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TRANSFORMING BUSINESS:

A PLAY IN FOUR ACTS

WE ARE FACED WITH THE QUERY OF WHETHER BUSINESS CAN BE TRANSFORMED, OR IF IT CAN BE TRANSFORMATIVE.

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CSR ISSUE: CAN THE OLYMPICS BOOST SUSTAINABILITY?

Whirlpool Corporation Amps Up Commitment To Clean Energy With Newest Ohio Wind Farm

Rajesh Tiwari
Publisher
rt@iccsr.org

"Whirlpool Corporation is proud to be a global leader in sustainable on-site energy generation for manufacturing, and this project is the latest to demonstrate our commitment to sustainable and renewable solutions"

CSR Today has been presenting to its readers new contemporary best topics in CSR practice to showcase before indian corporate that its good to invest for social returns and not just focus on financial returns. Recently, Whirlpool Corporation announced plans to build wind turbines to help power its Marion and Ottawa plants in Ohio, a $13.5 million total investment that will build upon the company's 46 year commitment to advances in sustainable manufacturing.

The completion of these projects has the potential to make Whirlpool Corporation one of the largest Fortune 500 consumers of on-site wind energy in the United States. Collectively, the company will be generating enough clean energy to power more than 2,400 average American homes.

"Whirlpool Corporation is proud to be a global leader in sustainable on-site energy generation for manufacturing, and this project is the latest to demonstrate our commitment to sustainable and renewable solutions," said Ron Voglewede, Global Sustainability Director, Whirlpool Corporation. "In addition to lowering our operational footprint and costs, we are continuing to optimize and innovate the appliances that are being built in Marion and Ottawa to lower energy and water consumption to help our consumers reduce their environmental footprints, while improving performance."

The three Marion turbines – which are scheduled for completion in early 2017 – are expected to offset Whirlpool Corporation's electric consumption by 19 percent, eliminating the equivalent of more than 9,000 tons of CO2. Similarly, Ottawa's turbine is expected to offset the plant's electrical consumption by 34 percent, once completed at the end of 2016. All turbines will be built and financed by One Energy as part of its "Wind for Industry" project. The turbines will be the same Goldwind 1.5 megawatt turbines that were used for Whirlpool Corporation's previous project in Findlay, Ohio. The 3 megawatt wind farm project at theFindlay plant has been operating since January 2016.

Following the completion of the Marion and Ottawa projects, many dishwashers, freezers and clothes dryers manufactured by Whirlpool Corporation and sold in the United States will be made, in part, with wind energy.

"These wind farm projects are a great example of how global companies can make an environmental impact on a local level by investing in sustainable operations," Voglewede said.

As part of this local commitment, Whirlpool Corporation will also create one $5,000 Megawatt STEM Scholarship per wind turbine to be awarded annually to a graduating senior from local Marion and Ottawa high schools as a way to inspire education in the technologies and industries of the future.

It would not be a bad idea for indian companies to emulate such noble ideas and one feels that companies like Voltas, Blue star, Godrej, Onida and many others may take leaf out of these projects and do what is best eninronmentally speaking!

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EDITORIAL
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Executive Editor: 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: Dr Adarsh Mishra
Vice President: Chaitali Chatterjee
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CSR NEWS

Defence Minister Manohar Parrikar Launched Manju Lodha Book ParamVir: A War Diary

A book celebrating the lives of 21 Param Vir Chakra winners written by a well-known Indian social activist Manju Lodha was launched in South Block New Delhi at a special ceremony held in auditorium of the

Ministry of Defence at the hand of Defence Minister Manohar Parrikar. Param Vir: A War Diary by Manju Lodha captures 21 instances of bravery recounted by the friends and families of Param Vir Chakra awardees, the highest military honour bestowed by India to those serving in the Indian armed forces.

Army Chief General Dalbir Singh Suhag, BJP national general secretary Ram Lal, RSS Sahkaryawah Suresh Soni, Union Agriculture Minister Radha Mohan Singh, Defence State Minister Dr. Subhash Bhamre, International Court judge Dr. Justice Dalbir Bhandari, Advocate General NM Lodha, Maharashtra BJP Vidhayak Mangal Prabhat Lodha were present, including other key people.

Drawing out minute details from records, family members and comrades-in-arms she has created the most vivid character-portraits of the men in uniform in a crisp and engaging manner. For literature and history enthusiasts, her book Paramvir – not only talks about the Paramvir Chakra but the journeys of those who have been awarded the Ashok Chakra, Vir Chakra and Mahavir Chakra as well – right from 1947 to the Kargil War. Pertinent to that the Ashok Chakra is also awarded to civilians for their bravery.

Each story has a personal touch as she has spent a lot of time with the families and colleagues of the soldiers to understand their journeys and what made them the extraordinary men that they were.

Ola's #DoYourShare Campaign Helps Reduce 594 Tonnes Of Carbon Emissions In 6 Days

Ola's unique '#DoYourShare' campaign aimed at reducing carbon emissions has seen great traction. The two week long campaign was initiated last week with an objective of reducing 1200 tonnes of Carbon Emissions across Delhi, Bangalore and Mumbai. The Ola 'Billboards' installed at prominent junctions in the three cities are tracking and displaying carbon emission levels

saved in real-time by commuters using 'Ola Share'. Mumbai has already reduced 192 tonnes of carbon emissions while Bangalore and Delhi stand at 200 and 202 tonnes respectively.

Launched in association with the World Resource Institute (WRI), Ola's #DoYourShare campaign has been gamified for the three cities to compete against each other for a green, sustainable and congestion-free city.

Not Just Technology, Smart Cities Need Smart People

At the Mumbai regional dialogue, the run-up event to the World Sustainable Development Summit in October, experts felt the need to create an institutional framework to make our cities resilient towards climate change

With every major Indian city hit by several natural disasters like cyclones, floods, cloudbursts, experts feel it is time India creates a national policy structure to build sustainable, climate resilient smart cities. In the wake of Smart Cities Mission and AMRUT, The Energy and Resources Institute (TERI) along with the World Trade Centre Mumbai and All India Association of Industries (AIAI) organised the Mumbai regional dialogue, a run up to the World Sustainable Development Summit 2016 that carries a theme – Beyond 2015: People, Planet and Progress. The event focused on the implications of climate change for coastal cities.

India's coastal areas hold more than 2661 towns and 3,827 villages in which over 560 million people – i.e. 44 per cent of the population lives in coastal states, union and island territories. This number is likely to go up following massive urbanisation trends. "The images of floods in Chennai and Gurgaon pose a major challenge for sustainability. The way the civil society responded was amazing. But the issue is – can we trigger such a response in an organised way?" asked Mr Jayant Banthia, former chief secretary of Maharashtra. He also added that public awareness and community support are key. Lauding WTC Mumbai activities, he said, "I would like to thank WTC Mumbai for coordinating this event. After the Mantralaya fire, WTC Mumbai came forward and crucial offices of revenue, home and transport department shifted in WTC complex," stated Banthia.

"Smartness is not about technology, but is felt in people," added Mr G S Gill, distinguished TERI fellow and former MD, CIDCO. "The resilience of coastal cities lies in taming the regional irregularities. These cities have truncated topography and are vulnerable to sudden climate change. Mangroves should be used as recreational and educational zones," he felt.

Dr Annapurna Vancheswaran, Senior Director, TERI said that like Bengaluru, Mumbai dialogue is an effort to understand the ground voices on the subject of sustainability. "It is our collective responsibility to make our cities resilient," she said. With 600 million Indians slated to live in cities by 2031, urbanisation is the necessary evil that needs attention, felt Mr Dhar Chakrabarti, Distinguished Fellow, TERI. "Housing and infrastructure will be the biggest challenge. The 17 sustainable development goals developed by the UN will be key for the next 30 years as we need our cities to develop resilience towards climate change," he added. The 33 smart city proposals so far have been found to be high on infrastructure and technology and low on environmental sustainable plans.

The Public-Private Partnership is a good model to achieve some of the goals, provided we start on small projects and then scale them up, asserted Mr Shishir Joshi, CEO, Mumbai First. "Our project of adoption of 36 suburban railway stations is a classic example of this. Within weeks, civil society, corporates came forward. 90 per cent of the stations have already been adopted and there are over 20,000 volunteers in place," said Joshi.

Private investors who have been shying away from big projects are slowly coming back and there are many cases in which two public sector organisations partnering with each other for solutions. "Innovation is key and it is important that people understand urbanization issues and become policy drivers for change," stated Mr Anand Krishnamurthy, Sales Director, GE Water & Process Technologies. Supporting him Mr Hemanshu Pathak, head, department of architecture, planning and engineering, Aamby Valley Ltd, stated that stakeholders of smart cities have to now manage crucial infrastructure needs like water supply, sewerage, waste management etc as part of sustainable approach, for which guidelines have been framed. "It is time we assess risks associated with climate changes to coastal

L-R: Dr. Annapurna Vancheswaran, Senior Director, TERI, Mr. Vijay Kalantri, Vice Chairman of WTC, Mumbai, Mr. G. S. Gill, Distinguished Fellow TERI & Former Managing Director, CIDCO, Shri.Jayant Banthia, IAS, Former Chief Secretary, GOM, Dr. DharChakrabarti, Distinguished Fellow, TERI, Ms. Rupa Naik, Director- Projects, WTC Mumbai.

cities, create awareness, develop capacities to deal with it at all levels, create plans accordingly and develop special teams to undertake variety of response functions like training, funds and equipment," explained Ms Abha Mishra, Project Lead – climate risk management in urban areas, UNDP. On the other hand, Ms Raina Singh, Fellow, Centre for Research for Sustainable Urban Development, TERI, told the gathering that it was time to integrate the climate agenda with city development agenda. "We need institutionalization of urban climate resilience planning, build capacity, create awareness and harness local expertise to generate context specific, locally-driven solutions," she said.

Ms Lubaina Rangwala, Managing Associate, climate resilience practice, sustainable cities, World Resource Institute (WRI) explained the need to focus on community capacity building. "Our Urban Community Resilience Assessment measures resilience by combining official city data with data collected on the ground, such as perception of risk. We help cities identify practical strategies to build resilience and capture citizens' perception of risk, knowledge and skills that enhance resilience," she stated.

Welcoming the dialogue process, Mr Vijay Kalantri, Vice Chairman, World Trade Centre Mumbai felt that growing cities are needed, but urbanisation also needs high level of accountability. "We need projects which have specific time frame. Multi agencies in big cities often lead to blame game. I hope TERI gives a white paper on sustainable growth to the government."

VES Institute Of Technology Student Extends Aadhar To Visually Challenged Girls

For some people, the term 'Aadhar' (support) is merely a term to provide a helping hand to needy people. For Manish Bharthi, a student of Vivekanand Education Society Institute of Technology (VESIT) and his NGO Kartavya Foundation, it is a mission, a noble endeavor to reach out to downtrodden sections of society and extend to them sustained means of livelihood. This year, the NGO through its initiative 'Mission Aadhar' has embarked upon a unique drive to help 3 visually challenged girls to earn their livelihood by selling rakhis on the occasion of Raksha Bandhan.

"Financial inclusion through providing the right training and marketing forms a key component of women empowerment. Mission Aadhar has been conceptualized with the aim of ensuring a dignified livelihood for our visually challenged entrepreneurs by providing them the requisite skills and sales support. It has been our most sincere attempt to identify the sparks of entrepreneurship in physically challenged ladies and build a relationship of trust and hope with them in their journey to achieve economic independence and self-esteem," stated Manish Bharthi. Last year, Kartavya Foundation had collaborated with Ms. Archana Barse, who is visually challenged and has completed her B.A. and D.Ed. by helping her prepare rakhis and providing marketing support by helping set up stalls to sell the rakhis. The collaboration had helped in earning a profit of around Rs.

20,000 which was given entirely to Ms. Barse. Taking this initiative to the next level, Ms. Barse has formed a team of two more visually challenged girls this year and they started preparing rakhis from June. The rakhi designs, the different themes around which the designs would revolve were chosen by Ms. Barse. Kartavya Foundation helped the team in visiting vendors, sourcing material from them and setting up a workshop to help them prepare the rakhis. The NGO has embarked on a massive outreach program to sell the rakhis. Stalls are set up on the VES Degree College campus as well as Mansukhani Institute of Management (MIM), Ulhasnagar. Kartavya Foundation has also approached corporates in this unique endeavor and has got an overwhelming response. They have set up stalls in L&T Infotech Powai and Tipco Solutions. Plans are in full swing to set up stalls in Oracle, Goregaon and Infibeam, Andheri over the week.

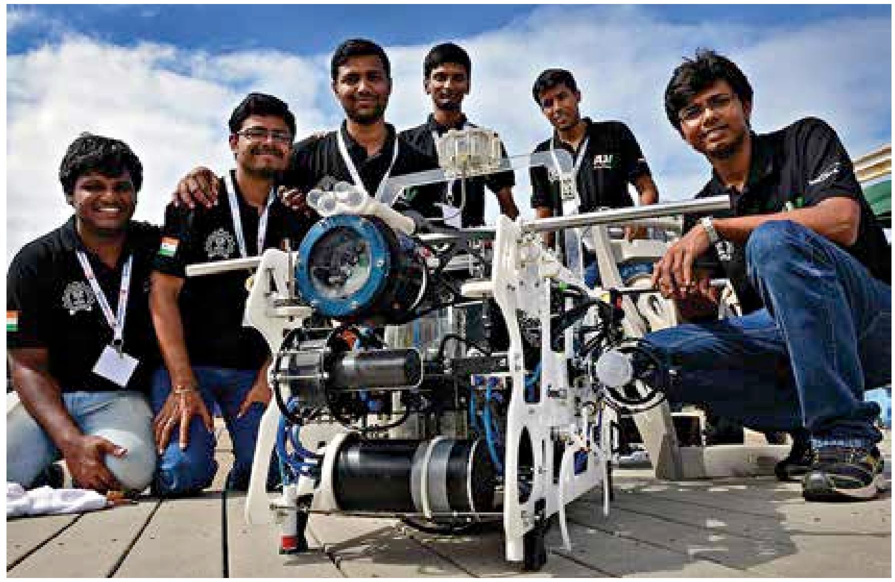
Kartavya Foundation has also tapped social media platforms like Whatsapp and Facebook to reach out to potential customers outside Mumbai and Maharashtra. Their efforts have provided positive results and people from Pune, Nasik, Ahmedabad and Hyderabad have evinced an interest in purchasing these rakhis. More than 100 student volunteers from different colleges across the city have committed themselves to run and manage these stalls, the cost of which has been borne by Kartavya Foundation. This year too, the NGO plans to give all the profit from the rakhi sales proceeds to Ms Barse and her team mates.

