is a business imperative. And the organisations that will lead — in talent attraction, workforce development, and long-term performance — will be those that learn to balance the power of data with the wisdom of human leadership.



"THE MOST SUCCESSFUL ORGANISATIONS WILL NOT BE THOSE WITH THE MOST ADVANCED TECHNOLOGY ALONE, BUT THOSE THAT COMBINE DIGITAL INTELLIGENCE WITH HUMAN WISDOM."



Manish Gundigara

Head – Infrastructure Vertical (B2B),
LG Electronics India

“

A DISPLAY TODAY IS NOT JUST AN OUTPUT DEVICE. IT IS AN INTERFACE BETWEEN PEOPLE AND THE INFORMATION THEY NEED TO MAKE CRITICAL DECISIONS.”

— MANISH GUNDIGARA, LG ELECTRONICS INDIA

BEYOND THE SCREEN: HOW INTELLIGENT DISPLAY ECOSYSTEMS ARE RESHAPING INDIA'S PSUS

In India's public sector, the humble display has grown up — and it is now doing far more than showing information.

Walk into a modern PSU command centre today and you will see something very different from what existed a decade ago. Walls lined with real-time dashboards. Teams gathered around large interactive displays, making decisions from live data. Remote colleagues joining seamlessly from field locations. What was once a room full of phones and paper reports is now a live nerve centre — and visual technology sits at the heart of it.

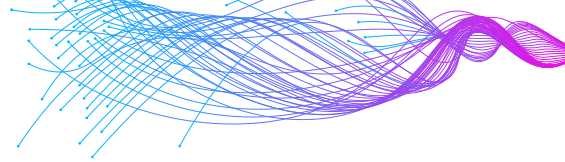
Manish Gundigara, Head of Infrastructure Vertical (B2B) at LG Electronics India, has been at the forefront of this shift. “Our conversations with PSUs have changed completely,” he says. “They are no longer asking for bigger screens. They are asking for intelligent visual ecosystems that connect people, data, and operations in real time.”



THE COMMAND CENTRE HAS BECOME THE NEW BOARDROOM

For sectors like power, oil and gas, transportation, and utilities, command-and-control centres have always been critical. But the demands placed on them have grown enormously. Operators must now monitor dozens of systems simultaneously, respond to alerts in seconds, and share situational awareness across teams that may be spread across the country.

LG's LED video wall solutions and large-format display platforms are built specifically for these environments — delivering seamless, high-brightness visuals that can run continuously without performance degradation. The goal, as Gundigara describes it, is simple: “Give decision-makers a complete picture, in real time, so they never have to act on incomplete information.”



AI IS NOW PART OF THE DISPLAY STORY

Intelligent content management is emerging as one of the more quietly transformative developments in this space. PSUs have large, geographically spread workforces with diverse communication needs – safety announcements, policy updates, training content, public information. Managing all of that manually across a large display network is inefficient and error-prone.

LG’s AI-powered content management capabilities allow organisations to automate content creation, schedule targeted communications for specific locations or audiences, and respond dynamically to operational events. The result is a communications infrastructure that is faster, more consistent, and significantly less dependent on manual intervention.

SECURITY AND RELIABILITY ARE NOT AFTERTHOUGHTS

For mission-critical PSU environments, technology has to work – every time, under any conditions. LG’s enterprise display solutions are built to meet international security and compliance standards, with hardware designed for continuous operation in demanding industrial environments where heat, dust, and 24/7 uptime are everyday realities.

Gundigara is clear on this point: “A display failure in a command centre or a monitoring facility is not an inconvenience. It is an operational risk. Our solutions are engineered with that in mind.”

MANAGING HUNDREDS OF SCREENS WITHOUT LOSING YOUR MIND

Here is a practical challenge that does not often make it into technology discussions: large PSUs routinely manage hundreds – sometimes thousands – of displays spread across offices, campuses, and field locations. Without centralised management, maintaining consistency, pushing content updates, and identifying failing units becomes an operational nightmare.

LG’s SuperSign platform brings all of this under a single roof. Security and operations teams can monitor display health, schedule content remotely, and receive alerts about potential issues before they escalate – without dispatching field engineers for every minor issue. For PSUs managing geographically dispersed estates, the time and cost savings are substantial.

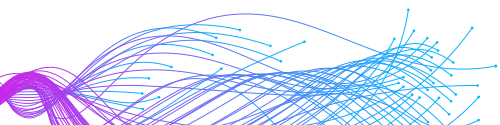
THE INTELLIGENT PSU RUNS ON INFORMATION

India’s public sector is moving quickly. Digital transformation is no longer a future ambition – it is an active, urgent priority. And at the centre of every transformation initiative is a fundamental need: the right people must have access to the right information, at the right moment.

LG Electronics is building for exactly that future – combining world-class display hardware with intelligent software ecosystems that help PSUs work smarter, collaborate better, and make decisions with confidence. In a public sector where speed, accuracy, and operational resilience matter enormously, that kind of visual intelligence is not just useful. It is essential.



