



Annual Activities Report 2017-2018



CRB CENTRE for
RESPONSIBLE
BUSINESS
Enabling Change for Impact

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1. ABOUT CRB

Centre for Responsible Business (CRB) was established with support from *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH* of Germany, *Social Accountability International (SAI)* of US and *Business Social Compliance Initiative ('BSCI', now known as 'amfori')* of Belgium in 2010 as part of a German Federal Ministry for Economic Cooperation and Development (BMZ) supported initiative.

CRB has subsequently evolved into an independent organisation based in New Delhi, working in the following four **programmatically verticals** with multiple stakeholders to evolve an ecosystem to drive sustainable and responsible business.

- **Action and Policy Research** particularly focused around human rights, social and environmental sustainability
- **Training and Capacity Building:** of various actors in the supply chain to enable them to adhere to domestic government and/or industry demands and also of international brands and standards
- **Customised Advisory Services and Technical Assistance:** facilitating businesses to integrate the Environmental, Social & Governance parameters at the strategic, managerial and operations levels
- **Fora:** industry and multi-stakeholder fora to facilitate and enable collaborative approaches aimed at developing solutions for sustainability challenges

The Genesis



Our Services

- Training and Capacity Building
- Action and Policy Research
- Customized Advisory Services & Technical Assistance
- Development of Multi-stakeholder Knowledge Fora

Undertaking evidence-based **CSR & Sustainability** related projects in a number of key sectors such as Agri-business, Natural Stone/Mining, Electronics, Automobiles, Leather, Textile, Power, Electronics and Financial sectors.

Few of Our Clients & Partners

Global brands and retailers including, among others: Marks & Spencer, H&M, Walmart, TESCO, S. Oliver, Carrefour, Mahindra Group, Apollo Tyres, Novozymes (SA) Ltd., CLP India

Development Agencies & Standard Setting Organisations: UN Environment, UNICEF, UNIDO, OECD, GIZ, Terre De Homme (TDH), MVO Netherlands, CSR Europe, Forest Stewardship Council, Rainforest Alliance, ISEAL Alliance, Green Electronics Council, WWF, UNDP, RSPO, and many more.

Our Forum

Indo-Dutch Sustainability Forum (INDUS-Forum): Developed by CRB with Netherlands Embassy to facilitate dialogue, thought leadership on Sustainable business & facilitate social and inclusive sustainable supply chains for bilateral Business (<https://futureproof.community/circles/indus-forum>)

India Water Stewardship Programme (IWSN): This network was formed by CRB together with a few like-minded organisations and companies to promote water stewardship in India. Some of the other envisaged functions are: support fundraising for and implementation of water stewardship projects in India; connect Indian water stewardship actors to the global AWS network; organise events to enhance the visibility of the network and the approach of water stewardship across the country (<http://a4ws.org/about/global-network/india/>)

Other For a/Coalitions: CRB is also at different stages with the development of multi-stakeholder fora/coalitions in the areas of: Human Rights and Business, Sustainable Palm Oil for India, Sustainable and Circular IT & Electronics and Circular Economy in Indian Apparel and Textiles.

Our Recognition & Affiliations

CRB's work and approaches to bring issues in Development and Sustainability for dialogue and solutions, have been recognized as affiliations with various national and international organisation and initiatives of repute. Few of them are as below:

- UN Forum on Sustainability Standard (UNFSS)
- Consumer Information Programme of UNEP-10YFP Programme
- CSR Europe
- Aston University, UK

- Indian Institute for Corporate Affairs (IICA)
- Quality Council of India (QCI)
- Bureau of Indian Standards (BIS)
- MVO Netherland
- Netherlands Embassy in India

2. ACTIVITIES OF YEAR 2017-18

I. Customized Advisory Services

1. Sustainability Policy of Mahindra Sanyo Special Steel Pvt Ltd (MSSSPL)

Mahindra Sanyo Special Steel Limited (MSSSPL) is synonymous as the world's premier special steel manufacturer. It is one of those companies that have shown its commitment right from the top on sustainable business (encapsulating social, economic and environmental components of sustainability). MSSSPL has resolved to fulfill its sustainability commitments through a 'Business Sustainability Policy' for the company. Centre for Responsible Business (CRB) designed an overarching 'Business Sustainability Policy' capturing the values and commitments of MSSSPL and situating it within the overall SDGs framework. For a complex subject like sustainability which touches various aspects of MSSSPL's business, it was critical to deploy the policy across various functions and departments of the company and allocate responsibilities across relevant officials. Therefore, a bottom-up process was adopted for development of the Policy, engaging relevant staff.

