"BOARDS CAN NO LONGER EXIST IN A VACUUM" –
"they are required to obey the law " and are expected to put their companies' interests before their own, and directors to take into account the interests of all stakeholders in the company when taking decisions..............CEO's Panel Discussion

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Corporate Boards are required to obey the law, and in coming to decisions, board members are expected to put the interests of the company before their own; and also take the interests of various stakeholders into account. Directors and boards have to weigh a variety of contending factors when formulating vision and values and discussing and deciding corporate goals, objectives and policies, including those relating to sustainability challenges and opportunities. There may be difficult trade-offs to consider at times of competitive pressure, uncertainty and inequality. Realising this fact the Institute of Directors is organizing The London Global Convention incorporating 13th International Conference on Corporate Governance and Sustainability with the theme-Board Room Effectiveness for Principled Corporate Governance and Sustainability, during 1-4 October, 2013 in London. International Corporate Governance is at the cross roads and Principled Corporate Governance may become a game changer for sustainable strategies. The Conference will focus on leadership with good governance; board room strategies for managing risks and preventing frauds; role of stakeholders in governance; sustainable business growth through green economy and integrated reporting system. These issues are expected to synthesis global thinking on effectiveness of the boards.

IOD organised 15th World Congresse on Environment Management with the theme – Driving Green Economy for Sustainable Development and Inclusive Growth during 19-20 July 2013. The Conference focused on short, medium and long-term interests and intergenerational issues which are particularly problematic. The participants considered that commentators and activists can easily say that 'challenges' should be viewed as 'opportunities'; but innovation; changing operating, procurement and sourcing policies; and introducing new offerings; practices; and technologies can involve upfront 'investment', 'risk' and 'uncertainty'. Acting more responsibly leads to sustainability which is neither 'cost nor risk free'. The stakeholder relationship and confidence can be ensured only through appropriate reporting mechanism and the latest GRI–G4 makes compliance and performance more accountable through non-financial reporting. G4 has moved the focus from 'lagging indicators' to 'leading indicators' which makes the whole exercise to identify the actions that are 'pro-active' and will support and promote long-term positive impacts. The integrated reporting system will certainly bring in a paradigm change in corporate governance.

The board room information on strategy and actions needs to be shared with all stakeholders outside the boardroom. If that is not ensured then the stakeholders may not become aware of the strategies and their considered likely impacts. The boardroom leadership has to focus upon implementation for sustainable and inclusive growth.
MANHY THINK ABOUT
CHANGING THE WORLD
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Transforming Corporations through our holistic programmes so together we can create a better world

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- Conference creates understanding
- Understanding creates networking
- Networking creates experience
- Experience creates knowledge
- Knowledge creates technology
- Technology creates convenience
- Convenience creates well being
- Well being creates feelings
- Feelings create motivation
- Motivation creates involvement
- Involvement starts a movement
- Movement leads to desired behaviour

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LONDON GLOBAL CONVENTION 2013
on CORPORATE GOVERNANCE & SUSTAINABILITY
And presentation of Golden Peacock Awards for Corporate Governance, Sustainability, (both National & Global) and HR Excellence
1 – 4 October 2013, London (UK)

24TH WORLD CONGRESS ON TOTAL QUALITY
And presentation of Golden Peacock Awards for Quality, Training & Innovative Product/Service
7 – 8 February 2014, Mumbai (India)

8TH INTERNATIONAL CONFERENCE ON CORPORATE SOCIAL RESPONSIBILITY
And presentation of Golden Peacock Awards for Corporate Social Responsibility, (both National & Global) and Innovation Management
13 - 14 December 2013, Bengaluru (India)

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Introduction

As a part of National Policy for economic development, very few, economic Jurisdictions in the world have chosen a mixed economy framework that allows for the role of both the public sector and the private sectors to compete and thrive, in the way that India has done. Classically, the role of government is confined to the maintenance of law, order, welfare of the people, economic policy making and administering justice. The governments have been performing these duties by collecting taxes, from the people engaged in the economic activities of agriculture, industry and trade. The governments have themselves been not into any economic activity per se; although, in the absence of law and order, no economic activity can be performed in an appropriate manner. It is, nevertheless, important to recognize that even under the traditional societies, there was one sector where the production was organized directly under the government control viz. 'defence production'.

