

THE HR EDGE

PEOPLE • POLICY • WORKPLACE INTELLIGENCE

WEEK OF SEP 28 – OCT 02, 2026



□ □ INDIA WATCH

WORKFORCE STRATEGY

Infosys Plans To Move Up To One-Third Of Its Workforce Into Specialist Roles

Speaking at its Americas confluence in Washington, DC, Infosys said 25–33% of its people could eventually work in specialist roles as AI and advanced technologies reshape project delivery, alongside a push to hire around 6,000 frontier engineers. The company has not indicated that the shift involves reducing overall headcount.

→ **READ MORE** <https://www.hrkatha.com/news/infosys-plans-to-move-up-to-one-third-of-workforce-into-specialist-roles/>

LEGAL

Supreme Court: A Senior Employee Cannot Be Paid Less Than A Junior On The Same Post

Setting aside an Allahabad High Court order, the Supreme Court ruled for a college teacher who was drawing less than a junior appointed on the same day, finding the pay fixation violated Articles 14 and 39(d). Any such disparity, it held, must rest on valid and demonstrable factors, and the dues are to be paid within three months.

→ **READ MORE** <https://www.livelaw.in/supreme-court/senior-officer-cannot-be-paid-less-than-junior-holding-same-post-supreme-court-551953>

BENEFITS

Cars24 Stretches Maternity Support To 15 Months With A Phased Return To Work

On top of 26 weeks of paid leave, Cars24's new 'Care'eHer' policy moves employees from work-from-home on their own schedule (months 6–9) to two office days a week (months 9–12), with nursing breaks and childcare support continuing up to month 15. Career safeguards ensure ratings reflect performance after the return.

→ **READ MORE** <https://mediabrief.com/cars24-revamps-maternity-support-policy/>

WORKPLACE POLICY

Delhi's Permanent Winter Pollution Plan Puts Half The Workforce At Home

Delhi has confirmed its annual winter framework, in force from November 1 to February 28: government and private offices must keep physical attendance to 50% from November 1 through January 31, with staggered office timings, doubled parking charges and construction curbs alongside. Hybrid rosters will need planning well before winter sets in.

→ **READ MORE** <https://www.businesstoday.in/latest/story/50-work-from-home-parking-charges-doubled-delhi-steps-up-pollution-curbs-ahead-of-winter-558231-2026-09-28>

□ GLOBAL WATCH

COMPLIANCE

UK Doubles The Tribunal Claim Window To Six Months From 1 October

Under the Employment Rights Act 2025, most employment tribunal claims, including unfair dismissal and discrimination, can now be brought within six months instead of three for acts on or after 1 October 2026. Employers are being advised to revisit record-retention periods and resolve workplace issues early rather than treat the extra time as breathing space.

→ [READ MORE](https://www.lewissilkin.com/insights/2026/09/24/longer-time-limits-for-bringing-tribunal-claims-from-october) <https://www.lewissilkin.com/insights/2026/09/24/longer-time-limits-for-bringing-tribunal-claims-from-october>

PERFORMANCE MANAGEMENT

Ford Sued Over Alleged Forced Ranking Used To Drive ‘Soft Layoffs’

A 57-year-old former data analyst with 28 years at Ford has filed a federal suit in Michigan alleging that a 2024 performance framework with rating quotas was used to push out older salaried staff, with HR allegedly directing leaders to ensure every salaried employee received at least one negative rating. The claims have yet to be tested in court.

→ [READ MORE](https://www.hrkatha.com/news/former-ford-employee-alleges-forced-ranking-system-used-to-drive-soft-layoffs/) <https://www.hrkatha.com/news/former-ford-employee-alleges-forced-ranking-system-used-to-drive-soft-layoffs/>

AI AT WORK

Google Staff Question Gemini 4’s Real-World Performance Despite Strong Benchmarks

Bloomberg reports that some Google employees with access to the newly unveiled Gemini 4 Argon find it inconsistent on practical coding and front-end tasks even as benchmark scores impress. Internal views are split and Google disputes the claim, a reminder that frontline user feedback can diverge from headline metrics.

→ [READ MORE](https://www.hrkatha.com/news/google-employees-question-gemini-4s-real-world-performance-despite-strong-benchmarks/) <https://www.hrkatha.com/news/google-employees-question-gemini-4s-real-world-performance-despite-strong-benchmarks/>

WORKFORCE POLICY

Saudi Arabia Tightens Nitaqat Counting: Five Contracts A Year Per Employee

Under rules finalised on the Qiwa platform, a Saudi employee counts toward Nitaqat only if they have held no more than five contracts in the preceding 52 weeks, and each contract must be valid and registered on Qiwa. Employees may hold at most two contracts at once, so employers should recheck their Saudisation headcount.

→ [READ MORE](https://gulfbusiness.com/en/2026/saudi-arabia/a-five-contract-cap-what-saudi-employers-need-to-know-about-nitaqat/) <https://gulfbusiness.com/en/2026/saudi-arabia/a-five-contract-cap-what-saudi-employers-need-to-know-about-nitaqat/>

□ ARTICLE SPOTLIGHT

Burnout Looks Different Across the Org Chart. Watch for These Signs.

Harvard Business Review | April 3, 2026

→ [READ HERE](#)