



Confederation of Indian Industry



CII-ITC Centre of Excellence
for Sustainable Development



Yearbook 2014

CII-ITC Sustainability Awards Yearbook 2014

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YEAR 2014

Instituted in 2006, the CII-ITC Sustainability Awards recognise and reward excellence in businesses that are seeking ways to be more sustainable and inclusive in their activities, to support the most significant contributions and encourage the leaders of this revolution. Winners of this Award are India's Most Sustainable – role models that inspire all business to follow suit. The Awards are a part of continued efforts by the CII-ITC Centre of Excellence for Sustainable Development to create awareness on sustainability practices and to create capacity to mainstream them. To us, sustainability is serious business and that is what makes the Awards unique. Applicants must make a serious, companywide commitment to the process – both in terms of their time and money.

The Awards are guided by the Awards Jury and the 2014 cycle kicked off with the first Jury meeting that was held in February. During these meetings the process and timelines for the rest of the year are finalized and any changes are agreed upon. In 2014 one major addition was the introduction of the Domain Excellence category under which companies could apply for excellence in Environment Management, Corporate Social Responsibility, and Sustainable Supply Chain. Another change was the removal of one sub-category under Corporate Excellence, that is, Commendation for Significant Achievement. In this meeting it was also decided that from 2014 onwards assessors would also be recognised for their contribution and performance.

The Jury meeting was followed by the Awards being announced in April inviting applications of intent (Aoi) from companies. At this stage companies had to identify which turnover category they fell under and specify which Award category they wanted to apply for. Once all the Aois were received by the Centre the companies were given the application document which comprised all the questions, the answers to which would be the basis for the desk assessment. To facilitate the process of filling up the application document, we organized two Open Awareness Sessions for companies in June to help navigate and understand the questionnaire. The completed application documents were submitted in June and July for Domain Excellence and Corporate Excellence respectively.

During the time that the companies are filling the application document, the Centre trained a pool of sustainability assessors that would go on to carry out the desk and site assessment of the applicants. Two Assessor Training Workshops were conducted in April and May for those who wanted to become sustainability assessors. In July 120 assessors were divided into teams, with each team comprising new and experienced assessors, while ensuring they would be assigned a company not from the sector to which they belonged.

On receiving all the application documents the Centre analyses each application to check for any information gaps based on which it is selected for desk assessment. Once the Centre finalized the companies that would move on to the next stage, their applications documents were given to the assessment teams. From July-end to August-end the teams assessed the documents.

With the desk assessment complete, another Jury meeting was held in the first week of September where each applicant case was discussed in detail. Based on these discussions the Jury decided which of the applicants qualified for the site visits. Following the second Jury meeting, the Centre schedules the site visits which were carried out between the last week of September and the first week of November. During the site visits the assessment teams addressed any site visit issues they had identified during the desk assessment as well as corroborated the information the company had provided in the application document. Based on their findings during the site visits, the teams revised their assessment and submitted the final results to the Centre.

A third Jury meeting was held to decide the final winners. This decision was based on the revised assessment results of the assessors.

In 2014 we received 52 Aol's from the cement, auto, real estate, enery, refinery, banking, steel, and engineering industries to name a few. Of these 48 applications qualified for assessment and 27 received recognition.

The Awards Ceremony was held on 20 December in New Delhi where representatives from the winning companies attending. To present the Awards to the 27 winners and 22 assessors were Mr Prakash Jawadekar, Minister of Environment, Forest and Climate Change, Government of India, and the Guest of Honour was Ms Meenakshi Lekhi, Member of Parliament, Lok Sabha.

SUSTAINABILITY IS EXCELLENT BUSINESS

For a business to survive in the long term and retain its competitive advantage, it is imperative that it embeds sustainability in every aspect of it – systems, people and processes. Business leaders today need to look beyond business-as-usual and pave the way towards building sustainable companies. This Yearbook, based on the winners of CII-ITC Sustainability Awards 2014, showcases companies that have embedded sustainability in their business strategies and practices – driven by the fact that given the rapidly changing markets and industry structures, they need to invest in sustainability to become more competitive and remain relevant

Corporate leaders today would not risk disagreeing that their companies need to invest in sustainability as part of their business strategy to become more competitive and remain relevant in rapidly changing markets and industry structures. However, challenges arise when in strategy formulation and execution when reconciling doing good with doing well. The Sustainable Business Excellence Model developed by the CII-ITC Centre of Excellence for Sustainable Development has helped companies assess their sustainability performance and disseminate best practices among future-minded corporations. As more companies go through the rigours of the Awards assessment process, both internal learning and external credibility have become a source of competitive parity.

There is no denying that while going about business-as-usual, companies have contributed to the various sustainability challenges the world is grappling with today. Natural resource depletion, industrial pollution, health impact of products on consumers, marginalised communities affected by industrial presence, discrimination at workplace, are just some of the issues that are directly attributed to business misconduct.

However, while acknowledging that business have been in large part responsible for adverse impacts, it is worth noting that they are also the ones who are in a position to provide solutions. While governments still control most resources and are legitimate power centres, businesses can reallocate resources, remodel processes, and provide products and services for consumption most effectively. This goes much beyond “polluter pays principle”, with emphasis on creating and providing solutions rather than just paying for the damage.

While most sustainability challenges are industry or company specific, there are many macro-issue challenges as well that all industries face such as climate change, energy crisis, natural

resource depletion, poverty, hunger/nutrition deficiencies, disease proliferation, skill shortage, demographic imbalances, workforce migration, and business relocation.

The conventional paradigm of rapid economic growth along with the need to conserve natural and ecological resources, challenges the very foundation of business-as-usual. It challenges the traditional business management theory, which echoes Milton Friedman's famous statement that there is 'only one responsibility of business: to use its resources and engage in activities designed to increase its profits.'

There is no doubt that rapid economic growth is the only realistic means to lift the poor out of extreme poverty. However, there is also no denying the fact that most economic activities depend on products and services provided by the natural ecosystem, and therefore what is required is a new business paradigm that not only enables rapid economic growth, but does so without compromising the capacity of the natural ecosystem to sustain, nurture and fuel economic development and human well-being.

Business Advantage of Corporate Sustainability

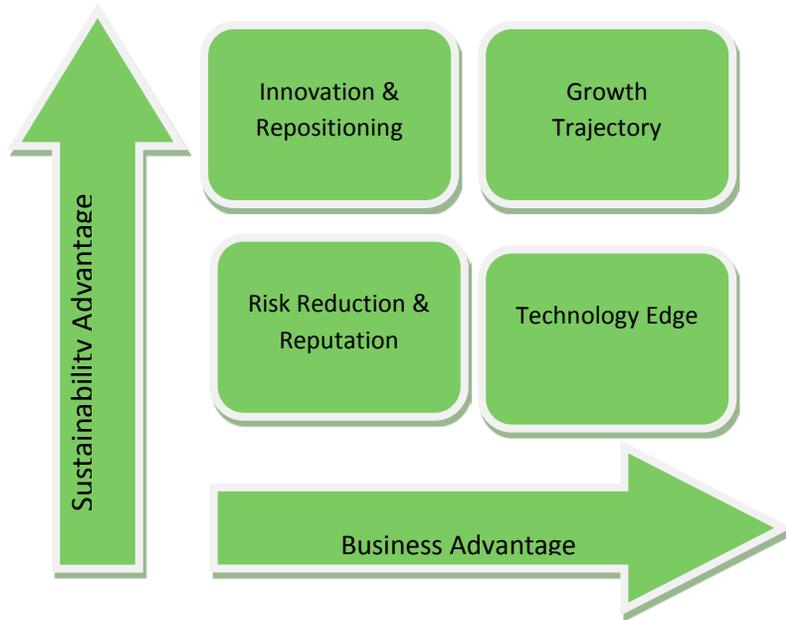
For a business this necessitates transformation to sustainable business, wherein success is measured not only in terms of its profits but also in terms of its performance in economic, social and environmental areas. The integration of the so-called triple-bottom-line in mainstream business practices is what is often referred to as Corporate Sustainability.

The *economic dimension* of the sustainability challenge lies in enhancing profitability, increasing shareholder value and creating wealth whilst pursuing opportunities for growth.

The *social dimension* of the sustainability challenge is in achieving high rates of economic growth in order to enable all sections of society enhance their quality of life and live with dignity.

The *environmental dimension* of the sustainability challenge lies in pursuing economic growth whilst preserving and enhancing natural resources.

Such a focus will eventually transform into multi-fold business advantages for corporates:



Risk Reduction and Reputation

Adopting principles of eco-efficiency such as reducing the use of materials and energy, minimising toxic dispersion and service intensity, recycling materials and increasing product durability will enhance profitability whilst simultaneously reducing damage to the environment. It also means being recognised by society and stakeholders as businesses committed to practices that promote sustainability across the triple-bottom-line.

Technology Edge

Giving businesses a competitive edge by optimising use of natural resources and deploying clean technologies to reduce damage to the environment.

Innovation and Repositioning

Retaining leadership in a highly competitive business environment through continuous repositioning and a process of 'creative destruction'.

Growth Trajectory

The base of the economic pyramid remains underserved, offering tremendous growth opportunities through an innovative combination of economic and social performance.

Sustainable development provides companies with comprehensive benchmarks against which business strategies and performance can be assessed. Benchmarking policies that promote

sustainable development provide a system to explore the commitment to principles of sustainable industrial development.

This benchmark information will be a vital starting point for companies, regulators and the public as they explore new ways of working towards a co-regulation partnership. The evaluation criteria for a sustainable company could include:

- Environmentally sound products, processes and services
- Integration of sustainable development and economic growth
- Extent of reduction of risks and hazards to human health and the ecosystem
- Community/stakeholder participation in sustainable development commitments

The growth of innovative programmes and self-regulation are important indicators of change. But the steps taken so far represent just the start of a complex and lengthy transition to more sustainable enterprises.

This is being increasingly appreciated and there is more than anecdotal evidence in India, as well as across the globe, about how doing such sustainable business makes a real impact. In order to understand real impact, businesses are required to assess their sustainability performance along the three dimensions, in a manner that enhances business excellence and sustainability bottom-line benefits.

Sustainability Performance Assessment

The CII-ITC Sustainability Awards are conferred to businesses in India that demonstrate excellent performance in the area of Sustainable Development. Applicant companies competing for the Awards are assessed with the application of the Sustainability Business Excellence Model.

There is a coherent business approach which brings together all facets of corporate responsibility – leadership, values, policy and processes, people, customers and society – to deliver improved performance. The Model helps to:

- Ensure companies have a clear and constant purpose; it helps to focus on the delivery of results
- Focus on customers and how companies can create value by better meeting their needs
- Focus by systematically applying processes and fact-based assessments to manage business and to make strategic decisions

- Identify what needs to be done to develop people and maximise their potential
- Derive value from meeting corporate responsibilities to the communities they serve
- Archive sustainability excellence

The Sustainability Business Excellence Model, based on the EFQM (European Foundation for Quality Management) Excellence Model, is more suited to its purpose than other CSR (corporate social responsibility) specific frameworks as it more obviously:

- Is business driven
- Aligns corporate responsibility with business strategy
- Complements balanced scorecard strategic and tactical priorities
- Delivers intrinsic internal and external benchmarking opportunities
- Facilitates stakeholder engagement at all levels of the organisation
- Links self-assessment, improvement activity and external reporting

The areas for improvement, identified in self-assessment against the Framework, are translated into prioritised objectives and key performance indicators developed to measure performance against these objectives.

The intention of the Sustainability Awards is to help companies deliver sustainability performance that reflects key strategic priorities of the business and aligns the organisation's corporate responsibility priorities with the business strategy to deliver value.

But managing business comes from having a total focus on what companies do:

- Strategies and governance that deliver sustainable business growth – profitable growth for shareholders
- Offering good products at the right price backed by service and accessibility for customers
- Developing a committed and engaged workforce operating at recognised performance standards

Against this backdrop, how exactly does sustainability fit into business strategy? There are three approaches to sustainability:

- A way of doing business ethically as a good corporate citizen. It is about a value system with an agenda driven from the top and absorbed throughout the organisation

- A disparate collection of policies and practices across different areas of business operation that have been bought together as part of an externally driven agenda to define a business' social responsibilities
- Conscious pursuit of a business strategy that recognises that the development of a brand and a reputation which reflects the expectations of all stakeholders will create real business value

These three points are not mutually exclusive; they are on a continuum that takes us from corporate philanthropy at one end of the spectrum to value-based corporations at the other, where external expectations demand a very hard focus on margin, productivity and investment performance.

That is the value-based approach to sustainability; a business strategy that recognises that a brand and reputation which reflect the expectations of all stakeholders, will create real business value. Corporate responsibility is no different from any other investment in strategic assets or capabilities that drive business performance.

There is a coherent business approach which brings together all aspects of managing stakeholder relationships and delivering value. Companies accrue greatest value from the framework they provide. The Sustainability Business Excellence Model helps companies:

- To ensure they have a clear and constant purpose
- To focus on the delivery of results
- To focus on customers and how they can create value by better meeting customer needs
- To focus by systematically applying processes and fact-based assessments to manage business and to make strategic decisions
- To identify what they need to do to develop their people and maximise their potential
- To derive value from meeting their responsibilities to the communities they serve

The Sustainability Business Excellence Model recognises that although the outcomes of an organisation's social and environmental policies may belong, under society results, the successful implementation of those policies depends upon how well it performs in all of the criteria. It is affected by:

- The effectiveness of leadership at all levels of the organisation

- Alignment of the organisation's policy and strategy with its overall mission and vision
- How partnerships and resources and processes are managed
- The awareness and commitment of people, as well as the way they are managed

Success can be quantified by measuring people, customer, society and key business results.

Together with the **RADAR** (Results, Approach, Deployment, Assessment & Review) scoring methodology, organisations are able to use the framework to assess themselves – to identify the strengths they should build on and the areas where they need to focus on improvement. Furthermore, the framework helps organisations to report performance by optimising the use of available information in a coherent approach which directly links inputs and outputs.

It is a comprehensive, systematic and regular review by an organisation of its activities and results referenced. The self-assessment process allows the organisation to discern clearly its strengths and areas in which improvements can be made and culminates in planned improvement actions that are then monitored for progress.

The primary purpose of undertaking self-assessment is to better understand the status and the sustainability maturity of the organisation and to drive continuous improvement. It can be linked to other management processes within the organisation – primarily strategy development and business planning – particularly where the organisation uses a common approach to these processes.

The Model integrates sustainability with stakeholder engagement in every activity and with many of the performance indicators of the organisation. It focuses not only on direct results, but also on the causes and how to get there. Since, it is a management framework, not a standard; organisations can easily integrate existing standards (e.g., ISO 9000 and ISO 14000) into the Model.

Through the CII-ITC Sustainability Awards, a number of drivers can be identified behind companies' involvement.

- The value-based approach which it takes to sustainability dictates that the company's sustainability or corporate responsibility strategy should be aligned with the strategic focus of business. That means that the sustainability or corporate responsibility management model has to fit with the primary means of driving the company's strategic and tactical priorities –balanced sustainability is achievable as the model is, in itself, a

balanced scorecard and there are clear synergies in the stakeholder focus of both approaches.

- Many participating companies' sustainability steering group of senior executives want to develop a corporate responsibility management system that can be integrated throughout the business chain and owned by individual business units rather than the central corporate responsibility team. Firstly, this reflects the complexion of the steering group which, although including heads of relevant functional disciplines such as human resources, risk management and investor relations, is fundamentally led by business unit leaders. Secondly, it ensures that responsibility and sustainability is devolved throughout the business to key line management. Widespread familiarity with the EFQM Excellence Framework or other Business Excellence frameworks across the organisation, its fit with the Balanced Scorecard and the essential business nature of the Sustainability Business Excellence Model, facilitates this driver.
- Many companies have innovative and award-winning programmes in sustainability or corporate responsibility in areas such as training and development, equality and diversity, work-life balance and community investment. But they recognise that this is not enough and have already identified the need for a systemic approach which means both developing programmes in areas where it is not as strong and creating a commitment to continuous improvement where it is strong. This involves identifying and incorporating a range of sustainability Key Performance Indicators (KPIs) across the business, building on existing Balanced Scorecard objectives within individual business unit. Working with individual business units to identify and implement activity against agreed KPIs is inherent in the broad-based self-assessment and improvement focus of the business excellence framework.

SECTION 1: LEADING CORPORATE SUSTAINABILITY

1. CORPORATE SYSTEMS WHICH EMBRACE SUSTAINABILITY

Leadership is the first ingredient of a sustainable company and is extremely important. Top management in many companies are now seeing the value of transiting from business-as-usual to a socially responsible and sustainable business. Strong leadership, which is committed to achieving this are in a competitive position. They establish sustainable growth as a corporate goal and core vision for the company, which is an effective way to focus people's attention on achieving sustainability goals. A company's commitment towards becoming socially responsible is often reflected in its mission, vision, and values. This is further supported by formulation of policies and strategies according to the needs and expectations of its stakeholders.

Mahindra Lifespaces articulates its mission as 'transforming urban landscapes by creating sustainable communities', and focuses on setting benchmarks in sustainable development through the three principles of Inclusiveness, Art of Living and Responsible Citizenship. The company is committed towards building a harmonious balance between the need for urbanisation, the responsibility towards sustainability and a healthy bottom line. According to the company, business responsibility includes building a sustainable business by adopting the highest standards of governance, ethics, transparency, diversity and inclusion; environmental stewardship includes creating a green canvas by reducing the environment impact of its products and the supply chain and driving innovation through adoption of sustainable technologies; and community outreach/empowering communities include developing ecosystems that create a positive impact on the communities.

SAIL's Bhilai Steel Plant (BSP) expresses its vision as 'becoming a respected world class corporation and the leader in Indian steel business in quality, productivity, profitability and customer satisfaction' and has policies in place for sustainability, quality, OH&S, HR, environment and social accountability.

The concept of sustainability (in the form of HR/safety/environment/CSR issues) is integral to BSP's strategy development process. The Sustainability Policy of BSP guides value chain, process design and resources allocation. BSP integrates the economic, social and environmental aspects

in its strategy and processes through instruments of Memorandum of Understanding (MoU) and Annual Business Planning.

