



#TMHRLeadership

01 MUMBAI
OCT. 2026

HUMAN CAPITAL IN THE **INTELLIGENCE AGE**

*Building Adaptive Workforces, Empowered
Leaders, & AI-Ready Organizations*



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OVERVIEW

The workplace is undergoing its most profound reinvention since the Industrial Revolution. Artificial Intelligence is reshaping organizations, redefining leadership, and fundamentally altering how people create value.

Across every industry, enterprises are transitioning from digital transformation to intelligent transformation. AI-powered workflows, autonomous systems, skills-based organizations, predictive workforce planning, and intelligent decision-making are rapidly becoming competitive necessities rather than innovation initiatives.

THIS TRANSFORMATION PLACES HUMAN RESOURCES AT THE CENTRE OF BUSINESS STRATEGY.

Today's Chief Human Resources Officer is expected to lead far beyond talent acquisition or employee engagement. HR leaders are now responsible for enabling enterprise-wide transformation, preparing organizations for AI adoption, building resilient leadership pipelines, designing future-ready workforce strategies, fostering cultures of innovation, and ensuring that technology enhances rather than diminishes the human experience.

THE PACE OF CHANGE IS UNPRECEDENTED.

The **World Economic Forum's Future of Jobs Report 2025** estimates that **39% of employees' core skills will change by 2030**, while nearly **170 million new jobs** are expected to emerge globally alongside **92 million roles displaced**, resulting in a net employment gain but requiring large-scale workforce reskilling.

At the same time, organizations face an acute capability challenge. According to the **ManpowerGroup Talent Shortage Survey 2025**, **74% of employers globally struggle to find skilled talent**, one of the highest levels recorded in nearly two decades. Talent scarcity has become paramount, and if ignored can be a business growth constraint.

Artificial Intelligence is accelerating this shift. Microsoft's 2025 Work Trend Index reveals that employees increasingly expect AI to act as a collaborative partner, reducing administrative work while enhancing creativity and productivity. Yet, organizational readiness continues to lag employee expectations, creating what Microsoft describes as a growing "capacity gap."

THE CHALLENGE EXTENDS BEYOND TECHNOLOGY.

Gallup's **State of the Global Workplace 2025** reports that employee engagement remains low worldwide, with disengagement costing the global economy trillions of dollars annually through reduced productivity, absenteeism, and turnover. Simultaneously, Deloitte's **Global Human Capital Trends** highlights that organizations are moving beyond workforce planning toward managing integrated workforce ecosystems that combine full-time employees, contingent talent, automation, AI agents, and external collaborators.

LEADERSHIP ITSELF IS BEING REDEFINED.

According to Gartner, leadership development remains the number one priority for CHROs globally, as organizations seek leaders capable of navigating uncertainty, leading hybrid teams, managing AI-enabled workplaces, and sustaining employee trust during continuous transformation.

Thus, the organizations that succeed over the next decade will be those that combine intelligent systems and technology with deeply human leadership. The future belongs to organizations that can simultaneously scale technology and unlock human potential.



WHY THIS INITIATIVE?

The role of HR has never been more strategic. Organizations are no longer competing solely on products, technology, or capital; they are competing on their ability to attract, develop, engage, and retain exceptional talent while continuously adapting to rapid market disruption.

Recent global research demonstrates the scale of this transformation:

- Gartner identifies leadership development, organizational culture, change management, workforce planning, and HR technology as the top strategic priorities for CHROs.
- LinkedIn Workplace Learning Report 2025 shows that learning and career development are among the strongest drivers of employee retention, with organizations investing in continuous upskilling outperforming peers in talent mobility.
- PwC's Global Workforce Hopes & Fears Survey 2025 finds that employees increasingly expect organizations to provide AI training, career mobility, meaningful work, and flexibility, while many remain concerned about the long-term impact of AI on employment.
- Mercer Global Talent Trends 2025 reports that over 80% of organizations are redesigning jobs, organizational structures, and workforce models to integrate AI into everyday work.
- Korn Ferry projects that the global economy could lose \$8.5 trillion by 2030 due to talent shortages if organizations fail to build future-ready skills.

