



Public Affairs Forum of India

# PAFI UPDATES



**HIGHLIGHTS**

MAY 2025 - DECEMBER 2025

# IN THIS VOLUME

## PAFI DIALOGUES

1. Future-Proofing India
2. Navigating Trade Between World Orders
3. Rising Consumer Expectations & Activism
4. Strategic Shifts: What Businesses Must Know About Global Disruptions
5. India's evolving Free Trade Agreement (FTA) strategy and what it means for Indian businesses
6. Geo Economics of Trust: India-US Ties in an Age of Uncertainty
7. Dialogue with Amardeep Singh Bhatia, Secretary, DPIIT
8. The Future of India-US Trade and Tech Partnerships
9. Special Dialogue with Shri. Nripendra Mishra, Padma Bhushan, Chairperson of the PM Museum & Library Society

## PAFI COUNCIL MEETINGS

1. PAFI Advisory Council Inaugural Meet
2. AI Council
3. FMCG Council
4. SAFE Public Policy

## SPECIAL INITIATIVES

1. Launch of PAFI Leadership Conversation
2. Roundtable on Innovation in Biotechnology: Catalyzing India's Path to Viksit Bharat @ 2047
3. Visit to Pradhanmantri Sangrahalaya
4. 2<sup>nd</sup> edition of PAFI Leadership Conversation

## 12th ANNUAL FORUM 2025

India and the World- Collaboration · Connectivity · Competitiveness.  
2 days - 80+ Speakers - 16 Sessions

## PUBLICATIONS

1. The Policy Pivot
2. Competition Law Newsletter

## CAPACITY BUILDING & TRAINING

1. Understanding Government
2. Strategic Stakeholder Management in Government Relations and Social Impact.
3. Workshop: How to Measure Effectiveness of the Public Affairs Function
4. PAFI-ISPP Executive Education Programme: Public Policy & Geopolitics

## ARTICLES BY PAFI

1. Delhi Rising: A rare opportunity to shape the capital's future
2. Funding Think Tanks is a strategic imperative
3. Industry and government need a new pact of trust
4. Geopolitics, risk & reform: Importance of public policy
5. Why Geopolitics Now Defines Business Strategy
6. The Policy Pivot: India's strategic shift for 2047
7. 18 Suggestions at 18: Looking Back, Looking Ahead at India's Policy Crossroads
8. Building trust with sincerity is key to easing governance
9. A bold new dawn for India's workforce: Labour codes that deserve applause - and swift, unified implementation
10. Why corporate boards must have a geopolitical risk committee



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# GOVERNMENT ENGAGEMENT

## MEETING WITH DELHI CHIEF MINISTER

SATURDAY, AUGUST 02, 2025



A PAFI delegation, led by **Ajay Khanna**, Co-Founder PAFI, along with **Rahul Sharma**, Founder & Past President, PAFI and Managing Director, US-India Business Council and **Harsh Shrivastava**, CEO, PAFI, met Chief Minister of Delhi, **Rekha Gupta**, to discuss the city's economic and policy agenda for inclusive and sustainable growth. The team appreciated her vision for making Delhi a model urban economy driven by innovation and investment and invited her to address the PAFI Annual Forum 2025 as a Partner State.

## MEETING WITH MINISTER OF COMMERCE & INDUSTRY

TUESDAY, AUGUST 19, 2025

PAFI representatives met **Piyush Goyal**, Minister of Commerce & Industry, to share the Forum's initiatives and explore opportunities for deeper engagement between policymakers and PAFI's members. The meeting, attended by **Ajay Khanna**, Co-Founder, PAFI, and **Virat Bhatia**, Past President & Managing Committee Member, PAFI, reflected the Forum's commitment to fostering dialogue, trust, and collaboration in advancing India's economic agenda.



## MEETING WITH THE CABINET SECRETARY

TUESDAY, SEPTEMBER 02, 2025



A select delegation of PAFI members called on the Cabinet Secretary, **TV Somanathan**, at his office. He was accompanied by other senior officers of the Cabinet Secretariat. The discussions were to understand the many activities being done by State governments, facilitated by the Cabinet Secretariat, to improve ease of doing business.



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# PAFI DIALOGUES



## **FUTURE-PROOFING INDIA**

FRIDAY, MAY 09, 2025

As India navigates a rapidly evolving global landscape, an engaging session brought together **Dammu Ravi**, Secretary (Economic Relations), Ministry of External Affairs, for a dialogue on growth, resilience, and strategic leadership. The conversation was moderated by **T.S. Vishwanath**, Founding Member, Past-President and Director General, PAFI, and Executive Chairman, VeK.

