



Bombay Chamber
of Commerce & Industry



environmental
management
centre LLP



The 'Business & Sustainability' Survey 2017

Sponsors for Printing



Prepared and Published by :



"The Ruby", 4th floor,
29, Senapati Bapat Marg, Dadar (W),
Mumbai - 400028. Maharashtra, India.
Phone No. : +91-22 - 61200200 / 61200214
Email : sustainability@bombaychamber.com
Visit www.bombaychamber.com



**environmental
management
centre LLP**

504/505, 5th Floor, Balarama Building,
Bandra Kurla Complex, Near MMRDA Office,
Bandra (East), Mumbai - 400051
Tel: 91-22-62215944, 91-22-62215946
Email: prasad.modak@emcentre.com
Visit www.emcentre.com

Disclaimer:

The views expressed in this report are of those of the authors of this report and do not represent any of the individuals or their companies mentioned herein. This report is the culmination of an exercise of meetings and discussions with several representatives of the companies spread over the time frame of nearly a year. The team working on this project has provided their interpretation and understanding of the discussions and presented these in the form of findings for the benefit of those who would be interested in learning more about sustainability and business. We have tried our best to correctly represent the input, opinions, learning, thoughts, and ideas which have been shared with us during the interviews. Please do not use any part of this report without providing proper reference and credit to the report authors and organizations.

The 'Business & Sustainability' Survey 2017

Prepared and Published by



"The Ruby", 4th floor,
29, Senapati Bapat Marg, Dadar (W),
Mumbai - 400028. Maharashtra, India.
Phone No. : +91-22 - 61200200 / 61200214
Email : sustainability@bombaychamber.com
Visit www.bombaychamber.com



**environmental
management
centre LLP**

504/505, 5th Floor, Balarama Building,
Bandra Kurla Complex, Near MMRDA Office,
Bandra (East), Mumbai – 400051
Tel: 91-22-62215944, 91-22-62215946
Email: prasad.modak@emcentre.com
Visit www.emcentre.com

Table of Contents

Foreword	3
Introduction	4
Objectives of the Survey	4
Key Messages	5
About the study	15
Methodology:	15
Why personal interviews?	15
Time frame	16
What other surveys were reviewed, and what were their findings?	16
What questions did we ask in our survey?	16
Overview	19
Key Findings	23
Definition & Understanding of Sustainability.....	23
Top focus areas.....	24
Challenges & Successes of Implementing.....	24
Risks & Opportunities.....	25
Supply Chain	26
Innovation.....	26
Corporate Social Responsibility (CSR).....	27
Employee Engagement	28
The 4Cs - Future of Sustainability in Business	28



Mr. Vijay Srirangan,
Director General

Bombay Chamber of Commerce and Industry
E: dgoffice@bombaychamber.com
W: www.bombaychamber.com

Over the last few years, Sustainability in business has gained centre stage with an increasing number of companies focusing on this area for enhancing their image as responsible corporate citizens. Corporates have come to believe that activities related to business sustainability are an integral part of the business. However, there appears to be wide variety in the nature of activities that are taken up within this area. Given this scenario, the Bombay Chamber of Commerce and Industry and Environment Management Centre LLP have commissioned a survey to better understand the mainstreaming of Sustainability in Business.

Senior Corporate officers were interviewed to understand the nature of Sustainability activity undertaken by business, with special focus on the integration with overall businesses strategy.

The Survey report enumerates current Corporate Sustainability perceptions and practices. It includes broad areas within Sustainability, and covers sustainability policies, initiatives, monitoring & measurement practices as well as the Standards adopted

The report portrays the current picture of Sustainability initiatives involving Corporates from all over India, and so is useful to Corporates themselves; it is also relevant to Government, Practitioners, Academicians and general readers. **In addition to disseminating information, it will enable validation of current Sustainability initiatives of the Industry and encourage adoption of better practices.**



Dr. Prasad Modak
Executive President

Environmental Management Centre LLP
E: prasad.modak@emcentre.com
W: www.emcentre.com

Sustainability today is no more a concept. It is a framework that provides direction to the Governance and influences the business strategy. Sustainability addresses the four critical Cs that include – Compliance, Competitiveness, Continuity and Collaboration.

Globally, Sustainability is discussed in various fora, where experiences are shared and both individual and collective actions are taken. The learnings through these dialogues and the experience gained while implementing projects have influenced the business canvas. In India, we do see an awakening and evidence of the paradigm shift. It is important however that we understand this progression, identify the barriers and come up with strategies to overcome them. We must help the business to leverage on Sustainability.

The Bombay Chamber of Commerce and Industries (Bombay Chamber) and my organization Environmental Management Centre LLP (EMC) came up with a project to understand the “pulse” on Sustainability by connecting with some of the top leaders in the Indian business. Interviews were conducted of Chief Sustainability Officers and their Teams representing 20 leading Corporates. This report presents a distillation of the survey findings. **We do hope to conduct such surveys on a regular basis. We will report the status, achievements, challenges and the trends in India’s sustainability space.**



Environmental Management Centre LLP (EMC) and Bombay Chamber of Commerce and Industry (Bombay Chamber) have been working together in partnership to promote Sustainability in Industries over the past several years.

The concept of Sustainability is not new to Business or Industry. Globally and in India, organizations are in various stages of practicing sustainability. The concept is now moving from the strategic level in the board room to the operational level on the shop floor. The need for sustainable development is no longer debated, what is argued, however, is how this should be achieved. Mainstreaming Sustainability is perhaps most relevant to the developing world where economic development and growth are critical to address challenges of poverty, poor infrastructure, threatened security of natural resources and surging demands of a burgeoning population for food and energy. Business has an important role to play as a leader, as an enabler to foster and demonstrate the benefits of Sustainability.

At this juncture where much has been done in this direction, it is valuable for us to learn and understand where we stand today, what has been our experience and how do we take the next steps. **In order to understand the current scenario about the state and future of sustainability in Indian Industry, EMC LLP and Bombay Chamber collaborated on a joint project to design and conduct a survey on Business & Sustainability with some of the prominent corporates in India.**

Objectives of the Survey

- To assess the understanding of the concept of 'sustainability' in businesses
- To understand to what extent Sustainability is mainstreamed into the business processes
- To learn about the Sustainability initiatives being undertaken and share best practices
- To understand the driving forces and future trends



Key Messages



Aditya Birla Group (ABG)

Mr. Tony Henshaw
Chief Sustainability Officer

The Aditya Birla Group endeavours to become the leading Indian conglomerate for sustainable business practices across its global operations

We are improving our business management systems to prepare us for the transformation of our businesses to a “two-degree constrained world”

Our priority is to follow the three steps of the ABG Sustainability model to help us adjust our performance to meet the ever tightening demands of a sustainable planet and society.

The first step “Responsible Stewardship” focuses on how we manage today and our goal is to have all our sites operate to international standards as defined by the IFC, OECD, UNGC ISO, OSHAS and many more.

The second step defined by the model is to understand the changes in external factors that will inevitably impact our companies in the future and this step of the model is called “Strategic Stakeholder Engagement”. Our goal is to learn from key technical experts on climate change, water and waste management, developments in human rights legislation, safety standards, health impacts and the like. By doing so we expect to learn what trends will most likely affect and constrain our businesses in the future.

The third step we take is, “Future Proofing”, here we embed the sustainability trends & constraints into our strategic business plans so that we plan to be able to meet the requirements of a sustainable planet and society by 2030 and 2050 and hence make our businesses sustainable.



ACC Limited

Mr. K. N. Rao
Director, Energy & Environment

As per our Lafarge Holcim Roadmap of 2030, we wish to conduct responsible business so as to avoid adverse impact on the environment. Optimization of natural resources is our goal.

ACC is currently one of the leaders in lowest CO₂ emitter patterns in the world. Our outside boundary commitment is to reduce 10 million tons of CO₂ through our products and services. By 2030 we wish to reduce carbon intensity by 40% per ton of cement, with respect to the level of 1990, as a group. We intend to achieve this through social forestry and delivering products to the market which consume less energy during operations. We wish to consume billion tons of waste material from various industries through our manufacturing processes without compromising on the quality of our product.



