

CSR

T O D A Y

**WHAT ARISTOTLE
CAN TEACH FIRMS
ABOUT CSR**

Pg. 30

NATURE FOR ALL: **CONVERGING TO SAVE THE PLANET**

GOVERNMENTS, BUSINESSES, AND
COMMUNITIES WILL HAVE TO WORK
TOGETHER TO MAKE SURE ITS
ECOSYSTEMS ARE WELL MANAGED.

CSR CONCERN

THE WORLD'S
CARBON STORES
ARE GOING UP
IN SMOKE WITH
VANISHING
WILDERNESS

CSR MOVING FORWARD

MOBIKWIK AND
SAMAGRA LAUNCH
M-GULLAK TO SERVE
OVER 100 MILLION
URBAN POOR IN
INDIAN CITIES

CSR SUSTAINABILITY

A SUSTAINABILITY
LEADER'S LESSONS
OF A LIFETIME

**CSR
PLACEMENTS** Pg. 45

CSR MOVING AHEAD: SEVEN IDEAS FOR GREENER, HEALTHIER LIVING

How The Clinton Global Initiative Has Impacted The Global Outlook By Changing Corporate Philanthropy



Rajesh Tiwari
Publisher
rt@iccsr.org

Due to the CGI community's embrace of "doing well by doing good," many companies transformed their business models to place health gains as central to their work.

Recently I chanced upon an article written by Derek Yach who is a contributor to 3P and I quote "that only This week, the Clinton Global Initiative (CGI) convened top leaders from business, government and civil society for the 12th and final time. The end of the CGI Annual Meeting brings to a close not just an event, but a force that has helped change the way that companies everywhere think about social responsibility.

By facilitating the development of specific and measurable corporate plans to make a positive social and environmental impact — coined as Commitments to Action — CGI bet on the idea that corporate philanthropy could become more effective by embedding societal values into companies' core business plans.

It turns out former President Clinton's experiment worked. Taking philanthropy beyond the traditions of corporate social responsibility — "doing well by doing good" — is now the accepted norm for business 10 years later.

Its success paved the way for similar approaches, such as Michael Porter and Mark Kramer's shared value, PepsiCo CEO Indra Nooyi's "performance with purpose," or Novo Nordisk's approach to the triple bottom line. All of these new approaches seek to find a new and explicit nexus between financial performance and social impact. As an advisor to CGI, I witnessed the powerful way former President Clinton's platform stimulated, guided, cajoled and excited companies to go beyond their quarterly earnings reports and bring about positive social change through their commitments to action.

The direct benefits to society have been most obvious in the myriad global health commitments that have been carried out since 2005. Because of the collective body of commitments made by the CGI community, more than 114 million people have increased access to maternal and child health and survival programs, and more than 33 million people have increased access to safe drinking water and sanitation. Because of these commitments, more than 36 million people received treatment for neglected tropical disease, and more than \$318 million in research and development funds was spent on new vaccines, medicines and diagnostics.

Due to the CGI community's embrace of "doing well by doing good," many companies transformed their business models to place health gains as central to their work. Traditional corporate philanthropy was soon reframed to meet market failures, including research, human capacity and humanitarian crises.

Unquote

There is enough proof and substance that doing good has always given corporate, profits and growth. Even Bhagwat Gita talks about doing good without any expectations to enhance your karma. At ICCSR we feel that in Kaliyug it's important for organisations and bodies to make profits and still look good as otherwise they may not do much! Though moot question remains whether we should accept philanthropy as CSR or just forget about the definition so long it helps people. Planet and Society!

Contents

CSR

T O D A Y

OCTOBER 2016 | VOL. 04 | ISSUE 03

PRINTER AND PUBLISHER: Rajesh Tiwari

EDITORIAL

Consulting Editor: M Bose

Executive Editor: Neil Thakkar

INDIAN CENTRE FOR CSR

ADVISORY BOARD

Pankaj Pachauri, Ted McFarland,
Mag. Martin Neureiter, Chandir Gidwani,
Lou Altman, Kingshuk Nag, Toby Webb,
Anil Bajpai, Rajesh Tiwari, Satish Jha, Amit
Chatterjee, Jitendra Bhargava, Namita Vikas,
Dinesh N. Awasthi, Kapil Dev,
Dr. Kamal Kant Dwivedi, Sanjiv Kaura, Suhel Seth

