3rd FICCI L&D Summit 2026

Reimagining Learning: Culture, Capability & Competitiveness

27th March 2026 | FICCI, Delhi	
0930-1000 Hrs	**Welcome & Registration**
1000-1020Hrs	**Inaugural Session**
	Welcome Address: Mr Chetan Bijesure, DSG, FICCI **Inaugural Address: Ms Rajkamal Vempati**, Chair- FICCI HR Committee and Group Executive & Head Human Resources at Axis Bank **Theme Address: Mr Udayan Dutt**, Co-Chair, FICCI HR Committee and President Group HR, RPG Group **Special Address: Mr Ayush Gupta,** Director (Human Resource), GAIL
1020-1110 hrs	**Session 1- Beyond LMS: How Are Organizations Truly Building a Learning Culture** **Session Format: Panel Discussion** **Session Brief:** While organizations have invested heavily in learning platforms, tools alone have not guaranteed meaningful learning outcomes. This session explores what it truly takes to build a learning culture beyond LMS implementations. The discussion will focus on how learning is embedded into daily work, leadership behaviours, and people practices, rather than treated as a standalone initiative. Panellists will examine the role of leaders and managers in encouraging curiosity, ownership, and continuous development, as well as the shift from program-driven to experience-led learning. The session will also highlight how organizations assess learning culture through behaviours, engagement, and performance impact, moving beyond traditional metrics such as completion rates and training hours. **Speakers:** • **Mr. Gaurav Bakshi,** Director, Strat-Board Services **(Moderator)** • **Dr. Balasubramanian Krishnan,** CEO, NuVeda Learning Pvt. Ltd. & NuVeda LLC • **Ms. Priyanka Sharma,** Vice President & Head - Talent, HRBP and Sustainability, Niva Bupa Health Insurance • **Mr. Prem Singh,** President- Group CHRO, JK Organisation • **Mr. Mukhvinder Singh Bains**, Associate Director, Accenture
1110- 1200 Hrs	**Session 2- Ethics, Bias & Trust: The Unspoken Side of AI-Led Learning** **Session Format: Panel Discussion** **Session Brief:** As AI increasingly shapes learning design, delivery, and decision-making, critical questions around ethics, bias, and trust remain largely unaddressed. This session explores the unspoken dimensions of AI-led learning, including algorithmic bias, data privacy, transparency, and the implications of automated recommendations on employee development and careers. Panellists will discuss how organizations can responsibly deploy AI while ensuring fairness, inclusivity, and human oversight in learning systems. The conversation will also examine the role of governance, ethical frameworks, and leadership accountability in building trust among employees. The session aims to help organizations balance innovation with responsibility as AI becomes integral to learning and capability-building strategies. **Speakers:** • **Mr Anil Sachdev,** Founder and Chairman of School of Inspired Leadership **(Moderator)** • **Ms Sonica Aron,** CEO, MarchingSheep • **Mr Ahmad Mehdi,** Head Training, Smartworks

	• **Ms. Samra Rahman,** Head People and Culture, Hero Vired
1200 – 1215 Hrs	**Networking Tea/ Coffee Break**
1215 – 1305 Hrs	**Session 3- Is L&D Speaking the Language of the Business Yet?** **Session Format: Panel Discussion** **Session Brief:** As organizations demand measurable impact from every function, L&D faces growing pressure to demonstrate business relevance and strategic value. This session examines whether L&D is truly speaking the language of the business—or still operating in learning-centric terms. Panellists will explore how learning leaders can align capability initiatives with enterprise priorities such as growth, productivity, transformation, and risk. The discussion will focus on translating learning outcomes into business metrics, strengthening partnerships with business leaders, and repositioning L&D as a strategic advisor rather than a support function. The session will offer insights into building credibility, influence, and accountability for learning in an increasingly outcome-driven organizational environment. **Speaker:** • **Mr Sanjay Bahl,** Independent Director, TMI e2E Academy Pvt. Ltd. **(Moderator)** • **Ms Pooja A Nagpal,** Head of learning and talent development (APAC), Kohler Co. • **Mr. Yugesh Mandvikar,** Head - Learning, Organization Development, Talent Management, People Experience and HR Transformation, Zensar Technologies • **Mr. Varun Gadhok,** Director, India, Centre for Creative Leadership • **Mr. Neelmani Singh,** Group Head - Learning & Head - Global Centre for Leadership 'Gyanodaya' (Group HR), Aditya Birla Group
1305- 1355 Hrs	**Session 4- Learning for Knowledge or Learning for Impact: Measuring What Truly Matters** **Session Format: Panel Discussion** **Session Brief:** Organizations invest significantly in learning, yet the question remains, are they building knowledge or driving measurable outcomes? This session explores the shift from content-heavy learning to outcome-oriented capability building. Panellists will discuss what it means to measure learning success beyond participation, completion rates, and satisfaction scores, and how learning can be directly linked to performance, productivity, and business results. The conversation will examine practical approaches to defining success upfront, aligning learning with role-based outcomes, and evaluating impact over time. The session aims to help learning leaders refocus measurement on what truly matters, enabling performance, behaviour change, and sustainable business value. **Speaker:** • **Ms Veena Swarup,** Former Director HR, Engineers India Limited **(Moderator)** • **Mr. Anurag Aman,** Partner, EY • **Ms. Bhawna Kirpal Mital,** CHRO and Head of Admin, CSR & Corporate Communication, Hero Future Energies Pvt. Ltd. • **Dr. Avinash Ghalke,** Dy. Programme Chairperson-PGPGM (Executive) Delhi & Mumbai Campuses, SP Jain Institute of Management & Research • **Ms Soonu Wadewala,** Head HR at Axis Securities
1355 Hrs Onwards	**Lunch**