Asian Paints
Mr. Sabyasachi Ghosh
Sustainability & EHS

For Asian Paints, 'Sustainability' is not about building a brand recall but instead about a simplified system of imbibing sustainable thinking & living. Our sustainability journey has continuously evolved over the past decade – from merely focusing on waste-minimisation & statutory compliances to then developing truly innovative & green-products & providing green-painting-services and further onto working within society on their needs to help become self-reliant.

We focus on six themes of environmental performance - water consumption & replenishment, waste disposal - solid & effluents, energy & emissions. The 6 themes of environmental parameters are focused under the umbrella of 'NEW' (Natural Resource Conservation, Energy & Emissions, Waste & Effluents). For the interest of the society, we engage in the areas of Rain-Water-Harvesting, Health & Hygiene, Education and Skill-Building.

A simplified approach that works well for us is involving all employees in every aspect of sustainability and foster a culture of 'collaboration' among different parts of the organization. Apart from the sense of fulfilment that employees feel by participation in sustainability related activities, the ideas & enthusiasm that they bring forward makes the journey that much more enjoyable for everyone.



Clariant Chemicals (India) Limited
Mr. P. A. Murali
Vice President - Regional Sustainability and Regulatory Affairs

By deeply ingraining sustainability issues throughout its corporate reporting suite, Clariant in India strives to communicate openly and transparently with all stakeholders. We achieve this by recognizing the needs of customers, suppliers, employees, shareholders, society and the environment.

Sustainability is deeply embedded in our corporate DNA and is a key component of everything in Clariant's three core values, Performance, People, and Planet. "Add value with sustainability" is one of the 5 strategic pillars at Clariant. It underlines our ambition not only to continuously improve our Safety and Environment performance, operational efficiency but also to steer our product portfolio to value adding solutions in Social, Environmental and Economic terms.



CLP India Pvt. Ltd.

Mr. Dipjay Sanchania

Head - Carbon, Sustainability & Power Markets

CLP Group's vision is to be the leading responsible energy provider in the Asia-Pacific region, from one generation to the next. This inspires us to operate in a way that is conducive to the long-term viability of our business activities and stay relevant in changing times.

We recognized that the climate change offers us an opportunity to improve and grow our business and at the same time it is also a biggest threat, if we do not change the way we generate electricity.

As a responsible leader, we announced our Climate Vision 2050 – our long term strategy to decarbonise our portfolio – in 2007. Through Climate Vision 2050, we announced our target to reduce emission intensity of our portfolio from 0.84 kgCO₂/kWh in 2007 to 0.2 kgCO₂/kWh by 2050. Climate Vision 2050 also provides much needed clarity on 'how' and 'when' aspect of this strategy by clearly announcing intermediate goals and approaches to achieve it. I am happy to inform that during this journey from 2007 to 2016, we grew our renewable energy portfolio from 827 MW in 2007 to 3,090 MW and managed to reduce our emission intensity from 0.84 kgCO₂/kWh to 0.82 kgCO₂/kWh. I believe this is very good case study demonstrating '*how to integrate sustainability in your strategy*' and leading by demonstrating change.



Ernst & Young LLP

Mr. Chaitanya Kalia

Partner - Advisory Services, Climate Change & Sustainability

Our current global CEO Mark Wienberger joined EY in 2013. For the one year when he was CEO Elect, he travelled around and met several people in EY offices and clients around the World. He created a vision for 2020 – he coined the purpose – **building a better working world**. This purpose is followed avidly by all for business activities. Values, culture, purpose are core to our practice and principle of sustainability is significantly important.

Innovation is becoming a key pillar for sustainable development. While industry may seek innovation to save money, ultimately it conserves the resources. Process related innovation is being pursued to lower costs on energy and input resources. Several industries particularly those in manufacturing are inventing for this purpose.



Essar Foundation

Mr. Deepak Arora

Chief Executive Officer

Sustainability and economic viability in businesses are integral components and are not to be looked at in isolation; this is perhaps a more powerful approach rather than policy and regulatory outlooks. With the law in force, there is a growing acknowledgement within industry on importance of long term strategies to sustainability and CSR. We execute strategically designed programs around health, education, livelihoods, inclusion, skill development and entrepreneurship based on horizons of five-ten years, through greatly experienced dedicated teams of professionals.

There is also a felt need for experience and knowledge sharing platforms, cross-cutting diverse sectors like media, NGOs and academia besides business leadership and CSR. To us, collaboration is key to sustainability. Therefore, through 'Knowledge Series' we have been actively endeavouring to convene neutral discussions on the most relevant issues, besides fuelling collaboration opportunities for concerted action. This one-of-a-kind platform is ambitious in collectively seeking to give a direction to sustainability approaches in India. The evolving perspectives are gradually leading to a common understanding, bringing all players, government, industry and communities on the same page.



Eureka Forbes

Mr. A. V Suresh

CEO, Forbes Professional

Sustainability means to maintain whatever has been started at a certain rate or level. At Eureka Forbes, we follow a different definition of Sustainability. For us, Sustainability means "Relationships" which resonates with our tag line - "Your friend for life."

We believe that in order to achieve "sustainability" in whatever we do, it has to be imbibed in as a "Culture" at all levels. And that is why we don't have a Chief Sustainability Officer in our organization. We believe that if you want the outcome to be sustained, it can be achieved only if there are sustenance measures which are owned by each and every person in the system.

At Eureka Forbes, all our work is focused on the 5 elements of nature (Water, Air, Fire, Earth and Environment). Since we are in this noble business, CSR has always been a way of Life at Eureka Forbes! Having said that, we were the first one to introduce a call centre called "EuroAble" which is 100% manned by people with special needs wherein we train them for call centre operations and pay them as per industry standards. Apart from this, we also install Water Purification Plants and Products across rural & urban areas at Schools, Colleges, Hospitals, Public places like Railways, Bus Stations, Temples, etc. which provide clean and safe drinking water to the needy, in association with other Service Partner Organizations, serving the people at the bottle of the pyramid.

We have also developed "Socially Sustainable Model" where we encourage local self-help groups to run the community water plants, sell water at a subsidized rate and use revenue generated through this sale, to maintain the plant & sustain themselves. This kind of model is a classic example of "Sustainability"!



Glenmark Pharmaceuticals Ltd.

Dr. Rajan Sharma

Vice President & Head Corporate EHS

For Glenmark, the definition of sustainability is evolving and we are imbibing sustainability principles at every stage from development to manufacturing to supply. Every action that we take at Glenmark is driven by our mission of enriching lives across the globe. Glenmark's vision is to emerge as a leading integrated research based global pharmaceutical company. Our long term goal is to discover possibilities and make lives of patients better across the globe by developing cures for unmet medical needs and provide quality products at affordable cost.

At the operational level, our commitment is reflected in efforts to minimize our environmental impacts and ensuring the well-being of all employees. While we continue to implement various projects for creating a cleaner natural environment and safer working conditions at our manufacturing facilities, we are steadily enhancing our focus on Environmental, Social and Governance (ESG) aspects at a strategic level. Our Corporate Social Responsibility initiatives provide us an opportunity to bring a positive change to the lives of the less privileged.



Hindustan Unilever Limited

Mr. Prasad Pradhan

Head, Sustainable Business & Communications

Hindustan Unilever Limited (HUL) has a simple but clear purpose – to make sustainable living commonplace. HUL's vision is to grow the business, whilst reducing environmental footprint and increasing positive social impact. This vision has been codified in the Unilever Sustainable Living Plan (USLP) which was launched in 2010. The Plan is our blueprint for sustainable growth.

We believe this is the best long-term way for our business to grow. In fact, growth and sustainability are not in conflict. Placing sustainability at the heart of our business strengthens our relationships with stakeholders and helps us succeed as a business and help us mitigate risk across our operations. By cutting waste and reducing use of energy, raw materials and natural resources, we increase efficiencies and cut costs, while becoming less exposed to the volatility of resource prices.



Jain Irrigation Systems Ltd.

