Adapting, Innovating & Thriving in WORKFORCE 4.0

BS MARKETING INITIATIVE

AHMEDABAD, BENGALURU, BHOPAL, BHUBANESWAR, CHANDIGARH, CHENNAI, HYDERABAD, KOCHI, KOLKATA, LUCKNOW, MUMBAI, NEW DELHI (ALSO PRINTED IN JAIPUR), PUNE

CELEBRATING **WORKPLACES POWERING INDIA'S FUTURE**



PREPARING THE

At a time when India is poised to lead the world as the fastestgrowing large economy, the role of workplaces in driving this growth has never been more critical. Most Workplace 2025-26 Preferred recognises organisations that go beyond the transactional, creating environments where employees can thrive, innovate, and feel valued.

In an era defined by technological acceleration, talent mobility, and shifting workforce expectations, these companies demonstrate what it takes to build cultures of resilience and excellence. By shining a light on such trailblazers, this platform not only celebrates visionary leadership but also sets benchmarks for the future of work in India. After all, workplaces that empower people are the true architects of sustainable economic and societal progress.

competency gaps and acquisition

of the required proficiency and is

unique in terms of customization and

coverage. It facilitates learning in the

flow of work (anywhere, anytime, any

technology is imperative for Energy

sector to ensure future readiness,

it is the need of the hour to make

people digitally fluent. NTPC Ltd

through FutureSkills Prime, has

specially curated a self-learning

training program called Digital 101

which is industry-vetted content to

help learners build an understanding

of all the important emerging

technologies and professional skills.

The topics covered are the basics

of Artificial Intelligence (AI), Machine

Learning, ChatGPT, GPT-4, OpenAI

tools, Blockchain, Robotics Process

Automation, etc., and also their

has introduced Simulators, including

remote simulators, for training its

executive trainees and operation

executives on all possible emergency

situations which has enabled

experiential learning with no risk of

accident and time and cost savings

Further, immersive technology-

based VR/AR modules and AI based

VR Welding Simulators have been

business scenario requires its leaders

to constantly navigate dilemmas/

paradoxes and walk a tight rope.

As such, it conducts a range of

initiatives to equip them with the right

capacities for a disruptive world.

These include Orientation Sessions

for Business Unit Heads, Workshops

on Leadership Attributes, 360 Degree

Feedback for all Team Leaders.

Competency Assessments, business

the country and because NTPC's

growth plans involve entry in new

dornains, future Leaders would be

required to display agility and mobility

for taking up new/different profiles as

Higher Qualifications / Competency

enhancement through modalities

like Company Sponsorship, Study

Leave, Incentives and Certification

operations is paramount! NTPC is

continuously evaluating to enhance

its safety measures to exceed

industry standards, reflecting its

dedication to operational excellence

of stakeholder interests. It has

protocols, devised training modules

rigorous

stewardship

safetv

responsible

Ensuring the safety of its

NTPC also facilitates acquisition of

per the business requirements.

As NTPC Sites are spread across

NTPC realizes that the changing

deployed for training.

simulation games, etc.

Programs.

implemented

Considering its operations, NTPC

applications in various fields.

As the adoption of digital

Those that were spotlighted as a part of this remarkable industry - led initiative included:

- · Adani Total Gas Limited
- Amdocs
- Anant National University
- · Andaz Delhi, by Hyatt
- Ardom Towergen Private Limited
- · Biocon Ltd
- Cadila Pharmaceuticals Ltd.
- Coforge Ltd
- · Cyble Inc. **DCB Bank Ltd**
- · Federal Bank
- · Flatworld Solutions Pvt. Ltd
- Grazitti Interactive LLP
- Hindalco Industries Limited · Hindustan Petroleum Corporation Limited
- Indospace Development Management Pvt Ltd
- · Innodata India Pvt. Ltd.
- · JMS Mining Pvt Ltd
- · Larsen & Toubro Ltd
- Lenskart Solutions Limited
- · Lohia Corp Limited
- · Marico Limited
- · Meril Life Sciences Pvt. Ltd. NTPC Limited
- · One 97 Communications Ltd. (PayTM) Prism Johnson Limited [Cement Divison]
- Quinnox
- · Ramboll India Pvt Ltd
- **Refex Group**
- **Sagility India Limited** Sanofi Consumer/ Opella
- **SKF India Limited**
- Sonata Software
- · Syngenta Global Capability Center Pvt Ltd
- Tata BlueScope Steel Pvt. Ltd.
- · TCS
- · Tech Mahindra
- Timex Group India Ltd
- · VA TECH WABAG LTD · Value Creed
- · VFS Global



FROM THE **CO-FOUNDER'S DESK**



In today's rapidly changing world, resilience is no longer optional. Organisations must embrace change, empower their people, and stay rooted in purpose. It is only by weaving together the strengths of our people with a clear sense of purpose and sustainable profit that we can build businesses that thrive, endure, and create lasting impact.