Against this backdrop, the **HR Leadership Conclave** serves as a premier platform for India's most influential CHROs, CEOs, HR strategists, People Leaders, Learning Heads, Talent Experts, and Workplace Innovators to collectively explore how organizations can build resilient, intelligent, and human-centric enterprises.

Through keynote addresses, executive conversations, research presentations, real-world case studies, and peer-led discussions, the conclave will provide actionable insights into the future of leadership, workforce transformation, AI adoption, employee experience, and organizational performance.





KEY STRATEGIC THEMES

- **Human + AI: Designing the Intelligent Workforce:** Exploring how AI augments human capability, enhances productivity, and transforms work while preserving trust, creativity, and ethical leadership.
- **Skills Over Jobs:** Moving from traditional job architectures toward skills-based organizations that enable workforce agility, internal mobility, and continuous learning.
- **Leadership for Continuous Disruption:** Preparing leaders to navigate complexity, uncertainty, digital transformation, and evolving workforce expectations.
- **Workforce Intelligence:** Leveraging people analytics, predictive workforce planning, and AI-driven insights to improve talent decisions and business outcomes.
- **Reinventing Employee Experience:** Designing personalized employee journeys that improve engagement, productivity, wellbeing, and retention across multigenerational workforces.
- **Future of Learning:** Building AI-powered learning ecosystems that accelerate capability development, leadership readiness, and organizational adaptability.
- **Diversity, Equity & Inclusion:** Moving beyond compliance toward inclusive cultures that strengthen innovation, leadership, and sustainable business performance.
- **Employer Brand in the Age of Transparency:** Creating authentic employer value propositions that attract purpose-driven talent and strengthen organizational reputation.
- **HR Technology & Intelligent Enterprises:** Understanding how AI, automation, cloud HR platforms, and digital ecosystems are transforming workforce management.



3RD EDITION – MOST PREFERRED WORKPLACE FOR WOMEN

As part of the **HR Leadership Conclave 2026–27**, Team Marksmen Network proudly presents the **3rd Edition of Most Preferred Workplace for Women** – a prestigious national recognition that celebrates organizations redefining the future of work by creating workplaces where women are empowered to lead, innovate, and thrive.

In today's rapidly evolving business landscape, gender inclusion is no longer a diversity initiative, it is a strategic business imperative. Organizations that champion women's advancement consistently demonstrate stronger innovation, better decision-making, higher employee engagement, and sustainable business growth. Yet, despite meaningful progress, challenges around leadership representation, career progression, pay equity, workplace safety, and inclusive opportunities continue to shape the corporate agenda.

The Most Preferred Workplace for Women honours organizations that have moved beyond intent to deliver measurable impact. It recognizes employers that are embedding equity into the very fabric of their culture through progressive leadership, equitable talent practices, inclusive policies, flexible work models, employee well-being, mentorship, sponsorship, leadership development, and safe, respectful workplaces where every woman has the opportunity to succeed.

Most Preferred Workplace for Women is a movement to inspire corporate India to raise the benchmark for workplace excellence. By celebrating pioneers, showcasing best practices, and fostering meaningful dialogue, the initiative aims to accelerate the creation of organizations where inclusion is embedded in business strategy, leadership accountability drives progress, and women are empowered to contribute, lead, and shape the future of business.

The **3rd Edition** will recognize organizations that are not only advancing gender diversity but are also building workplaces rooted in **equity, belonging, trust, and opportunity**, creating environments where women are empowered to realize their full potential while driving innovation, business excellence, and long-term organizational success.

WHO SHOULD **ATTEND?**

- Chief Human Resources Officers
- Chief People Officers
- CEOs & Managing Directors
- HR Directors
- Heads of Talent Acquisition
- Heads of Learning & Development
- Heads of Employee Experience
- Heads of Organizational Development
- Diversity, Equity & Inclusion Leaders
- Workforce Planning Leaders
- Compensation & Benefits Heads
- HR Technology Leaders
- People Analytics Leaders
- Business Transformation Leaders

WHY **ATTEND?**

PARTICIPANTS WILL GAIN:

- Exclusive insights from leading global research
- Proven AI and workforce transformation case studies
- Practical strategies for future-ready leadership
- Frameworks for skills-based workforce planning
- Best practices in employee experience and engagement
- Peer benchmarking with India's leading organizations
- Networking opportunities with senior HR and business leaders
- Actionable takeaways to accelerate organizational transformation

WHY PARTNER?