Aspect	Strategy / Processes	Instruments
Employees	Healthcare	ABP
	Safety	ABP
	Training and Development	ABP
Societal	Free Education and Midday Meals Infrastructure in Model Steel Villages Free Vocational Training to Unemployed Free Medical and Healthcare	MoU with GoI
Environmental	Water Management	MoU
	Energy Management	ABP
	Life Cycle Assessment	MoU
Production and Business	Profitability	MoU and ABP
	Techno-economic Plan	

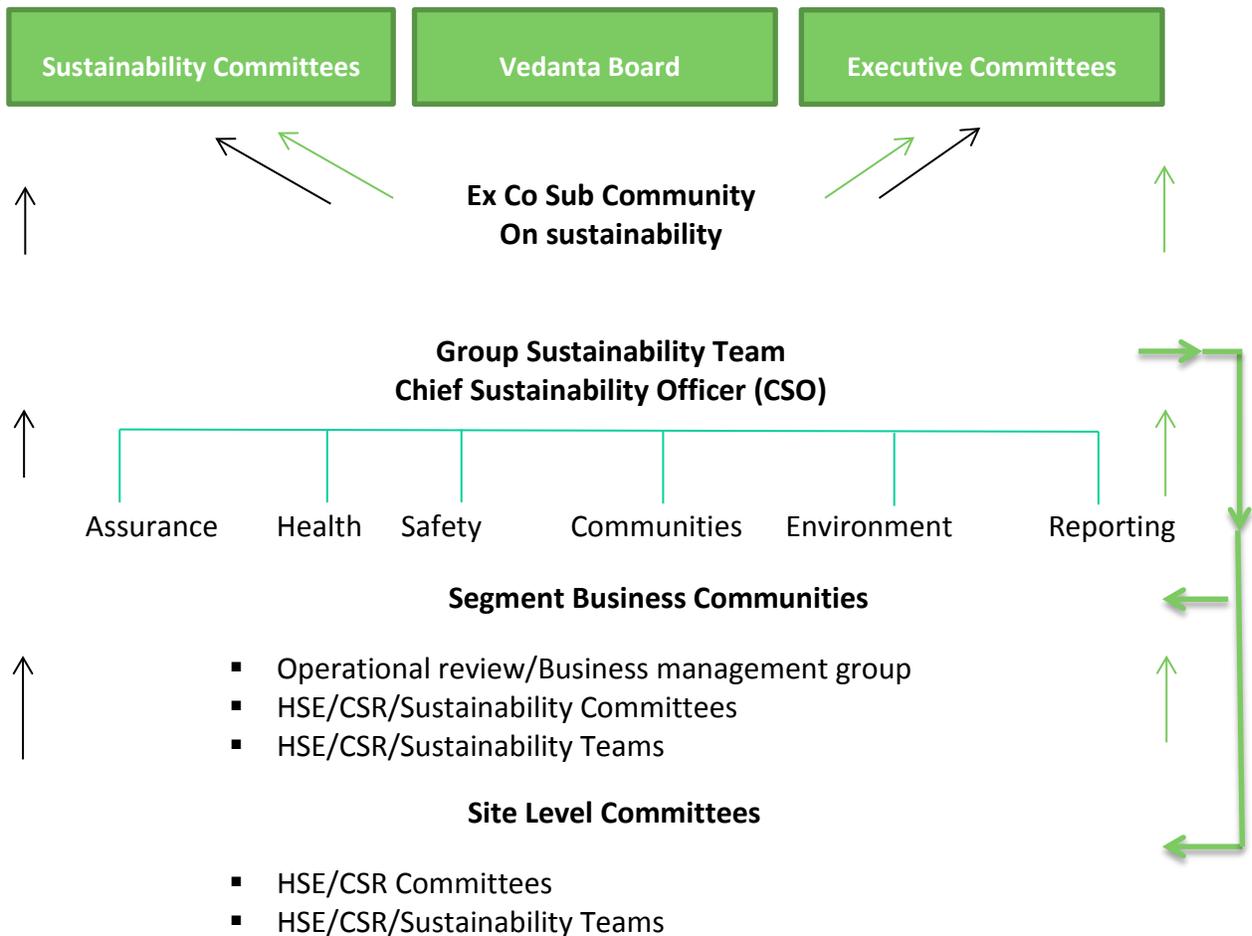
BSP has an established system for review and reporting at well-defined periodic intervals. A detailed performance review of all sustainability elements is done once a month with the CEO and top management. Other reviews, which include all aspects of the operation including ones related to sustainability, are done on monthly, weekly and daily basis and chaired by the Executive Directors.

Tata Housing provides a good example of how a company formulates its policies and strategies taking into consideration the needs and expectations of its stakeholders. The company has adopted triple-bottom line approach that integrates social, environmental and economic dimensions of sustainability into business. Some of the sustainability elements it has firmly embedded are 'building sustainability', 'profitable growth', 'reducing inequality' and 'rejuvenating environment'. With respect to environment, Tata Housing builds only green buildings with IGBC (Indian Green Building Council) ratings. As a response to the needs of customers, the company is developing eco-friendly homes at affordable prices. The Sustainability Vision adopted by the board of Tata Housing, sets the leadership direction, incorporating sustainability into its growth strategy and envisages its growth by sustainable

means such as optimum resource utilisation, fair wage, fair labour practices, responsible supply chain, etc. which results in generating profit for the company while addressing the needs of stakeholders.

Sustainability is embedded in **HZL Chanderiya's** functioning at all the levels – from the Vedanta Board, Board appointed committees (Vedanta Sustainability Committee and Executive Committee) to Business Management Group (at HZL company level) to Sustainability Council (at the site level).

The entire sustainability governance structure is depicted below:



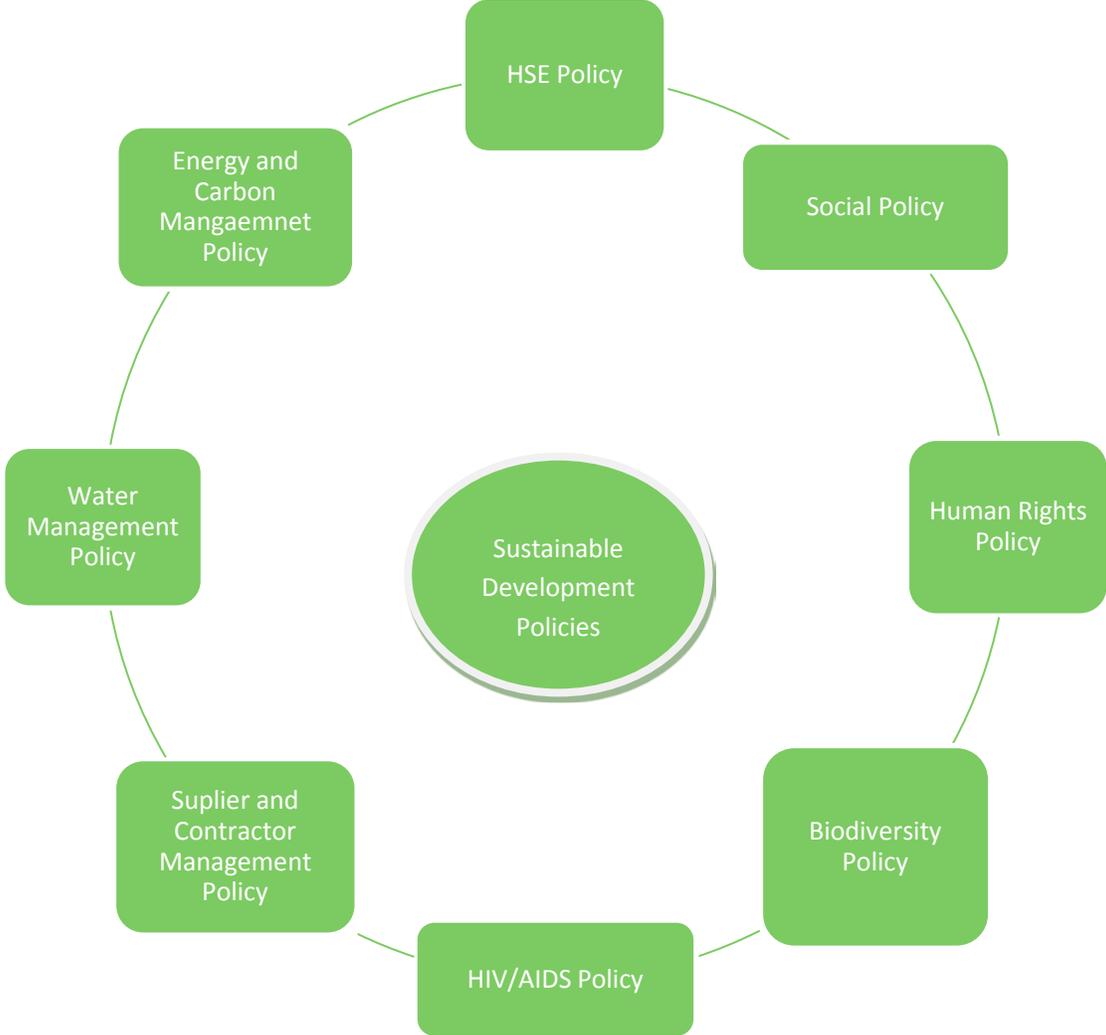
Key

Review of assurance findings
 →

Reporting Route
 →

Assurance Process
 →

The company’s sustainability model consists of three pillars: Responsible Stewardship, Building Strong Relationships and Adding and Sharing Value. The three pillars are supported by the Vedanta Sustainability Framework (VSF) which includes seven policies, management standards, technical standards and guidance documents.



2. LEARNING AND INNOVATION

Learning, research and innovation is central to creating sustainable businesses. A leader always strives to provide its customers with products and services which are innovative and offer high added value. Sustainability demands more investments in research and innovation to create

efficient and greener products through processes that are environmentally compatible and hybrid value chains that generate wealth for those who participate. This is possible when top management ensures that learning is integrated into processes and continuous improvement is promoted. Sustainability challenges are proactively identified, and risks are converted into opportunities through creativity and innovation, by deploying key requisite internal resources and placing value on research.

JSW Steel Vijaynagar practices the principles of learning and innovation. Many in-house innovative ideas/methods have been found to improve operational efficiency and productivity, some of which are being patented. The unit has developed the beneficiation process and converted the risk of low-grade iron ore into a business opportunity.

RIL Hazira Manufacturing Division (HMD) clearly states in its mission that it aspires to 'grow through innovation.' Innovation is in the DNA of the RIL group which is supported by the Innovation Council at the group level that was set up at its inception and encourages innovation across levels. To actively engage and develop competitive spirit among employees, HMD has forums on themes like safety, environment, energy, etc., voluntary participation in CSR and improvement initiatives like Kaizen, QCC, SGA, Six-Sigma, CASHe, etc. These forums also facilitate employees' suggestions regarding improvement in productivity and promote innovation at HMD.

R&D activities focus on incremental improvements as well as new product development with new technology deployment. This helps the unit improve its economic, environment, and social performance. Technology deployment compares with the global best-in-class. With a strong focus on product design and innovation, HMD aims to make products more safe and environment friendly. Some products like Recron® Green (made from processing of post-consumer waste) are a result of efforts to develop green products.

Black colour polyester yarns and fibres marketed under brand 'Recron Super Black' is produced at HMD through the pre-colouring route. In Addition to economic benefit for the company and customers, it helps in conserving water and energy by eliminating subsequent dyeing processes. These innovative developments have led to the competitive pricing of products and are benefiting society.

3. DRIVING RADICAL CHANGE

Excellence in sustainability is also brought about through transformational change in processes that significantly improve resource utilisation and reduce the environmental impact of business operations. Not only do such changes conserve resources but also help in reducing costs. 'Inclusive Business' is also increasingly becoming a mantra, and companies are developing new innovative business models which add value to business, to customers, to environment and to society, especially those that are underserved.

Tata Housing and **Mahindra Lifespaces** are two companies that have catered to the needs of the underserved. Through their Shubh Griha projects, Tata Housing delivers best in class eco-friendly and low cost housing in tier-1 and tier-2 cities. Not only are these houses environment friendly, they are also money savers for the residents in terms of water and energy bills. Additionally, all of the company's sourcing is done locally, thereby ensuring the economic prosperity of the local population. Mahindra Lifespaces has also introduced a new initiative of green certified affordable housing as a new sustainable initiative in urban spaces to those in the community who cannot buy a house through bank loans.

HZL Chanderia is the first smelter in Asia to adopt patented Jarofix technology for converting hazardous waste Jarosite to non-hazardous Jarofix. The technology is adopted from Canadian Electrolytic Zinc (CEZ, Canada), by which Jarosite (hazardous waste) from Hydro Zinc smelters is converted to a stable material called Jarofix. Sustained R&D efforts by HZL Chanderia in association with CRRI, IIT Roorkee are carried out for the use of major waste Jarosite in cement manufacturing and Jarofix in highway construction.

4. PLACING TRANSPARENCY AND ACCOUNTABILITY AT THE CORE OF SUSTAINABILITY PERFORMANCE

Transparency and accountability are characteristics of a truly sustainable company. The disclosures a company makes about its performance is to a large extent reflective of the level of its commitment to sustainability.

Mahindra Lifespaces discloses its sustainability performance both internally and externally through newsletters, annual reports, sustainability reports, investor quarterly updates, customer's monthly newsletter, etc. Mahindra Lifespaces is the only real estate CDP (Carbon Disclosure Respondent) respondent in India and is the only participant from India pilot testing of two global greenhouse gas (GHG) accounting tools by World Resources Institute (WRI). This

indicates the consideration of business-specific risks and potential opportunities related to climate change and good internal data management practices for understanding GHG emissions. Such initiatives mirror the company's pro-activeness in being transparent to its stakeholders.

Mahindra Lifespace also voluntarily participated in the Climate Disclosure Leadership Index (CDLI), which is meant for companies and cities to disclose impacts they have on the environment and natural resources and the necessary actions that are taken for their mitigation.

SECTION 2: RELEASING THE FULL POTENTIAL OF PEOPLE

1. RECOGNISING EMPLOYEES AS KEY STAKEHOLDERS

For leadership to succeed in transforming to sustainable business, recognising employees as a key stakeholder is absolutely critical. Just as in any other business success, employees are the real agents of change. Engaging with employees include human resource management, building their knowledge and competencies, recognising and empowering sustainability leadership, identifying and resolving human rights, and providing employee benefits and services.

ONGC communicates with employees through several forums such as Change Agent Meets, Vichar Vishleshan, Vichar Manthan, Strategy Meet, etc. to build relationships and promote sustainability. To encourage employees, the company adopts measures such as effective job rotation, transfer policy to ensure that all employees have the opportunity to gain exposure in all possible areas and welfare measures and facilities to maximise employee satisfaction.

JSW Steel Vijayanagar has taken several initiatives such as Sampark and Samooh to foster greater employee interaction so as to enhance human resource systems and policies. The company revises the remuneration and other benefits annually with proper interaction and taking feedback reports from the employees. It conducts annual health checkups in order to ensure good health of the employees.

2. NURTURING EMPLOYEE SKILLS AND KNOWLEDGE

While leadership is a key ingredient for a sustainable company, the employees are its backbone, without whom it cannot truly realise its sustainability vision and achieve its sustainability goals. To this end, a company needs to ensure that the required knowledge, awareness and competences are built up in the people who work there.

Ambuja Cements Limited (ACL) conducts several training programmes for its employees on behavioural training, functional training, leadership education, executive education programmes, management development, etc. A centralised Employee Induction Programme for

the new joiners in the company is also conducted. Moreover, there are E-learning programmes on Awareness of Occupational Health & Safety and Customer Support Group.

At **Larsen and Toubro (L&T)** several training programmes are organised in the areas of functional expertise, managerial competencies, behavioural approach, skill set enhancement and safety quotient. The programmes include Management Education Programme, Leadership Development Programme, Global Leadership Development Programme, Global CEOs Programme, International Executive Education and Transforming L&T into a Global Corporation. L&T also has specialised training centres for leadership development, project management and switch gear training.

Mahindra Lifespaces keeping its business requirements of improving product quality, safety, timeliness and overall customer experience organises various training programmes for its employees and their family members, local communities, customers, suppliers, etc. A few programmes were introduced including Project Management and Customer Service Excellence. Several topics covered under training programmes such as Change Management Presentation Skills, Communication Workshop, Leadership Communication and Executive Presence, Leadership with Sustainability etc.

Several trainings programmes on safety, health and environment are conducted at **JSW Steel Vijayanagar**, such as, material handling safety, fire and gas safety, safety at construction site, hazard in steel industry, CSR, environment management, stress management, yoga, etc. Moreover, it conducts annual health checkups in order to ensure good health of the employees.

At **SAIL Bokaro** training efforts are coordinated at the highest level with the Chairman setting the training outline for the year during the Training Advisory Board (TAB) meeting. At plant level, the Training Advisory Committee (TAC) headed by the CEO, formulates the training priorities for the year based on plant-specific needs and feedback from internal and external customers. Individual Training Needs (ITN) emanate from the Executive Performance Management Systems (EPMS) and are compiled by the HR Department. Besides this, some needs are added based on specific requirements by various departments/sections.

Training Needs Assessment for specialized technical training is carried out through Technology Core Groups in the areas of mechanical, electrical and operations. These groups are chaired by respective HoDs and include 7-8 plant experts. As a matter of practice, the specialized technical training requirements projected by these groups are given top priority by the senior management.

In 2012, a new concept of Departmental Training Advisory Committee (D-TAC) was introduced in all the shops inside the plant. The committee has been designed to spell out shop-specific training needs. This initiative has not only led to greater involvement of HoD in training activities, but has also helped in designing need-based training programmes with instant and enhanced effectiveness

Infosys conducts several training programmes for its employees such as classrooms programmes, e-learning and in-house certification programmes on sustainability covering economic, social and environmental aspects. A learning credit point system named (CDP 3.0) has been incorporated to provide sustainability education to its employees. In the year 2014, 893 health, safety and environmental sessions were conducted including awareness building, mock drills, classroom sessions and periodic demonstrations.

Trainings at **Toyota Kirloskar Motors (TKM)** are focused with significant efforts for employees' development and growth. Need identification for detailed environment training is carried out where the environment team identifies the category of employees who need further training. This is done based on evaluating the expected competency level with respect to environment related activities. Job specific training is given out to these selected categories of employees. This includes EMS training, risk assessment, OCP training, auditing skills of ISO etc. At the end of each training session, an evaluation of the training programme is conducted and based on the results a retraining is conducted if necessary. Apart from these training sessions, all the ISO core members from different divisions are trained on different aspects of ISO audits and standards i.e.; Classroom (Theory) and Genchi (Practical).

3. PUTTING SAFETY FIRST

In manufacturing industries, particularly that involve complex and hazardous activities, companies recognise economic, social and legal obligations to prevent injuries and accidents, provide a healthy working environment, and guard against all possible hazards and risks. Processes need to be designed and put in place that minimise risk exposure for employees in addition to training programmes and awareness campaigns on occupational health and safety.

