

Centre's 'lateral entry' plan gains traction

Despite challenges, including resistance from the civil service, the hiring programme has received an enthusiastic response from the private sector

SUBHOMOY BHATTACHARJEE
New Delhi, 5 June

In May, a list of 20 lateral recruitments to middle and senior levels of central government service was issued by the Union Public Service Commission (UPSC). It created no stir, a reflection of how such recruitments appear to have become institutionalised.

Yet, the process of regular lateral recruitments is fairly recent. In 2019, the Narendra Modi-led government had begun with fanfare the process of lateral recruitment to middle and senior levels of service. Ten posts of joint secretaries were advertised, of whom seven lasted their three-year term and were given extensions for another two years. In 2020, 30 posts were advertised of which 28 were filled.

The latest advertisements are pretty much on expected lines. A Department of Personnel & Training (DoPT) official, who declined to speak on record, said the departments concerned now sent in their vacancy positions each year. "Based on discussions with them and the expected intake from the various recruitment exams, a list of vacancies that need to be filled at the senior level immediately are arrived at," the official said. The last date for applying this time is June 19.

Now that the initial brouhaha of 2019 is over, the DoPT is ambivalent about publicising the initiative. The department's website lists lateral recruitment in its booklet from last year, "Reinventing Governance — Major Reforms and Initiatives from 2014-2022". But given that government employment is a hot button issue in a poll-heavy year, last week, when the department issued two booklets on "9 Years of Administrative Reforms (2014-2023)" that lists the government's achievements in making the civil services at various levels respond to citizens' demands, there is no mention of lateral recruitments anywhere. Both booklets were released by Jitendra



Singh, minister for personnel, public grievances and pensions.

At least part of this ambivalence stems from the biggest challenge for these recruitments: the institutional opposition, especially from the Indian Administrative Service (IAS) and the Central Secretariat Service (CSS). The nature of jobs being advertised through the three advertisements issued since 2019 are all for what is known as central staffing roles in the ministries. These are the posts typically reserved for the IAS and their feeder service, the CSS. The posts of specialist officers such as those in audit, the Railways or in tax (direct and indirect) have not yet been thrown open to lateral recruitments. This is also surprising given that the government was said to be short of specialists.

This is also one of the reasons the states have not asked the Centre to introduce a parallel system for them. Although states occasionally appoint people from outside the standard recruitment system, the process has not been institutionalised anywhere.

These two cadres, therefore, have reason to be concerned. Writing apparently on their behalf, former chairman of UPSC Deepak Gupta is clear that such

TANGENTIAL FACTS

- Lateral entrants supplement the current direct recruitments for IAS where annual intake has gone up to 180
- IAS vacancies are 20% plus. Both direct and lateral intake will reduce vacancies to single digits by about 2025
- Lateral entrants need to be inducted in HR functions
- 60 posts to be filled through lateral entrants — all in ministries at the Centre
- States have yet to start similar schemes

recruitment can "degenerate into an uncontrollable spoils system" to benefit politicians. "Lateral entry of professionals is a simplistic solution seeking to remedy a very complex problem. Used selectively it could benefit in limited areas. Used liberally it could completely destroy the system," he wrote in the book *Transforming the Steel Frame*, edited by former Comptroller and Auditor General Vinod Rai.

To be sure, the new entrants are not designated as IAS or an equivalent serv-

ice. In the rank- and status-conscious Indian bureaucracy, this has consequences. But recognising that lateral entry is here to stay the DoPT has now clearly designated officers, set up sections and so on to deal with lateral entrants instead of keeping the process ad hoc.

Still there are pain points of working within the government system. For instance, one of the latest to quit this year is Saurabh Mishra, a former private sector real estate and insurance industry professional. Mishra was joint secretary in the department of financial services in the finance ministry. He had been given an extension beyond three years and no one can argue that the tasks of reviving the state-run general insurers or of shepherding LIC after its market listing are over. But Mishra quit eight months into his new term. He did not comment for this article.

