

Moving the Needle

March 2026 Edition



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Editorial: Beyond Financial Calculations- March, the time for Strategic Renewal

As the calendar turns to March, the environment across offices is thick with the tension of the "financial year-end", appraisals and project pipelines for coming year! It is a period defined by balancing ledgers, exhausting budgets, and finalising audits.

However, this edition of *Moving the Needle* views this period through a lens of becoming a strategic gateway and a time when the closing of one cycle provides the essential data, momentum, and capital to open a new world of opportunities.

In our feature on **Care Economy**, we analyse how care work touches every individual's life in some way or the other. Every household in the country, whether rural or urban, benefits from care services be it Anganwadi workers, educators, elderly care workers, nurses, domestic help or any other professional that upholds the daily life of a person.

This theme of long-term value extends into our deep dive into **Healthcare as Growth Infrastructure**. By transitioning to a lifecycle-focused model we can recover productivity losses equivalent to 3-4% of GDP.

In our Primus Outreach section, coverage of the **DDA Green Expo 2026** and the **India AI Impact Summit** further illustrates the length and breadth of our work. At *Baansera*, the dialogue moved "Beyond Growth," reimagining urban safe spaces as assets for critical infrastructural growth. The AI Impact Summit served as a testament to our transition from a user of digital systems to a creator of digital systems.

For Primus Partners, these past few months have been a period of intense engagement while serving as knowledge partners, session leads, and strategic advisors across these landmark initiatives.

As you navigate the final weeks of this financial year, we invite you to look beyond the immediate pressures of the balance sheet. Let this be a season not just of closing books, but of opening minds to learning, and imbibe sustainable practices that will define India's journey.

The financial year is ending, but the transformation is just beginning.

01



The Care Sector:

The Job Creator for Viksit Bharat



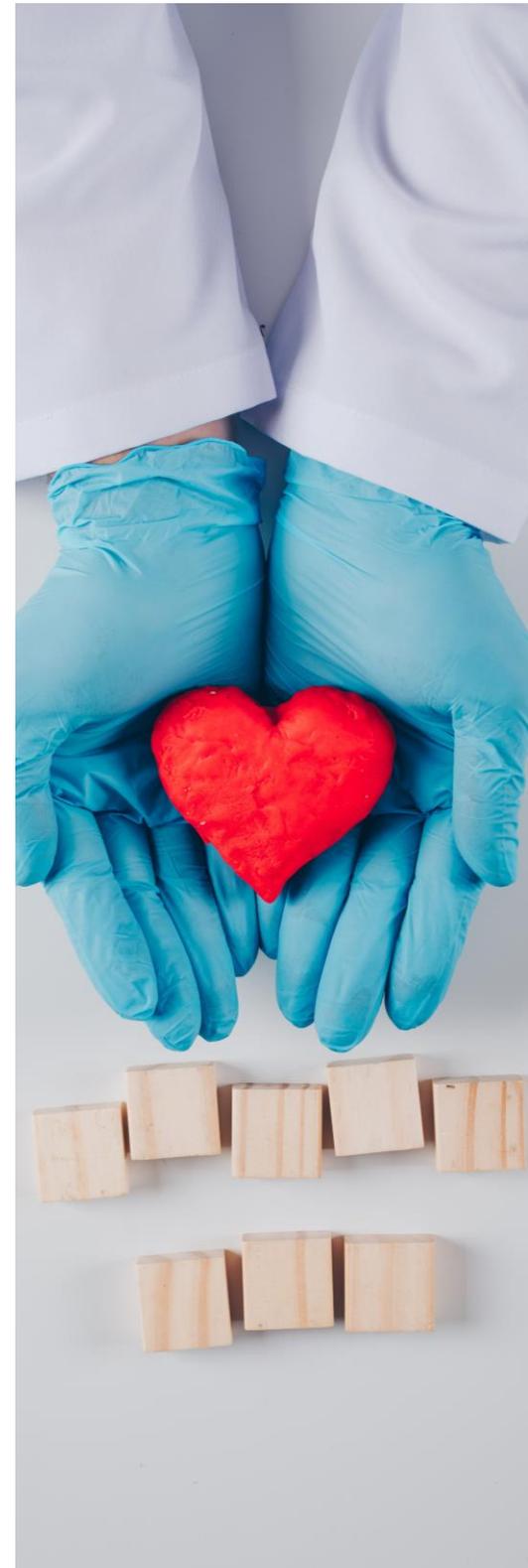
Understanding care work

Care work touches every individual's life in some way or the other. Every household in the country, whether rural or urban, benefits from care services be it Anganwadi workers, educators, elderly care workers, nurses, domestic help or any other professional that upholds the daily life of a person. These services keep a family functioning, ensure that the children grow up safe and healthy, older members are taken care of, men and women are supported to explore their careers and independent lives. They support every stage of life yet rarely find a place in the country's economic priorities. As India advances towards its Viksit Bharat vision, it is becoming clear that the care economy is not a soft social concern it is one of India's strongest, yet least acknowledged, engines of growth.

As the latest budget also recognises, the one sector that engages a large population in quality jobs, indiscriminately across different tiers of geography, is **care work**. Unlike many modern industries, care work does not depend on high-end technology, global supply chains, or automation. It is rooted in people, trust, and relationships, making it one of the few sectors that cannot be outsourced or replaced by machines. Additionally, globally, women perform over 75% of unpaid care work. In India, more than half of women (53%) report being outside the labour force due to care responsibilities. Their unpaid care and domestic work are valued at the equivalent of 15–17% of GDP, but without recognition or compensation. A simple push on standardizing quality and ensuring light regulation for fair work conditions and assessment can make a big difference.

The potential of care economy

Given the disruptions that technology will make, job creation, livable cities, and stronger social infrastructure, sit at the heart of the care economy. With India projected to have the world's largest elderly population among low- and middle-income countries by 2050, and with chronic illnesses increasing, investing in care is no longer just compassionate policy, it is strategic economic planning. With growing mobility and smaller households, traditional caregiving networks are thinning. Families are filling the gaps with limited support while formal care systems struggle to keep pace.