PAFI leadership featured, including **Ajay Khanna**, Co-founder, PAFI; **Deepshikha Dharmaraj**, President, PAFI and CEO, Burson Group India; and **Chetan Krishnaswamy**, Vice President, PAFI and Vice President, Public Policy, Amazon India. The session explored how India can chart future-ready pathways to strengthen its global and economic positioning. [View More.](#)

## **NAVIGATING TRADE BETWEEN WORLD ORDERS**

FRIDAY, MAY 09, 2025

Experts came together to discuss India's evolving role in a shifting global trade environment, exploring the opportunities and challenges posed by changing geopolitical alignments. The discussion featured **A.K. Bhattacharya**, Editorial Director, Business Standard; **Laveesh Bhandari**, President and Senior Fellow, Centre for Social and Economic Progress; **Manjeev Singh Puri**, Former Indian Ambassador to the EU and Nepal; and **Pranab Dhal Samanta**, Executive Editor (Politics), Economic Times. Moderated by **Chetan Krishnaswamy**, Vice President, PAFI and Vice President, Public Policy, Amazon India.



The session shared valuable perspectives on sustaining trade resilience and strategic partnerships. PAFI leadership was represented by **T.S. Vishwanath**, Founding Member, Past-President, and Director General, PAFI, and Executive Chairman, VeK, who gave the closing remarks. [View More.](#)



## RISING CONSUMER EXPECTATIONS & ACTIVISM

FRIDAY, MAY 30, 2025

Amongst the highlights of the FMCG council meeting was an insightful conversation with **Rohit Kumar Singh**, Member, National Consumer Disputes Redressal Commission and Former Secretary, Ministry of Consumer Affairs, Food and Public Distribution, Government of India.

Moderated by **Ophira Bhatia**, Vice President, Corporate and Government Affairs, India and CGA Lead, Asia, Middle East and Africa, Mondelez International, the session explored rising consumer expectations and activism, emphasizing how the FMCG and food sectors can adapt to shifting consumer values, policy changes, and innovation-driven growth. The discussion concluded with a vote of thanks by **T.S. Vishwanath**, Founding Member, Past-President and Director General, PAFI, and Founder & Executive Chairman, VeK. [View More.](#)

## STRATEGIC SHIFTS: WHAT BUSINESSES MUST KNOW ABOUT GLOBAL DISRUPTIONS

THURSDAY, JUNE 26, 2025

As shifting geopolitics reshape the global business environment, PAFI brought together experts and Advisory Council members **Ajay Bisaria**, Former High Commissioner to Canada; **Anil Padmanabhan**, Senior Journalist; and **Sanjay Bhattacharyya**, Former Diplomat, Professor, and Corporate Advisor, for an engaging discussion on navigating global disruption.



The discussion highlighted how organisations can build resilience and adapt global strategies to turn policy shifts into opportunity, emphasizing that stability, risk management, and manufacturing-led growth will anchor India's progress in an evolving geopolitical landscape.

The session was opened by **Chetan Krishnaswamy**, President, PAFI and Vice President, Public Policy, Amazon India, and **Ajay Khanna**, Co-Founder, PAFI, set the context, and concluding remarks were given by **Rakesh Dubey**, Managing Committee Member, PAFI and Director, Global Government Affairs, Carlyle Group. [View More.](#)



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## GEO-ECONOMICS OF TRUST: INDIA-US TIES IN AN AGE OF UNCERTAINTY

TUESDAY, JULY 29, 2025

In an era marked by shifting global alliances and economic realignments, chief guest **Nagaraj Naidu Kakanur**, IFS, Additional Secretary (Americas – USA & Canada), Ministry of External Affairs, shared insights on strengthening economic and strategic cooperation between India and the United States. The session was opened by **Ajay Khanna**, Co-Founder, PAFI, and moderated by **Virat Bhatia**, Past President and Managing Committee Member, PAFI.



**T.S. Vishwanath**, Founding Member, Past President and Director General, PAFI, and Founder and Executive Chairman, VeK, delivered the vote of thanks. [View More.](#)



## INDIA'S EVOLVING FREE TRADE AGREEMENT (FTA) STRATEGY AND WHAT IT MEANS FOR INDIAN BUSINESSES

TUESDAY, JULY 29, 2025

This PAFI dialogue brought together notable voices, including **L. Satya Srinivas**, Additional Secretary, Ministry of Commerce and Industry; **Arun K Singh**, Former Indian Ambassador to the US, France, and Israel; **Dr. Anup Wadhawan**, Former Commerce Secretary; and **Dr. Pritam Banerjee**, Head, Centre for WTO Studies, IIFT, to unpack India's evolving FTA strategy.

