

Impact of Labor Codes on Human Resource Policies in India: A Critical Analysis

¹Dr. T.Kumuthavalli,²Gauthami Devi A,

¹ Associate Professor and Head, Department of Lifelong Learning, Bharathidasan University, Tiruchirappalli

²Guest Faculty, Department of Lifelong Learning, Bharathidasan University, Tiruchirappalli

Abstract: The implementation of four labour codes in November 2025 marked a transformative moment in India's employment regulation history, consolidating 29 central laws into a unified framework. This study examines how these revolutionary codes are reshaping Human Resource Management practices in Indian organizations. Through systematic analysis of legislative architecture, definitional changes, and enforcement mechanisms, the research evaluates necessary recalibrations in hiring practices, compensation structures, compliance procedures, and employee relations frameworks. The findings reveal that while the codes promise operational simplification and regulatory uniformity, they simultaneously create complex compliance challenges—particularly regarding enhanced social security coverage, fixed-term employment provisions, and fundamentally altered wage computation methodologies. HR professionals must adopt proactive, technology-enabled compliance strategies while balancing organizational flexibility requirements with enhanced worker protection standards.

Keywords: *Labor Codes, Human Resource Management, Wage Definition, Fixed-Term Employment, Social Security, Regulatory Compliance*

I. INTRODUCTION

India's labor laws have historically been characterized by remarkable complexity and fragmentation. Employers navigated a maze of central and state legislations for decades, each with distinct definitions, compliance requirements, and enforcement mechanisms. On November 21, 2025, the Ministry of Labor and Employment fundamentally altered this landscape by operationalizing four comprehensive labor codes: the Code on Wages, 2019; the Industrial Relations Code, 2020; the Code on Social Security, 2020; and the Occupational Safety, Health and Working Conditions Code, 2020. These enactments consolidate twenty-nine central labour laws into a cohesive regulatory framework.

This transformation presents both significant opportunities and formidable challenges for human resource professionals. The codes aim to reduce compliance burdens through uniform definitions, digitally-enabled processes, and integrated registration systems. However, they also introduce paradigm-shifting concepts that demand substantial policy revisions and strategic realignment—formal recognition of fixed-term employment, mandatory social security coverage for gig and platform workers, fundamentally changed wage computation methodologies, and significantly enhanced penalty structures.

The unorganized sector, employing approximately 85-90 percent of India's workforce, presents unique implementation challenges. Despite the codes' ambitious objective of extending social protection to informal workers through mechanisms like the e-Shram portal, registration alone does not guarantee effective benefit access. This persistent gap between legislative intent and actual outcomes necessitates careful examination of how the codes' provisions differentially impact various employment contexts.

The inherent tension between worker protection imperatives and economic flexibility considerations has long defined labour law reform discourse in India. As noted by Ravikrishnan (2025), the Second National Commission on Labour's 2002 recommendations, proposing consolidation of existing laws into broader thematic categories addressing wages, social security, working conditions, and industrial relations, provided the foundational blueprint that would eventually shape the current reforms.

2. Literature Review

2.1 Historical Evolution of Labour Law Reform

Labour law reforms in India have consistently grappled with balancing worker protection and employer flexibility. According to Ravikrishnan (2025), the Second National Commission on Labour (2002) played a pivotal role by recommending consolidation of numerous existing laws into broader categories. Srivastava (2021) observes that the pre-reform system was highly fragmented, with different laws applying to various worker categories based on establishment size and wage levels. Basole (2019) explains that this fragmentation inadvertently encouraged informal employment, as employers maintained workforce levels below application thresholds. The National Commission for Enterprises in the Unorganised Sector (2009) reported that over 90 percent of Indian workers were employed informally without social security benefits—a finding that, as Mehrotra (2022) argues, significantly influenced reform momentum.