According to Manish Sabharwal, vice-chairman and co-founder of TeamLease Services, India's largest human capital firm, a good way to deal with the challenge is not to bring in lateral entrants on the basis of vacancies but to consider whether such a gap can be effectively filled by a lateral entrant. He identifies human resources roles as the key ones in this context. "Invest in HR capabilities that could be seeded with lateral entry for a bunch of senior people," he advises.

This has started happening to some extent. The government has also set up the Capacity Building Commission and Mission Karmayogi to train government employees about their roles. However, both the institutions have not stepped in to deal with lateral entrants, per se. The job of weaning in the new officers has been strictly left to the secretary, DoPT, and the respective secretaries of the departments they join. The initial training of these officers, made formal from the second batch, is for a 15-day stint at the Indian Institute of Public Administration in New Delhi. Speaking with them, minister Jitendra Singh claimed the government had streamlined the lateral entry appointments to induct the best of the best talent for a particular task, coupled with expertise.

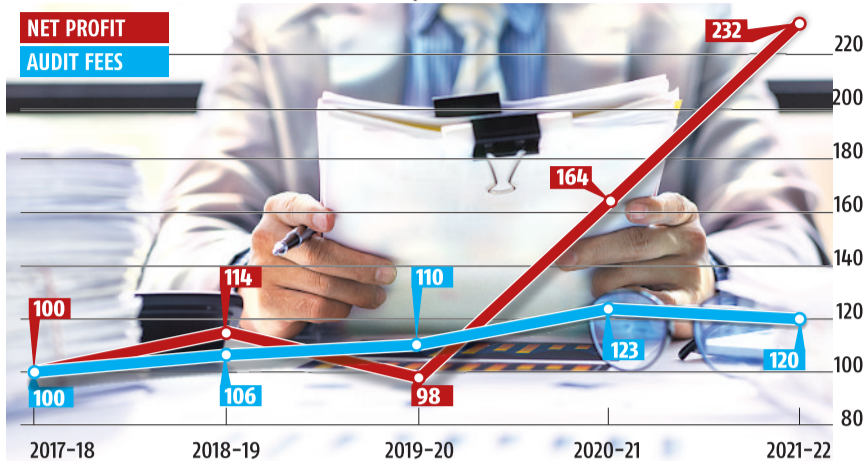
In terms of numbers, the 60 posts advertised so far are minuscule among the approximately 95,000 posts of government officers in the central government. This is the first time the government has got going in fairly sizable numbers. The large numbers of responses to these posts from people who are already employed for a number of years in equivalent posts in the private sector shows the experiment has enthusiastic backers among citizens.

NUMBER WISE

NO SWEAT OVER HIGH AUDIT FEES

One segment accounts for the majority of industry's income

1. Audit fees lag surge in profits
Base has been taken as 100 for easier comparison



Data as of March 2022. Based on 362 companies out of the S&P BSE 500 with comparable data across the years
Source: Capitaline, Business Standard calculations

SACHIN P MAMPATTA & SAMEER MUGLAKAR
Mumbai, 5 June

Rising audit fees have upset companies in the US and the UK since the pandemic began in 2020. Companies listed in the UK's FTSE 100 even wrote a joint letter to large auditors over growing costs, after expenses reportedly rose 22 per cent in four years.

Indian audit fees have also increased 20 per cent in the last four years, shows a *Business Standard* analysis of 362 firms on the S&P BSE 500 index with comparable data since financial year 2017-18 (FY18). Indian firms perhaps do not complain because their profits rose significantly more in the same period as seen in *chart 1*.

Audit fees in India have actually lagged net profit growth. Audit fees as a share of net profit was 55 basis points in FY18 for the companies under consideration. It dropped to 29 basis points in FY22, the latest year for which data is available. One hundred basis points is one per cent.

