

*"While the Committee is aware of the DPE guidelines on affordability, a prolonged stagnation in pay and benefits can severely impact employee morale and motivation, which is counterproductive to the Company's revival efforts. The Committee, therefore, reiterates its earlier recommendation and urges the Department of Telecommunications to engage with the Ministry of Finance to explore a one-time exemption or a phased implementation plan for BSNL employees. A motivated workforce is a prerequisite for a successful turnaround, and its welfare cannot be indefinitely postponed."*