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SQ
raising the Sustainability Quotient

In this Issue

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Editorial

Putting Sustainability Into Practice

Sustainability is still a buzz word today and a topic of discussion but less of action. Most ask - we understand importance of sustainability but how to put sustainability into practice?

This question was asked by Chairman of one of the group of industries near Mumbai. It triggered my thoughts and he and I went through a series of conversations on how to make sustainability happen!

The first thing we did was to develop a policy statement that enshrined sustainability. We did this by inviting a small group of top management, worker union representative, company lawyer and banker. The policy statement was simple, not ambitious and it drew upon guiding principles such as do no harm, conservation of natural resources etc. These guiding principles were then discussed with company's operational teams to develop projects that best reflected the policy commitment. Conservation of natural resources principle for instance led to identification of projects on rainwater harvesting and vermi-composting; do not harm principle led to a mission on replacement of CFCs and promotion of renewable resources as a principle led to a project on solar water heating at canteen.

All these projects were then evaluated for cost-benefits where benefit calculation included both tangible and non-tangible returns; and on scales both local as well as global such as reduction of GHGs. A project implementation plan was then prepared with financing arrangements, associated training requirements and needed update in company operating procedures. This required a communiqué on the cluster of projects to the third tier of the company team - giving them the genesis or the project finding process - and importantly its sustainability based policy root. The teams were accordingly sensitized and involved in implementation on a departmental basis while bringing in an element of competition. The projects were implemented gradually with evaluations done to report project effectiveness and innovation e.g. water and energy saved, wastes avoided, wastes recycled, hazard reduced etc. A catalogue of project sheets was developed, and shared through company newsletters and notice boards.

I suggested the Chairman to take the sustainability story further ahead to the families of the employees and the neighbourhood. We organized an outreach programme on a Sunday where children of company employees and neighbourhood visited the factory to see the projects implemented. Some children were excited to do a school project on vermi-composting using the data on vermi-pits and some college youth wanted to look at options for use of treated wastewater for gardening. Some people in the neighbourhood decided to replicate solar water heaters. So the message on sustainability spread! A feedback session indicated that the stakeholders were convinced that sustainability is not just to be believed but to be put in practice with results and experience shared.

This is a story - some 15 years ago. Today, we use sophisticated management systems, reporting guidelines and mechanisms such as corporate social responsibility to express and demonstrate our commitment towards sustainability. In this maze however, simple approaches often get lost, internal and external communication is poor or neglected and a kind of green-washing happens - though not always intentional!

Let us focus therefore on demonstration and practicing - and less on preaching on sustainability. The case studies and experience sharing with Tata Power and Infosys in this issue drive this very point. I am sure these case studies and other articles will serve our readers as a source of inspiration to follow.

- Dr. Prasad Modak

Top 5 Ways Indian Businesses can Leverage Sustainability to Gain Advantage

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India is at the cusp of a major transition - from being a developing economy to being a green economy. Propelled by Government of India's stated intention to bring down the country's emission intensity by 20-25% (over 2005 levels) by 2020, it is no surprise the business sector is increasingly focused at identifying ways to align to the various compliance mandates launched to catalyze businesses to make their products, processes and operations more environmentally sustainable. A real sustainability commitment – in terms of social and environmental responsibility- can help companies in improving their current operations as well as developing newer products and services which can help them in gaining market advantage.

Using sustainability for direct observable cost savings

To understand benefits realized by businesses through investments in sustainability interventions, cKinetics' study covering over 30 Indian companies in 2011 showed that almost 68% of these companies observed quantifiable cost savings due to their investments in sustainability related projects. Additionally, almost 54% of the companies felt that their sustainability initiatives and activities (both social and environmental) were leading to quantifiable revenue enhancements. Bulk of these initiatives uncovered during this study pertained to use of more sustainable raw materials, energy efficiency and water efficiency. Such data clearly shows that energy

efficiency related interventions are the lowest hanging fruits for Indian businesses to tap into. Since such interventions enable direct cost saving realization, they are great tools for increasing profitability as also motivational tools for businesses to pursue other such initiatives.

Leveraging sustainability for gaining competitive advantage

Almost every industrial sector in India is getting directly impacted by sustainability related compliances. In such a scenario, companies that act as the first movers in embracing the transition towards sustainability would

be at a comparative advantage viz. their peers, as also build a better and long term edge.

For instance, in the aftermath of the new environmental directives from TRAI, telecom companies are required to shape a 17% reduction in the carbon emissions in their telecom networks by using hybrid power and/or switching to energy efficient telecom towers by 2019-20. While the telecom tower companies are not exactly thrilled about this regulation and are trying to get the policy to be

less stringent, there are also companies like Bharti Infratel who have already started taking efforts to cut their diesel costs by taking up solar energy solutions, under their recent GreenTowers P7 Initiative. With such a forward thinking initiative, not only is the company going to be better prepared than its peers as the regulation kicks in, but would also be able to generate direct cost savings and create a positive environmental and social impact.

Retaining and attracting clients by leveraging sustainability

Indian businesses, especially Indian exporters are increasingly seeing their buyers propelling them towards sustainability (in the form of buyer mandates). Let us take the case of the textile sector. In the Report 'March for Sustainability', cKinetics explored sustainability related initiatives and mandates of 24 textile brands and retailers to provide an insight into global initiatives and certifications that are becoming increasingly relevant.

The international brand Gap introduced the Environmental Foot-printing Assessment (EFA) in 2008 to provide a detailed accounting of how its business affects the environment.