2.2 Theoretical Perspectives

Esping-Andersen's (1990) welfare capitalism framework helps contextualize India's approach to social protection. Unlike universalist Nordic models or corporatist European frameworks, India's system has historically resembled what Chandrasekhar (2021) describes as "informal welfare capitalism," where protection remains fragmented and disproportionately benefits formal sector workers. Mehrotra (2022) argues that despite progressive legislative intent, the reforms risk perpetuating a "dual labour market" wherein formally employed workers receive comprehensive protection while informal workers remain marginally covered. Chandrasekhar (2021) further notes that establishment-based applicability thresholds, by definition, exclude most informal enterprises from coverage. The International Labour Organization's "decent work" framework—emphasizing fair wages, social security, safe conditions, and collective bargaining rights—provides essential criteria for evaluating the codes' effectiveness (ILO, 2022).

2.3 Critical Analyses of Labour Codes

Ravikrishnan (2025) examines the fifty percent rule, wherein allowances exceeding half of total compensation must be treated as wages, fundamentally altering benefit calculations. Ahlawat (2026) observes that despite the Code on Wages purporting universal minimum wage coverage, enforcement remains weak, with informal workers often receiving significantly below notified rates. Ahlawat (2026) further notes that the e-Shram portal had registered over 30.98 crore workers by August 2025, yet registration alone does not guarantee benefit access. Das and Mehta (2023) highlight that women workers remain disproportionately excluded due to informal employment patterns. Chandrasekhar (2021) raises concerns that increased retrenchment thresholds and strike restrictions may erode collective bargaining. Mehrotra (2022) emphasizes that implementation depends substantially on state-level rules, with varying administrative capacity threatening uneven enforcement.

2.4 Research Gap

While existing literature provides valuable insights into specific code provisions, few studies examine the collective impact of all four codes on organizational HR policies. This paper addresses this gap by offering comprehensive analysis of how HR departments must fundamentally reimagine recruitment, compensation, compliance, and employee relations strategies in response to the integrated labour framework.

3. The Architectural Shift: From Fragmentation to Integration

Historically, multiple central laws operated concurrently the Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976; Trade Unions Act, 1926; Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act, 1947; Employees' Provident Fund Act, 1952; Employees' State Insurance Act, 1948; Payment of Gratuity Act, 1972; Maternity Benefit Act, 1961; Factories Act, 1948; Contract Labour (Regulation and Abolition) Act, 1970; and Inter-State Migrant Workmen Act, 1979—each with distinct definitions, forms, registries, and compliance requirements. The resulting framework comprises four comprehensive codes:

Code on Wages, 2019: Integrates Payment of Wages Act, Minimum Wages Act, Payment of Bonus Act, and Equal Remuneration Act into a unified wage regulation framework.

Industrial Relations Code, 2020: Combines Trade Unions Act, Standing Orders Act, and Industrial Disputes Act into an integrated industrial relations architecture.

Code on Social Security, 2020: Consolidates nine laws including EPF Act, ESI Act, Gratuity Act, Maternity Benefit Act, Employee's Compensation Act, and Unorganized Workers' Social Security Act.

Occupational Safety, Health and Working Conditions Code, 2020: Merges thirteen laws including Factories Act, Contract Labour Act, Inter-State Migrant Workmen Act, and Building and Other Construction Workers Act.

3.1 Implementation Status

Implementing the new labour codes is complex because labour is a concurrent subject, meaning both central and state governments have the power to make laws. While the central government notified the four codes on November 21, 2025, each state must now notify its own rules under these codes. As of early 2026, very few states have completed this process, creating a three-tier compliance framework that companies must navigate. The first tier includes self-operative provisions that require immediate implementation regardless of state rules. These include the new wage definition, mandatory appointment letters for workers, working hour regulations, and payment timelines.

The second tier covers provisions where old rules continue to apply until new state rules are notified. This includes register formats, return forms, and gratuity procedures. The third tier involves new compliances that cannot be implemented until state rules are notified, such as the Worker Re-skilling Fund and Social Security Fund mechanisms. Importantly, the codes prevail over any contrary provisions found in existing laws, contracts, policies, awards, or settlements. This means any employment arrangement that conflicts with code provisions is now invalid. As a result, organizations must conduct comprehensive audits of all their employment documentation to ensure full compliance with the new framework.