The discussion, moderated by **T.S. Vishwanath**, Founding Member, Past President and Director General, PAFI, and Founder and Executive Chairman, VeK, explored how new and pending agreements with the UAE, Australia, EFTA, and the EU will shape market access, export competitiveness, and India's global value chain positioning for Indian businesses. [View More.](#)



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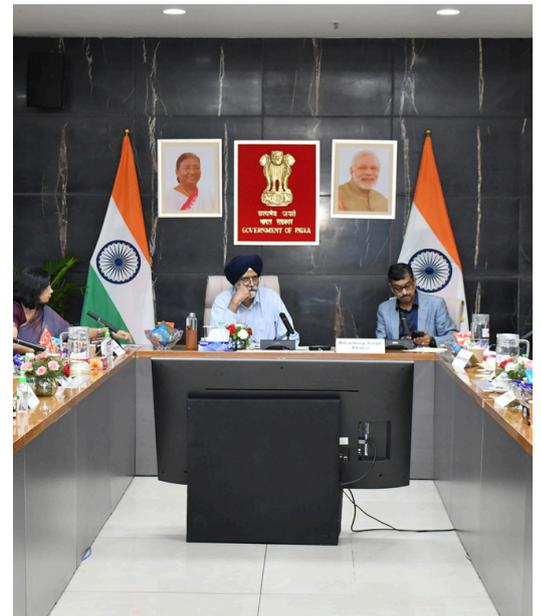
## DIALOGUE WITH AMARDEEP SINGH BHATIA, SECRETARY, DPIIT

FRIDAY, AUGUST 08, 2025

A delegation led by **Chetan Krishnaswamy**, President, PAFI and Vice President, Public Policy, Amazon India held a productive meeting with **Amardeep Singh Bhatia**, Secretary, Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Commerce and Industry and Ms. Himani Pande, Additional Secretary, Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Commerce and Industry.

The dialogue was moderated by **Harish Krishnan**, Past President and Co-Founder, PAFI, and Managing Director and Chief Policy Officer, Cisco India and ASEAN.

The discussions focused on key issues related to regulation, compliance, and enhancing the ease of doing business in India. The Secretary encouraged PAFI to collaborate with its members and come back with actionable and pragmatic recommendations aimed at improving the overall business environment in the country. [View More.](#)



## THE FUTURE OF INDIA-US TRADE AND TECH PARTNERSHIPS

THURSDAY, AUGUST 21, 2025

As technology and trade increasingly define global relationships, PAFI members engaged in an engaging dialogue with **Jason Oxman**, CEO and President, Information Technology Industry Council (ITI), to discuss emerging opportunities in technology, AI, and innovation-driven collaboration between India and the United States.

The conversation, moderated by **Major Ranjeet Goswami (Retd.)**, Treasurer, PAFI, and Global Head, Corporate Affairs, Tata Consultancy Services Ltd (TCS), reflected optimism about the strength and resilience of bilateral ties. The session concluded with a vote of thanks by **Harsh Shrivastava**, CEO, PAFI. [View More.](#)



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## **SPECIAL DIALOGUE WITH SHRI. NRIPENDRA MISHRA, PADMA BHUSHAN, CHAIRPERSON OF THE PM MUSEUM & LIBRARY SOCIETY**

FRIDAY, NOVEMBER 28, 2025

As part of our experiential learning series, PAFI today hosted a special dialogue with Shri **Nripendra Misra**, Padma Bhushan, Chairperson of the PM Museum & Library Society, former Principal Secretary to the Prime Minister, and Chairperson of the Ram Janmabhoomi Teerth Kshetra Trust at Pradhan Mantri Sanghralaya, New Delhi.

Drawing from his illustrious career spanning over five decades in civil service and governance, Mr Misra shared invaluable insights on leadership, policy formulation, and institutional reform, inspiring each of us to make more impactful contributions to India's policy landscape.

**Shivnath Thukral**, Vice President and Secretary, PAFI and Vice President of Public Policy & Government Affairs PhonePe Limited, opened the session, followed by **Ajay Khanna**, Co-Founder, PAFI, who set the context and moderated the session. The vote of thanks was delivered by **Ranjeet Goswami**, Treasurer, PAFI and Global Head – Corporate Affairs, TATA Consultancy Services Ltd (TCS). [View here](#).