H&M has come up with a Supplier Energy Efficiency Program (SEEP) that focuses on encouraging major supplier factories to increase their energy efficiency and reduce GHG of 10% over the next 2 years. Large international brands like Levi's Strauss & Co, VF Corp, and over 25 other global brands and retailers have rolled out efforts on energy and GHG mitigation for their supply chain. Many such international buyers have become extremely conscious of the environmental footprint of their supply chains and have started crafting initiatives to make their supply chains more sustainable.

This clearly means Indian supplier companies need to proactively commit to sustainability and make their processes more environmentally efficient – both for retaining existing clients and for gaining newer ones. In such a scenario, the companies that can take a macro view towards such mandates would be the ones to identify clear cut opportunities to grow their business and increase their top line.

Textile and Apparel is not the only segment that is set to gain by adopting energy efficiency measures. Other sectors too have huge potential for energy savings by making changes in their manufacturing processes; and also often just by improving their existing tracking and measurement tools. Even in the automotive sector, companies like Hero Motocorp have come with Green Vendor Development programmes to promote sustainability based thinking in their supply chain.

Using a sustainable brand image for tapping the new age consumer

The new generation of consumers has already started wearing the 'sustainability' hat by being more conscious consumers and buying more sustainably developed products. A large number of surveys have shown that consumers in India are ready to spend even 10% more to ensure that they buy a greener product. While the number of such 'green thinking' consumers is still comparatively lower in India as compared to the western counterparts, there is no doubt that in

the coming decade this consumer segment is set to grow. Clearly consumer businesses should proactively start assessing the strength of such consumer segment in India and then modify their communication and branding strategies accordingly. Building strategic brand recognition or even repackaging the 'product connect' in the mind of consumers takes a considerable amount of time and companies which start taking this seriously today would be the gainers in the mid to long term.

Leveraging sustainability for enhanced employee retention

Often people find it difficult to connect sustainability directly with employee retention. However, there is a close connection which is set to grow in the years to come. Due to increased media awareness over the past few years, employees are now more cognizant of environmental issues and the impact of certain industries/ sectors on the environment. With this awareness has developed a level of new consciousness due to which employees want to be associated with socially and environmentally responsible companies. In fact a significant segment of working population now consciously seeks work in domains where they can create positive social and environmental impact. In a career survey conducted by cKinetics with 200+ people, almost 60% respondents wanted to work towards saving the planet and give back to the community. Companies which can realize and leverage this connection would be at a much greater advantage in not just developing a better brand image but also have better employee

retention – directly helping in reduced re- training cost and effort.

Clearly a large number of businesses today have already initiated commendable steps to escalate their transition towards sustainability as smoothly as possible. While there are bound to be a few bumps on the way, the concept of 'sustainability centered thinking' is here to stay.

Interview

Sustainability Journey of TATA Power

Interview with Sustainability Team[1] of Tata Power by Sonal Kaushik[2]

I have been researching on Sustainability Reporting (SR) for quite a while. Having gone through several sustainability reports of Indian as well as international companies, I thought I had reached a good understanding on how SR is practiced.   But when someone asked me a question HOW DO I START THE SR PROCESS IN MY COMPANY? Then I realized that my research was not of much help! Because none of the reports gave me insight about how the sustainability 'process' was implemented. Hence, I decided to meet sustainability teams of various companies and learn from the people who actually developed and implemented the process of sustainability reporting and in this journey gained an advantage and made their company proud.

I would like to express my thanks to Sustainability Team of Tata Power to give me an insight of their sustainability journey. I believe after reading this article some of the industries may get an idea of how can they start the process of sustainability reporting in their own organisations and what are the essential ingredients required to run the show.

So here it goes.....

We all know TATA Power has been one of the pioneering organisation that started "Sustainability Reporting" in India. What was the Trigger?

Yes, the TATA Group has been the pioneer in India. The TATA group's top management recognized the importance of Sustainability and Climate Change aspects way back in early 2000s. The top management had urged all its group companies to start reporting in these areas. So it came as a soft mandate from the top.

Does that mean that the entire TATA Group has one Sustainability Report?

No, the TATA companies publish their own Sustainability Reports. The sustainability agendas are different because each company is in a different sector.   The Climate Change policy, however, is common for the group and was issued by the Chairman Mr. Ratan Tata in October, 2009. Each company is free to formulate their sustainability policy incorporating the group policy on Climate Change.

TATA Power made its first Sustainability Report in 2003. At that time, we had followed GRI-G2 guidelines. Subsequently, we suspended our GRI reporting as we felt that it was like an Environment Status Report and did not communicate agenda on Climate Change that the organization was intending to do; nor did it communicate on quantum improvements that the organisation was supposed to do under GRI guidelines. So we continued reporting using the United Nations Global Compact (UNGC) principles.

By 2008, the Global Reporting Initiative (GRI) was widely accepted as the standard way of reporting and had also evolved over the years. So we also started to follow the GRI G3 guidelines from 2008. Since then, we have published 2 SRs - one in 2009 and second in 2011.

Our journey on sustainability has never been limited to Reporting per se but had deeper roots and wider ripples. The goal has been to be proactive and go beyond compliance.

We knew we cannot just stick to environmental, occupational health and safety and CSR type activities. We decided to take a lead on sustainability by addressing all relevant issues simultaneously.

We being a responsible corporation and a power company were aware of the environmental impacts caused by power generation on the regional scale and felt the moral responsibility to address the GHG emissions. Hence, Climate Change related aspects and improvement programs have always been on our radar.

So what was the process followed?   What changes and initiatives did you take?

