RNI NO. MAHENG/2013/48866 | VOLUME 03 | ISSUE 07 | FEBRUARY 2016 | PRICE ₹100 | TOTAL PAGES: 48

CSR TODAY

I, WE & NATURE
Pg. 16

CSR BURNING ISSUE

CLIMATE CHANGE IMPACTS FARM SECTOR GROWTH

SUSTAINABILITY

THE ART OF BRINGING SCIENCE TO SUSTAINABLE DEVELOPMENT

CSR POSITIVE STORY

SMALL STEPS BIG DREAMS

MANISH SHARMA
MANAGING DIRECTOR
PANASONIC
INDIA & SOUTH ASIA

FRUITS OF DEVELOPMENT MUST BE SHARED WITH STAKEHOLDERS

PANASONIC HAS ALWAYS BEEN A VALUES DRIVEN COMPANY AND ACCORDINGLY WE ENDEAVOUR TO CONTINUE OUR JOURNEY TOWARDS BUILDING A SMART AND SUSTAINABLE FUTURE, SAYS MANISH SHARMA, MANAGING DIRECTOR, PANASONIC, INDIA AND SOUTH ASIA

CSR PLACEMENTS Pg. 44

CSR 360 DEGREE: WHAT'S HOLDING GREEN PRODUCTS BACK?

The answer to climate change, is change.

LNG Receiving & Regasification Terminal, Dahej (Gujarat)

Change, from the way we now produce and consume energy to a greener mix of oil and coal powered energy coupled with the use of natural gas as an energy source. Natural gas emits an estimated 40-70% less carbon dioxide than other fuels, reducing the growing pressure on our ecosytem. Moreover, LNG results in virtually no atmospheric emissions of sulphur dioxide and particulate matter. Petronet LNG is leading this change for a better environment by continuously striving for doing things the greener way.

PETRONET LNG LIMITED

Petronet LNG Limited

World Trade Centre, 1st Floor, Babar road, Barakhamba Lane, New Delhi-110001 (INDIA)

www.petronetlng.com

Making CSR Count: How companies can benefit from CSR so as to sustain their competitive advantages!

Rajesh Tiwari
Publisher
rt@iccsr.org

Organizations who wish to survive in the complex market will adopt to CSR in a big way and those who do not will perish in the long run!

All along we have been consistently advocating that its indeed important for corporates to imbibe in their core strategic vision " the concept of not just financial returns but more importantly adding and combining it with social returns to sustain their own competitive advantages so as to remain in the business".

We have written again and again that CSR will play a very crucial role for survival of companies and companies must learn to use CSR for sustainable growth and development. we have also written that CSr should not be viewed from the prism of 2 percent mandatory spend as its 100 percent and core to survival of organizations. we are glad that some corporate big wigs are taking note of it and were pleasantly surprised to see an ET edge initiative published on 28th january, that how Shri Rana Kapoor, Chairman Yes bank, has vociferously tried to remind everyone that CSR can contribute to sustainable development and development of weakest sections can only lift the economy of the nation and for that to happen CSR must enjoy a central focus.

He goes on to state and we quote " One of the biggest challenges that corporate India is facing today is making CSR count, with many, still considering it to be a burden, when in fact CSR needs to be seen as an effective instrument to create positive social and environmental impact and enhance organizational goodwill and strengthen brand value. Corporate social responsibility, in its largest sense, is actually the real purpose of business, and it lies in our collective ability to create value for every individual, share wealth, both tangible and intangible, equitably, accept that everyone has the same rights, and consistently act in the best interest of society. Thus, a sustainable business decision cannot be one that is good for me, but not for you, — or good for today, but not for tomorrow. In India, the concept of individual and institutional social responsibility has been in existence for a very long time. Traditionally, the belief system rested on the concept of 'daan' (giving) and linked this to 'karma' which ultimately affected ' moksha ,' or emancipation, thus, giving rise to charity. Recent modern history is replete with example of rich individuals involved in charity, either in their own capacity or through businesses. This was followed by the Western model of philanthropy, where in, social obligations were conducted through trusts and foundations. Both charity and philanthropy exist in their own forms, but most of the time, their nature and role gets equated to each other. The difference is that charity springs from compassion and is a spontaneous response to distress, while philanthropy implies channelizing parts of one's wealth in a more strategic manner to bring about social change. Today, with the vast developmental challenges, along with charity and philanthropy there is a need to develop and adopt models based on an integrated thinking, which are unique, scalable and sustainable. These also need to be aligned with global development agenda, geared towards creating shared value, thus making CSR count. With the passing of the Clause 135 in the Companies act 2013 , India achieved a historic first of sorts in creating a legislation, among the first nations to do so . This formalizes Indian corporate sector's social responsibility obligations, and provides an opportunity to them to take a holistic approach on CSR, one that creates a wider economic, environmental and social impact, rather than fragmented contributions. While there may continue to be different streams of thought on the CSR law, it is one mandate that may have just helped create a level playing field on CSR for the corporate sector, and is in essence a performance matrix." Unquote.

Accordingly, it's abundantly clear that CSR plays a very important role towards not just sustainable development but more importantly its core to the strategies of the corporate. Organizations who wish to survive in the complex market will adopt to CSR in a big way and those who do not will perish in the long run! ICCSR would urge to corporates to understand the new way of Social Returns and not just financial returns and work towards a sustainable future.

Contents

24 COVER STORY

Fruits Of Development Must Be Shared With Stakeholders

Panasonic has always been a values driven company and accordingly we endeavour to continue our journey towards building a smart and sustainable future, says Manish Sharma, Managing Director, Panasonic, India and South Asia

CSR GUEST COLUMN
- **12** 2015 Was The Year That …
- **14** 5 Ways 2016 Will Be A Make Or Break Year For Climate Change

CSR POSITIVE STORY
- **18** Small Steps Big Dreams

CSR LEADERSHIP
- **20** IDBI Federal Takes To Sports, Fitness Route For Brand Building
- **22** Unique Initiative For Lgbt

CSR TREND
- **26** CSR: Taking Root

CSR BURNING ISSUE
- **28** Climate Change Impacts Farm Sector Growth

CSR 360 DEGREE
- **30** What's Holding Green Products Back?
- **34** Can Hollywood Save Us From Climate Catastrophe?

SUSTAINABILITY
- **36** The Art Of Bringing Science To Sustainable Development
- **38** How Female Investors Can Lead The Way To A Low-Carbon World
- **40** How Solar And Wind Will Grow Even In Grid-Centric Economies

REGULARS
- **03** Publisher's Note
- **05** CSR News
- **11** News You Can Use
- **16** I, We & Nature
- **44** CSR Placements

CSR TODAY

FEBRUARY 2016 | VOL. 03 | ISSUE 07

PRINTER AND PUBLISHER: Rajesh Tiwari

EDITORIAL
Consulting Editor: M Bose

PRODUCTION, CIRCULATION AND LOGISTICS
Hardik C

HEAD OFFICE
CSR Today
104, Nirman Kendra, Dr.E Moses road
Mahalaxmi Estate, Mumbai -400011
Tel: +91 22 249 03078 / 03082 / 55260
Email: editor@csrtoday.net
Website: www.iccsr.org

REGIONAL OFFICES
NEW DELHI
Regional Director: V Chopra
Assistant Vice President: Dr. Rupal Tyagi

MUMBAI
Sr. Vice President: Nilesh Narendra Jagad
Vice President: Chaitali Chatterjee
Circulation: C.R. Tiwari

Printed, Published and Edited by **Rajesh Tiwari** on behalf of **Indian Centre For Corporate Social Resposibility,** Printed at **The Pack-Age,** 196-I, Katrak Compound, J.S.S. Road, Gaiwadi, Girgaon, Mumbai - 400 004 and Published from **Indian Centre For Corporate Social Resposibility,** 106/A, Nirman Kendra, Plot No.3, Dr. E. Morses Road, Mahalaxmi Estate, Mahalaxmi, Mumbai 400 011.
Editor: Rajesh Tiwari

Ecosystem Approach Vital For Clean Energy Access: WWF-India & SELCO

A truly sustainable solution can only be provided when the ecosystem factors are spoken about in the same breath as the actual implementation of solutions, says a WWF-India and SELCO Foundation report.

The study, Deployment of Renewable Energy Solutions for Energy Access: An Ecosystem Approach, provides a broad ecosystem based approach for providing clean energy access and promoting productive uses of energy solutions that enhance livelihood opportunities using renewable energy solutions. It to two districts each in Uttar Pradesh and Odisha, to validate its applicability. The final framework document incorporates inputs from field research and other stakeholders to provide a structure and a process that can detail the energy scenario and the readiness for energy access solution deployment.

Dr Sejal Worah, Programme Director, WWF-India, said, "One of the main challenges in scaling up energy access solutions and reaching out to larger populace is the lack of a strong foundation of the various factors – or the ecosystem – that enables the long-term functioning and

formulates an inclusive renewable energy implementation model that takes into account the complete business ecosystem, i.e., technology, finance (capital and end user), capacity building, institutional framework, policies and livelihood aspects of renewable energy application(s).

This study combines literature reviews and the experiences of energy enterprises and other organizations presently engaged in addressing developmental challenges, to develop a framework that provides an understanding of the challenges and opportunities. The framework was applied sustainability of solutions. The study would help organizations to design large-scale decentralized renewable energy solutions key rural and ecological landscapes."

On the release of the report, Harish Hande, CEO, SELCO Foundation, remarked, "This report comes at a timely moment after COP 21 and displays our commitment as a country to creating energy access solutions that simultaneously address developmental and environmental challenges. The interventions proposed can be replicated not only in India but also in other parts of the developing world."

Massive Programme To Install Led Lights

The entire country would be lit by LED bulbs by the end of 2018 resulting saving of 100 billion units and Rs. 14,000 crore per year.

Union Minister for Power, Coal, New and Renewable Energy, Piyush Goyal, while inaugurating a two-day national conference on Energy Audit for Educational Institutions, in Mumbai recently, said that a unit saved is equal to 1.3 unit generations, considering the transmission losses and hence cautious use of the energy would not only result in reduction in the cost of production but also help in saving the environment.

He appealed everyone to avoid wastage and save the energy so that the poor household will be benefited. He expressed concern over the state of electrification, even after 7 decades of freedom and informed that providing electricity to each household is the mission for NDA government. He further said that Central government is committed to provide 24x7 power even to the remote area overcoming all the hurdles. He also said that government is exploring possibility of a smart meter for those consuming over 200 units, which would give the consumption pattern and help consumer to avoid wastage of electricity. He informed that the percentage of coal production is showing an increasing trend and would achieve double digit figure in coming year .Dr. Sanjay Deshmukh, Vice chancellor, Mumbai University, Manju Nichani, Principal, K.C. College and other dignitaries were present on the occasion.

PNB Housing Facilitates Two 'Day-care Centres' Through NGO Mobile Crèches

PNB Housing Finance Limited has entered into an agreement with Mobile Crèches to set up 2 day-care centres in Mohan Nagar and Rajnagar Extension, Ghaziabad. The day care centres will cater to a workers' base at SVP Group construction site. Mobile Crèches has been one of the few NGOs working specifically to support the health, education and safety of children of construction labourers, since 1969.

Speaking about the initiative, Sanjaya Gupta, M.D., PNB Housing, said, "<image002.gif>The construction industry is the largest employer of migrant labourers in Indian cities comprising of around 4 crore workers. Approximately 87% of workforce in this sector is largely unorganised and are constantly exposed to a poor quality of life. Being a part of the construction industry, it has been our constant endeavour to improve the living conditions of the workforce and our alliance with Mobile Crèche is a step towards our intention. We hope that our assistance will enable Mobile Crèche to reach out to a larger number of children at a faster pace."

The program aims to support the health, education and safety of the children of the construction labourers employed with SVP Group. The camp caters to around 150 families. Through PNB Housing's support, Mobile Crèches will provide childcare services to address the developmental needs of more than 60 children at two construction sites, with 4 staff members in each centre.

Vijay Kumar Jindal, SVP Group commented, "We would like to thank PNB Housing for introducing the day care centres at our project sites Gulmohar Garden and Gulmohar Greens. The program will not only aid the overall development of the children but also generate awareness amongst the families about the diseases and immunisation. In addition, this will allow the mothers to work thus giving her an opportunity to get empowered and contribute to the family's income. We are looking forward to have such more activities in future in association with PNB Housing."

United Technologies' Citizens For The City Honors Twelve Neighborhood Champions

United Technologies Corporation has announced 12winners of India's first ever Neighborhood Improvement Partnership Challenge (NIP), an initiative of UTC's Citizens for the City Program. The winning projects and support teams will collectively receive a total amount of nearly Rs. one crore. The 12 winners will implement projects in the areas of mobility, waste management, public safety, autonomous building, water quality and rejuvenation of public spaces.

"Communities in Bengaluru have shown that they are willing to come forward and be solution finders rather than mere critics of the challenges they are confronted with," said Ashok Mirchandani, Managing Director, Carrier Transicold, Asia Pacific, United Technologies. "We hope that through our Citizens for the City campaign, we have sparked a movement that will see more neighborhoods to come forward and find solutions to some of the most pressing urban challenges."

Launched in May 2015, Citizens for the City's Neighborhood Improvement Partnership Challenge garnered 145 registrations and 86 proposals from across Bengaluru. Of these, 32 were shortlisted, followed by a selection panel who declared the 12 winners.

Each of the 12 winners underwent a comprehensive review, and the projects that required building and zoning permissions were forwarded to the Bruhat Bengaluru Mahanagara Palike (BBMP) for approval. The winning projects will be completed within a span of six months.

A dedicated team from Centre for Public Problem Solving (CPPS) and WRI-India in conjunction with United Way of Bengaluru (UWBe), Bangalore Politcal Action Committee (BPAC) and The PRactice spearheaded by the Neighborhood Improvement Challenge, has been mentoring communities, establishing a support network for the participants and creating a robust framework for execution of the winning projects in the city. CPPS and WRI-India will continue to work with communities and monitor the progress of the work until project completion, while UWBe will be responsible for fund disbursements to all relevant parties. "Neighborhood Improvement Partnership is an idea whose time has come, as has been proven by the response to the Challenge," said Kalpana Kar, Founding Partner, CPPS.

"The projects we have received break down complex urban problems to the neighbourhood level, with solutions that can be executed easily and replicated across the city. The biggest achievement for the NIP Challenge is that we have a framework today that involves citizens in urban problem solving along with parastatals responsible for the City's functioning."

"The overwhelming response to Neighborhood Improvement Partnership Challenge demonstrates greater awareness of urban problems at the neighborhood level," said Chris Rao, Vice President and Country Head, UTC Aerospace Systems, India. "We hope the twelve winning projects will become exemplary models for other communities to replicate, easing neighborhood challenges to a great extent."

Maharashtra Governor Asks Corporate Help To Achieve Social Goals

The Governor of Maharashtra CH Vidyasagar Rao has called upon business organizations and corporates to extend wholehearted support to the State Government in implementing various social programmes as part of their Corporate Social Responsibility.

In this connection, the Governor asked Chief Minister Devendra Fadnavis to create a CSR cell in the government to be headed by a Minister to facilitate cooperation with Corporates and government on CSR activities.

The Governor was addressing the first meeting of Corporate leaders 'Maha CSR' organized by Government of Maharashtra at Raj Bhavan in Mumbai.

The meeting was organized to seek the involvement of Corporates in the implementation of various social and welfare programmes of the government.