HEAD - ADVERTISING AND CONTENT

Dr Adarsh Mishra

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

MUMBAI

Executive Vice President: Neil Thakkar

Vice President: Chaitali Chatterjee

Circulation: C.R. Tiwari

Printed, Published and Edited by **Rajesh Tiwari**
on behalf of **Indian Centre For Corporate
Social Responsibility**, 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
Responsibility**, 106/A, Nirman Kendra, Plot No.3,
Dr. E. Moses Road, Mahalaxmi Estate, Mahalaxmi,
Mumbai 400 011.
Editor: Rajesh Tiwari

Disclaimer

The publisher, authors and contributors reserve their rights in regards to copyright of their work. No part of this work covered by the copyright may be reproduced or copied in any form or by any means without the written consent. The publisher, contributors, editors and related parties are not responsible in any way for the actions or results taken by any person, organisation or any party on basis of reading information, stories or contributions in this publication, website or related product. Reasonable care is taken to ensure that CSR Today articles and other information on the web site are up-to-date and accurate as possible, as of the time of publication, but no responsibility can be taken by CSR Today for any errors or omissions contained herein.

20 COVER STORY

NATURE FOR ALL: CONVERGING TO SAVE THE PLANET

ASIA'S RAPID DEVELOPMENT IS TAKING A TOLL ON ITS NATURAL AREAS, SAYS ABAN MARKER KABRAJI, REGIONAL DIRECTOR OF IUCN ASIA. GOVERNMENTS, BUSINESSES, AND COMMUNITIES WILL HAVE TO WORK TOGETHER TO MAKE SURE ITS ECOSYSTEMS ARE WELL MANAGED.

CSR CONCERN

- 16** The World's Carbon Stores Are Going Up In Smoke With Vanishing Wilderness
- 18** More Than 300 Million At Risk Of Life-Threatening Diseases From Dirty Water: UN

CSR NEW FRONTIERS

- 19** China, Mongolia, Russia To Build Economic Corridor

CSR LIGHTING UP

- 23** Oracle, WWF-India bring Light To Remote Villages

CSR LEADERSHIP

- 26** Arby's Serves Up Its First Csr Report; Here's The Beef
- 28** Carbon Removal Is Our Best Hope To Deliver On The Paris Agreement

CSR TO BE DONE

- 29** Cooking Up Creative Ways To Salvage Unwanted Food

CSR THOUGHT PROCESS

- 30** What Aristotle Can Teach Firms About CSR

CSR TRENDS

- 32** A Model For The Eco-Transformation Of The Shrimp Industry

CSR SHOWING THE WAY

- 34** Coca-Cola Is The First Fortune 500 Company To Replenish All The Water It Uses Globally

CSR FUTURE

- 36** A Look Into The New World Of Hyper-Transparency

CSR MOVING AHEAD

- 38** Seven Ideas For Greener, Healthier Living

CSR NOTING

- 40** Refugees And Rural Poverty

CSR SUSTAINABILITY

- 42** A Sustainability Leader's Lessons Of A Lifetime

CSR MOVING FORWARD

- 44** Mobikwik And Samagra Launch M-Gullak To Serve Over 100 Million Urban Poor In Indian Cities

REGULARS

- 03** Publisher's Note
- 05** CSR News
- 14** News You Can Use
- 45** CSR Placements

British Time Water Tanks Discovered

Sixty-six water tanks - several of them built during the British era, have been discovered in Mumbai - throwing light on the excellent water conservation and storage modes - and how it can be utilised in. Besides, these are of immense heritage importance.

Shiv Sena corporator Prof Avkash Jadhav was behind the discoveries – and he had started communicating with the BrihanMumbai Municipal Corporation (BMC) and the Maharashtra Government.

"Three months back I happened to see the board of BMC in the premises of Chattrapati Shivaji Maharaj Vastu Sangrahalaya, the board stated Static Water tank A-4, it was in one isolated corner. I arranged for its opening and realised it has a capacity of 2,50,000 liters," said Prof Jadhav, who is also a Trustee of Chattrapati Shivaji Maharaj Vastu Sangrahalaya.

Two weeks back, taking the clue from A-4, he started looking for other tanks



of the 'A' series and got the information that there are 6 such water tanks only in A 'Ward. Over the period of two weeks, he tried to gather information diligently from other departments of BMC like the Hydraulic and Emergency repairing Services and they found out almost 66 Static Water tanks from A to G wards of

Greater Mumbai. The commercial capital of the country is divided into 24 wards.