IIT's AUV Bags Second Prize

The Autonomous Underwater Vehicle (AUV) -- Matsya of the Indian Institute of Technology-Bombay (IITB) has secured the second position in AUVSI Robosub 2016.

It was adjudged the best performance by an Asian team.

The team beat sixtime winner Cornell University but lost the first position by a small margin to Caltech University.

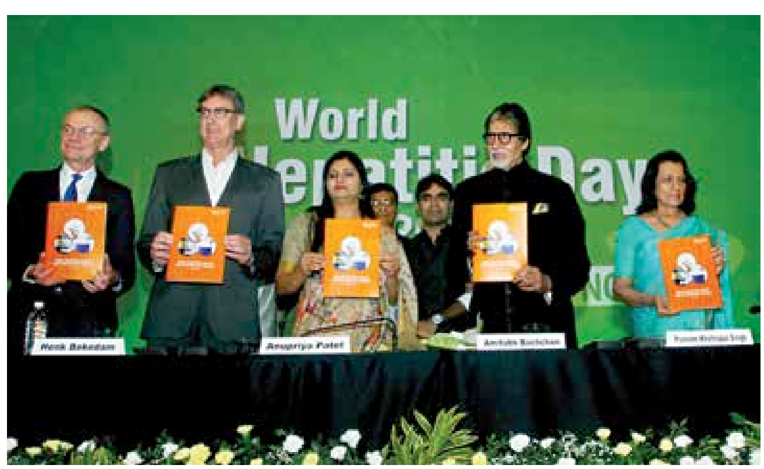


This year, the Robosub competition was held during July 2731 in San Diego, California. More than 45 universities from around the world competed to create the most effective autonomous submarine. The teams were scored on their designs, technological innovations and performance in a series of obstacle courses.

What makes this competition really challenging is that the robots are autonomous, their actions are pre-programmed and they are on their own to complete the objectives without any intervention from the teams.

AUVIITB's Matsya had a nearflawless run in the competition this time. They qualified on the first day itself, performed exceptionally in the semifinals and finals without any retries. In fact, Matsya was the only submarine to successfully attempt two of the most complicated tasks. Also, it was the only AUV able to decide whether it has successfully completed a task or not and reattempt if required. This was possible only because of several hours of testing put in by the team to make Matsya sufficiently intelligent, according to a press note here.

"WORLD HEPATITIS DAY – 2016 Symposium" In Mumbai On July 28, 2016



Union Minister for Health and Family Welfare Anupriya Patel and Brand Ambassador for Hepatitis awareness Amitabh Bachchan at "WORLD HEPATITIS DAY – 2016 Symposium" in Mumbai last month.

Recycling Needs To Be Recognised As An Industry In India

With the Environment ministry notifying the new E-Waste Management Rules, 2016 that will bring the producers under Extended Producer Responsibility (EPR), along with targets and requirements to collect e waste, experts feel that time has come to take the second big step – infuse capital and recognise recycling as an industry. Technology and financial incentives would encourage entrepreneurs entering this field.

(L-R): Satish Sinha, Associate Director, Toxics Links, Dr. Aniruddha Agnihotri, Head-Environmental Sustainability, Health & Safety, Tata Consultancy Services, Ms. Rupa Naik, Director (Projects), World Trade Centre Mumbai, Dr. Prasad Modak, Executive President, Environmental Management Centre LLP & Director, Ekonnect Knowledge Foundation, Y. R. Warerkar, Executive Director, World Trade Centre Mumbai, B.K.Soni, Chairman & Managing Director, EcoReco,. Deepali Sinha Khetriwal, Managing Director, Sofies India.

The experts were speaking at a seminar organised jointly by the World Trade Centre Mumbai and Ekonnect Knowledge Foundation on 'Managing E-waste – Challenges and Opportunities' at the WTC complex in Mumbai recently.

E-waste is increasing at a rate of 30% per annum, which is a big concern and at present, more than 90 per cent of E-waste is managed by the informal sector – ie kabadiwallas. "The 2016 rules are very comprehensive and it addresses some of the loopholes in the 2011 act by introducing robust compliance, audit and monitoring mechanism. The 2016 act also brought in Compact Fluorescent Lamp (CFL) and other electronic products under its ambit," informed Dr. Prasad Modak, Executive President, Environmental Management Centre LLP and Director Ekonnect Knowledge Foundation. "E-waste is rising due to changes in our lifestyle, everyone is using multiple electronic gadgets now. The target for 2020 will be to collect 70 per cent of E-waste, which is a big challenge and needs push from all stakeholders," added Dr Modak.

The new rules make the manufacturer responsible to collect e-waste generated during the manufacture of any electrical and electronic equipment and channelise it for recycling or disposal and seek authorisation from State Pollution Control Boards (SPCBs). "We have been rating companies on EPR in terms of collection centres, buy back systems, awareness programmes and the results have been disappointing. Even the SPCBs do not mention E-waste rules on their website. We had no option but to move to court on this," pointed out Satish Sinha, Associate Director, Toxics Links.

Sinha lamented the fact that reputed MNCs are following EPR rules in Europe but do not want to do the same in India. "They want an escape route in India because our regulatory framework is not in place. There is no incentive to compliance. Also, unless the cost of implementation is built in the regulatory framework, the system would not work," Sinha added.

Tata Consultancy Services (TCS), India's biggest IT company, is known for its first mover advantage by formulating E-waste disposal policy in 2008. "We are implementing it in several countries we work where the framework does not exist. Our procurement is largely green. We have huge size of old products like computers phased out annually, which are given to charitable organisations, which we keep track," explained Dr. Aniruddha Agnihotri, Head, Environmental Sustainability, Health and Safety, TCS.

TCS' internal IT team has the mandate of EPR and also has a transparent process to identify and work with recyclers. "We have a bidding process, destruction certificates are obtained from vendors on data and are maintained at locations. We also do surprise inspections at our recyclers," added Agnihotri.

Recycling is all about transforming, transport and technology and it is time we look at it as a business opportunity. "There is no monetary support to the recyclers, no one wants to pay best prices and still everyone wants European facilities," opined B K Soni, CMD, EcoReco. Soni stated that skilling up is the only way forward and EcoReco has now signed up with National Skill Development Corporation of India (NSDC) to train 300,000 kabbadiwallas over three years. This will improve their health. Also, we would install eco-bins at spiritual and educational centres to increase collection," he added.

India must take cue from the network of Producer Responsibility Organisations (PROs) from Switzerland, which manages the finances of the entire recycling system and are funded by the producers. "PROs audit the recyclers. The Swiss model has shown way of creating technical standards in E-waste. They create awareness, are IT-driven and smartly run organisations with a lean employee model," informed Dr. Deepali Sinha Khetriwal, MD, Sofies India.

US-based Bulldog Reporter Announces Partnership With Concept PR For Awards

US-based Bulldog Reporter, a renowned journal for communications professionals has announced a partnership with Concept PR, a division of Concept Group, for the launching of its signature Bulldog Awards in India. Bulldog Reporter is a leader in media intelligence, supplying news, analysis and high-level training content to public relations and corporate communications professionals for 35 years, with the mission of helping these practitioners achieve superior competitive performance. The Bulldog Awards celebrate corporate communications and public relations strategic and tactical prowess at the highest level. The Bulldog Awards is the only PR awards programmes to be judged exclusively by working journalists hailing from some of the best-respected news sources. The five annual awards programmess have always been open to international organizations and agencies, garnering submissions from global agencies in Germany, Poland, Canada and the UK. Now, Indian communications professionals will also have an opportunity to showcase their work and talent, and compete globally.

Chris Morrison, President of MediaMiser, an affiliate of Bulldog Reporter, said, "There is so much incredible talent in India that is worthy of global recognition through Bulldog Awards. We look forward to seeing some of the great PR campaigns coming out of that country entered into our programmess and witnessing new and innovative ways Indian agencies are reaching their goals in that market." Announcing this exciting partnership Ashish Jalan, Director and CEO, Concept PR said, "The Indian PR industry is at the cusp of a new and interesting phase where traditional and new media are equally dominant. At the same time, Indian communications professionals are breaking barriers with their extraordinary and innovative ideas. In this context, we are extremely happy to partner with Bulldog Reporter to introduce the Bulldog Awards in India and are confident that with our strong media relations, we can create a good benchmark for the media industry and the PR fraternity at large."

The first awards programmesme to be introduced to PR professionals in India will be the 2016 Bulldog Stars of PR Awards. This programmes rewards agencies and individuals in the communications arena who are deserving of recognition for their outstanding talent. The programmes launched globally on Tuesday, August 9, 2016. There are thirty-two categories available to enter and win, with early-bird pricing in effect until September 9, 2016, and a final deadline of October 21, 2016. Concept PR will also bring to India the benefits of Bulldog Reporter's 'Daily Dog'—the public relations and communications industry's best-read, most widely distributed trade journal.

BOI in-house Magazine 'Taarangan' has been conferred with 'Best In-House Magazine' by CMO Asia

(R to L) : Bank of India General Manager (HR) Shri Mrityunjay Kumar Gupta receiving award from Prof. Chetan Wakalkar, Group Director and Management Trustee, Indira Group of Institutes).

MAHARASHTRA LAUNCHES QUIT INDIA 2.0

Maharashtra has launched 'Quit India Swaraaj to Suraaj Movement' to target social ills in the society - on the platinum jubilee of the Quit India movement of 8 August 1942 which was launched by Mahatma Gandhi, the father of the nation, to end the British rule in India. At the historic August Kranti Maidan here, the movement was launched by Maharashtra Chief Minister Devendra Fadnavis in presence of Union Minister of Urban Development, Housing and Urban Poverty Alleviation and Parliamentary Affairs, M Venkaiah Naidu.

"Today, the city is taking a lead in launching the second Quit India Movement. This time the fight is not against the British, but against the social evils plaguing the state like corruption, farmer suicides, malnutrition, water wastage and terrorism," Fadnavis said. Naidu, who also holds the portfolio of Information & Broadcasting, said poverty has to be completely eradicated from the country. "Providing education to all, creating employment, combining development with welfare measures are all part of the larger 'Quit Poverty" campaign and every Indian should supplement the efforts of the government in this regard. Antyodaya is the way forward," Naidu said.

The fifth edition of Tata Social Enterprise Challenge kicks-off

- *National level competition to find India's most promising early-stage social enterprises*
- *Identified social entrepreneurs to be offered mentorship support, funding opportunities and an opportunity to pitch for incubation at the IIM Calcutta Innovation Park*

The Tata group had recently announced the commencement of the Tata Social Enterprise Challenge 2016-17, a joint initiative with the Indian Institute of Management Calcutta (IIM-C) to find India's most promising early-stage social enterprises. The endeavor of the challenge is to create an ecosystem for social entrepreneurship and encourage sustainable, scalable and measurable social impact.

Teams who either have an early stage venture (not older than 3 years) or a promising idea with a plan, that can create sustainable social impact in India, can submit their business plans online, by logging onto www.tatasechallenge.org. Impact Proposals (detailed Business Plans) are invited in the areas of agriculture, food and dairy, healthcare, water and sanitation, technology and development, education & skills development, housing, handicrafts, energy and microfinance/financial inclusion. The ventures will be judged on three parameters - Business Model, Social Impact and Sustainability.

REWARDS

Mentorship: Maximum of 20 teams will be selected for semi-finals and will be provided up to 6 weeks of mentorship support, including 2 days at the IIM Calcutta campus.

Funding Opportunity: All teams shortlisted for the semi-finals and finals will have an opportunity to pitch to India's largest social VCs for seed funding.

Incubation: The teams which make it to the grand finale will be given an opportunity to pitch for incubation at IIM Calcutta Innovation Park.

Cash Awards: The total prize money is Rs 6 lakhs for the top three teams. The semi-finalists will receive travel grants.

The last day to submit the Impact Proposal (business plan) online is October 11, 2016. The Challenge also invites the general public to nominate, through the initiative's website, social enterprises they know who fit the eligibility criteria.

Atul Agrawal, Sr. Vice President, Corporate Affairs, Tata Services says, "It gives me immense pleasure to announce the launch of the fifth edition of the Tata Social Enterprise Challenge, which has become a platform that encourages the incredibly enthusiastic population of our nation to thrive in the space of social entrepreneurship. Growing every year, the initiative has helped bring to the limelight social entrepreneurs, as well as, with expert partners, provided social start-ups an eco-system and mentoring about business techniques and private sector approaches to find solutions to social, cultural or environmental problems."

Prof. Ashok Banerjee, Director IIM Calcutta Innovation Park says, "This year's TSEC will be even bigger with encouraging participation of other partners who would like to see social entrepreneurship at its best. We are looking for, in this episode of TSEC, social enterprises who are ready to scale up and create impact at the national level. There are funding opportunities for deserving participants."

Governor discovers British Era Bunker below Raj Bhavan; to consult experts on conservation

A 150-meter long underground British era Bunker which had been closed for several decades was discovered by Maharashtra Governor Ch Vidyasagar Rao inside the Raj Bhavan complex at Malabar Hill in Mumbai.

The Governor accompanied by his wife Vinodha visited the bunker on Thursday (16th Aug) after which the Governor expressed his intention to consult experts from various fields to preserve it.

About three months ago, when the Governor was informed by old-timers that there exists a tunnel inside Raj Bhavan, the Governor asked to get it opened.

On 12th August when the staff of the Public Works Department at Raj Bhavan broke open a temporary wall that closed the entrance to the bunker on the Eastern side, they were surprised. Instead of an underground tunnel, an entire barrack with 13 rooms of different size was found. The bunker opens with a 20-ft tall gate and a ramp on the Western side. There are long passages and small to medium rooms on either side.

The Bunker spread over an area of more than 5,000 square feet has rooms bearing the name Shell Store, Gun Shell, Cartridge Store, Shell Lift, Pump, Workshop etc. There are also scores of Lamp Recesses in the gangway.

Even though the Bunker was apparently closed after Independence, it was found to be surprisingly intact. Interestingly the entire underground bunker has a drainage system and inlets for fresh air and light. According to the History of Raj Bhavans in Maharashtra, Raj Bhavan, formerly known as 'Government House' served as the residence of British Governors since 1885 when Lord Reay turned it into a permanent residence. Prior to 1885, the Malabar Hill residence served as the Summer Residence of the British Governors. The Government House at Parel served as the Governor's residence before 1885.

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Mega CSR Initiative Launched In Maharashtra Amitabh To Lend Face, Voice

Bollywood actor Amitabh Bachchan, businessman-philanthropist Ratan Tata, Mahindra Group Chairman Anand Mahindra and Popatrao Pawar along with Maharashtra Chief Minister Devendra Fadnavis launching a mega initiative to transform 1000 villages in Maharashtra

A mammoth Corporate Social Responsibility (CSR) initiative aimed at completely transforming 1,000 villages was launched in Maharashtra last month.