4. Definitional Reconfigurations

As Ravikrishnan (2025) notes, the most consequential change introduced by the new labour codes is the revised concept of "wages," which is now uniformly applied across all four codes. Under this definition, "wages" includes basic pay, dearness allowance, and retaining allowance. It explicitly excludes components like HRA, conveyance, and travel concession, overtime allowance, bonus, commission, gratuity, retrenchment compensation, and employer's provident fund contributions. The critical fifty percent rule works in a simple way. If the excluded components exceed fifty percent of an employee's total remuneration, then the excess amount above that fifty percent limit is treated as wages. Additionally, if payment in kind exceeds fifteen percent of total wages that excess also becomes part of wages. These changes carry major implications for HR departments. On compensation restructuring, organizations have traditionally kept basic pay low and allowances high to reduce PF and gratuity liabilities. The fifty percent rule now makes this approach legally risky, forcing companies to comprehensively review all salary structures. Regarding benefit computations, all benefits calculated on wages including PF, gratuity, retrenchment compensation, notice pay, leave encashment, and bonus must now use the new definition, which will likely increase organizational liabilities. Executive compensation also comes under scrutiny, as senior management personnel who were previously outside many wage law coverages now fall fully within regulatory scope, meaning payment timelines and deduction limitations apply equally to them. Finally, organizations must conduct a thorough financial impact assessment to model the costs of potentially higher PF contributions, increased gratuity accruals, and enhanced retrenchment compensation obligations.

4.2 Employee and Worker Classification

The new labour codes introduce important distinctions between "employees" and "workers" that companies must understand. An employee includes any person employed for wages in an establishment, whether directly or through a contractor, performing any kind of work including skilled, semi-skilled, unskilled, operational, or manual work. This definition specifically includes managers, supervisors, and administrative staff who were often excluded under previous laws. A worker is a subset of employees and is comparable to the earlier concept of "workman." This includes persons performing manual, unskilled, skilled, technical, operational, clerical, or supervisory work.

However, it excludes persons employed primarily in a managerial or administrative capacity, as well as supervisory personnel who draw wages above prescribed thresholds. These definitions have several important implications for HR departments. Companies must now apply policies universally across what were previously separate "workmen" and "non-workmen" categories. Grievance mechanisms must be made accessible to all employees, including managerial staff who were often left out earlier. Managerial staff contracts need revision to reflect their new statutory protections under the codes. Finally, HR must carefully monitor supervisory workers to ensure they remain within prescribed wage limits to maintain their classification.

4.3 Employer Definition

The term "employer" under the new labour codes has been given a broad and inclusive definition. It covers any person who provides employment, whether directly or through a contractor. It also includes the head of a department, managing director, or manager of an establishment. In the context of a factory, the occupier, manager, or owner is considered the employer. Contractors are also included in the definition, as well as the legal representative of a deceased employer. This wide definition means that multiple individuals, including senior management, can be held personally responsible for compliance failures, not just the company as a whole.

5. Code-Specific HR Impacts

5.1 Code on Wages

The Code on Wages, 2019 introduces fundamental changes to how wages are regulated in India. The code removes the earlier concept of "scheduled employment," meaning minimum wage provisions now apply to all employees across all establishments. The central government will establish floor wages based on living standards, and state minimum wages cannot be lower than this floor. This requires HR departments to carefully track minimum wage requirements across all locations where they operate. Regarding payment timelines, wages must now be paid by the seventh day of the following month. Employees who are exiting the organization must receive their full payment within two working days. Deductions from wages cannot exceed fifty percent, which limits how much companies can recover through clawback clauses. Gender discrimination in wage matters is explicitly prohibited, and digital payment methods receive formal recognition under the code. For HR professionals, these changes carry important implications.

Payroll cycles may need to be accelerated to meet the seventh-day deadline. The two-day exit payment mandate requires streamlined separation processes to ensure timely settlements. The fifty percent deduction cap means companies must rethink how they structure clawback arrangements. Additionally, periodic pay equity audits become essential compliance activities to ensure no gender-based wage discrimination exists within the organization.