"However out of 66 tanks, 13 tanks are either non traceable or there are structures come around it. That means we have now only 53 water tanks traceable. In all the water storage could be almost 1cr, 57 lakh liters," he said. The tanks are uniform in their size, it is 10 meter x 10 meter x 3 meter deep. They are still in very good condition and are fully concrete and strong in their establishment. While the BMC has stopped using it, the Mumbai Fire Brigade is not aware of it.

"It is ready water storage in Mumbai, these are pieces of heritage and history. There could be more such storage facilities and even for water harvesting," Prof Jadhav said, adding that they should be marked as water bodies in the upcoming Development Plan for 2034. "We are also trying to date these watertanks...according to experts, whom I had spoken to, some of them are British era tanks," he said.

—DH News Service



News

You Can Use

MTDC Inks Deal With ASI Create Facilities Near Protected Monuments

In a major initiative that would become a trendsetter, the Maharashtra Tourism Development Corporation (MTDC) has inked a deal with Archaeological Survey of India (ASI) for development and creation of tourist facilities and amenities in and around centrally protected monuments/sites in Maharashtra.

This is the first MOU the ASI has signed with any tourism board in India, according to MTDC and ASI officials.

Tourism Minister Jaykumar Rawal said that this is great step to develop infrastructure for the use of tourists in and around centrally protected monuments and sites under jurisdiction of ASI in Maharashtra.

"As per the policy of PPP declared and promoted by government, MTDC shall explore the possibility of PPP mode for

implementation of projects or funding. Director or any Government Agency nominated and entrusted by Secretary, Department of Tourism shall make and submit the proposal to competent authority, covering Conservation / Restoration and Providing Public / Tourist Amenities on PPP basis. Such proposals shall be accorded required approval as case to case basis," he said.

Valsa Nair-Singh, Principal Secretary, Tourism and Culture, said Maharashtra is a state that has some of the most historic and magnificent monuments and tourists from across the world look forward to experience such places. "By associating with ASI, we look forward to provide tourists all the facilities with good infrastructure in order to boost tourism in the state," she said.

Through this MOU, Director, Tourism, shall be allowed to arrange tourism festivals like "Fort Festival" or "Diwali on Forts" or on similar theme in and around centrally protected monument. The festivals should mainly involve the historical importance of the monument and should generate employment opportunity to the locals.

The Department of Tourism / MTDC shall take the entire responsibility of the festival in general. It shall be the responsibility of MTDC to keep the monument clean and environment friendly during and after the festival time. Raigad Fort, Sindhudurg Fort, Shivneri Fort, Rajgad Fort, Pratapgad Fort are some of the important where festivals have been proposed.

STAY INFORMED...

SUBSCRIBE & SAVE

Order **CSR Today** MAGAZINE for up to two years and **\$AVE!!**

To subscribe, contact:

CSR Today, Repeat Purchase India Pvt Ltd, 904, Topiwala Theatre Compound, off S.V Road, Goregaon West, Mumbai, Maharashtra-400062
Customer Care: 022-28797635.



The World's Carbon Stores Are Going Up In Smoke With Vanishing Wilderness

Enforce protective legislation and halt destructive activities now, urge scientists. The loss of the wilderness is a blow against animals, indigenous peoples, and the fight against climate change.



The boreal forest in Yukon. The world has lost 3.3 million sq km of wilderness, or 10 per cent of the total wilderness area, since 1993

The Earth's last intact wilderness areas are shrinking dramatically. In a recently published paper we showed that the world has lost 3.3 million sq km of wilderness

(around 10 per cent of the total wilderness area) since 1993.

Hardest hit were South America, which has experienced a 30 per cent wilderness loss, and Africa, which has lost 14 per cent.

These areas are the final strongholds for endangered biodiversity. They are also essential for sustaining complex ecosystem processes at a regional and planetary scale.

Finally, wilderness areas are home to, and provide livelihoods for, indigenous peoples, including many of the world's most politically and economically marginalised communities.

But there's another important service that many wilderness areas provide: they store vast amounts of carbon. If we're to meet our international climate commitments, it is essential that we preserve these vital areas.

Climate consequences

Large, intact ecosystems store more terrestrial carbon than disturbed and degraded ones. They are also far more resilient to disturbances such as rapid climate change and fire.

For instance, the boreal forest remains the largest ecosystem undisturbed by humans. It stores roughly a third of the world's terrestrial carbon.

Yet this globally significant wilderness area is increasingly threatened by forestry, oil and gas exploration, human-lit fires

China, Mongolia, Russia To Build Economic Corridor

The trilateral economic agreement will focus on expanding land, air and sea connections, energy and mineral resources, high tech, manufacturing, agriculture and forestry while strengthening environmental protection.