Bollywood superstar Amitabh Bachchan has agreed to be face of the campaign and lend his acting skills and baritone voice to the mega CSR plan, a brainchild of Chief Minister Devendra Fadnavis.

"The project would see joint and concerted efforts of government, corporate, NGOs, civil society and complement the efforts of each other through a mechanism of convergence," Fadnavis told a news conference at Mantralaya, the state secretariat in Mumbai, after a high-level consultative meet.

Fadnavis said that a Governing Council would be formed of which the CM would be the Chairperson - and it would have a corpus fund. "While 50 per cent funding would be from the government, rest would be from other sources," he said.

As far as the selection of villages are concerned, 50 per cent of them would be handpicked by the government where the human development index (HDI) is low and the rest 50 per cent by other participating agencies. Another criteria would be that 25 per cent of the villages would be adivasi villages.

The government is aiming to launch the programme on October 2, the birth anniversary of Mahatma Gandhi, with 100 villages.

Asked about the nature of the programme, Fadnavis said: "The major aim is convergence...already there are lot of plans, programmes and policies at various levels of various departments...we would make a concerted effort."

As far as the real transformation is concened, he said that the focus would be to attain sustainable development for livelihood, focus on 'jal, jamin and jangal', scientific water conservation, agriculture, skill development, health and education. "We are aming at complete transformation through integration of efforts," he said.

Besides Bachchan, businessman-philanthropist and Chairman-emeritus of Tata Sons, RatanTata, Mahindra Group Chairman Anand Mahindra, State Bank of India Chairperson Arundhati Bhattacharya, former Atomic Energy Commission chief Dr Anil Kakodkar, who played a lead role in Pokhran I and II nuclear tests and piloted the nuclear power programme, eminent scientist Dr Vijay Bhatkar, who is the chief architect of Param supercomputer, UTV founders Ronnie Screwvala and Zarina Mehta and Popatrao Pawar, who transformed Hiware Bazar, Rajshree Birla, the Chairperson of Aditya Birla Centre for Community Initiatives and Rural Development, Sanjiv Mehta, Managing Director at Hindustan Unilever Ltdwere among those present at the meeting.

Fond Memories? Make The Case For Sustainability Through Emotions

BY **SUSANNAH ENKEMA**

Car buying could be one of the most emotional decisions you ever make. I was reminded of that recently, listening to the story of a new car purchase by one of our Shelton team members, Lauren.

Lauren bought a Subaru and is still bubbling over with Subaru love. She is definitely a True Believer and an Active in our segmentation system typologies, so I wondered why a non-hybrid Subaru was the winner instead of another car brand with a hybrid option.

The key seems to be her love for the overarching Subaru brand. Research from the field of neuroscience explains why purchase decisions are ultimately emotional, not rational.

Author and professor of neuroscience Antonio Demasio explores the lack of decision-making abilities among people with brain damage in the emotional centers of the brain. He describes how this particular kind of damage does not affect the ability to rationally think through decision alternatives, but without the aid of the emotional centers, choosing becomes almost impossible.

Without our emotions, we literally cannot decide.

Her feelings about the Subaru brand helped her choose a Subaru product. Brands play an especially big role in purchase decisions because they help consumers relate to products and services. Brands are the signifiers, the cognitive shortcuts, to our cumulative experiences with that branded product or service. Brands are the portable handles to a very large suitcase of consumer experience and consumer emotion.

After hearing a little more from Lauren about her Subaru love, it became clear that she had many emotionally positive, early memories of Subaru. In childhood, it had been the car of choice for her parents, making possible many outdoor adventures (and arguably encouraging general conscientiousness toward sustainability). When it came time to buy a new car, all those happy Subaru experiences put the brand at the top of the consideration list.

Rationally, Lauren backed up her car purchase, too. She explained that even though Subaru didn't offer a hybrid option, Subaru's commitment toward zero-waste to landfill practices seemed to serve as an equally acceptable counter-weight, especially when considering that the Subaru she chose had a similar MPG rating to the hybrid option.

Subaru is a great example of a brand that is more than a product with a name and logo — it has a great brand story and personality, in addition to a great product and a corporation that cares about its entire sustainability footprint. Instead of emphasizing functional features, the brand's messaging builds an emotional connection: Subarus are perfect for your four-legged family members; they're made to take you to your next outdoor adventure; and they care about sustainability just like you do.

Companies working to sell consumers on the benefits of sustainability need to remember that they must make the emotional case, not just the rational one. By making sustainability part of your emotional connection to consumers, your brand can bypass many functional benefit discussions and skip right to the kind of enviable brand love and loyalty Lauren has found with her new Subaru.

Companies working to sell consumers on the benefits of sustainability need to remember that they must make the emotional case, not just the rational one.

Susannah Enkema, Business Strategy, Corporate Sustainability, The Shelton Group

(Source: https://www.greenbiz.com/article/fond-memories-make-case-sustainability-through-emotions)

Leed For Vertical Farms? Defining High-Tech Sustainable Food

It's not good enough to say we're producing jobs or we're saving an approximate amount of water. Cities are going to start asking deeper questions, especially when they start to encourage or discourage this kind of farming. And we think that's a risk to our members. BY **LAUREN HEPLER**

From shipping containers-turned-micro farms to fruit-picking robots, the wide world of agriculture tech is attracting attention and investor dollars as increasingly urgent concerns about food scarcity come into focus.

Amid a wave of in-field technology, food data analytics and experimental urban agriculture, the particularly futuristic field of vertical farming is attracting entrants including industrial incumbents such as Fujitsu and upstarts such as AeroFarms, City Farm and Green Sense.

As ag tech blooms, attracting a total $4.6 billion in investment during 2015, the nonprofit Association for Vertical Farming is positioning itself as a leader of the segment of the market.

With an international roster of members that includes multinational companies such as Microsoft, Phillips and Metro Group, plus smaller enterprises such as AeroFarms and Agrilystm, the industry group aims to grow the industry through events, advocacy and policy work.

"We do a lot to try and think five, seven years ahead for the industry," Andrew Blume, the association's North American regional manager, told GreenBiz.

Among the frontiers Blume and Association for Vertical Farming co-founder Henry Gordon-Smith see on the horizon for the field is sustainability. Specifically, the group is in the early stages of studying and formulating the first sustainability standard for vertical farms.

The compact geographic footprints and diminished water and soil inputs for vertical farms may seem like obvious advantages, but critics say that high energy requirements for lighting complicate the environmental calculus. What happens to food quality when you reduce or subtract organic soil is another question.

"There are big losses of energy and heavy infrastructure costs. It's about as wasteful as a system can be," journalist Stan Cox recently wrote for AlterNet. "Better to let crop plants do what they do best: capture cost-free, emissions-free sunlight for themselves."

In an interview edited for length and clarity, Blume and Gordon-Smith weighed in on the sustainability question, along with the prospect of vertical farms becoming an everyday part of city life.

Lauren Hepler: So what is the Association for Vertical Farming?

Andrew Blume: The Association for Vertical Farming is an international nonprofit that's about three years old. It was just founded basically out of a need for an association and a way for people to talk about the industry and to bring about standardization in kind of the way that we practice vertical farming, and in the way we communicate our work and the different characteristics of the vertical farms themselves.

We don't just do vertical farms for the sake of vertical farms. We do a lot to try and think five, seven years ahead for the industry. So, we do things like a sustainability certificate that we're currently working on.


Henry Gordon-Smith (left) and Andrew Blume of the Association for Vertical Farming.

Hepler: What are some of the issues that are top of mind for the industry right now? It sounds like sustainability is up there, given that you're thinking about ways to set standards.

Henry Gordon-Smith: At the beginning it was really awareness and education. Now it's more about how we help cities and policy leaders interpret what vertical farms are. What makes one better than the other? What makes one worth supporting versus the other? Are they really job creators? Can they be organic? Are they sustainable?

These are questions that policy leaders want to know about. Also, kind of physical elements, like where they should be integrated. How can they think about health and safety or planning around these vertical farms?

The other part of the sustainability question, which is relatively new: About eight months ago probably, we initiated a study with Columbia University to look at what makes a vertical farm sustainable or not, and even extend that to greenhouses and other urban farms.

Students went around and looked at LEED, they looked at Fair Trade, they looked at Organic. They rated them based on how applicable they would be to the main components in vertical farming. Right? Water use, electrical, lighting, space usage, integration to buildings, social impact.

They looked at all these different certifications and concluded that we should develop our own. Why? Because, well, vertical farms are kind of this intersection between farming, technology and building, so they require sort of their own unique certification.

Hepler: How do you move from studying sustainability to setting concrete standards?

Gordon-Smith: The Columbia students presented a plan for how we could get to a viable certification scheme within, let's say, five to seven years, which is how long it typically takes to get a certification off the ground.

We are now initiating benchmarking with 10 starter farms. It's not really, let's say, responsible of us to say, "This is how we define a sustainable vertical farm" and then say, "You can either be certified or not." (It's more) saying, "Your first 10 farms, we're going to spend a year with you tracking things that are, let's say, a bit basic, like water usage, your number of laborers, your grow area versus your building footprint, your distance to market." OK? And there's 10 initial metrics that we're doing and that's some of them.

The next year, we would expand that group to 20 and add an additional — I think it's five metrics. So, now we're stretching them to ask them deeper sustainability questions. Once that year is done, we can then create a third party group or partner with a third party group that can be the verifier — the certifier, let's say, and then we become the verifier.

Hepler: There are so many inputs with agriculture: water, energy, soil nutrients. Where are we now with vertical farming, and what is the opportunity for efficiency and sustainability moving forward?

Gordon-Smith: Where we are now is people are investing more, and people continue to take the risk — and it is a risky business, vertical farming, but an exciting one. We feel that it's our responsibility as an organization to ask the proper questions.

It's not good enough to say we're producing jobs or we're saving an approximate amount of water. Cities are going to start asking deeper questions, especially when they start to encourage or discourage this kind of farming. And we think that's a risk to our members.

I think in general the sustainability of vertical farms is still quite questionable. A lot of people need to be tracking more things to add to that question. And what are we really comparing it to? We're trying it to compare it to conventional agriculture, and even those impacts haven't been quantified appropriately. We're optimistic about the sustainability of vertical farming, especially from the water perspective and the food model perspective.

Vertical farms are kind of this intersection between farming, technology and building, so they require sort of their own unique certification.

Blume: I would just add that LED lights are getting much more efficient. The renewable energy sources are going to also continue to get more efficient, whether it's solar or wind or these renewable sources. And for me, a big part of it is just about making cities more resilient and preparing for climate change.

Other industries will continue to progress and get better. Their technologies will converge with ours to make vertical farming more sustainable. So, vertical farming isn't just kind of in this bubble where we're just going alone needing to make everything more sustainable.

Gordon-Smith: It's a great point. if you look at New York City after Hurricane Sandy, soil-based urban farms and even some local farms around the city were damaged, but indoor farms weren't. I mean, there is the possibility of losing power, but that can also be navigated with some generators, which a lot of commercial farms have.

So, there's a resiliency argument there when the city of New York only has two days' food supply and storms are going to be more prevalent. Who's going to provide that backup produce? It's probably going to be vertical farms.

Hepler: District of Columbia's new climate adaptation plan that they just sent out on the wire today, and it does include food security and sort of urban farming as prerogatives that they're trying to tackle. I'm curious for you guys and the work you're doing, given that you have this international purview, if there are particular cities that you think are out in front, and also sort of what the business model is.

Blume: I would say that New York City is fairly advanced. There's a lot of different rooftop gardens there. The New York Ag Collective is really pushing forward. They have New York Ag Tech Week coming up in September where there's going to be a lot of technology demos and policymakers all coming together.

Chicago is fairly advanced with — they've got a handful of urban and vertical farms there. Los Angeles is behind but we're catching up. Internationally I would say Japan is extremely advanced with vertical farming.

Gordon-Smith: I think Singapore is also on there for sure. It's an island country that spends a lot on imports.

Hepler: How much food are we talking about? Have you found a sweet spot in terms of scale?

Gordon-Smith: Right now the scales that are the most, let's say, economically viable are I'd say around 10,000 (square feet) or more when you're really getting the large ones. The equipment you're buying — you're going to get a better deal on it. And at that size, it always depends on the operator, but you can plan your labor very intelligently. Then the volume at that production, you can actually get some very interesting supermarket deals. There's a lot of variability here, by the way, because when we think 10,000 square feet, that's the building area. There could be multiple levels.

When you go smaller, to the kind of 1,000 square feet or 2,000 square feet, you can fit into interesting spaces, like unused spaces in the city. You're not going to be making tons and tons of money but you're going to be making profit. Also, you're going to be selling more of a specialty product. You're probably going to be closer to the market if you plan it out properly.

A big part of it is just about making cities more resilient and preparing for climate change.

Hepler: What about distribution? Is food grown in vertical farms marketable, or are there other factors to consider when it comes to selling this stuff?

Blume: One of our members, the German conglomerate Metro Group, they have a chain of retail stores in Germany. They're a bit more cutting-edge, and they have a position on their staff for head of food tech and food innovation. They partnered with another one of our members in Germany and set up an in-grocery-store farm right there where they're now growing some microgreens like bonsai basil and chard.

As to seeing it here in the U.S., I do also know of some restaurant chains and others that are purchasing from a company here in Los Angeles.

Gordon-Smith: It depends on the crop, right? It's a very, very tough world out there for distribution. People are impatient. People are always trying to cut costs where possible. It's a relationship business and you have to pick the right crop.

But usually, they're very excited about the fact that it's year-round. If you can give the buyer basil in the wintertime or any leafy green that's fresh in the wintertime, they get excited about that. I mean, it's a pesticide-free local product, which can be very interesting.

Wherever a product doesn't store well — and they have high margins, they're in demand, they're imported — that's where vertical farming is going to start to really shine.

Hepler: We hear a lot about leafy greens, but how do you see the types of crops being grown this way evolving?

Gordon-Smith: It's an exciting question. Right now, the diversity is, let's say, relatively limited. It's leafy greens, microgreens. But it's getting more interesting over time. I think the new crops that are going to be coming onboard from an economics perspective are probably going to be strawberries and other berries.

I think that's going to be increasingly viable. And it makes sense, right? It kind of fits in a similar space requirement. It requires a different lighting spectrum and a different growth cycle, but it's in the future for vertical farming for sure.

Tomatoes, cucumbers, peppers — I think we still have a long way for those to become economically viable. You will see some companies depending on vertical farms just to grow healthy young plants that are then put into fields or put into greenhouses that are maybe near the city. That's already happening in some ways.