Observing that the ambit of the Swachch Bharat Abhiyan is vast, the Governor sought the cooperation of Corporates in implementing programmes such as construction of toilets, solid waste management, sewage treatment and cleaning of rivers. Referring to the scarcity of water in Marathwada and other parts of the State, he sought partnership between the government and business houses for water conservation.

Finance, Planning and Forest Minister Sudhir Mungantiwar sought the cooperation of Corporates in transforming 97000 'Anganwadis' in Maharashtra into 'Smart Anganwadis'. He also sought cooperation in increasing the forest cover in the State.

Minister for Industries Subhash Desai, Minister for Water Supply and Sanitation Babanrao Lonikar, Minister for Rural Development Pankaja Munde, captains of industries and heads of CSR of various organizations were present on the occasion.

Governor, CM at Maha CSR Meet

Won't 'Governmentalize' CSR: CM

Chief Minister Devendra Fadnavis said that the State Government wants collaboration with Corporates to create a convergence of developmental efforts. He assured the Corporates that the Government has no intention to 'governmetalize' their CSR programmes. Fadnavis announced creation of a portal which will help Corporates to choose a programme for CSRcollaboration. He also announced that one OSD in Chief Minister's office will function as a bridge between the Corporate and the Government for CSR programmes.

Industry Speaks:

Welcoming the Government's initiative, Godrej Group Chairman Adi Godrej expressed the intention of the Group to work in the area of skill development as part of CSR.

"There is no unemployment in India. Unemployability is the real issue,", said Godrej.

Rajashree Birla, Nita Ambani, Sangita Jindal, Urvi Piramal, S Ramadorai also spoke on the occasion.

India Thanks Its Farmers With #FlyingWithFinolex Campaign

Finolex Industries, India's leading Pipe manufacturing company, on the auspicious occasion of Makar Sankranti launched the campaign #FlyingWithFinolex. Aimed at connecting the Urban population of the country with the backbone of our society- 'The farmer', the kite festival is symbolic with the kite representing the high flying urban society soaring new heights, and the thread representing the strong roots the Indian farmers keeping the kite steady and grounded. Finolex aims to bring the two together by a series of activities during this campaign to express their gratitude to the Indian Farmer.

The campaign was launched on 12th January where twitter users were invited to share their thoughts and messages for the Indian farmers. The campaign which started as a simple thought, turned out to be a massive success with a total reach of around 2.8 million people and counting. The #FlyingWithFinolex was trending at number one in India and on number 26 worldwide on 12th January. It received a total of around 10,133 messages from users all across India who wanted to share their thoughts for the farmers of India. The company will make a montage of all the messages and relay it to the farmers through a AV on Makar Sankranti. With this, Finolex will truly live to its philosophy of 'jode dilon ki kadi' and allow them to be the facilitators of positivity between urban audiences and the real heroes of our country, and Finolex's beloved, the farmers.

The company also distributed around 50,000 kites in states of Gujarat, Andhra Pradesh and Punjab through its wide network of dealers and sub dealers.

"Makar Sankranti is the Indian Thanksgiving. The festival marks the beginning of spring and the new sowing season. On this occasion, we wanted to thank the farmer community of India who we believe are the backbone of our community. We also wanted to sensitize and pave a way for the youth and urban population to communicate their appreciation for this section of our country," said Prakash Chhabria, Chairman Finolex Industries Ltd. He further added, "The farmers of India need all our blessings and support. We thought this occasion was a good way of expressing our gratitude towards them. We are thankful to the public for their participation in this campaign and for their support."

Via.com Contributes To The PM National Relief Fund As Part Of Its CSR Initiatives

Via.com which is a Bangalore-headquartered omnichannel online travel & assisted e-commerce company, has donated 18 lakhs to the Prime Minister's National Relief Fund. This contribution, is part of its Corporate Social Responsibility (CSR) which is applicable to profitable companies. Via.com has built a profitable e-commerce business model thanks to its strategic channel mix and multi-country presence which makes it a ubiquitous brand for the customer. Swaminathan, CEO of Via.com said "Through this small contribution, Via.com has shown the way on how travel & e-commerce firms can play a valuable role in the society. "The assisted travel & e-commerce platform of Via.com for small businesses help the mom & pop shops compete successfully against both large online and organised players in the market. Via.com's Corporate, Mobile & Desk channels are seeing the fastest growth in the region", he added.

Toshiba India Participates In Swachh Bharat Abhiyan

In line with the government's Swachh Bharat Abhiyan (Clean India mission) and Toshiba Corporation's global initiative – "Simultaneous Social Contribution Action by Toshiba Group's 200,000 Employees 2015", Toshiba group companies in India today organized a cleanliness drive at a community park in Mayur Vihar Phase III, New Delhi.

As a follow-up to the last year, this year's cleanliness drive envisaged 60 employees from 8 Toshiba group companies, along with the support and guidance of Delhi Parks and Gardens Society (DPGS).

Kenji Urai, MD, Toshiba India Pvt. Ltd. participated in the activity and shared his views on everyone's responsibility towards environment. He said, "It's very important to continue cleanliness activities and I'm very glad to join the drive again. I thank everyone for their participation in making this day successful. I hope that people who play in this park will also come forward and would continue to take care of the park and keep it clean as a follow-up activity to our cleanliness drive. We will continue to conduct such kind of activities which would help in further upkeep of society."

"We believe that business groups like Toshiba have a key role in helping the country achieve 'Swachh Bharat Abhiyan'. Toshiba has been partner to India's growth for over 50 years and enhancing people's live directly and indirectly. This gives us the responsibility to make a meaningful difference to the community through our contributions", he further added.

The activity was highly appreciated by the residents of the locality and a commitment was given by them to maintain cleanliness and take this activity to the next level. All employees and local residents participated in tree plantation activity in the area. The initiatives are aimed at creating awareness about environmental issues by involving the people of the city to make a difference.

Toshiba is celebrating December as CSR month and encourages participation in voluntary activities by all of the Group's 200,000 employees. Held every December since 2006, CSR Month reminds employees and stakeholders around the world of the importance Toshiba attaches to turning its guiding principles – committed to people, committed to the future – into real engagement with society, thorough events and activities that raise personal awareness and contribute to the community.

▪Toshiba Group Companies joining the cleanliness drive at a community park in Mayur Vihar Phase III, New Delhi

- Toshiba India Private Limited
- Toshiba JSW Power Systems Private Limited
- Toshiba Software (India) Private Limited
- TPSC (India) Private Limited
- Toshiba Johnson Elevators(India) Private Limited
- Toshiba Transmission & Distribution Systems (India) Private Limited
- Toshiba Logistics India Private Limited
- UEM India Private Limited

News You Can Use

Dharavi To Get A Museum

World's first slum museum is coming up at Mumbai's Dharavi, one of the largest slum locality of the globe. The mobile museum among other things would showcase the life of Dharavi including its various trades that exist here, the food and other aspects of this vibrant and unique economy.

More than 50,000 to 60,000 families stay in Dharavi - and with the area spread over 200 hectares (around 500 acres), this corresponds to an average population density estimate between 1500 and 5000. Dharavi is sandwiched between Sion and Matunga stations on the Central Railway and Mahim on the Western Railway.The Mithi river empties into the Arabian Sea through the Mahim creek.

It has several business units right from textiles to pottery to fabrication to leather industry. Plastic recycling and garbage seggregation too is done here. It has ab estimated 5000 businesses and 15,000

single-room factories. Goods produced here goes to Middle East, America and Europe.

Jorge Mañes Rubio, the museum's Netherlands-based co-founder, said: "Dharavi is an informal settlement located right in the centre of Mumbai, India. According to well-circulated statistics, 60% of Mumbaikars live in slums, which occupy 6% of the city's land. What is less known is that many of these so-called slums have little to do with the kind of apocalyptic imagery sold to the world in blockbuster movies, best-selling books and tabloids. One of the things that Dharavi lacks is a Museum that will showcase local talent."

Maharashtra Plans Book Towns

In a bid to promote book culture at a time when it faces a threat from mushrooming technology and gadgets, the Maharashtra government is contemplating launching book village on the lines of Hay-on-Wye in United Kingdom.

Maharashtra school education and sports, higher and technical education and medical education minister Vinod Tawde, who also holds the portfolio of cultural affairs and Marathi language, has mooted the idea of having book-village in Maharashtra.

"The concept is to have book villages with a purpose of promoting book reading and providing publishers, printers, writers and readers a common platform," an official at Mantralaya, the state secretariat, said.

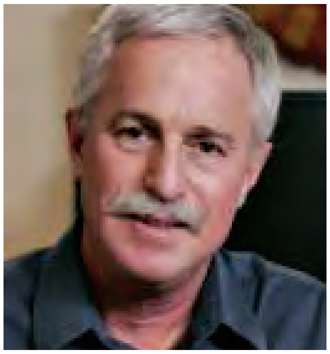
The official said that the two sites that are being talked out are a village between the hill stations of Panchgani and Mahabaleshwar in Satara district and another near the Ganpatipule temple in Ratnagiri district. "These places has lot of tourist footfall, we want that tourist population to visit there. Besides, annually a lot of book fairs and events can be planned," the official said.

Wipro-Nature Forever Society Invites Nominations For The Annual Sparrow Awards 2016

Nature Forever Society, in partnership with Wipro Limited, calls for nominations for the sixth edition of Annual Sparrow Awards 2016. These awards recognize the exceptional contribution from individuals or organizations towards the protection and conservation of the environment.

You can now submit your nominations and the last date for accepting the nominations will be Feb 25, 2016 at: http://www.sparrowawards.natureforever.org/

The nominations are open to all the residents of India, under two categories- individuals and organizations. Three awards will be given in the individual category and one award to an organization/business/institution/community group. Any individual - be it a local conservationist, neighbor, friend or a relative can be nominated, regardless of their skills-set, qualification or background. The only criterion is that the nominees must have made an innovative and inspirational voluntary effort, and not as part of his/her profession, towards conserving, sustaining, protecting, and enhancing the environment.



LOOKING BACK

2015 was the year that …

BY **JOEL MAKOWER**

It's been another stimulating and exciting year in the world of sustainable business — both breakthroughs and baby steps. Although progress can seem plodding, there's a sense that sustainability, and particularly climate change, are on the ascendance, in terms of public interest and business engagement.

It's not all about COP and the pope. Indeed, it's easy to forget how much can happen during a 12-month period. So here, as a public service — not to mention a brief moment of celebration — is my list of 10 notable themes and memes of the year just passed. What would you add to the list?

1 The pope's Encyclical started a conversation

It's hard to beat the pontiff in terms of global impact. And while it's difficult to discern any direct impact from the Holy See's call for action on climate change, it helped bring worldwide attention, not to mention a moral dimension, to a cause that previously had been the concern mostly of activists, scientists and politicians. The encyclical likely had a ripple effect going into the Paris climate talks. At minimum, it spurred lots of thoughtful conversations parsing the papal proclamation — whether it hit all the right notes in terms of addressing the moral and other dimensions of a changing climate. That's exactly what His Holiness likely intended.

2 COP21 created a turning point

This, of course, was the other big story of the year, in terms of global attention to climate change, and we covered it from numerous angles and perspectives. Regardless of what you think about the Paris Agreement, years in the making, the two-week negotiation — not to mention the hundreds of side events and thecommitments made both in Paris and during the weeks leading up to it — marked a turning point in climate action and attention. It may even have muted the anti-climate forces in the United States, or at least made their cause harder to make. At minimum, they are finding themselves, post-Paris, as mere whispers amid a global chorus of concern.

3 Carbon pricing emerged from the shadows

It was barely a conversation a year ago; now, the notion of putting a price on greenhouse gas emissions has become — well, if not mainstream, at least more widely discussed. More than 400 companies were integrating some price on carbon in their investments or operating budgets, according to CDP data released in September. The notion of coal and oil as "stranded assets" — fossil fuels on companies' balance sheets that can't be burned without cataclysmic climate consequences — has gone from an abstract concept to a Wall Street conversation. And a growing chorus of companies have stepped up to say that the certainty that comes from a carbon-pricing scheme could accelerate their investments in low-carbon technologies, among other things.

4 Corporate partnerships became mainstream

Company hookups to address sustainability challenges are growing, both in number and sophistication. Such partnerships happen for a variety of reasons — and with a variety of consequences. Corporate mergers, such as the Kraft-Heinz mash-up announced last spring, can bring strange bedfellows together, in terms of harmonizing their disparate sustainability commitments and achievements. Thepartnership between Target and Walmart to make over ingredients in cosmetics and personal care products shows what happens when competitors combine their clout. And then there are corporate partnerships with cities, universities and others — not for philanthropy or other do-goodism, but to solve pressing problems. Nike, for example, launched a Materials Challenge with MIT to study the environmental and social impacts of the key materials used to make apparel and footwear. Clearly, "not invented here" is no longer a viable mantra for companies.

5 Pioneers marked 10-year milestones

This year, the sustainability journeys of two major companies hit the 10-year mark, milestones in groundbreaking journeys both companies set for themselves. They also illuminate both the challenges and opportunities awaiting brand leaders that set big, public goals for themselves. General Electric's Ecomagination initiative — part marketing campaign, part corporate performance commitment — illustrates a reputational turnaround story, from a company highly disliked by environmentalists to one often pointed to as a leader. And the 10th anniversary of a sustainability speech by

Walmart's then-CEO Lee Scott offered an opportunity to assess how the behemoth from Bentonville is living up to the bold aspirations he set for the company. Together, they represent an opportunity by two very different companies to take stock in the promise of sustainable business.

6 Sustainable cities seized the limelight

For years, we've been covering the symbiosis of cities and companies — how sustainability needs cities as much as cities need sustainability, in the words of a2012 report. This year, we saw that relationship come to life in several ways. In the United States, the White House announced a sweeping Smart Cities Initiative to bring together disparate government efforts to help cities, both large and small, adopt new technologies. New Orleans commemorated the 10th anniversary of Hurricane Katrina, showcasing how a devastated city can re-emerge stronger and more resilient. Detroit showed how economic devastation similarly can lead to an urban resurgence and reinvention. Los Angeles announced ambitious targets to increase sustainability even as it grows. All of this culminated in Paris at COP21, where hundreds of mayors from around the world announced ambitious carbon-reduction goals, a massive opportunity for both cities and business: investments in cities' low-emission transportation, building efficiency and waste management could generate $17 trillion in savings by 2050, said one study.

7 Corporate renewables became commonplace

The promise of a renewable-energy future seemed to hit its stride in 2015, as company after company announced clean-energy goals for both themselves and their suppliers. The upswing resulted from a combination of technology innovation and corporate climate concerns — the former lowering prices with the latter increasing demand. Add in the growing intelligence embedded in energy systems — so-called smart grids and the Internet of Energy — and what seemed audacious not that long ago has become commonplace: companies and communities operating entirely on renewable power. Apple began the year with an $848 million solar deal in California. Corporate renewables purchases ramped up elsewhere, too, thanks in part to efforts such as the Business Renewables Center, an effort by the Rocky Mountain Institute to make the procurement process more straightforward. A group called RE100, created by the nonprofits Climate Group and CDP, enlisted companies as diverse as BMW, Coca-Cola, Goldman Sachs, IKEA, Mars and Swiss Post to commit to 100 percent renewable power. (The dates for achieving this goal vary from company to company.) Once again, the year was capped by COP, where even more companies stepped up to tout their renewable-energy cred and helped shepherd in a new era of low-carbon technologies.