China, Mongolia and Russia will cooperate in seven areas to build a trilateral economic corridor, according to guidelines released last week.

The three neighbours will improve transport facilities by expanding land, air and sea connections, said the guidelines issued by the National Development and Reform Commission. They plan to renovate ports of entry and overhaul customs procedures for easier clearance.

The three countries vowed closer cooperation in energy and mineral resources, high tech, manufacturing, agriculture and forestry.



They agreed to expand trade at border regions and widen services trade, and eyed more cooperation in education, science and technology, culture, tourism,

medical care, and intellectual property. In addition, they promised to strengthen cooperation in environmental protection and push partnerships of local governments and border regions.

The guidelines were signed in June in Tashkent, Uzbekistan, following a meeting of Chinese, Mongolian and Russian leaders.

(Source: <http://www.eco-business.com/news/china-mongolia-russia-to-build-economic-corridor/>)

CSR
T O D A Y

INDIA'S FIRST MAGAZINE ON
**CORPORATE SOCIAL
RESPONSIBILITY**

To subscribe, contact:

CSR Today, Repeat Purchase India Pvt Ltd, 904, Topiwala Theatre Compound, off S.V Road, Goregaon West, Mumbai, Maharashtra-400062
Customer Care: 022-28797635.

NATURE FOR ALL: **CONVERGING TO SAVE THE PLANET**

ASIA'S RAPID DEVELOPMENT IS TAKING A TOLL ON ITS NATURAL AREAS, SAYS ABAN MARKER KABRAJI, REGIONAL DIRECTOR OF IUCN ASIA. GOVERNMENTS, BUSINESSES, AND COMMUNITIES WILL HAVE TO WORK TOGETHER TO MAKE SURE ITS ECOSYSTEMS ARE WELL MANAGED.

The world is slipping away – 3 degrees Celsius at a time.

It is clear that climate change is occurring. To tackle it, world leaders and scientists have agreed that we need to limit global average temperature rise to 2 degrees Celsius over the next century. Yet, the planet remains on a trajectory to experience an increase of 3 degrees C. Such a temperature rise will likely see a momentous drop in food production, an increase in heat waves, acceleration in sea level rise, and more droughts, wildfires, and floods.

Despite the dire situation, there are glimmers of hope.

As President Barack Obama has said, “We are the first generation to feel the effect of climate change and the last generation who can do something about it.”

But, we need to act fast. According to a recent study published in the journal *Nature* in 2013, the point of no return is approaching. By 2050, 5 billion people may face extreme climates, and heightened competition for natural resources may trigger violence and instability.

Asia will likely be hit the hardest, as it is at greatest risk from climate change. The most vulnerable are poor people living in the low-lying river deltas of Bangladesh, India, Vietnam, and China.

Perhaps we are just reaping what we sow.

Four out of the world's top 10 carbon emitting nations are from Asia, and the region is now responsible for 35 per cent of worldwide energy-related carbon dioxide emissions, compared to 17 per cent in 1990.

Our region is also among the most susceptible to disasters usually associated with environmental degradation. If the rate of increase of CO₂ continues its current trend,

the number of disasters in Indonesia, Thailand and Philippines is expected to increase and it is estimated that there will be one more annual disaster every 20 years.

It is increasingly apparent that Asia's rapid development – accounting for 40 per cent of global economic output and 2/3 of global growth – is taking a toll on our region's species and ecosystems.

Rates of wetland, mangrove and forest loss are among the highest in the world; 95 per cent of Southeast Asian coral reefs are at risk; and more than 1,400 plants and animals in the region are listed as Critically Endangered. Thankfully, the solution to many of Asia's challenges can be provided by diverse, well-managed and functioning

— the world has clearly come to a consensus on the need to curb emissions and boost climate-resilient growth.

The Paris Agreement has set a long-term goal to hold global average temperature rise to well below 2°C above pre-industrial levels, and to pursue efforts to limit it to 1.5°C. And the SDGs have set a precedent for the entire world to move toward a more resilient and sustainable future.

To achieve this, we need to reduce our global emissions swiftly while at the same time increasing our capacity to address the adverse impacts of climate change.

Here at IUCN, we believe that interventions that use nature and the natural functions of healthy ecosystems can help tackle

Thankfully, the solution to many of Asia's challenges can be provided by diverse, well-managed and functioning ecosystems.

ecosystems. When nature's support system is healthy, societies become more resilient.