2. Human Rights Due Diligence of a large MNC Power Company

Post the unanimous endorsement of the UN Guiding Principles on Business and Human Rights in 2011 (referred as the *Guiding Principles*), governments, businesses and stakeholders have a clear global framework to shape and discuss businesses' strategy and practices towards protecting and respecting human rights. Companies can have implications on human rights issues not only of their employees and the community where they operate or the market where they compete with their rivals – but also along their supply chains.

Based on existing internationally acceptable tools/methods, CRB designed a human rights due diligence assessment for a multinational power company in India and conducted it across a representative sample of their project sites. Further, mid-level staff from across the company were oriented on the Guiding Principles, especially its application on corporate

responsibility. The exercise took into consideration the full scope of the UN Guiding Principles and developed tools that are relevant for this case. The findings of the report are expected to help the company in understanding and assessing actual and potential human rights related risks and adopt measures to address them.

II. Action & Policy Research

1. Market-based approach in dealing with End of Life E-Waste in India



Pic: Participants at Workshop on End of Life Management of E-Waste

In order to deal with the problem of electronics waste (e-waste), Government of India introduced the concept of Extended Producer Responsibility (EPR) in 2016 through an amendment in the E-Waste Rules 2011, to ensure producers set up a system to collect and manage end-of-life electronic equipment. However, differences were observed between the expectation of the State and the ability of producers to meet the standards in this legislation. In the wake of

envisaged weaknesses in the implementation of this legislation, it was felt that a market-based mechanism could better work for the private sector.



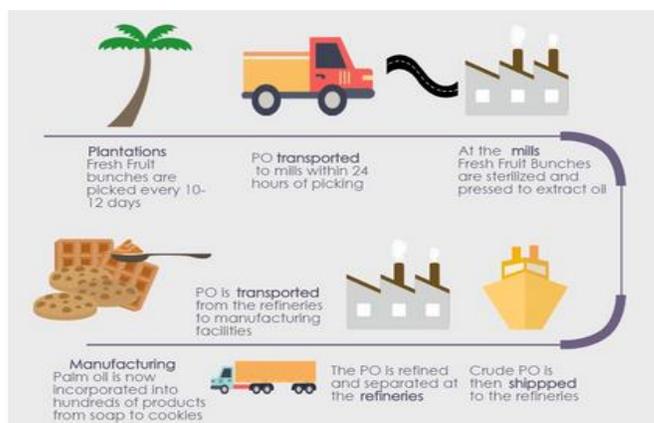
Pic: Participants at Workshop on End of Life Management of E-Waste

Given this background, CRB has been working with Green Electronics Council (GEC) since May 2017 to assess current priorities of the government and industry practices in dealing with end of life (EoL) issues pertaining to the electronics sector in India. In the period 2017-18, this partnership in consultation with key stakeholders explored capacity building opportunities for EoL management of specific IT products and came up with a draft set of ‘criteria’, with an explicit link to the Sustainable Development Goals (SDGs).

This partnership between the Green Electronics Council and CRB will continue in 2018 when CRB will explore the feasibility of implementing the set of ‘criteria’ for end of life management of electronics, specific to India, under an eco-standard for electronic products based on further discussions and inputs from stakeholders.

2. Improving uptake of Sustainable Palm Oil in India

CRB conducted a Research Study on ‘Improving uptake of Sustainable Palm Oil in India’ in partnership with Rainforest Alliance. Key features of the study were - mapping of the supply chain actors and other influencers; analysis of the policy, legal and institutional framework that impact palm oil sector in India; identifying determinants and drivers of sustainable palm



Pic: Supply Chain of Palm Oil (WWF, 2017)

in the country. It entailed discussions with relevant stakeholders and engaging with several key actors many of who have been left out in earlier discussions on the subject, including Government agencies/departments, associations of user industries (hotel, restaurant, biscuit manufacturers) consumer goods manufacturers, refiners and processors.



Pic: Glimpses from a stakeholder consultation on sustainable palm oil, 15th March 2018, Delhi

The findings of the study were shared by CRB at a stakeholder meeting co-organised with RSPO, WWF and RA in Delhi in March 2018, which identified certain priority actions to enable better uptake of sustainable palm oil including engagement with FMCG players, millennial consumers and possibility of developing a multi-stakeholder coalition as a platform for sharing information/good practices.