I think what we're not going to see for a long time, if ever, is people growing wheats and corn and those kind of, let's say, staple crops. It also makes sense, because those don't need to be fresh. It's not required; they store well. So, wherever a product doesn't store well, and they have high margins, and they're in demand, and they're imported, that's where vertical farming is going to start to really shine in the coming five years.

Hepler: What about designated labels for food grown on vertical farms?

Gordon-Smith: There's no label right now that's out there. One of the things we're thinking about for the certification is that you could have a label about the farm itself, verifying its social mission or its food miles or something like that.

Most vertical farms will pursue their own or an existing label. So, they'll pursue — if they're very, very ambitious — they'll pursue organic, which is challenging but possible. A few in New York will pursue New York made. A lot of them will pursue GMO free. There's a vertical farm in Philadelphia that's vegan-certified.

Hepler: Why is organic such a challenge for vertical farms?

Gordon-Smith: These systems are highly capital-intensive. So, to have a delay once you launch is very difficult, and you can't really be certified until you've launched. You need to be paying for labor, operating lights.

Another one is the plumbing. Hydroponic plumbing systems are sensitive. There's basically dissolved nutrients that are delivering the nutrients to the plant, and when organics are dissolved they have a different size than non-organic nutrients and they don't dissolve as well.

Hepler: From a competitive standpoint, do you see more big companies wading into this space looking to acquire people? Should we expect more new entrants?

Gordon-Smith: I think those bigger corporations are already investigating the space and looking into how these technologies are going to influence their activities. I don't know if it's going to be so much acquisition as much as it will be just new ventures.

I think there's still a lot of opinions out there about the state of the industry and the opportunity of just getting involved and catching up. It is still relatively new, so if you have enough capital and if you can recruit the right talent, I think it's still quite wide open.

Hepler: What are the primary roadblocks you foresee for the industry?

Gordon-Smith: The first one is for people to actually understand what it is. The policy leaders, especially on the city level, don't understand how it's going to integrate into their department of building codes or what can they grow in these farms. A lot of them don't understand the actual jobs impact of it when trying to develop incentives, because there's kind of this paradox between creating jobs for getting economic benefits for the city and then reducing jobs for actually having a lean operation that's more automated. And that's a bit of the paradox in commercial vertical farms.

And then, the other part is just how does it fit into the spectrum of urban agriculture as a whole? Because those other typologies have value from a green infrastructure perspective — managing rainwater or a community impact perspective from being more exposed to the public. Vertical farms are typically a bit more enclosed and factory-like. It's confusing for some people because there's this aura and existing zeitgeist around urban agriculture.

(Source: https://www.greenbiz.com/article/leed-vertical-farms-defining-high-tech-sustainable-food)

TRANSFORMING BUSINESS: A PLAY IN FOUR ACTS

WE ARE FACED WITH THE QUERY OF WHETHER BUSINESS CAN BE TRANSFORMED, OR IF IT CAN BE TRANSFORMATIVE.

Imagine a play in four acts: the first one describes a revolution underway in the business world; in the second act religion leaves the public square, paving the way for the ascent of money; the third showcases social movements, long ignored or forgotten; the fourth sounds like a dream, awaiting full germination and yet to take deeper root.

Act One: Beyond Corporate Social Responsibility

"Business as usual has taken incremental steps towards sustainability, and the steps have proven to be insufficient. After 25 years, today I'm quitting my job as a CSR consultant."

With these provocative words, leading sustainability consultant Coro Strandberg steps onto the stage at Vancouver's Board of Change, opening her presentation on transformational companies. In collaboration with Canadian Business for Social Responsibility (CBSR), Strandberg boldly identifies 19 qualities that define a new business leadership standard.

CBSR is not alone. Searching for examples in over 70 countries, sustainability consultant Wayne Visser also makes an appearance. He calls for an "economic revolution" led by companies that are moving away from charitable and promotional Corporate Social Responsibility, towards "systemic" sustainability.

Nurtured by compelling case studies, Visser's "World Guide to Sustainable Enterprise" promotes a new breed of business — not only one that thoroughly embeds sustainability and responsibility, but also companies that use their influence and core competencies to advance social and ecological wellbeing in the broader contexts where they operate.

To all of this, the audience shrinks back either in bewilderment or skepticism.

But an eclectic parade of new actors continues to enter the scene. Mexico's Biopappel turns city paper dumpsters into an urban forest; Brazil's Natura becomes a founder of the Union for Ethical Biotrade;Patagonia takes a leading role in the Sustainable Apparel Coalition. Canada's Vancity also receives customary spotlight.

Besides being carbon neutral and a living-wage employer, the nation's largest credit union is hailed for strategically donating 30 percent of its net income to support greener businesses and social-impact initiatives.

These outlanders prove that responsibility, value creation, societal contribution and ecological integrity can be factored into the entire life-systems that affect and are affected by their products.

Still, the audience remains dubious in hearing that the purpose of companies like these is to transform the wider business ecosystem — for good. Further disbelief amounts when CBSR highlights companies such as Marks and Spencer who lobby for higher, stricter public policy in the United Kingdom.

"Industry-wide transformation," Strandberg adds, "that's where sustainability should ultimately be going."

But a cynic in the pews pipes up: "Can you actually transform an entire system built on competition and short-term objectives?"

Act Two: The Progress Trap

Western culture throws religion out of the window, leaving the public sphere at the unintended mercy of Aphrodite, Mammon and a host other ancient gods. Disruptions follow: The intricate atmospheric skin that embraces the planet is at stake; the rate of disappearance of species raises exponentially; the wealth distribution pie is split unequally on a table where a few are stuffed and most are starved.

Some suggest this is a byproduct of a secularly disguised religion that keeps asking us to sacrifice ourselves and our planet at the altar of "growthism" — likely the closest thing we have to a global deity. Others point out how the current paradigm has served us well in countless ways. Very much agreeing, British historian Ronald Wright enters the stage; yet he is quick to highlight the irony of consumerist culture, whereby the very means of success is threatening that culture's own existence. Society is trapped in its own progress.

"Is the progress trap fueled by a progress myth?" The question lingers, albeit unspoken. Regardless, the West campaigns for its Wall-Streetified economic paradigms, which continue to call the shots for 99 percent of the global village.

But an eclectic parade of new actors continues to enter the scene. Mexico's Biopappel turns city paper dumpsters into an urban forest; Brazil's Natura becomes a founder of the Union for Ethical Biotrade.

Act Three: Recent Reasons for Hope

Needing no introduction, a silent, black and white film showcases the movements spearheaded by Mahatma Gandhi and Martin Luther King Jr. Images of segregation and economic exploitation are overlaid by inspirational (even if challenging) phrases from their speeches and writings. The tension builds up, climaxing with Russian novelist Leo Tolstoy, who makes a surprising appearance amongst the audience.

"There are three types of persons," he declares as he puts down his book containing some of the writings that left a mark on the peace-maker from India. "Those who don't look beyond the satisfaction of their own needs; those who sacrifice at least part of their own needs in favor of their kin; and those who sacrifice themselves to express compassion to every being and thus fulfill the ultimate purpose of the universe."

The audience is faced with the query of whether business can be transformed, or if it can be transformative. By that point it's clear that the stakes are higher. Without words, Tolstoy lays down an open-ended summons searching for people willing and brave enough to stand up for what is right, notwithstanding the cost.

A flurry of cognitive dissonance fills the room. Mobile screens light up; people stare downwards; many are emotionally checked out.

Act Four: Back to Our Future

A spotlight breaks the opening stillness, falling on some characters from Act One now disguised as unknown passerby. "At this point it's not lone-rangers or Odyssean superstars that we're in need of," one of them remarks as they all cross the stage. "This challenge is not only for me, and you; it's for all of us."

Silence accrues. The wanderers are weary of greenwashing, of the co-optation of sustainability, of glossy reports in a day and age of spectacle and pomposity. Someone's propaGandhian t-shirt adds to the effect, whose imprinted aphorism sidelines the possibility of there being religion without sacrifice or of business without morality.

"Agreed … Perhaps that's why the whole thing is supposed to be transformational, folks, 'cause the challenges ahead require to go beyond the business case, ya know?" said a voice behind the stage.

"After centuries of competitive sprint races to the bottom, what we now need is a collaborative marathon to the top."

Eduardo Sasso, Business Consultant, Ethelo Decisions

(Source: https://www.greenbiz.com/article/transforming-business-play-four-acts)

Shri Akhilesh Yadav
Hon'ble Chief Minister, UP

UTTAR PRADESH

Development and Growth Driven Four Years

It was in the year 2012, the state got Akhilesh Yadav as Chief Minister, who brought a new thought and vision that had the power to change the ground realities of the state. His young and dynamic leadership has changed the face of Uttar Pradesh in a short period of four years. Be it cities, villages, women, men, children, students, farmers or businessmen, Uttar Pradesh has emerged as a land with unlimited potential for growth and development.

Impressive Infrastructure Development

The last four years saw amazing success in the field of infrastructure. The construction of India's largest Greenfield expressway between Lucknow and Agra is fast nearing completion. Built at a cost of Rs 15000 crores it will go a long way in expediting development in the entire state. All district headquarters of the state are being connected with 4-lane highways and the work is in progress.

The state capital Lucknow is all set to have a Metro Rail Service for intra-city transport. Work on this ambitious project is continuing at a fast pace and soon the residents of Lucknow will have a new, fast mode of transport, putting an end to traffic woes. At the same time, planning for the Metro service is under way for Meerut, Agra, Kanpur, Allahabad and Varanasi.

High-tech townships are coming up near Kanpur and Allahabad, to give an entire new dimension to development of these two cities. The Trans-Ganga Hi-Tech City as well as the Saraswati Hi-Tech City in Naini near Allahabad are ambitious projects in which investment in industrial, health, educational and housing sectors is expected.

An aerial view of the Unnao - Kannauj stretch of the Agra Lucknow expressway nearing completion

The IT City near Lucknow is expected to change the profile of the state capital as it will emerge as a major IT hub in the country. IT company HCL is its developer and upon completion it will generate employment for 25,000 people.

A world-class international cricket stadium is fast coming up in Lucknow and will have the capacity for 50,000.

The Janeshwar Mishra Park in Lucknow is the jewel in the state's ecological infrastructure. This 352-acre park is a unique example of providing facilities for recreation along with health, sports and entertainment.

Caring for the Youth

The youth of Uttar Pradesh are the future of the state. To provide them best possible facilities for education, preparation for competitive examinations, training and employment, the state Government has taken several path-breaking measures.

The scheme for free distribution of laptops to meritorious students in the state is a big success. Under this scheme, free laptops have been distributed to nearly 15 lakh students.

Under the Kanya Vidya Dhan scheme, an amount of Rs 30,000 is being provided to girl students from weaker sections of the

> Skill development among youth is a major thrust area of the state Government. Under this scheme, professional training is being provided to educated youth to make them employable

society to continue their further education. So far, more than 3.62 lakh girls have benefited from this scheme.

Skill development among youth is a major thrust area of the state Government. Under this scheme, professional training is being provided to educated youth to make them employable in various sectors. So far, more than 2.35 lakh candidates have been trained.

Providing Best Healthcare

Providing healthcare and medical facilities to all sections of the society is a major objective of the Government and has been accorded priority. The most significant measure is the launch of the Samajwadi Ambulance Service. This service is available to all by calling at the toll-free telephone number 108. The 102 National Ambulance Service is providing prompt hospital transportation to expectant women. This is a 24X7 service throughout the year and can be called by dialling 102.

Free medical treatment and pathology

tests are now available at all government hospitals for those below the poverty line. All those holding the BPL card are getting free treatment, medicines, free X-ray, ultrasound and blood tests at the government hospitals.

An ultra-modern cancer hospital is coming up in Lucknow. This hospital is spread over an area of 100 acres and will cost about Rs 750 crores.

Assisting Farmers

The state Government is committed to provide all possible assistance to farmers, and among the many measures is free irrigation facility through canals and tubewells across the state. In addition, free fertilizer, seeds, etc are also being given to farmers.

More than 1643 agricultural marketing hubs have been constructed. Financial assistance of Rs 7 lakh is being given on the untimely death of each farmer, and the amount of farmers' accident insurance has been raised from Rs 1 lakh to Rs 5 lakh.

The Kamdhenu Dairy Project has come as a boon to those engaged in dairy farming. Under this scheme, a dairy unit of 11 milch cattle is established. Presently 212 units are operational and producing 5 lakh litres of additional milk supply.

Villages all over the state are getting a transformation under the ambitious Lohia Grameen Awas Yojana under which so far 84,000 dwellings have been constructed for those in the BPL list. Solar lights are being provided to these houses.

The Janeshwar Mishra Gram Yojana is aimed at providing facilities like CC roads, drainage system, India Mark-II hand pumps, solar energy and electrification. So far, development works have been completed in 4644 villages.

Augmenting Power Supply

The state Government has fixed the target of providing 16 hours of electricity supply in rural areas and 22 to 24 hours

of uninterrupted power supply in urban areas by October 2016. The availability of electricity up to October 2016 is likely to go up to 21,000 MW from the existing 11,000 MW.

It is also planned to electrify 1.73 villages and small habitations under the Rural Electrification Scheme.

The state has also achieved new milestones in the field of solar energy. It is planned to have in place 500 MW of supply through solar energy up to March 2019.

Social Welfare Measures

The Samajwadi Pension Scheme is among the most ambitious social welfare schemes. It aims at providing a monthly pension of Rs 500 to such households who do not have any means of earning their livelihood. It is planned to provide the pension to 55 lakh beneficiaries in the next financial year.

The state Government is providing free battery-driven e-rickshaws to owners of self-driven cycle-rickshaws in urban areas of the state. In addition to the free vehicle, the Government also provides free training, registration, driving licence, permit and free insurance.

What Would The Pokemon Go Of Sustainability Look Like?

Love it or hate it, Pokemon Go shows how digital technology can be an agent of behavior change — getting people to do things they otherwise might not do. As the endless stories of Pokemon Go mayhem filled up my social media feeds, I got to thinking: What would the "Pokemon Go of sustainability" look like? BY **MIKE HOWER**

You can find them just about anywhere — stampeding in New York's Central Park, taking over towns near North Korea and bravingminefields in Bosnia: Pokemon Go users trying to catch 'em all.

For those still wondering, the smartphone game uses augmented reality technology to allow users to "catch" Pokemon, fantastical digital monsters with peculiar names, in the real world — at the park, in a bar, in a corporate office, wherever Google Maps works. Users can collect these monsters and use them to "battle" other users at specially designated "Pokemon gyms," encouraging real people to inreract in person through the app.

And while most are young people, more than 40 percent of the adults who downloaded the mobile app are older than 25, and about one in three adult users are women, according to data from StartApp. They are your coworkers, bosses, doctors, Lyft drivers, lawyers — maybe even your mother.