“THE ORGANISATIONS THAT WILL LEAD IN THE NEXT DECADE ARE THOSE THAT INVEST IN VISUAL INFRASTRUCTURE NOT AS A COST, BUT AS A STRATEGIC CAPABILITY.” – MANISH GUNDIGARA, LG ELECTRONICS INDIA





Balkishan Chauhan

Regional SE – India (North & East),
Tenable

“

YOU MAY HAVE THE BEST SECURITY TOOLS IN THE WORLD — BUT IF THEY DON'T TALK TO EACH OTHER, YOU CANNOT TRULY UNDERSTAND YOUR EXPOSURE.”—

**BALKISHAN CHAUHAN,
TENABLE**

STOP COUNTING VULNERABILITIES. START MANAGING EXPOSURE.

Most organisations know they have security gaps. The harder problem is knowing which ones will actually hurt them — and when.

Ask any security team in a large PSU how many vulnerabilities they are tracking and the answer will almost certainly run into the hundreds, if not thousands. Ask them which ones are genuinely dangerous right now, and the room goes quiet.

That gap — between knowing vulnerabilities exist and knowing which ones truly matter — is exactly what Balkishan Chauhan, Regional SE for India (North & East) at Tenable, has spent years helping organisations close. “Most teams are not under-equipped,” he says. “They are under-contextualised. They have the data. They just cannot see the full picture.”



THE TROUBLE WITH QUARTERLY CHECKBOXES

Many organisations still treat cybersecurity as a periodic exercise — run a VAPT every quarter, produce a report, file it away, and repeat. The problem is that threats do not wait. A critical vulnerability can surface, be actively exploited, and cause significant damage long before the next scheduled scan even runs.

More mature organisations have moved to continuous vulnerability management — but even here, a different problem quietly builds. Over time, security teams accumulate tools: one for web applications, another for cloud, another for Active Directory, another for OT. Each speaks its own language, uses its own scoring system, and generates its own definition of ‘critical.’ When a CISO asks for a unified risk picture, someone has to manually piece it together. That process is slow, error-prone, and rarely timely enough to matter.

CONTEXT IS THE MISSING INGREDIENT

Chauhan uses a straightforward example to make the point. A server carries a vulnerability with a CVSS score of 9.0. That alone sounds serious. Now add context: the same server holds privileged credentials, stores sensitive citizen data, and sits directly exposed to the internet. Suddenly, it is not just serious — it is your single most urgent problem. A similar vulnerability on an isolated internal test machine? It can wait.

This is the shift from vulnerability management to exposure management — understanding not just what is broken, but what the actual business risk is. Without that context, security teams end up chasing the loudest alarm rather than the most dangerous one.

THE SHADOW IT PROBLEM NOBODY TALKS ABOUT

There is another dimension that often goes unaddressed: shadow IT and shadow AI. A forgotten device running an outdated operating system, powering on for just a few minutes each day, may never be caught by a weekly scan — yet could already be communicating with malicious infrastructure. As AI tools proliferate across organisations, unofficial deployments create similar blind spots. Continuous asset discovery is no longer optional; it is the foundation of any credible security programme.

BUILT FOR INDIA'S CRITICAL INFRASTRUCTURE

For PSUs managing power grids, financial networks, or defence supply chains, the consequences of getting security wrong go far beyond reputational damage. CERT-In's evolving cybersecurity frameworks reflect this reality, and Tenable has developed specific capabilities to help organisations align with these requirements.

With over 44,000 customers globally and consistent recognition from Gartner, Forrester, and IDC as a market leader in exposure management, Tenable brings the experience and depth that India's most critical organisations need. As Chauhan puts it: "The goal is not to replace your team's judgment. It is to give them the context to make better decisions, faster — so they can focus on what actually matters."

WHAT TENABLE BRINGS TO THE TABLE

Tenable is best known for Nessus — the vulnerability scanner that has been an industry benchmark for nearly three decades and is trusted by over 95% of independent security consultants worldwide. But Tenable today is a much broader organisation.

Its unified exposure management platform, Tenable One, brings together vulnerability management, cloud security, identity and Active Directory security, OT and IoT protection, and AI security — all correlated into a single, risk-prioritised view. For PSUs managing complex hybrid environments and legacy infrastructure, this kind of unified intelligence replaces the manual spreadsheet aggregation that currently consumes so much of security teams' time.

Automated workflows mean that when a truly critical exposure is detected — a vulnerable, internet-facing server holding sensitive data — the right teams are alerted immediately, without waiting for the next weekly review.

tenable

- 1. VULNERABILITY MANAGEMENT**
Continuous, risk-based scanning across IT, cloud, and OT — not just quarterly snapshots.
- 2. IDENTITY & ACTIVE DIRECTORY SECURITY**
Expose misconfigurations and identity risks before attackers exploit them.
- 3. CLOUD SECURITY**
Unified posture management across multi-cloud workloads.
- 4. OT & IOT SECURITY**
Purpose-built protection for industrial and operational technology environments.
- 5. AI SECURITY**
Monitor and govern AI workloads against model-specific threats.