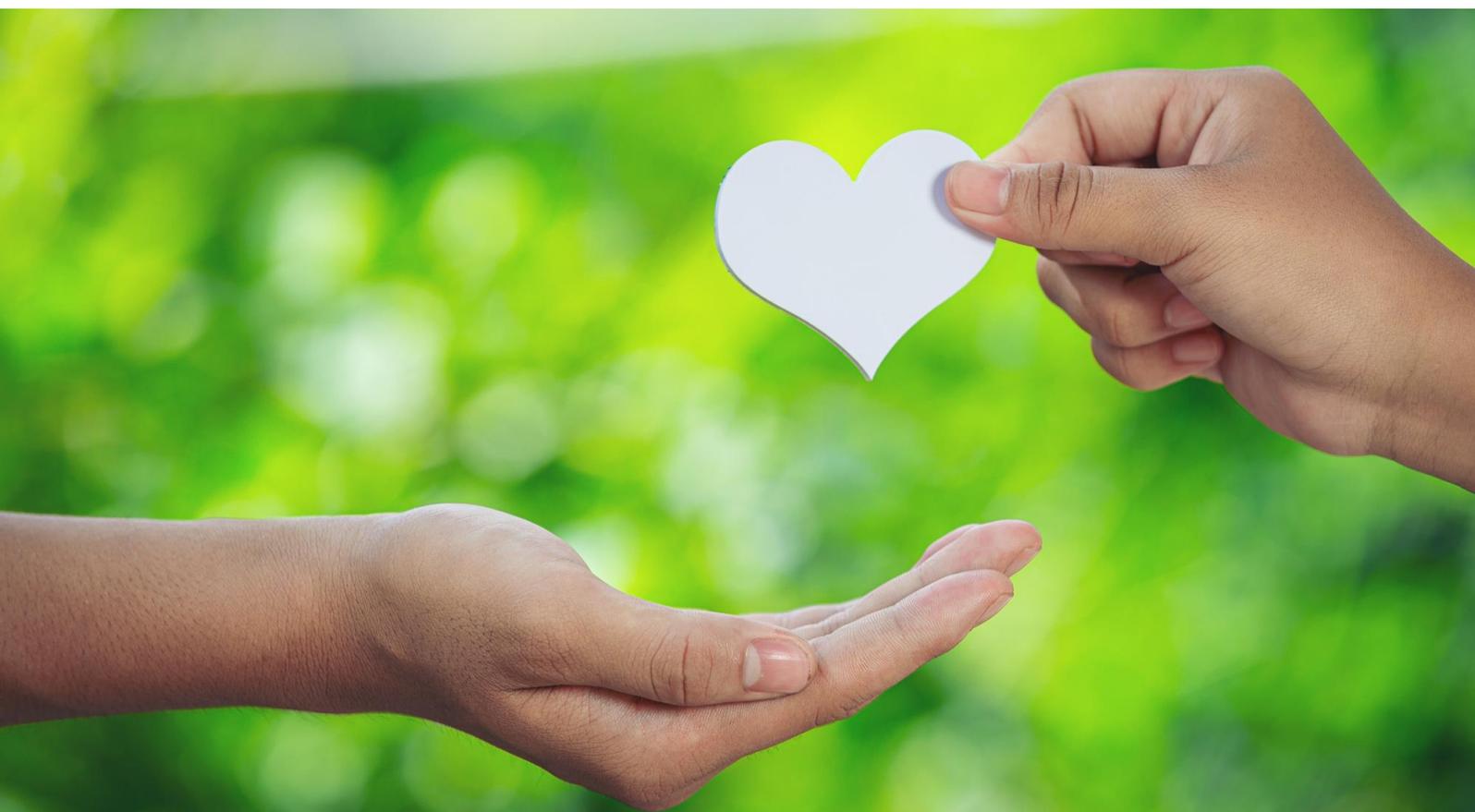
Around the world, governments are waking up to the potential of the care economy. The **European Union expects 8 million new jobs** in the sector over the next decade. The **United States already employs more than 24 million people** in various care roles. India, with deliberate investment and planning, could **generate more than 11 million new jobs**, many of which would especially benefit women and young people entering the workforce for the first time.

We're skilling, but not fast enough to meet reality

To unlock this potential, India needs a pipeline of well-trained caregivers who see this work as a profession and not a last resort. Today, a majority of those providing eldercare, childcare, and disability support have never received formal training, even though these roles require skill, sensitivity, and technical understanding. As demand grows, so does the need for a workforce that is certified, trusted, and prepared. Building this talent pool not only improves the quality of care but also gives workers the assurance of better wages, mobility, and career pathways.

Recognition must move from policy to practice

But training alone is not enough. Care work must be recognized as real work, with the dignity and protection that other professions enjoy. Without recognition, caregivers rarely have access to health insurance, financial security, or clear employment terms. Employers too lack incentives to hire formally or invest in better-quality care. Taking examples of Japan and Singapore where the care workers and services are incentivised through centralised insurance schemes and subsidised skill development/training programs, similar efforts can be taken in India. A triangulation of efforts from Ministries of Labour & Employment, Health & Family Welfare and Women & Child Development can give the sector legitimacy through supportive policies, financial incentives, easier registration norms, and basic social protection. Additionally, gap funding support for startups in care sector will encourage more formalised platforms to come forth for expanding the scope of services to a larger population. The recent reforms in labour laws enabling women to work in night shifts in blue collar industries, getting equal pay and overtime pay are positive step in the direction on female inclusion and the ball must keep rolling.



Care infrastructure is essential infrastructure

Equally critical is the physical infrastructure that supports care. Recognising care infrastructure as essential, much like transport or digital networks, can unlock massive economic participation. India has **fewer than 1,200 licensed eldercare facilities** for a population that runs into millions. Anganwadis, though foundational, vary widely in quality and capacity; private childcare options are prohibitively expensive for most families and concentrated in metros. More community eldercare centres, safe and affordable childcare, disability-friendly public spaces, and blended public-private models in smaller towns and rural pockets can help India build a care ecosystem that matches the realities of its people.

In conclusion, the truth is simple

A society functions only as well as its care systems do. When care breaks down, households struggle, women drop out of the workforce, children lose early learning opportunities, and seniors face isolation. But when care systems are strong, families thrive, productivity rises, and communities become more resilient and inclusive. That is the backbone of a truly developed nation.

The care economy is not charity. It is not a peripheral social cause. It is a central driver of India's economic future. If India is serious about becoming a Viksit Bharat, we have to recognize care work as a profession that deserves skill, fair wages, and upward mobility. When we attach a real skill premium to caregiving, we strengthen both the workforce and the economy it enables.