As they search frantically for fictional monsters, Pokemon Go users have faced real-world consequences — discovering dead bodies, being robbed at gunpoint by tech-savvy criminals and even breakinginto power plants and causing traffic accidents.

Granted, the app also has generated some positive outcomes for its users and others — such as getting otherwise sedentary people out into the real world, bringing strangers together and raising revenues for businesses lucky enough to be near Pokemon hot spots. The app also has made some would-be Pokemon masters into real-world animal rescuers.

"I'd say that playing Pokemon Go has helped me to talk more with my coworkers and even new people who I normally wouldn't talk to. I've enjoyed just talking with people at work about what Pokemon they've caught," said Martha Arbogast, a digital designer in Cleveland.

"I took a walk around Lake Merritt just to do Pokemon Go," said my friend Clara Ng-Quinn, of Oakland, Calif. "Before, I'd only go out to the lake to go on a run. I don't do Pokemon Go during runs, though … too many distractions."

Valerie Sarni, a friend in Atlanta, told me: "Pokemon Go definitely gives me additional motivation to go farther/longer/explore somewhere new. And yes, I will admit that I've even stopped backseat driving my husband to go faster because his 'slow and steady' pace is perfect for hitting up passing Pokestops."

Love it or hate it, Pokemon Go shows how digital technology can be an agent of behavior change — getting people to do things they otherwise might not do. As the endless stories of Pokemon Go mayhem filled up my social media feeds, I got to thinking: What would the "Pokemon Go of sustainability" look like?

Sure, gamification is nothing new in the world of sustainability. Timberland's "Serv-a-palooza Challenge," a six-week experiment conducted in collaboration with

A Snorlax, whose "typical day consists of nothing more than eating and sleeping," according to Pokemon.com.

the CrowdRise fundraising community, raised more than $75,000 and inspired more than 1,600 volunteer hours toward sustainability and community causes. Likewise, WeSpire offers an engagement platform used by companies including CA Technologies, EnerNOC, MGM Resorts International, McDonald's and Unilever.

But could we develop a single app that achieves the same kind of global reach as Pokemon Go that actually helps individuals improve sustainability outcomes?

Community creates a tipping point

Day in and day out, corporate sustainability professionals toil at getting individuals, organizations and systems to do things that they otherwise might not do — such as favoring long-term value over short-term gain, promoting quality over quantity, averting the tragedy of the commons and moving beyond competition to collaboration. And changing the status quo is a lot harder than snatching a Snorlax in a sewer.

Author Malcolm Gladwell calls these special moments — when an idea, trend or social behavior crosses a threshold, tips and spreads like wildfire — "tipping points."

"If you want to bring a fundamental change in people's belief and behavior … you need to create a community around them, where those new beliefs can be practiced and expressed and nurtured," wrote Gladwell in his book, "The Tipping Point: How Little Things Can Make a Big Difference."

Certainly, the developers of Pokemon Go have succeeded in creating a community of shared interest. Cities are large, lonely places where many feel alone and isolated — despite being more connected than ever by technology. You might not know your neighbors or the name of the girl who makes your latte each morning, but thanks to Pokemon Go you can feel instantly connected to those random people loitering near the church — which often are used as Pokemon training gyms.

Creating a sense of community already ranks highly on to-do lists of corporate sustainability professionals and municipal leaders alike. Many of our current social and environmental challenges are rooted in the selfish pursuit of individual gain at the community's expense. Addressing climate change, rising inequality and environmental decay will require creating an unprecedented sense of community on a global scale.

Creating a sense of community already ranks highly on to-do lists of corporate sustainability professionals and municipal leaders alike.

The Pokemon Go of sustainability would need to be highly social and create a strong sense of community that brings diverse stakeholders together. In order to transform people's mindsets from "me"to "we," the app would need to create shared value as the measure of success.

Embrace emotion alongside logic

While their methods may diverge, corporate sustainability professionals can agree that logic is on their side. The status quo is killing our planet and putting future prosperity at risk — and if we don't change, we are all screwed, so to speak.

But, as stoic Spock learns in "Star Trek IV: The Voyage Home," logic isn't something humans are good at. After Spock comments that it was not logical for humans to hunt humpback whales to extinction (which leads to a world-killing murder probe attacking Earth centuries later), Dr. Gillian Taylor responds: "Whoever said the human race was logical?"

Modern neuroscientific research tells us that humans aren't rational decision makers but emotional ones. We make irrational decisions all the time, whether it's regarding whom to marry, which candidate to vote for or even who to hire. More often than not, we go with our "gut," with what "feels right."

But that doesn't mean that rational thought is somehow superior to emotion; going full-fledged Vulcan isn't the best route to make truly ethical choices. And research shows that people don't make better decisions when they are emotionally disengaged — in fact, they can't make decisions at all without emotion. Spock would be shocked, but emotions are fundamental to effective action, and positive

Beware the Pidgeotto: "If its territory is violated, it shows no mercy in thoroughly punishing the foe with its sharp claws."

emotions are much more potent than negative ones.

This is where corporate sustainability communicators, including yours truly, often have gone awry. Because we feel that logic is on our side, we bludgeon people with it. Bluntness leads to fear and fear leads to hate, which in turn leads to the Dark Side, as an old Muppet once said. Humanity's greatest moments — from landing a man on the moon to the Civil Rights movement — were fostered by hope rather than fear.

People don't abandon couches and cubicles to capture Pidgeottosbecause it's logical, but because it makes them feel good. As people increasingly feel powerless to control their social, environmental and economic destinies, the prospect of "catching them all" may present an ideal that they can strive toward — and somehow reclaim their place as active and equal participants in the affairs of the world.

The Pokemon Go of sustainability must inspire action by melding the best attributes of logic and emotion — helping people to understand all that is at stake while also empowering them to do something about it. All of humanity's latent potential rests in a reservoir of hope — and figuring out how to tap into this ultimately will save the world.

Create a sense of urgency

One of humanity's biggest hurdles to taking meaningful action on climate change and other long-term social and environmental problems is rooted in our DNA — we evolved to respond to immediate problems such as outrunning that cheetah, finding shelter before a storm and locating a watering hole. For most of our time on this planet, "long-term" planning was measured in weeks and months, not decades and centuries.

That's why we respond to immediate, less likely threats, such as terrorism, but drag our feet preempting more probable but distant dangers such as climate change, according to Harvard psychologist Daniel Gilbert. Think of the old frog in the pot scenario — throw a frog into boiling water and it will immediately jump out, but place it in a pot of cold water and slowly increase the temperature to a boil and, well … we all know how it usually turns out for the frog.

In a way, Pokemon Go creates a sense of urgency for its users by programming Pokemon to pop up in special locations for brief periods of time. Users know that, if they fail to hop that fence, violate basic traffic laws or break into that nuclear family's yard, their opportunity to capture a Caterpie could be gone forever.

"Pokemon Go got me to happily walk headlong into the hellhole that is Pier 39 on a summery Sunday afternoon," said my cousin, Alaina Hower, who is 24 and should have known better. Apparently, it was more urgent than calling her big cousin to let him know she was in town.

"The reason I was in San Francisco yesterday was to farm enoughMagikarp for a Gyarados. Haters gonna hate," she explained. The Pokemon Go of sustainability would need to generate a sense of urgency for taking more socially and environmentally friendly actions. Somehow, it would need to distill long-term environmental threats into smaller, more immediate challenges that seem actionable and appeal to users' evolutionary preferences.

Rather than trying to compete with popular game apps, what if developers seamlessly could integrate functions that made users more eco-friendly without them even realizing it?

If you can't beat 'em, join 'em?

Maybe we're kidding ourselves, and the Pokemon Go of sustainability is as unlikely as stumbling across a leveled-up Vaporeon in Venice. Creating a single app capable of making a meaningful dent on individuals' environmental behaviors might be beyond our current digital and mental programming capabilities.

But what if we settled with making Pokemon Go itself more sustainable? Rather than trying to compete with popular game apps, what if developers seamlessly could integrate functions that made users more eco-friendly without them even realizing it?

Pokemon Go could give credits for in-app purchases to users who bike or take public transit to school or work; reward users with rare Pokemon after participating in a park cleanup or volunteering at a soup kitchen; or maybe even give opportunities for upgrades when eco-friendly purchases are made. At the very least, it could use the love of fictional animals to spread awareness that half of the world's actual animals have gone extinct in the past 40 years. (Sorry, there I go being bluntly logical again — old habits die hard.)

Heck, we could at least try to sell solar-powered battery chargers for Pokemon Go enthusiasts frustrated by their big Poke-ambitions and small smartphone batteries.

Whatever route we take, the sophistication of augmented reality and digital apps likely will escalate quicker than we can address our mounting social and environmental challenges. It's time for a new generation of innovators to harness digital technology's potential for instigating meaningful social and environmental behavioral change. Several socially and environmentally-focused apps already are sprouting up, including iRecycle, Zero Carbon and JouleBug.

We still have a long way to go — maybe we'll get there once we've caught them all.

Mike Hower, Senior Writer, GreenBiz Group (Source: https://www.greenbiz.com/article/what-would-pokemon-go-sustainability-look)

How Urban Consumption Lies At The Root Of Deforestation

BY **GAELLE GOURMELON**

Tropical deforestation accounts for an estimated 3 billion tons of carbon dioxide per year, equivalent to the emissions of some 600 million cars, according to researchers at Winrock International and the Woods Hole Research Center.

Deforestation drivers

Urban growth drives deforestation in at least two ways. First, as rural migrants to cities adopt city-based lifestyles, they tend to use more resources. Their incomes rise and their diets shift to a greater share of animal products and processed foods. This, in turn, drives land clearance for livestock grazing and fodder, either locally or in other countries that export such products or their inputs. Meeting the food needs of a rising and urbanizing global population could require an additional 6.7–12.1 million acres of cropland per year.

"In Brazil, a surge of deforestation in the Amazon in the early 2000s has been attributed to the expansion of pasture and soybean croplands in response to international market demand, particularly from China," writes Tom Prugh, senior researcher at the Worldwatch Institute and co-director of the State of the World project. There, economic growth and diets richer in meat products have boosted soy imports from Brazil to feed pork and poultry. Even in relatively highly productive European agriculture, it takes an estimated 3.2 square feet of farmland to produce 2.2 edible pounds of vegetables, but 78.5 for chicken, 95.8 for pork and 225 for beef.

A second, and likely lesser, factor linking urban growth to deforestation is that cities are often expanding into areas of farmland and natural habitat, including forests. Cities worldwide are growing by 1.4 million new inhabitants every week. Urban land area is expanding, on average, twice as fast as urban populations. The area covered by urban zones is projected to expand by more than 740,000 square miles between 2000 and 2030.

"Ironically, even as urban expansion drives forest clearance for agriculture, it simultaneously consumes existing farmland," writes Prugh. "By one estimate, urbanization may cause the loss of up to [7.4 million acres] of prime agricultural land each year."

What cities can do

"The impact of urban expansion can, in principle, be attenuated by focusing on proven methods of shaping urban form to emphasize compact development and higher densities," writes Prugh. Reducing consumption, however, is more complicated.

The first and most obvious option is to increase the efficiency of economies at delivering human well-being per every unit of resource input. The impact of the dietary share of higher consumption could be reduced sharply by reducing food waste and creating incentives for much lower meat consumption.

Cities also may have a role in determining broader agricultural policies. In addition to reducing meat consumption, it is possible to reduce the impacts of meat production by shifting from intensive, fossil fuel-based livestock systems to more diverse, coupled systems that emulate the structure and functions of ecosystems.

Gaelle Gourmelon, Marketing and Communications Director, Worldwatch Institute

(Source: https://www.greenbiz.com/article/how-urban-consumption-lies-root-deforestation)

Indian Women Braid Straps For Big Brands In Conditions 'Worse Than Sweatshops'

Poverty and lack of reliable childcare has pushed many women in India to accept home-based informal work from global fashion brands who may not be aware that workers suffer conditions worse than in sweatshops.

Every day, after she finishes cooking, cleaning and fetching water for her tiny one-room home in India's financial capital Mumbai, Saubhagya Nadelkari picks up a stack of leather strips and makes her way to her neighbour's home.

There, in a narrow alley that is covered with plastic, about half a dozen women sit or stand as they braid long strips for use in belts, sandals and bags. They talk and laugh as their fingers fly, knotting each strip at the end when it is done."I have been doing this for about 10 years. We used to get more work, now we get less, and get paid less," said Nadelkari, who makes about 100 pieces a day. She is paid about 24 rupees ($0.40) for a set of 12 finished pieces.

"We only get paid once in six months, and they don't keep proper accounts. But my husband doesn't let me go out and work, and we need the money, so I can't say 'no' to the work."

Nadelkari and her friends are among nearly 38 million home-based workers in India, according to a 2012 survey by WIEGO, a global non-profit focused on informal workers.

Restricted to their homes because of limited mobility and lack of childcare, they are engaged in providing low-paid manufacturing or services for local and global supply chains.

The women stitch garments, embroider and attach sequins, make shoe uppers, handicrafts, as well as roll incense sticks and prepare food items such as pickles.

Unlike self-employed home-based workers who sell their output directly, subcontracted homeworkers are dependent on a middleman who drops off and picks up orders and keeps a part of the payment as commission.

They are affected by fluctuating demand, cancelled orders, delayed payments and rejected goods.

"These are the most invisible of informal workers," said Indira Gartenberg, who has researched home based-workers with nonprofit LEARN in Mumbai. "Their situation is worse than a sweatshop, because at least in the sweatshop they don't have to pay for electricity and water and rent and they get paid regularly," she said.

Economic compulsion

In India, the world's fastest growing major economy, more than 90 per cent of workers - or about 400 million people - are in the informal economy, according to the Centre for Equity Studies. Women and children in the informal economy are particularly vulnerable to exploitation.

The garment industry is particularly prone to abuse. Of the 38 million home-based workers in India, about 45 per cent are involved in making garments or textiles, and half these workers are sub-contracted homeworkers, according to WIEGO.

The piece-rate work that is common in the industry is low paid and seasonal. While the women do the bulk of the work, children pitch in during busy periods, even skipping school to work. "Contract work for textiles has been growing exponentially because of the growing popularity of ready-made garments and fast fashion, even in India," said Shalini Sinha, WIEGO's sector specialist for home-based workers.

> **"Their situation is worse than a sweatshop, because at least in the sweatshop they don't have to pay for electricity and water and rent and they get paid regularly.**
>
> —INDIRA GARTENBERG, RESEARCHER, LEARN

"Many leading global brands are outsourcing to homeworkers, even if they are unaware of it. Homeworkers are the most vulnerable in the chain, yet they bear a lot of risks because the economic compulsion is so strong," she said.

The supply chains of global fashion retailers have come under greater scrutiny since the Rana Plaza disaster in Bangladesh three years ago.