5.2 Industrial Relations Code

The Industrial Relations Code, 2020 introduces several significant changes that reshape how companies manage industrial relations. The code formally recognizes fixed-term employment, which means engagement for a specified period that automatically concludes upon term expiry. Fixed-term employees are entitled to benefits comparable to permanent workers performing the same or similar work, including gratuity eligibility upon completing one year of service. Termination upon contract expiry does not constitute retrenchment. For HR, this provides flexibility for project-based work without retrenchment risk at term conclusion. However, these arrangements cost more than contract labor due to benefit parity requirements and gratuity obligations.

Organizations need comprehensive fixed-term policies addressing appropriate usage scenarios, benefit parity calculation methodologies, and contract drafting standards. The threshold for standing orders applicability has increased from one hundred to three hundred workers.

Employers can now frame their own standing orders or adopt model orders, and certifying officers must respond within sixty days, otherwise orders are deemed certified. Regarding trade union recognition, a single union commanding fifty-one percent membership is recognized as the sole negotiating union. Where multiple unions exist, the union with fifty-one percent membership receives recognition, and if none achieves this threshold, a negotiating council comprises unions with twenty percent or more membership.

Recognition remains valid for up to five years. Strike regulation has been tightened, with strikes prohibited without sixty days' notice, within fourteen days of such notice, during conciliation or arbitration proceedings, or while any award or settlement remains in force. The definition of "strike" now includes concerted casual leave availed by fifty percent or more workers. Every industrial establishment with twenty or more workers must constitute a Grievance Redressal Committee with equal employer-worker representation and adequate women representation. Grievances must be filed within one year, and proceedings must conclude within thirty days. Finally, employers must contribute fifteen days' last-drawn wages of retrenched workers to a Worker Re-Skilling Fund, in addition to regular retrenchment compensation, significantly increasing exit costs for organizations.

5.3 Code on Social Security

Applicability Thresholds:

Benefit	Threshold
Provident Fund	20+ employees (any salary)
ESI	10+ employees (any salary); hazardous establishments even with one employee
Gratuity	Factories, mines, plantations; establishments with 10+ employees
Maternity Benefits	Establishments with 10+ employees

Once covered, establishments continue coverage even if employee numbers subsequently fall below thresholds.

The Code on Social Security, 2020 introduces several important changes that affect how companies manage employee benefits and costs. Once an establishment becomes covered under the code, it continues to be covered even if employee numbers later fall below the prescribed thresholds. PF and pension contributions must now be calculated on the broader definition of "wages" under the Social Security Code rather than just "basic wages" as under the previous EPF Act, which will likely increase organizational liabilities.

The code extends social security coverage to gig and platform workers, with the central government authorized to frame schemes providing life and disability coverage, accident insurance, health and maternity benefits, and old age protection. Companies employing such workers, called aggregators, must contribute one to two percent of their annual turnover to a social security fund, and these workers must register on the e-Shram portal.

Fixed-term employees who complete one year of service are now entitled to gratuity, requiring organizations to factor this additional cost into their hiring decisions. Compulsory gratuity insurance is now mandatory for all employers except government establishments, effective from notified dates, though companies with five hundred or more employees may be exempt if they maintain approved gratuity trusts.

Regarding maternity benefits and creche facilities, organizations must inform women about available benefits at the time of their initial appointment, and any establishment with fifty or more employees must provide creche facilities, either on their own or through shared arrangements with other companies.

5.4 The Occupational Safety, Health and Working Conditions Code, 2020

The Occupational Safety, Health and Working Conditions Code, 2020 introduces several important rules that companies must follow. Regarding registration, new establishments must apply within sixty days of starting operations, while existing establishments have forty-five days to register. If authorities fail to respond within the prescribed timeframes, deemed approval applies automatically. Importantly, unregistered employers cannot employ anyone.

On contract labour, the code prohibits using contract workers in core activities, though there are specified exceptions and eleven non-core activities are explicitly permitted where contract labour can be used. Principal employers bear primary responsibility for providing welfare facilities to contract workers without statutory cost recovery from contractors.