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02

Healthcare as Growth Infrastructure:

Why India Must Shift to a Risk- and Lifecycle-
Focused System



“While elements of prevention, lifecycle health, and digital healthcare exist in isolation, India lacks an integrated risk- and lifecycle-focused healthcare model explicitly designed as an economic growth strategy.”

India’s ambition to become a \$5 -7 trillion economy ultimately depends on one factor more than any other: **the productivity of its people**. Yet healthcare in India is still largely framed as social welfare or public expenditure, rather than as a core economic input. This framing obscures a simple reality: **poor health is a binding constraint on growth**.

Global estimates show that India loses **5 -6% of GDP each year** to preventable illness, early death, and reduced labour participation, mainly from non-communicable diseases (NCDs). NCDs cause **over 60% of all deaths** in India, often striking during prime working years. Yet the healthcare system remains reactive, responding only after disease appears rather than systematically reducing health risks.

To realise this, India must undergo a decisive transition towards a **risk- and lifecycle-focused healthcare system, explicitly crafted not just to improve health outcomes but also to raise productivity, expand employment, and support sustained GDP growth**. This shift calls for reimagining healthcare as an enabler of economic advancement rather than merely a provider of disease management.

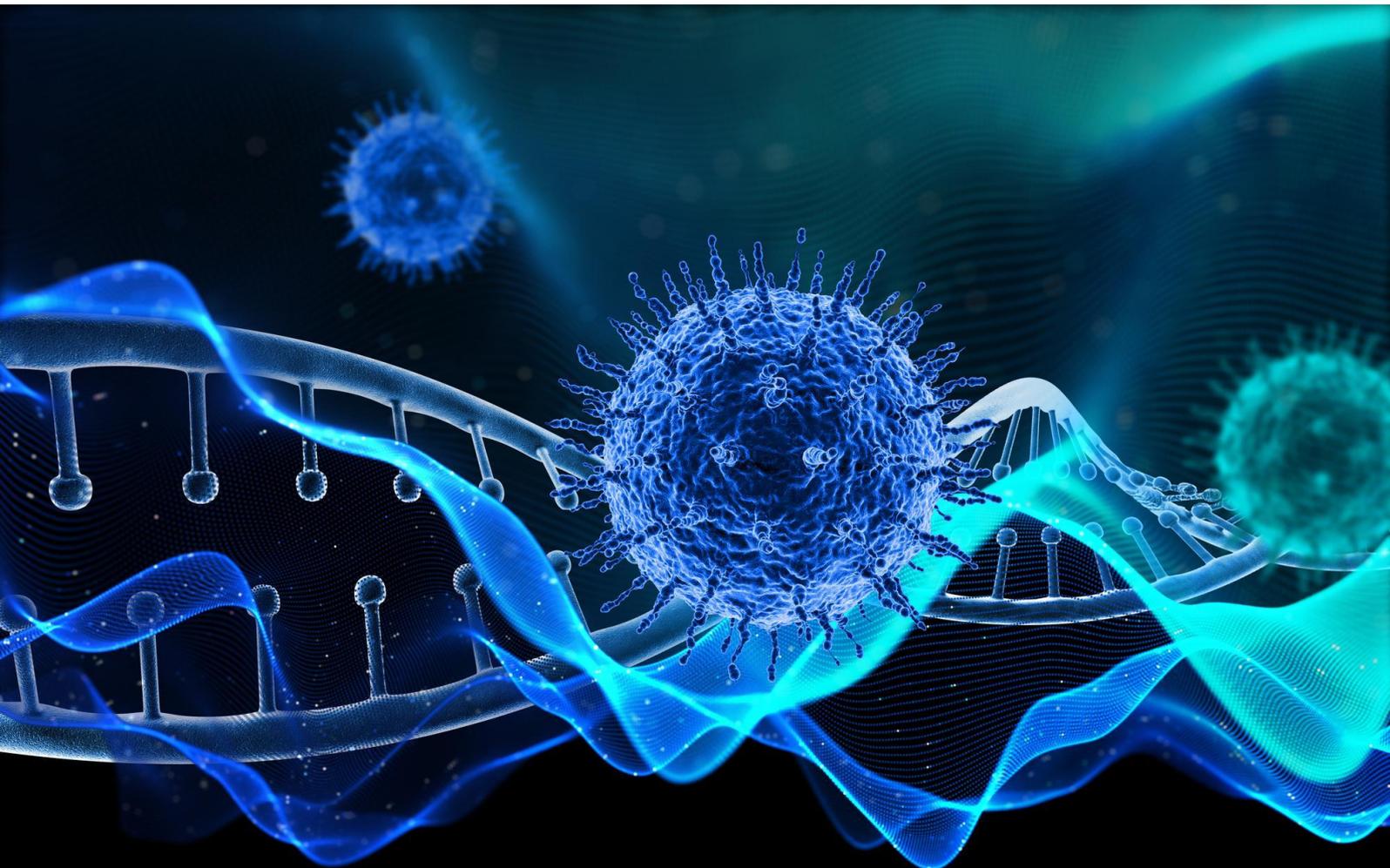


Sources: World Health Organization (WHO): [Noncommunicable Diseases Country Profiles - India](#).
[A Review on Noncommunicable Diseases \(NCDs\) Burden](#).

From Treating Disease to Life cycle Design

A risk-focused healthcare system changes the central question from *“Is this person sick today?”* to *“What is this person likely to develop over the next decade, and how can that risk be reduced early?”* Risk extends beyond diagnosis. It includes lifestyle patterns, metabolic indicators, mental stress, occupational hazards, and age-related decline. Addressing these risks early is significantly cheaper than treating them late. Global studies cited by the WHO and World Bank show that preventive interventions cost three to five times less than tertiary care for advanced disease.

But managing risk must also follow a **lifecycle design**. Health risks differ across age groups—nutrition and cognitive development in childhood, NCDs and stress in working years, and frailty in older age. Countries such as Singapore and Finland have embedded age-linked prevention into primary care systems. In India, however, hospitals still consume most health spending, while structured risk and lifecycle management remain limited.



Why Lifecycle Design Matters for the Economy

Health risks and their economic impacts differ by age. A lifecycle system tailors care accordingly.