SECURING INDIA'S DIGITAL FUTURE

AI, ZERO TRUST, AND CYBER RESILIENCE IN CRITICAL INFRASTRUCTURE

India is moving forward with its transformation really fast. This is changing the way our systems, government organisations and Public Sector Undertakings (PSUs) work. New technologies like Artificial Intelligence (AI) cloud computing and connected Operational Technology (OT) systems are making things more efficient and innovative.

At the same time these new systems also bring new cyber risks that are faster and more complicated



INSIGHTS FROM CYBER RESILIENCE LEADERS



Shri Yudhishtira Sapru

Scientist E,
Indian Computer Emergency
Response Team



Shri Anwaya Bilas Sengupta

Alt CISO,
Grid Controller of India Ltd



Shri Sumit Kumar

Nodal Officer (CFCoE),
Broadcast Engineering Consultants
(India) Limited (BECIL)



Shri Kulbhusan Upadhyay

AGM (DC & CS),
Telecommunications
Consultants India Ltd. (TCIL)



YUDHISSTHIRA SAPRU
Scientist E, Indian Computer Emergency
Response Team

Shri Yudhissthira Sapru from CERT-In said something important. The AI that is helping us is also being used by cyber attackers to make attacks faster and more automatic. Threats that used to take months to develop can now happen in a few hours.

This means we need to make our Industrial Control Systems (ICS) and SCADA environments more secure. These systems used to be separate. Now they are connected to our main networks.

Shri Anwaya Bilas Sengupta from Grid Controller of India Ltd. Also said that we need to rethink how we secure our Operational Technology (OT) systems. We cannot just keep them separate we need to make them secure and strong.

We need to use protection, real-time monitoring and AI to detect threats.



ANWAYA BILAS SENGUPTA
Alt CISO, Grid Controller of India Ltd



SUMIT KUMAR
Nodal Officer (CFCoE), Broadcast Engineering
Consultants (India) Limited (BECIL)

AI is becoming an important tool for cybersecurity. Shri Sumit Kumar from BECIL said that AI can help us look at a lot of security data find patterns and respond to threats faster and more accurately.

AI can also help us practice and prepare for attack scenarios.

As we move to cloud computing our security practices also need to change. Shri Kulbhushan Upadhyay from TCIL said that good cloud security is not about technology it is also about being responsible and following rules.

We need to understand that cloud service providers and users are both responsible for security.

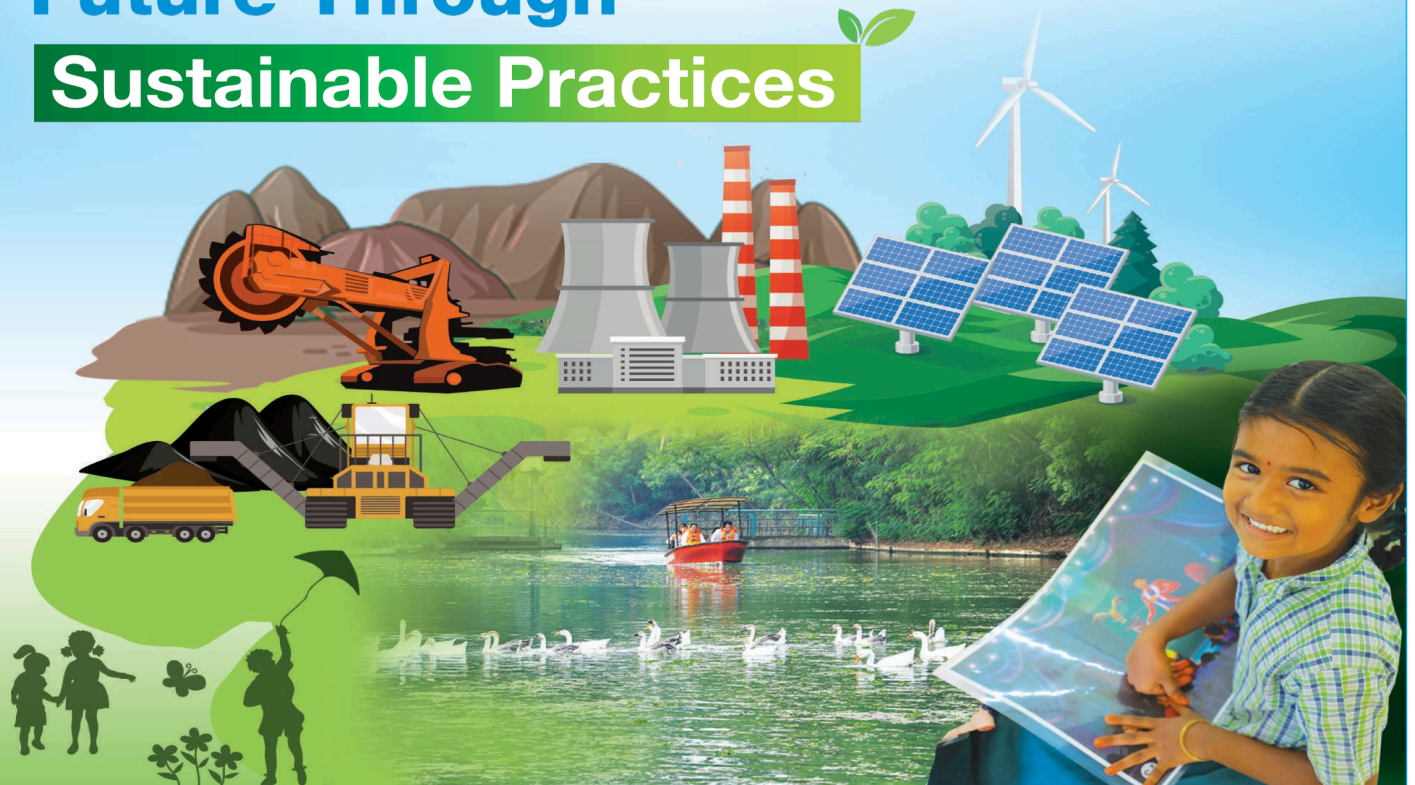
To make our important systems strong we need to build resilience at every level. We need to use Zero Trust frameworks, AI-powered cybersecurity solutions and strong governance.