Despite pressure from activists, India has not endorsed the International Labour Organization's convention 177, which requires member nations to adopt a national policy to improve the lives of homeworkers.

That includes counting them as labourers, and providing social security protection and adequate remuneration.

Activists including WIEGO are also campaigning for secure contracts, social protection, better remuneration and unions.

For Nadelkari in Dharavi, a sprawling slum that is home to thousands of homeworkers, all of these would be welcome.

"Until then, at least I get to do the work with my friends. We talk, we laugh. We forget how hard it is," she said.

(Source: http://www.eco-business.com/news/indian-women-braid-straps-for-big-brands-in-conditions-worse-than-sweatshops/)

Why Big Oil Needs To Integrate — Or Disintegrate

The relationship between depreciation and capital expenditures is also fundamentally changing, making historic earnings almost meaningless.

BY **FRANÇOIS AUSTIN, FERGUS MACLEOD** AND **ROLAND RECHTSTEINER**

Big oil is feeling the brunt of tumbling oil prices. Across the board, earnings are gapping lower, causing the sector to rethink mitigation strategies in order to take the sting out of falling profits. The possibility of sustained lower oil prices has the entire sector considering its options and reevaluating future investments.

Through 2013, oil prices quadrupled since 2001. But many of the world's largest international oil companies have not kept pace. Instead, their operating cash flow has only doubled over the same period. And most of their stock market valuations have trailed even further behind, underperforming the broader stock market as a group by about 65 percent. (See Exhibit 1.)

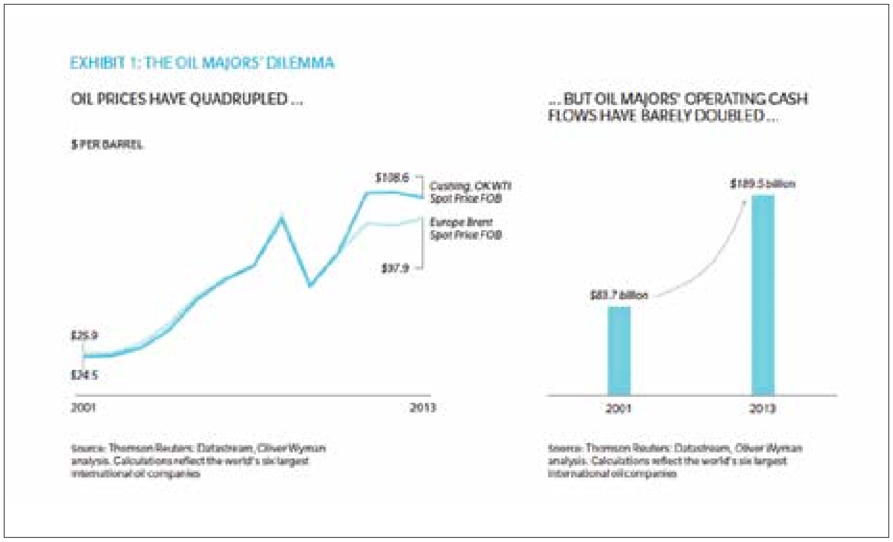
There's an important lesson for oil and gas firms here — but it may not be what you think. The recent downturn in the oil market aside, most international oil companies already had stopped capturing the value of rising commodity prices for shareholders, especially oil prices.

That new development alone should set off alarms in the executive suites of international oil majors, as it potentially undermines the reason why most investors want to own stakes in them.But the bigger lesson is that oil and gas firms urgently need either to break apart or become more vertically integrated. Those are two key ways they can deliver value to their shareholders commensurate with rising commodity prices, and remain the leaders of their industry going forward. Business models that straddle the middle ground don't seem to be working.

Migrating value

The value created from oil field development is migrating to oil field services companies. At the same time, volume, the favorite measure of growth for international oil companies, is becoming an unreliable indicator of growth in value for shareholders.

The traditional correlation between the market valuations of most international oil companies and volume is breaking down



as more natural gas is traded at a discount to oil prices, fewer petroleum supply agreements are structured around oil prices and the amount of capital required to renew a unit of production continues to expand.

The relationship between depreciation and capital expenditures is also fundamentally changing, making historic earnings almost meaningless. Until 2000, international oil companies expended roughly as much capital as their assets depreciated. But since then, their capital expenditures have increased by five times, while depreciation has risen by only half as much.

Sooner or later, all that extra capital will have to be depreciated, a factor that is creating a potential new moral hazard for an industry that has been issuing distributions to shareholders based on historic earnings. Many oil majors have paid dividends to shareholders that have met or exceeded their combined cash flow remaining after capital spending — or free cash flow.

So what steps should the supermajors take?

Integrate …

First, they should divert cash flow from capital spending and direct it back to shareholders.

Due to the false signal of rising oil prices, capital spending is spinning out of control. More capital is being committed to high-stakes projects. But the hurdle rates to achieve returns on these megaprojects are higher than is generally recognized when adjusted for their greater inherent risks (including cost overruns and delivery delays), especially in today's increasingly fractured geopolitical environment.

These projects also may suffer from a higher failure rate than in the past, in part because the chronic hollowing out of experienced workers and managers has made it more difficult for oil and gas firms to oversee contractors.

Supermajors also seriously should consider investing in a wide range of assets from which they can create value, ranging from oil exploration projects to oil field services.

Doing so will require oil majors to forge new paths to make intra-business investment decisions now that oil exploration projects no longer may deliver the highest returns. In the past, an oil exploration investment would not be compared to other types of investments. But in the future, they may need to be.

… or disintegrate

Finally, international oil companies could divide up their business portfolios and put some of their assets up for sale.

As more oil and gas firms attempt to expand their reach into more types of businesses, they are driving up the valuations of everything from gasoline stations to oil field service equipment.

It may make sense for some supermajors to unlock value by selling some assets that do not work together or that could realize greater value by being combined with others to achieve economies of scale.

There is a historical precedent for following such a strategy. Seventeen years after the Standard Oil Company was dissolved in 1911, the total market value of the 30 surviving companies of the 33 that were divested had market valuations that were more than five times higher than the original company. As the business landscape for oil and gas firms radically shifts, supermajors face difficult choices. But they are not impossible, and many companies are already taking action.

The industry is in the throes of extreme change — and that calls for extreme measures. The sooner the Big Six can make the profound strategic and operational changes that will enable them to create greater value in a higher-stakes world, the better.

Oil and gas firms urgently need either to break apart or become more vertically integrated… Business models that straddle the middle ground don't seem to be working.

(Source: https://www.greenbiz.com/article/why-big-oil-needs-integrate-or-disintegrate)

Unilever Announces New Partnership To Scale Up Sustainability

With strategies such as upcycling old packaging materials into toys, and using organic waste for green energy generation, global food and personal care giant Unilever is leading the way towards sustainable, zero-waste supply chain.

Global personal products and food industry giant Unilever is expanding its zero-waste achievements deeper into its supply chain through a new collaboration platform it's developing with shared value consultancy 2degrees, expected to become active in the next few months.

"The global challenge of a growing population relying on limited resources is very real. Our zero waste goal underpins Unilever's sustainable growth ambitions, as well as our commitment to become resource resilient and tackle climate change," Unilever chief supply chain officer Pier Luigi Sigismondi said.Last year the company achieved the milestone of zero non-hazardous waste to landfill at more than 600 sites across 70 countries. Reducing waste has also saved the company around $200 million Euros in avoided costs and created hundreds of jobs.

Mr Sigismondi said that while he was proud of what the company's employees and partners had achieved, there was a lot more to be done to inspire a wide-scale movement.

"It is time to accelerate efforts to move towards a zero waste world and our new collaboration with 2degrees will allow us

to share lessons and experiences, and to encourage other businesses and industries to take up the zero waste challenge," he said.

"By building a network of partners and working together, we can eliminate waste on an unprecedented scale across the globe."

The program created with 2degrees aims to deliver additional reductions in operational costs and environmental impacts not only for the organisation but also its thousands of suppliers, partners and other organisations through a combination on purpose-built technology and expert facilitation.

"Unilever is continuing to demonstrate the leadership necessary to tackle the biggest resource efficiency and sustainability challenges that businesses face," 2degrees founder and chief executive Martin Chilcott said.

"To achieve bold goals, such as zero waste in the value chain, we need equally bold action and collaboration at scale."

The company's Australian sites achieved zero waste in 2014. Strategies have included converting factory waste to building materials and using organic waste for green energy generation. Some waste is also being upcycled. For example, at the Tatura factory workers have been upcycling old packaging materials into new items that include toys for disadvantaged children.

A new goal for the company's Australian operations announced last month is for all the office sites to also achieve zero waste.

"We need businesses across Australia and New Zealand to commit to a zero waste model and work towards solutions that will enable us to be more resource efficient. Collaboration is key to tackling this unprecedented challenge," Unilever chairman and chief executive officer Australia and New Zealand Clive Stiff said.

(Source: http://www.eco-business.com/news/unilever-announces-new-partnership-to-scale-up-sustainability/)

Railways To Have CSR Cell

Seeking larger participation of corporates in the rail sector, the Indian Railways have decided to set up a separate corporate social responsibility (CSR) cell to rope in more private players. Addressing a CII summit on CSR, Railway Minister Suresh Prabhu said: "Railways have a clear cut policy on how CSR funds can be used. We are in the process of creating a CSR cell in railways and there are already many corporates tying up with us."

Prabhu also favoured involvement of corporate sector in national resource management, health care and education in a bigger way.

Highlighting the scope of corporates' participation in railways, Prabhu said the massive footfalls on stations can be turned into big business opportunities.

"There are 8000 stations across the country and about 27 million people use these stations in a day. So look at the footfalls and eyeballs you will have and all these can transform into big business opportunities."

Stressing that corporates making good business is beneficial for both, he said, "If you make more profits then more funds will be available for CSR."

According to the law, companies have to spend 2 per cent of their profits for CSR purpose.

Prabhu said railways has many areas including cleanliness at stations, environment, conservation of water bodies and solar energy where CSR fund can be utilised.

JALDOOT TRAIN SHOWS THE WAY

The Jaldoot, a water-wagon train, that came as a saviour for the people of Latur city, undertook 111 runs.

The first first Jaldoot train started on April 11 from Sangli district to Latur and reached on the wee hours of April 12. From April 11 to August 9, the train has emerged as a symbol of the drought-relief that the Centre and Maharashtra government undertook for the people of Latur. The August 8-9 trip was the 111st and last trip of Jaldootwater train.

The Latur Municipal Corporation (LMC) intimated to the Latur Collector Pandurang Pole following which he wrote to the Maharashtra Government and the Ministry of Railways.

In fact, after the 100th run last month, the Latur district received good rains and two weirs–Sai and Nagzari - that supply water to the city, has filled up. The Manjara river too received good rainfall over last fortnight.

The Mumbai-based Central Railway Zone had geared up its machinery and were reguarly coordinating with two divisions -Solapur and Pune - for water transportation. The train used to fill up 50 wagons with water from Miraj junction and carry it 340-km away to Latur city. Each wagon carries 50,000 litres. It used to take 14 hours to complete the distance. The Jaldoot had supplied 25 crore litres of water to Latur. In fact, on August 1, the LMC resumed water supply through taps in over six to eight months.

He also said that railways have created a separate environment directorate for promoting green initiatives.

Referring to the depleting ground water level, the Railway Minister said, "Solving water problem is an issue. It is a challenge. It needs long term solution and ideas. Here corporates can help us. The problem can be solved with use of technology."

Seeking corporates' role in the national resource management, he said, "Partnership with the government on operational level can help the national resource management".

He also highlighted the role of NGOs in transforming society. "Civil societies have a role in transforming society," he said.

Areas like water harvesting, health care, education are in the focus where government can work with the corporates to enhance productivity. "We think about water only when there is a drought. The challenge is to address the problem between two droughts," Prabhu added.

'Eco-Civilisation' Will Help World Meet Paris Targets

'Eco-civilisation' is much more than a Chinese Communist Party slogan, it could be key to delivering on the Paris Agreement, says new research.

At this year's Eco Forum in Guiyang on the Wu River, a city in southern China that derives 70 per cent of its electricity supply from hydropower, the dominant theme was: "embracing a new era of eco-civilisation".

Hosted by the central government in July, this is now an annual event which promotes international cooperation in sustainable development, drawing hundreds of policy specialists from around the world.At last month's forum in his opening speech Yu Zhengsheng, a senior member of the Chinese Communist Party (CPC), stressed that the central government will promote "a green development lifestyle and accelerate progress towards the new era". The role of eco-civilisation in the country's economic future was, once again, reaffirmed.

Ecological civilisation is the environmental slogan the Chinese government has promoted over the past few years. New research into eco-civilisation from the University of Melbourne's Sustainable Society Institute, finds that China's official rhetoric on ecological civilisation (that has followed industrial civilisation) has produced a new eco-minded, balanced, model of economic growth, which has opened-up a range of low-pollution policy options, while closing-off the high-pollution ones.

What's more, through ecological civilisation China can help the world reach the goal of limiting global temperature to 1.5C above pre-industrial levels declared at the Paris COP21 in December 2015.

China's old dominant discourse about industrial civilisation, which existed from 1978 to 2011, comprised the core "principle" of economy over the environment, or a GDP obsession to the relative neglect of ecological impact.

By contrast, ecological-civilisation, which first appeared as a buzzword around 2007, comprises the core principle of economy-environment harmony, or balance between economic development and nature conservation.

The new discourse

Later 2015, early 2016 is seen as the start of a period when eco civilisation dominates China's definition of economic growth and informs high level policy initiatives.

In January, China's National Energy Administration (NEA) announced that more than 1,000 existing coal mines will be closed over the coming year. Also that month, China's Transport Ministry promised to "thoroughly implement the concept of ecological civilisation".

In March, China's 13th Five-Year Plan (FYP) was released and described as the "greenest FYP yet". Premier Li Keqiang accompanying speech explained that "we need to protect the environment while pursuing development".

And in June, the World Economic Forum described China a "green energy superpower" in view of its position as the world's number one generator of solar and wind power.

Strengthening the Paris Agreement

International focus is on whether China can fast-track efforts to construct an eco-civilisation and accelerating the greenhouse gas mitigation ambitions of the Paris Agreement.

To do this, China could expand resource taxes, particularly on coal, to reflect the associated health and environmental costs. At present coal is very lightly taxed. This would not only help to secure a possibility to reach the aspirational 1.5C goal, but it would also deliver increased tax revenue for China's central government, and perhaps reduce the need for ad hoc local fees and charges.

China's nation-wide Emissions Trading System (ETS) – a tool whereby greenhouse gas emissions are traded — should be up-and-running in 2017. This market mechanism will potentially accelerate the adoption of cleaner sources of energy such as renewable energy and realise Beijing's aspirational pledge of peaking GHG emissions in 2030 or earlier.