Early years (0–18) shape human capital. Over 35% of Indian children are stunted or undernourished; anaemia affects over 50% of adolescent girls. These problems permanently cut off access to education and earnings. Human capital studies show every rupee spent on early-life health brings **multiple-fold** lifetime returns.

The **19–59 age group** is India's economic engine but highly vulnerable to preventable disease. Over 100 million Indians have diabetes, with onset nearly a decade earlier than in high-income countries. About one in four adults has **hypertension**, and stress-related mental health issues are rising in urban and semi-urban areas. Delaying chronic disease by **5–10 years** could boost effective labour participation by **8–10%** and significantly increase output per worker.

For the **elderly (60+)**, the focus shifts to independence. India's elderly will double **by 2050**. Poor post-hospital care and unaddressed chronic illness cause repeat admissions and force family caregivers, women, out of work. Home-based recovery care can cut readmissions by **20–30%**, saving public money and protecting household productivity.

Seen through this lens, lifecycle prevention is not a health luxury; it is **economic risk management**.



Sources: National Family Health Survey (NFHS-5) Ministry of Health & Family Welfare, Government of India. International Diabetes Federation (IDF): [Diabetes Atlas](#).

The Economic Payoff: GDP, Productivity, Jobs

The economic case for a risk- and lifecycle-focused healthcare system is strong.

GDP impact:

If India recovers even **half of the productivity loss** attributed to preventable disease, the economy could gain **3 - 4% additional GDP over the next decade, equivalent** to adding a large new growth sector without heavy capital investment.

- A prevention-first system can deliver 15 - 20% fewer preventable sick days.
- Extension of productive working life by **2 - 3 years per individual**
- Lower rates of early workforce exit due to illness

These gains build year after year, boosting India's competitiveness.

Employment generation:

Preventive healthcare drives job growth in diagnostics, care, digital health, wellness, nutrition, and mental health.

Estimates suggest **13–18 million new jobs in ten years**, many suited to women and semi-skilled workers, and resistant to automation.

The Economic Payoff: GDP, Productivity, Jobs

 **GDP Growth**
+3–4% GDP in 10 years
If even 50% of preventable disease burden is reduced

 **Productivity Gains**
-15–20% fewer preventable sick days
+2–3 years extension of productive working life
Lower premature exit from the workforce

 **Employment generation**
13–18 million new jobs
over 10 years Across diagnostics, primary care, home health, digital health

Sources: United Nations Population Fund (UNFPA): India Ageing Report. National Family Health Survey (NFHS-5) Ministry of Health & Family Welfare, Government of India.



Fiscal and Household Stability

Preventive care reduces hospital admissions, complications, and insurance burden. Over time, this can generate annual public savings of ₹1.5 - 2.5 lakh crore **by the mid-2030s**, easing fiscal pressure.

For families, lower catastrophic health spending - now pushing **over 50 million Indians into poverty each year** - means higher savings, steadier consumption, and less intergenerational poverty.

Key Recommendations:

- **Recognize health as economic infrastructure:** Integrate health productivity metrics into GDP and economic planning.
- **Shift to risk-based prevention:** Use digital health data to mandate annual NCD screening and early intervention for adults 30+.
- **Adopt a lifecycle model:** Target nutrition (0–18), workplace NCD prevention (19–59), and home-based elderly care (60+).
- **Reallocate spending toward prevention:** Increase preventive and primary care to 15–20% of public health budgets.
- **Build a prevention-led jobs engine:** Scale community health, home care, diagnostics, and digital health to create 13–18 million jobs.



Reframing healthcare as growth infrastructure is essential for sustaining long-term economic expansion and achieving India's \$5 - 7 trillion ambition.

In sum, the question before us is not whether India can afford to invest in preventive, lifecycle healthcare - but whether it can afford not to.

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03

A Holistic Approach to Preventing and Managing NCDs



Recent times have seen a sharp increase in people consciously moving towards a healthy lifestyle, setting health goals, and practicing mindfulness in food, physical activity, and overall active living. While the trends suggest individuals moving towards conscious living, the data at both international and national levels continues to showcase a concerning rise in Non-Communicable Diseases (NCDs).

Non-Communicable Diseases (NCDs) are defined as medical conditions that cannot be transmitted from one person to another. They typically result from a combination of genetic, physiological, environmental, and behavioral factors. Commonly referred to as chronic diseases, NCDs generally develop over a prolonged period and tend to be long-lasting. The four primary categories of NCDs are cardiovascular diseases (such as heart attacks and strokes), cancers, chronic respiratory diseases (including chronic obstructive pulmonary disease and asthma), and diabetes.^[1]

According to the World Health Organization (WHO), NCD-related deaths are increasing globally and account for approximately 75% of all non-pandemic-related deaths, with over 43 million deaths reported in 2021. The low- and middle-income countries account for 82% of premature NCD deaths (those occurring before the age of 70). A 2023 report by the Ministry of Health and Family Welfare (MoHFW) in India indicates that nearly 63% of all deaths in the country are attributable to NCDs.^[2]

This alarming rise in NCDs requires an in-depth analysis of the causes and underlying factors. A multitude of risk factors contribute to the development of NCDs, these include unhealthy diets, physical inactivity, tobacco use, and harmful, high consumption of alcohol. These behaviors over time may lead to metabolic changes, including elevated blood pressure, high blood glucose levels, abnormal lipid profiles, and obesity. In addition to these behavioral risks, demographic and societal shifts—such as population ageing, rapid urbanisation, and changes in work and living environments—also contribute to an increase in the incidence of NCDs.^[3]



Of all the determinants discussed above, food and nutrition do play a particularly crucial role. Diets high in simple carbohydrates, refined sugar, saturated fats, additives, flavor enhancers, and high sodium are strongly associated with the development of NCDs. The absence of whole foods from people's diets, such as complex carbohydrates, fruits, and high-fiber vegetables, and uncontrolled consumption of indulgent foods, has significant health implications for all age groups. Evidence suggests that healthy eating combined with regular physical activity can significantly reduce cases of coronary heart disease and hypertension, and may account for up to 80% of type 2 diabetes cases, while also significantly curbing other diseases. These crucial findings underscore the critical role of lifestyle modification in reducing NCD risk amongst individuals.^[4]

While we lay heavy focus on dietary patterns and NCDs, it is imperative that we also take a holistic approach to NCD prevention and management. We must address this issue from a multifaceted lens, requiring a collaborative approach rather than piecemeal strategies. Focusing on strengthened nutritional interventions from early infancy through adulthood will significantly help combat some serious NCDs. A comprehensive health framework that encompasses nutrition, regular physical activity, reduced stress, a clean environment, adequate sleep, hydration, and thriving mental health can help prevent the growing burden of NCDs. An individual has to adopt a holistic lifestyle to live a sustainable, healthy life.