We must understand that development and nature can – and must – work harmoniously together. We need to debunk the “nature vs. progress” myth by giving nature its due credit and providing it with more opportunities to contribute to human progress and well-being.

With the adoption of the Paris Climate Agreement in December 2015 and the 2030 Agenda for Sustainable Development in September 2015 — which includes 17 Sustainable Development Goals (SDGs)

some of the most pressing challenges of our time. These types of nature-based solutions not only help to protect the environment but also provide numerous economic and social benefits.

Mangrove forests, for example, provide a more effective and cost-efficient buffer from storm surges and tsunamis than man-made dykes. Mangroves are also a fundamental asset in the battle to reduce carbon emissions, as they have the ability to absorb very large amounts of CO₂.

Mangroves for the Future, a partner-led initiative that is co-chaired by IUCN and

Arby's Serves Up Its First CSR Report; Here's The Beef

This is 2016, after all; most Fortune 500 companies are watching their environmental footprint and looking at their social responsibility benchmarking, according to CDP and the Ceres investor network for sustainability. **BY BARBARA GRADY**

What compels a company to issue a corporate sustainability report when it hasn't done so in its 52-year history?

Arby's Restaurant Group, the sandwich fast food chain, issued its first CSR report this summer. PurposeFULL includes four sets of initiatives: energy and water efficiency; youth empowerment; hunger relief; and using more natural ingredients in its sandwiches.

It's a little bit of this and that.

Arby's didn't go so far as to install solar rooftops, but it did reduce energy use in its restaurants by 15.2 percent and reduce water use by 8.6 percent between 2011 and 2016.

Hunger relief is among the strongest parts of its social responsibility program. As part of its YouthFULL initiative, it raised \$3.7 million for its No Kid Hungry campaign last year, which means its 3,300 shops each raised an average \$1,120. Over the last five years, it raised \$21 million for hunger relief and ran a summer lunch program, serving 1.9 million lunches in communities where public schools provide kids with meals during the year.

And in terms of sustainable ingredients, Arby's says it's transitioning towards getting rid of artificial colors and flavors and sourcing its chicken from those raised without antibiotics used in human medicine by 2017. It hopes to use only cage-free eggs by 2020. Okay, so the company is dipping its toe into sustainability.



Asked why the company chose this year to issue its first CSR report, company officials did not respond. Promised responses to emailed questions never came.

We would have liked to know why now — why Arby's issued a CSR report this year? We also asked for some details about the programs. And thirdly, we asked if Arby's customers have been asking for information on the restaurant chain's activities as

a corporate citizen, or about its energy use or work with communities.

But maybe it is just about time for any corporation with more than \$3.26 billion in sales (2014's total) and a retail presence in 48 states to get on the bandwagon of reporting on its environmental, social and governance (ESG) performance.

This is 2016, after all; most Fortune 500 companies are watching their environmental footprint and looking at their social responsibility benchmarking, according to CDP and the Ceres investor network for sustainability.

"Environmental disclosure is an enormous business opportunity, as recognized by an increasing number of businesses globally. Since 2010, the proportion of responding companies disclosing emissions reduction activities through CDP has grown from 47 percent to 89 percent," stated CDP about its survey of large companies and invitation to report on their environmental footprints.

The concept of "purpose" as an ideal driving a corporation has become something that companies need to adopt if they are to attract employees and investors.

And, according to the Forum for Sustainable and Responsible Investment, \$6.2

What Aristotle Can Teach Firms About CSR

Recently, I spoke with senior leaders at a Fortune 500 firm. It's a leader in philanthropy, but the executives feel all their corporate giving goes unappreciated. "We do all the right things, but the public always criticizes us," they told me. "What's wrong?"

That's something I hear more and more. The public has grown increasingly skeptical about the motivations behind corporate social responsibility (CSR) efforts. I don't blame them. I believe that this is due to the discrepancy in the two dominant approaches in rationalizing why corporations should be ethical. To understand this, it's helpful to examine some important philosophical history. Basically, corporations are acting the way the philosophical teachings of Jeremy Bentham or those of Immanuel Kant would tell them. I believe – and my research shows – they would be wise to learn some Aristotelian lessons and better incorporate the role of emotion in their CSR efforts.

A Philosophical Tour of CSR

So how is it that companies approach CSR from the duty-based philosophy of Immanuel Kant? The German philosopher argued people should act out of moral obligations. Say you see someone begging for money on the street and you don't feel compassion for that person. You will help anyway, because you feel you have a duty to, or that it is the

right thing to do. That's coming from public pressure, but not from your true respect or empathy for that person. Corporate social responsibility efforts have this disconnect, too.