2. Sectoral differences in pay

Shows audit fees as share of net profit (in %)

Automobile	2.7
Banks	0.5
Consumer durables	0.5
Pharmaceuticals	0.4
IT: software	0.3
FMCG	0.2
Cement	0.2
Steel	0.1
Finance	0.1

Fees depend on the industry audited, and profitability can affect metrics. The automobile sector had the highest ratio of audit fees to net profit in FY22. It paid auditors the equivalent of 2.7 per cent of net profit. The high number may also be related to the sector's profitability, which took a hit during the pandemic. Among key sectors, banks paid out the equivalent of 50 basis points for information technology (IT) firms. Cement and steel

3. Government firms account for majority of fees

Shows share of audit fees for key business groups (in %)

Government cos (central and state)	53.5
Tata	6.4
Mukesh Ambani	4.9
Birla AV	3.9
MNCs	3.0
Adani	0.7
Bajaj	0.7

firms paid out 20 basis points and 10 basis points respectively (*chart 2*). The Tata group was among the largest private sector paymasters for auditors. It accounted for 6.4 per cent of the pool. MNCs accounted for three per cent of the total fees. The biggest clients of audit firms are not private companies though. Central and state public sector firms accounted for over 50 per cent of the fees that auditors collected, shows data from the sample (*chart 3*).

'Bank boards must hold managements accountable'

If the management fails to meet expectations, the board should even consider replacing it: RBI Dy Guv Rao

BS REPORTER
Mumbai, 5 June



M Rajeshwar Rao

The boards of banks should hold the management accountable for its actions, and should replace it if it does not meet expectations, M Rajeshwar Rao, deputy governor of the Reserve Bank of India (RBI), said in an interaction with board members of banks. "Boards should appraise the performance of management objectively and ensure that they are held accountable for their actions. If the management is not meeting expectations, boards should take suitable action, including replacing the management, to improve the bank's governance and risk management." Rao said in his speech at the conference of the directors of banks. The RBI had organised the conference for public sector banks on May 22 in New Delhi and private sector banks on May 29 in Mumbai.

The copy of Rao's speech was uploaded on the RBI website on Monday.

Rao said the boards of banks should set clear expectations for the management and risk management in terms of risk management and corporate governance. He added that the management should be required to regularly report risk management. "This reporting should include information on the bank's risk appetite, risk exposures, and risk mitigation strategies," he said.

The deputy governor said boards should ensure that the management is transparent about the banks' financial performance/statements and risk management practices so that trust with stakeholders is built and investors are able to assess the various risks associated with banks. He said boards must

ensure a suitable policy framework to assess effectiveness, in accordance with their strategies and risk profiles. The effectiveness must be tracked at all levels — individual director, committee, and the overall board.

On the subject of remuneration, he said that bank boards, through the nomination and remuneration committees, must ensure that the management's remuneration is not only tied to short-term profits but also takes into account long-term materialisation of risks, and that appropriate ex-ante and ex-post checks for assessment are built into the compensation systems.

According to Rao, there are two key challenges in ensuring sound corporate governance in banks.

"First, the banks are placed at a higher pedestal vis-à-vis other financial or non-financial entities due to their unique role," he said. "Second, the most important stakeholder for the bank, i.e. depositors, tend to be diversified, diffused, and passive." He added that this is a challenge the board of directors have to address to ensure that the management's incentives are aligned with the interest of depositors and other stakeholders.

FACT दि फर्टिलाइजर्स एण्ड केमिकल्स टावन्कोर लिमिटेड
THE FERTILISERS AND CHEMICALS TRAVANCORE LIMITED
(A Government of India Enterprise) Regd. Office: Eloor, FACT-PD Administrative Building Udyogamandal - 683501, Kochi, Kerala, Tel: (0484)-256-8633/8260, 2545196
E-mail: deenu.c@factfd.com; notice@factfd.com; Website: http://www.fact.co.in

E-TENDER FOR SANITATION AND HYGIENE WORK IN VARIOUS AREAS AT FACT UDYOGAMANDAL COMPLEX
[BID Numbers GEM/2023/B/3525916 dated 03.06.2023]

Online bids (two cover system) are invited for undertaking Sanitation and hygiene work in various areas at FACT Udyogamandal complex for a period of 2 years, through https://gem.gov.in portal. Any change / Extensions to this tender will be informed only through our website / GEM portal and will not be published in newspapers.