3. Towards Sustainable & Inclusive Mica Supply Chain in Jharkhand

In spite of the government having banned underground mining of mica in the state, the mineral continues to be gathered from dumpsites of abandoned mines across the districts of Koderma and Giridih in Jharkhand. The miners are socially and economically backward communities, living and working in remote areas often without any alternative livelihood sources. There is a growing interest



Pic: Women and Men both are involved with mica collection

among mica users (especially in Europe, due to pressure from international NGOs) to contribute towards improving the conditions of such mica miners and their communities.

Terre des Hommes (TdH) a leading NGO has been working on this issue and approached CRB to develop and operationalize a roadmap for inclusive and sustainable mica sector strategy ultimately lead to better benefits for the miners and their communities.

TdH and CRB is working together to develop this roadmap that will ensure that over 2.5-3 lakh people who are engaged in the mica sector across the state benefit from a locally owned, stakeholder-led ‘road-map’ where the private sector plays a key role in promoting better business. The inputs from this intervention would ultimately help and support Responsible Mica Initiative (RMI) – an initiative supported by international mica users to cleanse the mica supply chain and promote responsible business practices.

4. Synergizing Environmental Sustainability with Industrial Growth in the Leather Sector of Uttar Pradesh

Given CRB’s holistic approach of examining sustainability issues in sectors, the organisations endeavored to explore the *alignment between industrial growth and competitiveness in Uttar Pradesh’s leather cluster with challenges of environmental sustainability in it.*

CRB closely studied the leather cluster in Uttar Pradesh (Jajmau and Unnao) in the period April-June 2017 and had discussions with key stakeholders at both the state and the national levels as part of this study. This was preceded by review of secondary literature, having discussions with other organisations that have worked in this sector/geography and identifying key stakeholders. These face-to-face interactions were held to develop an in-depth understanding of the key issues and challenges in UP’s leather industry, especially given the government’s intent to promote the sector under the ‘*Make In India*’ initiative and the how UP’s leather entrepreneurs could take this advantage. The major political, environmental, technological and economic barriers faced by tanners were critically discussed to come up with a *strategic sectoral road-map*, comprising policy, technological and industry-level actions. A report of this study advances a strategy that considers environmental mitigation actions in the context of promoting industrial competitiveness of the industry.

III. Training & Capacity Building

1. Toolkit to prevent and mitigate Child Labour/Forced Labour in Supply Chain

Human trafficking is rampant in the supply chains of many products – cotton, garments, cocoa, mica, etc. to name a few. Most of the victims are being trafficked from and inside Asia. Many countries in Asia serve as the source, destination and transit locations for human trafficking. Despite growing awareness regarding the problems related to human trafficking and forced labour, and efforts on the part of many companies to stem such abuse and violations, the diversity and complexity of today's global supply chains can challenge even the most well intentioned companies.

Global March Against Child Labour (Global March) aims to contribute to building a society where children, especially girls and young women, are better protected from all forms of labour exploitation, violence and are economically empowered.

CRB is developing a toolkit for Global March to help Dutch companies understand, assess and reduce the problem of child labour/forced labour particularly of children, girls and young women, in the Garments and Fisheries sectors of Bangladesh, India and Philippines. Once developed, this toolkit would be used by CRB and Global March to enable Dutch companies and their suppliers in these two industries (across the three countries) better understand and address this issue across supply chains in these and other countries in Asia.

2. Drive Sustainability – understanding and identifying elements of Sustainability in the automobile supply chain in India



Pic: Participants being oriented by Senior Sustainability Experts

‘Drive Sustainability’ is an initiative co-developed by 10 top European automobile manufacturers to ensure that automobile OEMs in key supplier countries (like India) better understand elements of sustainability relevant for their business and take appropriate steps to achieve the same in their companies. CSR-Europe acts as a Secretariat of this programme.

CRB organized a set of training and capacity building events in partnership with CSR-

Europe across Pune, Bangalore and Chennai – three major automobile clusters in India.



Pic: Group Work being done by participants

These training workshops used a set of ‘Guiding Principles’ which cover three issues: (i) Business Ethics, (ii) Environment and (iii) Human Rights – for developing the capacity and

understanding of OEMs on sustainability issues in the automobile sector and ways to address them.