In 2007 we started the Corporate Safety, Health and Environment (SHE) department which directly reported to the Managing Director (MD). In 2008, the Head of SHE also became the Chief Sustainability Officer (CSO). Needless to say that TATA Power had the first Chief Sustainability Officer (CSO) in the country. We developed a SHE Policy and then the Sustainability Policy. It addresses the issues related

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to environment, employees, customers and community that are important for our organization.

As CSO was directly reporting to MD, all E&S related issues were escalated to top management. Hence, all actions taken on environment had a full commitment from the top management and the Board of Directors. This gave an additional edge to the sustainability agenda in TATA Power and helped in penetrating sustainability within the organisation.

As organisational set up, under CSO, separate Health and Safety, Environment and CSR units were created. But all the three units do not work in silos, rather act together with cross functional operations.

We started with measuring our carbon footprint at all our locations (following scope 1, scope 2 and some of the scope 3 emissions). We did this footprinting work with the help of an external agency in 2008. This led to creation of a "footprinting process" within the company which is continued and now carried out internally.

An interesting initiative at the Group level was preparing **Climate Change (CC) Champions**. As part of the Group's CC policy, TATA Quality Management Services (TQMS) with the help of external consultants are building the capacity of TATA staff (across companies) on Climate Change and Sustainability issues. At present, approximately 500 people across the group companies have been trained into CC Champions. These Champions will now be the Sustainability Champions which will cover water, energy efficiency and resource conservation and solid waste utilization initiatives.

Under this strategy, the Champions (not more than five at one location)

visit a TATA company, work with the local staff and help build the staff capacity, spread sustainability awareness and also facilitate in planning and developing sustainability strategies and action plans for that particular company. Each action is assessed on the cost benefit analysis covering environmental, social and economic aspects. Thus a sustainability related action plan gets prepared for each company. Implementation of the action plan was responsibility of respective companies. In this way the group has built our own "internal consultants" who are the channels that spread the message of sustainability and address the aspects of Climate change in the group companies.

Another initiative that TQMS developed is the **TATA Business Excellence Model (TBEM)** to assess the business performance of the TATA companies. The TBEM model is based on Malcolm Balridge Award. TBEM has been constantly improved and it now includes Management Ethics, Corporate Governance, Safety, Climate Change and Sustainability aspects in the evaluation criteria. This model has helped the Tata Group companies greatly to grow sustainably in our businesses.

More so, even our business decisions reflect sustainability! We are increasing our renewable energy generation capacity slowly. We are India's leading wind energy player with 375 MW of installed wind capacity. We have 447 MW installed hydro power capacity and we are building a 250 MW geothermal project in Indonesia. We have 28 MW of solar PV capacity installed. Around 20% of our total generating capacity uses renewable sources. We plan to have 25% of the total 26,000 MW capacity to be renewable by 2020 .

What were the challenges faced on Sustainability front?

Oh, there were many and at every step! People were quite comfortable and convinced with the compliance related actions but initiatives beyond compliance were not required by law, so it was difficult to comprehend the requirement of going beyond compliance. Embedding sustainability in our business strategy required changing the philosophy of thinking and acting. So it was a challenge to educate people and make them view the aspects of sustainability and their benefits. Basically, bringing about a change in mind-set is a slow, ongoing process and requires constant education to embed the aspects of Sustainability into the DNA of the organization. We have begun conducting "Sustainability Awareness Seminars" across Tata Power. More than 2,000 people have been sensitized to this new approach.

Some programs like **'Green Manufacturing index'**[3] were created. In this, each operating plant has to track its compliance with environmental regulations and also must take sustainability targets (such as use of water in m^3/MWh) that go beyond compliance. This, again, required awareness building and now most staff members accept and understand importance of such programs and actively participate in various aspects/program under Sustainability. We also have created a program called "Greenolution" in which "Green Heroes" are recognized for their reduction in personal carbon foot print, savings in energy, recycling of paper, minimizing of solid waste or voluntary work with community groups. These individual achievements are posted on SANGAM, the home page of our intranet. More than 275 Green Heroes are participating in this program.

[3]The Green Manufacturing Index (GMI) is a matrix of both statutory as well as non-statutory parameters for monitoring environmental parameters for operating divisions. The operating divisions set yearly targets for these parameters and plan projects in order to meet the targets. These targets are reviewed monthly by the Division head and the higher management including the Managing Director.

Was stakeholder engagement carried out during the preparation of SR? Did the engagement influence the boundary of the Report?

Stakeholder engagement was carried out as per GRI reporting guidelines. In 2008, the stakeholder engagement was limited to Mumbai operations and to customers and regulators. But in 2011, we retained a consulting organization to carry out stakeholder engagement at different plant locations and geographies. Our stakeholders widened, the feedback sessions were carried out with shareholders, suppliers, customers, regulators, employees, contract workers, industry associates, NGOs, media and the civil society. It helped us a lot in knowing our stakeholders views and importantly in prioritising the issues raised by our stakeholders.

In 2008, we were reporting on 45 GRI indicators based on the materiality of the indicator that was decided internally. But in 2011, we expanded our reporting to 79 indicators after the feedback received from the stakeholder engagements. Our 2011 Sustainability Report was a significant improvement on the earlier one as it addressed the sector specific criteria as well. It was the widespread stakeholder engagement that gave better insight into our activities and focus to the sustainability agenda.

Is there any business case of Sustainability Reporting?

SR has played an important role in attracting green investors. Many Investors have asked for our SR before giving us loan and grants. International Financing Agencies (IFAs) have examined our environmental and community relationship track record before giving loans for our projects. One of the investing agencies from Europe had

suggested that we strengthen the stakeholder engagement aspect in our 2008 report. When the staff from the same agency saw the efforts made on that issue in 2011, they expressed appreciation on listening to a stakeholder and acting on the suggestion.