8 The circular economy ramped up

This is another term that even a year ago was barely spoken and had little currency. But that changed during 2015, as the notion of a closed-loop economy, where products, materials and ingredients are kept in service through multiple, endless production cycles, went from a pipe dream to budding movement. Thanks in large part to the Ellen MacArthur Foundation, which organized a group of "Circular Economy 100" companies — along with designer William McDonough, whose Cradle-to-Cradle methodology long ago paved the way — the conversation about how to create closed-loop systems of commerce took off in earnest, even in Davos, where a circular-economy working group engaged some of the world's largest companies. There's still a long way to go before the concept becomes widely understood, let alone implemented, but the movement stands to change business forever.

9 Connected cars kicked into gear

The drive to create sustainable forms of transportation picked up speed in 2015. Both legacy car makers and upstarts — including such well-heeled giants such as Google and Apple — are seeking to accelerate, if not disrupt, still-nascent markets for electric and autonomous vehicles, as well as business models that eschew individual vehicle ownership. Technology is helping, as incumbents such as Ford and Mercedes-Benz began to place bets on what not long ago were futuristic visions of sharable electric pod cars and other "smart mobility" solutions. Terms such as "micromobility" and "mobility on demand" may not yet be uttered beyond a small group of researchers and visionaries, but if the past year is any indication, they are quickly moving into public discourse.

10 Sustainability financing gained currency

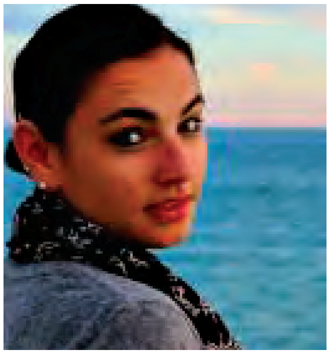
Among the biggest achievements of COP21 — besides getting 195 countries to agree on anything — were the financial commitments that emerged both directly and indirectly from the Paris Agreement. Even before COP was gaveled into business, many of the world's largest financial institutions made (or doubled-down on) multibillion-dollar commitments to clean energy and other low-carbon technologies. Early in the year, Citi announced a plan to deploy $10 billion to such things, and was joined by Goldman Sachs, Bank of America and others, each with its own multibillion-dollar plan. Bloomberg New Energy Finance reported that investment in clean energy in Brazil and Chile more than doubled in just a year. In the U.S., as federal monies for renewables dried up, states began turning to the private sector to nurture their renewable energy markets, which is proving to be a boon to business.

There's a lot more good news I could have added to this list of 2015's most hopeful stories, from advances in sustainable food and agtech to toxic chemical reductions to the rise of zero-waste initiatives. Feel free to weigh in with your own.

All in all, it was (another) very good year.

Joel Makower is Chairman & Executive Editor of GreenBiz Group

(Source: http://www.greenbiz.com/article/2015-was-year)



LOOKING AHEAD

5 ways 2016 will be a make or break year for climate change

BY **LAUREN HEPLER**

A funny thing happened last month in Paris. For at least a few days, the political hand-wringing and general evasiveness that tend to characterize official remarks on climate change temporarily went away.

Instead of "debating" whether or not global temperatures are going up, prominent figures like U.S. Secretary of State John Kerry spoke candidly about the jarring economic and national security threats posed by continued inaction on climate issues.

But that was in Paris, within the confines of the rather wonky United Nations

COP21 climate summit.

In just one example of deeply contradictory developments elsewhere, lawmakers back on Capitol Hill were also finalizing a budget deal including a provision to lift a 40-year ban on U.S. oil exports. The mixed messages over the last few weeks alone — not to mention many other less-than-stellar environmental developments in recent years (hello, fracking) — raise one big question for 2016: which way from here on climate change?

Here are five key areas to watch in the year ahead.

1 The fight over the future of fossil fuels

Renewable energy and increasingly ambitious carbon reduction goals may be making more headlines of late, but the future of the intricately related fossil fuel sector remains much murkier. Trillions of dollars in oil and gas subsidies were conspicuously absent from conversation at COP21, though once-esoteric concepts like stranded assets and-carbon pricing are gaining currency in both government and business circles. Meanwhile, investors and car owners everywhere are wondering what will happenafter a recent build up in oil supply that has caused prices to plummet, no doubt leaving providers scrambling for a way to recoup revenue.

2 Green greed and the private sector

With corporate luminaries like Apple CEO Tim Cook now speaking openly about their anxiety over the long-term price prospectus for fossil fuels, how many more businesses will follow the lead of Apple, Walmart, Google and the dozens of other companies now inking long-term clean energy contracts? The shift toward clean energy for explicitly financial reasons has reinvigorated the conversation around "green greed" — a term that belies the increasingly important role of corporations in funding and adopting low-carbon technologies, even if governments aren't necessarily cracking down on fossil fuel alternatives.

3 Problematic politics

In addition to highly fragmented state and local energy laws, there is the nagging fact that climate change is still often used as a conservative political dog whistle in the U.S. in particular. Though the Obama administration killed the Keystone XL oil pipeline projected and gave the green light on the Clean Power Plan, Congress has fought tooth and nail on issues like the end of the U.S. oil export ban. With the 2016 Presidential race looming large and Republican primary candidates leaning hard right, how climate ultimately figures into the campaign is a big question.

One potentially positive omen: the recent extension of the energy Production Tax Credit (PTC) and Investment Tax Credit (ITC) for wind and solar projects through 2020.

4 Fundraising for a low-carbon future

When it comes to renewable energy, the slew of purchase options coming online despite highly fragmented regional regulatory variations is good news for both businesses and governments looking to hit emissions reductions goals. Still, high barriers to entry remain due in large part to the price point of utility-scale renewable energy projects.

Recognizing this funding short fall, Wall Street banks and institutional investors are now joining cash-rich corporations in the realm of clean energy finance.

In addition to keeping an eye on how those dollars are divided, other capital-intensive sustainability priorities, like climate mitigation funding and resilient infrastructure projects, are likely to emerge as financial focal points in the conversation around climate change.

5 Keeping corporate bad actors in check

Arguably the two biggest environmental news stories of 2015 weren't good news stories. Within a few months last year, it was revealed that auto giant Volkswagen AG had rigged emissions tests for millions of diesel-powered cars, and that oil giant Exxon Mobil suppressed internal climate science for decades.

While it's easy to write off these glaring examples of misconduct as a few extreme cases, they do raise much more broadly-applicable issues around enforcement of environmental rules and standards for corporate reporting.

Lauren Hepler is Senior Editor of GreenBiz Group

The Naturalist's Kit

Your kit is the most important thing. While most of us, do not spend much time in organising his or her kit - the basic kit on the area which you are interested in and a survival kit. The size of the kit may vary from the duration of your expedition. However, we would start here with the basics and things that are simple. In fact, this has been designed with kids in focus when they go out for nature trials, excursions or expeditions.

Field trips are fun, important, memorable, and worth the work put into them! Experiential education can be the best part of the program. Even if you are an urban naturalist, you would need all these articles.

Initially, keep field trips short and focused until you are comfortable with your role and interest.

WHEN YOU GO FOR OBSERVATIONS, PLEASE FOLLOW:

- Wear clothes that merges with nature
- Be gentle with live creatures
- Lead by example
- Learn and respect wildlife alarm signals
- Reserve feeding of wildlife to backyard birds
- Don't stress wildlife by chasing, flushing, or making noises
- Leave natural features as you found them
- Tread lightly, staying on trails
- Take only pictures and leave only footprints

WHAT A BEGINNER OR KID MUST TAKE

- Food as per the duration of the trip
- Enough stock of water
- Children's medical information
- Medication if needed
- First aid kit
- Emergency blanket
- Whistle
- Rain gear
- Extra hat and mitts in winter
- Walking sticks
- Sunscreen
- Insect repellent (use with caution)
- Water and snacks
- The number and/or the means to contact the nearest emergency service

YOU MAY ALSO WANT TO CARRY SOME OF THE FOLLOWING AS YOU NEVER KNOW WHEN YOU MIGHT NEED IT!

- Pocket knife
- Garbage bags
- Groundsheet
- Binoculars
- Magnifying lens
- Pocket knife
- Compass
- Flashlight (for looking into holes)
- Pencil and paper
- Field guides
- Camera

SOME WEBSITES TO SEARCH!!!

- www.amazon.in
- www.flipkart.com
- www.wish.com
- www.snapdeal.com
- www.rediffshopping.com

Pocket Knife

A pocket knife is the most essential tool - and it can be a life-saver and a game-changer. This is must in everyone's time - right from a person involved in adventure activity to people in armed forces to cosmonots and astronauts.

The pocket knife is an iconic tool carried by outdoorsman, craftsman and everyday men and women across the world. The

reason for its popularity is clear; it's simply one of the most functional tools available today. Here are a few great uses for carrying a pocket knife.

Opening Boxes, Letters, Packages, etc.

There's nothing worse than spending half of Christmas morning watching your brother and law struggle helplessly with a Land's End box. Of course, if you were carrying your trusty pocket knife, you would be spared this annoyance and could move on to other gift-giving. With their variety of blades, pocket knives are excellent tools for opening boxes. Don't want to sully your hands opening letters? Impress your co-workers at the office by opening them up with your pocket knife.

Camping

Camping without a knife is unforgivable. From shaving down kindling to roasting hot dogs on the fire, you need a pocket knife. Of course, there's always a chance you might have to fight off a rogue bear with your pocket knife as well, like this guy did.

A pocket knife with tweezers can also come in handy if you're out in the wild and end up with a tick or a fat, nasty splinter.

Fishing

This one couldn't be more obvious. A fisherman without a pocket knife isn't a fisher-

man; he's just a lonely guy drinking beer next to a lake. From cutting line to removing hooks, a trusty pocket knife is mandatory for any fisherman. Plus, if the fish aren't biting, at least you can use the bottle opener on your knife to pop open a cold brew.

First Aid

From cutting bandages to fashioning tourniquets, you never know when a pocket knife can come in handy. They're also great for freeing hostages who have been bound in rope, though hopefully you'll never encounter that.

On a more serious note, if someone does get injured while you're outdoors, a pocket knife can also be used to carve messages to other parties along the path.

Peeling Fruit

This one I swiped from a great post on the blog the Art of Manliness. There's really nothing tougher-looking than sitting on your stoop and gnawing on an apple you peeled with you own blade.

Protection

A pocket knife doesn't make much of a weapon, nor is it designed to be one, but if you do find yourself in a sticky situation it may be enough to fend of or at least slow down an attacker.

The 7 Priorities

The Boy Scouts teach seven priorities for survival in a wilderness environment. You should discuss each of them with your child to help prepare them for almost anything nature throws their way. They are:

1 Positive mental attitude:

Panic can lead to bad decisions. While it's not easy to teach kids to keep their fears in check, they should know that fear is a natural reaction to an emergency situation. Enable them to relax and make smart judgments by giving them knowledge about how to handle themselves. This usually means staying put to aid potential rescuers in their search.

2 First aid:

Knowing how to both avoid and treat common health problems such as blisters, insect stings, hypothermia and dehydration, as well as larger issues such as broken bones and snake bites, is a critical wilderness survival skill. The Red Cross is a great resource. Many chapters offer a wilderness first aid course, and while participants must be at least 14 years old, you can teach your younger children the lessons you learn. You can also download their 128-page "Wilderness and Remote First Aid" reference guide for free.

3 Shelter:

Another critical survival skill is being able to protect yourself from the elements—whether it's cold, rain, wind or heat. Discuss shelter options with your kids during your next outdoor adventure: Where would you build one, and what materials could you use to protect yourself from the elements?

4 Fire:

Fires not only can be used for warmth, to cook food and boil water, but they can also be used as a signaling device and even to boost morale. Show your kids how, where and when to build a fire safely.

5 Signaling:

When you're lost in the woods, the natural inclination is to yell for help, but that's generally not effective and uses up precious energy. Instead, kids should always carry a whistle—three blows indicates you need help—and a small mirror or reflective object to signal passing planes or helicopters. Under the right conditions, a fire can also be an effective way to attract attention.

6 Water:

The general rule is you can survive three weeks without food, but only three days without water. Teach them about finding a clean water source, and experiment with building a still to draw moisture from the ground.

7 Food:

It's generally not wise to eat plants or animals you find in the wild unless you're certain they're safe.

Small Steps Big Dreams

The most important aspect of the initiative is that women have come to find solace in each other's company. They protect and encourage each other and solve their problems collectively. As they progress together, they are silently breaking barriers of social taboos and discrimination.

A common sight at Ambujanagar (Kodinar, Gujarat) SHG Federation meet – women humming a common Hindi prayer – with smiling faces, tearful eyes and good wishes in their hearts. Amidst all this, a young woman is sitting in the centre and her fellows are helping her wear jewellery and makeup. Her face is lit up with joy and a sense of relief as she sheds off the burden of widowhood. From now on, her identity will not be defined by the lack of her husband's existence but by her own calibre.

"Why can't a widow wear coloured clothes, makeup and jewellery, or talk to other men? When widowers do not follow any such nonsensical rituals, why should a woman do it? We are also human beings and should have equal freedom." says Manishaben, one of the members of Kodinar Women's Federation.

The Sorath Mahila Vikas Sahkari Mandal (Women Federation in Kodinar) has initiated this unique social protection programme for young widows. Facilitated by Ambuja Cement Foundation (ACF), this is indeed a brave and welcome step. In rural areas widows are ill-treated and discriminated in the society and are forced to abide by strict and irrational norms, which often makes them feel insecure and vulnerable.

This is one of many such powerful examples of how ACF is working with women in the community. The outcomes are heartening! Today these women stand in unison and protest against social stereotyping and violence at domestic and societal level. In a society where gender inequality persists as a bitter reality, such courageous acts from rural women, especially from the weaker sections, is a commendable progress.

ACF understands the importance of women's power in driving social change. Under its mission of empowering, involving and energizing communities, the Foundation ensures complete involvement of women in the community.

The Foundation believes that financial independence is the first step in the journey of empowerment. Ironically, in spite of working hard and significantly contributing to the family income, women in most families play minimal or no role in financial decision making process. Hence ACF encourages women to form Self Help Groups (SHGs) and thus engages them in savings, credit and income generation activities. Even though their savings are small, SHG membership gives major boost to women's confidence. Women feel thrilled to play important roles in household decision making such as building a toilet, sending their children to school or purchasing gifts for a festival or marriage. ACF has reached out to approximately 16000 women, established 1322 SHGs and have created a corpus of more than Rs. 5.4 crore.

With improved skills in handling finances, women demonstrate an impressive lift in their self-respect and confidence. This is when ACF encourages them to participate in different community development programmes. Today, across all locations of Ambuja Cements, several women work in active involvement in water management, agro based livelihoods, education, healthcare and various such projects.

Assured access to water for drinking and domestic use, access to sanitation, a women's cadre to ensure health & education and relevant skills training, provide an opportunity for women to showcase their leadership.

With more and more women associating with Ambuja, the entire programme is set on a path for social evolution. In Kodinar (Gujarat) and Chandrapur (Maharashtra), SHGs have converged to build and register Federations. Federation members are independently handling entrepreneurial activities, creating market linkages and business collaborations. In Darlaghat (Himachal Pradesh), women have started cultivating and selling mushrooms, while in Ropar (Punjab) hosiery is bringing cash in their coffers.