Rajesh Khubchandani



True progress lies in building organisations that value people as much as performance. As leaders, we must create cultures that champion learning, innovation, and inclusivity, This balance between people, profit, and purpose will help us not just navigate uncertainty but also shape industries that remain relevant and responsible for generations to come.

Akash Tiwari



The future belongs to organisations that understand that people, profit, and purpose are deeply interconnected. Investing in people fuels innovation, purpose anchors strategy, and profit ensures sustainability. Building resilient businesses requires us to create workplaces that empower individuals and industries, thus uplifting economies and society.

Sharad Gupta

FROM THE **DESK OF THE** CEO



As leaders, our responsibility is to build organisations that are resilient and ready for the future. This means creating a culture where people feel valued, purpose guides every decision, and profit becomes an enabler of positive change. Such organisations don't just succeed in the short term - they inspire progress across industries and communities.

◀ Rishi Kapoor

PREPARING STUDENTS TO **EMBRACE THE** CHALLENGES OF A FAST-MOVING **WORLD ORDER**

> Dr. Sanjeev Vidyarthi, Provost, Anant National University, chalks out how design education is evolving to better align with the needs of Industry 4.0 workplaces

called Industry 4.0 in India demands a research and innovation-centred design education that is both nationally and globally relevant. Doing so ensures graduate as responsible, futureready professionals ready to work anywhere. This is what we aim to achieve at Anant.

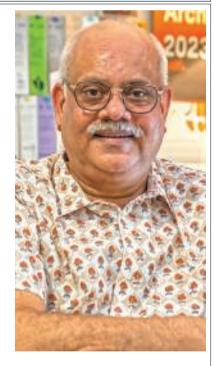
today are one of the largest demographic cohorts of collegetheir future-preparedness will ensure continuity both abroad, where they numbers, and at home in India, which is among the fastest-growing large economies globally. Today, AI, automation, Industrial

Internet of Things (IIoT), big data,

National University Anant embraces an interdisciplinary approach that thrives upon a multidisciplinary curriculum. preparing students to become welltrained future professionals ready to embrace the entire world.

Smart design requires intelligent thinking, and college education, therefore, must centre this reality embracing cross-disciplinary ways of thinking and doing things. At Anant, we are committed to decompartmentalising teaching approaches, where faculty engage across multiple disciplines instead of being restricted to traditional academic silos. This approach cultivates an enriched learning environment where knowledge, creativity and innovation thrive beyond conventional boundaries, equipping students to shape industries, influence policies and drive forward-thinking solutions with profound, measurable impact.

Design education must also be contextual, deeply rooted in local realities, while promoting a global perspective. Anant National University perceives this paradox both as a good one and as an essential prerequisite of contemporary design education in the 21st century. This is why internallyoriented community immersion is central to our design pedagogy. Our students actively engage with local place-based communities to understand their myriad challenges and then conceive and offer practical and sustainable design solutions.



This hands-on experience provides them with a holistic and practical understanding of complex social and environmental issues, ensuring that students learn to develop feasible solutions rooted in real-world contexts rather than in isolated classrooms.

As technology continues to evolve, it will play an increasingly important role in shaping the future. But basic human values will play an equally important role. So, we put special emphasis on training ethically sound students who will employ powerful technological tools like AI morally and responsibly.

India's ongoing growth, propelled by infrastructural development and technological growth and driven by the momentum of Industry 4.0, demands beyond well-trained doctors, engineers and managers. It also needs solution-oriented smart designers, thoughtful and inventive creators who can work seamlessly across disciplines to shape our built environments, supporting systems and lived experiences in clever ways that enhance national development as well as create a better quality of life for everyone.