Another example is our 60kW solar Rooftop system on the Corporate Centre building in Mumbai (shown in the photo below). This is the first rooftop solar that has been grid synchronised in Maharashtra with a high feed in tariff approved. This business model can now be replicated.

Where do you see TATA Power's stance in sustainability in future?

If you consider the journey along the path to sustainability, 'Compliance', 'Beyond Compliance' and 'Excellence' are three phases. Today, we are at the beginning of the second phase of 'Beyond Compliance'. Indeed, we aspire to attain phase of 'Excellence' in the years to come. We are working on it and are confident that we will soon achieve it!

We are doing carbon foot-printing on a regular basis and have begun to measure water footprint of all our activities. We are carrying out Energy Efficiency audits for all our major processes and buildings. And we are focusing on 100% utilization of solid by-products (e.g. fly ash).

Where do we see future of Sustainability Reporting in India?

In India, SR is still in its infancy right now but it will be adopted widely as more companies will understand the importance of integrating sustainability in their business strategy. SR will not be restricted to only India's top 100 or 200 companies but will be followed even by medium and smaller companies. Hopefully, SR will be understood not just a reporting exercise but a tool to get sustainability into the DNA of the company operations.

There is a new trend of "Integrated Reporting" in which the "Sustainability Report" would be integrated with the traditional "Annual (Financial) Report". In our opinion, the essence of SR may get lost if it is integrated with the Annual Report because the readership of these two reports is different. However, highlights from the Sustainability Report could be integrated into the Annual Report to provide an integrated report.

To know about TATA power sustainability and related initiatives, please visit : http://www.tatapower.com/sustainability/sustainability-tata-power.aspx http://www.tatapower.com/sustainability/initiatives.aspx
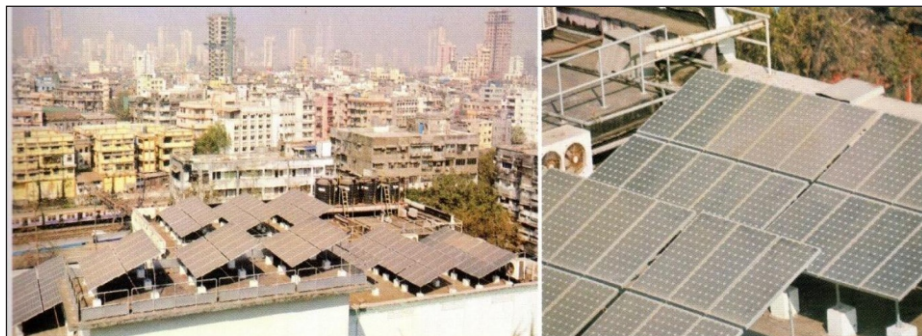
Source : Sustainability Report 2010-11, Powering a Greener Tomorrow, TATA Power

Water Sustainability at Infosys

By: Green Initiatives Team, Infosys, Pune
for more inforamtion please visit www.infosys.com

At Infosys, we are aware that we are impacting a finite resource. Our goal is to reduce our water footprint by 5% every year. Our campuses are small communities that have needs, but we want to ensure that our use will not affect others. To do this we have challenged ourselves to be sustainable on the water issue. Our implementation at Mysore, Jaipur and Mangalore campuses provide three examples.

Case 1: Water Sustainability in Mysore Campus

Infosys campus located in Mysore is one of the largest corporate training centers in the world spread over 337 acres with total built-up area of 10.5 million sq.ft and has infrastructure to train about 14,000 trainees in a single sitting. The campus has residential accommodation facilities for more than 12,000 trainees. Because of its size, it is also the campus that consumes the most water. Four years ago, the **Green Initiatives team** of Infosys started to manage its water use more efficiently by adopting various strategies. The concept adopted is illustrated in Figure 1.

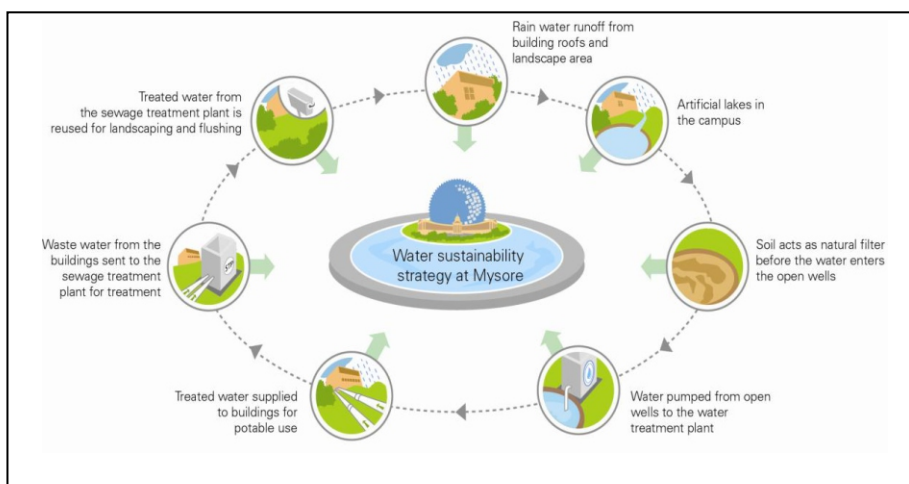The various initiatives taken in the Campus were-

1. Use of low flow fixtures:

The team began by replacing multi-flow showers with single flow showers (See figure 2) in 2250 rooms in hostel blocks resulted in saving of 49 million litres of water annually. They also put in self-regulating flow restrictors which reduced water consumption by 20% compared to the previous year.
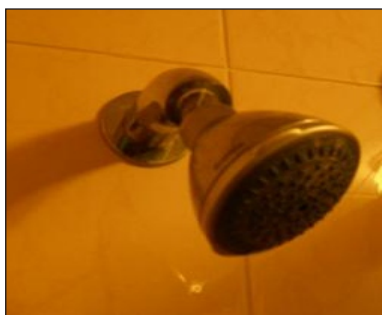
Figure 2

2. Construction of Reservoirs:

One of the bigger efforts was the construction of 8 artificial reservoirs with a total water holding capacity of 38 million liters in the campus. About 6 open wells have also been created near the lakes to extract the harvested rain water in the lakes. Through these initiatives, the Mysore campus uses almost 50% of its fresh water requirement with harvested rain water.