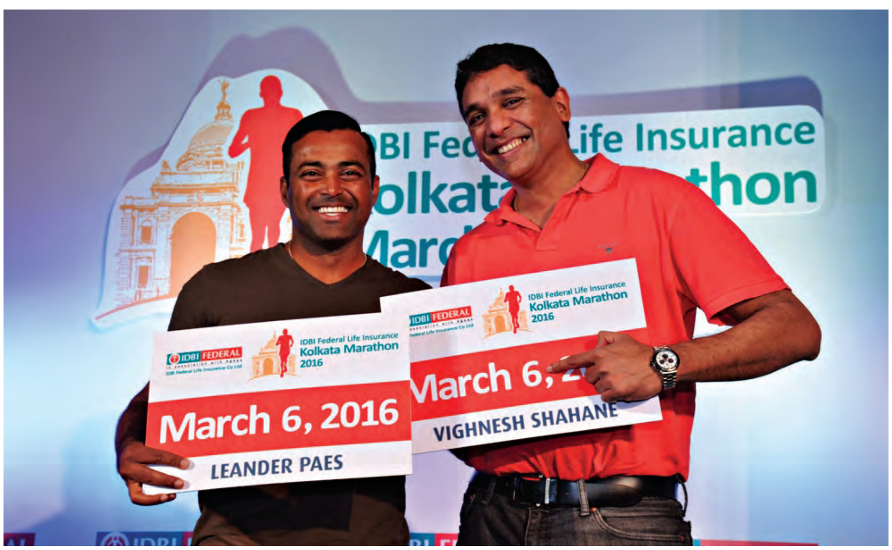
The most important aspect of the initiative is that women have come to find solace in each other's company. They protect and encourage each other and solve their problems collectively. As they progress together, they are silently breaking barriers of social taboos and discrimination.

A small group of women who began their journey with ACF a few years back, have today become proud ambassadors of women's emancipation. They are now bringing more women to the cause and taking this baton forward.

The social protection initiative for young widows is indeed a brave and welcome step in a society where widows are still ill-treated and discriminated.

IDBI Federal Takes To Sports, Fitness Route For Brand Building

Commits to grass roots development of sport & distance running
Sports initiatives aimed at inspiring positive change and nurturing new talent



Leander Paes- Brand ambassador of IDBI Federal Life Insurance Kolkata Marathon and Vighnesh Shahane-CEO, IDBI Federal Life Insurance at IDBI Federal Life Insurance Kolkata Marathon launch

IDBI Federal Life Insurance, a private life insurer, has taken to sports and fitness as a route to boosting its brand building efforts and contribute to development of sports at grass root levels. The company has identified and partnered a series of initiatives. It has two Bowling Foundations, one with Mumbai Cricket Association (MCA) and the other with Karnataka State Cricket Association (KSCA).

To promote discovery and nurturing of football talent, IDBI Federal Life Insurance has associated itself with 'Young Heroes', a 15 city inter-school football talent hunt. In its bid to promote a healthy and fit lifestyle, the company sponsors two marathons, one in Kochi and the other in Kolkata. The company truly walks the talk – a large number of IDBI Federal employees have also taken to long distance running to stay fit and healthy. This has helped spread a message of health awareness across the firm's employees, as well as in the communities in which it operates.

To boost the overall cricket landscape in Bengal, it supports all the endeavours of The Cricket Association of Bengal (CAB). Last but not least; the company has also announced the launch of IDBI Federal Life Insurance 12th D Y Patil T20 Cricket tournament to be held in Navi Mumbai from February 15 to 25, 2016.

Commenting on the tie ups, Vighnesh Shahane, CEO, IDBI Federal Life Insurance, says, "As an organisation we wish to bring about a positive change that helps us shape a better future. Sports has always empowered people to develop into disciplined, responsible and mature winners who make a real difference around them. What better opportunity for us than to partner with a wide variety of sports and fitness events – events that range from discovery and nurturing of talent to running as a community that add to the well-being of the society at large. Being a sportsman myself, I understand the pivotal that sports and fitness initiatives can play in an individual's life. Many of our employees also participate for various long distance running events. It gives us immense pleasure to contribute to India's sports and fitness culture."

In July this year, along with the Mumbai Cricket Association (MCA), IDBI Federal Life Insurance announced the MCA – IDBI Federal Life Insurance Bowling Foundation. And in the month of October, the company forged a similar association with Karnataka State Cricket Association (KSCA) to launch KSCA – IDBI Federal Life Insurance Bowling Foundation. These bowling foundations have been established to hone meritorious bowling talent and develop them into first-rate bowlers to boost the domestic and international cricketing landscape in India. As part of the programme, select fast bowlers and spinners in the age group of 19 years and above will be a part of the Foundation for a 2-year training stint. Australian pace legend, Jeff Thomson, has been brought on board as the international coach for the Bowling Foundations.

Jeff Thomson in bowling act at the launch of IDBI Federal-MCA Bowling Foundation

In September 2015, IDBI Federal announced its partnership with The Cricket Association of Bengal (CAB) to strengthen the state's cricket endeavours through its regular cricketing activities and also through the ambitious Vision 2020 programme. Sourav Ganguly, as the youngest ever president of CAB, has already taken the mantle to take Bengal Cricket to greater heights.

19 blade runners in action

In yet another endeavour, IDBI Federal Life Insurance recently concluded IDBI Federal Life Insurance Spice Coast Marathon. This marathon has one of the most picturesque courses. Certified by USA Track & Field (USTAF), this marathon gives runners a chance to participate and qualify for the prestigious Boston and London Marathons. Over 2,300 spirited runners participated for this destination Marathon in November 2015. The race also saw more than 19 blade runners led by Kargil war hero, Major D P Singh and his group, The Challenging Ones (TCO), participate in the marathon. Major DP Singh ran the half marathon; his team-mates, hailing from different parts of the country, wearing their blades and prosthetic limbs, took part in their first 5k, the first ever running event after their limbs were amputated. The presence of 'The Challenging Ones' received a huge round of applause from the massive crowd present on the ground, all feeling humbled and inspired by the sheer presence and iron will of the amputee group.

At Launch of Young Heros - Saurav Chatterjee, Vignesh Shahane, Rohan Gavaskar, Jamshid Nassiri, Mayank Shah

IDBI Federal Life Insurance will also be the new title sponsor of 9th Edition of Kolkata's only full Marathon. IDBI Federal Life Insurance Kolkata Marathon 2016, as it is called now, will take place in the City of Joy on March 6, 2016. Multiple Grand Slam winner and Padma Bhushan Awardee, Leander Paes will be a brand ambassador for this marathon.

The company is the title sponsor for the 12th edition of D Y Patil T20 Cricket tournament. The same will be called IDBI Federal Life Insurance 12th D Y Patil T20 Tournament and will be held in Navi Mumbai from February 15 to 25, 2016. Mumbai is all set yet again to witness some exciting T20 cricketing action from the finest upcoming talented batsmen and bowlers. The tournament will feature 16 teams playing a total of 31 matches with 7 knockout games. The matches will be played at D Y Patil Sports Stadium, Navi Mumbai.

Football is gaining immense popularity in India and a number of children are now looking forward to play for India. IDBI Federal took on the associate sponsorship of the 'Young Heroes' programme with an aim to identify and develop grassroots football in the country. With over 650 schools in 15 cities participating in the 7-a-side under-15 talent scouting tournament in India, the programme reached out to 4,20,000 students. At the end of the tournament, 45 talented footballers will be trained by professional coaches and the top 16 will be sent for an international exposure trip to Spain.

Unique Initiative For LGBT

The pilot program will serve as an experience to further develop the skills building program and provide insights to upscale the initiative.

Wings Travels Management Pvt. Ltd has launched India's first ever empowerment initiative 'Wings Rainbow' that offers employment opportunities to the LGBT community in Mumbai.

Wings Rainbow aims to empower and improve the socio economic indicators of sexual minority communities by providing life skills and livelihood opportunities.

Wings Travels in association with The Humsafar Trust, a community based organization that works with the LGBT community will initiate a pilot skill development program to kick start the program that will focus on training the LGBT community to drive radio cabs. The pilot program will empower five members of the gay and transgender community to apply for learner's licenses and complete their training in getting a certified All India Drivers License.

Wings Travels will train and employ these individuals to operate their radio taxi services in Mumbai. The pilot program will serve as an experience to further develop the skills building program and provide insights to upscale the initiative.

Elaborating on the unique initiative, Arun Kharat Founder & Director, Wings Travels Management Pvt Ltd said "We at Wings are committed to community welfare in all the geographies we operate in.

It is our endeavor to ensure that the LGBT community in India enjoys the kind of rights and livelihood opportunities in India as they do in the some of the developed nations like The United States of America.

With support from The Humsafar Trust, we have embarked upon a journey that will help individuals from the community develop skills to employ them with Wings Radio Cabs as chauffeurs as soon as possible. We also have plans to scale up the employment to an entrepreneurship model in

the near future to enable the individuals to increase their earning potential. "

Elated with the development Pallav Patankar-Director Programs of The Humsafar Trust opined, "After the NALSA judgment, several Corporates have come forward to offer employment to the transgender and sexual minority community. We are happy that Wings Travels Management Pvt Ltd came to us with a concrete plan. We requested them to extend the opportunity to all interested members of the LGBT community. In the current batch we have two members of the hijra community, but we hope that more members of the hijra and transgender community come forward to take advantage of this program".

Wings Travels has developed in-house a first in the world SOS system that is installed in its fleet that ply the city. The system is called the "Panic Scream Button". The scream panic button is a voice activated switch that can be activated by the passenger by screaming for help, if he/she feels that his/her personal safety is being compromised. The system immediately starts clicking pictures of the car cabin whilst recording audio of the goings on in the car cabin to relaying it real time to the Wings Call Centre. Post internal analysis, the data is sent to the PCR (Police Control Room) that is nearest to the Cab in question thereby enabling the Police to track down the vehicle at the earliest. The system will also alert other Wings Radio Cabs in the vicinity to rush to the aid of the passenger who raised the alarm.

FRUITS OF DEVELOPMENT MUST BE SHARED WITH STAKEHOLDERS

*Panasonic has always been a values driven company and accordingly we endeavour to continue our journey towards building a smart and sustainable future, says **Manish Sharma,** Managing Director, Panasonic, India and South Asia*

Q What are your views on 2% CSR mandatory spend of Government of India?

A Panasonic India believes that the mandate of corporates spending 2 percent of their profit on CSR turn has helped in improving the lives of the communities where the companies operate in and will surely have a great multiplier effect in bringing out more comprehensiveness in India. Also, awareness of corporate social responsibility in India is growing, especially as the private sector continues to experience positive results from influencing the areas of Indian society directly linked to their business. This has given an impetus to the entire investment climate. Panasonic is also placing increasing importance on CSR practices in India by combining good business with development work in areas.

Q Why CSR is integral to your growth?

A CSR at Panasonic is perceived as the commitment of businesses to contribute to sustainable development by working with employees, their families, the local community and society at large which resonates with our management philosophy of creating 'A Better Life, A Better World'. Panasonic India has aligned its community initiatives with The Millennium Development Goals (MDGs), constituted by the United Nations, which addresses the most pressing problems that the world is facing.

Panasonic India has a long-term perspective on social engagement. While the organization has already established initiatives aligned to the MDGs, our commitment is set to grow every year. Starting from philanthropy, the ultimate goal is to have organizational ownership of community development issues.

Q What is the core structure of CSR which you have in Panasonic?

A Panasonic India has a planned and phased approach for social engagement programmes starting from FY 13-14 till FY 16-17. Increasing the breadth and depth of its interventions every year, it is the company's aim to contribute to address pertinent and pressing developmental issues to the best of its abilities. Panasonic's commitment towards creating 'A Better Life, A Better World' will be the guiding light in this endeavour.

Q What is your take on brand valuation through CSR?

A CSR strategy that is authentic because of its natural linkage to the company's mission, vision, and values, and delivers significant, quantifiable results will definitely reinforce the company's unique identity. Also, in the last few years the consumers have become more aware of sustainability; hence the correlation between brand strength / value and CSR has strengthened.

Q How CSR is helping the company and why it is important for sustaining your competitive advantages?

A At Panasonic we strongly believe that unless and until the fruits of development are shared equally with all our stakeholders, the vision of inclusive and sustainable growth is hard to achieve. We strive in working towards inclusive growth as part of our commitment towards society. Our CSR strategy and vision has further strengthened our brand value and emotional connect with our stakeholders. Also, awareness of corporate social responsibility in India is growing, especially as the private sector continues to experience positive results from influencing the areas of Indian society directly linked to their business. This has given an impetus to the entire investment climate.

Q Has company benefitted from triple bottom line approach?

A We are currently assessing the impact of the approach. Our CSR committee monitors all CSR activities undertaken, including utilization of funds to ensure their effective implementation in accordance with this approach. Also, we conduct impact assessment on a periodic basis, on its own or through independent professionals or professional institutes, especially on the flagship programmes.

Q Is shared value giving you desired results?

A Panasonic has always been a values driven company and accordingly we endeavour to continue our journey towards building a smart and sustainable future. Panasonic's vision towards achieving a sustainable future involves using the resources entrusted to us by the society - in the form of people, land, buildings, funds, knowledge information and time – in the most efficient manner. We are proud of what we have achieved so far in our journey in India and take pride in the trust and goodwill the community enthrusts in us. Also, we are amongst the first in our sector in India to publish a sustainability report based on GRI G4 guidelines, and we continue a tradition of excellence and transparency in reporting on internal operations related to sustainability and corporate citizenship.

MANISH SHARMA
MANAGING DIRECTOR
PANASONIC
INDIA & SOUTH ASIA

Q What according to you is your USP or unique to you in your CSR projects that truly makes you a world class organisation?

A CSR at Panasonic is perceived as the commitment of businesses to contribute to sustainable development by working with employees, their families, the local community and society at large which resonates with our management philosophy of creating 'A Better Life, A Better World'. Panasonic India has aligned its community initiatives with The Millennium Development Goals (MDGs), constituted by the United Nations, which addresses the most pressing problems that the world is facing.

Panasonic India has a long-term perspective on social engagement. While the organization has already established initiatives aligned to the MDGs, our commitment is set to grow every year. Starting from philanthropy, the ultimate goal is to have organizational ownership of community development issues. Our CSR initiatives have helped in improving the lives of the communities especially where the company operates and will surely have a great multiplier effect in bringing out more comprehensiveness in India. Panasonic is also placing increasing importance on CSR practices in India by combining good business with development work in identified areas.

CSR: Taking Root

CSR in India has moved from a voluntary activity to a compulsory requirement backed by law. India is the first country to mandate a minimum spend on CSR.

The move to make corporate social responsibility (CSR) spending mandatory has resulted in a spurt in social spending by Indian companies, according to a report by the Institutional Investor Advisory Services (IiAS), a proxy advisory firm, dedicated to providing participants in the Indian market with independent opinion, research and data on corporate governance issues as well as voting recommendations on shareholder resolutions for over 600 companies.

Although the spend was 26% lower than the prescribed amount, the S&P BSE 100 companies spent Rs.52.4 bn on CSR in FY15 up almost 75% from Rs.30.0 bn in FY13. And this amount is further expected to increase to Rs.85.0 bn in the current financial year.

Even as CSR is entering corporate consciousness, the next two to three years will remain a 'learning period' for industry.

CSR in India has moved from a voluntary activity to a compulsory requirement backed by law. India is the first country to mandate a minimum spend on CSR. Clause 135 of the Companies Act 2013 requires companies above a certain financial threshold to spend at least 2% of their average net

profitsof the preceding three years on CSR. However, the Act has taken a 'comply or explain' approach.