To minimise the risk exposure for its employees, **ACL** has adopted an Occupational Health and Safety (OH&S) system which is aligned with Holcim OHS pyramid system. To achieve "Zero Harm" policy, the company has provided appropriate technology with stringent operational control practices across all its operations. Risk specific and competency based trainings were conducted as per the requirement of targeted fatality prevention elements and other OHS

directives. The company conducts several training programmes to train employees in OHS - disaster and emergency rescue operations, firefighting and first aid, selling safety, Senior Management Level leadership and defensive driving training.

ONGC has adopted a holistic and systematic approach to minimise and eliminate OHS risk. The company follows a comprehensive method for risk management. It identifies all potential sources of harm such as psychosocial stressors, ergonomic factors and physical, chemical and biological hazards etc. followed by a combination of methods to ensure that hazards are recognised, including consultation, analysis of tasks and work roles, and analysis and learning from past incidents etc. ONGC also practices 'safe place' methodology to prevent or minimise risks by designing out or removing hazards at source and controlling residual risks by engineering, organisational and procedural means. Further, ONGC applies 'life cycle' approach to risk management that involves identification of hazards and control of risks in all phases, from procurement, planning and design through construction, supply, installation, commissioning, start-up and operation to shutdown, maintenance and cleaning to decommissioning. ONGC has put in place integrated Quality, Health Safety and Environment (QHSE) management system and accordingly all operational installations of ONGC are following internationally recognised OHS Management System (OHSAS 18001) along with ISO14001 for Environment Management and ISO 9000 for Quality Management. Fatality rates at the company have reduced from 0.06 to 0.02 in three years as a result of increasing HSE awareness.

RIL Hazira Manufacturing Division has an extremely robust system for managing occupational health and safety and has reported zero fatalities in the last three years. Employees are engaged in overall OH&S management at various levels and in different capacities.

To motivate the employees to participate, various R&R schemes are implemented

- Best Incident Investigation
- Near Miss Reporting
- Best Safety Observation
- Annual HSEF award - Plant/department
- Best Contractor of the Year
- Best OH&S Suggestion
- Best Fire Protected Plant
- Best PHA
- Best Trainer
- Best HSEF Auditor
- Best CASHe project

Some of the mechanisms to communication OH&S related concerns to employees at HMD are daily shift opening safety discussion, monthly safety and health committee meetings, safety notice boards, warning and information display sign boards, periodic emails, and annual OH&S awareness campaigns.

SECTION 3: TRANSCENDING CORPORATE BOUNDARIES

1. CONNECTING WITH THE CUSTOMER

Customers are core stakeholders and essential to a business's survival. Companies therefore need to communicate and engage with customer perceptions, suggestions and concerns. How companies respond to these is an indication of how much they value their customers and their business.

HZL Chanderia adopts various measures to communicate with their customers and engages with their perceptions, suggestions and concerns such as end-to-end market mapping, customer satisfaction survey, benchmarking, online customer feedback, site visits, providing technical services, one-on-one meetings with management, knowledge sharing through seminars, experts talks, brochures, technical programmes etc.



The company conducts customer satisfaction surveys every two years to gauge customer satisfaction levels with their regards to their products and services, and identify scope of improvement and future opportunities. It follows “Walker Loyalty Mode” to study customer satisfaction which provides reliable basis for understanding determinants of customer loyalty.

HZL Chanderia engages with customers to identify their needs through market research and systemic customer interactions and work on suggestions internally to address them innovatively.



Toyota Kirloskar Motors (TKM) has initiated a programme called Express Maintenance (EM) to provide quick and quality services to Toyota customers. EM is a service logistics programme which aims to service and deliver the vehicle in one hour in order to ensure fast services with quality. This Toyota Production System based programme needs well trained manpower to implement and sustain. Therefore, TKM conducts group trainings in three parts to develop qualified dealer manpower to implement EM and to strengthen the process of servicing the vehicle in 60 minutes.

1. EM Training
2. Process Simulation
3. SOP Training for technicians

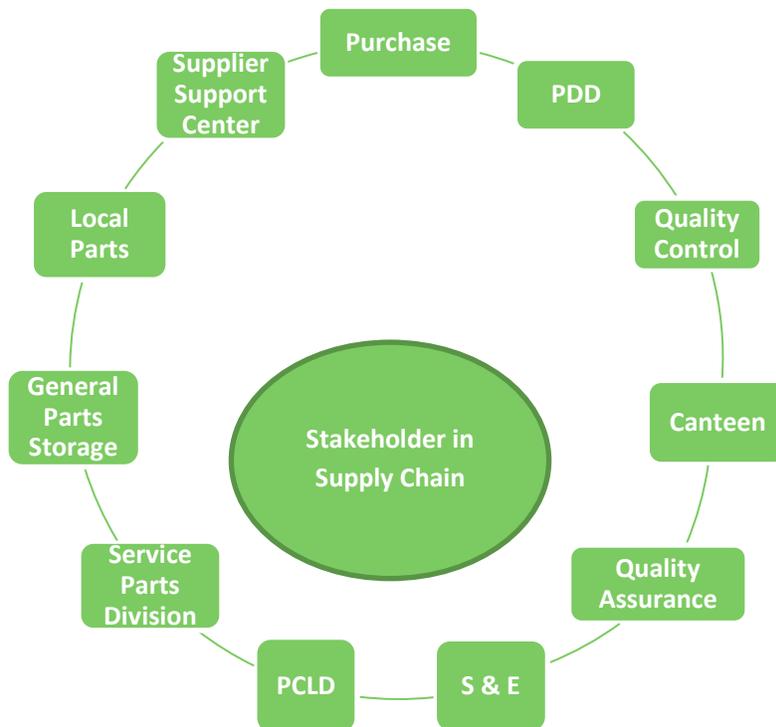
2. ENGAGING SUPPLY CHAIN PARTNERS IN SUSTAINABILITY

Companies today are realising the fact that sustainability across the value chain is increasingly becoming the norm, and that the company being sustainable in itself is not enough. Therefore, manufacturers and suppliers are being held accountable for the products they manufacture and

sell. Given the high costs of compliance, many businesses find value in proactively addressing potential regulations or using EHS excellence. Proactive companies are taking the onus on themselves to create a sustainable supply chain by ensuring that its suppliers are up to the mark by enforcing sustainability policies and codes along with offering training programmes on the same.

L&T has a green supply chain policy and developed an ‘environmental and social code of conduct’ to which many of the company’s suppliers are signatories. Some of the essential environment-friendly and socially responsible business practices propagated by the code include water conservation, energy efficiency, waste reduction, OH&S, etc. L&T conducts capacity building programmes for vendors and sub-contractors and provides them with training and technical expertise towards business efficiency and improvement.

At **Toyota Kirloskar Motors (TKM)**, the trainings that are provided to suppliers are classified into two categories: Production Preparation and Production Sustenance. A Supplier Support Centre (SSC) was introduced in TKM with the intention to enhance localisation and to help suppliers to grow by training them in various fields. The SSC’s objective is to work hand in hand with supplier partners to improve safety, environment, quality, productivity, and cost, with human development as the foundation.



A TKM supplier deals with many divisions and hence they receive different but regular trainings and they are involved in and engagement processes to understand TKM's requirements.

Division	Training
Purchase	Induction training
	Training on Green Purchase Guidelines
	GPA Training
	Training related New policies w.r.t Purchase
SSC	Involves training in Safety, Environment, Production, Cost & Quality aspects
Quality Control	Compliance to TKM Standards
Service Parts Division	National Service Parts Vendor Meet
General Parts Storage	Management Support
	Risk Minimisation
Product Design	Simultaneous Engineering
	Drawing Issues
	Toyota Standards
	Parts Evaluation System
	Proto Part Development
PCLD	Compliance issues
	CO ₂ Logistics
	GPG Training
Quality Assurance	Product Assurance
	Supplier Audits
	CF Concept

The company also conducts training for its suppliers on general environment awareness annually that cover waste management, basics of ISO and legal compliances, and other environmental issues.

DSM Engineering Plastics adopts several strategies and approaches for supplier and vendor development, transport management and inventory management to ensure a sustainable supply chain. It ensures an environmentally sustainable supply chain through several activities such as conducting site audits covering SHE aspects, sharing of best practices, promoting green product development etc. DSM has also taken up activities for minimizing ecological impacts in logistics and also through paperless inventory monitoring and management systems.

Ultratech Hirmi insists that its suppliers abide to standards on quality, safety and environment. The company focuses on checking incoming damaged goods when they are received itself as

they are costly waste. Preference is given to high quality goods that are designed to last long and are reusable and recyclable even if it is at a higher cost. Production efficiency benchmarks have been set in the plant for the use of raw materials and fuels and are optimised for environment friendly operations. There is an integrated structure of activities in place that procure, produce and deliver products and services to customers. According to the company the chain begins from the supplier of the suppliers and ends with the customers of the customers. Given this there are focused efforts to hire dedicated freights, scheduled checkup of transport equipment, restrictions on entry of vehicles over ten years as per sustainability board guidelines, utilisation of rail, preference for reverse loading of various material, and awareness programmes for supply chain partners on safety and environment.

3. COMMUNITY AND SOCIAL DEVELOPMENT INITIATIVES

A strong leadership committed to building a sustainable company creates a CSR policy that is aligned to the core vision and mission and becomes a core part of business strategy. It is implemented and shaped through a stakeholder-focused strategy taking into account market/sector where it operates. The community, especially those in the vicinity of a company's operations, is one of the most important stakeholder. It is imperative that companies engage with the perceptions, suggestions and concerns of their local community and integrate this feedback into their practices. A socially responsible company ensures that the community is benefitted by carrying out development initiatives. This needs to be supported by a sound CSR policy needs to be supported by the requisite internal and external financial and non-financial resources.

With the vision statement "to unleash the potential of everyone we touch", **Dalmia Cements** directs the mission of facilitating the stakeholders to hasten their social, economic and environmental progress through effective management of human and natural capital. The company has a strong commitment to sustainability it is the third Indian Cement company to have signed the Cement Sustainability Initiative Charter and is committed to create exceptional value for its customers, employees, shareholders, vendors and the communities through core values of Learning, Teamwork, Speed and Excellence. An exercise was carried out in the year 2013 to identify stakeholder materiality and material issues.

Dalmia intervenes through its CSR programmes in the areas of water conservation, energy conservation and climate change mitigation, livelihood skill training and social development and believes that CSR is a vital constituent of its commitment to sustainability thereby becoming an

integral and strategic part of business strategy. The company carries out its CSR activities through its corporate foundation - Dalmia Bharat Group Foundation. The foundation adopts a multi-stakeholder approach to develop their CSR strategy and plans that include the involvement of top-management down to unit level executives, as well as the participation of large number of stakeholders such as community, NGOs, local private and government institutions, agencies of the state government, etc. To achieve long term sustainability, Dalmia has its principal focus on converting the unfelt needs of the community into felt needs. The company believes that if these unfelt needs are converted into the felt needs with a little stimulus, one sees the community action and participation, which is an important ingredient for sustainability. Through its CSR activities which is aimed at energy conservation and climate change mitigation it has introduced fuel efficient stoves to replace wood fuelled chullahs with partial financial assistance, major financial share being that of the beneficiary. The approach is intended to make them a stakeholder in the project through financial equity. These stoves improve the efficiency by about 60%. With the introduction of this technology, a huge demand has been created and the project is capable of being run even without the company's assistance. Dalmia Cements is now in the process of promoting local entrepreneurs to fulfil the demand and make a livelihood through that. The long-term sustainability of the programme is, therefore, ensured. This is so with almost all of their CSR projects

Dalmia Cements also imparts trainings associated with CSR to its internal stakeholders involving functional head, CSR head and other employees. In the year FY14, there were one day, two days and five days training conducted on topics such as sustainability, CSR and sustainability reporting, workshops on rain fed agriculture, and interactive sessions on the Companies Act and CSR. At **Dalmia Cements**, employee participation in CSR activities is done through two events which are conducted twice in a year include a week long 'Joy of Giving' and the Dalmia's Day of Service. Further, the foundation is voluntarily assisted by the HR, Accounts and the Civil Engineering Teams in their related functions. The company is in the process of launching a formal employee volunteering programme in 2015 to encourage employee participation in CSR activities which would allow the employees to volunteer for an identified cause at least two working days in a year.

According to the mission statement of **Suzlon**, CSR means "living corporate values" and the company believes that sustainable development can be achieved and ensured by harmonious balanced growth in all aspects of development, that is - financial, natural, social, human and physical resources. The company is dedicated to invest in these resources to achieve the following goals: to have minimum impact on natural environment, to enable local communities to develop their potential, to empower employees to be responsible civil society members, to

commit themselves to ethical business practices that are fair to all stakeholders and thus become a core part of business strategy. The CSR team at Suzlon has developed an integrity training module based on Suzlon's Code of Ethics named 'Adarsh', which represents an ethical way of living. It conducts training across all locations to bring clarity and to create common understanding on do's and don'ts of integrity and values. Suzlon promotes economic, environmental and social sustainability with a vision of 'powering a greener tomorrow, today'.

To achieve long term sustainability Suzlon has a well-structured multi-stakeholder method in developing its CSR strategies and plans taking into account markets such as villages in wind farm areas and factories. The method includes the involvement of management, Suzlon Foundation CSR team members, the community, NGO partners, government agencies, Community Based Organisations (CBOs), Self-Help Groups (SHGs), Village Development Committees (VDCs) and other institutions in the planning and strategizing process. The members of the CBOs are systematically trained to take decisions on developmental issues and the women are trained to handle micro finance aspects, women related issues, other social issues such as harassment, and development of the village. Further, VDCs are responsible for all the decisions of the development initiatives and its members are chosen by the village itself and represent all sections of the village.

Employee participation in CSR activities is a crucial part of Suzlon's approach. Employee engagement activities are done quarterly to encourage employee participation in CSR activities. Suzlon believes in creating understanding and an appropriate perspective on CSR as soon as employees join the company, which includes six-monthly training session in the induction review. It invites employees at the site level to participate in village level activities in order to build a sustainable relationship between business and the community.

With a CSR vision to "enhance the quality of life and economic well-being of communities around our operations", **Hindustan Zinc Limited (HZL)** aspires to become the world's largest and most admired Zinc-Lead and Silver company. The company is committed towards harmonious and sustainable development of the communities with a belief of inclusive and equitable growth and improvement in quality of life through creation of sustainable livelihoods. With five values of Entrepreneurship, Excellence, Sustainability, Growth and Trust, HZL captures the basic concept of neighbourhood relations as pivotal for sustainable growth for the stakeholders and community as a whole. HZL adopts two types of approaches to engage with stakeholders to develop CSR plans: one, a Neighbourhood Plan (community partnership) and two, Hi Impact Plan (public-private partnership). The first includes ongoing CSR projects which are carried out in the immediate neighbouring villages and covers the important aspects of a

rural household such as agriculture, livestock development, health, etc. The latter includes high visibility big ticket projects, implemented at the state level and at the national level. This plan includes the strategic projects in which the company carries out activities on a large scale, mostly in PPP mode. CSR strategies are implemented through public, private and people partnerships and through catalyst agents and community representatives.

HZL has a separate online appraisal system comprising a section for training needs which need to be filled by every employee and on the basis of which HR organises trainings and workshops periodically. In addition, for skill building on CSR, trainings, exposure visits and workshops are organised. Moreover, there is concept building training on CSR for top management which is conducted annually and for other employees trainings such as concept building on CSR, understanding the new Companies Act, PRA training, CSR workshop for community mobilisation are conducted on quarterly basis. The company encourages employee participation in its CSR activities through various undertakings that include CSR induction programmes for new employees, volunteer teaching in rural schools, participation in social forestry and cultural events, blood donation to the district blood bank, etc. Other CSR initiatives by employees include contributing a day’s salary to the Utrakhand Relief Fund, women empowerment initiatives, HIV AIDS Awareness Drives, Energy Conservation Drives, etc.

HZLs Chanderia Unit follows a step by step approach for community development that can be inferred from the flow chart given below:



With a core focus in the areas of infrastructure, health, education, livelihood, women empowerment and many more, the company has undertaken various activities and projects such as safe drinking water project, rural infrastructure, health camps, Shiksha Sambal Project, Vedanta Khushi Project, awareness building - Beti Bacho, skill development trainings to SHG women, rain water harvesting, etc.

The company's approach to CSR involves the following:

- Building consensus amongst various stakeholders viz. government departments, district administration, Panchayats, corporate and NGOs to develop convergence strategy for holistic village development
- Promote 3 P approach (Public, Private & Panchayat Partnership) for holistic village development to ensure sustainability.
- Leveraging resources through convergence of various flagship schemes and programmes of union and state Government;
- Facilitate in planning process for preparation of village plan, consolidation of Gram Panchayat, Panchayat Samiti and Zila Parishad perspective and annual plan

Guided by its vision for sustainable growth, **ONGC** contributes 2% of its net profit to the community development through partnerships with civil society and NGOs for social development, health care, education, improving rural infrastructure, rural-community development, environment, energy, healthcare, economic empowerment of women, micro-financing, etc. The CSR projects identify and address the needs of stakeholders in the company's operational areas as well as regions of backward districts identified by the Planning Commission for Backward Region Grant Fund. ONGC's investment on CSR activities has also been increasing consistently and reached up to INR 441 crores, which was 2% of the company's net profit in the year 2013-14. From INR 275 crores in 2012-2013, RIL Hazira's investment in CSR has increased to INR 438 crores in 2013-14.

JSW Steel Vijayanagar carries out its CSR activities through the JSW Foundation. The Foundation is committed towards improving the standard of living of people in communities around its operations and assesses the impact of its operation specifically, on local agriculture, health, biodiversity, etc. and conducts research studies especially on women benefits and under-privileged societies. The Foundation intervenes through its CSR activities in several areas such as education, health and sanitation, women empowerment, infrastructure, sports, basic amenities, livelihood creation, etc.

Some of the educational initiatives taken up by the foundation include Computer Aided Learning Centers (CALCs), NTT-OPJC Vocational Training Centre, O P Jindal IGNOU Study Centre and many more. To give strength, the number of CALCs beneficiaries has increased to 16000 in the year 2014-15 from 9800 in the year 2009-2010 which is more than a 60% increase in the number of beneficiaries in the last five years.