In conclusion, while healthy living has gained focus in contemporary times, it requires collaborative, coordinated, and multi-sectoral approaches to propel sustainable health amongst people. The approach must be adopted at both individual and policy levels to reverse current alarming disease trends and build a healthier future for the nation.

^[1] <https://www.who.int/news-room/fact-sheets/detail/noncommunicable-diseases>

^[2] https://www.mohfw.gov.in/sites/default/files/NP-NCD%20Operational%20Guidelines_0.pdf

^[3] <https://www.who.int/news-room/fact-sheets/detail/noncommunicable-diseases>

^[4] <https://economictimes.indiatimes.com/magazines/panache/56-of-indias-disease-burden-due-to-unhealthy-diet-icmr-report/articleshow/110481222.cms?from=mdr>



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04

Feedback as a Strategic Lever in Building High-Performance Culture



As organizations continue to navigate rapidly evolving business environments, the ability to learn, adapt, and continually improve will remain a defining capability. Embedding feedback deeply within organizational culture is not exclusively a human resources initiative—it is a strategic imperative for sustained performance and long-term organizational success.

Constructive feedback is essential for organizational growth and performance. For decades, performance management in organizations has largely revolved around the annual appraisal cycle. Ratings, documentation, and compensation discussions have traditionally dominated these processes. Despite continuous enhancements in performance management frameworks, many organizations still encounter dissatisfaction with appraisal outcomes—from both employees and managers. A key reason lies in the absence of a deeply embedded feedback culture, and not in the design of appraisal systems.

Feedback is being viewed not just as a managerial interaction but as an organisational capability that shapes culture, leadership behaviour, and performance outcomes.

Leaders play a pivotal role in shaping the tone and effectiveness of feedback within organizations. When senior leadership demonstrates openness to feedback, encourage constructive dialogue, and show commitment to continuous improvement, these behaviours gradually become embedded in the organisation's culture. Organisations that embed structured feedback mechanisms move beyond compliance-driven appraisals, fosters environments of sustained improvements through productive conversations, and responsive accountability.

Intriguingly, feedback works as a guiding principle which outlines workplace behaviours, highlighting organizational values, and clarity in setting expectations, thereby fostering employee engagement and aligning individual contributions with the organisation's strategic objectives. **Gallup research** also suggests that organizations where managers provide regular and meaningful feedback experience nearly **15% lower attrition rates**, highlighting the strong link between feedback-driven cultures and employee retention.



Conversely, in environments where feedback is infrequent, subjective, or primarily linked to compensation decisions, employees often become disengaged. Research published in **Harvard Business Review** highlights that employees who receive meaningful feedback regularly are **nearly four times more likely to be engaged**, highlighting how the absence of continuous feedback can limit the effectiveness of appraisal systems.

A notable shift across organizations now is the movement away from annual, traditional appraisal frameworks toward continuous performance conversations or feedback. Structured check-ins, mid-cycle reviews, and growth-oriented discussions enable organizations to respond dynamically to changing business priorities while enabling employees to respond to feedback and improve performance in a timely manner. This transition reflects a broader recognition that performance management must be iterative and forward-looking rather than static and event driven.

This suggests that organisations are moving towards deliberate structural frameworks, shared accountability, and consistent organisational practices instead of relying solely on individual managerial intent to sustain feedback cultures. Furthermore, they are built through a combination of leadership capability, governance mechanisms, and systems that institutionalise feedback within everyday organisational processes.



Why Lifecycle Design Matters for the Economy

In practice, organisations are embedding feedback into their systems and processes through several key initiatives

● Leadership Capability Building

Managers are increasingly being trained in structured feedback models, coaching approaches, and conflict management to ensure appraisal discussions remain objective, developmental, and empathetic, rather than transactional.

● Calibration and Governance Mechanisms

Progressively, organisations are establishing cross-functional moderation forums to promote transparency, consistency, and shared accountability in performance evaluation processes.

● Multi-Source Feedback Systems

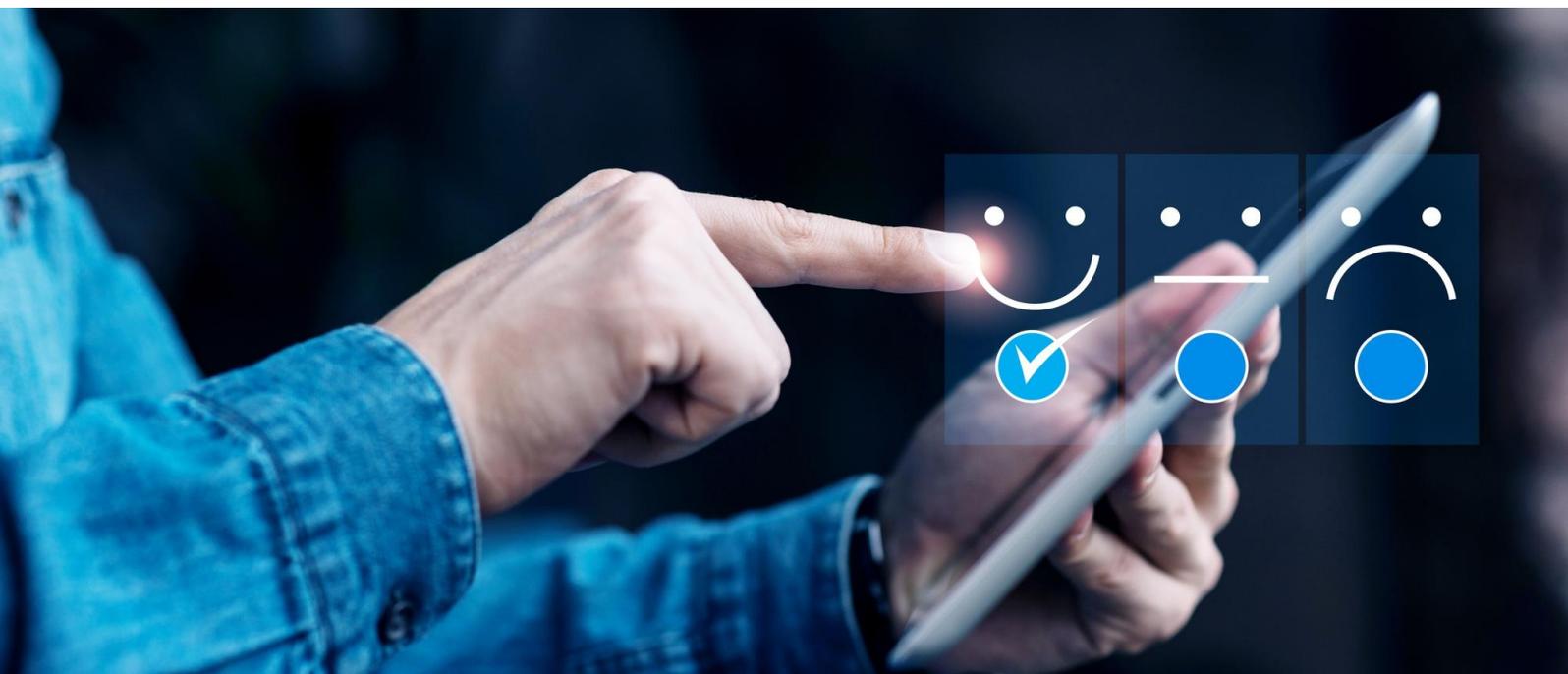
Peer and stakeholder inputs are being incorporated to provide a more holistic view of performance, particularly for roles where collaboration and influence are critical.