Contractors need licenses when employing fifty or more contract workers, and principal employers face liability if contractors operate without valid licenses. The code also regulates working hours, overtime, and leave. Workers cannot work more than eight hours daily or forty-eight hours weekly. Overtime at twice the ordinary wage rate requires worker consent. Annual leave entitlement is one day for every twenty days worked, with carry-forward limited to thirty days. Finally, the code permits women's employment during night hours, provided they give prior consent and the employer complies with specified safety conditions. This provision enables enhanced gender diversity in workplaces that previously restricted women from night shifts.

6. Enforcement Mechanisms

The new labour codes introduce significant changes to how enforcement works. The traditional inspector role has been transformed into that of an Inspector-cum-Facilitator, combining enforcement with guidance functions. Under this new approach, action cannot be initiated against employers unless they are first given an opportunity to rectify non-compliance, except in cases of repeat violations within three years. The codes also emphasize decriminalization and compounding of offences. Imprisonment is now reserved only for serious infractions. For first-time non-imprisonable offences, employers may compound the violation by paying fifty percent of the maximum penalty. However, compounding is not available for repeat offences committed within three years.

Enhanced Penalties:

Offence	Old Penalty	New Penalty
General non-compliance	Rs. 100-20,000	Rs. 50,000-5,00,000
Standing orders certification failure	Up to Rs. 5,000	Up to Rs. 2,00,000
Health/safety violations in hazardous processes	Up to Rs. 1,00,000	Up to Rs. 5,00,000
Subsequent offences	Varies	Up to Rs. 20,00,000 with imprisonment

Limitation Periods: Social Security Code provides five-year look-back for PF and ESI disputes. Grievance filing must occur within one year. Industrial disputes may be taken to tribunal within two years of discharge.

7. Strategic HR Responses

7.1 Compliance Infrastructure Enhancement

To manage the complexities of the new labour codes, companies must strengthen their compliance infrastructure on multiple fronts. Technology integration is essential. Organizations need to implement HR information systems that can handle wage calculations based on the new definition, automate contribution computations, track leave and overtime, monitor registrations and licenses, oversee contractor compliance, and manage documents comprehensively.

Companies should establish a dedicated compliance function by creating specialized teams or designating compliance officers responsible for tracking state rule changes, conducting audits, managing interactions with regulators, training line managers, and maintaining compliance dashboards. A robust vendor compliance program is necessary. This includes performing due diligence before empaneling contractors, building contractual protections like compliance warranties and indemnities, requiring periodic compliance certifications, and sharing compliance dashboards with key contractors to ensure transparency and accountability across the supply chain.

7.2 Compensation and Benefits Restructuring

The new wage definition under the labour codes forces companies to rethink how they structure employee pay and benefits. Organizations must first analyse their current salary structures for each employee category by calculating total remuneration and identifying which components are excluded from wages. Wherever exclusions exceed fifty percent of total pay, companies need to model restructuring options that balance compliance with maintaining fair take-home amounts for employees. Benefit cost modeling is equally important.

All wage-linked benefits including PF, gratuity, bonus, retrenchment compensation, leave encashment, and notice pay must be recomputed based on the new and broader definition of wages, which may significantly increase organizational liabilities. Finally, executive compensation packages cannot be overlooked. Senior management, previously outside many wage law coverages, now falls fully within regulatory scope. Companies must review these packages to ensure compliance with payment timelines, deduction limitations, and notice pay calculation requirements.

7.3 Employment Contract and Policy Overhaul

Companies must thoroughly review and update all their employment documents to align with the new labour codes. Employment contracts need revision to include the revised wage definition, fixed-term employment provisions, statutory benefit entitlements, updated termination rules, night shift consent requirements, and clawback clauses that respect the fifty percent deduction cap. Standing orders must be reviewed for consistency with the Industrial Relations Code, and companies should prepare and draft amendments or new orders for certification if required. Beyond contracts, all HR policies need comprehensive updates covering leave management, overtime administration, grievance redressal, contractor engagement, workplace safety, POSH processes, and

how maternity benefits are communicated to employees. Finally, existing collective agreements and settlements must be reviewed against code provisions, and organizations should consider renegotiation wherever gaps or conflicts exist.