Figure 3

3. Sewage Treatment Plant and reuse of water for flushing:

Infosys implemented one of India's first membrane bioreactor technology based sewage treatment plant for recycling waste water that enabled getting good quality of treated water consistently. With this efficient technology in water treatment helped Infosys use treated water for flushing in all 10,000 hostel rooms in addition to meeting the irrigation needs of the campus. The recycling of water for flushing in the hostels saved Infosys millions of litres of fresh water every year since its implementation in 2008.

Case 2: Water Sustainability in Jaipur Campus

Rajasthan is known to be one of the most water scarce states in India. Our goal for this campus was to reduce our dependency on external sources of water so we did not strain our surroundings. In line with our efforts on water conservation, we have been awarded high ratings on water efficiency by LEED standards. We

Figure 1

have implemented 4 main conservation strategies on this campus.

1. Rooftop rainwater harvesting system:

The roofs are laid to a gentle slope to convey the rainwater through down take pipes into a filtration system at the ground level. The water goes through a trough and then into the first rain separator. The filter has three stream flow paths with aggregate obstacles that help to clean the water as it passes through.

Figure 4 illustrates the roof top rain water harvesting system. This system helps saves lakhs of litres of fresh water sourced from outside the campus.

Figure 4

2. Recharge Wells:

The rain water collected through surface runoff in lawns and hard paved area in the campus is used to recharge the ground water through an intricate network of **59 recharge wells**. Each well is about 8 feet in diameter and about 40 feet deep and has a desilting chamber to remove suspended particles from entering and contaminating the ground water. The entire circumference of the well is filled with aggregates which further filters the rain water, thus ensuring that only clean

water percolates into the ground. See Figure 5.

Figure 5

3. Use of low flow fixtures:

We have installed sensor based urinals (See Figure 6), low flow dual-flush toilets, and automatic taps. These efforts have reduced our water consumption by nearly 40%.
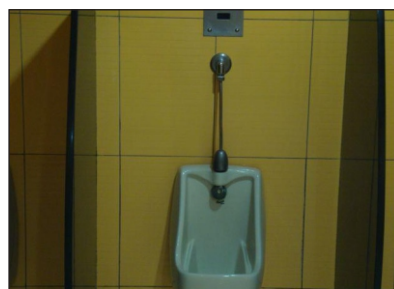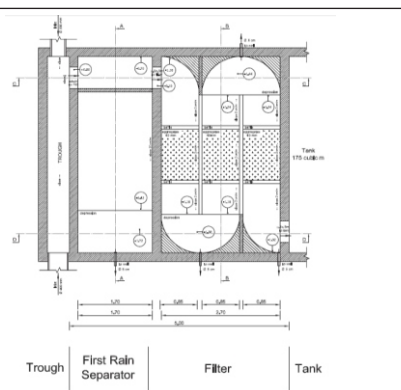

Figure 6

4. Reuse of Treated Waste Water

The waste water generated in the campus is treated in a sewage treatment plant (STP) which uses an activated sludge process. The treated water from the activated carbon filter followed by

chlorination is used for irrigation. A certain portion of the recycled water is further treated in a RO plant to reduce the TDS and this is used in the cooling towers. The operations of the STP are automated to help efficiency.

Case 3: Water Sustainability in Mangalore Campus

Mangalore Infosys campus is built 165 meters above sea level and spans across an area of about 311 acres with multiple SDBs (Software Development Blocks) to accommodate approximately 25,000 people. Since the campus is located in higher altitude and also occupying large area, water availability is critical and water requirements for the campus are high. The focus on water was targeted to reduce per capita water consumption and dependency on municipal water. The initiatives taken in the campus were -

- Built 7 lakes and check dams within the campus for rain water harvesting
- Used recycled water for irrigation
- Installed water quality analyzer to quickly identify and resolve water related issues

Through these efforts we were able to reduce dependency of external water and increase the availability of water. The water table in and around the campus area increased and also ground water was available during summer months.

With the above initiatives, we hope to continue to conserve water and ensure that we do our part in spreading awareness on water issues.

At Infosys we are committed to sustainable practices and continue to implement them on all our campuses. This is just the beginning of our water efforts at Infosys. We continue to strive for better results and are learning how to decrease our impact every day.

Health and Safety Management at TCS

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Tata Consultancy Services (TCS) is an IT services, consulting and business solutions organization that delivers real results to global business, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT, BPO, infrastructure, engineering and assurance services. This is delivered through its unique Global Network Delivery Model™ (GNDM), recognized as the benchmark of excellence in software development. A part of the Tata group, India's largest industrial conglomerate, TCS has over 243,000 of the world's best-trained consultants in 42 countries.