Due date/time for submission of bids for both tenders are: 19.06.2023 / 3.00 PM
Hindi version of this advertisement is published in our website: www.fact.co.in
Udyogamandal Date: 05.06.2023 Senior Manager (Materials)-T&S-c

VINYL CHEMICALS (INDIA) LIMITED
Regd. Office: Regent Chambers, 7th Floor, Jammalal Bajaj Marg, 208, Nariman Point, Mumbai 400 021.
Tel: 22822708/6929000; Website: www.vinylchemicals.com
CIN: L24100MH1986PLC039837

NOTICE
Transfer of Equity Shares of the Company to Investor Education and Protection Fund (IEPF Authority)

Notice is hereby given that pursuant to the provisions of Section 124 of the Companies Act, 2013 (the Act) read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 (the Rules), as amended, the Equity Shares of the Company (in respect of which the dividend declared during the financial year 2015-16 has remained unclaimed or unpaid for a period of seven consecutive years or more) are required to be transferred by the Company to the demat account of the IEPF Authority.

The Company has sent individual notices to the registered addresses of the concerned shareholders whose shares are liable to be transferred to the IEPF Authority advising them to claim their unclaimed dividends. The Company has uploaded details of such shareholders on its website www.vinylchemicals.com. The concerned shareholders are requested to refer to the said website to verify the details of unclaimed dividends and the shares which are liable to be transferred to the IEPF Authority.

Shareholders are requested to claim the dividend declared during the financial year 2015-16 and onwards before the same is transferred to the IEPF.

The concerned shareholder(s) holding shares in physical form and whose shares are liable to be transferred to the IEPF Authority, may note that upon transfer of shares to IEPF Authority, the original share certificate(s) which are registered in their name will stand automatically cancelled and be deemed non-negotiable. In case of shares held in demat form, the extent of shares liable to be transferred, shall be debited from the shareholders account and transferred to the IEPF Authority.

In case the concerned shareholders do not claim their unclaimed dividends by 4th September, 2023, the Company shall with a view to comply with the Rules, transfer the shares to the IEPF Authority without any further notice to the shareholders and no liability shall lie against the Company in respect of the shares so transferred.

The shareholders may note that once the shares, including all benefits accruing on such shares, if any, are transferred to the IEPF Authority, the same can be claimed only from the IEPF Authority by making a separate application to the IEPF Authority in Form IEPF-5 as prescribed under the Rules and the same is made available at IEPF website www.iepf.gov.in.

For any queries in respect of the above matter, shareholders may contact M/s. TSR Consultants Pvt. Ltd., the Registrar & Transfer Agents of the Company at C-101, 1st Floor, 247 Park, Lal Bahadur Shastri Marg, Vikhroli (West), Mumbai- 400083; E-mail: cs@unit@tclindia.co.in; Website: www.toplindia.co.in or contact the Company at cs.vinylchemicals@pidilite.com.

for Vinyl Chemicals (India) Ltd. P.C. Patel Secretary

Place : Mumbai Date : 06/06/2023

REPRO INDIA LIMITED
Reg. Office: 11th Floor, Sun Paradise Business Plaza, 'B' Wing, Senapati Bapat Marg, Lower Parel, Mumbai - 400 013, India.
Phone: 022-71914000, Fax: 022-71914001
Email: investor@reproindia.com Website: www.reproindia.com
CIN: L22200MH1983PLC071431

NOTICE OF TRANSFER OF EQUITY SHARES OF THE COMPANY TO THE INVESTOR EDUCATION AND PROTECTION FUND (IEPF)

This Notice is published pursuant to the provisions of Section 124(6) of the Companies Act, 2013 read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 (the "IEPF Rules"), the dividend declared for the financial year 2015-16, which remains unclaimed for a period of seven (7) consecutive years or more are liable to be transferred by the Company to the IEPF Authority. The Company has sent a communication to the concerned shareholders at their registered address, inter alia, providing the details of their unclaimed dividend for seven (7) consecutive years and giving them an opportunity to claim the said unclaimed dividend latest by September 02, 2023 to avoid transfer of their shares to the Demat Account of the IEPF Authority.