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# PAFI COUNCILS

## PAFI ADVISORY COUNCIL INAUGURAL MEETING

The first meeting of the PAFI Advisory Council with PAFI Members featured engaging discussions on India's growth and investment landscape, navigating geopolitical challenges, and advancing business priorities in a changing global order.

The PAFI Advisory Council, comprising former senior government officials, industry leaders, and media professionals, provides strategic direction, assesses geopolitical dynamics, and supports the development of PAFI's initiatives and programs.

Advisory Council: <https://pafi.in/advisory-council.php>



## AI COUNCIL MEETING

The first meeting of the PAFI AI Council featuring PAFI members and chaired by **Sandeep Aurora**, Chairperson, PAFI AI Council and Group Director & Head of Public Policy and Government Affairs, Microsoft India & South set the stage for impactful conversations on India's AI journey. The meeting began with an insightful presentation on "India's AI Trajectory: Mapping the Present, Building the Future" by **Rohit Kumar**, Co-founder, The Quantum Hub.

The key highlight of the meeting was an engaging Fireside Chat with **Abhishek Singh**, Additional Secretary, Ministry of Electronics and Information Technology, Government of India.

Council Chairperson: **Sandeep Aurora**, Group Director and Head of Public Policy and Government Affairs, Microsoft India and South Asia. [View More.](#)



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## FMCG COUNCIL MEETING

The FMCG council convened for the first time for a dynamic session on emerging trends shaping the Agri, FMCG, and food processing sectors. Opening remarks were delivered by **T.S. Vishwanath**, Founding Member, Past-President and Director General, PAFI, and Founder & Executive Chairman, VeK. Members reflected on the evolving consumer landscape - where value now extends beyond product quality to factors like sustainability, inclusion, and responsible technology use.



The session was moderated by the council chairperson, and **Harsh Shrivastava**, CEO, PAFI, summed up the key takeaways and outlined the next steps for the Council.

Council Chairperson: **Ophira Bhatia**, Vice President, Corporate and Government Affairs, India and CGA Lead, Asia, Middle East and Africa, Mondelez International. [View More.](#)

## SAFE PUBLIC POLICY MEETING

The Strengthening Access, Fairness, and Equity (SAFE) Public Policy council convened for a focused discussion on “Public Policy for Women and Women in Public Policy.” Building on its earlier dialogue on women’s workforce retention, the session explored actionable frameworks and collaborative strategies to create an enabling policy ecosystem for women.



The discussion highlighted the need for structural reforms, inclusive workplaces, and supportive infrastructure to enhance women's participation in the workforce. Council members shared valuable insights to help shape a more equitable and enabling public policy landscape for women.

**Kanika Singal**, Advisor, Government & Entrepreneurship at The Udaiti Foundation, presented key insights on advancing women’s workforce participation. The session was followed by a dynamic roundtable discussion moderated by the council Chairperson, with concluding remarks next steps being shared by **Harsh Shrivastava**, CEO, PAFI.

Council Chairperson: **Vinita Sethi**, Past President, PAFI, Independent Director and former SVP & Chief Public Affairs, Apollo Hospitals Group. [View More.](#)



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# PAFI SPECIAL INITIATIVES

## LAUNCH OF PAFI LEADERSHIP CONVERSATION

WEDNESDAY, AUGUST 06, 2025

The inaugural edition of the PAFI Leadership Conversation drew an enthusiastic response, underscoring the strength of the PAFI community and its shared commitment to advancing the public affairs profession in India. The discussion on the evolving role of Public Affairs featured insights from **Chetan Krishnaswamy**, President, PAFI & Vice President, Public Policy, Amazon India; **Ishteyaque Amjad**, Past President & Managing Committee Member, PAFI & Managing Director, Policy & Government Affairs, Abbott Healthcare; **Rahul Sharma**, Past President & Founding Member, PAFI & Managing Director, USIBC; **Shivnath Thukral**, Secretary, PAFI & Vice President, Public Policy and Government Affairs, PhonePe; and **Mike Orgill**, Head, Public Policy APAC, Uber.

True to PAFI's spirit, the evening blended thought-provoking dialogue with shared stories, laughter, and meaningful connections. [View More.](#)





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## ROUNDTABLE ON INNOVATION IN BIOTECHNOLOGY: CATALYZING INDIA'S PATH TO VIKSIT BHARAT @ 2047

THURSDAY, OCTOBER 16, 2025

An engaging roundtable on innovation in biotechnology symbolized India's strategic push towards a sustainable, innovation-driven bioeconomy as part of its broader vision for Viksit Bharat by 2047. Key leaders and experts gathered to discuss how India can unlock its bioeconomic potential, driving economic growth, fostering cutting-edge research, and ensuring sustainable development, laying the groundwork for India's leadership in global biotech.