The scope of the public sector enterprises specially in Europe, increased significantly, especially after the 'industrial revolution' in Great-Britain. The relative late start of industrial revolution on the continent (Europe) necessitated the need for a quick catch up with Great Britain. Private people could not be expected at once to set the process of industrialization in action and also to close up the gap in development. Greater emphasis on public sector enterprises by the less developed countries vis-à-vis the advanced countries, may also be seen in this context.

If we arrange the different countries of the world today on the ascending order with respect to the shares of public sector in GDP, countries like USA will lie at one end of the spectrum with lowest share of public sector enterprises (in its GDP), whereas economies like India and China will occupy the other end of the spectrum with highest shares of GDP generated out of public sector enterprises. Many countries, for instance, Brazil and Argentina are stated to have modeled their development strategy on the Indian planning. They too had, therefore, a significant presence of the public sector in their economies. In recent years, however, a number of these countries decided in favour of 'privatization'. They have, therefore, three sectors, in their economies namely the public sector, the private sector and the privatized sector.

In fact, on a closer analysis, the role of public sector in USA appears to be no less impressive, specially in terms of the strategic importance of the sectors, in which they have significant dominance. Their entire space venture under the National Aeronautics and Space Administration has been in the public sector. The Tennessee Valley Authority, United States Postal Service, the various nuclear power (research) projects and a good many defence industries have been in the public sector. The large investments made in their space programme have been instrumental in various inventions, which have been transferred to the private sector. It is on account of these 'know–hows' that the American industry in this specialized area is said to be most competitive in the world.

Public Sector in India.

“Temples of Modern India” was the honour bestowed to Public Sector Enterprises by Mr. Jawaharlal Nehru, the first Prime Minister of independent India. While there were only five Central Public Sector Enterprises (CPSEs) with a total investment of 29.00 crore at the time of the First Five Year Plan, there were as many 260 CPSEs (excluding 7 Insurance Companies) with a total investment of 7,29,228 crore as on 31st March, 2012. Though the share of public sector investment in India was as high as 70 per cent in the First Five Year Plan of all investments, it came down to 30 per cent in the Tenth Plan. However, in absolute terms, the public sector investments have been continuously on the rise.

A large number of these CPSEs have been set up as Greenfield projects consequent to the initiatives taken during the various
Five Year Plans. CPSEs, such as National Textile Corporation, Coal India Limited (and its subsidiaries), Iron & Steel Co., have, however, been taken over from the private sector consequent to their 'nationalization'. Industrial units such as India Petrochemicals Corporation Ltd., Modern Food Industries Ltd., Hindustan Zinc Ltd., Bharat Aluminum Company, Maruti Udyog Limited etc. on the other hand, which were CPSEs earlier ceased to be CPSEs after their 'privatization'.

A large number of CPSEs belong to the category of limited companies and have been established with the approval of the Union Cabinet under the Companies Act, 1956. CPSEs in the category of 'corporations' like the Food Corporation of India, the Life Insurance Corporation etc. have been established with the specific enactment of the Parliament. While the 'Company' form of CPSEs function according to the Articles of Association and are registered under the Companies Act, the 'Corporation' form of CPSEs have their objectives and scope as defined in specific enactment of the Parliament.

Public sector investment, in our Plan models, has assumed the function to bridge the gap between the required investment in the economy (for the overall development of the country) and the investment forthcoming from the private sector. Shortages and higher input costs have generally restricted the level of achievement of this targeted growth. The projections of demand and supply for different sectors, whether estimated by the various Working Groups of the Planning Commission or by the Investment Commission (Ministry of Finance), show that the expected investments from the private sector are often short of the required investments. In all such cases, the public sector were expected to come forward to bridge the gap in investment, which in practice were not achieved in many sectors for a variety of reasons.