However, much will depend on just how the Chinese system is designed, how stringent it is, and whether it can be at some point linked together with other international cap-and-trade systems.

The chances of limiting warming to the 1.5C goal would be greatly enhanced if China were to implement deeper and more comprehensive low and zero emissions infrastructure financing and institutional reform.

While the country already plays a significant role in financing renewable energy technology, and is becoming increasingly cost competitive with high carbon alternatives, recommendation proposed by UNEP explain that this could be enhanced by establishing a green financial system in China, spanning: specialised investment institutions, fiscal and financial policy support, financial infrastructure, and legal infrastructure.

(Source: http://www.eco-business.com/news/eco-civilisation-will-help-world-meet-paris-targets/)

Now Commoners Can Mix With Cricketers And Know Heritage

There were 36 cricket lovers from Bangalore, Guindy, Pune, Bangalore, Bhopal and Mumbai, taken on a bus tour, to the venues, stadiums and grounds around Mumbai.

At the Memorial at the Police Gymkhana where the first Cricket Heritage Tour took off.

Do you know on which chair at the dressing room of Wankhede Stadium Sachin Tendulkar, the God of Cricket, sat? Are you aware of the fact that the Azad Maidan has two dozen pitches? Or for that matter the Bombay Gymkhana which one see daily if they take the shortcut route from the Chhatrapati Shivaji Terminus and Churchgate, hosted the first Test match in India? And where did little master Sunil Gavaskar or Dilip Vengsarkar had a quick lunch? For a commoner all these tit-bits of cricket are something that they would not in their lifetime, even they may be best in statistics, counting controversies and facts and figures. But that is possible now – as veteran cricketers would themselves tell stories and anecdotes of the rich history of Mumbai cricket.

On 14 August 2016, the eve of the 70th Independence Day, the first-ever Cricket Heritage Tour of Mumbai was conducted by The Marine Sports, the booksellers and publishers on sports. "We would make people comfortable… we would regale them with stories around the cricket in Mumbai besides facts and figures… Mumbai has so many maidans, three stadiums, plenty of clubs, we have school cricket, club cricket, university cricket, Mumbai's Ranji Trophy records are the best, the city has produced the maximum number of captains and finest batsmen and superb bowlers," said Yajurvindra Singh, who along with Theo Braganza conceived the format.

Veteran commentators Milind Wagle and S Kishore narrated stories of Indian cricket as the tour progressed in a bus that stopped by the maidans and the Wankhede Stadium and Brabourne Stadium - both on the Marine Drive, officially known as the Netaji Subhas Chandra Bose Marg.

Former cricketers like Nari Contractor, Madhav Apte, Milind Rege, Amol Mazumdar, C Jayantilal narrated anecdotes and also stressed how the cricket heritage of Mumbai needs to be protected. Veteran journalist Ayaz Memon and commentator Harsha Bhogle too joined in to share their experiences.

There were 36 cricket lovers from Bangalore, Guindy, Pune, Bangalore, Bhopal and Mumbai, taken on a bus tour, to the venues, stadiums and grounds around

Mumbai. They were regaled by stories, anecdotes and incidents, by two well known media commentators, Milind Wagle and S. Kishore.

The tour started at the Gymkhana's of Marine Drive, the venues of the famous quadrangular and pentangular tournaments. On a wonderful monsoon day with the waves of the sea ferociously hitting the shores, the heritage club house of the Hindu Islam and Parsee Gymkhanas took the cricket enthusiasts through the thrilling days of yore.

The present International venue, the Wankhede Stadium was the next destination. The tour party, thanks to the hospitality of the Mumbai Cricket Association were taken inside the stadium and even to the players dressing room, the office of the MCA. Naturally, each one of the tour party was keen to sit and identify Sachin Tendulkar's seat, a puzzle that could not be unravelled.

The next venue was the historic CCI. The art décor Brabourne stadium took one back to the splendor, grandeur and the heritage of Cricket in India. An engrossing talk by the former President of the club and a Test cricketer Madhav Apte along with India's well known former cricket captain Nari Contractor, enthralled one about the significant milestones and memories of the history of Indian cricket and the Pranab Mukherjee (not President of India) who was known to Subhash Gupte spoke on this great cricketer.

The famous Oval, Cross and Azad Maidans were the next destination. Standing in the midst of the Azad Maidan with the lush green Bombay Gymkhana, the venue of the First Test match ever played in India and the Esplanade Ground, being the home of encounters between the Parsees and the European sides was a treat for any cricket lover. One could visualize the famous match when the Parsees beat the visiting English side led by G.L. Vernon in 1889. The first ever successful feat by an Indian side.

Cricket in Mumbai could never have reached its popularity without the press and media. The Press Club was the venue for India's two distinguished speakers and writers to tell their stories. Ayaz Memon and Harsha Bhogle spoke from their heart of the great writers of the past and the future of the new cricket mediums. They were the toast of the gathering and engrossed everyone by reminiscing about their stories and experiences as cricket television and press journalists.

The tour thereafter went towards to Sportsfield which is the home of some cricketers and sportsmen, thereafter to Shivaji Park and Dadar, the home of India and so many of Mumbai's legendry cricketers. The final destination was the MIG Club, where a panel discussion was held. Milind Rege, Amol Mujumdar, K. Jayantilal and Yajurvindra Singh anchored by Milind Wagle enriched the participants with the success of Mumbai cricket and as to why they are the most formidable side in Indian cricket.

The tour ended with a vote of thanks by Theo Braganza and a package full of memorabilia to the tour participants.

This heritage tour is to become a regular event in Mumbai, the next would be on October 30th and the organizers hope replicate it in other Indian cricket centers as well.

The entire participants at the Bombay Gymkhana

The Organisers - Milind Wagle, Theo Braganza, Marcus Couto, Yajurvindra Singh and S. Kishore with Harsha Bhogle and Ayaz Memon.

Managing The World's Liquid Asset - Water

Change in culture and mindset about water use in private and public sectors is needed to tackle world's water problems, say water experts.

BY **BY ASIT BISWAS** AND **CECILIA TORTAJADA** AND **GIOVANNA CHANDLER**

A farm in California practicing underground micro-irrigation to cope with the state's prolonged drought. The drought has cost the farmers and agricultural businesses some US$2.7 billion in revenue losses.

Two key events took place in in Singapore last month. First was the Water Leaders' Summit within the context of the Singapore International Water Week, and the second was a CNBC discussion on Future of World's Water: A Business Perspective.

Both events explored in depth the role that business can play in managing global water resources. Senior officers from the world's largest corporations and leading academic figures also discussed interlinkages between business and water.The global business community has faced substantial stress and challenges during the post-2000 period. Among these are investor demands for sustainable investments, resource scarcities, increasing scrutiny by media and social activists about malpractices, real or perceived, and continuing technological and management evolutions.

These developments have heralded a new era for corporate sustainability reporting where businesses explain impacts of their operational practices on society, natural resources and environment.

While sustainability reporting has mostly been voluntary, increasing scrutiny and pressure from non-governmental organisations (NGOs), media and governments, have encouraged the companies to assess and often publicly divulge the impacts, both positive and negative, of their activities on profitability and on society, natural resources and environment.

In response to growing demand from investors, NGOs and media for broader and more comprehensive disclosure on environmental, social and governance (ESG) indicators for business operation, the Securities and Exchange Commission (SEC) of the United States issued a guidance for publicly listed companies on key ESG issues.

This guidance requires companies to take into account climate-related risks and uncertainties, physical availability of water as well as their quality considerations that could contribute to "decreased agricultural production capacity in areas affected by droughts or other weather-related changes".

The continuing California drought, and droughts in Australia, China and India, show that these events can directly affect the quality and levels of production, costs of doing business, and net profits. Under serious water scarcity conditions, a company's licence to operate in an arid region may even be revoked, or significantly reduced.

These are all material risks that investors should be aware of since they may affect the share prices of companies.

Consider the current drought in California. This has cost the farmers and agricultural businesses some US$2.7 billion in revenue losses.

Similarly, for a major developing country such as India, Indian President Pranab Mukherjee (and earlier finance minister) has aptly remarked that the monsoon is "the real finance minister of India" since it affects the economy in a myriad of ways. Availability of water thus has major economic impact on business and nations.

For water, corporations need to ask three fundamental questions. First, is there enough reliable supply available, both in terms of quantity and quality, for their existing operations and future growth?

Second, since water is always a local issue, will local authorities permit water withdrawals during prolonged drought years given their own water management practices are invariably poor and thus unlikely to meet increasing water needs?

Third, is there a reputational risk for businesses even when water is available and companies have necessary permits to extract water during drought years? Coca-Cola and Pepsi-Cola had to close plants in India in 2004, even when they had authorisations to extract water.

Savvy investors all over the world are now aware of the importance of water as a business risk, especially for food, beverage, clothing, textile, pulp, paper, energy and mining industries. Every industry needs water for operational purposes, but some industries need significant amounts of water, and are thus more vulnerable to water scarcity.

The first major investor group to demand water information is the Norges Bank Investment Management (NBIM). It now manages an US$862 billion portfolio of the Norwegian Government Pension Fund. It announced in August 2009 that it would start assessing the water risk management practices of 1,100 companies in which they held shares.

Sustainability reports have been around for decades in one form or another. While such reports have gained momentum in the 21st century, their usefulness to investors and general public has been rather limited for many reasons.

Corporations in different industrial sectors use different production and manufacturing processes, and have different reasons for producing sustainability reports. In addition, large corporations often have operations in many countries across the world, and several facilities in each country. Thus, methodologically, it is difficult to determine their performance at a global level.

Data used for one company, from one plant to another, may not be compatible. Equally, the data reliability often varies among locations.

Under serious water scarcity conditions, a company's licence to operate in an arid region may even be revoked, or significantly reduced.

No agreed global standard

There is no agreed global standard and framework for sustainability reports. Three most prominent frameworks are Global Reporting Initiative (GRI), International Integrated Reporting Council (IIRC) and Sustainability Accounting Standards Board (SASB). Each has its own philosophy, approach and guidelines as to how sustainability should be defined, determined, assessed and reported.

Carbon Disclosure Project (CDP) started a new water risk disclosure assessment and reporting in 2009. CDP requests water-related information from companies. In its latest 2015 report, it noted only 38 per cent of companies responded to investors' requests for disclosure on water-related data.

While producing excellent reports, CDP faces some fundamental problems.

Companies provide information, which is then analysed. In the current era where major companies deliberately provided erroneous information, there has to be ways to double check the veracity of information received. In addition, companies are interpreting identical questions differently.

Finally, reporting activities of companies are often conducted by junior staff, sometimes even by interns, who lack overall understanding of the situations and exercise.

CDP included eight companies in its "Water A List". Based on our analysis, at least one of the companies in this list do not deserve to be there, and two of the world's best companies in terms of managing water risk are not included.

Importance of water for business

Even before preparation of sustainability reports became mainstream, many corporations realised that reliable availability of water is a major risk.

Take Nestle. It has taken active steps since the late 1990s to significantly improve its water use efficiencies and wastewater management practices. Between 2005 and 2013, it reduced direct water withdrawal for every product category by one-third.

This also meant reduction of total water discharges from 145 to 91 million cubic metres, even though total production increased significantly. It is assisting farmers

Savvy investors all over the world are now aware of the importance of water as a business risk, especially for food, beverage, clothing, textile, pulp, paper, energy and mining industries.

to produce products in an increasingly water-efficient manner.

Procter & Gamble decided to reduce its water consumption by 20 per cent during 2010-2020. They achieved this target by 2015. Some 70 per cent of P&G products require water during their use. Through technological innovations, these products have become more water efficient and less polluting.

For example, Downy fabric softeners enable consumers to rinse only once, instead of 3-4 times, saving 30-50 per cent of water in each washing. The company has now completely phased out phosphates globally from detergents, thus reducing the eutrophication potential of receiving water bodies.

Coca-Cola has improved its water use efficiency by 25 per cent since 2005. It also has replenished 94 per cent of water used in finished beverages (153.6 billion litres) through 209 community projects in 61 countries.

There is no question that the boardrooms of many major companies now realise that if they want to survive and thrive, they must change their corporate culture and mindset about the use of water.

MNCs such as Nestle, Unilever, P&G and Coca-Cola have made remarkable advances since 2000 to significantly reduce their water footprints through new operational policies, process changes and making all their staff more water-sensitive.

While the private sector is making rapid changes to improve their water management practices, corresponding advances by the public sector are conspicuous by their absence. If and when the public sector makes corresponding advances, the world's water problems are likely to be significantly diminished.

Asit Biswas is a distinguished visiting professor at the Lee Kuan Yew School of Public Policy, Cecilia Tortajada is senior research fellow at the Institute of Water Policy, and Giovanna Chandler is a Master's student at the Lee Kuan Yew School of Public Policy. This piece was first published on Business Times and is republished with permission from the authors.

(Source: http://www.eco-business.com/opinion/managing-the-worlds-liquid-asset-water/)

Bajaj V Commences Search For 1971 War Heroes Of The INS Vikrant

Mission Vikrant 1971 is a quest to search and honour the crew that served on the iconic INS Vikrant during the Indo-Pak war· Bajaj V to showcase the inspiring stories of these war veterans

Bajaj Auto's 'V', made from the metal of the invincible INS Vikrant has launched "Mission Vikrant 1971" to search for the 1300 officers and sailors that served on India's first iconic aircraft carrier during the 1971 Indo-Pak war. Mission Vikrant 1971, is a digital initiative to identify and share details of these war heroes that served on the INS Vikrant and preserve their stories for posterity.

Bajaj V through a dedicated micro-site - http://www.bajajauto.com/v/mission71/ invites entries from friends, families and well-wishers of 1971 INS Vikrant war veterans. The details will allow Bajaj Auto to trace and connect with these veteran naval brave-hearts. The intent will be to find out more about their enduring journey on the INS Vikrant four and a half decades ago which will be showcased to the Indian Public.

Commenting on the campaign Mr Sumeet Narang, Vice President Marketing Bajaj Auto Ltd said "Ever since we unveiled the Bajaj V on Republic Day we have been inundated with calls asking us about the erstwhile INS Vikrant. We had made a celebrated documentary 'Sons of Vikrant' which captured stories and experiences of senior naval officers who served on INS Vikrant. We are pleased to announce the launch of Mission Vikrant 1971 which is the biggest ever countrywide search for the 1971 Vikrant war vetrans. We would like to record their stories for posterity, and present it to the country. The campaign is unique as it will use digital and social media to urge every Indian to help in the search."

Bajaj V has launched a campaign on 15th August, Independence Day to let people know about the initiative which has reached around 40 lakh Indians. The endeavour is to reach 150 lakh people over the next 40 days so that they can in turn spread the message to trace and hear the stories of Indian war hero's.