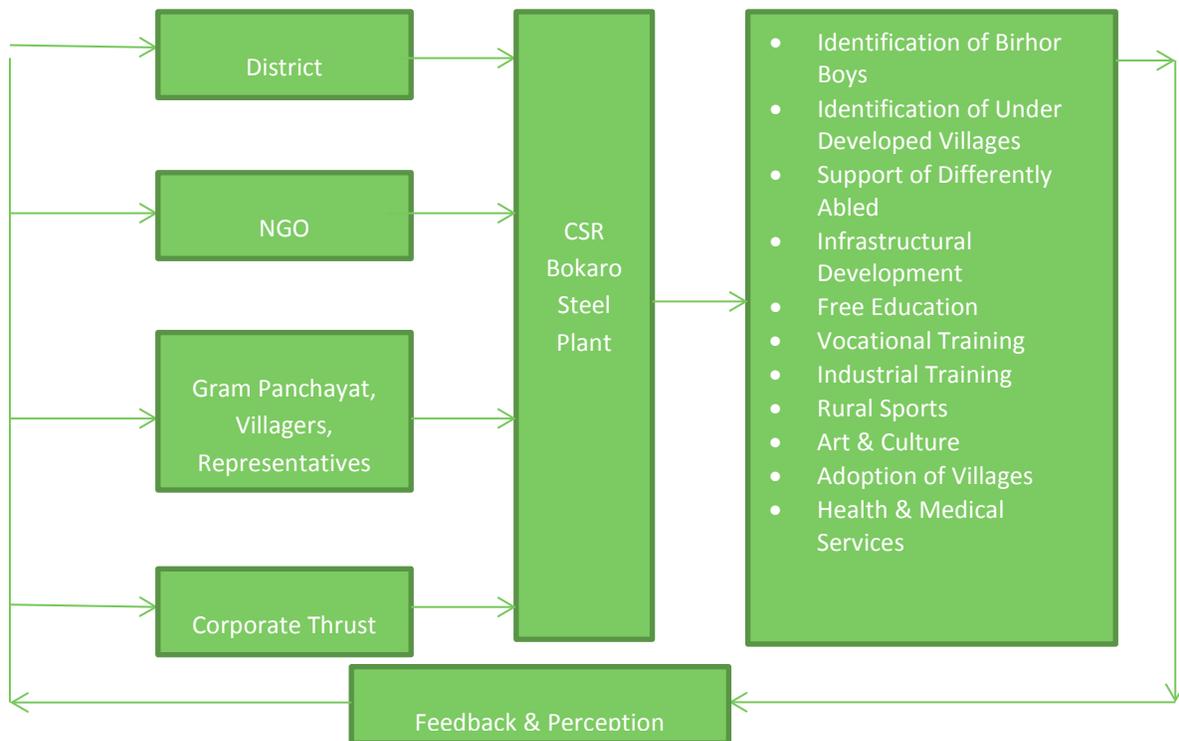
JSW Energy also implements its CSR activities through JSW Foundation. The Foundation intervenes through its CSR programmes in areas of education, health or women empowerment, infrastructure, environment, social development, basic amenities, etc. Moreover, it also focuses on skill development through vocational training centres, and the Rajiv Gandhi Institute for Steel Development. The company has two missions to be achieved during FY 2014-15 namely: Mission against Malnutrition with a budget of INR 3.65 crores and working with International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) with a budget of INR 2.80 Crores.

The investment on CSR activities by **ACL** rose from INR 24 crores in 2010 to INR 52.57 crores in the year 2013 which is over 4% of the company's net profit. In terms of percentage of net profit, the investment has increased to more than twice in the span of four years from 1.88% in 2010 to 4.06% in 2013.

ACL Bhatapara has adopted a multi-stakeholder approach for its CSR strategies and plans and engages with community members, panchayat members, people representatives, government officials, school teachers, SHG members, farmers, etc. to develop them. The unit has aligned its CSR activities to the 'community needs' as identified through community interaction forums like Community Advisory Panel (CAP) and Social Engagement Scorecard. The annual plan and budget is prepared based on the need of the community and through discussions in village meetings and outcomes of CAP meetings. The company has undertaken various initiatives in the areas of water resources development, rural infrastructure development, agro-based livelihood, skill-based livelihood, health and sanitation, women development, non-conventional energy, etc. These have positively impacted with an increase in water availability for household consumption, cattle drinking and for irrigation facility, increase in crop yield, overall improvement in living standards, breed improvement of livestock, enabling trained youths to find gainful employment, creating a resource base of trained, competent workers, growth of the industry, reduction in disease incidences, reduction in infant and child mortality rates, improved living standard of the community, increased accessibility of community to the markets, enhance economic growth of the community, improvement in quality education, reduction in dropout rate of children, etc. The unit has invested INR 323 lakhs on its CSR

activities in 2013-14 which is approximately 64% more than what it had invested during 2011-12.

SAIL Bokaro engages several stakeholders such as NGOs, government departments, village panchayats, district administrations, etc., in its CSR activities in order to gauge their expectations and receive their feedback. CSR activities are undertaken for the development and welfare of the community in the vicinity of its plant within a radius of 20 km of their operations. The plant through its CSR programme engaged Xavier Institute of Social Services (XISS), Ranchi to conduct a need assessment as per Maslow’s hierarchy of social needs assessment which draws a five year time-horizon with short, medium and long term activities in areas of health, education, water accessibility, infrastructure development, women empowerment, social empowerment, sustainable development and livelihood generation, promotion of rural sports, conservation of art and culture, etc. SAIL Bokaro has increased the percentage of its net profit for CSR investment from 5.38% in 2011-12 to 17.52% in the year 2013- 14.



In addition to 1% per cent of profits allocated for CSR at the corporate level at **Tata Housing**, a certain percentage is also set aside at the project level, which is spent irrespective of profit or loss, that is Rs 6 per sq. ft. of saleable area in case of premium and luxury housing and Rs 4 per sq. ft. of saleable area in case of affordable and value housing, divided by the project span in years. Given this, the CSR spend every year, on an average is more than 3 per cent of the net profit of the company.

RIL Hazira encourages its employees to voluntarily participate in CSR initiatives. To actively engage and develop competitive spirit among employees, it has forums such as theme based campaigns like Safety, Environment, Energy, etc., voluntary participation in CSR and improvement initiatives like Kaizen, QCC, SGA, Six-Sigma, CASHe, etc. These forums also facilitate employees' suggestions regarding improvement in productivity and promote innovation. RIL has undertaken several community development initiatives in the areas of healthcare, safety, education, physical infrastructure, employment opportunities, environment and energy conservation/efficiency.

4. ENVIRONMENT AS A STAKEHOLDER

Environmental impacts of business has been under great scrutiny in recent years, and companies are realising that business-as-usual can no longer be the norm and that their survival depends on a healthy ecosystem. They must incorporate environment as a stakeholder into their practices through a comprehensive evaluation of inputs, outputs and impacts. To promote environmental restoration, processes must be in place to ensure resource use and efficiency, reduction of Green House Gas (GHG) emissions, pollutants, and waste.

With respect to environment **ACL** focuses mainly on three areas: (i) enhanced utilisation of renewable energy and increased use of biomass in captive power plants, ii) utilisation of plastic waste in kilns and iii) and water positivity.

The thermal substitution rate has been increasing consistently in the last three years and reached up to 3.69% in the year 2013. ACL achieved higher thermal substitution rate from alternate fuels i.e. 3.69% in 2013 as against 1.59% in 2012 and 0.59% in 2011 thus avoiding the use of fossil fuels and reducing of CO₂ emissions. Additionally it has generated 4.5% of its energy from renewable energy sources. As per the water accounting exercise carried out in the year 2011, ACL claimed to be water positive by two times which further increased to 2.6 times in the year 2013. The company has planned various management programmes such as EARN (Energy Activation across Regional Networks), a transformative initiative with a target to reduce

its annual energy cost by the year 2015. EARN focuses on 5 main pillars: (i) Improving coal sourcing and pooling, (ii) Increasing use of alternative and renewable energy and reducing carbon emissions, (iii) Improving thermal energy process, (iv) Improving electrical energy process and (v) Reducing admixtures and clinker factor.

JSW Steel Vijayanagar emphasises on the 3R philosophy (Reducing, Recycling and Reusing of waste) across all its manufacturing sites. The company has adopted technologies that require minimum water use, effectively recycling and reusing of water as they strive to improve their water consumption. Some of key initiatives taken by the company to improve water efficiency include: (i) The company's R&D team developed the process of utilizing coal tar pitch in coal-cake preparation replacing water with an aim at improving coke CSR by 2-3 points and increasing gas generation from the coke oven and reduces water consumption (ii) The company reuses blow down water from the BF gear box, secondary cooling circuit of BF3, in GCP, saving 500 m³/day of make-up water. It replaced industrial water with seepage water in the slag granulation unit which saved 200 m³/day of make-up water.

The company has taken up a comprehensive carbon footprint analysis of its operations in order to mitigate GHG emissions. It has also instituted the Earth Care Awards for Excellence in Climate Change Mitigation and Adaption, along with 'Times of India'. The awards facilitates individuals and industry representative for initiatives in natural resources management and GHG mitigation.

ACC Thondebavi has conducted an aspect impact analysis of every activity. Rating is done on six parameters - quantity, occurrence, impact, detection, controls and legislation. Rating for each parameter is done from 0 to 5. Total rating is done by multiplying all the factors. If the total rating exceeds 135, the activity is considered as a significant environmental impact. Based on these ratings objectives, targets and environmental management programmes are being set for implementation and achievement.

For mitigation, ACC Thondebavi has put in place both on-site and off-site emergency plans. On-site emergency plan exists for on-site hazards like air pollution consisting of suspended particulate matter, fugitive emission etc. Highly efficient pollution control equipment and dust suppression systems are installed to control the fugitive emissions. Off-site emergency plans are in place in case of natural calamities like flooding.

With a focus on current and future energy security for the nation and its strategic goals of enhancing recovery factor, increasing reserves and oil and gas equity, **ONGC** is aware of the implications of pursuing a low carbon high growth strategy and has adopted the mission to

attain 'Carbon Neutrality'. Following this, the company has undertaken some initiatives headed for GHG mitigation. During FY13, there was a reduction in GHG emissions by 5%, fresh water consumption by 15% and considerable amount of reduction in the bulk material consumption. ONGC is also working towards reducing its GHG emissions by identifying 11 GHG projects and diversifying its energy portfolio by developing 6.5 GW renewable energy projects by the year 2030, which would result in reduction of its carbon footprint.

L&T believes that optimum and responsible utilisation of raw materials is the key to economic as well as ecological sustainability and is working towards the goal of achieving a well-calibrated balance between natural, human and manufactured capital by integrating economic, social, cultural, political, and ecological factors. It encourages its campuses to be zero wastewater discharge. In the year 2012-13, four L&T campuses including Powai, C&A Mahape, Ahmednagar and Talegaon were certified as 'Water Positive'. Further, the per capita water consumption dropped by 15% to reach 147 cubic meters per employee in the year 2012-13 as against 173.69 cubic meters per employee in the year 2011-12. Moreover, during 2012-2013 the water consumption and wastewater discharge (industrial and domestic) reduced by 14.69% and 12.35% respectively when compared to the previous year.

L&T has several initiatives on energy conservation, increase in energy efficiency, use of green energy, etc. to minimise GHG emission and to lower carbon footprint. The GHG emissions from direct energy consumption has been consistently decreasing and reduced to 7.55 tonnes per employee in FY 2012-13 as against 10.59 tonnes per employee which is a 28.71% reduction over FY 2007-08. In addition, GHG emissions from indirect energy consumption is also seeing a declining trend and reduced to 1.38 tonnes per employee in FY 2012-13 as against 2.98 tonnes per employee which is 53.69% reduction over FY 2007-08.

GHG Emissions	2011-12 (tonnes CO ₂ -e)	2012-13 (tonnes CO ₂ -e)
Scope 1 (from fuel consumption)	424,351	389,576
Scope 2 (from electricity consumption)	248,130	212,657
Scope 3 (from travel, commuting of employees)	18,966	31,466

L&T features among the Top 10 in 'Carbon Disclosure Leadership Index' in India. It is ranked the World's 4th Greenest Company in the industrial sector by Newsweek; and has received the prestigious 'Caring Company Award' from the World CSR Congress.

Several strategies have been adopted by **Mantri Developers** to ensure resource use efficiency and reduce the environment impacts such as (i) strengthen the waste management system, for which different types of wastes are identified along with proper disposal mechanisms (ii) waste management system has been adopted which results in resource conservation, waste minimisation, etc. (iii) innovative approaches have been adopted in constructions practices such as use of jump formwork which enhances the efficiency of work as well as ensure greater safety to the workers working at heights (iv) continuous vigilance and monitoring at the source reduces chances of wastages and leakages which results in saving of natural resources and many more. Mantri is also certified in ISO 14001 to implement and review the Environment Management System.

The company generates power through renewable sources such as wind mills and uses the same in the commercial establishments, and is carbon positive.

Financial Year	Emissions (tonnes of CO ₂)		Emission Reduction (tCO ₂)	Net Emission Reduction
	Diesel	Grid	Windmill	
2011-2012	1,029.67	1,151.15	18,180.00	15,999.18
2012-2013	2,858.84	1,848.83	17,190.00	12,482.33
2013-2014	2092.01	2910.09	16746.37	11,744.26

With a vision of ‘Nurturing Nature and Society’, **JSW Energy** has adopted various strategies and plans to improve resource use efficiency such as use of Coal with calorific value, optimum coal mix, reduction in auxiliary power consumption and coal handling losses, energy efficient CT fans, etc. To control and manage GHG emissions, it plans to use CO and H₂ gas in SBU-2 for productive use.

In order to ensure resource use efficiency and reduce environmental impacts, **RIL Hazira Manufacturing Division (HMD)** has adopted various plans during FY 2013-14:

- Reduction in water consumption by recycling and optimisation of water use (Target: 4.426 m³/MT)
- Reduction in Effluent Discharge (Target: 1.418 m³/MT)
- Reduction in Raw Material Consumption (Plant specific targets)
- Reduction in Energy Consumption (Target: 1.72 Gcal/ MT)
- Reduction in Waste Generation (Plant specific targets)
- Reduction in Emission (Plant specific targets)
- Reduction in use of ODS in plants (Target: 5% reduction)

As cost of energy impacts business sustainability, RIL Hazira has taken up a strategy to import power for near term and for the long term, they plan to establish a of coal based power plant. For achieving “Zero Liquid Discharge”, after successfully re-cycling the low TDS (total dissolved solids) effluent in cooling towers, now the high TDS effluent is being targeted for re-cycling. HMD has conducted several pilot trials for recycling of PTA plant effluent and has completed the evaluation for successfully implementing the same. These strategic objectives impacting economic, social and environmental performance of business have been derived based on robust management systems which have been implemented with the active involvement of senior leadership. These management systems are certified as per ISO 14001 and ISO 50001:2011 standards by external auditors. These management systems have ensured continual improvement on the resource efficiency front.

Few examples of innovative projects/practices pertaining to resource efficiency are:

Product	Energy Saving Potential	Remarks
New generation energy efficient centrifugal blowers	30% over PD blowers	ETP aeration service - Identified for implementation/replication potential
Corro-coating on existing / New generation LLC pumps	4% savings by corro-coating & 10% savings by new pumps	Terminal pump / Cooling tower pump / Replication potential
Venturi traps with no moving parts	10 yrs guarantee against 1-2 yrs for normal traps	Awaiting trial report for implementation
Energy efficient fans	25% reduction on any blade & 30% reduction on old virgin blades	Trial conducted successfully in Petrochemical / Replication in POY
Energy efficient lighting (induction lighting)	50% savings over MH & HPSV lamps	Trial being conducted & based on the findings will be pursued further

HZL (Chandaria) has adopted the philosophy of “Environment in Design” complemented by integration of 3R (Reduce, Reuse & Recycle). The company has taken several initiatives in order to ensure resource use efficiency such as (i) “patented Jarofix Technology” from Canadian Electrolytic Zinc by which Jarosite (hazardous waste) from Hydro Zinc smelters is converted to a stable material called Jarofix (ii) Double Conversion Double Absorption (DCDA) technology adoption for better conversion and absorption of SO₂ gases (iii) Continuous Ambient Air Quality

monitoring stations and online stack monitoring systems are installed at Acid plants and CPP for continuous monitoring (iv) longer stacks of 100m at the acid plant and 165m at the Power Plant for better dispersion of pollutants. The use of non-renewable energy by HZL Chanderia increased from 16.93 GJ/tonne of metal in the year 2011-12 with an increase of 7.32% to 18.17 GJ/tonne of metal in 2013-14 whereas the water consumed by the company has declined from 10.18 specific-cum/tonne of metal with a reduction percentage of 7.37% to 9.43 specific-cum/tonne of metal in the span of three years.

Infosys has claimed that it would become “carbon neutral” by the year 2018 at the United Nations. With a strategic focus for energy conservation on two major areas namely Green Retrofit and Green Buildings, it has a target of reducing its per capita electricity consumption by half as against its baseline year of 2008 and aims to be fully reliant on electricity requirement from renewable sources by the year 2018, thus reducing carbon intensity.

The company is focused on reducing its energy consumption in all its existing buildings through green retrofits dealing mainly with lighting, air-conditioning and UPS systems. In 2014, Infosys was awarded the Leadership in Energy and Environment Design (LEED) Platinum rating for five of their buildings in Mysore, Mangalore, Pune and Hyderabad. At present, it has 10 LEED Platinum-rated buildings and two buildings with GRIHA 5 star rating, making a total of about 3.4 million sq. ft. of buildings with highest level of green certification and are rated no 1 in India for office buildings.

**Electricity Consumption in KWh
(Per Capita per month)**



It can be seen in the graph given above, the per capita electricity consumption of Infosys has decreased since 2008. It has reduced its per capita electricity consumption by 6.17% in 2013 by about 44% against the baseline FY 2008.

Toyota Kirloskar Motors (TKM) has adopted a multilateral approach to development of the ultimate “eco-car” which means clean transport and working towards achieving the goal of a zero emissions vehicle. It has developed and commercialised a thermoplastic resin which has better recyclability as compared to that of conventional reinforced composite poly propylene (PP) and is being used for interior and exterior parts of a vehicle. TKM has implemented good practices such as End-of-Life Vehicles (ELV) Directive and also developed an internal list of ‘Substances of Environmental Concern’. TKM also is developing Toyota Eco-Plastic from plant materials such as sugarcane, the usage of which can effectively conserve natural petroleum resources and reduce CO₂ emissions. Poly vinyl chloride is being replaced with materials that are easy to recycle. TKM has also developed a halogen free wire harness that does not use any PVC (polyvinyl chloride) resin or bromide based fire retardant in the wire harness shield.