Mr. Atin Kumar Tyagi

Manager, Sustainability, Climate Change, Water Management Systems

For us, sustainability is not something which we start thinking now. It has been there since inception – from day one – it is embedded in our ethos, in our philosophy and in our practice. Our Founder Chairman Dr. Bhavarlal Jain set us a mission four decades ago- “Leave this world better than you found it”. We are strongly driven by our founder’s conviction; we bring innovations in the field of agriculture, irrigation, food technology and green energy sectors and help create a better world for all. Today more than 6 million farmers are participating in the inclusive growth created by our pioneering solutions worldwide.

All the products and services are in the harmony of organization’ mission. At the level of major product lines – we comply – in order to achieve efficiency or lessen the environmental impact. Our products contribute to increase in crop productivity while ensuring the conservation of precious resources (e.g. water and electricity). Our businesses like micro irrigation, piping systems, tissue culture, renewable energy and agro-processed products etc. all have minimum impact on environment – they conserve natural resource. Micro irrigation systems use 50% -60% less water, 30-40% less electricity and fertilizers and increase production by 30-200% depending upon crop, soil and farming practices. For example recent estimates product impact by 2016 showed that our micro- irrigation systems have saved water in the tune to 49 billion cubic meters and also saved close to 9000 Gigawatt of energy which is equivalent to 8.09 million tons of CO₂ emissions reductions. We believe that ‘resource to root’ approach is the key to create a sustainable agri-business model in India and across the globe.



JSW Group

Dr. Suman Majumdar

Chief Sustainability Officer

The Vision of the company is - global recognition for quality and efficiency while nurturing nature and society with a mission of supporting India’s growth in core economic sectors with speed and innovation.

The JSW Group values natural resources, and has always taken extra efforts to minimize its environmental footprint. For example, the effective life of mines has been extended by utilizing commonly unused low grade of iron ore through beneficiation plants, thereby ensuring raw material security. Further, modifications in the fuel blend helped to improve the economic bottom-line significantly. JSW Steel has invested in innovation not only to reduce dependence on high quality iron ore, but also to improve productivity and efficiency, enhancing its product portfolio, and better preparing itself for future growth opportunities without compromising on the needs of the neighboring communities. Although India is endowed with a rich mineral deposit base, it needs to be tapped sustainably to enable growth from a long-term perspective, thereby paving the way for a self-reliant nation



KPMG

Mr. Santhosh Jayaram

Partner & Head -Sustainability and CSR Advisory

Sustainability is a continuous process of unlocking value creation opportunities and manage risks. This means comprehending the externalities and understand the implications for corporate value. This will help developing response strategies that protect and create value both for shareholders and for society.

In KPMG experience of the Indian industry – A new vision of value is emerging connecting/interlinking corporate and societal value creation. The time has come for the corporates to align their value creation to value creation in society as a whole. This is supported even globally with the advent and evolution of frameworks, protocols and standards that will help measure the value. The recent recommendation from SEBI to top companies to do integrated reporting should be seen as one step in this direction. The Integrated reporting is possible with Integrated Thinking.



L&T

Mr. P. S. Mallik

Head, CSR & Sustainability

‘Consume Less to Produce More’ has been the age old guiding principle of sustainability and is as much relevant even today as it has been in the past. We always refer to the triple bottom-line where profits or financial growth is only one corner of the tringle. Our business performance is intricately interwoven with our endeavors towards social commitment and environment protection. Doing business responsibly goes beyond mere compliance because any adverse impact on the environment and the society possess eminent business risk. As a responsible corporate entity, we must align ourselves with our Nation’s priorities of pursuing an integrated approach towards sustainable growth.



Mahindra Group
Mr. Anirban Ghosh
Chief Sustainability Officer

Sustainability is a new lens for business strategy formulation in a world where climate change is a reality. It adds a new resource efficiency dimension to operations and a key challenge is to integrate sustainability into regular work of each business function.

The seriousness of the need for sustainability actions comes from the fact that we are using more resources than nature can replenish and this is reflected by the Earth Overshoot Day occurring earlier each year.

Through sustainability actions Mahindra aims to build enduring business by rejuvenating the environment and enabling stakeholders to Rise.



Monsanto
Mr. Mahesh Chandak
India-Africa ESH and Human Rights Lead

Monsanto Company is a leading global provider of technology-based solutions and agricultural products that improve farm productivity and food quality. We remain focused on enabling both small-holder and large-scale farmers to produce more from their land while conserving more of our world's natural resources such as water and energy.

In India, our vision is to partner the nation and its farmers in their quest towards prosperity and progress through our high-yielding DeKalb corn, Seminis vegetables and Paras cotton seeds; in-the-seed insect protection Bollgard Bt cotton biotechnologies; on-ground farmer extension and mobile-based farmer AgVisory® services offering customized crop management recommendations from sowing to harvest. Our Public Private Partnerships with six State Governments benefit over 1,75,000 farmers and sustainable agriculture programs with NGO partners benefiting 10,000+ small and marginal land holders.

Our goals for climate change and sustainability include improving agriculture, conserving resources such as water, reducing carbon footprint and achieve carbon neutral crops across the agriculture life cycle.

We are committed to reporting in accordance with the Global Reporting Initiative and supporting the United Nations Sustainable Development Goals. We remain committed to the 10 Principles of the United Nations Global Compact, filing our Communication on Progress and taking affirmative actions to address these critical areas. Sustainability is firmly embedded in our core business strategy, operations and products. We will continue to develop best in class innovations and demonstrate our commitment to advancing sustainable agriculture.



Siemens Ltd.

Mr. Soumitra Duttgupta

***Vice President & Head – Environment Protection,
Health Management & Safety (EHS)***

Sustainability means profit, people and planet, all of which are inter-related. People form the employees, suppliers, or communities that we work with. All these three are integral to the business.

We have a Sustainability Policy which originates from the set of principles from our HQ in Munich, Germany. Our objective is to reduce our global carbon footprint by 50% of the 2015 values, within 2020 and become carbon neutral by 2030.

EHS is a core value of our company and is based on a culture of Zero Harm. We have well-defined processes & metrics which are applicable all across the organization. A dedicated and structured organization ensures that EHS is always an integral part of our business.



Tata Chemicals Ltd.

Ms. Alka Talwar

Head, Sustainability

Sustainability is the long-term vision for an organization. It can be explained in how we at Tata Chemicals become responsible citizens and how we ensure that whatever resources are used and released into the environment does not create an adverse impact on the society.

We have a structured process which we follow while developing new initiatives in CSR and Sustainability. Every year we have a strategy workshop wherein the entire team comes together to review what we have done so far, do impact assessment and then plan for the future. Every three years we get an external agency to help us figure out where we reached, what is the impact, where are gaps and son.



Tata Power Company Ltd.

Mr. Prashant Kokil

Chief Sustainability Officer (MO)

At Tata Power, Corporate Sustainability integrates economic progress, social responsibility and environmental concerns with the objective of improving the quality of life for all stakeholders, now and for generations to come. We view it as an opportunity to make a difference and remain committed to the issues of resource conservation, energy efficiency, environment protection and enrichment and development of local communities in and around our areas of operations.

In our drive towards clean environment, we are trying to set standards in the development and implementation of cutting edge eco-friendly technologies and processes for energy management. We have recently announced our intention to bring carbon capture and storage technologies from the research and pilot stages into large scale commercial application. We are working with policymakers and regulators to advance technology, strengthen the renewable energy portfolio, accelerate the development of cost effective energy efficiency programs and manage consumers' demand for electricity. We have to work with our stakeholders if we are to make significant progress in this direction.



Yes Bank Ltd.

Ms. Namita Vikas

Group President & MD ,

Climate Strategy & Responsible Banking

Since inception, YES BANK has made sustainability one of its highest priorities, embedding it deep into its core business strategy and bringing the sustainable development agenda into the mainstream. The Bank strongly believes in the transformational role that financial institutions can and must play in advancing business sustainability goals and leads the sector in this endeavor through an ethos it calls Responsible Banking.

Through Responsible Banking, YES BANK identifies pathways to deliver positive socioeconomic impact, create shared economic, social and environmental value for all stakeholders, and deliver sustainable development outcomes, at both local and global levels.





Methodology:

- The survey was conducted through a personal interview with the senior sustainability professionals and their teams responsible for sustainability and environmental management in the organization.
- Appointments were sought to meet at least for an hour.
- The survey questions were shared through email before the meeting.
- A team from EMC LLP and Bombay Chamber conducted the interview, recording the conversations.
- Transcripts were prepared for later analysis.
- The analyses was shared with the respondents and their comments were incorporated into the final report.