For Public Sector Undertakings (PSUs) and government institutions cybersecurity is not about protection it is about being innovative and trustworthy. It is the foundation, for Indias future.



KULBHUSHAN UPADHYAY
AGM (DC & CS), Telecommunications
Consultants India Ltd. (TCIL)

NLC India Limited Contributing to The Nation's Energy Future Through Sustainable Practices



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economy and a
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- Reaching a Mining capacity of over 100 Million tonnes when Machhakata and Patrapara coal blocks come into operation.
- A major thrust to Renewable power projects - a 2000 MW capacity Solar project in Rajasthan and 1000 MW capacity Solar power project in Assam along with a pilot-scale Green Hydrogen project in Neyveli.
- Unwavering support through physical relief works at flood-affected cities / areas including de-watering inundated areas with high capacity industrial pumps and providing food packets to the needy during floods.
- Unflinching commitment to large-scale CSR initiatives in Education (construction of classrooms and provision of educational aids) to schools in and around Neyveli, conduct of Health camps in surrounding villages and distribution of Aid and assistive devices to the differently abled.
- Collaboration with NPTI to provide job oriented Post-Diploma and PG Diploma courses to Project Affected Persons (PAPs) of NLCIL, enabling them to get employment opportunities in premier companies.

NLC India Limited, a "Navratna" PSU with over 60 years in the energy sector, operates nationwide and is poised to play a large role in a "Viksit Bharat" with a targeted Mining Capacity of 104 MTPA and 10 GW of Thermal Power generation by 2030.

Being the first PSU to cross 1 GW of Renewable Energy generation, NLCIL also aims to reach 10.11GW renewable energy generation by 2030 with plans for Green Hydrogen and Floating solar projects.



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SCAN THE QR TO FOLLOW





Tarun Verma

Systems Engineering Manager, A10 Networks



AS APPLICATIONS BECOME MORE DISTRIBUTED, THE QUESTION IS NO LONGER JUST 'ARE WE PROTECTED?' IT'S 'DO WE EVEN HAVE FULL VISIBILITY INTO WHAT WE'RE PROTECTING?'— TARUN VERMA, A10 NETWORKS

DEFENDING THE DIGITAL BACKBONE: WHY PSUS CAN'T AFFORD TO IGNORE THE NEW CYBERSECURITY REALITY

India's public enterprises are building for tomorrow — but are their security frameworks keeping pace?

India's Public Sector Undertakings are in the middle of a digital leap. Applications that once ran inside the safety of a single data centre now stretch across cloud platforms, remote offices, and AI-powered systems. The benefits are real — faster services, better efficiency, greater reach. But so are the risks. As the digital footprint of PSUs expands, so does the surface available to attackers.

Tarun Verma, Systems Engineering Manager at A10 Networks, has seen this shift up close. With deep experience in helping large enterprises and government organisations secure their digital infrastructure, Verma believes the biggest danger today is not a lack of technology — it is the assumption that yesterday's security approach will hold up in tomorrow's environment.



The Hybrid Problem: When Everything Is Everywhere

Most large PSUs today operate in a hybrid world — part on-premises, part cloud, often multi-cloud. It gives them the flexibility to scale and innovate. But it also means IT and security teams are juggling multiple platforms, frameworks, and compliance requirements simultaneously.

This is where A10 Networks steps in. Its application delivery and security solutions are built specifically to give organisations consistent control and visibility across hybrid environments — whether workloads live in a government data centre, a private cloud, or a public platform. For PSUs managing mission-critical services that citizens depend on daily, that unified visibility is not a luxury. It is a baseline requirement.

ENCRYPTED TRAFFIC: SECURITY'S BLIND SPOT

Here is a challenge that does not get enough attention: most internet traffic today is encrypted. That is largely a good thing — it protects data in transit. But it also means that traditional security tools, which rely on inspecting traffic flows, can no longer see clearly. Attackers have learned to exploit this blind spot, hiding malicious payloads inside encrypted channels.