IiAS studied the FY15 CSR initiatives and disclosures of the S&P BSE 100 companies to understand and evaluate how these companies fared. The CSR spend of these 100 companies, aggregated to Rs.52.4 bn. Of these, however, 95 companies were required to comply with the requirements of CSR spend under the Act – the CSR spend for these 95 companies aggregated Rs.51.9 bn.

Five companies were not required to spend on CSR mandatorily because they recorded three-year average losses yet these companies spent Rs.0.5 bn (in aggregate) on CSR.

Even before the statutory CSR norms were put in play, the larger companies were spending on social and environmental causes. In FY13, these S&P BSE 100 companies spent Rs.30.0 bn on CSR. This was, on an average, 0.9% of the average profit before tax1 of the preceding three years of these companies.

This is evidence of the fact that companies in India recognize the need to undertake socially responsible activities.

PSU's trail behind

While PSUs have been required to spend on CSR since 2010 as per the Department of Public Enterprises (DPE) guidelines, non-PSUs have had no such obligation. Yet, of the Rs.30.0 bn spent in FY13, non-PSUs typically spent 1.0% of their average profit before tax ofthe preceding three years while PSUs spent 0.6% of their average profit before tax of the preceding three years.

This trend has continued. In FY15, CSR spends of the S&P BSE 100 companies aggregated 1.5% of their three year average profits. Non-PSUs spent 1.6% and the 21 PSUs spent 1.3% of their average profit in the preceding three years, respectively. Given that PSUs had a head start, they should

LEADING THE WAY

- Aditya Birla Nuvo launched Project Kaushalya2, a skills training centre in collaboration with Confederation of Indian Industry (CII). So far Aditya Birla Nuvo has trained and certified 1,036 youngsters in trades such as handling and repair of electrical equipment, auto service technicians, retailing, data entry operators, tailoring, and salon care.
- Similarly, Tata Motors trains youth in technical and automotive trades through its project Kaushalya2.
- Godrej Consumer Products launched Godrej Vijay in 2011 – a training programme in channel sales to help skill unemployed youth and build a talent pipeline for the fast moving consumer goods industry. The programme has trained 38,999 youth across 44 locations in channel sales.
- Kotak Mahindra Bank conducted Financial Literacy Camps where over 60 activities were conducted in different locations across Maharashtra. Also, Kotak Unnati is a vocational training program for youth drop-outs from schools / colleges. This program includes a financial literacy module developed and co-sponsored by National Institute of Secur•ities Markets (NISM).
- Maruti Suzuki conducts a 'road safety' programme that provides training on driving skill and behaviour. For the initiative, the company has partnered with (i) State governments to set up Institutes of driving and traffic research and (ii) Its dealers to set up Maruti Driving Schools. Further, the company is working with 88 Industrial Training Institutes (ITIs) spread across 21 states to upgrade automobile related trades and create employment options for them in automobile service workshops.
- Colgate-Palmolive (India) conducts a program called 'Bright Smiles, Bright Futures' wherein it reaches out to influencers – such as school teachers and the anganwadi teachers in communities – to improve oral health. For this program, it has partnered with the Indian Dental Association and committed dental professionals.
- Asian Paints conducts livelihood enhancement projects in the form of basic and specialized painter training programmes to unemployed youth and painting applicators/ contractors.
- Dr. Reddy's Laboratories undertakes capacity building of health service providers.
- Dabur India undertakes employment enhancing vocational skills development through vocational training centres and provides bee- keeping training.
- Through Campus Connect, launched in May 2004, Infosys shares some of its best practices with engineering colleges, thus aligning the needs of institutions, faculty, and students with those of the information technology industry.
- UPL conducts Suraksha Abhyaan to create awareness among ITI students on occupational health and safety especially in chemical industry.
- Hindustan Unilever conducts a Hand Washing Behaviour Change Programme which promotes the benefits of handwashing with soap in schools and anganwadis (pre-school centres). The company also partnered with Children's Investment Fund Foundation (CIFF) and the Government of Bihar to promote handwashing behaviour change among children in Bihar with the aim to help prevent childhood illnesses and mortality.

have been in a better position to scale up their CSR activities.

Additionally, not all PSUs have followed the prescribed disclosure under the Act, and some have not even explained the reason for the shortfall in CSR spends (as is required under the comply or explain approach). Enacting laws without a follow-through on implementation reduces the seriousness of the government's diktat – more so given that PSUs are large in size and impact overall spends in a meaningful way.

What are companies spending on?

Around 65% of the aggregate FY15 CSR spend, by these 100 companies was philanthropic: some instances include, 19 companies contributed Rs.610.7 mn towards the Prime Minister's National Relief Fund and seven companies contributed Rs.470.6 mn towards Swachh Bharat Kosh. While these causes need support, having companies undertake CSR also contains the added agenda of using corporate execution and managerial capabilities to achieve a larger national agenda.

How they undertake CSR

Of the 100 companies, 20 companies currently carry out CSR initiatives through company owned trusts/foundations and 19 companies do so through promoter owned trusts/foundations. The CSR spend through promoter owned trusts/ foundations aggregates Rs.11.2 bn. IiAS is of the opinion that companies have a better opportunity to align CSR initiatives along the lines of their core business activity if they conduct programmes through their own entities.

IiAS also assessed whether the committees that overlook the CSR function have at least one independent director. While regulations require companies to have at least one independent director on the CSR committee, IiAS observes that 16% of the companies do not comply with this provision. In fact 5% of the companies have not disclosed the Chairperson of the committee.

Does undertaking CSR create shareholder value?

The Morgan Stanley Capital International Emerging Markets Environmental, Social and Governance (MSCI EM ESG) Index4 outperformed the MSCI EM Index over a period of eight years (2007-15). The MSCI EM ESG Index, is a capitalization weighted index that provides exposure to companies with high ESG performance relative to their sector peers. MSCI EM ESG consists of large and mid-cap companies across 23 Emerging Markets (EM) countries.

Climate Change Impacts Farm Sector Growth

At least nine states have declared drought-hit districts this year. These are Karnataka, Chhattisgarh , Madhya Pradesh, Maharashtra, Odisha, Andhra Pradesh, Uttar Pradesh, Telangana and Jharkhand. Tamil Nadu, of course, has flood-hit districts. Parts of Haryana, Uttar Pradesh, Maharashtra, Karnataka and Andhra Pradesh had been hit by drought during 2014-15 as well. BY **GARGI PARSAI**

The year 2015 was a challenging one for the agriculture sector. It was the second consecutive year of hardships for farmers owing to drought and inclement weather in several parts of the country highlighting the urgency to address issues of climate change. The concerns are carried forward in the coming year as currently rabi sowing of wheat is lower by 20.23 lakh hectares than last year , the prices of pulses and vegetables continue to rule high and towards sugarcane growers stand at Rs. 5406 crore.

Southwest monsoon was 14 per cent below normal of the Long Period Average in 2015 on the back of 12 per cent deficiency in the previous year affecting the kharif crop. The northeast monsoon that followed played havoc in Tamil Nadu and adjoining region with unprecedented floods wiping out entire paddy and cash crops.

While the production of pulses and oilseeds is perpetually short of demand for several years now, this time there are concerns about the output of cereals. Although the country is surplus in foodgrains as of now, experts point out that with a legal commitment to provide at least 62.5 million tonnes of subsidized foodgrains in the Targetted Public Distribution System under the National Food Security Act, farmers are keeping their fingers crossed for good weather conditions to achieve a good harvest. Sowing is still going on so hopes are high.

At least nine states have declared drought-hit districts this year. These are Karnataka, Chhattisgarh, Madhya Pradesh, Maharashtra, Odisha, Andhra Pradesh, Uttar Pradesh, Telangana and Jharkhand. Tamil Nadu, of course, has flood-hit districts. Parts of Haryana, Uttar Pradesh, Maharashtra, Karnataka and Andhra Pradesh had been hit by drought during 2014-15 as well.

The fourth advance estimates of foodgrains production in 2014-15 at 252.68 is 12.36 million tonnes lower than the output of 265.04 million tonnes in 2013-14. This is due to a 6.91 million tonnes decline in the production of wheat. Rice too was slightly lower. Pulses output went down from 19.24 million tonnes to 17.20 million in tonnes in 2014-15 leading to the crisis of unprecedented price rise in these commodities. Tur prices, for instance, jumped up from Rs. 75 per kilogram a year ago to Rs. 199 per kg and are still not under control. Not just tur and urad, major pulses are selling in the retail market at almost Rs. 140 per kilogram. Efforts to nail in hoarders and blackmarketeers did not yield the desired effect.

During the year the government raised the minimum support price of major pulses by Rs. 275 per quintal. Time and again the government has had to intervene in the market for onions and pulses this year.

Pulses output went down from 19.24 million tonnes to 17.20 million in tonnes in 2014-15 leading to the crisis of unprecedented price rise in these commodities.

Even the prices of potato and tomatoes have ruled high this year not to talk of the regular vegetables and fruits. At the onset of the season peas were selling for as high as Rs 110 per kilogram.

To tide over the situation the government has set up a Price Stabilisation Fund with a corpus of Rs. 500 crore. Some of the funds were released this year for subsidised sale of pulses for states who came up with innovative schemes to provide pulses at affordable prices to Public Distribution System beneficiaries.

With production estimates for 2015-16 still lower than the bumper crop of 2013-14, the government has decided to create a buffer stock of 1.5 lakh tonnes of tur and urad dals which will be procured directly from farmers at market rates.

To mitigate the suffering from drought, the government came up with several measures including taking 50 per cent of the damaged crop area into consideration rather than mere 33 per cent and raising the relief amount by 50 per cent.

Reportedly Maharashtra's Marathwada region, which has been reeling under drought for last four years, saw the highest number of suicides by distressed farmers this year. The central government has given a drought relief of Rs. 3050 crore to the state, followed by Rs. 2033 crore to Madhya Pradesh, Rs. 1540 crore to Karnataka and Rs. 1672 crore to Chhattisgarh. The money will be given from the National Disaster Relief Fund. Union Agriculture Minister Radha Mohan Singh blamed states for tardy implementation of drought relief and delay in sending memoranda of demand which led to farmers' distress. "Implementation is in the hands of states," the Minister said.

Lower rabi sowing this year has prompted the Agriculture Ministry to be ready with Contingency Plan and be prepared to move seeds and fertilizers to the affected region, Last year while the average deficiency in monsoon was 14 per cent, in Punjab and Haryana it was to the tune of 17 per cent. Although these` states are irrigation, pre-harvest inclement weather hurt standing crop.

Seeking to address the issue of low productivity, the government has launched in a big way the scheme to issue Soil Health Cards. It proposes to cover 14.40 crore farmers in the next three years and has allocated Rs. 568.54 crore for the project. The card will enable a farmer to get assessed his/her far, soil for nutrient deficiency and fertilizer use. It will come with an advisory for the farmer on how much fertilizer etc. be applied in each crop.

With its focus on organic farming the government launched Paramparagat Krishi Vikas Yojna which encourages cluster farming. The subsidy for organic manure was raised to Rs. 300 from Rs. 100 per hectare.

About 60 per cent of India's agriculture is dependent on timely and adequate rain every year and recent droughts have only but emphasized the need for raising irrigation potential for farming. Towards this end the government last year launched the Prime Minister's Krishi Sinchai Yojna which is meant to ensure that more hectares are brought under irrigation. The budget allocation for this was about Rs.5300 crore which includes the funds for the Accelerated Integrated Benefit Programme. Agriculture Ministry says that about 1.55 lakh hectares have been covered under drip and sprinkler project under this programme.

Crop insurance and raising the income of farmers has been a long standing demand. While the minimum support price of cereals, pulses and oilseeds were raised substantially during the year, an adequate Crop Insurance Scheme is still elusive. Replying to a debate in Parliament on Drought, Mr. Radha Mohan Singh announced that the government will soon come up with a crop insurance scheme that does not burden the farmer with high premiums and shall be more accurate in assessing crop damage.

Knowledge of markets and market intelligence is one area that can benefit farmers for getting remunerative price for its produce. To this extent the government moved towards setting up National Agriculture Market which will enable farmer to offer his produce to any market through e-marketing.

During the year the Ministry launched several mobile applications for farmers to empower them. Crop Insurance application will help farmers find out the insurance cover and the premium applicable to them. The "AgriMarket Mobile" enables a farmer to get the market prices of crops in the mandi within 50 km radius.

With its focus on organic farming the government launched Paramparagat Krishi Vikas Yojna which encourages cluster farming. The subsidy for organic manure was raised to Rs. 300 from Rs. 100 per hectare.

To get over the problems of lack of mobiles and lack of connectivity in hinterlands, the Agriculture Ministry has decided to make all its services available through mobile platforms. Over two crore farmers are registered with the Ministry for use of 'mKisan' portal for receiving SMS advisories on crops and weather.

However, there is no denying the fact that weather conditions hold the key for agricultural growth and prosperity, more so in the coming year when concerns about crop production, availability and prices will spill over. In 2015 while horticulture and fisheries sector remained robust, farm sector growth decelerated due to continuously bad weather. (EOM).

(Gargi Parsai is a Senior Journalist based in Delhi)

What's Holding Green Products Back?

Transforming the materials economy is a tall order. It is critical to focus on the creation of truly sustainable goods using both short-term and long-term thinking. BY **JOANNA GANGI**

The sustainable products industry has garnered new traction recently, as more companies adopt sustainable practices in their operations and in the design of their products.

It is encouraging to see this surge in the movement toward a more sustainable manufacturing industry. People such as Jeffrey Hollender, co-founder of Seventh Generation, and John Warner, one of the founders of the green chemistry field, have participated in this movement since its inception and have been integral to its growth.

Transforming the materials economy is a tall order. It is critical to focus on the creation of truly sustainable goods using both short-term and long-term thinking. The gradual improvement of products to be better than their predecessors is an important step — a multitude of products in the marketplace simply need to be less carcinogenic.

And there is a growing demand on businesses to work toward long-term systemic change in both their internal processes and product design. Simultaneously focusing on both approaches will lend itself to a sustainable products industry.

Trim Tab talked with Jeffrey Hollender and John Warner about how business and green chemistry are using both approaches to change the manufacturing industry, and how the sustainable products industry effectively can address the social and environmental challenges we face.

Joanna Gangi: You are both founders and developers of the first truly sustainable brands — what do you think has changed since the establishment of those brands, and how has the sustainable product industry changed? Where do you think the industry is headed in the future?

Jeffrey Hollender: I think there's both good news and bad news. The good news is that business, in a pretty widespread fashion, has become increasingly focused on issues of sustainability. Many companies now think about these issues in their operations and in the design of their products.

That widespread concern and awareness is a good thing. At the same time, the business response and the business strategies that are in place to deal with sustainability fall hugely short of both what's possible and what's required to address the social and environmental challenges that we face. That gap between what is required and what is actually happening is quite dangerous.

It's not a lack of technology — in many cases, we have the technology. But, what we don't have is an economic system and structure that will encourage the sustainable products industry to move forward fast enough.

John Warner: I do feel that technology's development timeline is a little shorter than we believe. The positive thing is that the movement is growing. Fifteen years ago, there was only a small niche group of people demanding sustainable products. The trend is clearly in the direction of more and more people wanting, demanding and looking for sustainable products.

Unfortunately, as Jeffrey said, I feel with this growing demand and desire, we are not commercializing these sustainable technologies at an equal rate. I think Jeffrey is exactly right that we are in the situation that we're in now because the mechanism of investment demands short-term, narrow focus of the development of products.