3. ZED Training Events in Gujarat, 2017

The Zero Defect Zero Effect (ZED) initiative was launched by Hon'ble Prime Minister Narendra Modi especially to enable and help Micro, Small and Medium Enterprises (MSMEs) of India, to manufacture goods in the country with "zero defects" and to ensure that the goods have "zero effect" on the environment. Ensuring competitiveness of India's MSME is critical as it will contribute to the overall growth of the manufacturing sector and the country's economy. While the Department of Industrial Policy and Promotion took the responsibility of creating an atmosphere of Ease of doing business, QCI along with the M/o MSME started exploring the idea of creating a holistic scheme to engage the MSME

sector, long considered as a propellant for sustained growth, by improving their quality and competitiveness - thus ZED came into existence.

Quality Council of Indian engaged CRB as an implementing agency to build awareness of MSMEs on the ZED Model. In this regard, CRB organized 2 training programmes in Gujarat in collaboration with South Gujarat Textile Processors Association (SGTPA) in Surat and Federation of Gujarat Industries in Vadodara. The programmes were attended by around 100 participants from MSMEs and well received by them.

IV. Knowledge Forum

1. From The Tragedies of the Commons to the Strategies for the Commons (India and Sustainability Standards 2017)

The theme for the fourth edition of CRB's Annual Conference (held in November 2017) was 'From the Tragedies of the Commons to the Strategies for the Commons'. The event offered an occasion for participants to discuss challenges and opportunities presented by voluntary sustainability standards and collaborative sustainability initiatives especially, in supporting business and policy contributions towards positive social, economic and environmental impacts in India.

The event was graced by over 620 delegates comprising government representatives from the Centre and some States, corporate leaders, industry associations and experts, thought leaders and academia, International Development Agencies, UN Agencies and NGOs. After an opening plenary day, the next two days witnessed over 20 interactive sessions on various thematic issues and sectors co-hosted by like-minded organisations championing the case of business sustainability/sustainable development, crucial for Indian actors.

2. Making Trade and Investment between India and the Netherlands Sustainable (INDUS-Forum)

In mid-June 2017, in partnership with the Dutch Embassy, New Delhi and MVO Nederland, CRB organized a set of three sector-specific roundtables for promoting sustainable trade and investment between India and the Netherlands in three specific sectors, as part of the continuing engagement on the INDUS-Forum project.



Pic: Newspaper article covering the INDUS-Forum

These sectors were (i) Apparel and Textiles, (ii) Agro-business and (iii) IT and ITeS. The purpose of these discussions was *to identify and design 1 or 2 concrete ground-level interventions* in each of these sectors to be undertaken involving Dutch businesses and actors



Pic: Delegation including Dutch Vice Minister Marten van den Berg and Dutch Ambassador Alphonsus Stoeliga at the event

operating in India and Indian stakeholders to promote sustainable business practices. In each of these round-table discussions, a group of key stakeholders brainstormed and identified specific ground-level interventions, which could be undertaken under the aegis of the INDUS-Forum project.

On 19th June, CRB organized a seminar entitled, *'The Road towards an Inclusive and Sustainable Business Case'* in partnership with the Embassy of Netherlands and MVO Nederland. Inaugurating the event Marten Van den Berg, Dutch Vice-Minister for Foreign Affairs and Trade stressed how international trade can both create opportunities as well as risks for businesses along the value chain, especially in today's

interconnected world characterized by global production networks. He asserted that Netherlands and India can work together hand-in-hand to strengthen bilateral relations between the two countries, with sustainable business being at the heart of this relation. Over 60 people participated in this event including corporates, knowledge organisations, NGOs, business associations, experts and academicians. From the discussions, it was evident that *INDUS-Forum* is expected to provide different set of support services and information to help address the varying nature of sustainability challenges.

3. OTHER ENGAGEMENTS & REPRESENTATION

1. Multi-stakeholder Advisory Committee (MAC) on Sustainable Consumption and Production, UN Environment

CRB is an active member of the Multistakeholder Advisory Committee (MAC) of the Consumer Information programme of UN Environment's Sustainable Consumption and Production programme (referred to as the 10YFP programme).



Pic: Members of the Multi-stakeholder Advisory Committee

CRB contributed towards the development of A Guideline for companies to provide reliable Sustainability Information to Consumers. This Guidelines was first launched (globally) in Geneve at the International Trade Centre (ITC), Trade for Sustainable Development event in October 2017. Subsequently, the regional (South Asia) launch was held as part of CRB's Annual Conference in November 2018 in New Delhi. CRB has been able to mobilise participation of leading Indian companies in the road-testing of these global guidelines.

2. BIS Management Standard on CSR Projects Implementation in India

CRB has been actively engaged in a Sub-Committee appointed under the aegis of the Bureau of Indian Standards (BIS) to develop a set of management standards for implementing CSR

initiatives in India – to ensure proper alignment and consistency across CSR interventions undertaken by companies in India. These standards are expected to be released in mid-2018.