A10's SSL/TLS inspection capabilities are designed to close this gap — decrypting, inspecting, and re-encrypting traffic in real time without introducing performance bottlenecks. Combined with Web Application Firewalls (WAF), bot protection, and DDoS mitigation tools, A10 gives PSUs a layered defence that can handle the volume and sophistication of today's threats.

A SINGLE VIEW ACROSS A COMPLEX WORLD

Perhaps the most practical challenge PSUs face is not any single threat — it is the sheer complexity of managing security across so many different systems and platforms. A10 Networks' vision is a unified management environment that brings on-premises infrastructure, cloud platforms, and AI workloads into a single operational view. For IT leaders in the public sector, this means fewer blind spots, faster incident response, and a clearer picture of where resources need to go.

AVAILABILITY IS A PUBLIC TRUST ISSUE

When a PSU's digital service goes down, it is not just an IT incident. It erodes public confidence, delays essential services, and can trigger regulatory scrutiny. Application availability, in this context, carries a weight that private sector organisations rarely face at the same scale.

A10 Networks addresses this directly through intelligent load balancing, application delivery controllers, and global traffic management — tools designed to keep services running even when individual components fail or traffic spikes unexpectedly. For PSUs navigating the long transition from IPv4 to IPv6, A10 also provides solutions that manage this shift without disrupting existing infrastructure.

AI WORKLOADS NEED THEIR OWN SECURITY STRATEGY

The rapid adoption of AI within PSUs — from predictive analytics to citizen-facing chatbots — has introduced a category of risk that most existing security frameworks were not built to handle. AI models can be manipulated. Sensitive data fed into AI systems can be exposed. Prompt injection attacks, a relatively new threat vector, can trick AI applications into behaving in unintended ways.

Verma is candid about this: "Securing AI workloads is not the same as securing traditional applications. The threat model is different, and organisations need to treat it that way." A10 Networks has developed security architectures specifically for AI environments — enabling PSUs to monitor interactions with AI systems, enforce governance controls, and ensure that sensitive information flowing into and out of these systems remains protected.

AI IS BOTH A POWERFUL ALLY AND A NEW ATTACK SURFACE. THE ORGANISATIONS THAT UNDERSTAND THIS EARLY WILL BE THE ONES THAT USE IT SAFELY. — TARUN VERMA, A10 NETWORKS

USING AI TO FIGHT BACK

The good news is that AI is also one of the most powerful tools available to defenders. A10 Networks integrates machine learning into its security platform to continuously analyse network behaviour, detect anomalies, and flag threats that no rule-based system would catch. Unlike signature-based tools that only recognise known threats, A10's AI-driven approach can identify unusual patterns in real time — including zero-day attacks that have never been seen before.

For PSU security teams that are often stretched thin, this kind of intelligent automation is a force multiplier. It reduces the manual burden of monitoring while raising the quality and speed of threat response.



A SRI ADHIKARI BROTHERS ENTERPRISE

12th GOVERNANCE now PSU

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LEADERSHIP AWARDS



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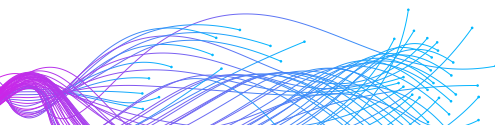
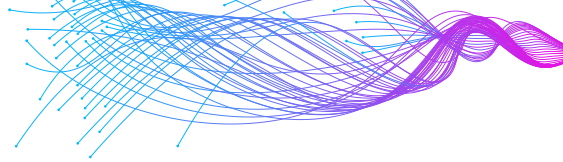
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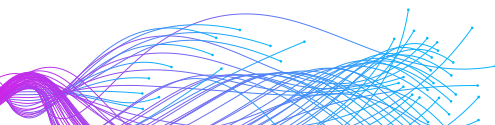
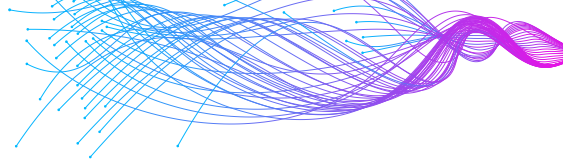


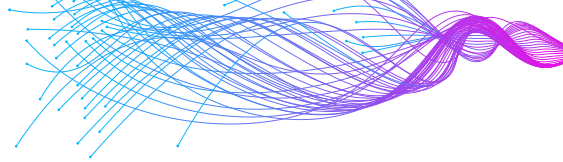
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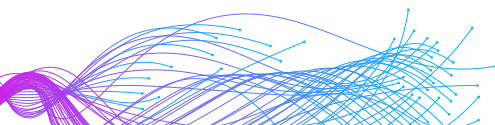