Why personal interviews?

At the start of this project it was decided that we would need to meet with top and senior management in order to get the overview on sustainability for the organization as a whole.

We realized that sustainability reports would provide the data and information that we could use, however the insight and vision we were looking for would only be possible through an informal, conversational type of setting.

As was experienced, we found all the interviews conducted to be valuable because of the face to face interaction and discussion mode of the interview.

Immediate feedback received from the interviewees reinforced our view of the value of a personal meeting as opposed to an impersonal and distant online survey form.

For example:

- In some cases where we met with 4-5 members of a team it was found that the team benefited from learning the history and evolution of sustainability from those team members who were in the company for the longer duration of time.
- In some interviews we found that our questions gave the interviewees an opportunity to introspect on their definition of sustainability and learn for themselves whether their definition was evolving or complete.

Before meeting the interviewees we informed them that the questions were being used to guide the conversation and they were free to expand more on any particular section as they felt the need. We allowed the conversation to be free flowing with scope for the interviewees to decide on what they wished to share and how much they wished to share. **All interviewees were assured that they would be provided a draft of the complete report before it went to print to provide an opportunity for them to check if their views were correctly represented.**

We found that personal interviews gave us the opportunity to experience firsthand the dynamic amongst the teams affording a glimpse into the working lives of those tasked with incorporating sustainability practices into business processes.

The majority of the interviewees were well known to both the EMC LLP and Bombay Chamber teams which brought in a comfort level in discussing the various challenges and successes faced on a daily basis. The informal setting of the interview opened up the conversation around sustainability providing a real and valuable insight.

Time frame

When conceiving the project, we intentionally reached out to a larger target audience in order to achieve our target of 20 organizations representing various business sectors. **We began the process of contacting and meeting with the organizations from October 2016 and completed the last interview in July 2017.** The transcriptions, collation and analysis was conducted over the month of August 2017.

What other surveys were reviewed, and what were their findings?

A number of Sustainability related surveys have been conducted in the recent past by various organizations in India and across the world.

We looked closely at a few of the past surveys in order to avoid duplicating specific areas of study and to ensure there was no overlap in the questions.

Our main intention was to seek out new and valuable insight in the workings of those departments in charge of sustainability. Annexure A presents highlights of the surveys we studied:

What questions did we ask in our survey?

We developed the questions to follow a structure that would flow logically from the understanding and definition of sustainability followed by initiatives undertaken, challenges faced, successes achieved and the lessons learnt. These questions lead us to learn more about what triggered thinking on sustainability and what drove sustainability performance

We ended with a question about the future of sustainability for the organization and the industry as a whole. The discussions led to their interpretation of what Sustainability means to them and how they see business transforming themselves in order to sustain in the future.

A semi-structured and informal style of engaging with questions led more to knowledge sharing rather than mere information collection.



The questions our survey followed were as below:

Survey Questions

1. We understand that definition of 'Sustainability' in business is evolving for every organization. One definition to fit all is not possible. What does Sustainability mean to you and for your organization?
2. When did you start talking about it? According to your definition, where do you stand today? What are your plans to live your vision/definition?
3. Operational Questions
 - a. Do you have a Sustainability policy/ framework?
 - b. Exclusive unit that work on/for it - team strength?
 - c. CSR, Sustainability and EHS – separate or common units?
 - d. Sustainability Reporting – how many years?
 - e. External Assurance/ Audit?
 - f. Top management involvement at what level?
4. Major efforts (top 5) to mainstream sustainability in your organization? What is your USP on Sustainability?
5. Highs and lows of implementing / mainstreaming sustainability, (at concept level in the organization and at operational level)
6. Does Business Risk assessment have E&S factors mainstreamed? If yes, does it get reflected in your policy, operations, approvals etc.? Is E&S risk identification limited to compliance?
7. Employee engagement on sustainability – do you have this feature?
 - a. If yes, how do you do it? In what areas? Advantages perceived?
 - b. If no, do you think it is required in your organization? At what level is it required? In what areas? What will be acceptable? Challenges perceived?
8. Inclusion of sustainability efforts in Supply Chain (upstream/ downstream)

About the study

- a. If yes, how, what, when....explain the details
- b. If no, do you think it is required in your organization? What will be your key stakeholders? And in what aspects - procurement, EHS, technology, labor policies etc.?
9. CSR & Sustainability in the organization.
 - a. Does your company fall under the recent CSR mandate under the Companies Act? If, yes then when did you start activities under CSR? Have you been doing such activities even before the mandate? When? What are the themes under CSR for e.g. Health, Women & Children, and Environment etc.?
 - b. If Environment, what themes – water, waste, biodiversity?? What had been your strategy? more details – on selection of areas, NGOs, monitoring of impact.
10. Has 'Sustainability led to any innovation – big or small in conducting simple activities / bigger operations?
11. Communication of Sustainability
 - a. Report types, its reach – internal & external
 - b. Reporting guidelines – challenges, budgets, benefit/cost ratio
 - c. Has it streamlined the information flow or it requires a new format to be generated every year
 - d. Are you using Software solutions for streamlining data flow?
 - e. In your opinion, what is the future of sustainability & business?
12. Any specific training needs specific to organization?
13. Any recommendations/ comments?



Overview

Our selected target audience comprised of 20 Large Corporates



We present below their short description

Sr. No	Company	About	Sector
1	Aditya Birla Group (ABG)	Aditya Birla Group an Indian multinational conglomerate in Worli, Mumbai, India is the third-largest Indian private sector conglomerate.	Viscose staple fibre, metals, cement, viscose filament yarn, branded apparel, carbon black, chemicals, fertilizers, insulators, financial services, telecom, BPO and IT services.
2	ACC Limited	ACC Limited (Formerly The Associated Cement Companies Limited) is one of the largest producers of cement in India.	Cement
3	Asian Paints	Asian Paints Limited is an Indian multinational paint company headquartered in Mumbai, Maharashtra. The Company manufactures, sells and distributes paints, coatings, products related to home decor, bath fittings and related services. It is India's largest and Asia's fourth largest paints corporation.	Paint

Sr. No	Company	About	Sector
4	Clariant Chemicals (India) Limited	Clariant Chemicals India Ltd is a Switzerland based specialty chemicals manufacturing company. The India office is headquartered in Thane. It also largest producer of Pigments, Textile Chemicals & Leather Chemicals in India.	Specialty Chemicals
5	CLP India Pvt. Ltd.	CLP India is a wholly owned subsidiary of CLP Holdings Limited, which is listed on the Hong Stock Exchange and is one of the largest investor-owned power businesses in Asia. CLP India is the largest foreign investors in the Indian power sector.	Renewable energy, supercritical coal and gas fired generation,
6	Ernst & Young LLP	In India, EY is a provider of advisory, tax, transactions and assurance services.	Consulting
7	Essar Foundation	Essar began as a construction company in 1969 and diversified into manufacturing, services and retail. Essar Global Fund Limited is an Indian conglomerate group based in Mumbai, India. The Fund is a global investor, controlling assets diversified across the core sectors of Energy, Metals & Mining, Infrastructure and Services. Essar Foundation is the Corporate Social Responsibility (CSR) arm of Essar	Energy, Metals & Mining, Infrastructure and Services
8	Eureka Forbes	Eureka Forbes Ltd is a consumer goods company based in Mumbai, India. It was founded in 1982 and is a part of the Shapoorji Pallonji Group. The company has a current base of 15 million consumers with more than 450 locations and 18,000 dealers in India. It also has a global footprint across 35 countries.	Water purification, vacuum cleaning, air purification and home security solutions.
9	Glenmark Pharmaceuticals Ltd.	Glenmark Pharmaceuticals is a pharmaceutical company headquartered in Mumbai, India that was founded in 1977 as a generic drug and active pharmaceutical ingredient manufacturer.	Pharmaceutical