The special guest for the evening was Padma Shri **Dr. Ashok Gulati** from the Indian Council for Research on International Economic Relations. The session was chaired by **T.S. Vishwanath**, Founding Member, Past President and Director General, PAFI, and Founder and Executive Chairman, VeK, with closing remarks by **Vinita Sethi**, Past President, PAFI, Independent Director; and former SVP & Chief Public Affairs, Apollo Hospitals Group.



## EXPLORING INDIA'S LEGACY AT THE PRADHANMANTRI SANGRAHALAYA

FRIDAY, NOVEMBER 28, 2025

A delegation of PAFI members had the privilege of visiting the Pradhanmantri Sangrahalaya (PM Museum) - a place that beautifully captures the spirit, vision, and journey of India's leadership. History came alive, stories unfolded - From immersive galleries to unexpected trivia, every corner had us saying "wow!". The integration of history with modern technology offered a unique experience—from receiving personalized letters from the PMs to sharing screen space with them, it felt surreal, quietly connecting us to India's enduring legacy and vision and to the leaders who shaped that legacy.

[View here.](#)





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## 2ND LEADERSHIP CONVERSATION ON MANAGING CRISES

THURSDAY, DECEMBER 11, 2025

From real-world experiences to practical strategies, the panelists — **Chetan Krishnaswamy**, President, PAFI, Vice President, Public Policy, Amazon India, **Shivnath Thukral**, Vice President & Secretary, PAFI, Vice President of Public Policy and Government affairs, PhonePe Limited, **Ranjeet Goswami**, Retd., Treasurer, PAFI, Global Head, Corporate Affairs, TATA Consultancy Services Ltd (TCS), **Deepshikha Dharmaraj**, Immediate Past President, PAFI, Chief Executive Officer, Burson Group India, and **Shipra Tripathi**, Managing Committee Member, PAFI, Vice President, Public Affairs, Ashoka University — shared their experiences and insights on managing crises effectively and the importance of preparedness within organizations.

This thought-provoking and candid discussion was moderated by **T.S. Vishwanath**, Founding Member, Past-President & Director General, PAFI, Founder & Executive Chairman, VeK, with active audience participation. [View here.](#)



# 12<sup>TH</sup> ANNUAL FORUM

## INDIA AND THE WORLD: COLLABORATION • CONNECTIVITY • COMPETITIVENESS

SEPTEMBER 18-19, 2025

The 12th Annual Forum of PAFI, held in September 2025, was the largest yet. Attracting over 600 attendees and featuring more than 80 distinguished speakers. The event brought together Union Ministers, senior government secretaries, a Chief Minister, a U.S. State Governor, parliamentarians, diplomats, senior journalists, and global thought leaders, along with a strong corporate representation to further strengthen the public affairs community.

The forum, inaugurated by **Ashwini Vaishnaw**, Minister of Electronics and Information Technology, Minister of Information and Broadcasting, Minister of Railways, Government of India, set a high-impact tone emphasising the importance of strategic reforms, technology, and innovation in India's growth trajectory. Telangana was celebrated as the Partner State, with its Chief Minister **A. Revanth Reddy** outlining ambitious goals for the state's economic growth.

Sessions spanned critical themes such as geopolitics, economic reforms, artificial intelligence, supply chain resilience, and India's role on the global stage, establishing the forum as a premier platform for shaping India's transformative journey toward global leadership by 2047. [View More.](#)



# ARTICLES BY PAFI

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## DELHI RISING: A RARE OPPORTUNITY TO SHAPE THE CAPITAL'S FUTURE

MONDAY, JUNE 09, 2025

This article talks about Delhi's urgent need for coordinated urban reform through the Master Plan 2041 and Land Pooling Policy to unlock its vast undeveloped land and create affordable housing. It highlights how political alignment across governance bodies offers a rare chance to reshape Delhi into an inclusive, economically vibrant, and livable city for its citizens. [Continue Reading.](#)

Written By: **Ajay Khanna**

Published By: The Times of India

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## FUNDING THINK TANKS IS A STRATEGIC IMPERATIVE

WEDNESDAY, JUNE 11, 2025

As India's global influence grows, its thought leadership must advance in step with its economic and diplomatic ambitions. With over 600 think tanks, the foundation is strong, but there is vast potential to amplify indigenous ideas and perspectives. Greater collaboration between business, academia, and policy institutions can unlock a new era of intellectual self-reliance. How can India Inc. champion this transformation and shape the next wave of homegrown policy innovation? [Continue Reading.](#)