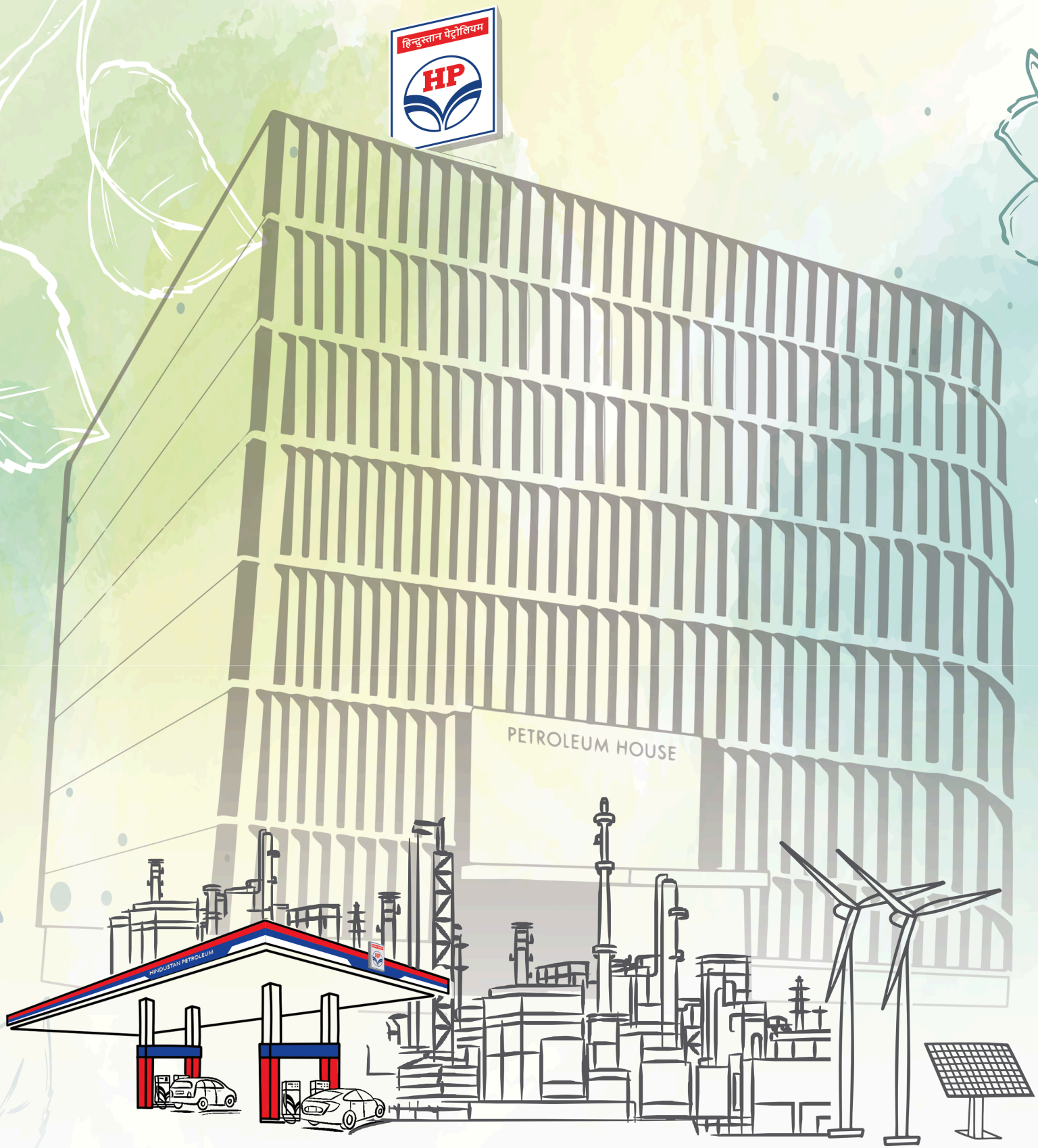
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Awarded to:

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- 2 **Shri R K Tyagi**, Chairman & Managing Director, Power Grid Corporation of India Ltd – The PSU Leadership Awards (CMD/MD Award)
- 3 **Shri Manoj Jain**, Chairman & Managing Director, Bharat Electronics Limited – The PSU Leadership Awards (CMD/MD Award)
- 4 **Shri Prasanna Kumar Motupalli**, Chairman & Managing Director, NLC India Ltd – The PSU Leadership Awards (CMD/MD Award)
- 5 **Capt. Binesh Kumar Tyagi**, Chairman & Managing Director, The Shipping Corporation of India Limited – The PSU Leadership Awards (CMD/MD Award)
- 6 **Shri Amitava Mukherjee**, Chairman & Managing Director, NMDC Ltd – The PSU Leadership Awards (CMD/MD Award)
- 7 **Cmde P R Hari**, IN (Retd), Chairman & Managing Director, Garden Reach Shipbuilders & Engineers Ltd – The PSU Leadership Awards (CMD/MD Award)
- 8 **Shri Rajesh Kumar Singh**, Chairman & Managing Director, Bridge & Roof Company (India) Limited – The PSU Leadership Awards (CMD/MD Award)
- 9 **Shri Shantanu Roy**, Chairman & Managing Director, BEML Ltd – The PSU Leadership Awards (CMD/MD Award)
- 10 **Shri Harish Duhau**, Chairman-cum-Managing Director, South Eastern Coalfields Ltd – The PSU Leadership Awards (CMD/MD Award)
- 11 **Shri Uday A Kaole**, Chairman-cum-Managing Director, Mahanadi Coalfields Ltd – The PSU Leadership Awards (CMD/MD Award)
- 12 **Shri Ayush Gupta**, Director - HR, GAIL (India) Ltd – HR Leadership Award
- 13 **Shri Keshav Rao**, Director - HR, Mahanadi Coalfields Ltd – HR Leadership Award
- 14 **Ms Usha Singh**, Director (HR), MOIL Ltd – HR & CSR Leadership Award
- 15 **Shri Hevin Verghese C**, Petronet LNG Ltd – HR Leadership Award
- 16 **Dr. Prasanna Kumar Acharya**, Director (Finance), NLC India Ltd – Finance Leadership Award
- 17 **Ms. G. Anupama**, Chief Financial Officer, NMDC Ltd – Finance Leadership Award
- 18 **Shri Niraj Priyadershi**, Director (Finance), Central Warehousing Corporation – Finance Leadership Award
- 19 **Shri Ajit Kumar Behura**, Director - Finance, Mahanadi Coalfields Ltd – Finance Leadership Award
- 20 **Shri Naveen Srivastava**, Director (Operations), Power Grid Corporation of India Ltd – Operations Leadership Award
- 21 **Shri Ravi Kumar**, Director (Project Management), Bridge and Roof Company (India) Limited – Operations Leadership Award
- 22 **Shri Sumit Kumar**, Nodal Officer (CFCoE), Broadcast Engineering Consultants India Limited (BECIL) – Operations Leadership Award
- 23 **Shri Shashikant Shivaji Kamble**, Head of Dept (HR & A), Goa Shipyard Ltd – CSR Leadership Award
- 24 **Shri Anupam Tiwari**, GM (CSR & PRCC), Hindustan Petroleum Corporation Ltd – Communication Leadership Award
- 25 **Dr Jyoti Kumar**, Chief General Manager (CC), GAIL (India) Limited – Communication Leadership Award
- 26 **Shri Tapash Talukdar**, Head CC, BEML Ltd – Communication Leadership Award
- 27 **Shri Animesh Mishra**, CGM & Head - Public Relations & Corporate Communication, Energy Efficiency Services Limited (EESL) – Communication Leadership Award





At HPCL, we bring energy to life. From fueling your daily essentials to empowering your biggest dreams, our commitment extends beyond energy. It's about creating value and driving sustainable growth with a human touch. Whether it's lighting your kitchen with safe, clean gas or offering personalized vehicle care at our retail outlets, we're here for you—24/7. We travel with you on life's journey, delivering happiness in every moment—from the meals that nourish you to the devices that bring you joy.

With a focus on innovation and responsibility, we're committed to making energy work for you while nurturing the world we share.



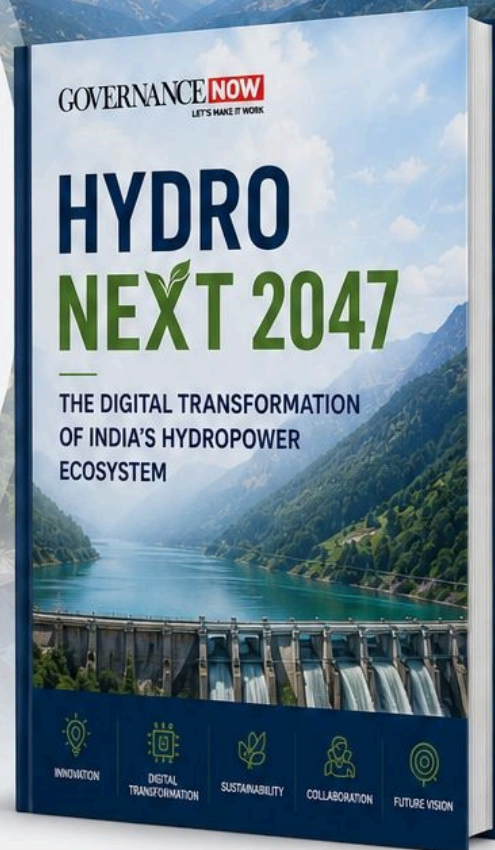
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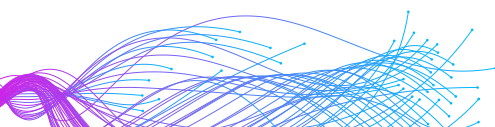
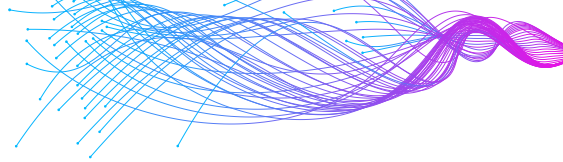
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LET'S MAKE IT WORK