By definition, sustainability is looking for the opposite. So, while the demands of sustainability are looking for a long-term, whole systems [and] big-picture viewing, the mechanism to develop products is still looking on a quarterly, short-term basis. And those two things are in conflict with one another.

If the technology were advanced enough, we could get away with this short-term thinking. But unfortunately, technology isn't there yet, and we need longer R&D cycles to develop these technologies. Also, sadly, we don't see this getting into the curriculum in universities of the core scientists — the chemists that are inventing new molecules. The designers making products are embracing sustainability, but they're stuck with the same building blocks. They're stuck with the same number of materials to design sustainable products. Until every chemist is given this training, we can't meet these needs.

Gangi: What trends do you see in transparency and toxic avoidance in the manufacturing industry? What recommendations do you have for companies that are embracing or evaluating this process?

Warner: We at the Warner Babcock Institute came up with a technology to increase the use of recycled asphalt in paving and to reduce the processing temperature. And there have been no barriers to introduction to the market. The product is called Delta S, and it is doing really well in the market.

My expectation for green chemistry is a technology that has superior performance to an incumbent technology, superior cost to an incumbent technology, and of course is better for human health and the environment. My position is that the best path forward is for chemists to design products that would sell absent of the sustainability narrative and that the sustainability narrative isn't required for market penetration, but is a facilitating force.

The product sells itself because it does something that other products can't do, at a cost that's appropriate. So, really the only barrier is the invention of that product — the barrier is that these products are not being invented fast enough. This creativity, this ability to go from idea in the lab to marketplace, is being hampered by the short-termism of how we do R&D.

Hollender: Over the last decade, there has been a great increase in demand for transparency. That demand has come in part from consumers, and in part from businesses. If manufacturers don't have good transparency on their ingredient lists, they can't make the kinds of claims they might want to make to their customers.

This together with the aspects of transparency that are often highlighted in corporate sustainability reports is a huge leap forward. Companies weren't talking about how much water or energy they're using or how many toxic chemicals they're using. The transparency story has been a positive movement within the larger movement toward sustainability.

The one note of caution and the one concern I have is that if you put all these pieces together and look at one of the most important aspects of sustainability, which is the way in which businesses and products externalize their costs onto society and the planet, I think we still have a long way to go in terms of clearly understanding that.

For much of the past decade, transparency has been focused on looking at the direct external implications of the supply chain through to the manufacturing of the product. Eighty percent of the negative impact or externality comes in the consumer's use of the product. We focus a lot of energy studying the ingredients, sourcing, packaging, etc., but the vast majority of the impact comes when the consumer uses the product.

The next great leap forward is getting a much better picture of the product's use and its impact. It is critical to develop because, in many cases, we might come to very different conclusions about where the product development priorities lie if we're looking at the consumer use.

Warner: I think there is still a lot of indecision on how transparency is communicated. Looking at lists of ingredients and saying, "This product doesn't have a certain ingredient," doesn't really mean it's safe. It just means it doesn't have a certain ingredient. There's always a disconnect between the people in the labs inventing new things and the people in marketing who say that is not what the market needs. When you factor in sustainability, it's the use of the product that ultimately is the most important. So we need to invent technologies where the scientists inventing it understands that use and can invent to what society needs.

Over the last decade, there has been a great increase in demand for transparency. That demand has come in part from consumers, and in part from businesses

Gangi: How do you think the concept of net positive is reframing the sustainability movement?

Hollender: Net positive is the most promising and hopeful framework, and if pursued and followed by business, would lead to the most dramatic positive impact for the planet and society. The challenge that we face is that the concept is so new, and most businesses aren't familiar with it. We have, in many ways, defined much of what sustainability is about within the context of being less bad — less pollution, less energy, less water. Net positive is a whole different way of thinking about innovation and product development, and it places challenges and requirements on business and industry.

While, conceptually, it's absolutely what we have to promote and embrace, what worries me is the gap that exists between the conceptual framework and the political and economic framework within which business and industry work. There's a gigantic gap between what we need to do and what we're doing.

Warner: My issue with net positive is the discussion about not being less bad, but being good — my concern with that thought process is the current state of science. There are so many carcinogens in today's products. We have products that cause birth defects. We have products that end up in the oceans and never degrade. We have problems that must be solved, and we're not smart enough to solve them yet. I don't want to put a wet blanket on making products that don't cause cancer, making products that don't persist in the environment and making products that don't cause birth defects. If we jump to the next level and say, "Well, that's not good enough. We're not going to invest in that."

We've got to be careful how we phrase net positive because there are a lot of problems and, frankly, I would be happy making some products less bad. There are a lot of problems to solve. The reality is that the majority of products have something that needs to be improved in the sustainability realm. Some are bigger issues than others. Inventing is hard enough, so I don't want to start saying to those very few chemists and material scientists who are trying to make products that are less carcinogenic isn't good enough, because we certainly need to make less carcinogenic things.

When one says, "Let's do something positive," there is an implication that we are making a decision of what not to do, that we are deciding what net positive is. It's a brilliant concept and very important, but I want to throw a lot of caution at it because once we start picking what it means to make things better, we're choosing what we want to have happen. What if we're wrong and we've designed products to do something that maybe nature isn't ready for or wants?

Hollender: When I look at the challenges facing us from a net positive perspective, I look at the economic framework within which business is functioning. If we had full cost accounting, if businesses had to pay for the carcinogenic chemicals that they put into the environment and had to pay for the health costs related to that, we would see a very dramatic change in the landscape because it would not make business sense.

By allowing businesses to dump their externalities onto society, we've allowed companies to make all these carcinogenic and toxic products and not pay the price of the implication to society. So, we need to change the tax, legislative and policy framework within which business operates.

One of the reasons we don't have more toxicologists and material scientists is because we've largely let business off the hook and have insisted that they pay the price for products that cause harm. And in terms of the moral implications of making decisions about what's good and what's bad, I agree with John that the concept comes with great risk, and it requires great humility.

But I worry that our society is less willing to undertake that process than it used to be. I worry that the framework that governs the way business operates today has more to do with what the law allows and permits than what we believe from a human and humane perspective is the right, best, moral thing to do.

Gangi: Is there anything that could make this concept more attractive to business and industry?

Warner: Creating tax incentives or some financial incentive for long-term investment would help deal with the short-termism. Combining this with incentives for long-term research — encouraging patient investments — would help address these issues.

Hollender: We can do that if we redefined the way capital gains taxes are paid. Instead of giving people a huge tax break after 12 months, incentivize them by allowing them to pay no taxes if they make an investment over 10 or 15 years. And penalize them for short-term investments by a high tax rate for a less than 12-month investment.

Restructuring capital gains would have a ripple effect of making far more money available for those long-term investments that doesn't exist today.

Gangi: What recommendations do you have to others in building a business for sustainability that also has a social mission?

Warner: The structures that we have in place are just strange. There are weird, idiosyncratic forces that inhibit people from doing the right thing.

For example, a big company that is being challenged from an investment perspective because they have too much money in R&D and they're not returning enough shareholder value can't talk about long-term research. They may want to. And by definition, anything under the sustainability umbrella is long-term research.

So there are organizations that may want to do this kind of research, but they've got stakeholders demanding that they make a good return for the quarter. I find that the individuals want to do the right thing but when faced with the current corporate structure, they feel trapped in a system they can't control.

Hollender: I think you have to focus on two things in order to not fall into that trap. First, you have to focus on your source of capital.

If you take capital from investors that want to see you triple their investment over a three-year period of time or at a minimum, return 30 percent compounded interest, compounded return on investment, then that's a recipe for disaster. It doesn't give you the time or place the priority on the kind of much needed long-term development that John is talking about. You have to pay very careful attention that you don't raise money that forces your business to function in a way that isn't aligned with your sustainability goals.

Second, you have to pay attention to corporate governance. We often give investors too much control and too much say over what we're doing with our businesses. The B Corporation movement is a big step in the right direction, but it's not even adequate to protect the mission from the often perverse incentives of the funding that comes into most startup companies.

We need capital that is committed to values like net positive and sustainability. There's a big disconnect between what most individual investors would support and what happens when their money gets placed in institutional hands and is invested in businesses.

Gangi: What is holding the market back, and what can be done to fix it?

Hollender: The biggest concern I have is the fact that money has become such a dominant influence and is risking the destruction of our democracy at this point. When you have individuals who put $10 million into elections, you end up with politicians that are beholden to the interests of the wealthiest members of our society. The individual vote counts for less and less as more individuals in businesses influence the outcome of the political process.

So I think we need to get money out of politics. I'm worried that until we get money out of politics, we will continue to head down the wrong road.

Warner: As we work on the demand for sustainable products, we need to also work on the supply of those sustainable products. We need to expand the science and chemistry curriculum and get universities on board. If the inventors of chemistry know nothing about these issues, it doesn't really matter, they cannot contribute solutions.

But if we could get the inventors of technology to understand these issues, we can address them all. Universities need to come together and share approaches to develop a curriculum so that in the future we can have all scientists learning technologies to make sustainable and healthy products. Beyond Benign is a small nonprofit pushing for this. Almost 50 universities have already signed the green chemistry commitment.

So I'm hopeful. But at the end of the day, we have to focus on the reality that molecular scientists, the only people in the world who can make a new molecule, are unlikely to have any training on how to make a molecule that's sustainable.

Gangi: How do you see the potential of standards and frameworks like the Living Product Challenge to transform the marketplace?

Hollender: I am thoroughly impressed and amazed with the initiative. The biggest thing that amazed me about it is that I hadn't heard of it yet. I think that the Living Product Challenge is exactly the right kind of framework to help us make progress toward greater sustainability.

You have to pay very careful attention that you don't raise money that forces your business to function in a way that isn't aligned with your sustainability goals.

The challenge we face is exactly what we've been discussing today, which is, what kind of system needs to surround a challenge like that to make it as successful and impactful as possible?

Warner: I'm equally surprised that I haven't heard more of the Living Product Challenge. In order to improve something, you need to know how to get there. The verb of improvement resides somewhere else. It's not the tally of the performance, but it's how it was invented and carried out, that changes things. And that's where green chemistry and the inventors reside.

So, we need clear and unequivocal measurements to know that we are going in the right direction to make sure we are doing and accomplishing the things that we want to accomplish. But we have to realize that saying "we need better products" louder and louder does not create the ability for a scientist to actually do it. And that's where curriculum comes into play.

I would love to see the Living Product Challenge incorporate education, maybe even the Living Education Challenge, where chemistry departments of universities are evaluated.

Gangi: What excites both of you in the sustainable business movement?

Warner: The next generation. When I meet with established organizations that have legacy issues, I am impressed and sometimes moved by their commitment. But it's not universal. There are a lot of infrastructure issues that are pushing people back.

But when I meet the next generation and when I speak to students and early-career scientists, there is a passion within them. I feel unequivocally hopeful that good things will happen as long as we give the next generation the tools to do it.

Hollender: I feel the same way. When I was teaching at NYU, the students made me feel the most hopeful. They will replace us, and their concerns and their values will shape a very different world from the world we have today. I just hope that we have enough time for them to bring that influence to bear.

Joanna Gangi is the Communications & Editorial Director of International Living Future Institute.

(Source: http://www.greenbiz.com/article/whats-holding-green-products-back)
This article originally was published in the Fall '15 issue of Trim Tab, the International Living Future Institute's magazine for transformational people and design

Can Hollywood Save Us From Climate Catastrophe?

As scientists learn more about the potential impacts of climate change, more stories are emerging that easily could be spun to read like nightmarish sci-fi movies. BY **DAVID WIGDER**

By taking on the link between football and brain injuries, the recently released movie "Concussion" reminds us of the potential for Hollywood to shape attitudes and beliefs about controversial topics through entertainment.

The film has put America's most popular sport under a microscope and sparked a dialogue about children participating in contact sports and the role of the National Football League in preventing injuries to its players.

Certainly, there is the potential for a similar movie to be made about climate change — one that builds on "An Inconvenient Truth" and speaks to a new generation.

Perhaps it's a film about a whistleblower who stands up to oil company executives, who have known since the 1970s that burning fossil fuels contributes to global warming. Such a movie would confront head-on the impact that our car culture is having on global warming.

But movie dramas that directly tackle a controversial topic might not actually be the best way to appeal to a broader audience. While lackluster box office receipts for "Concussion" simply might reflect a crowded field, it also may reflect a public reticent to confront a controversy that taints a beloved sport, especially one so core to our identity as Americans.

Apocalypse now

While a similar claim could be made about "An Inconvenient Truth,"this may not be a universal truth about climate change movies in general. In fact, one could argue that Hollywood has had more success in tackling climate change as an apocalyptic or post-apocalyptic story.

"The Day After Tomorrow," a movie where ice sheet melting shuts down thermohaline circulation in the oceans, resulting in the rapid onset of a new ice age, was the No. 9 highest-grossing disaster movie of all time. "Waterworld," where humanity is forced to live on water when melting ice caps raise sea levels high enough to flood all land, was the 11th highest grossing "post-apocalypse" movie (adjusted for 2015 dollars).

Such movies are not made without criticism, given the artistic license taken to tell such doomsday stories.Some from the scientific community argue that interjecting Hollywood into the climate debate may be a bad thing, as it could further blur the lines between fact and fiction, especially with a public that remains skeptical of science.

But, with a public that holds views on climate change that largely align with political affiliation, Hollywood might offer a rare opportunity to cut across these lines with a message that is both entertaining and eye-opening. Indeed, there is already evidence that movies such as "The Day After Tomorrow" can change consumer attitudes and beliefs about climate change.

According to a study (PDF) conducted by Anthony Leiserowitz at the Yale Program on Climate Change Communications, viewing "The Day After Tomorrow" increased movie watcher "concern" and "worry" over climate change. Not only did movie watchers say they were more likely to purchase a fuel efficient car and share their concerns with politicians, but they were also more willing to talk about global warming with their friends and family, reflecting the increased importance that movie watchers placed on this issue.

Flipping the script

Given the past financial success of such doomsday stories, one might think that moviemakers would be clamoring for new scripts. Today, there is increasing awareness of climate change impact among Americans, especially given the extreme weather events occurring across the U.S. as a result of a usually strong El Niño this year.

This type of script would be especially appealing to Millennials, who are especially passionate about this issue and remain a coveted target audience for studios.

As scientists learn more about the potential impacts of climate change, more stories are emerging that easily could be spun to read like nightmarish sci-fi movies. Here are a few examples:

- Ancient bacteria brought back to life as glacier ice melts cause pandemic
- Global food stocks collapse from widespread drought, ocean acidification that dissolves shellfish and the spread of neurotoxins in fish, unraveling social order and leading to war, or worse, nuclear confrontation
- Rising temperatures shut down photosynthesis by phytoplankton, the source of most breathable oxygen on earth,suffocating all life

In the "Terminator" movies, Arnold Schwarzenegger saved humankind from apocalypse by traveling back in time to change the course of human history before it was too late.

Perhaps when it comes to climate change, Hollywood can inspire humanity to save itself the first time around so it doesn't have to rely on time travel as a last-ditch effort.

David Wigder is Head of Research at Flipboard
(Source: http://www.greenbiz.com/article/can-hollywood-save-us-climate-catastrophe)

The Art Of Bringing Science To Sustainable Development

The 17 goals the U.N. Assembly adopted are all sectoral — there is a goal for energy, a goal for water — so people will start to compete for investment. Putting together integrated cross-sectoral implementation is one of the most important paradigms behind the World in 2050 project. The whole idea is to prevent the global system from misinvesting again. BY **MARY HOFF**

Scientists can be very good at creating new knowledge in a specific topic area, then dropping it with a thud into policy-makers' laps, trusting they will figure out how to use it to solve problems.