Written By: **Ajay Khanna**

Published By: Hindustan Times

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## INDUSTRY AND GOVERNMENT NEED A NEW PACT OF TRUST

MONDAY, JULY 28, 2025

This article talks about the vital role of trust and collaboration between government and industry in shaping India's journey toward a \$5-trillion economy. It emphasizes that sustainable growth depends on structured, transparent, and long-term partnerships that move beyond transactional interactions, fostering co-created policies, mutual accountability, and shared national progress. [Continue Reading.](#)

Written By: **Ajay Khanna**

Published By: Hindustan Times

## **GEOPOLITICS, RISK & REFORM: IMPORTANCE OF PUBLIC POLICY**

WEDNESDAY, SEPTEMBER 10, 2025

This article talks about the evolving role of public affairs in navigating geopolitics, risk, and reform amid global uncertainty and India's domestic transformation. It highlights how trust-based, data-driven, and collaborative public policy approaches are reshaping government-industry-civil society engagement, promoting inclusive growth, resilience, and strategic foresight as India advances toward 2047. [Continue Reading.](#)

Written By: **Ajay Khanna**

Published By: Financial Express

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## **WHY GEOPOLITICS NOW DEFINES BUSINESS STRATEGY**

THURSDAY, SEPTEMBER 11, 2025

India's rise as the world's fourth-largest economy is unfolding amid rapid geopolitical changes, forcing business leaders to rethink strategy and resilience. Today, market access, supply chains, and technology partnerships are shaped by shifting global alliances and regulatory landscapes. This article explores why Indian corporate boards must embed geopolitical intelligence into their core decision-making to thrive and stay ahead. As geopolitics is now a defining force for business success, what does it take for India Inc. to compete and lead in such a complex global environment? [Continue Reading.](#)

Written By: **Ajay Khanna**

Published By: Hindustan Times

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## **THE POLICY PIVOT: INDIA'S STRATEGIC SHIFT FOR 2047**

TUESDAY, SEPTEMBER 30, 2025 |

Drawing on insights from "The Policy Pivot: India's Strategic Shift," the article explores how India can harness its resilience, economic momentum, and demographic strength to lead on the global stage by 2047. The book, launched at PAFI's Annual Forum, gathers 25 expert essays that delve into key areas - bridging global divides, advancing reforms, fostering digital sovereignty, and supporting vulnerable workers. The article proposes bold frameworks and collaborative action for India's transformation, highlighting how trust, unity, and innovative policy will be central to shaping the country's role as a reliable and visionary global leader. [Continue Reading.](#)

Written By: **Ajay Khanna**

Published By: The Economics Times

## **18 SUGGESTIONS AT 18: LOOKING BACK, LOOKING AHEAD AT INDIA'S POLICY CROSSROADS**

WEDNESDAY, OCTOBER 15, 2025

India's policy landscape is at a defining inflection point as highlighted at the 12th PAFI Annual Forum and explored in the book "The Policy Pivot: India's Strategic Shift." The article reflects on 40 years of public policy observation, outlining 18 key ideas, from long-term reforms and resilient growth to digital sovereignty, federal innovation, and inclusion, that can help India navigate global uncertainty and shape its leadership by 2047. Through collaborative dialogue and expert insights, it calls for bold vision, ethical leadership, and clear policymaking to turn today's challenges into future opportunities, positioning India as a trusted and forward-looking global player. [Continue Reading.](#)

Written By: **Ajay Khanna**

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## **BUILDING TRUST WITH SINCERITY IS KEY TO EASING GOVERNANCE**

TUESDAY, NOVEMBER 25, 2025

The piece underscores sincerity as the foundation of trust, which in turn sustains credible, collaborative, and lasting relationships between government, business, and citizens. It asserts that in India's journey toward inclusive growth, authentic intent and consistency in action—not rhetoric—will define progress and national credibility. [Continue Reading.](#)

Written By: **Ajay Khanna**

Published By: Hindustan Times

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## **A BOLD NEW DAWN FOR INDIA'S WORKFORCE: LABOUR CODES THAT DESERVE APPLAUSE - AND SWIFT, UNIFIED IMPLEMENTATION**