Sr. No	Company	About	Sector
10	Hindustan Unilever Limited	Hindustan Unilever Limited (HUL) is an Indian consumer goods company based in Mumbai, Maharashtra. It is owned by Anglo-Dutch company Unilever which owns a 67% controlling share in HUL as of March 2015 and is the holding company of HUL.	Foods, beverages, cleaning agents, personal care products and water purifiers.
11	Jain Irrigation Systems Ltd.	Jain Irrigation Systems Limited (JISL), is an Indian multinational company with manufacturing plants in 30 locations across the globe. JISL, its subsidiaries and associates are engaged in providing solutions in agriculture, piping, and infrastructure through manufacturing of Micro Irrigation Systems, PVC Pipes, HDPE Pipes, Plastic Sheets, Agro Processed Products, Renewable Energy Solutions, Tissue Culture Plants, Financial Services and other agricultural inputs since more than 34 years.	Agriculture, Agro- Processing and Renewable Energy
12	JSW Group	An \$11 billion conglomerate, JSW Group is one of India's largest diversified business conglomerates.	Steel, Energy, Infrastructure & Cement
13	KPMG	KPMG is a professional service company and one of the Big Four auditors, along with Deloitte, Ernst & Young and PricewaterhouseCoopers. KPMG in India is a provider of risk, financial & business advisory, tax & regulatory services, internal audit, and corporate governance.	Consulting
14	L&T	L&T is a major technology, engineering, construction, manufacturing and financial services conglomerate, with global operations	Engineering, Construction, Manufacturing, Financial Services
15	Mahindra Group	The Mahindra Group is an Indian multinational conglomerate in Mumbai, India, with operations in over 100 countries around the globe.	Aerospace, agribusiness, aftermarket, automotive, components, construction equipment, defense, energy, farm equipment, finance and insurance, industrial equipment, information technology, leisure and hospitality, logistics, real estate, retail, and two wheelers

Sr. No	Company	About	Sector
16	Monsanto	Monsanto India Limited (MIL) - a subsidiary of the Monsanto Company, USA. More than six decades in India, MIL focuses on maize and agricultural productivity. MIL uses advanced research in maize cultivation, access to a wide library of global maize germplasm, breeding technology and techniques, new high-yielding hybrid seeds, best-in-class manufacturing facilities, extensive agronomic activities and on-farm technology development.	Agriculture
17	Siemens Ltd.	Siemens in India is a powerhouse in electronics and electrical engineering. Siemens Ltd., in which Siemens AG (Germany) holds 75% of the capital, is the flagship listed company of the Siemens group in India. It has a nation-wide sales and service network, 22 manufacturing plants and employs about 16,000 people.	Energy generation, transmission, distribution and consumption, value-added services and consulting.
18	Tata Chemicals Ltd.	Tata Chemicals Limited (TCL) is an Indian global company headquartered in Mumbai, India. The company is one of the largest chemical companies in India with significant operations in India and Africa. It is a subsidiary of Tata Group conglomerate.	Chemicals, crop nutrition and consumer products
19	Tata Power Company Ltd.	The Tata Power Company Limited is an Indian electric utility company based in Mumbai, Maharashtra, India and is part of the Tata Group.	Integrated power company with wind, solar, hydro and thermal energy space along with transmission & distribution.
20	Yes Bank Ltd.	YES BANK, India's fifth largest private sector Bank with a pan India presence across all 29 states and 7 Union Territories of India, headquartered in Mumbai, is the outcome of the professional & entrepreneurial commitment of its Founder Rana Kapoor and its Top Management team, to establish a high quality, customer centric, service driven, private Indian Bank catering to the future businesses of India. The Bank has adopted international best practices, the highest standards of service quality and operational excellence, and offers comprehensive banking and financial solutions to all its valued customers.	Corporate, Emerging Corporate, Commercial Business, Retail & SME, Government, Indian Financial Institutions, International Banking, Financial Markets, Investment Banking, Business and Transaction Banking, Merchant Banking, Sustainable Investment Banking, inclusive & Social Banking and Wealth Management business





Definition & Understanding of Sustainability

Sustainability means different things to different people. During the course of the study, we did not expect one definition since different organizations interpret Sustainability as best applied to their business and what matters most to them and their stakeholders such as investors and customers.

We were pleasantly surprised to find definitions quite unlike the commonly accepted definition of the Brundtland Report in their report “Our Common Future” released in 1987. This report coined and defined the term ‘Sustainable Development’ as “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

We realized that the understanding of what is sustainability is also evolving among a few organizations who are unconvinced about the commonly accepted definition and carving out their own understanding by learning more about the subject through applied experience, strategic consultations and practical applications.

Common phrases used to define sustainability included responsible growth, value-add through sustainability, conserving natural resources through inclusive growth, produce more with less, profit, people and planet and “integrating economic progress, social responsibility and environmental concerns with the objective of improving the quality of life for all stakeholders, now and for generations to come.”

Uncommon phrases for the same included less problems and more solutions, making sustainable living commonplace, sustainability means relationships and lastly, newly articulated but ancient wisdom.

Across the board the interviewees felt that sustainability was relative to each organizations’ business interests. Sustainability clearly meant more than financial success. However if an organization did not apply metrics to monetize the benefits of sustainability then they would be less able to share and communicate the value of Sustainability with and across the stakeholders.

Top focus areas

Majority of the organizations studied under this project stated their key focus areas as Energy, Water and Green House Gas (GHG) Emissions.

Every business is already on track to achieving targets set by and for themselves for achieving energy efficiency by 2020, 2030 and 2050. All of them have initiated a number of initiatives to improve energy efficiency in their business operations. Many have implemented renewable energy solutions to reduce their dependency on conventional or fossil fuel based sources of energy.

Water being a scarce resource is recognized as one of the critical factors to continuing doing business in the immediate, near and long-term future. All organizations surveyed mentioned initiatives on recycling of waste water. Being a common good, organizations have embarked on community engagement and taken initiatives to conserve and share this valuable and increasingly scarce resource. Water intensive organizations are particularly concerned about the availability and accessibility to water given its competitive use across other stakeholders such as the local communities and other businesses.

All organizations are going beyond compliance. Being leaders in their sectors and by sheer size they have taken the responsibility of leading the way in undertaking initiatives to ensure resources are used cautiously and more efficiently. Many are speaking of sustainability as being ingrained in the business itself by focusing on resource use efficiency and resource recycling.

Lower on the priority but equally important are the focus areas of environmental management, health and safety. Most of the organizations are leaders on Environment, Health & Safety (EHS) especially since their risks of non-compliance are high and the material extraction and production processes they use have high potential for hazards. In fact for some, sustainability has evolved from the solid foundation built on EHS systems and processes.

Mahindra shared with us the process and evolution of their sustainability journey – from following international convention to detailing the focus areas which meant the most to their business. For each focal area, targets were set and the commitments were made.

Asian Paints went through a strategic consultation workshop with all levels of the management and employees. Many questioned the popular concepts of sustainability and this led them to carve out their own meaning, identify targets and a roadmap.

Challenges & Successes of Implementing

All the organizations shared the common experience that challenges in implementing sustainability initiatives centred on their identified focus areas. For many, running the business within the constraints of externalities such as globalization, resource constraints and political stability was itself a challenge. Given these complexities, the process of communicating, convincing and committing to Sustainability becomes a daunting task.

Successes have been achieved in the form of product and process innovations that would create less waste, or that would use less water or less energy. However resources for upscaling innovation are not always available. Challenges were also identified across the value chain – considering the impact of the product per consumer continues to move up. Thus requiring changes to the larger systems within which business functions.

Some cited the difficulty in reaching optimum pricing for example on renewables. A shift to Solar is expected if the prices for solar become more reasonable.

Overall the organizations find that there is a cost to transitioning to sustainable businesses especially in case of low appetite from stakeholders –less encouragement from the Government, no enough of a push from the consumer and low interest from employees.

■ Key Findings

There is a need to bring companies together to share the implementation experience and share best practices in the form of a Forum. This Forum could advocate needed policy strengthening and reforms by lobbying with the Government towards recognitions and concessions.

All the companies had many success stories to share. **Siemens** informed us of the high priority on EHS, especially Safety, in their organization. Siemens is conscious of creating a workspace that is safe for people as well as the environment.

ACC spoke about the challenges of working in a resource intensive business like the cement sector and attaining a balance – conserving environment while remaining financially viable.