● Technology-Enabled Feedback Platforms

Digital performance systems, pulse surveys, and recognition platforms enable more frequent feedback and allow organisations to monitor engagement patterns proactively.

● 5. Integration with Development Frameworks

To ensure that feedback results in capability development and quantifiable growth, feedback insights are increasingly connected to succession planning, balanced scorecards, and personal development plans.



Collectively, these mechanisms shift feedback from a periodic HR activity to an embedded organisational practice that supports both performance governance and leadership development.

The strategic importance of feedback lies in its dual role. On one hand, it serves as a governance mechanism that reinforces accountability and alignment with organizational priorities. On the other hand, it acts as a capability-building tool that strengthens leadership effectiveness, supports talent pipeline development, and prepares organizations to navigate future challenges.

However, embedding effective feedback practices requires a culture that supports openness and trust. To ensure that workers feel at ease providing and receiving feedback, a secure and encouraging environment must be cultivated. Even well-designed performance frameworks run the risk of becoming ordinary procedures rather than useful instruments for development and progress in the absence of trust, a crucial component of organisational culture.

Increasingly, feedback is being recognized not merely as a step within the appraisal process but as leadership behaviour that shapes performance, accountability, and learning across the organization. Organizations that embed regular feedback conversations within day-to-day work environments create cultures grounded in transparency, continuous improvement, and shared accountability.

Ultimately, feedback translates organisational expectations into everyday workplace behaviour, reinforcing institutional values, clarifying performance priorities, and enabling employees to align their contributions with broader organisational strategy.

When feedback becomes an ongoing part of managerial interaction rather than a formal event tied to appraisal cycles, it enables employees to adapt, strengthen capabilities, and respond effectively to evolving business priorities. In this way, feedback moves beyond evaluation and becomes a critical driver of learning, alignment, and sustained organizational performance.



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05

Primus Outreach

DDA Green Expo 2026 - "Beyond Growth: Reimagining Urban Futures"



Conceptual Framework

The Delhi Development Authority (DDA), as the statutory planning and land-owning authority for Delhi, plays a critical role in shaping the city's spatial, ecological, and environmental trajectory. With responsibilities spanning master planning, land use regulation, housing development, and stewardship of over 16,000 acres of parks, biodiversity areas, green belts, and floodplains, DDA's decisions significantly influence Delhi's long-term sustainability and liveability.

Rapid urbanisation, increasing density, and rising infrastructure demands have placed growing pressure on Delhi's ecological systems, including floodplains, groundwater, air quality, and urban forests. Climate risks such as heat stress, extreme rainfall, pollution, and associated public health impacts are no longer episodic challenges but systemic urban realities.

In response, DDA convened the DDA Green Expo 2026, centred on the theme **"Beyond Growth: Reimagining Urban Futures,"** from 14–15 February 2026 at Baansera, New Delhi. The Expo was inaugurated by Shri Vinai Kumar Saxena, Hon'ble Lieutenant Governor of Delhi, bringing together diverse stakeholders to advance climate-responsive and ecology-led urban planning.



Event Overview and Participation

Through this initiative, DDA sought to emphasise that urban growth must be aligned with ecological limits, climate resilience, and public wellbeing. The Expo aimed to bridge policy, practice, and implementation by showcasing scalable solutions relevant to Indian cities.

The event brought together participants from urban local bodies, planning authorities, academic institutions, industry, civil society, and community organisations. The programme combined high-level policy dialogue, expert panels, masterclasses, exhibitions, and institutional engagements.

A key highlight was the signing of strategic MoUs with **Delhi Technological University, WWF-India, Mathura-Vrindavan Development Authority, the National Medicinal Plants Board, and the National School of Drama.** These partnerships aim to advance technological innovation, biodiversity conservation, ecological restoration, cultural activation, and inter-city knowledge exchange.

The Expo also witnessed the unveiling of the DDA Greens institutional identity and the release of the DDA Greens Yearbook, documenting ongoing restoration and sustainability initiatives across DDA-managed landscapes.



Day 1: Cities in Balance – Designing for Climate, People, and Nature

The opening context-setting address underscored the need to treat ecological assets—such as floodplains, wetlands, and biodiversity parks—as critical infrastructure.

The first panel on nature-based infrastructure examined how parks, wetlands, and sponge city approaches can function as systems for flood mitigation, cooling, and resilience. Discussions highlighted the importance of integrating these assets into statutory planning and investment frameworks.

The session on urban heat, reframed heat as a public health and labour challenge, emphasising evidence-based planning, inter-agency coordination, and ecological restoration.

The panel on climate-responsive urban design focused on carrying-capacity-based development, performance monitoring, and integration of global knowledge with local ecological systems.