On Republic Day, 26 Jan 2016, Bajaj Auto unveiled its new brand Bajaj V, which is made of the invincible metal of INS Vikrant. It has had huge success with across 1 lakh bikes sold in just 120 days of launch.

The intent will be to find out more about their enduring journey on the INS Vikrant four and a half decades ago which will be showcased to the Indian Public.

YouTube Link of the campaign - https://www.youtube.com/watch?v=ly0CIdXo_SA

Can The Olympics Boost Sustainability?

Every four years, billions of dollars are poured into massive construction projects — sometimes displacing entire communities — only to have many buildings fall into disuse shortly after the games conclude. BY **MIKE HOWER**

Despite promises to spend billions on sustainable development projects, Rio has failed to take advantage of the Olympic opportunity for urban resilience.

The International Olympic Committee in 1996 made protecting the environment a priority when it named the environment the third dimension of "Olympism," alongside sport and culture. But the actual sustainability of the games remains dubious at best.

Every four years, billions of dollars are poured into massive construction projects — sometimes displacing entire communities — only to have many buildings fall into disuse shortly after the games conclude. Meanwhile, hundreds of thousands of people travel from all over the world, mostly by air, to descend upon a single location for a short period of time.

In recent years, sustainable development and urban resilience have become almost necessary components of successful Olympic bids. As part of its winning Olympic bid in 2009, Rio de Janeiro promised to host "Green Games for a Blue Planet," claiming that it would use clean energy, clear the city's clogged streets, preserve its natural spaces and upgrade its "favelas" — slums devoid of reliable infrastructure — to more urbanized areas with functioning utilities, public transportation and other services.

But Rio, like many Olympic host cities before it, has failed to follow through on these lofty promises. With few exceptions, host cities have shown that they are more interested in talking about sustainability than following through on it — and so fumble the chance to turn the games from a social and environmental liability to gold opportunity to promote urban resilience.

Rio's unmet resilience record

Blame it on an unforeseen crippling recession, a lack of political will or an abundance of corruption, Rio has failed to follow through on its sustainability pledges. Cost overruns and construction problems either delayed or scuttled most of its scheduled projects.

Despite delays and cost overruns, Rio's new 10-mile rail line became operational just in time for the Aug. 8 opening ceremony. While this is meant to be the biggest positive Olympic legacy for Rio, who knows if the city will continue to invest in the new system once the eyes of the world have moved on.

While much of the water-related public attention was focused on one of the Olympic pools' turning green, due to a chemical mistake by maintenance staff, Rio's waterways remain contaminated. Trash, raw sewage and even body parts have been present at water sport venues. Speaking of which, Brazil also has one of the highest death toll of environmental activists in the world, according to Global Witness, a human rights nonprofit.

And on the social justice front, Rio followed in the footsteps of Beijing in forc-

In recent years, sustainable development and urban resilience have become almost necessary components of successful Olympic bids.

ibly removing citizens from their homes near the stadium construction site. In Vila Autódromo, a favela community on the edge of the Olympic Park, hundreds of people were coerced to vacate their homes, either through financial compensation or through brute force. Many of these people understandably didn't want to give up their homes of many years for a mega-event that lasts only two weeks.

Progress in carbon neutrality

It's important to give credit where it's due: the Olympics have gotten better about addressing macro-climate impacts through carbon offsetting. The 2014 Winter Olympics in Sochi became the first to be declared "carbon neutral," thanks to a partnership with Dow to implement energy-efficient technologies to reduce greenhouse gas emissions in key areas of the Russian economy.

This was a milestone, after the 2010 games in Vancouver aimed for carbon neutrality and ultimately fell short, and the 2012 summer games in London began with the same goal but soon amended it, aiming instead for zero waste to landfill.

In Rio, Dow again is the official carbon partner, which has set out to make the event carbon neutral by offsetting the expected 3.6 million tons of carbon dioxide generated by construction projects, spectators and operations.

Dow has committed to offsetting 2 million tons by implementing programs such as a fuel switch at power installations in its plants in Brazil. The company also will calculate the reductions achieved with the use of some of its products in the agriculture and the food processing sectors in the country.

Meanwhile, Rio has pledged to offset the remainder through a reforestation program for degraded areas of the Atlantic Rainforest.

A resilience boost every four years

The Olympic opportunity for urban resilience is making sure host cities walk the talk on their promises for investing in public infrastructure. But more important, host cities must start taking a more people-centric approach to their proposals. Like most successful urban resilience initiatives we've seen around the world, public engagement and buy-in is critical.

Future host cities should take a page out of London's book in using the Olympics to inject a booster of urban renewal into neglected neighborhoods. In 2012, London successfully revived its struggly eastern regions through smart and strategic development projects.

Granted, taking advantage of this opportunity may be easier for wealthier countries such as the United Kingdom than for developing ones such as Brazil. But this doesn't mean we can let developing countries hosting the Olympics off the hook — these are the areas where improved urban resilience are needed most.

The spirit of sustainability and the Olympic Creed

Despite its operational shortfalls, the spirit of sustainability seems to have infected the Olympic Games in Rio. There have been reports of athletes from different nationalities stopping to help one another.

German twins with no hope of landing a medal held hands in solidarity as they crossed the finish line — much to the dismay of many of their countrymen. That warm feeling these stories give us might just be our sense of common humanity — the same that forms the foundations of the Olympic Creed:

"The most important thing in the Olympic Games is not to win but to take part, just as the most important thing in life is not the triumph but the struggle. The essential thing is not to have conquered but to have fought well."

And it's that same spirit we'll need to maintain if we hope to follow up on COP21's ambitious Paris Agreement — not to mention address the world's pressing social and environmental sustainability challenges.

(Source: https://www.greenbiz.com/article/can-olympics-boost-sustainability)

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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: **Pfizer Inc.**
Job ID: **57787009**
Designation: **Corporate Social Responsibility Secondment**

- **Experience:** 2 to 6 yrs
- **Salary:** As per Industry Standards
- **Industry:** Biotechnology / Pharmaceutical / Medicine
- **Location:** Mumbai
- **Key Skills:** Channel Partnerships Corporate Planning Business Analysis
- **Job Function:** Corporate Planning / Consulting / Strategy
- **Specialization:** Business Analysis, Business Process Reengineering, Channel Partnerships , Corporate Planning / Strategy
- **Qualification:** MBA / PGDM (Marketing) Any Graduate

Job Description

1 To conceptualize, execute, coordinate, and communicate corporate social responsibility programs for the company.
2 Effective communication on CSR projects with internal and external stakeholders.
3. Implement CSR programs, e.g. Site visits, research, drafting of findings, analysis and reports
4. Monitor and manage third party due diligence including scheduling, reports reviews, tracking performance and cost management
5. Prepare presentations and reports, printing of collateral s regarding CSR activities
6. Promote and communicate volunteering across company locations.
7. Measuring, impact analysis and reporting on CSR projects.
8. Identify key Stakeholders, develop and implement stakeholder engagement mechanism and initiatives.
9. Sourcing, Coordinating and collating CSR MIS from various Implementation partners such as NGOs, Academic Institutions, vendors and other entities.
10. Independent assessment and analyses of project design and approaches
11. Monitoring and evaluation of projects including Impact Assessments and Strategic Review and Planning
12. Documentation of project processes, and reporting program progress to various stakeholders.
13. Experience on identifying, developing and implementing long -term partnerships with NGOs, Govt. Institutions and other social enterprises.

Company: **Client of Veeyu HR Solutions Private Limited**
Job ID: **57695291**
Designation: **Corporate Social Responsibility - CSR**

- **Experience:** 2 to 7 yrs
- **Salary:** As per Industry Standards
- **Industry:** Banking
- **Location:** Mumbai
- **Key Skills:** Sustainable Development Project Management Energy Management
- **Job Function:** Production / Manufacturing / Maintenance / Packaging
- **Specialization:** Engineering, Environment
- **Qualification:** Any Graduate

Job Description

As institutions of public trust, Banks are increasingly demonstrating their commitment to society, responsibility towards nature and responding to climate change. From a business perspective, there is a growing need to position the bank differently and to institutionalize a strong knowledge base. Our Bank since inception, has been committed to Sustainable Development

Project Management /Execution:

- Developing relevant social and environmental initiatives for the bank
- Management of various internal and external stakeholder engagement platforms on Sustainable Development
- Executing Climate Finance Projects
- Delivering on existing initiatives including CSR, Triple Bottom Line reporting and communications, and environmental mitigation

Research related:

- Multi topic, sustainable development-related public affairs, internal & external corporate communications, and policy advocacy
- Draft research content for external media platforms, and oversee thought leadership content

Key Skills:

- Background of Sustainability/Research/ CDM / Climate Finance / Energy Management/Sustainability Reporting preferable
- Prior experience of conceptualizing / managing / implementing / monitoring CSR projects preferable
- Strong communication skills / Public Speaking and presenting skills
- Flexible and ready to work out of the comfort zone
- Intrapreneurial zeal and ready to take complete ownership of deliverables
- Managing internal / external stakeholders / relationships / Stakeholder engagement
- Ability to pay attention to detail, be disciplined and focused on delivering quality
- Expertise in short and long-range operational planning that incorporates sustainability practices
- Developing and implementing systems to measure progress of sustainability initiatives

Company: Sandvik Pvt Ltd
Job ID: 57667614
Designation: Corporate Social Responsibility Coordinator

- **Experience:** 3 to 5 yrs
- **Salary:** As per Industry Standards
- **Location:** Pune
- **Key Skills:** Co-ordinator Strong interpersonal skills maintaining tracking databases
- **Job Function:** Administration
- **Specialization:** Administration , Facilities management, Office Management & Coordination
- **Qualification:** Any Graduate
- **Industry:** Construction / Cement / Metal / Steel / Iron

Job Description

The CSR Coordinator provides vital support to the CSR and Communication team on a daily basis to assist with various project work as well as administrative duties. The Coordinator is responsible for maintaining and supporting an efficient working environment, including maintaining a high level of awareness of all projects and initiatives. This person must be detail-oriented and capable of professional communication with key internal and external contacts

Key Performance Areas:

- CSR and Communications Coordination with CSR Representative across India.
- Preparing and presenting reports of various CSR programs as per CSR Bill compliance.
- Co-ordination with external vendors and agencies for timely delivery.
- Coordinate with Purchase and Finance teams for vendor management, purchase requisitions and payments as per agreed timelines.
- Create and maintain a monthly log of all expenses along with Finance.
- Support to CSBS in event management.
- Perform support duties such as developing meeting agendas, maintaining tracking databases for projects and sponsorships, coordinating internal and external events.

Company: Achariya Techno Solutions India Pvt Ltd
Job ID: 57836444
Designation: Asterisk Engineer

- **Experience:** 2 to 5 yrs
- **Salary:** As per Industry Standards
- **Location:** Thiruvananthapuram
- **Key Skills:** PHP AGI Scripting MySql Linux Commands Queue Management
- **Job Function:** IT / Telecom - Software
- **Specialization:** Application Programming, Software Engineer
- **Qualification:** BE / B.Tech (Engineering) (Computer Science)
- **Industry:** Software Services

Job Description

- Primary job responsibility would be to develop & deploy innovative voice applications on Asterisk or different open source telephony platforms.
- Creating dial plans and customized API using AGI & AGM for interacting Asterisk through 3rd Party Applications.
- Working with Call Conferencing flow and Complex IVR Systems.
- Integrating & developing various 3rd party software/plug-ins into the existing platform to provide seamless connectivity.
- Creating SIP accounts and tightening the security of Asterisk Server.
- Configuring PRI Lines with Digum/ Sangoma Cards for Asterisk Servers.
- Creating Proxy Application for Load Balancing, Billing, Authentication.
- Working with Call Forwarding, Queue Management, Configuring DID, Load Balancing, SIP to SIP, Music on Hold, Click 2 Call etc.
- Working closely with Core Web & Mobile Development team to integrate

voice enabled application into the core system/applications.

- Mentoring Startups & Individuals as part of our Corporate Social Responsibility program.ExperienceWe are looking for 2+ years experienced Asterisk Engineers who can really make most of the Asterisk and to develop and deploy innovative application on a challenging and large cloud platform. Need to start from the scratch.
- Desired Candidate ProfileAbility to work independently on challenging environment with minimal supervision.
- A technocrat who never says NOto complex solutions.
- Ability to build and deliver Stable & Scalable applications within specified TAT.
- Passion to build creative and innovative technologies.
- Should have strong knowledge to develop In bound & Out Bound Dialers with Complex IVR.
- Strong Linux Commands with CLI.
- Should have thorough knowledge to configure and manage Core Asterisk, PBX, SIP.
- Solid hands-on working experience in Dial plans, IVR s, VOIP, PRI, WebRTC, RTMP-SIP, RFC 3550 & DAHDI.
- Should have through knowledge of installation and troubleshooting Asterisk Servers.
- AGI Scripting with PHP & MySql.
- PHP & MySql Knowledge is an added advantage.

Company: 3P Consultants Pvt Ltd.
Job ID: 57838750
Designation: Chief Executive Officer

- **Experience:** 20 to 25 yrs
- **Salary:** As per Industry Standards
- **Location:** Mumbai
- **Key Skills:** Supply Chain Management Board processes strategic aspects project management
- **Job Function:** Top Management
- **Specialization:** Finance, Marketing / Brand / Product, Operations / Customer Care, Production
- **Qualification:** BE / B.Tech (Engineering) (Production / Industrial)
- **Industry:** Consulting Services

Job Description

- The incumbent is expected to play critical role in entire area of manufacturing, project management and provide broad guidance to R & D
- Overseeing Supply Chain Management, HR and Finance (relating to operations)
- Key skills and competencies
- Holistic understanding of Manufacturing Excellence including Environment, Safety & Health (EHS) Practices, sustainability issues.
- I.T. savvy
- Ability to identify and mitigate risks and sense business opportunities
- Ethics & High Governance
- Service Orientation than Power Orientation
- Systems and solutions oriented
- Sound knowledge of engineering and technology
- Innovative mind set
- Excellent Communication skills: oral or written, formal or informal
- Empathetic listening and ability to put it succinctly
- In tune with the ethos of being relevant to the society, a mind-set of accepting and supporting "Corporate Social Responsibility" in letter and spirit
- Agility
- Humility
- Persuasive
- Participative style of functioning
- Adhering to Statutory Compliances (EHS, Commercial)
- Engaging in Board processes
- Support the leadership team in operational and strategic aspects
- Accountable for modernisation and upgradation of the facilities
- Strengthen culture of speedy execution by way of creation of flexible manufacturing, capacity addition, cost compression whether in supply chain, operations, people management etc.

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