Further, in terms of Rule 6 of the IEPF Rules, a statement containing details of the name of the shareholder(s) and their Folio number / DP ID - Client ID whose shares are liable to be transferred to the Demat Account of IEPF Authority is available on our website www.reproindia.com for information and necessary action by the shareholders.

In case no valid claim in respect of such equity shares is received from the shareholders by September 02, 2023, the said equity shares shall be transferred to the Demat Account of IEPF Authority as per the procedure stipulated under the IEPF Rules without further notice. In this connection, please note that:

i) **For Shares held in Physical form:** New share certificate(s) will be issued and transferred in favour of IEPF on completion of necessary formalities. The original share certificate(s) which stand registered in the name of shareholder will be deemed cancelled and non-negotiable.

ii) **For Shares held in Demat form:** The Company shall inform the depository by way of corporate action for transfer of shares lying in shareholders demat account in favour of IEPF. It may be noted that no claim shall lie against the Company in respect of unclaimed dividend and shares transferred to IEPF pursuant to IEPF Rules. Upon transfer to the Demat Account of the IEPF Authority, the shareholders can claim the equity shares along with the dividend(s) from the IEPF Authority by making an online application for which details are available at www.iepf.gov.in.

In case of any queries/clarifications, the concerned shareholders may contact the Company's Registrar & Transfer Agent, M/s. Link Intime India Private Limited, Unit: Repro India Limited, 247 Park, LBS Marg, Vikhroli (West), Mumbai - 400 083. Tel No.: +91 22 49186270, Fax No.: +91 22 49186600, Email: iepf.shares@linkintime.co.in

Place : Mumbai Date : June 05, 2023

For Repro India Limited Sd/- Almina Shaikh Company Secretary & Compliance Officer

Chola Financial Holdings
Cholamandalam Financial Holdings Limited
Regd. Office: 'Dare House', No. 234, N.S.C. Bose Road, Chennai - 600 001.
Tel: 044-4217770-5; Fax: 044-42110404
E-mail ID: investor@chola.com Website: www.cholafhl.com
CIN:L65100TN1949PLC002905

NOTICE TO MEMBERS

Notice is hereby given pursuant to section 124(6) of the Companies Act, 2013 (the Act) and the provisions of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 notified by the Ministry of Corporate Affairs (MCA).

As per the above provisions, all shares in respect of which dividends have not been paid or claimed for seven consecutive years or more are required to be transferred to the demat account of the Investor Education and Protection Fund (IEPF) Authority. In respect of the Final Dividend declared in the financial year 2015-16, the due date for transfer of the shares is 13th September, 2023. Individual communication is being sent to the concerned shareholders whose shares are liable to be transferred to IEPF Authority at the latest available address advising them to claim their dividends. The concerned shareholders are requested to make an application along with the requisite documents to the Company / Kfin Technologies Limited (RTA).

In case the Company / RTA does not receive the requisite documents by 23rd August, 2023, the Company shall, in compliance with the requirements of the said Rules, transfer the dividend/shares to the IEPF as per procedure stipulated in Rules, without any further notice.

Details of shareholders including the name, folio number/DP ID/Client ID and equity shares due for transfer to IEPF Authority are being uploaded on the Company's website at http://www.cholafhl.com for verification by concerned shareholders.

Shareholders may note that both unclaimed dividend and the shares transferred to the IEPF including all benefits accruing on such shares, if any, can be claimed by them from the IEPF Authority after following the due procedure prescribed in the Rules.

For further information / clarification, concerned shareholders may contact the Company or the RTA at the following address:

Cholamandalam Financial Holdings Limited Regd. Off: 'Dare House', No.234, N.S.C. Bose Road, Chennai - 600 001. Tel: 044-4217770-5; Fax: 044-42110404 Email: investor@chola.com Website: www.cholafhl.com	Kfin Technologies Limited Karvy Selenium Tower B, Plot 31 - 32, Gachibowli, Financial District, Nanakramguda, Hyderabad - 500 032 Toll Free No.: 1800 309 4001 Fax No.: 040-2342 0814 Email: einward.ris@kfinfintech.com Website: www.kfinfintech.com or ris.kfinfintech.com
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Further, shareholders are requested to update their KYC details with RTA / Depository Participant by 30 September, 2023.