Not so fast, says Pavel Kabat, director general of the International Institute for Applied Systems Analysis, a 43-year-old international organization that brings researchers together across 23 nations to guide public policy.

Kabat argues that science needs to stay as a partner at the policy-making table, crossing disciplines and sectors and synthesizing knowledge to create efficient, sustainable solutions.

Recently Ensia asked Kabat about "The World in 2050," a new project aimed at developing integrated, science-based approaches to achieving the just-mintedSustainable Development Goals. The initiative is a collaboration among IIASA, the Stockholm Resilience Center, the Earth Institute, the Sustainable Development Solutions Network and the Alpbach-Laxenburg Group, with an initial project group of 30 institutions including the Organisation for Economic Co-operation and Development and the International Monetary Fund.

Mary Hoff: What is special about the way IIASA addresses global grand challenges?

Pavel Kabat: Systems thinking — meaning you look into a problem and try to understand the feedbacks, not only across the different scientific disciplines and economic sectors, but also in a global and regional and local context. Then, look into co-benefits and possible synergies, but also conflicts.

For example, in 2012 we launched the Global Energy Assessment around the questions: Can we have full energy access by 2030 or 2050 for 2 billion people? At the same time, can we double the rate of renewables in the energy mix across the world, and in particular regions and countries? And can we double the efficiency of energy systems?

These are good questions from the energy point of view, but we said, let's include the 2 degrees C climate target along with standards for air pollution and health. The study became the first to show that when you work toward these four together — energy, climate, air quality and health — you can save about 40 percent of the costs, or roughly $80 billion annually.

Hoff: How will the World in 2050 project benefit the Sustainable Development Goals?

Kabat: The 17 goals the U.N. Assembly adopted are all sectoral — there is a goal for energy, a goal for water — so people will start to compete for investment. Putting together integrated cross-sectoral implementation is one of the most important paradigms behind the World in 2050 project. The whole idea is to prevent the global system from misinvesting again.

Let me give you an example. When we put up the energy outlook two years ago, it was based on assumptions that the oil price would remain above $80 per barrel. What happened two years later? We went down to $40. You can imagine what happened to the investment packages.

Science could have [helped], but science was forced to leave the stage much too early. What we're proposing here is a long-lasting partnership, where we'll be able to not only provide the framing of long-term scenarios but also be able to recalculate when environmental or financial or other conditions change. It's partnership thinking, where science is not prescripting but partnering to help the implementation process.

The SDGs offer an opportunity to make a major fundamental global transition to sustainability. Science for the first time ever is offering a sustained partnership for many years to come. And that partnership is grounded in a realization that goals in isolation cannot lead to successful implementation. We need an integrated, knowledge-based transition.

Hoff: What is the biggest obstacle the World in 2050 project faces, and how do you plan to overcome it?

Kabat: The absolutely biggest obstacle is the terribly siloed system we are part of — not as much anymore in science, but at the level of the global governance and institution structures.

To really break through that — to convince, for example, the environmental ministry of Country 1 to talk to the minister of water in the same country to produce an investment portfolio for goals 7 (Energy) and 6 (Water) together — that's a major thing. If we don't have that transformational change in the institutional and financial governance in this important process of implementing the development goals, we will terribly misinvest and mistarget.

Let's discover the co-benefits. Let's show the numbers. We're sometimes running around like headless chickens, well meaning but yet forgetting that when you put in a half-a-billion [dollar] water project in a sub-Saharan African country, you're missing out badly because you are not checking at the same time for possible synergies and competition with the water needs of other sectors. This is not a way to do big transitions.

Hoff: As a scientist, what made you want to work at the interface of science and policy?

Kabat: It's partly a kind of frustration. We see there is much more known than the policy-making process is willing and able to absorb and/or use. We believe we've got to make major steps towards a global transition on the climate before it is too late. But we also genuinely believe that we can turn upside down and change the fundamental paradigm.

Namely, that sustainable and environmental issues — such as climate change or transitions to a decarbonized world — actually present huge opportunities, as opposed to threats, to economic development. We believe that transitions can actually be economically and socially beneficial, and this needs to be better communicated to the policy-makers.

Hoff: What gives you hope?

Kabat: I was in New York for the U.N. General Assembly and the adoption of the SDGs, and we were part of everything. There were 100 heads of state; I attended a meeting with more than 40 mayors of global leading cities and many other political side events.

The SDGs offer an opportunity to make a major fundamental global transition to sustainability. Science for the first time ever is offering a sustained partnership for many years to come.

Then I went to this concert in Central Park with 80,000 people from across the world. Ninety percent of them were of the young generation. The way they responded, the energy that was hanging around there, that gave me the most hope of the whole New York happening, much more than sitting in the assembly with heads of state and shaking hands with them.

It's not heads of state, I'm sorry to say; it's not the U.N. system as such anymore. The next generation, this is my hope.

Mary Hoff is Editor in Chief of Ensia
(Source: http://www.greenbiz.com/article/art-bringing-science-sustainable-development)

How Female Investors Can Lead The Way To A Low-Carbon World

As more women become embedded in high-level investment, executive positions and boardroom decision-making, the conversation is shifting toward one that incorporates sustainability as the new norm. BY **TARA HOLMES** AND **SHILPI CHHOTRAY**

Women increasingly are driving the global economy. According to a 2009 Harvard Business Review article, women controlled $20 trillion in consumer spending each year. Morgan Stanley reports that women control $11.2 trillion of the United States' investable assets, too — assets held in one's bank account, stocks, bonds and certificates of deposit.

Furthermore, investing that takes environmental, social and governance (ESG) issues into account has grown in popularity as women seek more meaningful investment options than traditional investors have.

Commenting on a recent survey of high-net-worth individuals, Jackie VanderBrug, a senior vice president and investment strategist at U.S. Trust, said just over half of respondents expressed interest in social and environmental impacts of their investments. For women and millennials, that rate jumped to 73 percent, according to VanderBrug — suggesting that as women invest more, ESG investing could become the norm.

Increased market attention to social and environmental issues is helping these issues gain broader public recognition. But the most important thing we can do to maximize women's influence on finance and sustainability is to place more women in positions of power in boardrooms and C-suites.

One study from the Haas School of Business at the University of California, Berkeley, that looked at ESG categories across more than 1,500 companies found that companies with more women on their boards were more likely to address and reduce environmental risk through actions such as measuring carbon emissions, avoiding biodiversity disturbance and investing in renewable energy.

Sea change in the C-Suite

At the executive level, we see companies such as Estée Lauder Companies Inc. — where women make up close to one-third of the executive team — committed to managing and understanding environmental, social and economic impacts throughout their value and supply chain, focusing on energy, waste, recycling and workplace safety.

In a message to stakeholders, Pamela Gill Alabaster, vice president of global corporate responsibility for Estée Lauder, wrote that the company is planning to implement new governance structures, develop climate change policies and weave sustainability across its brands. Alabaster noted that Estée Lauder is continuing to increase how it transparently communicates on progress with its stakeholders, a critical component of long-term corporate improvement.

Estée Lauder is not alone. A Barclay's report (PDF) in partnership with the Economist Intelligence Unit highlights that gender diversity — specifically, the presence of women in senior management — is a main indicator of a company's commitment to ESG criteria.

Estée Lauder is also one of the leading companies on the Pax Ellevate Global Women's Index Fund, headed by Sallie Krawcheck, former president of the Global Wealth & Investment Management division of Bank of America and a notable promoter of gender diversity in the workplace. Krawcheck is working to ensure that the positive influence of women within companies grows.

The Pax Ellevate Global Women's Index Fund is the first of its kind dedicated to companies highly rated for advancing women. Every company in the fund has at least one woman on the board and 99 percent have two or more, resulting in women holding 32 percent of total board positions and 25 percent in senior management — compared with worldwide averages of 12 percent and 11 percent, respectively.

According to Kathleen McQuiggan, senior vice president of global women's strategies for investment firm Pax World Management LLC, part of a partnership forming Pax Ellevate Management LLC, which manages the Pax Ellevate Global Women's Index Fund.

"If you have more women on the board, you see more women in senior management. It's a simple cause-and-effect scenario," she said.

That's exactly what the Thirty Percent Coalition is trying to accomplish. The group of over 70 women's organizations, institutional investors, corporate governance experts and others is committed to placing women in 30 percent of board seats across public companies by 2016. Sponsors of the coalition include big brands with big dollars, such as Avon, Walmart and Prudential.

Members include representatives from companies such as Trillium Asset Management, an ESG-focused investment management firm, and the Sustainability Group, a wealth management firm that centers on a commitment to sustainability and human dignity founded by Amy Domini, an investment advisor focused on ethical investing.

In 2014, for the third time, investors who support the Thirty Percent Coalition — and who represent more than $3 trillion in assets — sent letters to 100 prominent companies calling on them to boost the presence of women on their board. Efforts so far have resulted in about 20 major companies adding women to their boardrooms.

Money matters

As more women become embedded in high-level investment, executive positions and boardroom decision-making, the conversation is shifting toward one that incorporates sustainability as the new norm.

In 2014, for the third time, investors who support the Thirty Percent Coalition — and who represent more than $3 trillion in assets — sent letters to 100 prominent companies calling on them to boost the presence of women on their board. Efforts so far have resulted in about 20 major companies adding women to their boardrooms.

Meanwhile, it's never been easier for consumers to support companies committed to gender diversity — and the ecological and social consciousness it brings with it.

The BUY UP Index, for example, is an app that rates brands and the companies behind them based on their gender diversity in the boardroom, C-suite and workforce as well as on their philanthropy and how they market to women.

Amy-Willard Cross, founder of the BUY UP Index, stated, "It's important to bring capital to women, or to women-owned companies, not just sell us stuff."

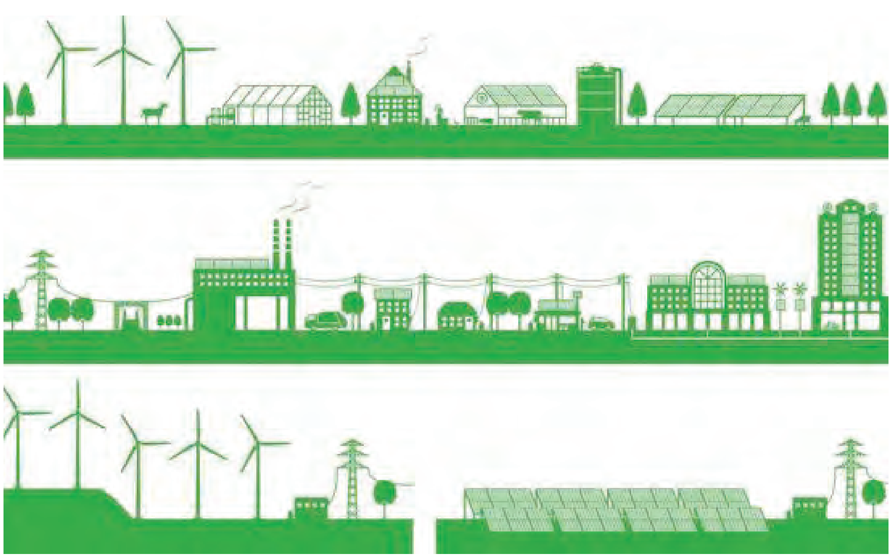
Therefore, it's critical that those with the ability to promote gender diversity in companies continue to do so. And it's just as important for the rest of us to put pressure on them to recognize the benefits of gender diversity. As we do, we can help usher in a future where, as U.S. Trust's Jason Baron puts it, "no discernible distinction will exist between investors in ESG and investors in general."

(Source: http://www.greenbiz.com/article/how-female-investors-can-lead-way-low-carbon-world)

How Solar And Wind Will Grow Even In Grid-Centric Economies

There has been increasing concern that variable renewables such as wind and solar may face an upper limit to adoption in the U.S. grid. The argument is that large amounts of variable renewables will create excess supply concentrated at the particular times of day when they produce. The notorious "duck curve" is an example of this — the duck-like shape of a particular, daily demand curve modeled for California's grid when the production of large amounts of solar photovoltaics (PV) is netted out.

BY **MARK DYSON, JAMES MANDEL AND AMORY LOVINS**



Earlier this year, MIT researchers were the latest in a series of analysts to raise alarm about the perceived limitations of solar PV's continued growth. In short, these analysts propose that variable renewables will depress wholesale prices when they run, thereby limiting their own economic success.

These concerns have garnered coverage in other venues (including Vox, Greentech Media and Financial Times), leading observers to suggest that the future prospects for renewables may be dim.

But are these concerns really justified, or do they rely on outdated assumptions about the grid and about electricity markets? We argue that these critiques, assuming a static grid and unchanging market mechanisms, can be used to make any innovation look bad.

However, more integrative assessments of a least-cost, clean and reliable power system of the future will factor in high fractions of variable renewables, along with more-efficient markets (and usage) and new technologies to integrate these resources seamlessly and resiliently.

In this article, we argue that falling wholesale prices is a good problem to have, and that concerns about economic limitations ignore remedies available from supply-side evolution, demand-side resources and updated market mechanisms. As the world gathers in Paris for COP21, these messages are as important as ever for charting and pursuing a low-carbon clean-energy pathway.

Understanding the 'problems'

There has been increasing concern that variable renewables such as wind and solar may face an upper limit to adoption in the U.S. grid. The argument is that large amounts of variable renewables will create excess supply concentrated at the particular times of day when they produce. The notorious "duck curve" is an example of this — the duck-like shape of a particular, daily demand curve modeled for California's grid when the production of large amounts of solar photovoltaics (PV) is netted out.

Critics argue that this technical characteristic of variable renewables, specifically PV — a daily generation pattern that is not perfectly matched with load — can have economic consequences for all forms of generators, especially the renewable resources themselves.

Large amounts of renewable resources can sell a glut of power when it's available, offsetting production from higher-marginal-cost resources (such as gas-fired power plants). Because power prices generally are set by the resources with the highest marginal cost that clear in the market, additional generation from renewables tends to lower market prices.

This "merit order effect" often decreases revenues for fossil generators. This impact has been particularly dramatic in Europe, where generation from costly-to-run thermal plants during the daily solar peak formerly was very profitable for fossil generation owners.

PV has decreased energy prices so much there that the top 10 EU utilities lost half their market capitalization. However, the merit order effect also means that variable renewables themselves also may earn lower profits as their adoption rises. A common conclusion is that variable renewables can play only a modest role in power production, marginalized by declining wholesale value at higher adoption levels.

On the other hand: 3 trends accelerating renewable adoption

Analysts who have put forth these arguments have elaborated only the first half of a microeconomics thought experiment. The problems they hypothesize hinge upon the laws of supply and demand, but omit important aspects of both, drastically overstating the perceived "problems." Let's see how.

1. Supply is changing holistically, not incrementally

Many of these thought experiments consider adding just a single supply resource (often solar PV) without considering many of the other supply-side changes happening at the same time. In reality, solar PV, wind and natural gas are all joining the supply mix in a big way at the same time; the first two are often complementary and the third is dispatchable, so together, they can do a lot to mitigate the "duck curve" often portrayed.