Risks & Opportunities

Business risks are an area of concern for all organizations. In the recent past, many are discovering risks due to adverse impacts to the environment and as a consequence, the potential fallout with those stakeholders who have the most to lose i.e. the community, investors and employees of the organization concerned, in that order.

All the organizations we spoke with explained the inclusion of environmental and social risk as considerations in their risk management plans. Clearly there are the Industry leaders who are ahead of the others in their thorough understanding of short and long-term risks and the need to address both irrespective of the perceived delay in the return on investment. Longer terms risks are expected to be taken more seriously and dealt with accordingly be it investments in research and development for innovative technologies and the like.

At times Risk Assessment is included in the Policy and Guidelines. Thus, for some E&S risk identification goes beyond compliance in managing these risks. Especially in cases where there is no requirement or mandate and yet the company adheres to their internal standards to perform Environmental & Social Impact Assessments. Often these are driven at the Group level in a bid to match International Standards.

Environmental audits and risk assessments are conducted by outside third parties on a regular basis. Risk management reports are submitted and presented to top management so that efforts are sharply focused and managed with appropriate rigor. Organizations also have Enterprise Risk Management systems and frameworks where E&S factors are mainstreamed. Also there is the existence of a Risk Committee and/or a Chief Risk Officer - here the responsibility is to anticipate potential risks before taking on a project or predicting the possible risks. Risk are identified according to low, medium or high and mitigation plans are drawn up to address them appropriately. The precautionary approach is also adopted and incorporated into the process of environmental and social risks identification and mitigation.

Businesses have eliminated harmful by-products from their processes in an attempt to reduce risks and liabilities across the life cycle, clean up their image and brand. No company wishes to risk losing face for example on release of hazardous residues to ground water adversely impacting the community that relies on the water for various purposes.

Organizations are keen to ensure that safety is a priority - one way of achieving it is through product innovation. Resources are invested to ensure that the level of risk to all those associated with the product through its life cycle are safe as also the environment.

Organizations are looking closely to understand the interlinkages existing in their operations and processes for example where waste water can be recycled and reused in the processes. Importantly steps are taken to reduce emissions, especially of GHGs by switching to renewable sources of energy and cleaner production techniques.

■ Key Findings

E&Y shared with us that they had come up with top global risks which are being exhibited by companies in India causing global disruptions - top among the top 10 are sustainability and climate change.

KPMG's experience of the Indian industry has found that there is a change in the thought process from talking about saving something (environment) and moving towards understanding the risks involved and therefore taking steps to address the same – for e.g. if a business is dependent on water then they will take those steps to address the risk of water scarcity

Supply Chain

We found that only few organizations have begun looking at Sustainability across their supply chains. There are few leaders who have put in place policies and requirements to bring up the standards of their vendors and suppliers.

Organizations however recognize that it is a risk to ignore the supply chain since any slip up on this front will mar the company image and hurt the brand. Not only that, the safety of employees may be compromised. As a result, these companies are renaming departments to include supply chain management, setting up procurement conditions asking for management systems (like ISO 14001 and OHSAS 18001) and forming supplier forums to support smaller companies. These requirements and facilitation is expected to raise the bar and help to monitor risks as well as improvements. Some organizations have stipulated business codes of conduct on infringement of laws like child labor and human rights and have developed guidelines which the vendors are required to sign and adhere to.

HUL works with their large supply chain through a special programme aimed to reach sustainable sourcing for raw materials. They believe that the entire supply chain both upstream and downstream are integral their efforts to achieving sustainability.

JSW Group's code of conduct and policies relate to work conditions, human rights, environment and safety – all of this is applicable to their suppliers as well. Supply chain engagement and audits happen at a regular basis. The role of the Board and corporate governance in reviewing and providing direction for JSW Steel to design and implement initiatives is noteworthy if not unique.

Innovation

We expected that Innovation would be everywhere among the organizations we spoke with. All shared some form of innovation or other - either in the ways of doing business, or managing the business or in the operations and processes including product design. Businesses believe that innovation promises to reduce dependence as well as improve productivity and providing opportunities.

Many suggested that Innovation and Sustainability are closely linked. Innovation has led to organizations opening up a green portfolio for new business. Today more and more organizations are moving towards innovation and hoping to bring in sustainability through this route.

Improvements in systems, processes, including materials and technology used are deemed as innovation for sustainability. Leading organizations are also teaming up with academia and investing in research, startups and such efforts, to develop new technologies. Green or greener products are seen as innovation - especially for resource and material intensive industries. A sizable amount of investment is spent on R&D for such innovation which is expected to save money as well as lessen the adverse impact on society and environment. Some organizations are highlighting such innovations on the canvas of their corporate philosophy on Sustainability.

CLP India innovated to conserve natural resources like water and reducing large quantities of waste at source. Essar Foundation was candid in sharing with us that sometimes an innovation may not succeed at all. However the experience gained from a failed innovation can be invaluable to readdress the issue or opportunity with a renewed and balanced approach. No effort in exploring creative solutions is ever wasted.

Corporate Social Responsibility (CSR)

Largely the focus of all CSR activity is aimed at the benefit of the community. Most initiatives are in the areas of Education, Health & Sanitation, Skill Development and creation of Livelihoods. There are some initiative which are linked and tackle more than one issue at the same time during the same program - for e.g. education is linked to empowerment through livelihood and skill development which in turns ensures nutrition and health. Themes chosen under CSR are rarely purely for environmental sustainability however sometimes these may be indirect beneficiaries for example rebuilding a watershed area for meeting the future needs of the community also ensures that the biodiversity in that area is restored and conserved.

Because the interpretation of how CSR applies to a business rests with that business then often it is free to offer services to other businesses to spend their CSR using their programs. In a way this works for both organizations to achieve their CSR compliance.

In line with the organization's business, some offer to support the community with their needs for example a cement manufacturing company provides low cost housing to the community. Areas for implementing CSR projects are usually around the location of the organization's projects or manufacturing facilities and units. Community transformation is the main objective of all CSR initiatives - organizations wish to exit the CSR location while handing over the project to the community setting it up in a way that ensures it is sustained long after they leave.

Many organizations set up their own foundations to run their CSR programs. Often the employees of the organization are roped in through volunteering programs to provide community service in the form of teaching, managing health programs and making donations. There are a few organizations who tie up CSR to the employees' deliverables. We found that sometimes compliances to CSR forms part of the KPI for the Managing Director of the business.

CSR expenditures often exceed the 2% PAT requirement as per the companies act. Many businesses have been offering community support services even before the mandate and continue to do so without the pressure of the requirement.

Large organizations find their CSR directives being derived out of the vision and mission of the Group as a whole. Each organization personalizes the programs and gives it a brand so that it is able to harness the goodwill that is the natural result of such work, if done well.

Of course, all business do not fail to take advantage of any opportunities that come up by way of doing CSR. It's almost standard practice to do so. Any CSR initiative that forms the logical extension of the project undertaken by the business is bound to be conducted.

L&T is considered The Builders to the Nation and they have adopted the tagline, 'Building India's Social Infrastructure', as a theme for their CSR. They have closely linked their CSR programs with their strengths and core values and they take on the responsibility of supporting the communities around their locations.

Jain Irrigation believes in community service as part of the corporate ideology. As their business already lends itself to rural development, CSR becomes a natural extension of the service they offer.

Employee Engagement

Training of employees is believed to be an essential step in the organization's roadmap to achieving targets, increasing shareholder value and growing the bottom-line.

Raising awareness of the human resource on Sustainability and ensuring their meaningful engagement with the associated initiatives is critical. Every organization we spoke with shared their ideas, activities and experiences in this important area. The general feeling is that the business will not be able to conduct sustainability initiatives without the involvement, constant support and understanding of its employees.

Increasingly we have found that organizations are combining their awareness and training programs with volunteering for social and environmental causes. In blending the two, they are achieving the objectives of capacity building as well as sensitizing human resources towards sustainability. Cross functional teams are set up of employees who perform an additional role of a sustainability champion. The teams work together in designing and conducting activities and providing support to the small, core committee in the corporate office.