Discussions on urban food circularity highlighted waste reduction, supply chain efficiency, and the need to institutionalise circular economy approaches in city governance.

Masterclasses on solar innovation and sponge city design provided practical demonstrations of scalable interventions.

Panel 2: Responding to Urban Heat: Policy, Planning & Public Health

This session explores urban heat at the intersection of climate risk, public health, and urban design, with Heat Action Plans as a key adaptation tool. It will examine how heat-risk mapping, city-level metrics, cooling strategies, and nature-based and design interventions can inform evidence-based planning and health decisions across diverse urban contexts. The discussion will also highlight the role of multi-stakeholder collaboration in translating heat strategies into improved liveability, safer public spaces, reduced heat stress, and long-term public health gains.

02:00 PM - 02:45 PM

Moderator



Mr. Vivek Tandon



Mr. Abhijant Tiwari



Mr. Vijay Dharmans

Day 2: Policy, Finance, and Implementation

The second day focused on translating sustainability into actionable frameworks. The session on development and conservation explored balancing ecological preservation with urban expansion, particularly in sensitive zones.

The financing session, moderated by Primus Partners, examined green bonds, blended finance, carbon markets, and valuation of natural capital as pathways for scaling climate infrastructure.

The Expo also had the privilege of hosting two prominent practitioners of people-led environmental action for a fireside chat: **Swami Prem Parivartan (Peepal Baba)**, who has planted over 24 million trees across 18 states in India over four decades, and **Mr. Ramveer Tanwar (Pond Man of India)**, known for restoring 80+ water bodies across 6 states and creating urban forests across India. The dialogue explored how nature, health, and behavioural change intersect in the lived reality of Indian cities and how individual choices, community stewardship, and people-centric policy can together restore urban ecosystems. The session served as a powerful reminder that meaningful environmental change does not always begin with policy – it often begins with people.

The concluding plenary, also moderated by Primus Partners, focused on bridging the gap between policy and execution, institutional coordination, and outcome-based governance.

Masterclasses on water systems and carbon sequestration demonstrated practical tools for monitoring, resource efficiency, and climate resilience.

Student participation through paper and poster presentations reinforced the Expo's emphasis on youth engagement and future leadership.

An important component of the Expo was the participation of students through paper and poster presentations addressing climate resilience, biodiversity conservation, and sustainable design innovations. The Expo concluded with a felicitation ceremony for the students and underscored DDA's commitment to nurturing young scholarship.



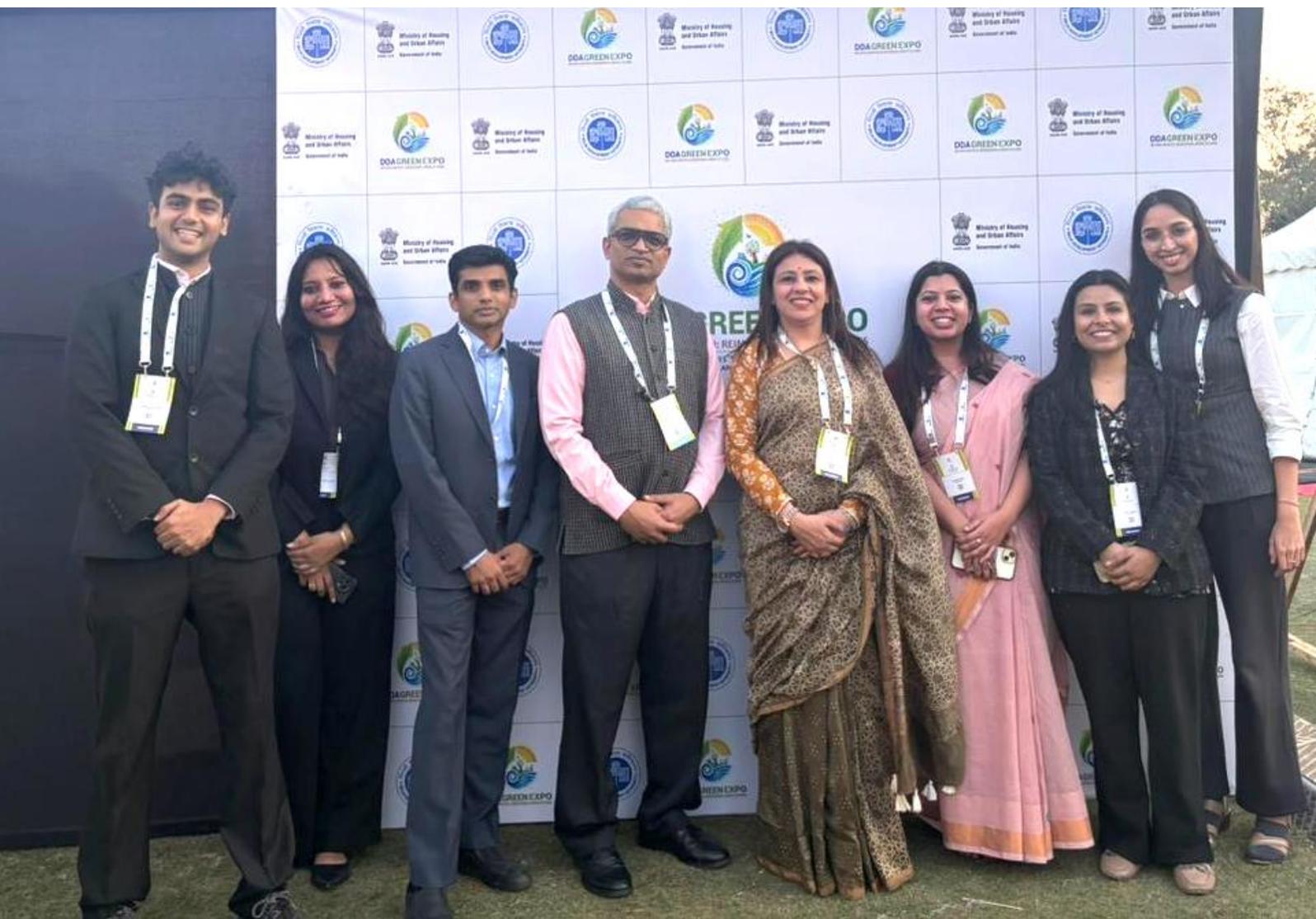
Conclusion

Three key propositions emerged:

- ecological systems must be embedded within statutory planning;
- climate resilience requires integration across health, infrastructure, finance, and governance;
- implementation depends on measurable outcomes and collaboration.