THURSDAY, NOVEMBER 27, 2025

This article explores how India's bold consolidation of 29 archaic labour laws into four modern Labour Codes is reshaping the country's vision of work, workers, and workplace dignity. It shows how a simplified, future-ready framework can fuel India's \$10-trillion growth ambitions while extending real protection to informal, migrant, and gig workers. By spotlighting pro-worker social security innovations for platform workers and the E-Shram-backed portability of benefits, it argues that India is quietly setting global benchmarks for future-of-work governance. Yet it leaves readers with a critical tension: will states match the Centre's reformist intent with the coordinated, courageous implementation needed to turn this legal architecture into everyday reality? [Continue Reading.](#)

Written By: **Ajay Khanna & Sanjay Chadha**

Published By: The Economic Times



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## **WHY CORPORATE BOARDS MUST HAVE A GEOPOLITICAL RISK COMMITTEE**

TUESDAY, DECEMBER 16, 2025

This article highlights the need for Indian corporate boards to move beyond ad-hoc briefings and institutionalise geopolitical foresight at the core of governance. As trade wars, sanctions, technology controls and supply-chain shocks turn geopolitics into direct balance-sheet risk, companies can no longer build global ambitions on domestic assumptions. It argues for dedicated Geopolitical Risk Committees that act as the board's strategic radar, hardwiring geopolitical insight into strategy, capital allocation and risk oversight. In a volatile decade, boards that read the world as closely as their financials—and embed this discipline structurally—will be seen as better stewards of capital and resilience. [Continue Reading.](#)

Written By: **Ajay Khanna**

Published By: The Economic Times

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# PUBLICATIONS

## LAUNCH OF 'THE POLICY PIVOT: INDIA'S STRATEGIC SHIFT'



Public Affairs Forum of India (PAFI) launched its first book, "The Policy Pivot: India's Strategic Shift," at the 12th Annual Forum in New Delhi, with **Ashwini Vaishnaw**, Minister of Electronics and Information Technology, Minister of Information and Broadcasting, Minister of Railways, Government of India, gracing the occasion as the chief guest.

The book features 25 essays by prominent practitioners from government, business, academia, and civil society, providing a comprehensive and forward-looking analysis of India's strategic journey toward Vision 2047. Edited by **Ajay Khanna**, Co-Founder of PAFI, and **Rahul Sharma**, Past President and Managing Director of USIBC, the book offers invaluable insights into India's evolving policy landscape, highlighting the transformative ideas that will shape the nation's future.

**[Order your copy.](#)**

## COMPETITION LAW NEWSLETTER

- Volume 26 of Competition Law Newsletter ([Link](#))
- Volume 27 of Competition Law Newsletter ([Link](#))
- Volume 28 of Competition Law Newsletter ([Link](#))
- Volume 29 of Competition Law Newsletter ([Link](#))
- Volume 30 of Competition Law Newsletter ([Link](#))
- Volume 31 of Competition Law Newsletter ([Link](#))

# CAPACITY BUILDING & TRAINING

## UNDERSTANDING GOVERNMENT

16-17 MAY 2025 | CAPACITY BUILDING & TRAINING



PAFI, in collaboration with the Indian School of Public Policy, hosted the fifth program in its Executive Education Series, which was attended by over 20 senior executives from member organizations.

**Faculty:** **Anup Wadhawan**, Former Secretary, Ministry of Commerce; **Luis Miranda**, Former Chairman, IDFC Private Equity; **N.C. Saxena**, Former Secretary, Planning Commission of India; **OP Agarwal**, Former Joint Secretary (Training), Government of India; **Rajiv Datt**, Former MD, Indian Railway Finance Corporation; **Rajeev Kapoor**, Former Director, Lal Bahadur Shastri National Academy of Administration; **Shweta Rajpal Kohli**, President & CEO, Startup Policy Forum (SPF); **Supriya Devasthali**, Joint Controller General of Accounts, Government of India; **T.S. Vishwanath**, Founding Member, Past-President and Director General, PAFI, Founder & Executive Chairman, Vek.

## STRATEGIC STAKEHOLDER MANAGEMENT IN GOVERNMENT RELATIONS AND SOCIAL IMPACT

13-14 JUNE 2025 | CAPACITY BUILDING & TRAINING



PAFI, in collaboration with the Indian School of Public Policy, hosted the fifth program in its Executive Education Series, which was attended by over 15 senior executives from member organizations.

