

**GOVERNMENT OF INDIA
MINISTRY OF COAL
RAJYA SABHA
UNSTARRED QUESTION No. 2588
ANSWERED ON 16.03.2026**

IMPACT OF 'JYOTI' INITIATIVE ON BOARD-LEVEL GENDER PARITY

2588 Smt. Rajathi:

Will the Minister of *Coal* be pleased to state:

- (a) whether Government has outlined activities to utilise 2026-27 budget of ₹ 3,635 crore to specifically expand the Jyoti leadership program for women executives;
- (b) the number of female executives who have successfully completed the 'Jyoti' leadership program as of February, 2026; and
- (c) whether the Central Government plans to expand the Jyoti women leadership initiative to more PSUs to prepare female executives for board-level roles?

ANSWER

MINISTER OF STATE FOR COAL AND MINES

(SHRI SATISH CHANDRA DUBEY)

(a) No, Sir. The Jyoti leadership programme is an initiative of Coal India Limited (CIL), a Public Sector Undertaking under Ministry of Coal. CIL allocates resources for the programme out of its own budget.

(b) A total of 43 female executives of CIL and its subsidiaries have successfully completed the programme as of February 2026.

(c) The Jyoti leadership programme is an initiative of CIL and its scope is limited to the women employees of CIL and its subsidiaries. However, NLC India Limited (NLCIL), the other PSU under Ministry of Coal has also taken active steps for capacity development of women executives for leadership roles. The details are as under:

(i) A structured leadership intervention titled “Viveka Shakti (Wisdom & Power) – Women Leaders for Future-Ready NLCIL”, specifically designed for women executives at the E5 and E6 levels for a five-month duration has been initiated. Viveka Shakti programme includes classroom as well as outbound training, well-being, 360- degree feedback, etc. followed by formulation of Individual Development Plans.

(ii) NLCIL has signed Memorandums of Understanding (MoUs) with IIM, Nagpur and IIM, Kolkata for capacity building and organisational leadership development, aiming executives at E7, E8 and E9 level. 26 Female executives were trained in the last two financial years under the same. In addition, NLCIL has deputed one female executive at E8 level for first batch of DAKSH (Development of Aspiration, Knowledge, Succession & Harmony), developed by the Capacity Building Commission (CBC) in collaboration with the Standing Conference of Public Enterprises (SCOPE).