Employees are also urged to improve their professional performance as well as sustainable lifestyles influencing their family and neighborhood. The bonus is when the employees show genuine interest in the activities planned and demonstrate their loyalty and pride in being part of the Sustainability program of the organization.

Clariant Chemicals shared with us that without employee engagement implementation of sustainability related initiatives was not possible. Their employees take active part in ensuring safety is prioritized in the workspace and the recommended measures are strictly followed.

Eureka Forbes have a number of activities for employees ranging from sports to fun days - all aimed at providing opportunities to give back to society.

The 4Cs - Future of Sustainability in Business

Business always look for **Compliance, Competitiveness, Continuity and Collaboration**. No organization wishes to downscale or shut down operations. Companies wish to take on positions as leaders in their respective sectors and become key representatives of their Industry.

It may be that organizations may call their effort by any name other than Sustainability however the direction, themes and mechanisms they use echo the ethos. Leaders lead with best practices while Governments keep pace with regulations and imperatives. Governments also encourage businesses to take up targets that are aligned to national targets on global issues of climate change.

With the conversation around sustainability reaching a stage where actions speak louder than words, more and more organizations wish to demonstrate their commitment to the public and the world including their stakeholders.

There are many pressures other than social and environmental perspectives. Maintaining a balance is a huge challenge. How does a business ensure that they continue to operate when the business does not perform well financially?

Here is where many resort to innovation and innovative ways of doing business. Sustainability is often the unintended result of this effort rather than the goal. The goal is to be financially viable. It is 'Smart Sustainability' that the business is looking for.

In all these efforts, collaboration will be key - businesses will need to come together to tackle larger than life issues which affect everyone's future and survival.



Way ahead

From the conversations we have had through this study, we have learnt a number of things about Business and Sustainability.

It is clear that organizations are not just aware of the consequences of inaction on environmental and social issues but are and have been taking deliberate, conscious and proactive actions with pre-determined objectives in mind to leverage on Sustainability.

The themes related to Sustainability that are most relevant to the organization are incorporated into the business plan. Actions are designed around these plans and monitored so that impact can be measured and importantly, communicated. We however still need more evidence to prove that Sustainability is not just ethos or a responsibility but that it is Material and can be monetized.

Through these actions and experiences, it is clear that the business case for sustainability is getting strong. This realization is soon expected to send ripples across the supply chains influencing small and medium enterprises. Certainly, the doctrine on Sustainability is not going to be limited to large corporates and multinationals.

We will also see many organizations investing in Sustainability to spur innovation – there will be an increase in innovative technologies and materials which will improve products and processes. Procurement is expected to become green, emphasizing sustainability attributes of the products in making the choices. Consumers will learn to demand more responsible products. Green Public Procurement is expected to be the game changer influencing both production and consumption. Life cycle thinking will be the new mantra for **achieving Compliance, Competitiveness, Continuity and Collaboration or the 4Cs**.

Investors will see the potential in sustainable businesses as well as those with new green portfolios. Renewables will come within reach of a larger market section. Green bonds is one such instrument that will drive sustainability in business,

Employees will hold greater value for management who will invest more in aligning them to their organization's sustainability goals. The Human Resource Managers may position sustainability related awareness and training as a Primer or core of Induction Program.

In the future, we will see a lot of collaboration where corporates in a particular sector come together on one platform and co-create processes for practicing sustainability. Resource security with looming climate change is going to be the driver.

Sustainability is thus seen as an opportunity – to cut costs, to increase revenue, to innovate, to look good and to stand apart.

Sustainability is now the business strategy to be Future Ready.

Appendix A : Highlights of Some Sustainability Surveys

Key Findings

	Title / By / URL	TOC	Size	Findings
1	<p>The 2016 Sustainability Leaders A GlobeScan SustainAbility Survey</p> <p>http:// www.globescan.com/component/edocman/?view=document&id=250&Itemid=591</p>	<ul style="list-style-type: none"> About The GlobeScan / SustainAbility Survey Introduction Survey Methodology Key Findings Institutional Leaders & Progress Over Two Decades Corporate Leaders Anatomy of Corporate Leadership NGO & Government Leaders Further Information Industry Sector Leaders 	<p>907 qualified sustainability experts completed the online questionnaire from March 23rd to April 21st, 2016 across 84 countries</p>	<p>Non-state actors (NGOs, Social entrepreneurs, academic institutions, and citizen led mass social movements) continue the trend of significantly outperforming all other organizations on their sustainable development (SD) leadership record. Meanwhile, national governments rank at the bottom of the list.</p> <p>Expectations for governments to lead have gradually decreased in recent years, while those for the private sector have been rising.</p> <p>Aligning sustainability strategy with internal culture and values and integrating purpose via a common brand promise are perceived as two key drivers of corporate leadership.</p> <p>Experts recommend that the private sector should apply the SDGs as a lens in goal-setting and risk analysis processes.</p> <p>Experts are critical of industry efforts to transition to sustainable development, all sectors viewed negatively. The forest products sector, biotechnology and ICT companies are considered to be managing the transition the best, while the oil & gas and mining industries are viewed negatively.</p>
2	<p>Evaluating progress towards the Sustainable Development Goals A GlobeScan SustainAbility Survey (16-17)</p> <p>http:// www.globescan.com/component/edocman/?view=document&id=271&Itemid=591</p>	<ul style="list-style-type: none"> Introduction Survey Methodology Key Findings Gauging Society's Progress on Sustainable Development & the SDGs Relative importance of the SDGs and the attention they receive within organizations 	<p>511 qualified sustainability experts completed the online questionnaire from November 22, 2016 to January 9, 2017 across 74 countries.</p>	<p>Most sustainability experts are critical about progress made in the transition to sustainable development and the SDGs. However, since 2005, a positive long-term trend is seen.</p> <p>Non-governmental organizations are perceived as having contributed the most to progress and national governments and the private sector as lesser.</p> <p>Climate Action is considered as the most important Global Goal for society.</p> <p>Climate Action receives the most attention inside organizations.</p>

Key Findings

	Title / By / URL	TOC	Size	Findings
		<ul style="list-style-type: none"> Corporate action on the SDGS Contact 		<p>Corporates say developing products or services in line with the Global Goals.</p> <p>See the goals as an opportunity to align core business activities or innovation efforts with broader societal needs.</p> <p>Fewer report that their companies are not currently contributing or planning to contribute to the SDGs.</p>
3	<p>Sustainability's strategic worth: McKinsey Global Survey results (July 2014)</p> <p>http://www.mckinsey.com/business-functions/sustainability-and-resource-productivity/our-insights/sustainability-strategic-worth-mckinsey-global-survey-results</p> <p>AND http://www.eco-business.com/news/6-things-mckinsey-survey-sustainability/</p>	<ul style="list-style-type: none"> Introduction Sustainability rising Reckoning with reputation What leadership looks like Organizing for sustainability Looking ahead (Looking Ahead: Extend the product life cycle., Look to technology., Focus your strategy.) 	<p>3,000 business executives from companies worldwide, on actions they take to address environmental, social and governance issues, the practices they employ to manage sustainability and the value they give to such initiatives.</p>	<p>More and more companies are addressing sustainability to align with their business goals.</p> <p>Company leaders and all others increasingly see sustainability as a top CEO priority.</p> <p>Companies' current approaches to reputation management vary by industry.</p> <p>The reputation-management activities viewed as most important are not necessarily the most pursued.</p> <p>Sustainability 'leaders' set themselves apart through target setting and a clear strategy.</p> <p>Organizations excel at creating a culture and direction for their sustainability programs, but they struggle with elements of execution.</p>
4	<p>The UN Global Compact—Accenture Strategy CEO Study 2016</p> <p>https://www.accenture.com/in-en/insight-un-global-compact-ceo-study#block-about-the-study and https://newsroom.accenture.com/news/theres-a-clear-path-for-business-on-sustainability-finds-united-nations-global-compact-accenture-strategy-study.htm</p>	<p>The path to 2030 Purpose, value and impact</p> <p>Study themes</p> <p>Accelerating action</p> <p>Stakeholder trust</p> <p>About the study</p>	<p>In 2016—the largest CEO Study to date—over 1,000 survey responses were received, and one-to-one interviews were conducted with more than 50 CEOs of leading innovators across 100 countries and 25 Industries</p>	<p>CEOs identify three critical requirements. First, an urgent need to expand coalitions and partnerships across business, government and civil society to drive greater ambition and achievement on key sustainability issues, including human rights, labor standards, the environment, and anti-corruption. Second, more action at the local level, working with national governments to develop and implement action plans to achieve the SDGs. And third, innovation in new digital technologies and new business models that can enable business to have a greater impact on global challenges.</p>