7.4 Workforce Planning and Cost Management

The new labour codes require companies to rethink how they plan their workforce and manage costs. For each role, organizations must carefully compare the benefits and costs of using fixed-term employees against the flexibility and risks of using contract labour. When planning for layoffs, businesses need to factor in the new fifteen-day re-skilling fund contribution into their redundancy budgets. Companies that use gig or platform workers must also model the costs of social security contributions and prepare for different rules that may come from various state governments.

Finally, organizations need to keep a close watch on their employee counts, as many code provisions apply only after certain thresholds are crossed. While strategic decisions around workforce size are important, companies must avoid manipulative practices that try to bypass legal obligations.

7.5 Employee Relations and Communication

Strong employee relations and clear communication are essential under the new labour codes. Companies must run awareness programs to educate workers about their newly created rights, including grievance redressal mechanisms, safety duties and rights, maternity benefits, and what fixed-term employment means for them.

When it comes to unions, organizations should develop structured engagement with recognized negotiating unions or councils and maintain thorough documentation of all negotiations. Effective grievance management is also critical. Businesses need to establish efficient processes that prevent small issues from escalating, track complaint trends, and address systemic problems before they grow. Finally, building a strong safety culture matters greatly. Companies should encourage workers to report safety concerns without fear, respond visibly to issues raised, and actively recognize employees who show safety consciousness.

7.6 Technology and Data Management

Technology plays a vital role in managing compliance under the new labour codes. Companies should facilitate worker registration on the e-Shram portal and link e-Shram IDs with their internal systems wherever possible. Organizations must also prepare for unified digital return systems that allow "one-click" submission of data related to wages, social security, and safety compliance.

Finally, maintaining robust digital records is essential. Companies must keep documents safely for at least five years, with secure storage and systems that allow easy retrieval whenever needed.

8. Challenges and Implementation Hurdles

Despite the progressive nature of the new labor codes, several challenges hinder their effective implementation. Few states have notified their final rules as of early 2026, creating confusion for multi-state organizations trying to harmonize compliance across different regions. Definitional ambiguities also persist, particularly around the new "wages" concept and how it interacts with existing PF laws. The one-year transition period for PF schemes adds to the complexity, forcing companies to manage dual compliance requirements and reconfigure their systems.

On the ground, the technology and digital divide remains a major barrier, as limited digital literacy among workers and poor connectivity in rural areas prevent many informal workers from accessing the benefits meant for them. Enforcement capacity is another concern, with some states having only one inspector for every 250,000 workers. The shift from an inspector mind-set to that of a facilitator requires significant cultural change, and the steep increase in penalties may create new corruption risks. Furthermore, there is a widespread awareness deficit, as many workers and employers remain unaware of their rights and obligations under the new laws, limiting the reforms' overall impact. Finally, as Das and Mehta (2023) highlight, the codes have blind spots concerning gender and migration, with women in informal and home-based work often falling below applicability thresholds and migrant workers facing difficulties accessing benefits across state boundaries.

9. Conclusion

The implementation of India's four Labor Codes marks a historic shift in the country's employment landscape. By consolidating 29 central laws into a single framework, the codes fundamentally reshape the employer-employee relationship, extend protections to previously excluded worker categories, introduce new forms of employment, and establish stricter compliance obligations with significantly higher penalties.

For HR professionals, this transition demands much more than routine administrative compliance. It requires a complete rethinking of how human resource functions are structured and executed. Compliance must become a strategic priority with visible support from top leadership and adequate resources to match the increased risks. Organizations must adopt technology-driven systems to handle complex wage calculations, ensure timely filings, and monitor compliance effectively. Collaboration across departments such as finance, operations, legal, and IT is essential, as the codes touch multiple areas of business functioning.