Another corporate approach which is more dominant is Jeremy Bentham's utilitarian way. The English philosopher argued a unit-based approach; as long as the outcome is bigger than the input, the action is justified. Profit-driven organizations see CSR from the utilitarian perspective as a way of gaining a business advantage or to recover from a reputation loss.

The problem with most corporate social responsibility efforts is that these duty-based and utilitarian approaches are essentially based on rationality, albeit with contrasting motivations. The company is there to make money, but it also tries to appear to meet the public expectation of acting ethically. To customers and employees, that can simply come across as calculating and superficial. That's why the CSR activities often don't ring true.

There is a significant gap here. And the missing link is emotion. Companies forget emotion in CSR, and that's why they fail.

The Aristotelian Alternative

This is where the teachings of Aristotle come in. He advocated for developing a character of virtuosity that leads to happiness for one's self and others. He said these traits of the ideal character derive from natural internal

tendencies. If they're nurtured over time, eventually they become established.

Aristotle was writing about people. While individual philosophy has been studied and applied to corporate organizations, I wanted to explore the newer concept of organizational virtue and how to adapt it to corporate strategy. To help understand its potential, I conducted a survey of 2,500 employees and customers of seven British services firms. It shows that organizational virtue, represented by integrity, empathy, zeal, conscientiousness, warmth, and courage, is linked to employee and customer satisfaction via identification. Think of identification as a perceived oneness or emotional attachment to the company. My findings suggest two organizational virtues are key for this. For employees, identification with a firm is driven most significantly by integrity (such as being honest, trustworthy). For customers, identification with the company is driven chiefly by empathy (such as being concerned, reassuring).

In other words, when employees perceive an organization to hold high integrity, this leads to employee identification. This emotional attachment then leads to satisfaction, and eventually differentiation (unique attributes that employees perceive as better than competing employers). Similarly, when customers perceive an organization to show strong empathy, it enhances their emotional attachment to the company. This leads to

A Model For The Eco-Transformation Of The Shrimp Industry

The black tiger shrimp is one of the most sustainable aquaculture commodities on the market, and a major source of livelihoods in Aceh, Indonesia. Experts share ways to support small farmers producing this premium, eco-friendly product. BY TOBY JOHNSON AND DAAN DE WIT



The Black Tiger Shrimp is a premium product in foreign market. It is widely farmed in Aceh, Indonesia, and requires nearly zero feed and chemical input to cultivate

Along with many lives in the 2004 tsunami countless livelihoods were also lost across all sectors. Particularly badly hit was the aquaculture industry which supported 50,000 jobs in Aceh, Indonesia alone.

Post tsunami development efforts focused on grants to successfully rebuild

aquaculture in the region. However once the handouts stopped, many farmers were left ill-equipped to continue to improve their businesses. More importantly, they lacked access to credit for vital supplies like feed and seed.

Now international research organization, WorldFish, global sustainable trade initiative, IDH and partners are working

with the Aceh Aquaculture Cooperative (AAC) to establish sustainable business models for the farming of black tiger shrimp, a premium product in foreign markets that, due to its requirement for little or no chemicals and feed, is also an environmentally friendly alternative to other commonly available shrimp varieties.

Within developing and emerging countries, small aquaculture enterprises, employing five or fewer people, make up the majority of producers and are estimated to supply up to 80 percent of aquaculture products. While more private investment is now flowing into the growing aquaculture sector globally most fails to reach the majority, smallholder farmers.

Black tiger shrimp is widely farmed in Aceh and requires near zero feed and chemical input which means that it is produced 'extensively' compared to other types of shrimp that require 'intensive' production methods and high amounts of feed and fertilizer. Indeed 'extensive' farming practices lead to notionally 'organically' produced shrimp.

As well as its green credentials, and thanks to its size and physical appearance, the black tiger shrimp is highly prized in international markets and attracts a good

A Look Into The New World Of Hyper-Transparency

Companies need a holistic approach to analyze and map both risk and impact, as well as to consider localized political, social and regulatory forces. Most importantly, companies need to understand the relationships that third parties have with each other, and identify pressure points where legal and ethical violations may occur.

BY ALISON TAYLOR

It is true that the transformative power of transparency is not inevitable and that advancements can bring new risks. However, there is also plenty of evidence that the transparency landscape definitively has shifted, and that corporate risk and responsibility practitioners need new tools and approaches.