The overview of the comparative performance* of the CPSEs, considering various parameters, during the last two financial years for which the complete results are available, summarized below, clearly show a significant achievements of the CPSEs as a whole;

**Total paid up capital** in 260 CPSEs as on 31.3.2012 stood at Rs.1,63,863 crores compared to Rs.1,57,438 crores as on 31.3.2011 (248 CPSEs), showing a growth of 4.08%.

**Total investment** (equity plus long term loans) in all CPSEs stood at Rs 7, 29,228 crore as on 31.3.2012 compared to Rs 6, 03,975crore as on 31.3.2011, recording a growth of 20.74%.

**Capital Employed** (Paid up capital plus reserve & surplus and long term loans) in all CPSEs stood at Rs.13, 43,176 crores as on 31.3.2012 compared to Rs 11, 64,178 crores as on 31.3.2011 showing a growth of 15.38%.

**Total turnover/gross revenue from operation** of all CPSEs during 2011-12 stood at Rs18, 41,927crores compared to 14, 98,018crore in the previous year showing an increase of 22.96%.

**Total income** of all CPSEs during 2011-12 stood at 18, 24,627 crores compared to Rs14, 70,569 crore in 2010-11, showing an increase of 24.08%.

**Under-recoveries** borne by the upstream oil producing and oil marketing companies (in retail prices of petroleum products) amounted to Rs 55, 041 crores in 2011-12 compared to Rs37, 190 crores in 2010-11.

**Profit** of profit making CPSEs stood at Rs. 1, 25,115 crores during 2011-12 compared to Rs1, 13,944 crore in 2010-11, showing a growth of 9.80%.

**Loss** of loss incurring CPSEs stood at Rs. 27, 602 crore in 2011-12 compared to Rs. 21, 817 crore during 2010-11, showing an increase in loss by 26.52%.

**Overall net profit** of all 225 CPSEs during 2011-12 stood at Rs.97, 513 crores compared to Rs 92, 128 crores in 2011-12, showing an increase by 5.84%.

**Reserves & Surplus** of all CPSEs went up from Rs. 5, 60,203 crores in 2010-11 to Rs. 6, 13,949 crores in 2011-12, showing an increase by 9.59%.

**Net worth** of all CPSEs went up from Rs. 7, 17,641 crore in 2010-11 to Rs. 7, 77,812 crore in 2011-12 registering a growth of 8.38%.

**Contribution of CPSEs to Central Exchequer** by way of excise duty, customs duty, corporate tax, interest on Central Government loans, dividend and other duties and taxes increased from Rs1,56,751 crores in 2010-11 to Rs1,60,801 crores in 2011-12, showing an increase of 2.58%.

**Foreign exchange earnings** through exports of goods and services increased from Rs.91, 774 crore in 2010-11 to Rs. 1, 05,407 crores in 2011-12, showing a growth of 7.12%.

**Foreign exchange outgo** on imports and royalty, know-how, consultancy, interest and other expenditure increased from Rs. 5,50,086 crore in 2010-11 to Rs.7,33,544 crores in 2011-12, showing an increase of 33.35%.

**CPSEs employed** 13.98 lakh people (excluding contractual &casual labours) in 2011-12 compared to 14.40 lakh in 2010-11, showing a reduction in employees by 2.91%.

**Salary and wages** went up in all CPSEs from Rs. 98, 402 crore in 2010-11 to Rs. 1, 05,407 crores in 2011-12, showing a growth of 7.12%.
Globalization and Public Sector

Globalization including falling tariff across the WTO member countries has increased competitive edge of the domestic producers. At the same time, it has increased (a) access to markets of other countries and (b) reduced the cost of inputs for the final producers. Of course, the impact of globalization is mixed, however, on the whole, it is an accepted fact, that the over-all economy of the country has improved. Production, whether under the public sector or the private sector need not be limited to domestic market; although according to one point of view the opportunities in the domestic market is significantly large and not yet fully explored. Arguments advanced in favour of an internationally accessible large market are particularly by way of advantage of scale which leads to increasing returns in production.