The HR Leadership Conclave provides an unparalleled platform to engage with senior HR decision-makers who influence enterprise strategy, workforce transformation, leadership development, HR technology, employee experience, and organizational culture.

PARTNERS BENEFIT FROM:

- Thought leadership positioning
- Executive networking
- High-quality enterprise lead generation
- Brand visibility among India's top HR leaders
- Speaking opportunities
- Product showcases
- Roundtable engagements
- Integrated media amplification through Team Marksmen's ecosystem



AGENDA

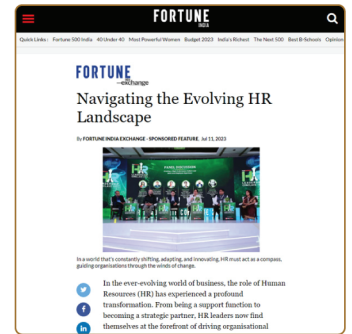
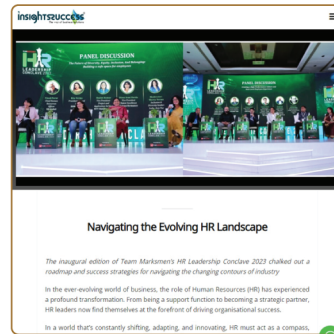
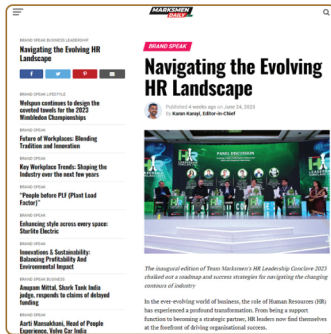
Time	Session
09.00 – 10.00 am	Registration & Breakfast
10.00 – 10.10 am	Welcome Address by Team Marksmen Network
10.10 – 10.30 am	Opening Keynote: From Headcount to Capability: Building the Skills-First Enterprise As technological disruption accelerates and business models evolve, organizations are shifting from traditional job-based structures to skills-first enterprises. Success is no longer determined by the size of the workforce, but by its ability to continuously learn, adapt, and apply critical capabilities. This session explores how organizations can redesign talent strategies around skills, leverage AI to identify capability gaps, and build agile workforces prepared for the future of work. DISCUSSION POINTS • Transitioning from job-based structures to skills-first workforce models. • Building a culture of continuous learning, reskilling, and internal talent mobility. • Leveraging AI and people analytics to identify critical skills gaps and future workforce needs. • Redesigning talent acquisition, performance management, and career progression around skills rather than roles. • Aligning workforce capabilities with long-term business strategy and organizational growth. • Measuring the impact of skills-based transformation on productivity, innovation, and business performance.
10.30 – 10.45 am	Partner Session
10.45 – 11.15 pm	The CEO Chat: Leadership Beyond the Boardroom: Creating High-Performance Organizations In an era of constant disruption and evolving workforce expectations, CEOs and Managing Directors play a pivotal role in shaping high-performance organizations. This fireside chat explores how business leaders are fostering resilient cultures, empowering people, and aligning leadership with long-term growth and organizational excellence. DISCUSSION POINTS: • Building a high-performance culture that balances business outcomes with employee engagement. • The role of leadership in fostering trust, accountability, and organizational resilience. • Developing future leaders and creating strong leadership pipelines. • Aligning purpose, values, and culture with long-term business strategy. • Empowering teams to drive innovation, collaboration, and continuous improvement. • Leadership lessons from navigating change, uncertainty, and business transformation.
11.15 – 11.30 pm	Networking Break