At **DSM Engineering Plastics** there has been a 83.42% reduction in water consumption, the company having consumed only 0.95 m³/tonnes in the year 2014 as against 5.73 m³/tonnes in the year 2009, and a 15% reduction in energy consumption in a span of three years. Additionally, it has also seen a 25% decrease in usage of grid electricity by replacing it with renewable energy during the year 2014. DSM has taken up steps in the area of resource conservation by recycling and reuse of waste, water recycling and waste reduction activities. It has also provided details of targets set for next 3 years in order to ensure resource efficiency. The unit has also set up a 1 MW captive solar power plant.

MMTC-PAMP ensures maximum utilisation and 100% reuse and recycling of water through provision of in-house effluent and sewage treatment plants, which enables its use, re-use, recycling and ultimate usage as water for cultivation purposes. It has installed washing systems (wet scrubbers) that consistently reduce the amount of nitrogen oxides released into the atmosphere and also settles the particles present in air. The settled waste is collected periodically and is sent to recovery for elemental composition. Every equipment and area where fumes are emitted is provided with a fume hood that sucks all the fumes and the hoods are connected with big wet scrubbers placed in the Ecology department. Every cubic metre of air is treated before its discharge into the atmosphere. The main pollutant released is Nitrogen Oxide (NO_x). The average result for the year 2012-13 and 2013-14 depicts the control that the company has achieved in keeping the amounts below the permissible limits.

Parameter	National Ambient Air Quality Standard (NAAQS) mg/Nm ³	Result mg/Nm ³
NO_x (2012-13)	80	17.5
NO_x (2013-14)	80	21

At **ACC Thondebhavi** there is a well-defined environment and energy policy which focuses on becoming the lowest specific energy consuming cement plant, minimizing utilisation of fossil fuel, conserving natural resources like water, materials, oils, etc., reducing total carbon footprint thereby becoming the lowest CO₂ emitter, minimizing waste generation, spreading environmental awareness and providing a cleaner environment to employees and the community at large. ACC is reported to have reduced its clinker consumption (in Portland Pozzolona Cement) to 63.6% in the year 2014 and is anticipated to reduce it further to 62.2% by the year 2016. There has also been a 13% reduction in the consumption of HDPE bags between 2011 and 2013. Electricity and water consumption by the company has been reduced by approximately 23% and 42% respectively in the span of two years. **[The unit has established an online system of monitoring all its fugitive emissions standards (PM-2.5, PM 10, SO_x, NO_x,) which are maintained well below the standards stipulated by SPCB]**

Ultratech Awarpur has drastically reduced the usage of grid electricity from 10.55 Kwh/MT cement in 2011-12 to 1.87 Kwh/MT cement in the year 2013-14, which is a 79% reduction. On the other hand, the renewable energy utilisation has increased by 56.25% over the last year.

The plant has adopted several measures to reduce its environmental footprint such as installing RABH to replace EPS, installation of air cooled condensers to replace water coolers and usage of copper slag in the place of iron ore. It recycles various wastes and converts it into alternative raw materials or fuel. It has installed two waste heat recovery systems (WHRS) in both kilns to generate green power capturing the waste heat that usually comes out in cement manufacturing processes. The fly ash generated in CPP is entirely utilised as alternative raw material to produce green cement (PPC).

Ultratech Hirmi has taken several initiatives aligned with the philosophy of 4R - Restoring, Reducing, Recycling and Reusing. Some of the successful initiatives include use of Alternate Fuel (AFR) for conservation of fossil fuel, use of pet coke in place of imported and good quality indigenous coal, using alternate raw material such as red mud, FES dust, LD slag, chemical gypsum, flue dust, etc. Ultratech Hirmi has initiated projects such as rain water harvesting and the installation of a solar photovoltaic power plant in order to ensure resource efficiency. Additionally, the company has a zero discharge policy and the treated water from the sewage treatment plant is used for gardening in the township.

SECTION 4: CRADLE TO CRADLE: GETTING THERE

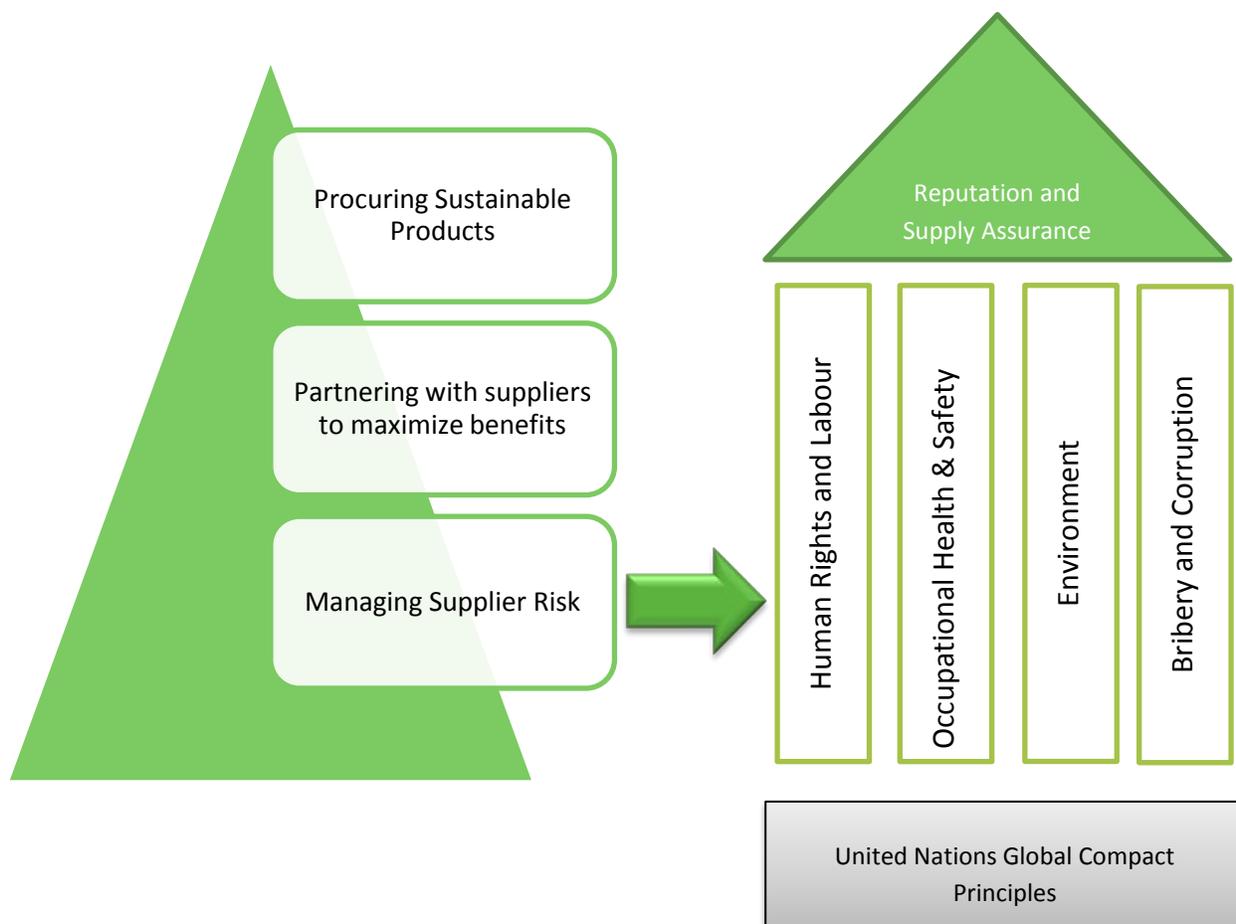
1. EXCELLENCE IN LEADING PRODUCT SUSTAINABILITY

In order for a company to be sustainable, the products it offers need to be sustainable. The leadership of a company needs to align product sustainability with the mission and vision and promote it as a core part of its business operations. Product sustainability has to be implemented and shaped through a stakeholder-focused strategy taking into account the market and sector where the company operates.

ACL has a vision of becoming the most sustainable and competitive company in the industry and believes that sustainability paves the path to achieve this vision. The company believes that 'Assured Quality' is one of the prime factors for sustainability of the industry. Product Quality Management (PQM) plays a significant role in this respect by ensuring cement quality, enhances consumers' confidence and leads to new products. PQM at ACL includes a comprehensive set of tools which are used to control and manage product quality. The system involves monitoring five quality principles: Measurement of Customer Satisfaction, Product Benchmarking, Internal Product Specification, Application-Oriented Product Testing and Manufacturing Quality Targets and Key Performance Indicators. These quality principles are integrated into a Product Quality Index (PQI), which is used for the manufacturing performance analysis and is tuned with ISO 9000.

Sustainable Procurement Guidelines have started to be implemented by ACL through Holcim Supplier Code of Conduct. The guideline has listed nine standards that suppliers are expected to adhere to, in addition to complying with local and national laws and regulations. These standards cover OH&S, Working Conditions, Freedom of Association and Non-retaliation, Forced Labor, Child Labor, Non-Discrimination, Environmental Regulatory Compliance, Management of Environmental Impacts, Bribery and Corruption.

The objective of Holcim's integrated approach is to manage the risks to corporate reputation and supply disruption.



The integrated approach to implement sustainable procurement across the Holcim supplier base consists of five steps namely: (i) Communication of the Supplier Code of Conduct (ii) Supplier prioritisation (iii) Risk assessment (iv) Risk mitigation and (v) Scorecard

MMTC-PAMP, which manufactures gold and silver products, ensures product safety for its customers as well as the environment. Products are subjected to very rigorous quality checks. Every incoming lot of raw material is first checked for any alpha, beta or gamma radiation to ensure safety of society as well as environment using Geiger counter. If any radioactivity is observed, the product is dealt in accordance to procedures for handling and control of radiations based on the AERB (Atomic Energy Regulatory Board) guidelines. When refined, the output is sent to their LBMA (London Bullion Market Association) certified assay laboratory, where in-depth analysis is done not only to determine the purity of Gold/Silver but also the quantity of other trace elements. MMTC-PAMP ensures all the products manufactured are within the permissible limit of trace elements and for certain trace elements it has set the limit more stringent than American Society for Testing and Materials (ASTM). However, if any batch

has value of trace element outside the permissible range, the batch is rejected and sent back to the supplier.

RIL Hazira Manufacturing Division (HMD) produces its products with zero waste resulting in economic benefits to the company and the customer, apart from this, it benefits the local environment. For example, Recron fibrefill, a branded product is produced at HMD from recycled polyester waste. The plant recycles polyester waste generated at HMD, other RIL polyester sites and many non-Reliance Polyester producers to produce fibrefill products. Its adherence to stringent quality parameters helped it achieve Oekotex certification for hollow polyester fibre-fill product. Oekotex certification is the highest level of European ecological certification achievable today for textile products. This initiative has helped it lower its input costs, reduce the environmental impact of waste plastics and provide employment opportunities in its post-consumer PET bottle supply chain. This is achieved through developing structured organised collection of PET bottles by rag pickers.

2. RESOURCES FOR PRODUCT SUSTAINABILITY

To achieve product sustainability it is imperative that efforts are supported by the deployment of the necessary internal resources.

RIL HMD evaluates the impacts of all applicable products across the value chain through a life cycle approach and assures quality of its product and services with minimal health, safety and environmental impact. It has developed several cross-functional teams that review and recommend a wide range of product and process improvements, which include product safety, industry participation and association, environment and safety labelling, ease of handling and managing products, waste reduction, recycling and reuse, use of recycled and recyclable packaging, energy conservation and environmental protection. The Reliance Technology Group (RTG) provides key insights and support on leveraging technology to meet the unit's objectives. The process involves identification and evaluation of hazards, risks involved in handling, transportation and storage, development and implementation of actions necessary to mitigate and control the risks and communication to all the stakeholders.

3. SUPPLY CHAIN

A holistic view of product sustainability demands that the entire supply chain be sustainable. Companies should take measures to comprehensively identify, evaluate and address the needs/input of all stakeholders in product management as well as include environment as a stakeholder in the production process by evaluating its environmental footprint and reviewing resource efficiency; and conduct lifecycle analysis (LCA).

SAIL's Rourkela Steel Plant adopts several strategies to ensure a sustainable supply chain such as development of new vendors, development and retention of existing vendors, vendor meets and training, vendor performance rating and a vendor feedback system. The plant has a dedicated cell – called Peripheral Industries and Vendor Development (PIVD) - for vendor and local SSI development. It identifies the needs and expectations of MSEs with an objective to promote development of industries.

Toyota Kirloskar Motors (TKM) is directly interacting with the suppliers/dealer's to evaluate them on economic, environment and social dimensions providing a clear focus to embed sustainability in its supply chain.

The top Goals Identified for suppliers by TKM are:

Social Goals

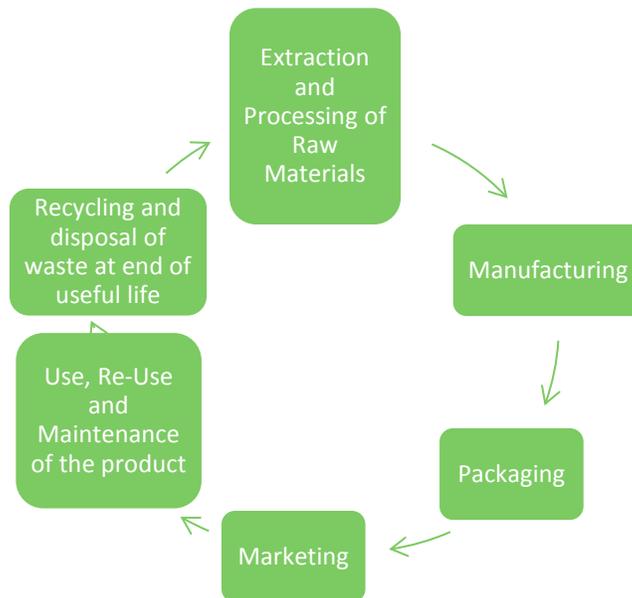
Social Sustainability Goal / Target 1	Zero Fire, Zero Fatal Accident
Action Plan	Basic Safety Management system setup Fatal and Fire risk elimination KY Ability Improvement Sustenance and Level up
Risks/Challenges Identified	High Attrition rate of trained workers, supervisors and safety engineers Sustenance of current activity on fatal and fire risk elimination Skill level up for kaizen mind on resource conservation Dynamic work environment (Hired Equipment) in construction
Lessons Learnt	Gemba exposure helped in knowledge sharing and improve hazard identification technique Cost effective kaizen identification and implementation

Environment Goals:

Social Sustainability Goal / Target 2	Zero Non-compliance ISO 14001 SOC
Action Plan	Training to suppliers & Build awareness Promote Supplier participation in Environment Month celebrations Support suppliers to obtain ISO 14001 certification Confirm OE parts Supplier Environment Clearance & Review & Confirm the Suppliers Legal Compliance Promote SOC Management & Elimination of 10 SOC's from 755A project
Risks/Challenges Identified	Identification of alternate process/technology to comply with additional 6 SOC Shortage of ideas for environment performance improvement

TKM treats suppliers and dealers as equal stakeholders in a drive towards sustainability. For TKM, suppliers are the wing that sustains business continuity and dealers as the face. Various platforms have been established wherein the business partners share a platform to exchange their best practices, achievements and concerns. TKM collects and monitors core information from all its business partners to keep a track of their performance in every sustainability aspect.

RIL HMD has taken several initiatives to reduce and eliminate the environmental footprint of products keeping in view its design and innovation. Its LCA is as follows:



It has done LCA on PP-HDPE woven sacks in terms of raw material, energy saving, effect of pollution levels (water and air), final disposal, recycling and reuse, effect on human health and compares the same with jute/paper sacks. HMD aims to make its products more safe and environment friendly. For example Recron® Green (made from processing of post-consumer waste) is one of green products developed by RIL.

Mahindra Lifespaces conducted LCA for its residential development in Pune, Maharashtra with an aim to assess and quantify the environmental performance across three distinct life cycle phases namely: Construction, Use and End of Life Cycle. The first phase deals with Construction of building and the production and transportation of building material materials used; the second phase encompasses activities such as heating, cooling and lighting; and the final phase includes demolishing of the building, and the actual dismantling of it, and transportation of waste to recycling operations or landfills.

The company conducted Living Building Assessment and LCA for its two projects Splendor and Antheia in order to understand the different aspects of a living conditions and the factors affecting human life within a building such as air, water, lighting etc. It was observed that life cycle distribution of energy consumption and environmental impacts are concentrated in the use and construction phase. The environmental impact of the use phase is attributed to the use of renewable energy sources and the energy consumption that is related with fossil fuel use in energy production processes for generation of electricity. Maximum impact is noticed in the end use phase. The company will be focusing on better technologies and strategies for materials and buildings in the anticipation of long term impact.

Toyota Kirloskar Motors has a well-defined LCA in all vehicles from production, marketing, use and till disposal. It considers activities across all stages of the vehicle life cycle, from design and development, purchasing, manufacturing, marketing and distribution, to sales, after sales and end-of-life services. The company adopts proactive environmental measures throughout the vehicle life cycle, combining legislative obligations with technological solutions for customers' demands, manufacturing considerations, and product requirements such as quality.

TKM focuses on less harmful or more recyclable materials, as well as the use of recycled materials for vehicle components. Innovation at this stage of the vehicle life cycle ensures Toyota can lessen the burden on the environment throughout the whole life cycle. In the year 2005, with the objective of strengthening environment management, it introduced eco-vas, a comprehensive environmental impact assessment system based on the concept of LCA in all vehicles - development processes throughout to production, use and disposal.

DSM Engineering Plastics (DSM EP) offers an industry-leading portfolio of green thermoplastic technologies. Its leadership in sustainable solutions is demonstrated by its complete portfolio of halogen-free engineering plastics, developed for a wide range of high-performance applications. This has been further strengthened by the successful launch of new innovations, of which Stanyl® ForTii™, the new high-temperature polyamide with halogen-free flame retardant grades. New raw material is evaluated and checked for SHE sustainability before accepting it for commercial scale. Few Akulon grades (Green polymer) are manufactured from recycled materials. Hazardous substances and situations at the site have been identified and controls are established for safe operations.

DSM strives to further improve the environmental performance of its products. The most innovative developments in this field are new bio-based polymers and bio-based building blocks. DSM EP is already making good progress on this front. EcoPaXX™ is the best performing green polymer available, and has a zero carbon footprint. Many of DSM EP's customers are looking for materials with high recyclability to improve the LCA scores of their own products. Recognizing the growing interest in recycling with the ultimate goal of achieving closed-loop systems, DSM has adopted the Cradle to Cradle® concept as part of its sustainability strategy. DSM EP is also actively replacing hazardous materials, particularly by introducing halogen-free alternatives, such as Arnitel® XG which is used in consumer electronics cables, Stanyl® ForTii™, especially in electronic connectors, and Arnite® XG that is used in electrical insulation in white goods.