TRANSITION TO GREENER **ENERGY** > Anil Kumar Jadli, Director (HR), NTPC Ltd., elucidates how the hallowed brand is bridging the skill gaps in India's rapidly evolving energy sector The pursuit of becoming a technologies, Energy Policy and Data Modelling & Valuation Analysis,

"Learning Organization" mandated by its "HR Vision" facilitates NTPC in anticipating and adapting to the changing business needs and the rapidly evolving energy sector. The Learning & Development

Matrix at NTPC is geared to come up with appropriate interventions to meet all kinds of organizational requirements - be it facilitating the operational excellence of its units or building capabilities to facilitate the transition to Clean/Green Energy or having holistic programs to build managerial and leadership capabilities of its employees. These efforts ensure employees are equipped for the evolving energy landscape.

In line with the new and emerging business opportunities, Government of India's (Gol's) thrust areas and its expansion plans, NTPC has forayed into the renewables / green energy domain and associated emerging technologies. Since these are newer and emerging areas, there was a requirement for building competencies in these specialized areas.

Accordingly, customized programs (including Certification Programs) have been organized in collaboration with premier institutions like IITs, IIMs, NIWE, GIZ, USAID, IEA, KPMG, E & Y. etc., in areas like Program on Pathways for Carbon Transition(POPCAT), Green Hydrogen and Green Chemicals, Offshore Wind, Wind Energy, Carbon trading and Markets, Supply Chain Energy Management. Nuclear technologies, Electricity (Power) Markets, Pump Storage Hydro, Small Modular Reactors, Electricity Markets, Floating Solar PV

NTPC has partnered with GP Strategies India Private Limited for use Location training modules. customized learning initiative to bridging of functional

Planning, Energy modelling, Financial Sustainable & Green Finance, Energy Transition, CCUS Technologies, Al-ML for Power Sector, Battery Storage, EVs And Charging Station, Green Hydrogen & Green Chemicals, Energy Statistics, etc. The content and design of these programs have been customized and created as per NTPC needs.

WORKFORCE TO LEAD THE

Further, to achieve net zero targets by 2070 and Government of India's goal of achieving 100 GW of nuclear power by 2047 (Amrit Kaal), NTPC is committed to support the GoI target by enhancing its capability in nuclear. To support this objective, NTPC has been sponsoring its executives for the One-Year Orientation Course for Engineering Graduates and Science Postgraduates (OCES) at Bhabha Atomic Research Centre (BARC). This program, fully sponsored by NTPC, provides a Post Graduate Diploma in Nuclear Science and prepares participants for future roles in the nuclear energy sector.

NTPC sponsors its Executives to the Post Graduate Diploma in Management (Executive) Programme from NTPC School of Business (NSB), Noida, which brings a unique combination of contemporary syllabus quantifying to 45% of subjects in Energy and 55% in core Management. The programme has special focus on Green Hydrogen, Green Technologies, Carbon Finance, CCU, Cross border trades, Energy Economics, Biomass, Nuclear preparedness, etc.

of its GPiLearn+ platform by all O&M executives. The platform makes available a plethora of technical and safety courses and has allowed NTPC to upload its own technical courses / modules, Management Instructions (LMIs) and Job-Rotation (Samarth) facilitation O&M executives have been assigned paths comprising mandatory and optional technical and safety modules and LMIs based on department and posting location considering peculiarities of technology at the locations. The contributing

> for employees and contractual workers and has invested in state-ofthe-art technology to maintain a safe working environment.

The evolving landscape of soenvironmentally responsible.

students

Why? Because young Indians going students in the world, and find gainful employment in increasing

robotics and other tech improvements are redefining how industries work, aiming to create robustly interconnected, automated and more intelligent production environments. Enabling this transformation within the Indian industrial landscape requires smart and well-trained professionals who can address complex systems, engage creatively with emerging technologies and find ways to shape human experiences at scale. A contextually grounded, interdisciplinary design pedagogy is essential to nurturing such capabilities. It empowers designers to examine problems at hand holistically and craft cool solutions that are not just innovative but socially and

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BS MARKETING INITIATIVE

SHAPING THE **FUTURE THROUGH** THE POWER OF **PEOPLE**

> Surbhi Srivastava, Director - People Experience, Industrial Region India & South East Asia. SKF. maps out how the brand is preparing its workforce for a more digital and energy-efficient industrial future

At SKF, we believe the future is shaped by our people-through responsibility. and innovation. continuous learning. As technology and sustainability redefine industry, we're preparing our workforce to lead the change with confidence and compassion

Our D.A.R.E. platform—Discover, Advance, Reinforce, Empowerencourages employees to turn ideas into action. Through internal and external hackathons, and Avishkaar Innovation Lab, employees collaborate with startups and universities to solve real-world

challenges. Initiatives like our Innovation Community have already sparked breakthroughs-such as an energy-efficient bearing design piloted in Europe.