3. Engagement with Corporate Responsibility Watch

CRB is part of Corporate Responsibility Watch (CRW) – which is a coalition of Indian NGOs working on evidence based analysis of sustainable business practices in India. CRB contributed a chapter on *Sustainable Consumption and Production (SCP)* in the 2017 report of CRW.

4. EVENTS

1. Workshop on Excellence in International Academic Publishing

Centre for Responsible Business (CRB) organized a one day workshop on “Excellence in International Academic Publishing”, aimed at offering a day full of learning, skill building and networking for research scholars from social science, business and management institutions in India.



This workshop was designed and developed by CRB in collaboration with Alliance Manchester Business School, The University of Manchester, Aston Business School, Aston University, University of Basel, Deakin University, and Schulich School of Business, York University. The workshop was held in two parts: (i) introductory course on theorising to model building; and (ii) learning from the editors of international journals on developing excellence in academic publishing.

2. Orientation on Responsible Business Practices in Assam

State Consultation organized by the Stop Child Labour (SCL) program – India Platform held at Hotel Royale de Casa on 11th May 2017 in collaboration with the Centre for Responsible Business (CRB). Stop Child Labour programme is a coalition of the Algemene Onderwijsbond

(AOB), Mondiaal FNV, Hivos, the India Committee of the Netherlands (ICN), Kerk in Actie & ICCO Cooperation and Stichting Kinderpostzegels Nederland. The coalition is supported by the Ministry of Foreign Affairs, the Netherlands. The coalition cooperates closely with local organisations in Asia, Africa and Latin America that are committed to getting all children out of work and into school. In India, the programme is implemented by a coalition of BWI/RPKNMS, Manjari, SAVE, MV Foundation and ICCO. The State Consultation emphasized on how the area based approach can be used to create Child Labour Free Zones and how different stakeholders like governmental and non-governmental organizations, communities, families, schools, companies and CSR initiatives can be actively involved in this process.

3. State level Multi-Stakeholder Consultation on Responsible Supply Chain in Tea Industry in Assam

A State level Multi-Stakeholder Consultation on Responsible Supply Chain in Tea Industry in Assam held on 16th March 2018, Hotel Novotel, Guwahati, Assam. Save the Children, Centre for Responsible Business (CRB), Civic Engagement Alliance (CEA) as part of the ICCO Corporation were the partners for this event. Resource persons in this consultation were Mr. Ravi Raj Atrey, Centre for Responsible Business, Dr. Sunita Changkakaty, Chairperson, ASCPCR, Ms Geetanjali Ghose, Asst. Professor, NLUJA, Dr. Chiranjeeb Kakoty, Expert from Industry Association, and Mr. D. M. Kakoty, Director, Assam Tea Board. The consultation was attended by the representatives from Tea Industries, Government agencies, Civil Society organizations, Industry associations,



Pic: CRB resource person interacting with the stakeholders in Guwahati

Academia, advocacy groups and think tanks. Centre for Responsible Business facilitated the Panel Discussions and the Group Work with the participants with objective to identify the challenges and inputs for action plan to overcome those challenges in Responsible Supply Chain in Tea Industry in Assam. Issues like lack of social security, education, awareness on rights, poor implementation of the labour laws, children related issues in tea supply chain, access to water

sanitation and hygiene, women's health, crèches/breastfeeding booths, child trafficking etc. were highlighted in the discussions. A draft action plan was developed with inputs from all the stakeholders present in the consultation.

4. India Standard for the Life and Building Safety (LABS) Initiative

On 30th January 2018, CRB joined hands with IDH Sustainable Trade Initiative to organise a multi-stakeholders' consultation for presentation and finalisation of the 'India Standard for the Life and Building Safety (LABS)' Initiative. Stakeholders and experts discussed areas pertaining to electrical safety, fire safety and structural safety issues especially relevant to the apparel and textiles sector. The LABS programme will broadly focus on garment and footwear manufacturing sector initially and further scale up to other sectors. This programme will be implemented in four countries i.e. India, Pakistan, Cambodia and Vietnam respectively. Over 40 experts and stakeholders from government agencies, associations, textile brands and experts participated in this event.



Pic: Participants at the workshop interacting within themselves during the group work



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5th
Annual Conference
SAVE THE DATE
14-16 November 2018

Designed and hosted by
CRB CENTRE for RESPONSIBLE BUSINESS
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