At the same time, retirements of uneconomic assets will provide a countervailing buoyancy to wholesale prices. For example, even though old, dirty plants often have low production costs, they may exit the market anyway due to high costs of compliance upgrades or other fixed costs that erode their profits. The resulting less-abundant supply can cause the marginal supply curve to contract in quantity, leading to higher prices and higher profits for renewables and remaining fossil generators — unless demand drops too, as it's doing in the industrialized world.

2. Demand is increasingly flexible, not fixed

Analysts arguing that renewables' variability will limit their growth often assume perfectly efficient wholesale markets, but unchanged retail markets and fixed demand profiles. This incomplete and asymmetrical treatment ignores the emerging capability to harness the demand side of the equation. For example, people like and respond to time-varying pricing programs, and these programs are starting to roll out at scale. The electricity demand of many appliances including electric water heaters and electric vehicles is inherently flexible without disrupting the service provided. Furthermore, new business models (from both utilities and third parties) are driving this convenient flexibility by providing seamless solutions, unobtrusively, conveniently and without requiring customers to become part-time energy traders.

These factors together increase flexibility of demand, an important low-cost resource, and enable what is the most natural response to changing prices in an efficient market where consumers find ways to use and benefit from cheap electricity from wind and solar. In other words, as renewables reduce energy prices during certain times of day, demand flexibility allows customers to shift demand to those times, which will both reduce energy prices at other (peak) times and raise the price paid to renewables during times when they produce the most.

3. Storage makes renewables dispatchable, not variable

Diverse supply and flexible demand will play a big role in easing renewable integration concerns but, to the extent that issues remain, the continuing decline in battery prices and the range of values available from batteries means that remaining variability issues probably can be addressed at modest incremental costs. At the retail level, this can lead to increasing self-balancing of distributed generation (we've already seen this

Diverse supply and flexible demand will play a big role in easing renewable integration concerns but, to the extent that issues remain, the continuing decline in battery prices and the range of values available from batteries means that remaining variability issues probably can be addressed at modest incremental costs.

in Germany and Australia, and it may affect utility business models in the U.S.).

At the wholesale level, as variable resources begin to saturate the market, high-priced hours will incentivize developers to begin to look at storage. Already, storage is seen as a near-term replacement for peaking generation, and batteries installed for peaking capacity also can be used to smooth the economic impact of renewables on power prices.

Storage is already a common feature of concentrating solar power (via molten salt), and becoming an increasingly common feature of solar PV. For example, the all-renewable winning bids in the latest Chilean auction for unsubsidized electricity included not just solar power as low as $65/MWh in the daytime, but also nighttime solar power — via thermal or electrical storage — for $97/MWh at night. With storage, variable renewables become dispatchable, and dispatchable renewables do not have nearly the same merit order effect as variable ones. To be sure, our recent demonstration that 13 kinds of benefits of behind-the-meter distributed storage can make batteries cost-effective does not necessarily make them competitive with the many other ways to achieve grid flexibility, but similar reasoning suggests an abundant range of options for averting the problems that narrowly constrained models imply.

Whole-system thinking as the path forward

Analysts arguing that renewables economically will limit their own continuing adoption generally leave out the considerations listed above — and more important, these arguments are built on incremental thinking, assuming that today's grid and markets are fixed and only one thing changes (PV or wind-energy market share).

A more holistic, integrative and accurate analysis would start with the ultimate objectives (reliable, resilient and least-cost energy services) and promote a whole-system design to get there promptly.

With this perspective in mind, the characteristics of renewable energy that have caused so much hand-wringing — variable output and near-zero marginal costs of production — simply add to the list of design considerations for a market design that rewards efficient investment. Given supply diversity, demand flexibility and emerging technologies such as storage, variable renewables are unlikely to face any practical limit to growth even under current grid paradigms and market structures.

Modern market design that reflects the realities and changing resource mix of the 21st century grid, being pioneered in Germany already, can go a long way towards aligning incentives for least-cost resource mixes.

Nothing sacred about existing markets

But even if renewables do face adoption limits in current markets, there is no reason we have to keep these markets the way they are. Wholesale power markets are largely a product of historical coincidence, formed out of the paradigms of the last century in which thermal power plants competed only with each other.

Modern market design that reflects the realities and changing resource mix of the 21st century grid, being pioneered in Germany already, can go a long way towards aligning incentives for least-cost resource mixes. Particularly, incorporating behind-the-meter distributed energy resources and flexible loads into energy markets — as is being done in California and New York — can bring new capabilities and a refined level of control to the grid.

An integration challenge?

Evolving supply, flexible demand, storage and updated markets can remove the limits to increasing renewable energy on the grid. In a later post, we will highlight how these same levers can address the common concerns — and misunderstandings — about "integration costs" of renewable energy. For example, a much-hyped recent paper (PDF) claims that high-penetration renewables must incur steeply rising integration costs.

But that turns out to be an artifact of extremely restrictive assumptions in the models used, combined with an assertion that competitive harm to thermal-plant incumbents is an economic cost of the renewables that beat them.

Renewables are here to stay

The "problems" with renewables often brought up by analysts may be real in isolation, but are overstated when the full range of options is considered. Indeed, these are good problems to have: They're the natural forces of supply and demand acting to send signals to market participants to diversify resource choice, incentivize demand flexibility and invest in storage and other emerging technologies.

Arguments against wind and solar PV conclude that these resources will need greater subsidies to survive in the "duck curve" era. But instead, we can tap the latent power of supply diversity, demand flexibility, storage and market design to level the playing field for all resources, rather than clinging to the premises of the 20th century grid. Protecting the old system is far inferior to enabling the new one so that innovation can flourish, entrepreneurs can thrive and all options can compete fully and fairly.

(Source: http://www.greenbiz.com/article/how-solar-and-wind-will-grow-even-grid-centric-economies)

TIMESJOBS.COM

INDIA'S LEADING JOB PORTAL

Indian Centre of CSR in association with TimesJobs bring you the most sort after job opportunities in the field of Corporate Social Responsibility. TimesJobs.com, the fastest growing and most innovative Indian online recruitment portal, was born with a mission to reach out to all Indians in the country and abroad and provide them with the best career opportunities available.

Today TimesJobs.com, has achieved the distinction of becoming India's No.1 recruitment portal, with the largest number of active jobseekers and a database of over 10 million candidates and over 20,000 new resumes added every day, it offer one of the largest database of active jobseekers in India today.

Its focus is to ensure your skills are showcased and matched suitably with the HR requirements of employers from diverse industries including the field of Corporate Social Responsibility. In a very short span TimesJob's concentrated approach has made it the blue-eyed boy of recruiters and aspirants alike.

You can apply for the below listed jobs on www.timesjobs.com by typing the Job ID in the search window, alternatively you could also search categorywise to find many more opportunities in CSR.

Company: Ajax Flori Engineering India Private Limited
Job ID: 56267705
Designation: Corporate Social Responsibility - Executive
Experience: 6 to 10 yrs

- **Salary:** As per Industry Standards
- **Location:** Banglore / Bengaluru
- **Key Skills:** Administration worked on CSR programs drafting of findingsPrepare presentations establishing a social touch
- **Job Function:** Administration
- **Industry :** Manufacturing / Industrial
- **Specialization:** Administration , Event Planning , Facilities management
- **Qualification:** Any Graduate

Job Description

Principal Accountability:

- Developing a local network and establishing a social touch to understand ground level requirements of particular area and community.
- Prepare presentations, reports and collaterals regarding CSR activities.
- Effective communication on CSR projects with internal and external stakeholders.
- Liaising with Gram panchayat, NGOs and other local authorities.
- Implement CSR programs, e.g. Site visits, research, drafting of findings, analysis and reports.
- Ensuring ground level execution of all CSR programs by company.

Experience:

- Professionals having 7 - 10 years relevant experience in nonprofit organization / mid size corporate / CSR consultancy.
- Must have worked on CSR programs for rural area in Karnataka.
- Experience of CSR programs related to health and hygiene preferred in Karnataka.

Required Skills:

- Adept at working with cross-functional teams spread across various parts of an organization.
- Ready to travel for project implementation and supervision.
- Should have sound knowledge of statutory compliances and legal requirements related to CSR initiatives.
- Skilled at researching, investigating and garnering information from available resources.
- Flexible, creative and detail-oriented in ambiguous situations.
- Must be able to read, speak and write Kannada

Company: LEADING MANUFACTURING COMPANY
Job ID: 56154427
Designation: Head Corporate Social Responsibility

- **Experience:** 10 to 15 yrs
- **Salary:** As per Industry Standards
- **Location:** Pune
- **Key Skills:** To develop CSR and implement strategies / Team Management Multi tasking and Analytical Approach
- **Job Function:** Top Management Industry Manufacturing / Industrial
- **Specialization:** CSR / Operations / Customer Care
- **Qualification :** MBA / PGDM (HR / Industrial Relations , Marketing)/Any Graduate

Job description

Responsibilities:

- To develop and implement strategies which underpin the organization's CSR objectives
- To conceptualize, execute, coordinate, and communicate corporate social responsibility programs for the company and ensure effective communication on CSR projects with internal and external stakeholders
- Design and develop policy and programs in collaboration with the internal stake holders
- Ability to represent the data pertaining to the CSR activities in the best possible manner via different forms of media and magazines
- Application of knowledge of New Companies Act 2013(Section 135 and Schedule VII) pertaining to CSR into implementation.
- Adhering to project time lines and budget
- Present the findings of the due diligence to the Committee for approval and sanctioning of funds
- Ability to work with local authorities like Gram Panchayat
- Team Management
- Conduct thorough due diligence in terms of implementation partner, project development, project approval, contracting, budgeting and payments, monitoring, impact measurement and reporting and communication
- Independent assessment and analyses of project design and approaches
- Monitoring and evaluation of projects including Impact Assessments and Strategic Review and Planning experience of working on education, health and community development
- Documentation of project processes, and reporting program progress to stakeholders.
- Drive the execution of the policies and programs that are in consistent with the organizational strategies
- Access and analyze potential organizational and societal risks and opportunities while evaluating a project.
- Forecast possible challenges while executing the approved projects.
- Implement CSR programs, e.g. Site visits, research, drafting of findings, analysis and reports

Key skills and competencies

- Commitment to and passion for CSR
- Maturity to grasp the organization's culture and align the CSR goals in tandem with the organizations' aspiration to make a visible difference to the society
- Excellent ability to articulate and finesse to communicate decisions
- Excellent interpersonal, advocacy and political skills
- A broad proactive mind set, exceptional listening, framing and strategic abilities
- Multitasking and Analytical Approach
- Ability to judge situations and people and take appropriate decisions
- Well developed communication skills, both verbally and in writing
- Understanding of different educational, human rights and sustainability issues
- Business insight and commercial awareness
- Empathy and Adaptability
- Strong leaders and team players – but also 'self-starters' able to work with minimal supervision
- High on Integrity and open minded
- Persuasive and self-confident
- Influential, with political and environmental awareness
- Readiness to travel for project implementation and supervision

Candidate Profile:

- Graduate (preferably in Social Sciences Psychology, Sociology) or a Post Graduate Degree in Social Work
- Masters in Business Management
- Proven skills in leading and executing the CSR activities
- 10-15 years of experience of working in the similar function with NGOs or large corporate

---

Company: Hewlett Packard Enterprise Development LP
Job ID: 56069865
DesignationCorporate Social Responsibility Lead

- **Experience:** 15 to 20 yrs
- **Salary:** As per Industry Standards
- **Location:** Gurgaon
- **Key Skills:** CSR Corporate Advisory
- **Job Function:** Banks / Insurance / Financial Services
- **Industry :** IT-Hardware / Networking
- **Qualification:** MBA / PGDM/ Any Graduate

Job Description

Responsibilities

- Develop HP Inc India's Growth Plan
- CSR Activities
- Identify & help execute key strategies to achieve the targeted results as per growth plan.
- Develop a detailed execution and implementation plan which includes structure, metrics and processes
- Lead and partner with cross functional teams to develop short to mid-term business plans and supporting data driven models.
- Have a clear understanding of our customer(s)/ partners, GTM Motions and their business priorities backed by
- Market Insights
- Customer Requirements & Opportunities for Growth

- In depth market analysis, trends & Competitive analysis.
- Deliver business insights to facilitate decision making
- Support APJ business planning with market/customer analysis.
- Good understanding of Competitive landscape, TAM, customer profile/business requirements, strategic direction, key executive influencers
- Work closely with in-country and APJ Management
- To understand the business goals.
- Ensure that business activities are aligned with stated plans among different stakeholders
- Proactively work with IDC, key partners and customers to develop and modify growth levers as necessary.
- Modify / develop & help execute country business development plans

Qualifications

- 15+ years in the Technology Industry
- 10-15 years of relevant experiences in Corporate Social Responsibility
- Experience in Strategic Planning & Project Management.
- Advanced University degree preferable
- Strategic Thinking
- Cross Group Collaboration
- Ability to impact and influence business decisions.
- Financial/Business Acumen
- Data Analytics
- Interpersonal and Presentation Skills

Company : client of Talent Leads Hr Solutions Pvt Ltd.
Job ID: 56135000
Designation : Corporate Social Responsibility Manager

- **Experience :** 4 to 9 years
- **Salary :** As per Industry Standards
- **Location :** Mumbai
- **Key Skills :** Corporate Relationship
- **Job Function :** CSR / Corporate Planning
- **Industry :** Financial Services
- **Specialization :** Finance / Corporate Planning / Strategy
- **Qualification :** MBA / PGDM (Finance)/ B.com. (Commerce) (Commerce Honours)

Job Description

- **Job Requirement:** Help build a leadership in corporate responsibility and innovative philanthropy, cause and social innovation in the Financial Services Sector. This will be achieved through Planning, Implementation and Execution of CSR policy in alignment with the co Key
- **Skills:** Corporate Relationship Executive, Corporate Relationship Manager, Corporate Relationship
- **Qualification:**M.B.A/PGDM

Company : NASSCOM
Job ID: 56107844
Designation : Officer - Corporate Social Responsibility

- **Experience :** 2 to 4 years
- **Location :** Bengaluru / Bangalore , Delhi
- **Key Skills :** writing public relations build and maintain relationships and partnerships analyst relations
- **Industry :** NGO / Social Services
- **Qualification :** MBA / PGDM / Any graduate

Job Description

Basic Function / Job Responsibilities:

- Play a role in the planning and execution of the business responsibility (NASSCOM Foundation's preferred term for CSR) strategy that NASSCOM Foundation will advocate to its member companies
- Promote this vision and accomplishments before internal and external audiences, including building online communities through Web presence, social media and social networking sites and working with PR and analyst relations groups to promote sustainability through these stakeholders
- Act as internal knowledge resource on issue of CSR as it pertains to general information dissemination. Monitor key trends, competitive activity, and other issues of interest to the company

Knowledge, Skills, Qualifications and Experience:

- 2-4 years experience with corporate social responsibility/sustainability teams of corporate houses
- Degree/Advanced degree in relevant field
- Have proven expertise in BR/CSR and Sustainability and be well versed in current trends in this discipline
- Experience in writing, public relations and messaging on topics related to BR/CSR
- Strong communication and presentation skills along with the ability to actively interact and communicate with stakeholders
- Ability to build and maintain relationships and partnerships with outside organizations and with senior executives
- A motivator and facilitator, with cross-functional organizational ability

Postal Regn. No. **MCW/328/2015-17** Posted at Mumbai Patrika Channel Sorting Office Mumbai 400 001 on 7th & 8th of Every month. Published on 1st of Every Month.