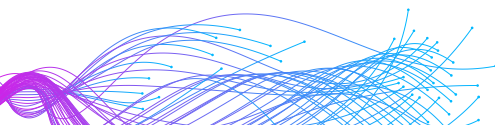
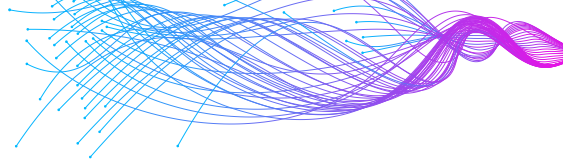
PSU

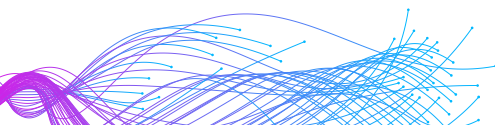
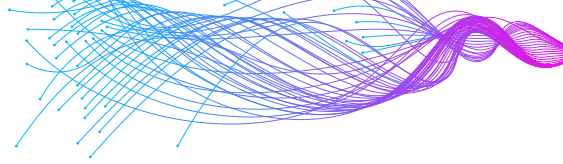
CONFERENCE | AWARDS | EXPO

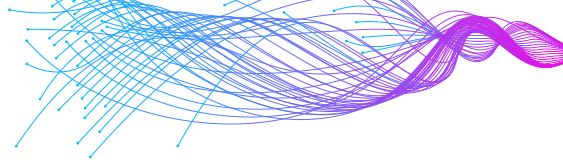
ORGANISATIONAL AWARDS











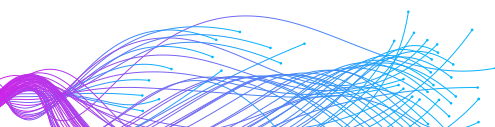
THE 12th PSU ORGANISATION AWARDS

Awarded to:

- 1 **Bharat Heavy Elecwtricals Limited**
Promoting Self-Reliance (Aatmanirbhar Bharat) & Promoting HR Excellence (Overall)
- 2 **GAIL (India) Limited**
Best Overall Financial Performance, Brand Building and Reputation Management & Best Use of Storytelling
- 3 **Hindustan Aeronautics Limited (HAL)**
Excellence in Learning & Development
- 4 **ONGC Ltd**
Best Use of Automation & Digital Technologies & Innovation in Operational Excellence
- 5 **ONGC Ltd** Financial Performance
- 6 **Power Grid Corporation of India Ltd**
Innovation in Operational Excellence
- 7 **Bharat Electronics Limited**
HR Excellence (Overall) & Excellence in Learning & Development & Best Overall Financial Performance
- 8 **Central Warehousing Corporation** Excellence in Profitability
- 9 **Engineers India Limited**
Excellence in Infrastructure Development
- 10 **Engineers India Limited**
Promoting Self-Reliance (Aatmanirbhar Bharat) & Best Overall Financial Performance
- 11 **Mazagon Dock Shipbuilders Ltd**
Best Overall Financial Performance
- 12 **National Fertilizers Limited** CSR Commitment (Overall)
- 13 **NBCC (India) Ltd** Best Use of Storytelling
- 14 **NHPC Ltd (Tankapur Power Station)**
Excellence in Energy Management
- 15 **NLC India Ltd** Excellence in Learning & Development
- 16 **NLC India Ltd**
Innovative Content Strategy & Brand Building and Reputation Management & Best Overall Financial Performance
- 17 **NMDC Ltd** Innovation in Operational Excellence
- 18 **Numaligarh Refinery Limited**
CSR Commitment (Overall) & Innovation in Operational Excellence
- 19 **RailTel Corporation of India Ltd**
Excellence in Infrastructure Development & Best Overall Financial Performance



- 20 **Rashtriya Chemicals and Fertilizers Ltd**
Excellence in Innovation
- 21 **Solar Energy Corporation of India Ltd**
Sustainability & Environmental Stewardship
- 22 **BEML Ltd**
Promoting Self-Reliance (Aatmanirbhar Bharat)
- 23 **Bharat Dynamics Limited** Excellence in Process Innovation
- 24 **Bridge And Roof Company (India) Limited**
Excellence in Infrastructure Development & Innovation in Operational Excellence
- 25 **CNP Nashik (Unit of SPMCIL)** HR Excellence (Overall)
- 26 **Garden Reach Shipbuilders & Engineers Ltd**
Promoting Self-Reliance (Aatmanirbhar Bharat) & Best Overall Financial Performance
- 27 **Goa Shipyard Ltd** Highest Turnover
- 28 **India Security Press, Nashik (A Unit of SPMCIL)**
Excellence in Energy Management
- 29 **South Eastern Coalfields Ltd**
Best Use of Automation & Digital Technologies
- 30 **Western Coalfields Ltd** CSR Commitment (Overall)
- 31 **MOIL Ltd**
Public Relation Campaigns of the Year & Digital Transformation through Startup Partnership
- 32 **Karnataka State Road Transport Corporation**
Excellence in Innovation / Best R&D Initiative
- 33 **Northern Power Distribution Company of Telangana Ltd**
Best Use of Automation & Digital Technologies & Innovation in Operational Excellence
- 34 **Petronet LNG Ltd**
HR Tech Implementation & Excellence in Learning & Development



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