



BROADCAST ENGINEERING CONSULTANTS INDIA LIMITED

*(A Government of India Enterprise - Under Ministry of Information &
Broadcasting)*

(A Mini Ratna Company)

POLICY FOR TRAINING OF BOARD MEMBERS

1. OVERVIEW

Broadcast Engineering Consultants India Limited (BECIL), a Mini Ratna Central Public Sector Enterprise (CPSE) under the administrative control of the Ministry of Information & Broadcasting, Government of India. The transformation and growth of BECIL is expected in the future, and clearly all employees, and the Board of Directors have a vital part to play in meeting key business objectives. Training and development are thus given great importance across all levels. BECIL believes that the Board of Directors, which is the highest level in the organization, too requires training and development in order to update themselves and take the best decisions for the Company.

Guidelines on Corporate Governance for Central Public Sector Enterprises (CPSEs) issued by Department of Public Enterprises in the year 2010 mandates the training programme for Directors. Clause 3.7 of the said Guidelines states that *“the company shall undertake training programme for its Board members (Functional, Government, Nominee and Independent) in the business model of the company including risk profile of the business of company, responsibility of respective Directors and the manner in which such responsibilities are to be discharged. They shall also be imparted training on Corporate Governance, model code of business ethics and conduct applicable for the respective Directors.”*

Accordingly, the policy for training of Board of Directors is outlined in the succeeding pages.

2. POLICY OBJECTIVES

2.1 The objective of the Training Policy for Board Members is to familiarize and make the Board Members conversant with the business model of the Organization, risk management, their duties/responsibilities towards all stakeholders, to ensure compliance with all applicable statutory laws, manner in which the responsibilities are to be discharged with reference to Corporate Governance principles and to apprise them with the latest Government guidelines for transparent business dealings.

2.2 The policy also aims at providing the Board Members with timely updates on changes/proposed changes in legislation affecting Directors and developments in global best practices in corporate governance.

2.3 It further aims at updating the Board members on their responsibilities pertaining to disclosures in financial statements from both the legal and best practice standpoints and to impart understanding of financial analysis, capital cost and investment to allow meaningful contribution in Boardroom discussions.

3. COVERAGE

The policy shall cover Chairman & Managing Director and all Directors including Functional Directors, Government Nominee Directors, and Independent Directors etc. on the Board of BECIL.

4. APPOINTMENT OF DIRECTORS

- 4.1** In terms of Articles of Association of the Company, the President of India appoints the Directors for such tenure and on such terms and conditions as is indicated in the letter of appointment issued by the Ministry of Information & Broadcasting.
- 4.2** The Board of Directors of the Company consists of senior personnel, who are Functional Directors, Independent Directors and Nominees of the Government of India.

5. TRAINING STRUCTURE

- 5.1** The training requirements across the Board may differ with respect to their nomination into the Board and duration spent in the Board and hence, their training needs to be structured accordingly.
- 5.2 Training Design:**

The training to the various categories of Directors shall be provided as follows:

a. Induction/ Orientation Training:

i. For New Board Members:

The endeavor will be to provide training **within three months** of the appointment of the new Director, for a minimum period of three days.

ii. For Part Time Directors:

The endeavor will be to provide familiarization training **within three months** of the appointment, to familiarize the directors with the

Company, their roles, rights, responsibilities in the Company, nature of the industry in which the company operates, business model of the company etc. through various programs **for a minimum period of three days.**

The areas/topics of the Induction/ Orientation Training shall be as per **Annexure-1.**

b. Subsequent/Regular Training:

The endeavor will be to provide training (within India) to existing Board Members **for a minimum period of three days once in a year** through nomination in external programme organized by various external agencies including Department of Public Enterprises (DPE), Standing Committee of Public Enterprises (SCOPE), Institute of Directors (IOD), Ministry of Corporate Affairs (MCA), Indian Institutes of Technology (IITs), Indian Institutes of Management (IIMs), and private entities etc.