To build digital confidence, we launched the Al Ambassador Program, aiming to deliver Al awareness training to 5,000 employees by end of 2025. A cohort of 50 ambassadors is receiving advanced training to cascade learning through team workshops, fostering grassroots innovation—from predictive maintenance to smarter quality controls.

This integrated approach promotes



a shift toward Industry 5.0 thinking,

where technology enhances human talent rather than replacing it. At SKF, cobots and smart tools are enablersbut people lead with insight, purpose, and impact.

Together, these initiatives are cultivating a workforce that's agile, sustainability-aware, and futureready. Whether designing sustainable solutions or adopting Al for smarter decisions, our people are not just embracing change-they're driving it.

The future isn't something we wait for. At SKF, it's something we buildevery day, with purpose and heart.

SYNGENTA: EMPOWERING FARMERS WITH SUSTAINABLE INNOVATION

> By fostering a culture of innovation anchored in sustainability, Syngenta is transforming global agriculture through an array of solutions

Syngenta fosters innovation while building a sustainabilityfocused workforce through several approaches: Innovation Culture, Sustainability Integration, Employee Development, Practical Implementation, and Recognition & Incentives.

We have sustainability apps (Sustainability scores, Carbon Modeling) which have been appreciated by international alliances (e.g. US potato alliance) and have featured in Magazines.

Syngenta has developed a digital tool called Cropwise Sustainability to enhance the sustainability of agricultural businesses. This free, user-friendly application allows farmers to quickly calculate their

farm-level sustainability score and compare their performance to industry peers. A key feature of the app is its ability to generate carbon scores using the Cool Farm Tool (CFT). Cropwise Sustainability has garnered partnerships with major companies such as Kellogg's, PepsiCo, PSA, and numerous others.

To compliment the app, Syngenta has created a partner dashboard that enables these companies to monitor their growers' field performance through the sustainability mobile application. The tool is currently available in over 20 countries, including India. The application's effectiveness has been recognized internationally, earning a spot on the list of best agricultural applications



syngenta

in Crop Life, a prominent European AgTech magazine. Furthermore, PSA has provided positive feedback, highlighting how the app is helping their growers make their agricultural businesses more sustainable while simultaneously increasing crop yields.

PEOPLE-POWERED **PERFORMANCE: HOW VALUE CREED IS REDEFINING SUCCESS IN ENERGY & TECH** CONSULTING

> Samridhi Soni, Associate Director - HR, Value Creed, pinpoints how the organisation builds a positive workplace culture deeply rooted in people ad purpose



Our people are at the heart of every innovation, solution, and milestone at Value Creed. In the fast-moving energy and tech consulting landscape, we've built a company that thrives not by chasing trends, but by empowering talent, listening deeply, and evolving our culture with purpose.

Our people strategy is built on three core foundations: accelerating leadership growth, fostering a transparent and flat organization, and continuously co-creating a culture that works for everyone.

ACCELERATING LEADERSHIP, REDEFINING TIMELINES

Unlike traditional consulting firms that follow a rigid ladder, we believe in compressing the timeline between talent and leadership. We invest intentionally in high-potential individuals, giving them exposure to business-critical projects. empowering them with decisionmaking authority, and pairing them with experienced mentors.

This dual-pronged model ensures we balance institutional wisdom with fresh perspective, while building a strong leadership pipeline that scales fast. Through initiatives like VC Catalyst, VC Learn by Example, and VC Entrepreneurship, we fasttrack growth and give our people a real opportunity to lead, regardless of tenure.

MANAGING THE GENERATION, DIFFERENTLY

Today's workforce is driven by values, voice, and velocity. To meet them where they are, we've equipped our managers to lead with empathy, clarity, and flexibility. Our

leadership development efforts focus on managing across generations, understanding what motivates today's professionals, and creating the psychological safety required to

We're not managing people, we're partnering with them. Our feedbackrich culture, fluid career models, and clear pathways to growth ensure that employees stay engaged and

FLAT BY DESIGN: ACCESSIBLE LEADERSHIP, ALWAYS

One of our strongest differentiators is how deeply engaged and approachable our leadership is. Senior leaders personally participate in interviews to ensure cultural alignment, and host regular open forums like VC Ignite, Fireside Chats where they listen, respond, and take questions directly from teams.