CASE STUDY: TATA STEEL

SECTION 1: LEADING CORPORATE SUSTAINABILITY

1. CORPORATE SYSTEMS WHICH EMBRACE SUSTAINABILITY

Guided by the vision 'To be a Global Benchmark in Value Creation and Corporate Citizenship' Tata Steel Limited (TSL) has adopted an integrated approach in being a global leader in creation of value while being a global benchmark organisation in corporate citizenship in its efforts in social responsibility and excellence in environment performance. Sustainability being a core value at TSL right since its inception, the company strives to positively impact the lives of the communities around it, minimise its impact on the environment and address all stakeholder issues in a mutually beneficial manner. TSL has incorporated elements of sustainability in the Vision, Mission, Values (VMV), strategy and policies. It has articulated policies on environment, energy, CSR & accountability, affirmative action, HIV AIDS, research, health & safety etc., thereby aligning them to its vision of corporate citizenship.

2. LEARNING AND INNOVATION

TSL believes that in an environment of increasing commoditisation of technology in the industry, the key to success in the marketplace is by understanding and meeting the customer requirements better than the competition. To build this competitive edge, TSL engages in questioning, observing, seeking insights and experimenting, and in developing processes that encourage and facilitate innovative practices in the company. The product and process improvements and innovations are driven using a TQM approach. To ensure an end to end focus on innovation a two pronged approach has been adopted. a) *Inside the factory gate*, where the objective is to take the company's product-based value propositions to the next level. This is systematically handled through the New Product Development process and the *I-Eureka* process. The key players in this are R&D and Technology with forward looking inputs on customer requirements from Marketing and Sales as well as external sources. b) *Outside the factory gate*, where the objective is to create differentiation (and revenue streams) based on solutions/services and business model innovation. The "*Project Innovent*" is driven by

Marketing and Sales is a concerted effort to promote a structured approach to innovation in the market place.

3. DRIVING RADICAL CHANGE

Consumer insights from rural markets revealed the poor living conditions of people and the need for a good quality and affordable house. Accordingly, an aesthetically attractive good quality house, NEST-IN, was developed by TSL, which can be built in just nine days, including its foundation. The outer steel panels as well as the structure ensure less decay of the houses and better security to the rural masses. At the same time they promote the use of locally available material such as jute as insulation within the wall. It started with a 30 sq m (325 sq ft) house consisting of one bedroom, living space, kitchen and verandah. It now has 9 designs along with standard bio-toilet and rooftop solution. The house is designed with an optimum combination of Steel and non-Steel material. The light structured construction method makes it relatively safer against seismic forces compared to other conventional houses. In FY14, 130 such units were built as against 40 units in FY-13. This fast and comfortable housing solution is getting a good response in the market place. Post the cyclone in the Ganjam district of Odisha in 2013, TSL got a Government order for building 88 units of schools. More enquiries are in the pipeline for building, anganwadis, police cubicles, health clinic, labour rest room, etc. for the rural masses.

Another innovative solution the company has offered is the Nest-In bio-toilet. This is an integrated solution, commercialised in FY13, and made up of a Bio-toilet system and Nest-In super structure. It can be installed at any place as it does not require a sewage-line connection for disposal of waste from toilets. It consumes around 300 Kg of steel and can be installed in 4 days' time. The first pilot was done in Chandigarh and has a size of 4.5 ft X 6ft. The bio-toilet system is developed under license from DRDO (Defence Research and Development Organisation). The bio digester disposes human waste in 100% eco-friendly manner and generates colour less, odourless water and inflammable gas.

4. PLACING TRANSPARENCY AND ACCOUNTABILITY AT THE CORE OF SUSTAINABILITY PERFORMANCE

TSL was the first Indian company to publish its Sustainability Report 13 years ago based on the globally accepted GRI guidelines. Since then it has continuously updated its reporting based on

the changes in these guidelines and presently reports on the basis of GRI ver 3.1 together with mining and metal sector supplement with its scope including the entire value chain and major profit centres of Tata Steel. When the Government of India introduced the NVGs in 2011, TSL disclosed its sustainability performance based on these guidelines in its Annual Report for 2011-12, even before the same got mandated by SEBI in the form of BRR for the top 100 companies from 2012-13 onwards. In line with its tradition, TSL has decided to furnish AIM for FY 14 which is not yet mandatory. In 2013-14, TSL also continued to disclose its sustainability information to CDP and DJSI (Dow Jones Sustainability Index) and found a place in the CDLI for India and DJSI Emerging Market Index.

The Corporate Sustainability Report of TSL has been externally assured from the very beginning. TSL organises financial audits as per the statutory and internal standards. The audits are carried out in line with pre-defined frequencies:

- Internal Financial Audits by Corporate Audit Team
- External Financial Audits by M/s. Deloitte Haskins & Sells

SECTION 2: RELEASING THE FULL POTENTIAL OF PEOPLE

1. NURTURING EMPLOYEE SKILLS AND KNOWLEDGE

Training needs for non-officers across the organization are captured through the training need survey and training need identification process conducted annually. In this process, the critical skills required to perform a job are identified and the employees are mapped against those skills by the Training Coordinators, Positional Training Facilitators, mentors or immediate supervisors. Based on the gap between the desired skill level and the existing skill level of employees, training needs are identified and training is imparted accordingly. Additionally, an in-house developed process (Enterprise Capability Building System) is also used to objectively assess the present knowledge/skill level of the employees and to identify their skill gap. This gap is used to determine their training needs as well as evaluate the effectiveness of the training process after the required training is imparted to them.

For officers, training needs are captured using the 70:20:10 framework, which encourages a holistic approach to learning and development. Description of the framework is mentioned below.

- 70% of learning and development takes place in real life and on-the job experiences, tasks and problem solving. This includes - self-study of manuals related to process/equipment, cross functional assignments, task force work, improvement projects, role enhancement/ enrichment, special assignments, taking classes (on technical as well as behavioural topics).
- 20% of learning and development takes place through coaching, mentoring, discussions, guidance by superiors/experts. Both the parties need to invest quality time on this. The superior and the subordinate spend time together in a planned manner seeking clarification, sharing observations and having deeper technical discussions.
- 10% of the learning comes from formal Class Room Training - Formal classroom interventions are prescribed for needs where theoretical appreciation of the concepts is required before it can be practiced on the job. Going through relevant e-learning programmes also belongs to this category of learning.

TSL has in house training facilities both for technical and managerial training - the Shavak Nanavati Technical Institute (SNTI) and Tata Management Development Centre (TMDC), respectively. Advanced level training requirements, both technical and managerial are met through external programmes. In order to facilitate learning at will and reaching out to a large number both in India and abroad, use of technology and various other forms of learning are implemented, namely e-learning and digital workshops. The in-house developed Knowledge Management portals also serve as a ready reference and helps in enhancing development of employees on a continual basis. TSL also has a Directed Learning Policy wherein it allows officers of the company to take on higher professional education which is subsidised by the company and decided by a committee as per norms. Employees regularly attend external training programmes related to energy, waste, climate change, CSR, etc.

2. PUTTING SAFETY FIRST

OHS forms a part of the Corporate Vision of TSL. TSL has set a target of 0.19 LTIFR (lost time injury frequency rate) with zero fatality by 2018. TSL's Safety Principles and Occupational Health Policy guide it in ensuring zero harm to the people it works with. TSL has undertaken two major programmes - Safety Excellence Journey (SEJ) for safety and Wellness@Workplace (W@W) for health. With these breakthrough initiatives the LTIFR has drastically reduced by

88% (from 4.17 to 0.50) in last nine years while the production capacity has doubled from 5MTPA to 10MTPA.

All employees, including contract employees, are given safety training on joining the company on all the modules and are retrained annually. This is followed by continuous on job refreshment through class room trainings (as trainer and participant), mass meetings at shop floors, apex committees review meetings tool box meetings, safety and health seminars, symposiums, talks as organisers and participants SOP, visual SOP, displays, banners, six directional risk assessments, audits, hazard hunts etc. They are encouraged for active participation in various OHS promotional events and celebrations round the year such as National Safety Week, National Road Safety Week, National Fire Prevention Week, Observance of Health Days among others

SECTION 3: TRANSCENDING CORPORATE BOUNDARIES

1. CONNECTING WITH THE CUSTOMER

Understanding that different customer segments have different significant need, Customer satisfaction surveys and other forms of feedback are used to determine customer needs and expectations for products and services. The primary approach to listening and learning is visiting the current/potential/former/competitors' customers. The learning, feedback and action points from these customer visits are captured in the Customer Visit Reports (CVRs) logged in the CRM system. These calls are also the primary sources of competitive information and are common across all groups.

Customers' requirements are determined through various mechanisms. For distributors and channel partners there are distributors/retailers meets; focus group discussions; end users (Haat and Mela, mason/fabricators/mistry) meets; influencer meets like architect meets/fabricator meets; consumer meets; distributors/retailer visits; customer satisfaction surveys; and call centres.

For their large OE customers the forums include customer value management; customer page, customer visits by sales managers, application engineers, plant personnel and senior management; Driving Steel (knowledge sharing session for auto customers); customer meets/customer visits feedbacks; customer satisfaction survey; and customer service team:

Customer Satisfaction is evaluated through regular Customer Satisfaction Studies done for each segment of the market through renowned third party agencies.

2. ENGAGING SUPPLY CHAIN PARTNERS IN SUSTAINABILITY

TSL has established a governance mechanism through Supplier Relationship Management Programme (SRM). The objective of SRM is to work collaboratively with those suppliers that are vital to the success of the company. It is a continuous improvement process aligned with business and adjusts to changing environments. It maximizes the potential value of relationship and delivers enhanced value to our customers and supplier partners. This is achieved through knowledge sharing, implementation of improvement projects which provide a platform for innovation and create value for both the organization.

In FY14, SRM was rolled out to 27 of the 68 suppliers selected under the “Strategic Partner” category across various buying segments in Tata Steel. Regular monitoring, relationship meetings and identifying joint improvement initiatives were undertaken. TSL did business of Rs. 31.05 crores with vendors having 75% SC/ST workers and of Rs. 6.19 crores with vendors having a minimum of 50% SC/ST ownership as a part of its Affirmative Action plans.

Identifying gaps in vendor performance and developing them through a structured ‘Vendor Development’ programme was initiated in FY14. This fostered a more sustainable relationship and enhanced the performance of the vendor enabling them to deliver better value to TSL in FY’14. 23 vendors went through this programme.

Under the vendor governance mechanism, vendors and sub-vendors are required to comply with the TCoC and conform to SA8000. In line with the company’s policy to encourage and protect genuine Whistle Blowing by Vendors, a Vendor Whistle Blowing Protection Policy has been developed. In FY14, SA8000 audits were conducted by external-auditors for 52 service providers who have high value orders and engaging high number of contract labourers inside the plant.

TSL actively engages with its vendors for their capability development, performance management, quality assurance, long-term relationship building and optimising the whole vendor base strategically. Based on the future potential that a vendor has and its current level of performance, TSL categorises its vendors into four categories - Strategic, Challengers, Disengage and On-hold. The Supplier Training is primarily focused on the Challengers so that they can be gradually moved into Strategic category. A state-of-the art Procurement Academy

provides the necessary training. Apart from SRM which focuses on sustaining relationship with the strategic vendors, Vendor Development Cell, Pro Care and a dedicated Supplier Support Center are other major engagement mechanisms through which TSL interacts with its vendors.

3. COMMUNITY AND SOCIAL DEVELOPMENT INITIATIVES

TSL was founded on the philosophy that society is not just another stakeholder in its business, but is, in fact, the very purpose of its existence. The company, since 1907, is serving communities in and around its areas of operations. Its community-centric initiatives are directed towards the spread of education and healthcare, facilitation of empowerment and sustainable livelihood opportunities, preservation of ethnicity and culture of indigenous communities etc. Tata Steel's community initiatives are imparted through the social arms of the company such as the Tata Steel Rural Development Society (TSRDS), Tata Steel Family Initiatives Foundation, Tata Steel Tribal Cultural Society, Tata Steel Skill Development Society, Urban Services, as well as through Tata Main Hospital (TMH), Sports Department, Tata Steel Adventure Foundation (TSAF) and Jamshedpur Utilities & Services Company (JUSCO).

These organisations address the needs of the communities in and around the areas of operations, spanning the Jamshedpur works, mines, collieries or greenfield locations across the states of Jharkhand, Odisha and Chhattisgarh, all populated by indigenous tribes. Tata Relief Committee (TRC) helps it respond to the needs of the community during natural calamities. By working collaboratively with local groups, social organisations, funding agencies and state governments, TSL works to address issues that affect the well-being of the communities through initiatives spanning education, sports and health to sustainable livelihoods, environment, physical infrastructure, water, ethnicity, etc.

Education: Education forms an important marker of human development and is one of the human development indices being used to assess the impact of interventions. Through its focused interventions in education, Tata Steel emphasises to improve quality of education, particularly rural education as well as promotion of female education that would contribute to Millennium Development Goals.

Health: Tata Steel offers preventive, promotive and curative healthcare services through Medical Services and CSR division in and around the company's operational areas in the states of Chhattisgarh, Jharkhand and Odisha as well as by patronizing various Societies dedicated to providing mostly curative healthcare services to the people of Jamshedpur and its surrounding areas. The 900-bedded secondary care Tata Main Hospital caters to the health needs of the

entire Kolhan region (East Singhbhum, West Singhbhum and Seraikela-Kharsawan districts) in Jharkhand. Besides this, we have smaller hospitals at our mining locations, urban clinics / dispensaries in Jamshedpur and mobile medical vans which offer primary health care services and specialised services like eye care, mother and child care, family planning operations, TB treatment, awareness on adolescent reproductive health issues etc. To address the issue of HIV/AIDS, we work with the general population as well as high risk groups like truckers and PLWHAs. We also partner with government agencies including the National Rural Health Mission (NRHM) in implementing public health programmes.

The Maternal and Newborn Survival Initiative (MANSI), which started in 2009, is a public-private initiative, being implemented by TSRDS in partnership with American India Foundation and the Department Health and Family Welfare, Government of Jharkhand. The Project aims to reduce maternal as well as infant mortality and morbidity in Seraikela block of Seraikela-Kharaswan district in Jharkhand. Between 2011 and 2013, the project has resulted in reduction in child (0-5 years) mortality rate by 26.5%, in infant (up to 1 year) mortality rate by 26.5% and in neonatal mortality rate by 32.7%.

Enterprise Development: TSL encourages rural enterprise development by providing assistance to set up small business units in areas such as vermicomposting, tamarind cake and pickle making, mushroom cultivation etc. It also supports the formation of SHGs among women from poor families. In FY 2013-14, more than 700 women SHGs were operating successfully, with 9000-plus members.

Agriculture Development: Based on the requirement of the land cultivation and needs of the residing population in and around its operational areas, the company has a range of initiatives such as promotion of second and third crops, increase in paddy cultivation, soil nutrition enhancement, dry land farming, irrigation mechanisms and wasteland development. The Wasteland Development Project (Cashew Plantation in Bahragora) was initiated in partnership with National Horticulture Mission in 2005-06, in the East Singhbhum district of Jharkhand, with the aim to convert wasteland into productive land and help farmers diversity from traditional crops to plantations, orchards etc. So far, nearly 13000 acres of wasteland has been developed for cashew plantation. In FY13-14, nearly 200 metric tonnes of cashew was produced resulting in a turnover of Rs. 1.20 Crores.

Employability: TSL has been imparting vocational skills linking youth to the entry level organised sector jobs with the objective of converting the potential talent pool into a trained and readily employable force. Utilising a pool of in-house resource persons, TSL has been conducting in-house trainings on site safety supervision, plumbing and sanitation and traffic

safety management. It also collaborates with external agencies to impart training on computers, motor driving, nursing, sewing and fashion designing. In FY 2013-14, nearly 2000 youth have been trained in various vocational trades across locations. Out of this, nearly 27% are from SC/ST communities. Nearly 600 youth have been gainfully employed. Out of the youth employed, 18 % are from SC/ST communities. Nearly 600 youth have secured jobs in the average salary range of Rs 6,000 – Rs 8,000 per month in Jharkhand and other states.

Physical Infrastructure: TSL has initiated a drive to bring light and power to remote villages by using renewable sources of energy like solar energy. Under this ambitious initiative, in FY 2013-14, nearly 2300 solar street lights have been installed in the villages of Jharkhand and Odisha. To provide potable water to communities living in rural and peri-urban areas, TSL has made provisions for water harvesting and augmentation mechanisms.

4. ENVIRONMENT AS A STAKEHOLDER

TSL is pursuing process optimisation to attain operational excellence at Steel Works and its manufacturing facilities while it is investing in R&D and technology to improve Beneficiation of Iron Ore and Coal. The strategy is to optimise performance w.r.t. Ash in Coking Coal and Alumina in Iron Ore and yield loss in beneficiation.

With respect to water efficiency the company has achieved zero discharge in half of the Indian sites. It aims to achieve zero discharge in Steel Works also by recovering and recycling effluent from drains. In order to achieve this goal, it is augmenting the pumping and delivery systems, working internally to identify low end uses where such recovered effluents can be directly used without impacting the product quality. It is also setting up treatment facilities (e.g. new BOD plant was commissioned in 2013-14) and is planning to commission a Common Effluent Treatment Plant. TSL is also exploring the feasibility to treat and reuse sewage and adopting dry systems to replace wet systems.

TSL's climate change initiatives are actions beyond compliance requirements, the approach for which is outlined in the climate change policy of the Tata Group companies. It requires group companies to excel in performance, become benchmark performers in their respective sector and engage in responsible advocacy. Reduction of CO₂ emissions is an environmental objective at corporate level. The company is banking on the carbon efficiency enhancement in Iron Making processes and energy conservation measures to reduce GHG emissions. The strategies and respective achievements are:

- Adopting best available technologies in the short and long term - 12 best available technologies have been adopted in 19 plants between April 2007 and March 2014.

- Reducing carbon rate in Iron Making - carbon rate in Iron Making has come down by 5% thereby reduction of direct CO₂ emission intensity by 0.13 tCO₂/tcs by end of 2013- 14 over 2006-07.