The areas/topics of the Subsequent/Regular Training shall be as per **Annexure-II.**

5.3 Mode of Training

- a.** The training program/seminar/conference/certificate courses or any other structured learning and developmental program could cover any area from the list placed in Annexure-1 & 2, based on organizational needs including training through online/virtual mode through Government/Private entities, as required.
- b. In-house Training Program:** A training program can be facilitated, designed, developed and conducted within the Company, with or without the assistance of outside agencies.

- c. External Training Program:** A training program can be facilitated, designed, developed and conducted by an outside agency, reputed Consultants, top ranked Institutes, Government Departments such as DPE, SCOPE, MCA, IITs, IIMs and private entities.

6. BUDGET

All expenditure incurred on the training program for Board members related to the fees, transport (air / rail / road), boarding and lodging, hospitality, venue etc. shall be borne by BECIL.

7. PROCEDURE FOR APPROVAL

7.1 Domestic Training: The Chairman & Managing Director (CMD) shall be the approving authority for nominations to training programs conducted in India for Functional/Whole-time Directors/Nominee/Independent Directors.

7.2 International Training: Approval for nominations to training programs being held abroad, for Functional Directors, shall be sought from the CMD, and for nomination of CMD, approval shall be sought from the Secretary, Ministry of Information & Broadcasting.

7.3 While approving the proposal of training in India or abroad the Competent Authority shall ensure the compliance of the notifications/guidelines issued by the Department of Public Enterprises in this regard.

8. INTERPRETATION AND AMENDMENTS

The CMD is empowered to modify or amend any of the provisions contained in these rules. Any cases of relaxation or doubts regarding interpretation or application of these rules will be referred to the CMD, whose decision shall be final and binding.

x-x-x-x-x-x-x

Annexure-I

The areas/topics of the Induction/ Orientation Training shall be as per the following but not limited to:

S. No.	Programme Module
1.	Corporate Information: <ul style="list-style-type: none">➤ Organization Structure;➤ Vision & Mission of the Company;➤ Memorandum and Articles of Association of the Company;➤ Business activities;➤ Strategic planning;➤ MoU targets➤ Current Issues and Challenges;➤ Commercial/Financial issues➤ Annual Report of the Company;➤ Risk Management;➤ Details of Associate / Subsidiary Company, if any;➤ Major/Important Projects;➤ Model Code of Business Ethics and Conduct
2.	Corporate Governance Module: <ul style="list-style-type: none">➤ Role, Responsibilities and Duties of Directors;➤ Corporate Social Responsibility;➤ Applicable Acts, laws, rules & regulations including changes thereon;➤ Oversight on the financial information as per relevant Act's requirement;➤ International Financial Reporting Standards / Ind-AS

Annexure-II

The areas/topics of the Subsequent/Regular Training shall be as per the following but not limited to:

S. No.	PROGRAMME MODULE
Leadership and General Management Program	
1.	Applicable Acts and Laws
2.	Enterprise Risk Management
3.	Human Resource Management & related topics
4.	Contract/Project Management
5.	Financial/Cost Management
6.	Sustainability Issues
7.	Organizational effectiveness
8.	Corporate Governance & Ethics
9.	Functions/Roles of full time/Nominee/ Independent Directors & allied topics
10.	Industry update and changes in various regulations and laws
11.	Greater oversight and higher level of financial accounting expertise
12.	Changes in Economic scenario of India vis-a-vis global trends
13.	Diversification/ Mergers & Acquisition/ Disinvestment/ E-commerce
14.	Administrative Vigilance, Discipline & Vigilance Aspects
15.	Procurement of Goods, Works, Consultancy & Other Services
16.	General Administration topics
17.	Any other area, which is considered relevant or useful for the Board members

Other Areas	
1.	Emotional Intelligence in Management and Leadership
2.	Handling difficult people and situations – Conflict Resolution
3.	Work life balance / Time Management;
4.	Change Management;
5.	Networking
6.	Strategic planning and thinking – turning the Vision into Reality
7.	Leadership Development Programme
8.	Team Building
9.	Formation of Consortium/JVs etc.
10.	Any other topic/area of interest, as deemed beneficial to the functional efficiency of BECIL, and approved by the CMD.