Through this initiative, DDA has reinforced its commitment to aligning urban growth with sustainability, resilience, and public value. The structure of the Expo—from ecological systems to implementation—reflected a deliberate shift towards action-oriented urban transformation.

Primus Partners was pleased to serve as the Knowledge Partner for the DDA Green Expo 2026, contributing to thematic design, stakeholder engagement, and session facilitation. The organisation was honoured to be felicitated by the Vice Chairman, DDA, in recognition of its role in supporting the successful delivery of the Expo.



Primus Partners played an extensive and strategic role at the India AI Impact Summit 2026 held in New Delhi from 16th-20th February 2026. Several teams across the firm, came together to contribute meaningfully across the entire lifecycle of the event. From pre-summit proposal evaluations and agenda shaping to on-ground execution during the main summit and post-summit knowledge creation, the firm has been actively involved in driving outcomes and impact.

Pre-Summit Engagement

In the lead-up to the Summit, Primus Partners was involved in shaping the operational foundations of the event.

- The team evaluated over 250 proposals for pre-summit events, ensuring thematic alignment, and quality of events.
- Primus also curated and hosted multiple domestic and international pre-summit events, including *From Traction to Transaction: Bridging the Gap – Co-creating the Next Era of Innovation, Investment & Global Leadership* (USA, December 2025) and *The Human Blueprint* (in partnership with the Bay Area Council, USA, December 2025), strengthening the Summit's global positioning.
- Operationally, the team supported the selection and onboarding of the Event Management Consultant (EMC) for the Main Summit
- Primus teams across States also provided support across Regional Impact Summits in Rajasthan, Gujarat, and Madhya Pradesh, ensuring engagement with state-level ecosystems.
- The team also led end-to-end coordination and defining process flows for YuvaAI Stage 2 and Stage 3, working closely with jury members and shortlisted participants, and moderating and facilitating final jury deliberations.
- The team additionally supported the execution of 3 MoUs with industry partners for hosting the YUVAi courses on their platforms.



Panel Discussion



Shri Praveen Pardeshi
Chief Executive Officer (CEO), MITRA & Chief Economic Advisor to Hon'ble Chief Minister



Shri Yashavi Yadav
Additional Director General of Police (ADGP), Maharashtra Cyber Department, Government of Maharashtra



Dr. Anupam Chattopadhyay
Associate Professor, Nanyang Technological University (NTU), Singapore



Dr. Amit Kapoor
Chair, Institute for Competitiveness



Mr. Suresh Sethi
Managing Director & CEO, Proleam eGov Technologies Ltd.



Maj. Ranjeet Goswami
Head – Corporate Affairs, TCS Consultancy Services (TCS)



Ms. Beena Sarkar
Customer Success Executive, ServiceNow



Mr. Devroop Dhar
Co-Founder & CEO, Primus Partners (Moderator)



Main-Summit Execution

- During the Summit, Primus team served as Session Leads for 20+ sessions, managing end-to-end coordination including speaker participation, documentation, logistics, and on-ground support.
- Provided support to the Secretary's office for the India AI Impact Summit, facilitating high-level bilateral engagements with global corporate leaders, ministerial delegations, and multilateral organizations. This included the comprehensive management of participation, from conceptualizing discussion themes and strategic talking points to scheduling and orchestrating presence in high impact panels, to ensure the Ministry's objectives were effectively advanced across all summit forums.
- The team provided support to the AI Mission with briefing notes for the Hon'ble Minister of Electronics and IT on the Global Youth Challenges (YUVAi, AI for ALL and AI by Her) conducted and curated the session flow for the Cultural Night and Awards Ceremony held on the 17th of February, 2026.
- The team also provided support for the Research Symposium. The research symposium had 3 thematic tracks - plenary sessions featuring globally renowned leaders in AI, alongside international panel discussions and a poster showcase.

Primus Partners also curated and hosted three sessions during the Summit

- From AI User to Creator: The - Next Leap of India's AI Innovation (16th Feb, 2026)
- Enterprise-Grade Responsible AI for India & the Global South (20th Feb, 2026)
- Fireside Chat: Reimagining AI & STEM Education for India's Next Generation (20th Feb, 2026)



Primus supported the Government of Maharashtra in managing and coordinating their sessions

- MahaAI: Building Safe, Secure & Smart Governance (20th Feb 2026)
- The team oversaw comprehensive logistics covering transport, protocol, accommodation, security, diplomatic permissions, and coordination with MEA and other agencies. It supervised the EMC end-to-end and participated in high-level review meetings with the PMO, Secretary, CEO DIC, and other senior officials. Primus also supported in briefing sessions for ambassadors and Liaison Officers.
- Additionally, the firm supported clients and partners through session coordination, speaker placement, and strategic engagement planning, ensuring meaningful visibility and alignment with Summit objectives.

Post-Summit Knowledge Creation

Post-Summit, Primus Partners continues to support the IndiaAI Mission in developing a comprehensive compendium capturing impact and outcomes from over 700 sessions conducted during the Summit. This effort aims to institutionalize learnings, document commitments, and translate Summit deliberations into actionable policy outcomes.



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PRIMUS

PASSION

for providing solutions to help clients achieve their goals

RESPECT

for all and alternate viewpoints

INTEGRITY

of thoughts and actions

MASTERY

of our chosen subject to drive innovative and insightful solutions

US

representing the Primus collective, where each individual matters

STEWARDSHIP

for building a better tomorrow



Primus Partners has been set up to partner with clients in 'navigating' India, by experts with decades of experience in doing so for large global firms. Set up on the principle of 'Idea Realization', it brings to bear 'experience in action'. 'Idea Realization'— a unique approach to examine futuristic ideas required for the growth of an organization or a sector or geography, from the perspective of assured on ground implementability.

Our core strength comes from our founding partners, who are goal-oriented, with extensive hands-on experience and subject-matter expertise, which is well recognized in the industry. Established by seasoned industry leaders with extensive experience in global organizations, Primus Partners boasts a team of over 250 consultants and additional advisors, showcasing some of the finest talent in the nation.

The firm has a presence across multiple cities in India, as well as Dubai, UAE. In addition, the firm has successfully executed projects across Africa, Asia Pacific and the Americas.

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