11.30 – 12.15	The CHRO Agenda 2030: Redefining Human Capital as a Strategic Growth Engine As AI, demographic shifts, and changing business models reshape the world of work, CHROs are moving beyond traditional people management to become architects of business transformation. This panel explores the priorities that will define HR leadership over the next decade. DISCUSSION POINTS: • Aligning workforce strategy with business growth and enterprise transformation. • Building AI-ready organizations while preserving trust, culture, and human connection. • Creating skills-first organizations to address future talent shortages. • Measuring human capital as a driver of productivity, innovation, and business value. • Preparing leaders to thrive in an era of continuous disruption. • The evolving partnership between CEOs, Boards, and CHROs.
12.15– 12.30 pm	Partner Session
12.30 – 01.00 pm	Dialogue: Winning the Talent Equation: Attracting, Developing & Retaining In an increasingly competitive talent landscape, organizations must move beyond hiring to build an integrated talent strategy that attracts top talent, accelerates learning, nurtures leadership, and creates compelling employee experiences. This dialogue explores how organizations can future proof their workforce by investing in people, fostering continuous development, and strengthening long-term retention. DISCUSSION POINTS: • Rethinking talent acquisition strategies to attract purpose-driven, future-ready talent in a competitive market. • Building a culture of continuous learning through robust Learning & Development (L&D) and upskilling initiatives. • Understanding and addressing the evolving expectations of Gen Z and the multi-generational workforce. • Strengthening employee value propositions (EVP), career pathways, and internal mobility to improve engagement and retention. • Identifying and developing high-potential talent through leadership development, mentoring, and succession planning. • Leveraging people analytics and employee feedback to enhance talent decisions, retention strategies, and workforce experience.
01.00 – 02.00 pm	Networking Lunch
02.00 – 02.50 pm	Panel: We Care: Making Employee Well-being the Heart of Culture & Policy Employee well-being is no longer just an HR initiative, it is a strategic business priority. This session explores how organizations can embed well-being into workplace culture, leadership, and policies to create healthier, more engaged, and high-performing teams. DISCUSSION POINTS • Integrating employee well-being into organizational culture and leadership. • Creating psychologically safe, inclusive, and resilient workplaces. • Addressing mental, physical, emotional, and financial well-being holistically. • Balancing employee well-being with performance, productivity, and business goals. • Measuring the impact of well-being on engagement, retention, and organizational success.

02.50 – 03.20 pm	Fireside Chat: She Builds Bharat: Leadership Beyond Representation Discussion explores how women leaders are shaping India's future by building institutions, driving business transformation, influencing public policy, and creating lasting social and economic impact. The discussion will examine the leadership mindset, resilience, and vision required to lead through change and contribute meaningfully to India's growth story.
03.20 – 03.45 pm	Networking Break
03.45 – 04.30 pm	Panel Discussion: The Leadership Equation: Building Beyond the Glass-Ceiling As organizations prepare for the future, gender-inclusive leadership is no longer just a diversity imperative, it is a business advantage. This session explores how organizations can build leadership ecosystems that accelerate innovation, strengthen resilience, and create sustainable business growth by enabling more women to lead. DISCUSSION POINTS • Building leadership pipelines beyond representation. • Accelerating women into strategic and decision-making roles. • The business impact of gender-inclusive leadership. • Rethinking succession, sponsorship, and talent development. • Creating cultures where women can thrive and lead with impact.
04.30 – 04.40 pm	Guest of Honour Address: Viksit Bharat Needs Women at the Helm The plan of action connecting India's \$5 trillion economy ambition with women leadership.
04.40 – 05.15 pm	Felicitations of 3rd Most Preferred Workplace for Women
05.15 pm	Closing

MEDIA COVERAGE

PRESS RELEASES



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HR LEADERSHIP REDEFINED

5 WAYS TO NURTURE AND DEVELOP LEADERS

> **Prabir Jha** outlines a roadmap towards enabling people to develop and contribute to their fullest potential

Leadership is the biggest challenge and constraint for corporations in contemporary times. Not just at the top but across levels and domains. In the world of free agents, people have a choice of leaders they want to be with. And the best talent are always spoilt for choice.

So here are my five top ways to build and nurture leaders in your organisation.

IDENTIFY RIGHT AND SPOT EARLY
Companies must have processes and the will to pick out potential for leadership early. Look out for the signs proactively. This is not just about performance or functional skills. More importantly observe for softer and the more difficult ones, such as empathy, initiative, resilience, optimism, influencing, collaboration, trust and ability to deal with ambiguity. Not everyone you spot will be a winner, but some will. It must be every senior manager's job to talk about promising talent at every level.