This is not just about the Panama Papers. Huge data leaks from Unaoil have led to the launch of a regulatory investigation into the firm's networks and facilitation activities, even though it passed a number of standard third-party due diligence checks. Nestlé made the unusual step of disclosing forced labor in its seafood supply chain after a year-long investigation by Verité. The city of New York has created Checkbook NYC, a tool to let citizens monitor government spending via access to internal accounting data. And the Corruption Research Center in Budapest has created a map of governmental organizations' contract awards and identified firms that have problematic levels of political influence.

The implications of these developments, among many others, are still playing out in real time, but it is already clear that the way companies currently manage their external relationships will need to transform

to address risks in a holistic and integrated way. This means moving beyond a tick-box evaluation of third parties and toward an understanding of where your organization sits within a wider network of commercial and political relationships and how your actions might resonate throughout that network.

The emergence of hyper-transparency, in other words, requires systems thinking.

Standard compliance and audit processes can identify direct, observable evidence of problems but do not assess the underlying drivers of corruption and human rights abuses. On the other hand, models that analyze country risk, such as the Transparency International Corruption Perceptions Index, are too blunt and biased for companies trying to make practical decisions around projects and investments. Companies need a holistic approach to analyze and map both risk and impact, as well as to consider localized political, social and regulatory forces. Most importantly, companies need to understand the relationships that third parties have with each other, and identify pressure points where legal and ethical violations may occur. The election of a new state governor in a neighboring region may not seem relevant to your operations, but the picture looks a bit different if she

is funded by your competitor and closely connected to the new activist NGO lobbying to block your license approvals.

Beyond supply chain audits

This kind of systemic, integrated approach is gathering steam for supply chains, as negative impacts increasingly come to light.

Supply chain oversight historically has been driven by disclosure forms and physical audits of high-risk suppliers. Audits usually include checks of paperwork on labor standards and physical inspections for health and safety. Companies have undertaken this activity on a de-facto voluntary basis, as regulatory activity around human trafficking, forced labor and human rights violations in the supply chain has been notably weak.

However, as labor rights abuses in the supply chain continue to be revealed, advocacy organizations are taking radical action.

For example, the NGO Transparentem is using investigative techniques to compile dossiers of evidence on apparel supply chain labor rights and environmental abuses, which it then plans to disclose to large companies and investors to pressure them into collaborative action. These types of supply chain activism are bolstered by new laws mandating

A Sustainability Leader's Lessons Of A Lifetime

The focuses on sustainability leadership during times of turbulence and turmoil. Let me shift and talk about what I learned from others that really stuck with me and, ultimately, altered what I did. BY **BOB LANGERT**

My first boss at McDonald's was the best mentor for me, Shelby Yastrow — Uncle Shelby, as he liked to be called. He was brilliant. The fact that he liked being called “Uncle Shelby” showed his refreshing approachability. Shelby was McDonald's top lawyer.

Four things he passed on to me:

1. He believed in developing relationships that built trust. He would get to know the top guys personally. They trusted Shelby implicitly. Shelby allowed me to do many things that had no immediate return, such as traveling the world, visiting with lots of people. He knew that these years of relationship building would make a better leader later on. He was absolutely right.
2. He insisted I work on less, not more. He wanted me to focus just one or two big things. He wanted big impact and led by example, with extreme focus.
3. He hated meetings and “consensus.” He said if you have a committee to choose carpeting, they would pick beige. I adopted his attitude about avoiding meetings, although they are sometimes necessary.
4. He told me to ask for forgiveness, not permission, and he meant it. He wanted me to take initiative, take chances and apologize later, if necessary. I loved him for that.

I had a corollary rule that I developed myself and always told my team:

Don't give up until someone of authority tells you to stop. And when they do, look for another way to get back in, perhaps with someone else's blessing. That's not stubbornness; it's tenacity.

Be fearless. Uncle Shelby's long leash was very motivating. When I say “fearless,” here is what I mean: You need to act every day as if you are ready to be fired from doing something you believe in. This frees you up to speak your mind, do what is right and overcome the barriers.

The No. 1 reason I always felt fearless at work was something deeply personal: the murder of my youngest brother and his pregnant wife, from the gunfire of a 16-year-old.

My brother Rich was murdered point-blank in 1990, just as I was deciding what to do with my career in a “temporary” environmental assignment at McDonald's. His wife and unborn child were shot and murdered by a teenager seeking the thrill of performing the perfect murder.

This evilness of this act deeply impacted me, and does to this day.