In line with TCS strategic objective to be a responsible corporate citizen, TCS is committed to drive health & safety (in addition to the other elements of sustainability) across its value chain. Health and safety (H&S) considerations are a part of the strategic decision making. TCS is among the first IT services, consulting and business solutions organization to recognize the H&S risks from its operations and opt for Occupational Health and Safety Management Systems certification to make H&S management an integral part of business operations.

Leadership and Governance

TCS' management, with its foresight of evolving stakeholder expectations, recognized health and safety risks in a seemingly benign office based operations at TCS much before the industry peers. This, coupled with the TATA group's strategic focus on safety within the group companies gave the initial thrust to drive H&S processes within the organization. Senior management visibility on health and safety issues is through the Board level Health, Safety and Sustainability committee and the cross functional corporate level Health, Safety and Environment Council. The responsibility then cascades down internally for all relevant stakeholders, making it a management driven initiative.

To facilitate the design and deployment of SH&S processes, TCS established a Health, Safety and Environment (HSE) department, the first of its kind in an Indian IT corporate. The department, with an advisory and governance role, was given the responsibility to integrate Health and Safety management system with the existing quality management system to drive H&S as a process within the organization.

Process approach to Health & Safety Management

The journey on H&S management embarked with the strategic decision to deploy health and safety management system in line with BS OHSAS 18001:2007 management system certification to help streamline procedures and to achieve 'beyond compliance' leadership in H&S. TCS has an integrated management system. The EMS and OHSAS are integrated with the overall management system (iQMS) which signifies that HSE is integral to business process and not external or an 'add-on'. The uniform deployment of HSE standards across the organization is ensured by guidelines and manuals such as transport safety, food hygiene and canteen safety, incident investigation, work permit system, lock-out/tag-out, chemical safety, construction safety etc., to illustrate a few.

TCS successfully achieved the ambitious goal to certify 67 offices in the first phase of OHSAS 18001:2007 certification in 2010. Since then 10 more key delivery centres have been added within the certification umbrella. The key challenge in deployment is the geographical diversity of the organization by virtue of its GNDM™ operating model.

Each certified locations has an appointed HSE committee - a cross functional team, led by the location delivery head, that oversees the deployment of HSE aspects at the centre level, monitors the performance and spearheads the continual improvement plans for the location.

H&S risk management

The key H&S risks identified for TCS include ergonomic risks arising due to computer usage, indoor air quality and fire risk typical to any office building and general office risks like slips, trips, falls, electrical shocks, etc. Careful hazard identification and risk assessment has helped identify each

such risk and ensure proper mitigation measures that are put in place to create a healthy and safety work environment. Key mitigation measures for some of the risks are listed below –

1. Ergonomic risks from computer usage – Provision for ergonomically designed chairs and workstations

2. Computer vision syndrome – Provision for low radiation PC with optimum illumination levels in office area

3. Indoor air quality – Monitoring of indoor air quality for key parameters including VOC, CO_2, and O_2 levels; duct cleaning of HVAC systems to avoid microbial contamination thus mitigating the risk of sick building syndrome

4. Fire risks – Design of offices in compliance with the requirement of the local Building Code to minimize fire risks, active and passive fire control system, regular emergency evacuation mock drills to check the preparedness for emergencies

5. General office risks – Regular site safety inspections and awareness creation amongst associates to help identify such hazards and thus mitigate the associated risks

6. Contractor Safety – Identification of hazards and risks related to contractor's activities at site, mainly related to facility management, canteen operations and security. Operational control procedures and work instructions are developed for contractor activities. H&S competence of contractor staff is ensured through regular training, either by TCS or the concerned contractor. As a part of OHSAS requirement, consultation and participation forums are established at location level for better involvement of contract staff in risk identification and mitigation arrangements. We have also started a process of evaluating contractors based on H&S performance and there has to be sign-off from contractors on prescribed H&S requirements.

7. TCS has keen focus to train its associates on administering basic first-aid in case of medical emergencies.

8. Visitors coming to office are given an initial safety briefing.

9. For all new TCS offices, engineering solutions to control the H&S risks are integrated in the infrastructure design.

Associate engagement on occupational health, safety and wellness

For TCS, the workforce is its key asset and knowledge bank. The intent is to drive safety as a culture within the organization so that Safety First becomes the TCSer's way of life. To achieve this objective, H&S training is imparted to associates as a part of the induction training to achieve mandatory H&S competence combined with an annual refresher web-based HSE training. Informal training through floor-walks and town-halls, where the trainer addresses the associates in a group within the office area, has been an effective mode of training. Additionally, several awareness campaigns are conducted to reach out to the associates including road safety, fire safety, ergonomics etc.

Promoting Wellness

Employee productivity is directly linked to their physical and mental wellbeing. TCS has a whole array of forums to facilitate mental and physical wellbeing among associates.

Ergonomic workstation stretches – Ten minute workout program

Continuous working on the computer can increase muscular strain due to static posture which is not healthy for muscle health. To mitigate the risk from working in the same posture or sitting still for prolonged periods, workstation stretches program was piloted at some locations. Within the program a health champion in nominated within the office area who leads the other associates through a ten minute workout program. This helps bring together the associates for ten minutes of stretching to give their muscles a break!

The mantra is - "Stretch and Relax your muscles."

Sedentary life style and associated ailments are a key focus area for TCS. Most TCS offices have a gymnasium facility and recreation area available to all associates. Yoga camps, dance classes, competitions like painting, craft, decorate your cubicle, etc. are conducted frequently to help the employees cope with the work stress. Employee wellness campaigns on diet and nutrition, dental care and hygiene, coping with seasonal illnesses, cardiovascular illnesses, hair and skin care, stress management etc. are conducted throughout the year. Under employee assistance program, TCS has engaged with a third party agency, to help the associates avail professional advice from experts in the field to deal with stress.