The company has been able to cut down 50% of energy and CO₂ intensities over the last 30 years. CO₂ emission intensity is 2.43 tCO₂/tcs in 2013-14 and Jamshedpur Steel Works is expected to continue to be national benchmark in the Indian Iron and Steel sector (fossil fuel based BF-BOF route). The company plans to commission Coke Dry Quenching facility in Coke Oven Battery No.10 and 11 in next 3 years. Iron Making Technology Group has a dedicated team to look into the environmental parameters including carbon rates who supports Iron Making personnel to improve emissions and process efficiency. Additionally the company has also introduced a tool to track and measure the GHG emissions associated with its business travels. The tool has enabled to reduce the related emissions significantly despite increased coverage of the monitoring.

TSL is conscious of its responsibility to ensure that the impacts of its products and services are optimally positive on the people and the planet. They have been focussing on R&D and Technological innovations for developing safe and green products sustainably. TSL has an online New Product Development (NPD) process which evaluates the benefits to the customer and the company from any new product development. The company adopted a process in FY14 for sustainability assessment of any NPD through the 4 stages of (i) raw material supply and Steel manufacturing, (ii) downstream processing, (iii) usage of finished product and (iv) end of life recycling of the product. This process is now getting integrated as a stage-gate in the NPD process. The company is also leveraging the expertise of TSE which is a global leader in LCA for the Steel Industry. During FY14, an Environment Product Declaration (EPD) study was carried out for Rebars produced by Tata Steel and a detailed Cradle to Gate LCA study was carried out for a special grade of high-strength rebar, Tata Tiscon 500D.

ENDNOTE

This Yearbook is a testament to the commitment of companies towards becoming sustainable businesses. Companies have made great strides to create a sustainable economic, social and environmental ecosystem in which to operate.

From a time when companies only adhered to basic environmental regulations, they have now evolved to a stage where being economically, socially, and environmentally responsible is becoming a part of their identity. This has been possible because of the change in mindsets and the proactive role leadership has played to ensure that it percolates to every level and create an environment conducive to transformative thinking and solutions.

Although its activities are determined by consumer preferences and governmental regulations, business is the agent for many measures that can help mitigate environmental change and social upheaval.

It is evident from this Yearbook that leadership plays the most important role. Leadership is the element that gives a company its values and determines the path it will take to realise those values and achieve its sustainability goals. In order for businesses to be sustainable, it is imperative that sustainability be embedded across the value chain of the company. Sustainability has to be ingrained in the culture of the company right from imbibing it in its vision and mission, to ensuring it is instilled in every employee, in its supply chain partners, and in the products and services it offers.

Awards such as these are vital as they serve to encourage good sustainability performance of companies through recognition. A rigorous process and a comprehensive methodology helps companies identify areas of strengths and weaknesses, and learn how to bridge gaps. Most importantly, winning awards should not be seen as an end in itself but as a yardstick for a company to improve its sustainability performance year-on-year.

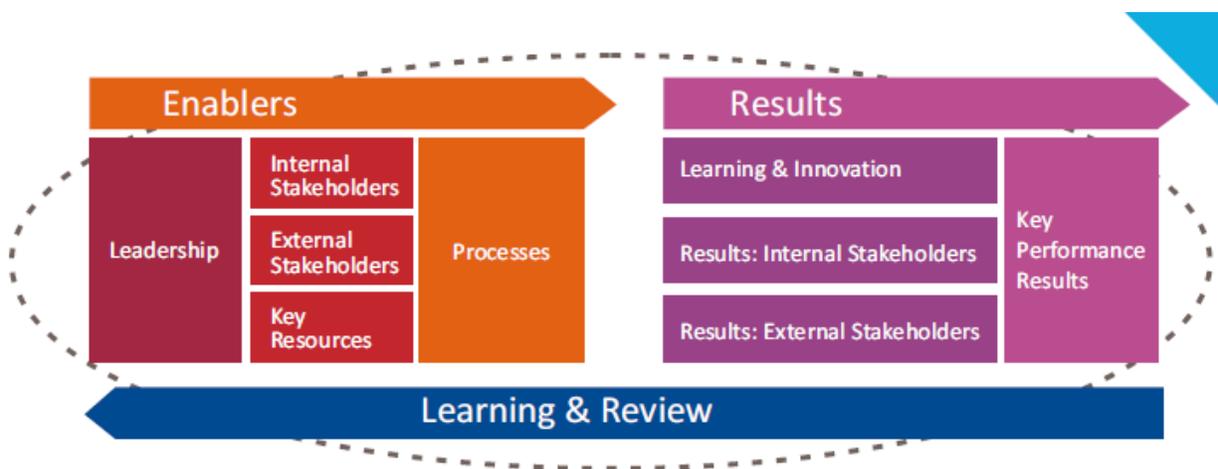
ANNEXURE 1: SUSTAINABILITY BUSINESS EXCELLENCE MODEL

The CII-ITC Centre of Excellence for Sustainable Development has successfully pioneered sustainable business excellence, and used it to recognise leadership companies and motivate others to follow suit. The latter is realised through the recognised and most comprehensive CII-ITC Sustainability Awards.

The Sustainability Awards focus on the strong link between corporate reputation and customer trust, and feed into building brand value and public positioning of companies.

THE EXCELLENCE MODEL

The assessment of the performance of an applicant organisation is as per the methodology evolved by using and adapting of the European Foundation for Quality Management (EFQM) approach. The Sustainability Award gives equal weight and importance to the process "enablers" and business "results".



ASSESSMENT CRITERIA

The assessment criteria are based on seven attributes:

- **Leadership:** Excellence in leadership that develops and facilitates achievements of the organisation's sustainability mission and vision, values, systems and partnerships. Shows concern for all stakeholders, including the environment, for sustainable growth, and implement them through behaviour and action. It also means retaining constancy of purpose during periods of change. Leadership is one that is able to change the direction of the organisation whenever required and inspires others to emulate. Excellent organisations implement their mission and vision by developing a stakeholder focused strategy that takes account of the market and sector in which it operates.

Key characteristics

1. Proactive
2. Strategic
3. Result-oriented
4. Engaging
5. Open
6. Transparent
7. All-inclusive
8. Motivating
9. Delegating
10. Institutionalising

Sub-attributes

- a. Leaders develop the organisation's mission, vision, values and ethics. They are the role models of a culture of excellence
- b. Leaders are personally involved in ensuring the organisation's governance structure and management system are developed, implemented and continuously improved
- c. Leaders are involved with customers, partners and representatives of society
- d. Leaders reinforce a culture of excellence with the organisation's people
- e. Leaders identify and champion change within the organisation
- f. Give shape to policy and strategy, based on needs/ expectations of stakeholders, information from performance measurement, research, learning and external activities

KEY RESOURCES

Organisations that plan and manage partnerships with relevant internal and external stakeholders deploy necessary internal resources to support its sustainability policy and strategy and puts in place effective operation of processes to realise the goals of sustainable development. During developing and managing partnerships and resources, they balance the current and future needs of the organisation with that of environment and society at large. In this management process, such organisations cover not only the partnerships but also how natural resources, finances, technology and information, knowledge and creativity of people are optimally utilised for sustainable future.

Key characteristics

1. Developing long-term relationships
2. Optimising and outsourcing
3. Adequate and strategic deployment of internal resources
4. Holistic approach
5. Balancing current and future needs

Sub-attributes

- a. Partnerships – internal and external – are managed
- b. Finances are managed
- c. Building, equipment and materials are managed
- d. Technology is managed
- e. Information and knowledge are managed

STAKEHOLDER INTERNAL

Organisations manage, develop and release the full potential of people, working for and on their behalf, at an individual, team-based and at an organisational level. They promote fairness and equity by involving and empowering their people. Such organisations are transparent and caring. They reward and recognise its people, motivate them and create commitment amongst them to use their skills and knowledge for the benefit of the organisation and all the stakeholders, including environment within and outside.

Key characteristics

1. Use of team approach
2. Knowledge sharing
3. Empowerment
4. Fairness
5. Equity
6. Transparency
7. Recognising and caring
8. Capacity building

Sub-attributes

- a. Internal stakeholders (employees) are planned, managed and improved
- b. Internal stakeholders' knowledge and competence are identified, developed and sustained
- c. Internal stakeholders are involved and empowered
- d. People and organisation have a dialogue
- e. People are rewarded, recognised and cared for

STAKEHOLDER EXTERNAL

Organisations comprehensively identify, evaluate and address the needs, concerns and inputs of all the stakeholders – including the environment – while demonstrating and achieving measurable results. Such Organisations plan and manage partnerships with relevant stakeholders, including the supply chain. Stakeholders in this context include government, suppliers, customers, civil society, media, community, environment (physical), investors, etc.

Key characteristics

1. Ensuring comprehensiveness
2. Demonstration of measurable results in terms of external stakeholder satisfaction
3. Fairness
4. Equity
5. Transparency
6. Pro-active awareness building

Sub-attributes

- a. External partnerships are managed
- b. Finances relating to the partnership are managed
- c. Communication is ensured

PROCESSES

Sustainable organisations design, manage and improve processes in order to fully satisfy and generate ever-increasing value for all the stakeholders, including ecology and environment. Processes mean those approaches that internalises the concern of the society, environment and economy, and the way products and services are designed and delivered and those that maximise stakeholder satisfaction over the entire life-cycle.

Policies, plans, objectives and processes of excellent organisations are developed and deployed to deliver the strategy.

Key characteristics

1. Value creation and addition
2. Institutionalisation
3. Well-structured and systematic
4. Internalising externalities
5. Having a feedback loop and ensuring preventive and corrective action

Sub-attributes

- a. Processes are systematically designed and managed
- b. Processes are improved as needs, using innovation in order to fully satisfy and generate increasing value for customers and other stakeholders
- c. Products and services are designed and developed based on customer needs and expectations
- d. Products and services are produced, delivered and serviced
- e. Customer relations are managed and enhanced/ CSR advocacy
- f. Policy and strategy are communicated and deployed through a framework of key processes

RESULTS - INTERNAL STAKEHOLDERS

Excellent organisations comprehensively measure and achieve outstanding results with respect to their people, including measures relating to the social, environmental and economic performance of the organisation and the goods and services it produces. Results may affect their stakeholders, including customers, the people within the company and the society and ecology at large. Sustainable organisations deliver key performance results that do not have adverse environmental and societal footprints. On the contrary, they create measurable positive impacts on all the stakeholders.

Key Characteristics

1. Targets
2. Trends and comparisons including the perception of the stakeholders. Results should be related to key performance targets / benchmarks / trends
3. Positive externalities
4. Positive image and brand

Sub-attributes

- a. Perception measures: People's perception of the economic, environmental and social performance of the organisation compared to their own values, needs and expectations (obtained, for example, from surveys, focus groups, interviews, structured appraisals), depending on the purpose of the organisation.
- b. Performance indicators: Internal, used by the organisation in order to monitor, understand, predict and improve the performance of the people in CSR issues, and to predict their perceptions of the organisations approach to CSR.

RESULTS - EXTERNAL STAKEHOLDERS

Customers: Excellent organisations comprehensively measure and achieve outstanding results with respect to their customers.

- a. Perception measures: For the customers' perception of the company's economic, social and environmental performance of its goods and services compared to their own values, needs and expectations (e.g., from customer surveys, focus groups, vendor ratings, compliments, complaints, etc).

- b. Performance indicators: These internal measures are used by the organisation to monitor, understand, predict and improve its CSR-related performance, and to predict perceptions of its external customers.

Society: Excellent organisations comprehensively measure and achieve outstanding results with respect to society

- a. Perception measures: For the society's perception of the social, environmental and economic performance of the organisation and the products and services it produces compared to the general values, needs and expectations of society (e.g., from surveys, reports, press articles, public meetings, public representatives, governmental authorities).
- b. Performance results: These internal measures are used by the organisation to monitor, understand, predict and improve the performance of the organisation and to predict perceptions of society of the environmental, social and economic performance of the organisations and the products and services it produces.

LEARNING AND INNOVATION

Organisations that challenge status quo do better. That is, those who are always in the learning mode, and convert societal, environmental and economic concerns into opportunities through innovation and creativity. These are organisations that learn from their own activities and that of others and share best practices and knowledge all through the organisation as well as outside. It is about openness to accept and use ideas from all the stakeholders and stretch current organisational capabilities to safeguard the future of all.

Key Characteristics

1. Continual improvement
2. Converting risks to opportunities
3. Creativity and innovation
4. Open mindedness
5. Resource deployment on R&D

Sub-attributes

- a. Company accepts mistakes, but does not repeat them.

- b. People are encouraged to think beyond normal scope of work; this may result in a few failures. However, success stories are more in number.
- c. Targets are set, measured and people are recognised and rewarded for their ideas.

ANNEXURE 2: CII-ITC SUSTAINABILITY AWARDS

Developing awards and conferring recognition are creative ways to nurture innovation. The Sustainability Awards – instituted by the CII-ITC Centre of Excellence for Sustainable Development (the Centre) in 2006 – are a unique initiative to identify and recognise business in India for their exemplary performance in economic, social and environmental dimensions of all their imperatives.

The Awards mark the beginning of continued efforts by the Centre to generate awareness, promote policy and practices, and create capacity to mainstream sustainability practices in Indian industry. They endeavour to promote role models in Indian industry such that peers are encouraged to run their businesses in a way that emulates the leadership companies. The Awards are also a knowledge-imparting tool by which the Centre builds capacity in Indian businesses to adopt sustainability practices.

SCORING

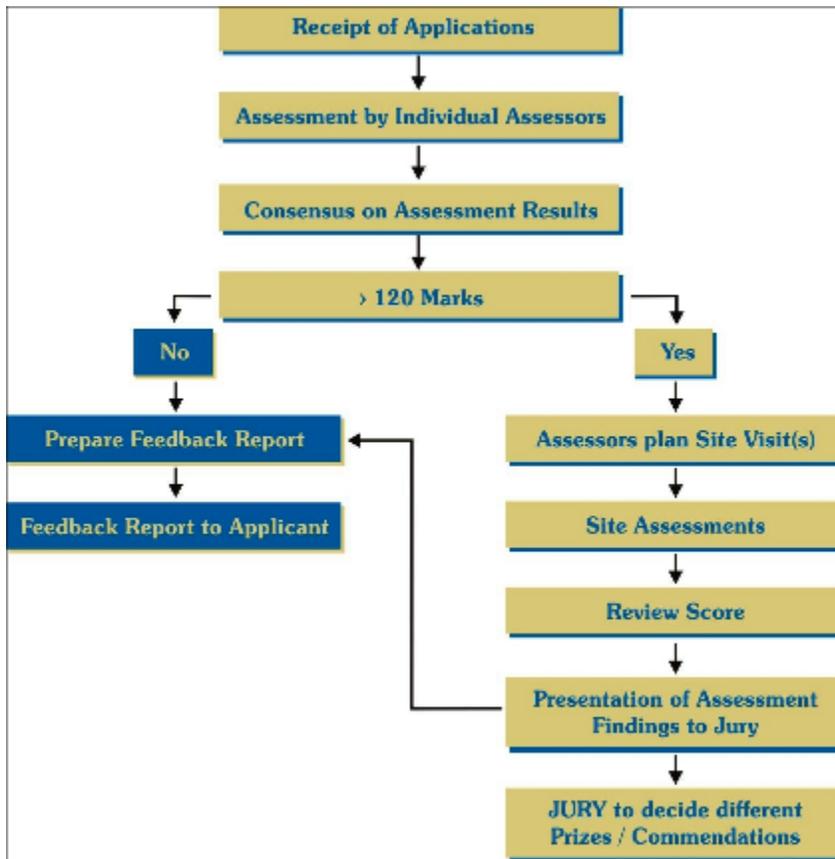
The essence of the Sustainability Award is to recognise and learn from growth-oriented companies that demonstrate progress towards laudable economic, environmental and social practices, and yet are financially successful. Equal weight is assigned to the economic, environmental and social bottom-lines. In each bottom-line, 50% weight is assigned to policy, strategies, management systems and practices, while the remaining 50% is assigned to performance and results.

APPLICATION PROCEDURE

The first step is to send the Application of Intent to participate to the CII-ITC Centre of Excellence for Sustainable Development (CESD). An Application Document along with the guidance document will then be sent to the applicants. The applicant is expected to fill the Application Document and send it back, along with all the requisite documents/enclosures by the stipulated last date.

The information provided by the applicant will be scrutinised and scored based on the Sustainability Assessment methodology and rating scale. This methodology and scale have been developed and peer reviewed with the help of national and international experts. Short-listed applicants will be comprehensively assessed by way of identifying benchmarks, strengths and weaknesses of the applicant's sustainability performance.

The Jury for the award will then decide on a cut-off score to select a sub-set of applicants for further assessment. An on-site assessment will then be conducted for these short-listed applicants. Based on the results of this site visit evaluation, the scores will then be modified where necessary, and final scores will be arrived at for the selected applicants. Finally, the Award winners will be decided on a consensus basis of the jury, taking into consideration the final scores.



APPLICANT CLASSIFICATION

All companies operating in India are eligible to apply for the Award. The applicant must be actively in business at least for the past five years.

There are four categories under which companies can apply for the Award:

1. Large business organisation: Whole organisation with an annual turnover > Rs 500 crore

2. Medium business organisation: Whole organisation with an annual turnover between Rs 50 crore and Rs 500 crore
3. Small business organisation: Whole organisation with annual turnover < Rs 50 crore
4. Operating unit: Individual operating unit of any size / turnover of companies operating in India.

AWARD CATEGORIES

Level 1: Business of the Year

Single winner amongst all categories: role model in sustainable development, exemplary policy, practice and results

Level 2: Outstanding Accomplishment

Winners from every applicant category: outstanding policy, practice and results

Level 3: Commendation for Significant Achievement

Achievers from each category: achieving results from deployment of policy and processes for specific dimension(s)

ASSESSMENT METHODOLOGY

The world over it is broadly believed that sustainability performance of any organisation is best understood and assessed across the three major “Dimensions” of activities, operations and imperatives - economic, environmental and social. In this way, the social and economic dimensions of the business agenda - flagged in the Brundtland Report (1987) - would have to be addressed in a more integrated way if real environmental progress was to be made. This was given the name “triple bottom line” by John Elkington (1994). The triple bottom line concept basically expresses the fact that companies and other organisations create value in multiple dimensions. In this case, we are talking about economic, social and environmental value-added, or destroyed. Furthermore, it is worthwhile to keep in mind that the “economic” dimension is larger in scope, relevance and implication than mere “financial” performance.

From the Corporate Excellence category of Award each of the three dimensions is given equal importance (i.e., (33.33% weight each). So, while an organisation may have achieved excellence in one or more of the three dimensions, or bottom lines, it would be necessary to do well in all the three dimensions in order to be able to manage all kinds of risks and take advantage of

opportunities for growth. That would enable an organisation to become sustainably competitive.