**Faculty:** **Ishteyaque Amjad**, Managing Director, Policy & Govt. Affairs India & South Asia; **Luis Miranda**, Chairperson & Co-Founder, ISPP; **Rahul Sharma**, Past President & Founding Member, PAFI Managing Director, US India Business Council (USIBC); **Rajiv Datt**, Senior Fellow, ISPP; **Shailesh Pathak**, Member, B20 (G20), BRICS Business Council, Former Secretary General FICCI; **Srikanth Viswanathan**, Chief Executive Officer, Janaagraha Centre for Citizenship and Democracy; **T. S. Vishwanath**, Founding Member, Past President and Director General, PAFI, Founder & Executive Chairman, Vek.

## WORKSHOP: HOW TO MEASURE EFFECTIVENESS OF THE PUBLIC AFFAIRS FUNCTION

THURSDAY , DECEMBER 04, 2025



PAFI organized a specially curated workshop today based on its report released earlier this year, “Measuring Policy Response and Action – A Guide for Practitioners”, which introduces the PAFI Model to Assess Policy Response (P-MAPR), a first-of-its-kind framework to help organisations evaluate policy change, preparedness, and advocacy effectiveness.

The workshop was led by **Major Ranjeet Goswami** (Retd.), Treasurer, PAFI, and Global Head, Corporate Affairs, Tata Consultancy Services, and **Dr. Deep Pal**, Director, Geopolitics and Policy, Koan Advisory Group. **Vinita Sethi**, Past President, PAFI, Former SVP & Chief Public Affairs, Apollo Hospitals Group delivered the welcome address.

Designed as an experiential learning session, the workshop walked participants through the P-MAPR framework using case studies that mirrored real-world corporate public affairs challenges, enabling members to apply structured tools to measure policy response, impact, and advocacy outcomes.

[View More.](#)

## ISPP & PAFI EXECUTIVE EDUCATION PROGRAMME: PUBLIC POLICY AND GEOPOLITICS

FRI - SAT, 12 - 13 DECEMBER 2025



PAFI, in collaboration with the Indian School of Public Policy, hosted the sixth program in its Executive Education Series, which was attended by over 18 senior executives from member organizations.

**Faculty:** **Ajay Khanna**, Co-Founder of PAFI and Co-Editor of The Policy Pivot, **Luis Miranda**, Chairperson and Co-founder of ISPP, **Amb. Sunjay Sudhir**, Former Ambassador to UAE, **Amb Ajay Bisaria**, Former High Commissioner to Pakistan and Canada, **Anil Padmanabhan**, Senior Journalist, **Vishwanath TS**, Founding Member, Past President and Director General of PAFI, **Amb Arun K Singh**, Former Ambassador to the U.S. and Israel, **Dammu Ravi**, Former Secretary (Economic Relations), Ministry of External Affairs, **Probal DasGupta**, Founder of Birdstone, and **Imran Amin**, Associate Professor, Research and Case Study Centre at ISPP. [View More.](#)



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# NEW MEMBERS

MAY 2025 - DECEMBER 2025



Amazon Web Services India  
Pvt Ltd

Air India Limited

Autodesk India



Blackstone Advisors India  
Pvt Ltd



**CENTRAL SQUAF  
FOUNDATION**

Deloitte Touche Tohmatsu  
India LLP

**DS GROUP**



Head Digital Works (P) Ltd.



Kenvue - JNTL Consumer  
Health (India)

Lightstorm Telecom  
Connectivity Private Limited



**SAMSUNG**

Speyside Corporate  
Relations Private Limited





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# UPCOMING EVENTS ...

## PAFI ANNUAL LECTURE & DIALOGUE

Date: Tuesday, January 13, 2026



### Annual Lecture

The Evolution of Public Policy and the Lessons Drawn



**Dr. Ajay Kumar**  
Chairman  
Union Public Service Commission  
New Delhi

Programme:  
11:30 Registration & Networking  
12:00 - 13:15 Annual Lecture  
13:15 Lunch (hosted by Amazon)  
14:00 - 15:30 PAFI Dialogue  
15:30 Networking Tea

### Dialogue

Indian Economy: Snapshot & Expectations Ahead

PANELLISTS



**Ashok Malik**  
Partner and Chair (India)  
The Asia Group



**Pranab Dhal Samanta**  
Executive Editor (Politics)  
The Economic Times



**Prachi Mishra**  
Professor of Economics, Director and  
Head, Isaac Center for Public Policy,  
Ashoka University



**Rahul Ahluwalia**  
Founding Director, Foundation for  
Economic Development

FOR PAFI MEMBERS ONLY

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## PAFI X ISPP : POLICY COMMUNICATION BOOTCAMP FOR YOUNG PROFESSIONALS

Date: Saturday, January 24, 2026



**EXECUTIVE EDUCATION**

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