'Fit for Life' campaign

The campaign is aimed at encouraging employees to break their sedentary lifestyle and engage in physical activity. The program spearheaded by the CEO requires employees to form groups and commit individual running miles per year thus promoting camaraderie and physical health of the employees. Individuals have been provided with customized guidance and training through professional trainers. The overwhelming response has surpassed the expected organization-wide running mile aggregate.

Incident reporting and investigation

An online occupational health and safety management tool helps to report all incidents (accidents as well as near-miss) and monitor these incidents to closure. All incidents reported are investigated by a cross functional team to analyze the root cause and ensure closure by implementing proper corrective and preventive actions. Special focus is given on creating awareness amongst associates to report incidents to help them become safety conscious in all walks of life. This has been a strategic step to help achieve the safety goal of zero reportable injuries.

Driving health and safety in the supply chain

As part of its corporate responsibility TCS is extending health, safety and environmental responsibility to its supply chain with an expectation that its vendors and contractors conduct their business in safe, socially and environmentally responsible manner. Under this, all vendors must sign and accept Health, Safety and Environment guidelines, which lays down the most important practices which the vendor must follow to carry out business with TCS. TCS has a sizeable team of facility management contract staff responsibly for facility operations and thus are exposed to greater level of risks compared to an IT associate. The guidelines mandates the vendor to follow proper standard operating procedures, usage of necessary personal protective equipments and TCS requirements like work permit system, lock out tag out, etc. Vendor audits are conducted for high risk vendors to ensure compliance to the requirements and implementation of safety practices.

The initiative was formally started in the year 2011-12 to implement it as a pre-condition for all supply chain business associations and integrate supply chains performance into TCS's HSE performance. TCS values the contributions from its existing vendors in its business growth and currently works on educating and nurturing them to raise their HSE performance level to its expectations within a defined time frame to meet the next level of higher expectations.

On the final note TCS believes that the employees, environment and society are not just stakeholder in business, but business growth enablers and caring and nurturing these elements is vital for a sustainable business.

Road safety

Road Safety Week is observed across various TCS offices in January every year with the objective to make the associates sensitive to the risks on the roads and be completely conscious and aware while on the road. The awareness campaign covered a diverse spectrum of topics from two wheeler safety, four wheeler safety, pedestrian safety to vehicle management, road ethics, hazards of drunk driving etc. Associates from TCS Mumbai performed a road show to promote road safety messages among road users at a public bus depot in Mumbai near one of TCS offices. This road show was organized in association with the Mumbai City Traffic Police.

Vehicle health check-up camp at TCS office for employees vehicles

Road safety pledge banner signed by employees

Road show on road safety at Mumbai

Latest Solar Energy Initiatives in India

Five more rooftop solar projects totalling 25 MW in five cities of Gujarat

Gujarat has announced five more rooftop solar photovoltaic power projects in five cities, totalling 25 MW. The five projects are divided into three packages. The first is for putting up a 5 MW plant each in Vadodara and Mehsana. The second is for a 6.5 MW project at Rajkot and a 3.5 MW one at Bhavnagar. The third is for one project of 5 MW at Surat. All these projects would be grid-connected. The project developers would rent rooftops, put up the plants and sell the power to the state electricity distribution company, Gujarat Urja Vikas Nigam Ltd, and its subsidiaries. The discoms will purchase power from these developers for 25 years.

Siemens Technologies' Bangalore office to have solar cooling soon

Solar power to run air-conditioners? Soon Siemens Technologies' Bangalore office will have a system that runs the cooling system entirely on solar thermal technology. Siemens has recently tied up with Flareum Technologies to provide this green solution which would not only translate into considerable savings for Siemens, but also reduce the company's carbon footprint. Flareum has installed a 10 TR solar air-conditioning system which uses the vapour absorption mechanism (VAM) to cool the building, for upto eight hours a day by producing 200 kWh of cooling. The savings from this system for Siemens is an estimated Rs 6.50 lakh annually. It is also expected to reduce 30,000 ton of carbon emissions per annum, with a payback period of 4-5 years.

Andhra Pradesh announces first solar policy, seven-year sops for solar power developers

In a bid to relieve the state of power crisis, Andhra Pradesh government announced its Solar Energy Policy-2012 and invited developers to invest in solar power plants while announcing several incentives for them. The sops will be extended to solar power developers who commission their plants by June 2014 and the incentives will be in force for a period of seven years from the date of implementation of their projects. There will be no wheeling and transmission charges from the projects to the desired locations for captive use or sale to a third party within the state through a 33 KV system subject to industries keeping within its contracted demand. However, wheeling and transmission charges for wheeling of power for sale outside the state will be as per APERC regulations.

Survey Results

Sustainability around the world

Study conducted by Deloitte Touche Tohmatsu Limited (DTTL) in 2012 over 250 CFOs across 14 countries found a world of difference amongst countries. Some of the specific variances include:

Australia

In Australia, due to the growing commitment to the GRI, Australian CFOs are becoming well versed in sustainability efforts. In the last two years, the number of GRI reports in Australia has almost doubled. According to the survey, some 40% of CFOs are accountable to their boards for their company's sustainability strategy; 40% are always involved in driving the execution of that strategy, while 30% are frequently involved; and in the last year 80% say their sustainability involvement has increased, at least slightly.

China

It seems the official Chinese attitudes toward and commitment to sustainability may have already affected Chinese CFOs. For example, the current five-year plan calls for dramatic moves to reduce fossil energy consumption, promote low-carbon energy sources, and invest in a sustainable future. That may explain why 54% of the Chinese respondents say their involvement in sustainability strategy has increased in the last year at least slightly, and another 54% expect their role to increase even more in the next two years. In last year's survey, none saw themselves as "fully involved" in sustainability strategy and governance, and almost half expected this not to change in the next two years.