We also follow a no red tape policy. where anyone in the company can approach senior leadership directly. This creates a culture where people speak up early, get heard quickly, and feel seen across levels. The result? Fewer bottlenecks, more ownership, and faster progress.

IDEAS FROM THE GROUND, **EXECUTED AT THE TOP**

Our most impactful programs didn't come from boardrooms, they came from our people. Whether it's VC Fit (fitness and health), VC Care (mental well-being), VC Eats (dinner support for our employees), or VC Workcation (company-sponsored work and travel experiences), each initiative was born from employee feedback, and executed with leadership support.



feedback-first operating model ensures our culture remains alive, evolving, and truly built by our people, not just for them.

CREATING A CULTURE OF TRUST AND TOGETHERNESS

We've intentionally created an environment where people want to show up, not because they have to, but because they're supported, recognized, and surrounded by teammates who lift each other up. Collaboration is instinctive, not instructed. Peer support is organic. Promotions are celebrated, not resented.

We've built a culture where success is shared, where feedback drives progress, and where every person knows they have a voice, a future, and a seat at the table.

DESIGNED FOR THE FUTURE. GROUNDED IN PEOPLE

We've seen firsthand how empowered teams, rapid decisionmaking, and a culture of ownership drive exceptional outcomes for our clients and our people. When individuals are trusted, supported, and given the space to lead, innovation happens naturally, and impact follows.

Value Creed isn't just future-ready, we're future-driven. We believe that when you put people at the center, becomes unbreakable, performance becomes sustainable, and innovation becomes inevitable

"This is the Value Creed way, a workplace where leadership is earned fast, trust is built deep, and culture is created together."

DRIVING SUSTAINABLE CHANGE WITH RAMBOLL'S PURPOSE-LED AND FUTURE-READY WORKFORCE

> Lone Tvis, Chief People Officer, Ramboll, offers insights into how a purpose led organization thinks. works and leads

At Ramboll, our commitment to sustainability and culture is deeply rooted in our identity as a foundationowned company. Our purpose to create sustainable societies where people and nature flourish is reflected in how we think, work, and lead.

We see culture as a competitive advantage. Guided by our Culture Compass, our values, leadership principles, and code of conduct drive not only our business decisions but also our interactions across global teams. Mutual respect, psychological safety, and a strong listening strategy are the cornerstones of how we work together creating an environment where every voice matters and innovation thrives.

This alignment extends from our leadership to all our colleagues in our Ramboll offices across 35 countries. Everyone at Ramboll, regardless of title or location, plays a role in shaping our culture and delivering on our

Our people sit at the heart of our strategy, empowered to be partners for sustainable change. Sustainabilityled thinking is embedded in every design and engineering solution we



RAMBOLL

deliver-ensuring we not only meet client needs but also contribute positively to the environment and society.

This consistent focus on cultural alignment and sustainability ensures we don't just do business-we shape a better future. By integrating these principles into every layer of the organisation, Ramboll continues to lead with purpose and integrity, building a workforce that is both values-driven and future-ready. We stand true to our commitment to build sustainable societies where people and nature can flourish.

BEYOND TECHNOLOGY: a amdocs **BALANCING AI-DRIVEN TRANSFORMATION WITH HUMAN-CENTRIC CULTURE AT AMDOCS**

> Lynette Dsilva, VP HR - Global People Services, Amdocs, expands on how the brand fosters a culture of continuous innovation and employee well-being across its global teams

today's rapidly generative AI era, the organizations that thrive are those that strike the right balance-pushing the boundaries of innovation while supporting the people behind it. As businesses accelerate the adoption of emerging technologies, the challenge isn't just transformationit's ensuring the workforce remains empowered and future-ready.

At Amdocs, we strive to maintain this balance by fostering a culture of innovation alongside a holistic approach to employee well-being. For us, innovation isn't limited to tech teams; it's embedded in the way we work every day. Whether in product design or day-to-day operations, employees are equipped with GenAl tools and digital assistants that help resolve problems faster. We've recently

launched Al-powered internal platforms that have transformed how teams access information, creating a more intuitive, Al-first work environment.