The various elements of each dimension is termed here as “Aspects”. Therefore, the Application Document has 12 aspects by way of fields of information that all applicant organisations necessarily have to fill up. They are:

1. Corporate Governance and Accountability
2. Sustainability Vision and Strategy
3. Economic & Financial Performance
4. Compliance to Regulations
5. Resource Use Efficiency
6. Stakeholder Engagement
7. Product Responsibility
8. Transparency and Disclosure
9. Sustainable Supply Chain
10. Occupational Health and Safety
11. Community and Social Development Initiatives
12. Training and Capacity Building

For Domain Excellence category of Award the unilateral categories: Environment Management and Corporate Social Responsibility are scored only across their respective dimensions of environment and social. Sustainable Supply Chain category is multi-lateral and hence equal importance is given to all three dimensions of sustainability. The aspect details for all three categories in Domain Excellence and their relative weights are mentioned in tables below:

Environment Management

1. Governance and Compliance
2. Environmental Performance
3. Training and Communication
4. Product Environment Responsibility
5. Management Review

Corporate Social Responsibility

1. Governance and Compliance
2. Strategy
3. CSR Performance
4. Stakeholder Engagement
5. Communication and Disclosure
6. Assessment and Review

Sustainable Supply Chain

1. Governance and Compliance
2. Supply Chain Performance
3. Transparency & Disclosure
4. Training & Engagement
5. Management Review

ANNEXURE 3: AWARD WINNERS

Corporate Excellence		
Category A [Turnover >2000 crores]		
Sr. No	Applicant Name	Recognition
1	Tata Steel Ltd.	Business of the Year
2	Oil and Natural Gas Corporation Ltd.	Outstanding Accomplishment
3	Ambuja Cements Ltd.	Commendation for Significant Achievement
4	Larsen & Toubro Ltd.	Commendation for Significant Achievement
Category B [Turnover 500-2000 crores]		
5	Tata Housing Development Company Ltd.	Outstanding Accomplishment
6	Mahindra Lifespace Developers Ltd	Commendation for Significant Achievement
7	Mantri Developers Pvt Ltd.	Commendation for Significant Achievement
Category F [Independent Division/Unit]		
8	Reliance Industries Ltd, Hazira Manufacturing Division	Outstanding Accomplishment
9	Chanderiya Lead Zinc Smelter, Hindustan Zinc Ltd.	Outstanding Accomplishment
10	Bhilai Steel Plant, Steel Authority of India Ltd.	Commendation for Significant Achievement
11	JSW Steel Ltd, Vijayanagar Works	Commendation for Significant Achievement
12	Rourkela Steel Plant, Steel Authority of India Ltd.	Commendation for Significant Achievement
13	JSW Energy Ltd.	Commendation for Significant Achievement
Domain Excellence-Environment		
Category A [Turnover >2000 crores]		
1	Infosys Ltd.	Commendation for Significant Achievement in Environment Management

2	Toyota Kirloskar Motor Pvt Ltd.	Commendation for Significant Achievement in Environment Management
3	MMTC-PAMP India Pvt Ltd.	Commendation for Significant Achievement in Environment Management
Category C [Turnover 50-499 crores]		
4	Coromandel International Ltd.	Commendation for Significant Achievement in Environment Management
Category F [Independent Division/Unit]		
5	ACC Ltd, Thondebhavi Cement Works	Excellence in Environment Management
6	DSM India Pvt Ltd (Division: Engineering Plastics)	Excellence in Environment Management
7	UltraTech Cement Ltd, Awarpur Cement Works	Commendation for Significant Achievement in Environment Management
8	UltraTech Cement Ltd, Hirmi Cement Works	Commendation for Significant Achievement in Environment Management
Domain Excellence-CSR		
Category A [Turnover >2000 crores]		
1	Suzlon Energy Ltd.	Commendation for Significant Achievement in Corporate Social Responsibility
2	Hindustan Zinc Ltd.	Commendation for Significant Achievement in Corporate Social Responsibility
3	Dalmia Cement (Bharat) Ltd.	Commendation for Significant Achievement in Corporate Social Responsibility
Category F [Independent Division/Unit]		
4	Bokaro Steel Plant, Steel Authority of India Ltd.	Commendation for Significant Achievement in Corporate Social Responsibility
5	Ambuja Cements Ltd, Unit Bhatapara	Commendation for Significant Achievement in Corporate Social Responsibility

Domain Excellence-Sustainable Supply Chain

Category A [Turnover >2000 crores]

1	Toyota Kirloskar Motor Pvt Ltd.	Excellence in Sustainable Supply Chain
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ANNEXURE 4: PROFILE OF AWARDS WINNERS

Recognition	Winner Name	Winner Profile
CORPORATE EXCELLENCE		
Business of the Year	Tata Steel	Tata Steel Ltd is an Indian multinational steel-making company headquartered in Mumbai, Maharashtra, India, and a subsidiary of the Tata Group. It was the 11th largest steel producing company in the world in 2013, with an annual crude steel capacity of 25.3 million tonnes, and the second largest private-sector steel company in India (measured by domestic production) with an annual capacity of 9.7 million tonnes.
Category A [turnover >2000 cr]		
Outstanding Accomplishment	ONGC	Oil and Natural Gas Corporation Limited (ONGC) is an Indian multinational oil and gas company headquartered in Dehradun, India. It is a Public Sector Undertaking (PSU) of the Government of India, under the administrative control of the Ministry of Petroleum and Natural Gas. It is India's largest oil and gas exploration and production company. It produces around 69% of India's crude oil (equivalent to around 30% of the country's total demand) and around 62% of its natural gas. On 31 March 2013, its market capitalisation was INR 2.6 trillion (US\$48.98 billion), making it India's second largest publicly traded company
Commendation for Significant Achievement	Ambuja Cements	Ambuja Cements Ltd (ACL), a part of a global conglomerate Holcim, is one of India's leading cement manufacturers and has completed over 25 years of operations. It was, formerly known as Gujarat Ambuja Cement Limited. The Group's principal activity is to manufacture and market cement and clinker for both domestic and export markets. Its current cement capacity is 27.25 million tonnes. The Company has five integrated cement manufacturing plants and eight cement grinding units across the country. It is the first Indian cement

		<p>manufacturer to build a captive port with four terminals along the country's western coastline to facilitate timely, cost effective and environmentally cleaner shipments of bulk cement to its customers. The Company has its own fleet of ships.</p>
	Larsen & Toubro	<p>Larsen & Toubro Limited, is an Indian multinational conglomerate headquartered in Mumbai, Maharashtra, India. The company has business interests in engineering, construction, manufacturing goods, information technology and financial services, and also has an office in the Middle East and other parts of Asia. It is India's largest engineering and construction company</p>
Category B [turnover 500-2000cr]		
Outstanding Accomplishment	Tata Housing	<p>Tata Housing Development Co. Ltd, established in 1984, is a closely held public limited company and a subsidiary of Tata Sons Limited. Tata Sons Limited holds 99.78% of equity share capital of the company. With the primary business being development of properties in residential, commercial and retail sectors, the company's operations span across various aspects of real estate development, such as land identification and acquisition, project planning, designing, marketing & sales, project execution, property services and estate management.</p>
Commendation for Significant Achievement	Mahindra Lifespace Developers	<p>Mahindra Lifespace Developers Ltd, the real estate development business of the Mahindra Group, is a leader in sustainable urbanization, through the creation of residential and integrated large format development across India. Mahindra Lifespaces has a footprint of over 7.3 million sq ft of completed projects and over 11.3 million sq ft of ongoing and forthcoming projects. The company has pioneered the concept of an integrated business city through 'Mahindra World City' developments in Chennai and Jaipur. The company's residential footprint spans across Mumbai, Pune, Delhi NCR, Nagpur, Hyderabad, Chennai and is poised to venture into Bengaluru.</p>
	Mantri Developers	<p>Mantri Developers Pvt. Ltd. is a leading developer of Homes, IT Parks, Retail Spaces and Educational Institutions. Mr. Sushil Mantri founded Mantri Developers in Bangalore in the year 1999. In just 14 years, the company has built over 24 projects. Today, as part of its</p>

diversified portfolio Mantri Developers cumulatively has to its credit over 20 million square feet of constructed area, over 30,000 residents and 11 million square feet under various stages of construction. Mantri Developers has a track record of delivering 1.4 homes per day since inception. The company plans to focus on the residential sector, retail, hospitality, IT Parks and educational institutions in Bangalore, Chennai, Hyderabad and Pune.

Category F [independent unit]

Outstanding Accomplishment	RIL Hazira	Hazira Manufacturing Division (HMD), located near Surat, Gujarat, is a very vital link in the entire integration chain of RIL. Its integrated business model has enabled high value addition and competitiveness across the materials and energy value chains. HMD, a multi-product, fully integrated complex, commissioned its first manufacturing unit in 1991. It produces wide range of Polymers (Polyethylene, Polypropylene, Poly Vinyl Chloride), Fibre intermediates (Mono Ethylene Glycol, Purified Terephthalic Acid), Elastomers (Poly Butadiene rubber), Chemicals (Benzene, Butadiene, etc.) and Polyesters (Polyester Staple Fibre, Filament yarn, PET & Polyester Fibrefill).
	HZL-Chanderiya	Chanderiya Lead Zinc Smelter (CLZS) is a unit of Hindustan Zinc Ltd (HZL). Hindustan Zinc is into zinc, lead and silver business. CLZS is one of the world's largest smelting complexes with lead and zinc smelting capacity of 610,000 MT per annum. Main products are Zinc cathode, Lead cathode, Zinc ingot (PW & SHG) Lead ingot, High Grade Metal (containing Silver), and Sulphuric acid. Their zinc and lead metal are registered brands on London Metal Exchange (LME).
Commendation for Significant Achievement	SAIL, Bhilai	Bhilai Steel Plant (BSP) a unit of SAIL, is India's sole producer of rails and heavy steel plates and major producer of structural. The plant is the sole supplier of the country's longest rail tracks of 260 metres. With an annual production capacity of 3.153 MT of saleable steel, the plant also specializes in other products such as wire rods and merchant products. Since BSP is accredited with ISO 9001:2000 Quality Management System Standard, all saleable products of Bhilai Steel Plant come under the ISO umbrella.

JSW Steel, Vijayanagar	A unit of JSW steel, Vijayanagar plant is the first integrated steel plant to reach 10 MTPA capacity in a single location. It is the first in India to use the Corex technology for hot metal production. The first hot strip mill at Vijayanagar was commissioned in 1997. Since then it has grown exponentially and now has an installed capacity to produce 10 MTPA of steel.
SAIL, Rourkela	Rourkela Steel Plant (RSP), a unit of SAIL, is the first integrated steel plant in the public sector in India, was set up with German collaboration with an installed capacity of 1 million tonnes. Subsequently, its capacity was enhanced to 1.9 million tonnes. RSP was the first plant in India to incorporate LD technology of steel making. RSP presently has the capacity to produce 2 million tonnes of hot metal, 1.9 million tonnes of crude steel and 1.67 million tonnes of saleable steel. It is SAIL's only plant that produce silicon steels for the power sector, high quality pipes for the oil & gas sector and tin plates for the packaging industry
JSW Energy, Vijayanagar	JSW Energy, a unit of JSW group forays in various areas of power: Generation, Transmission and Trading. It produces 3,1140 MW of power, with capacity of another 8,630MW under implementation and development. Vijayanagar plant has a combined capacity of 860MW.

DOMAIN EXCELLENCE - ENVIRONMENT

Category A [turnover >2000 cr]

Significant Achievement in Environment Management

Infosys	Infosys Ltd (formerly Infosys Technologies) is an Indian multinational corporation that provides business consulting, information technology, software engineering and outsourcing services. It is headquartered in Bangalore, Karnataka. Infosys is the third-largest India-based IT services company by 2014 revenues. On 31 March 2014, its market capitalisation was INR 188,510 crores (\$31.11 billion), making it India's fifth largest publicly traded company
Toyota Kirloskar Motors Pvt Ltd	Toyota Kirloskar Motor Pvt Ltd is a subsidiary of Toyota Motor Corporation of Japan (with Kirloskar Group as a minority owner), for the manufacture and sales of Toyota cars in India. It is currently the 4th largest car maker in India.

	MMTC-PAMP India	This is a joint venture between PAMP SA Switzerland and MMTC Ltd, a Government of India Undertaking – operates the world’s most advanced precious metals processing facility, under the direct technical supervision of PAMP. As India's first and only LBMA Good Delivery refinery accredited for Gold and Silver
Category C [turnover 50-499cr]		
Significant Achievement in Environment Management	Coromandel International	Coromandel International Limited, India’s second largest Phosphatic fertilizer player, is in the business segments of Fertilizers, Specialty Nutrients, Crop Protection and Retail. The Company manufactures a wide range of fertilizers and markets around 3.2 million tonnes making it a leader in its addressable markets.
Category F [independent unit]		
Excellence in Environment Management	ACC, Thondebhavi	ACC Thondebhavi was set up as a Green Field project in about 120 acres of land, in the lush green village of Thondebhavi in Karnataka. This Cement Grinding plant was commissioned in the month of December 2009. It is the youngest and the most modern plant of the ACC family with state of art technology.
	DSM India, Engineering Plastics Division	DSM Engineering Plastics (EP) is a Business Group in the performance materials cluster of DSM. DSM offers an industry-leading portfolio of green thermoplastic technologies. DSM is the global number 3 in the overall market for semi-crystalline engineering plastics and is the global market leader in high-temperature polyamides. In polyamide 6, DSM holds a number 2 position, as it does in thermoplastic copolyester elastomers.
Significant Achievement in Environment Management	Ultratech, Awarpur	Awarpur Cement Works (ACW) is one of the oldest cement manufacturing units of UltraTech Cement Ltd. established in the year of 1983 at village-Awarpur, Chandarpur (MH) and after subsequent expansions, present annual production capacity of clinker 3.3 MTPA & cement production is 4.48 MTPA and captive power plant of capacity 2x23 & 1x25 and coal washery of 1.2 MT have been also installed inside plant premises.
	Ultratech, Hirmi	Hirmi Cement works (HCW) was established in 1994 by L&T and later on UltraTech Cement took over it from L&T cement in the year of 2004. The unit produces Gray Cement and Clinker, having a cement production capacity of 2.75 MTPA. The unit is a pioneer of WCM and is one of

the first cement plants in Eastern India Cluster to obtain EMS – ISO 14001 Certification from DNV, Netherlands.

DOMAIN EXCELLENCE - CSR

Category A [turnover >2000cr]

Significant Achievement in Corporate Social Responsibility	Suzlon	Suzlon Energy Limited, ranked as the world's fifth largest wind turbine supplier, in terms of cumulative installed capacity and market share, at the end of 2013. Suzlon is a vertically integrated wind power company. Suzlon makes and installs windmills. The company manufactures blades, generators, panels, and towers in-house and large or offshore turbines through its subsidiary Senvion. The company is integrated downstream and delivers turnkey projects through its project management and installation consultancy, and operations & maintenance services.
	Hindustan Zinc Ltd	Hindustan Zinc Limited (HZL) is an integrated mining and resources producer of zinc, lead, silver and cadmium. It is a subsidiary of Vedanta Resources PLC. HZL is the world's second largest zinc producer.
	Dalmia Cement	Dalmia Cement (Bharat) Limited (DCBL), a part of the Dalmia Bharat Group, has a growing capacity, currently pegged at 21.8 MTPA, Dalmia Cement is a top quartile player in India.
Category F (Independent Unit)		
Significant Achievement in Corporate Social Responsibility	SAIL, Bokaro	Bokaro Steel Plant - the fourth integrated plant in the Public Sector - started taking shape in 1965 in collaboration with the Soviet Union. Currently it houses five blast furnaces with a total capacity to produce 4.5 MT of liquid steel. The plant is undergoing a mass modernisation drive after which its output capacity is expected to cross 10 MT.
	Ambuja, Bhatapara	The Bhatapara Unit of Ambuja Cements Ltd was originally established in 1987 (under Management of M/S Modi Cement Ltd) having a capacity of 1.8 MTPA cement. In 1998 Gujarat Ambuja Cement Ltd took the management control of the unit, which was under Industrial Rehabilitation and was subsequently taken over by Holcim Switzerland in 2005. The unit is presently having a clinker manufacturing capacity of 4.42 MTPA & cement manufacturing capacity of 3.5 MTPA

DOMAIN EXCELLENCE – SUSTAINABLE SUPPLY CHAIN

Category A [turnover >2000cr]

Excellence in Sustainable Supply Chain	Toyota Kirloskar Motors Pvt. Ltd	Toyota Kirloskar Motor Pvt Ltd is a subsidiary of Toyota Motor Corporation of Japan (with Kirloskar Group as a minority owner), for the manufacture and sales of Toyota cars in India. It is currently the 4th largest car maker in India.
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ANNEXURE 5: ABBREVIATIONS

Term	Explanation
ACL	Ambuja Cements Limited
AERB	Atomic Energy Regulatory Board
BSP	Sail Bhilai Steel Plant
CASHe	Change Agent for Safety, Health & Environment
CBO	Community Based Organisation
CDLI	Climate Disclosure Leadership Index
CDP	Carbon Disclosure Project
CEO	Chief Execution Officer
CPP	Captive Power Plant
CSR	Corporate Social Responsibility
DJSI	Dow Jones Sustainability Index
DRDO	Defence Research & Development Organisation
DSM EP	DSM Engineering Plastics
EFQM	European Foundation for Quality Management
GHG	Green House Gases
GRIHA	Green Rating for Integrated Habitat Assessment
HMD	Reliance Hazira Manufacturing Division
HR	Human Resources
HSEF	Health Safety Env Fire
HZL	Hindustan Zinc Limited
IGBC	Indian Green Building Council
L&T	Larsen and Toubro
LEED	Leadership in Energy and Environment Design
LTIFR	Lost Time Injury Frequency Rate
MANSI	Maternal & Newborn Survival Initiative
MoU	Memorandum of Understanding
NABARD	National Bank for Agriculture and Rural Development
OH&S	Occupational Health and Safety
ONGC	Oil and Natural Gas Corporation
PHA	Process Hazard Analysis
PQM	Product Quality Management
PVC	Polyvinyl Chloride
R&D	Research and Development

RADAR	Results, Approach, Deployment, Assessment & Review
SHE	Safety, Health and Environment
SHG	Self-help Group
TDS	Total Dissolved Solids
TKM	Toyota Kirloskar Motors
TSRDS	Tata Steel Rural Development Society
VDC	Village Development Committee

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