For Cholamandalam Financial Holdings Limited E. Krithika Company Secretary

Chennai June 6, 2023

Government of Kerala
Published Tenders from 01-06-2023 to 04-06-2023
Kerala Public Service Commission

Tender ID: 2023_PSC_579827_1 * Secretary * Supply of High Quality Cloth Lined Covers * Closing Date: 27-June-2023 * PAC: Rs1076000

Visit <https://etenders.kerala.gov.in> for more details.
Ro.No:01-04/Jun/2023/PRD/(N)7

LUX LUX INDUSTRIES LIMITED
Registered Office: 39, Kali Krishna Tagore Street, Kolkata - 700 007
CIN: L17309WB1995PLC073053
Tel No.: +91-33-4040 2121, Fax No.: +91-33-4001 2001
Email: investors@luxinnerwear.com, Website: www.luxinnerwear.com

TRANSFER OF UNCLAIMED/UNPAID SHARES OF LUX INDUSTRIES LIMITED TO THE INVESTOR EDUCATION AND PROTECTION FUND (IEPF)

SECTION 124(6) OF THE COMPANIES ACT 2013 AND THE INVESTOR EDUCATION AND PROTECTION FUND (IEPF) AUTHORITY (ACCOUNTING, AUDIT, TRANSFER & REFUND) RULE, 2016, AS AMENDED

Notice is hereby given to the shareholder(s) of Lux Industries Limited (the Company) that in respect of dividend declared for financial year 2015-16, which remained unclaimed for seven consecutive years are transferred to IEPF Suspense Account. Shareholders are requested to claim such dividend by September 05, 2023, failing which their shares will also be liable to be transferred to IEPF Authority.

Individual communication has been sent to the concerned shareholders at their latest available address in the Company/Registrar and Share Transfer Agent (RTA) records for taking appropriate action(s). The details of all concerned Shareholders is available on the website of the Company i.e. on www.luxinnerwear.com under investor relation-> Shareholders Information-> Unclaimed and Unpaid dividend->Details of Members & Shares for transfer to IEPF Authority.

In case of shareholders holding shares in:

Physical Form – The Shareholders holding shares in physical form and whose shares are liable to be transferred to IEPF Suspense Account may note that the Company would be issuing new share certificate(s)/Letter of Confirmation(s) in lieu of the original share certificate(s) held by them for the purpose of the transfer of shares to IEPF Suspense Account as per the IEPF Rules and upon such issue, the original certificate(s) which stands registered in their name, stand automatically cancelled and be deemed non-negotiable.

Dematerialised Form – The Company shall inform the depository by way of corporate action for transfer of shares lying in their Demat account in the favour of Demat account of the IEPF Authority.

The Shareholders may note that if no reply is received by the Company or by the Registrar from the concerned Shareholders by September 05, 2023, the Company shall with a view to complying with the requirements set out in the IEPF Rules, transfer the shares to the IEPF Suspense Accounts by the due date without any further notice.

Shareholders are requested to note that both the unclaimed dividend and the shares transferred to IEPF Authority including all benefits accruing on such shares, if any, can be claimed back by them from IEPF Authority after following the procedure prescribed under the IEPF Rules. No claim shall be lie against the Company with respect to unclaimed dividends and share(s) transferred to the IEPF pursuant to the said Rules.

Shareholder(s) may please note that the details uploaded by the Company on its website shall be deemed adequate notice in respect of issue of duplicate share certificate(s) by the Company for the purpose of transfer of physical share(s) to the IEPF.

In case the shareholders have any queries on the subject matter and the Rules, they may contact the Company's RTA as mentioned below:

Share Transfer Agent
KFin Technologies Limited (Unit : Lux Industries Limited)
Karvy Selenium Tower B, Plot 31-32, Gachibowli, Financial District, Nanakramguda, Hyderabad - 500032
Toll Free No : 18003094001, Email : einward.ris@kfinfintech.com

For Lux Industries Limited Sd/- Smita Mishra (Company Secretary & Compliance Officer) Membership No. ACS26489

Place : Kolkata Date : 05.06.2023