My brother's life was brutally cut short at 30. He could not live out his dreams. I was 34 and concluded that I was just hobbling along in my personal and professional life with no particular passion or purpose. I was wasting

a lot of time. I said to myself then, and still do today: “My life may end tomorrow. I am going to make the most of it every day. I am going to make a difference. And I am going to contribute Good in this world to counter the Evil.”

This mantra drives me big-time, even now, 26 years later.

We each need to find our own way. I hope you don't share this same type of tragedy, but we all need to find a source of inner motivation — something that helps us get up each day and say, “I am here, this day is great, and I am going to make the most out of it!” What is that for you?

Eleven sticky nuggets

Several nuggets have stuck with me. I wish I had learned these earlier in my career. Here, in no particular order, are 11 of them:

1 Love feedback.

Why is soliciting feedback so feared? Asking and encouraging the unvarnished assessments of others should be natural.

I recently ran into the brightest young Ivy Leaguer imaginable. She said she did not want to ask for feedback from her boss. She thought it would show weakness and affect her pay and promotability. In fact, it was just the opposite. Her lack of honest engagement was probably holding her back.

TIMESJOBS.COM

INDIA'S LEADING JOB PORTAL

Indian Centre of CSR in association with Times Jobs 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: NASSCOM

Job ID: 57952591

Designation: Officer - Corporate Social Responsibility

- **Experience:** 2 to 4 yrs
- **Salary:** As per Industry Standards
- **Location:** Bengaluru / Bangalore , Delhi
- **Key Skills:** corporate social responsibility execution of the business responsibility promote sustainability build and maintain relationships public relations
- **Job Function:** Corporate Planning / Consulting / Strategy
- **Specialization:** Channel Partnerships, Corporate Planning / Strategy, Policy Development
- **Qualification:** Any Graduate
- **Industry:** NGO / Social Services

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 CSRs 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

Company: Tata Communications Ltd

Job ID: 57990153

Designation: Assistant Manager - Corporate Social Responsibility

- **Experience:** 6 to 8 yrs
- **Salary:** As per Industry Standards
- **Location:** Delhi
- **Key Skills:** Lead day-to-day execution Event management printing of collaterals and publicity materials
- **Job Function:** Administration
- **Specialization:** Administration , Office Management & Coordination
- **Qualification:** Any Graduate
- **Industry:** Telecom

Job Description

This is essentially an operational role ideal for a person who is an 'Ops champion'. Responsibilities include: (1) Lead day-to-day execution, monitoring and coordination of the Corporate Social Responsibility projects especially in the field of education, healthcare and sustainability (2) End to end



STAY INFORMED...

SUBSCRIBE & SAVE

Order **CSR Today** MAGAZINE for up to two years and **\$AVE!!**

India's First Magazine on Corporate Social Responsibility

Subscribe to CSR Today MAGAZINE and Read the Path breaking Content lineup focusing on:

- a) Stakeholder Engagement b) Governance & Regulation
- c) Communications & Reporting d) Environment
- e) Supply Chains f) Business Ethics
- g) Socially Responsible Investing h) Sustainability

And CSR related information, news, and updates brought directly to you!

- Compelling Corporate Social Responsibility ARTICLES.
- Global CSR Best Practices
- Thought-provoking Leadership Articles
- SPECIAL FEATURES on local and national CSR events of interest, along with updates on ACTIVITIES, AWARDS, SCHOLARSHIPS, and MUCH MORE!



SUBSCRIPTION ORDER

I would like to ORDER (Please check):

☐ HALF YEAR (6 issues) ₹600 ☐ 1 YEAR (12 issues) ₹1,200 ☐ 2 YEARS (24 issues) ₹2,400

NAME:

DESIGNATION:

COMPANY:

ADDRESS WITH PINCODE:

CONTACT NUMBER:

E-MAIL:

RTGS DETAILS: A/C Name: Repeat Purchase India Pvt Ltd, Bank Name: ICICI Bank, Goregaon East Branch, A/C No. 028105003492, IFSC Code: ICIC0000281.

CHEQUE/DD No: DATE: BANKNAME:

MAKE CHEQUE PAYABLE TO Repeat Purchase India Pvt Ltd, 904, Topiwala Theatre Compound, off S.V Road, Goregaon West, Mumbai, Maharashtra-400062

Customer Care: 022-28797635.

PLEASE ALLOW 6-8 WEEKS FOR DELIVERY OF FIRST ISSUE.

*Does not apply to subscription orders that have already been placed.