THROW STRETCH OPPORTUNITIES
Whether by formal job rotation or inviting into high impact stretch cross-functional projects, every leadership prospect must feel discomfort. They must work with different people, in different contexts, and different levels of complexity. They build exposure, perspective, networks and self-confidence.

GET THEM A COACH EARLY
Often the investment in leadership coaching

comes only when one joins the C-suite. It is often too late. Invest in a good coach from middle management up for your best high-potential leaders to iron out their vulnerabilities early. Pull in regular 360-degree feedback for them and help them deal with constructive criticism.

LET THEM BE SEEN AS BRAND AMBASSADORS
Send them to campuses to hire. Get them to mentor other high talent at junior levels, beyond their function, region, or business. Enhanced visibility gives such people the opportunity to sharpen their skills at influencing. Also, it offers huge developmental feedback to work on.

GET THE BEST TO WORK WITH THE BEST
Putting your best talent to work with average bosses is both a demoraliser and a bad leadership investment. They will observe and learn from the best. The more self-assured the boss, the greater space he will allow these hi-pots. And they will raise the bar always.

The ecosystem needs to be wired and reinforced to ensure all of these work seamlessly all the time. Done right and well, you will discover the gems before they leave you for someone else who spots their glitter.

Prabir Jha is a distinguished HR strategist and the Founder-CEO of Prabir Jha People Advisory

HOW HR CAN HELP BUILD A MORE DYNAMIC TALENT AND ORGANISATIONAL MODEL

> **Mona Puri, Executive Director Human Resources - India & Asia Pacific, Parexel**, lays out the argument for building a dynamic work model that matches talent to the highest-value opportunities inherent to organisations

The role of HR has undergone a profound transformation - transcending from support roles to valuable business partners, with empathy being a key indicator of their evolving role. It is crucial to emphasize that HR goes beyond the basic job responsibilities and workforce growth; it becomes apparent that emphasis on 'people and culture' is pivotal in constructing a more dynamic organisation.

In the rapidly evolving landscape of India's business environment, the need for a dynamic talent and organisational model has become more urgent than ever. As the workplace undergoes a significant shift towards a hybrid work model and embraces digitalisation, HR professionals must step up to align their organisations' purpose, values, and culture with the evolving needs of a dynamic talent pool. While doing so, the HR department must also be aligned with the organisational business targets by providing and maintaining the appropriate resources within the planned timelines to support meeting the organisational business objectives.

Recognising the essence of each sector we serve is the keystone in constructing a more dynamic talent and organisational model. In clinical research organisations, the focus lies on identifying individuals driven by passion and perseverance, embodied by the principles of 'Head, Heart & Guts.' Moreover, finding the right combination of skills becomes imperative for continued success in such roles.

To summarise, the HR team can chart the path towards a resilient and adaptable future, ensuring sustained growth and success across various sectors. As HR professionals embrace this role, they become the drivers of change, fostering a culture of agility and innovation in organisations, paving the way for India's business landscape.

GLIMPSES



ABOUT **TEAM MARKSMEN**

At **TEAM MARKSMEN NETWORK**, our mission is to lead from the front as trailblazers in the B2B media landscape. We are India's fastest growing B2B media firm also recognized by DPIIT. We create impactful platforms that inspire thought leadership, foster collaboration, and spark innovation across industries. Driven by a relentless commitment to excellence, we aim to amplify stories of resilience, innovation, and transformation, shaping narratives that empower leaders and drive meaningful progress in India and beyond.



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ABOUT **MARKSMEN DAILY**

MARKSMEN DAILY is a leading and fastest growing digital knowledge platform committed to showcasing stories that engage, inspire, and captivate the imagination. Through crisp, bite-sized information, this new-age website breaks down the world around us by uncovering the latest business happenings, highlights trends to keep an eye on, and demystifies all things complex.

MarksmenDaily.com has been very well-received and gets over 175,000 visitors a month and is already very well received by industry executives and general populace.

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