Key Findings

	Title / By / URL	TOC	Size	Findings
5	<p>Make it your business: Engaging with the Sustainable Development Goals</p> <p>https://www.pwc.com/gx/en/sustainability/SDG/SDG%20Research_FINAL.pdf</p>	<p>Foreword</p> <p>Overview</p> <p>Results at a glance</p> <p>What business prioritizes and why? Is self-interest driving selection?</p> <p>Business is set to cherry pick their SDGs</p> <p>Living in an interconnected world</p> <p>The people perspective – citizens are employees too!</p> <p>Can a focus on SDGs help mitigate risk and optimize opportunity?</p> <p>Engaging with the SDGs – what happens next?</p> <p>Contacts</p>	<p>two separate surveys</p> <p>– one for business and another for citizens – promoted through social media</p> <p>and with PwC clients, United Nations Global Compact (UNGC) members and Global Reporting Initiative (GRI) Members.</p>	<p>SDG awareness amongst the business community is high (92%) compared to the general population (33% citizens aware of SDGs)</p> <p>Government is seen as having prime responsibility to achieve the SDGs by</p> <p>business and citizens alike (49% of business responders and 44% of citizens ranked government first)</p> <p>Business has already started to take action: 71% Despite only 10% business responders ranking business with prime responsibility, 71% business say they are already planning how they will respond to the SDGs.</p> <p>There are distinct gaps in how to engage, especially in areas where tough decisions are required. 13% Only 13% of businesses have identified the tools</p> <p>they need, 29% setting goals, but what gets measured gets managed, what's in an objective gets done.</p>



Acknowledgements

We would like to express our gratitude for the inputs, cooperation and support provided by the interviewees and their colleagues and the team who worked on this publication.

Sr. No	Company	Contact Name	Contact Designation
1	Aditya Birla Group (ABG)	Mr. Tony Henshaw	Chief Sustainability Officer
2	ACC Ltd.	Mr. K. N. Rao	Director - Energy & Environment
3	Asian Paints Ltd.	Mr. Sabyasachi Ghosh Mr. Anirudha Deshmukh	Senior Manager EHS SCRC GM – Corporate Strategy
4	Clariant Chemicals (India) Ltd.	Mr. P. A. Murali Ms. Gracy Alva	VP - Regional Sustainability and Regulatory Affairs Manager – CSR and Sustainability
5	CLP India Pvt. Ltd.	Mr. Dipjay Sanchania	Head - Carbon, Sustainability & Power Markets
6	Ernst & Young	Mr. Chaitanya Kalia	Partner - Advisory Services Climate Change & Sustainability
7	Essar Foundation	Mr. Deepak Arora	Chief Executive Officer
8	Eureka Forbes Ltd.	Mr. A. V. Suresh	CEO, Forbes Professional, Eureka
9	Glenmark Pharmaceuticals Ltd.	Dr. Rajan Sharma	VP & Head Corporate EHS
10	Hindustan Unilever Ltd.	Mr. Prasad Pradhan	Head, Sustainable Business & Communications
11	Jain Irrigation Systems Ltd.	Mr. Atin Kumar Tyagi	Manager, Sustainability, Climate Change, Water Management Systems
12	JSW Group	Dr. Suman Majumdar	Chief Sustainability Officer
13	KPMG	Mr. Santhosh Jayaram	Partner & Head -Sustainability and CSR Advisory
14	Larsen &Toubro Ltd.	Mr. P. S. Mallik	Head CSR & Sustainability
15	Mahindra Group	Mr. Anirban Ghosh Mr. Naresh Patil	Chief Sustainability Officer Deputy Chief Sustainability Officer
16	Monsanto India	Mr. Mahesh Chandak	India - Africa ESH and Human Rights Lead
17	Siemens Ltd.	Mr. Soumitra Dattagupta	VP & Head - EHS
18	Tata Chemicals Ltd.	Ms. Alka Talwar	Head - Sustainability
19	Tata Power Co. Ltd.	Mr. Prashant Kokil	Chief Sustainability Officer (MO)
20	Yes Bank Ltd.	Ms. Namita Vikas	Group President & Global Head, Climate Strategy & Responsible Banking

Team:

Ms. Usha Maheshwari, Additional Director, Bombay Chamber
 Ms. Aneeha Neeraja Rajan, Assistant Manager, Bombay Chamber
 Ms. Sonal Kaushik, Vice President, EMC
 Ms. Sonal Alvares, Assistant Vice President, EMC
 Ms. Pooja Joshi, Research Associate, EMC
 Ms. Pankaja Date, Animator & Video Editor, EMC
 Ms. Mayuri Raichur, Environmental Specialist, EMC
 Ms. Disha Mahajan, Environmental Specialist, EMC
 Ms. Shweta Bhoyar, Programme Manager, Ekconnect

Bombay Chamber's activities and its role in the commercial history of India

The Chamber provides a forum for interaction of its members and formation of considered industry opinions and viewpoints. The Chamber provides services to its members through dissemination of information, publications, special studies and through activities like organizing business delegations, seminars and training programmes. The Chamber also provides labour advisory and mediation services for its members. Other services include visa facilitation services to its members and issue of non-preferential certificates of origin.

The role of the Chamber in the development of the city and the region is of particular significance. It was largely responsible for the first railway built in India-The Bombay-Thana railway completed in 1853. The Chamber has been represented on the Port Trust and intimately connected with it since its inauguration in 1873. The Chamber initiated a scheme for collecting port statistics and in 1860 and was placed in sole charge of all returns concerning external trade of the Bombay Port, such as import-export manifests and daily arrival returns. The Chamber was also instrumental in obtaining Government sanction for the construction of wind and current charts of Indian seas.

The Chamber's relentless advocacy of an efficient nationwide postal system and standardized postal rates led to the passing of the India Postage Act of 1854. The Chamber opened a weight and measurement department in 1870. The Chamber advocated and petitioned the government relentlessly for standardization of weights and measures, until in 1932, the Bombay Weights and Measures Act was passed. It set up machinery for arbitration of commercial disputes in 1880, established customs of trade and gave decisions regarding weather-working days at the Bombay Port, a function that it carries out even to this day.

The Chamber's internal governance practices have always been open and inclusive. The practice of making a detailed Presidential address at annual meetings was introduced in the Bombay Chamber in October 1870. The presentation of Accounts in a published form was also done first by the Bombay Chamber in 1860-61 and the Bombay Chamber was the first organization in the country to have its annual accounts audited by a professional firm of auditors in 1881-82.

The Bombay Chamber of Commerce & Industry was established in 1836 and has achieved the distinction of being India's oldest Chamber of Commerce to serve its members without a break for 182 years.

The Chamber can boast not only of its longevity but also of its impeccable lineage. With more than 3500 prime companies as its members, the Chamber represents the cream of Indian Industry, Commerce and Services. The Chamber uniquely represents large and medium sized corporations, banking and financial institutions, professional consulting companies and a large number of multinationals. While the name 'Bombay Chamber' conjures images of an organization representing exclusively a city-based membership, in reality it represents a wide spectrum of highly reputed and professionally run companies which are based in the city of Mumbai, but whose manufacturing facilities and commercial influence spread not only all over India but also internationally.

About EMC LLP

Environmental Management Centre LLP is a strategic environmental management consultancy established in 1996. EMC LLP is the only Indian consultancy with a wide International client base. EMC's mission is "Practicing Sustainability to the Advantage for All"

EMC LLP services are strategic, knowledge driven and supported through research and training. All assignments benefit from our expertise in harmonizing economic, environmental and social considerations into business logic, development plans and policy frameworks.

Over the past decades, we have conceived, developed and executed a number of national, regional and international assignments that have set several "firsts". Many have stimulated action leading to policy reforms, sustainable investments and long-term capacity building.