We believe innovation should extend beyond labs and leadership. That's why we promote comprehensive upskilling programs-focused on GenAl, cloud, and automation—across functions.

Our commitment to employee well-being and flexibility is equally strong. Through a 360-degree wellness program that supports physical, mental and social health, we recognize that a resilient workforce is the foundation of sustainable innovation. Our hybrid work model, 'vacation without limits' initiative, and strong emphasis on internal mobility empower employees to shape careers that align with their

aspirations.

By embedding innovation into the flow of work and prioritizing flexibility. well-being, and inclusion, Amdocs is not just building future-ready solutions-but a truly future-ready



EMBRACING A **RESPONSIBLE-FIRST AI MINDSET: SHAPING SONATA SOFTWARE'S FUTURE OF WORK**

> Rajsekhar Datta Roy, Chief Technology Officer, Sonata Software, outlines the contours of responsible innovation and what it means to the organisation rooted in people and purpose

At Sonata Software, our Al-First mindset is transforming how we innovate and operate. With a significant percentage of our engineers actively engaged in Al projects and a target of achieving 100% GenAl literacy by FY2026, we are cultivating a workforce aligned with Al-driven innovation, all centered around responsible-first Al. Internal talent development platforms like Mavin, Sonata Spark, TechFests and Sonata University (the company's L&D arm) play a pivotal role in engaging and upskilling our employees, fostering grassroots innovation, and encouraging cross-functional learning - all centered

Our strategy for the future of work emphasizes ongoing AI adoption

around AI as a core enabler.

Sonata Software's responsiblefirst stance ensures AI solutions are deployed with built-in guardrails, audit trails, and validation mechanisms for large language models (LLMs). This approach supports scalable, accountable AI across all teams, reinforcing our commitment to ethical and trustworthy technology.

governed by responsible practices.

Additionally, strategic collaborations with esteemed institutions such as IISc and the Wharton AI & Analytics Initiative strengthen our Al governance framework. These partnerships help us build an innovation ecosystem focused on ethical AI, human-AI collaboration,

and responsible enterprise adoption. We are embedding AI agents like Harmoni.Al and AgentBridge across various domains - from engineering and HR to supply chain and customer operations - shifting towards AI native workflows and proactive decisionmaking systems. This integration accelerates enterprise agility and operational efficiency. Responsible-first AI is more than

a safeguard; it is Sonata Software's guiding ethos to enable enterprisegrade deployment of Al. It accelerates the scalability of GenAl, grounds innovation in ethical trust, and empowers our future-ready workforce through literacy, autonomy, and crossdisciplinary collaboration. Together, we are shaping an Al-enabled future built on responsibility and trust.

A MULTI-PRONGED APPROACH TO BUILDING HUMAN CAPITAL



> Through a comprehensive, multi-faceted approach, Tata BlueScope Steel ensures it builds a talent pool that is future-ready

Tata BlueScope Steel is committed to building a future-ready workforce that can thrive in India's rapidly evolving construction and colour coated steel sectors. Recognizing the pace of technological change and shifting industry dynamics, the company has adopted a multipronged strategy to equip its people with the right skills, mindset, and

One of the core focus areas is continuous skilling and upskilling. Through structured learning programs, employees are trained in emerging areas such as digital manufacturing, automation, AI, data analytics, and sustainable construction practices. These initiatives ensure that the workforce is not only technically proficient but also adaptable to industry advancements.

Tata BlueScope Steel also promotes cross-functional learning by engaging employees in innovation projects, Kaizens, Quality Circles, and digital transformation initiatives. These platforms encourage employees to apply creative problem-solving and critical thinking, preparing them for future roles and challenges.

further support transformation. company the collaborates with academic institutions and leverages Tata Group's learning platforms to provide certifications and leadership development programs.

emphasis is placed on frontline capability-building, particularly for shop-floor and field teams, ensuring inclusivity across all levels.

Moreover, employee well-being, safety, and work-life balance remain central. A healthy and motivated workforce is seen as essential to sustained performance and innovation.

By combining digital readiness, skill enhancement, and a people-first approach, Tata BlueScope Steel is nurturing a resilient and agile talent pool that is well-prepared to lead and support India's growing infrastructure and construction needs.