Europe

In Europe, where the EU is readying new legislation that would require non-financial reporting by companies, respondents from France, Germany, and the United Kingdom seem to be bracing for the changes. For example, in both France and Germany, some 48% of CFOs expect to see some increase in their sustainability-related responsibilities in the next two years (only 38%

in the UK). Still, in the UK, almost a third of CFOs say they have inadequate or nonexistent management

information about sustainability-related business challenges, while the figure is 21% in France and just 4% in Germany.

Middle East

Despite the fact that the Middle East is one of the most water-short regions in the world, sustainability does not seem to be a top CFO priority at some companies. In fact, none of the CFOs report that they are accountable to the board for their company's sustainability strategy and only 9% say that they are always involved in the execution of that strategy (27% are frequently involved). However, that doesn't mean they aren't affected.

South Africa

With the addition of Russia to the survey sample, South Africa now ranks second in the number of CFOs who say they are always involved in driving the execution of sustainability strategy (50%). But over the last year, 60% of South African CFOs have seen some increase in their sustainability activities, and 73% expect to see an even larger increase in the next two years. Driving the increase may be new rules for listed companies on the Johannesburg Stock Exchange that require integrated financial reports that detail environment impact.

United States:

In the U.S., where the outcome of the election could influence the direction of environmental regulations, 60% of CFOs expect to become either slightly or significantly more involved in sustainability strategy in the next two years. In the meantime, U.S. CFOs are bracing themselves for expected changes: 84% expect a slight or significant impact on compliance and almost half expect sustainability to affect their M&A activities. In addition, almost 30% rank commodity prices as a significant threat to their financial performance.

The Update section has been compiled by Sonal Kaushik, Environmental Management Centre, Mumbai

Bombay Chamber Activities

Activities of the Sustainability Committee

The Bombay Chamber of Commerce & Industry in association with the Council for Small Business and Entrepreneurship (CSBE) and the Indian Affiliate of International Council for Small Business and Entrepreneurship (ICSB), organized a Workshop on **"How to Export"** for Small Businesses at IBS Business School, Mumbai on July 21, 2012.

To download the workshop report :
please visit : http://www.bombaychamber.com/
Workshop_on__HOW_TO_EXPORT__571.aspx?EVENT

An Introductory Workshop was organised on **"Winning with Accountability"** in collaboration with All India Plastic Manufacturers Association (AIPMA) on August 12, 2012. Mr. Christopher C. Doyle, Managing Director, Dynamic Results India Private Ltd. conducted the workshop.

To download the workshop report :
please visit : http://www.bombaychamber.com/Workshop_on__
HOW_TO_EXPORT__571.aspx?EVENT

Seminar on "**Workplace Wellness**" organized on September 14, 2012 at Bombay Chamber Conference Room.

To download the seminar report :
please visit : http://www.bombaychamber.com/Seminar_on__
WORKPLACE_WELLNESS_583.aspx?EVENT

Partnered with the Council of EU Chambers of Commerce in India and European Business and Technology Centre in organizing the Conference on **"Renewable Energy – Policy Regulation, Technology & Finance"** on **September 25-26, 2012** at The Taj Mahal Palace, Mumbai. The other Partner Organizations were Europe India Chamber of Commerce (EICC), Brussels and Indo French Chamber of Commerce & Industry.

Declaration of Good Corporate Citizen Award 2012

A meeting of the Panel of eminent Judges was held on September 3, 2012 for declaring **Good Corporate Citizen Award 2012**. The following organizations won the awards:

Category : Large Corporate - **Tata Motors Ltd.**

Category : Medium Corporate - **Eureka Forbes Ltd.**

Forthcoming Events

- Interaction with the visiting **Delegation from Japan** to Share experiences of Japanese Companies on sustainable use of BES (Biodiversity and Ecosystem Services) at Bombay Chamber Conference Room on **October. 12, 2012**.

- One Day Workshop on **CSR for PSEs** - in collaboration with Narsee Monjee Institute of Management Studies (NMIMS) at the Conference Room of HPCL**,** Churchgate, Mumbai on **November 2, 2012**.

- Partnering with London **Global Convention on Corporate Governance and Sustainability** at Marylebone Cricket Club, LONDON, UK on **October 10-12, 2012.**

Courses in December 2012 at Hotel Sofitel, BKC, Bandra (E), Mumbai.

i. Course on **Water and Energy – Strategies towards Sustainability** on **December 6, 2012.**

ii. **Addressing Water and Energy Efficiency** on **December 7, 2012.**

Both the courses are conducted in collaboration as under :

Course Management :	IL&FS Academy for Applied Development (IAAD)
Knowledge Partners :	Washington University and Environmental Management Centre, LLP
Event Partner :	Bombay Chamber of Commerce and Industry

Registration Fees:

Indian Delegate		Foreign Delegate	
For single course	For both courses*	For single course	For both courses*
INR 7,000[#]	INR 12,000[#]	USD 150[#]	USD 250[#]

[#] 12.36 percent service tax payable separately. Registration fee shall be payable to IL&FS Knowledge Foundation

* For Delegates registering for both the courses, free registration will be provided for the 4th International Symposium on Energy and Environment to be held on the campus of IIT Bombay between Dec 9 to 12, 2012 visit http://mageep.wustl.edu/Symposium2012 for details.

A discount of 10% will be offered if three or more participants register from the same organization. The courses offered are non-residential programme

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