The dynamic nature of these reforms, with state-level rules still evolving, calls for continuous learning and adaptation. Organizations must strike a careful balance between leveraging new flexible employment options and fulfilling enhanced worker protection obligations. This includes extending social security coverage to groups that were historically left out, such as managerial staff, gig workers, and platform workers.

A proactive approach is critical. Companies that engage constructively with Inspector-cum-Facilitators, conduct regular self-audits, and address issues before they become violations will fare better than those that wait for problems to arise. Equally important is maintaining strict documentation of all employment actions, compliance steps, and worker communications.

As Mehrotra (2022) and Chandrasekhar (2021) have emphasized, the true success of India's labour law reforms will be measured not by the consolidation of laws alone, but by how effectively they are implemented to achieve two goals simultaneously: making it easier to do business and improving worker welfare in meaningful ways.

HR professionals stand at the very center of this implementation effort. They are the ones who translate legislative intent into everyday organizational practice. Those who rise to the challenge by investing in compliance infrastructure, reimagining workforce models, and fostering inclusive workplace cultures will do more than just manage risk. They will build sustainable competitive advantage and contribute meaningfully to India's developmental journey.

II. ACKNOWLEDGMENT

We thank all authors in the reference and the online sources gave an idea to narrate this current paper.

REFERENCES

- [1] Ahlawat, S. (2026). Assessing the effectiveness of India's new labour codes: Implications for the unorganised sector. *Journal of Indian Labour Studies*, 12(1), 45-67.
- [2] Basole, A. (2019). Informality, labour laws, and India's employment challenge. *Indian Journal of Labour Economics*, 62(4), 527-545.
- [3] Chandrasekhar, C. P. (2021). Labour market dualism and the new codes: Institutional challenges. *Economic and Political Weekly*, 56(32), 24-30.
- [4] Das, R., & Mehta, A. (2023). Gendered informality and the labour codes: Missing women in policy reform. *Social Change*, 53(2), 175-190.
- [5] Employees' Provident Fund Organization. (2025). Circulars and notifications on labour code implementation. <https://www.epfindia.gov.in/>
- [6] Employees' State Insurance Corporation. (2025). ESI coverage under the new social security code. <https://www.esic.gov.in/>
- [7] Esping-Andersen, G. (1990). *The three worlds of welfare capitalism*. Princeton University Press.
- [8] Government of India, Ministry of Labour & Employment. (2025). The four labour codes: Implementation status and FAQs. <https://labour.gov.in/labour-codes>
- [9] Government of India, Ministry of Labour & Employment. (2025). e-Shram portal for unorganised workers: Registration statistics. <https://eshram.gov.in/statistics>
- [10] Government of India, Press Information Bureau. (2025, November 21). Ministry notifies rules under four labour codes. <https://pib.gov.in/PressReleasePage.aspx?PRID=1876543>
- [11] Institute of Company Secretaries of India. (2025). Handbook on labour codes for compliance professionals. <https://www.icsi.edu/media/website/LabourCodesHandbook.pdf>
- [12] International Labour Organization. (2022). India wage report: Towards decent work for all. ILO Publications. https://www.ilo.org/newdelhi/whatwedo/publications/WCMS_848975
- [13] International Labour Organization. (2023). decent work country programme: India 2023-2027. <https://www.ilo.org/newdelhi/areasofaction/lang--en/index.htm>
- [14] Mehrotra, S. (2022). The unorganised sector and the labour codes: A lost opportunity? *Economic and Political Weekly*, 7(14), 22-28.
- [15] Ravikrishnan, N. R. (2025). Labour codes: A comprehensive and progressive labour-oriented reforms for Viksit Bharat. Institute of Company Secretaries of India. https://www.icsi.edu/portals/0/LabourCodes_Article.pdf
- [16] Srivastava, R. (2021). Labour law reforms in India: A critical assessment. *Indian Journal of Labour Economics*, 64(3), 451-470.

Copyright & License:



© Authors retain the copyright of this article. This work is published under the Creative Commons Attribution 4.0 International License (CC BY 4.0), permitting unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.