Some observers on the Indian economy are bullish about the future growth of the manufacturing sector. Manufacturing sector, in general, is skill intensive and involves process engineering. Since India, to day, is a surplus economy vis-a-vis supply of engineers, it has the potentiality of becoming an attractive destination for setting up manufacturing plants. Prospects of R&D development are also considered to be very high in the case of India compared to most other developing countries. The capital cost of manufacturing industries is also observed to be much lower in India. All these factors, together open up the possibilities of huge investments coming in these sectors especially from overseas investors and the multinationals.

In terms of investment, Manufacturing CPSEs has also got the largest share of investment among all the CPSEs. This was followed by service CPSEs and mining CPSEs. However, in the present competitive environment, in which, most of the CPSEs has to function, and thrive the Customer satisfaction reigns supreme, which in turn, may be looked at in terms of (a) quality of product and (b) quality of service. There is a felt need to pay equal attention to quality of product as well as service delivery in order to retain the customer satisfaction, as the presence of service CPSEs, whether financial or non-financial is very significant, in terms of number and coverage.

Disinvestment and Resource Mobilization from Market

The share of government investment in the public sector enterprises, to start with, has most often been 100 per cent. The liberalization debate post-1991 veered around whether the government equity should be diluted to 51 per cent from 100 per cent, since the government continued to have the full control over the management even with this percentage share. There was a general consensus that share holding could be diluted to 51 per cent. This triggered the subsequent dilution of government equity in a number of CPSEs. The government thus could recoup funds, often at a premium, through unloading its stock either on the stock exchanges or to a strategic partner or financial institutions.

Recent years have witnessed a slow dilution of this percentage share of Government from issue of fresh equity in favour of retail investors and private parties as well as from sale of existing stocks. CPSEs, such as, MTNL had raised resources from the international markets through the Global Depository Receipts (GDR) route a long time back. The recent success of some of CPSEs such as Power Finance Corporation, Power Grid Corporation, Rural Electrification Corporation, Oil India Limited etc. in mobilizing resources through initial public offers (IPOs) of fresh stocks is a pointer in that direction. All these IPOs have been oversubscribed. The IPO offer of COAL INDIA Limited, and the extent of its oversubscription is some sort of a record in itself. The listed public sector companies so far, are performing well, and it certainly has opened an avenue for the efficient CPSEs to tap the market for raising larger resources at a lower cost.

Decentralized Decision Making

The decentralized decision making acts as a pivotal force in the functioning of successful firms. To reap benefits of the decentralized decision making, the organisational structure has to be suitability evolved. Budgeting, strategic business groups, Management Information System, and business rules decide the degree of decentralization in an enterprise. Organizationally speaking, many CPSEs have become monolithic. Restructuring of these organizations have attained utmost importance, in order to enable them to move forward in the current global scenario. The formulation of corporate plans and the support of the Government have become crucial to implement this essential restructuring both in letter and spirit.

Autonomy and Accountability

Autonomy is the key issue. The removal/amendment of Article 12 of the Indian Constitution is generally demanded because that hinders the autonomy of CPSEs in terms of recruitment,
ILFS
promotion and day to day commercial businesses. Like the private sector enterprises, there is a need to have a level playing field for CPSEs and going by this assertion, the champions of the public sector have tried to make out a case for exempting CPSEs from Article 12 of the Indian Constitution.

The Comptroller and Auditor General (CAG) audit is another issue being quoted as an impediment for the CPSEs. Till 1954, it is ascertained that there was no CAG audit for CPSEs. Later, in 1956 on the ground of the Government funding, the CPSEs were brought under the control of the CAG. The CPSEs often felt that they are at the receiving end as the skill of the CAG auditors are oriented towards auditing Government Departments, and the qualitative difference between the action of the Government and the action of a commercial entity in the competitive business environment mostly remain unappreciated.

Healthy debates are also taking place both within the Government system and outside, regarding the faster recruitment of the Board level posts in the CPSEs, by expediting the selection and scrutiny process left in the domain of Public Enterprise Selection Board (PESB) and Central Vigilance Commission (CVC) respectively, before they are finally approved by Appointments Committee of the Cabinet (ACC).

The Public Investment Board requires the enterprises to go through it, in case the investment proposals are beyond a threshold limit although to some extent the Navratanas, Navratanas and the Mini ratnas are now out of its purview for investment within certain limits, for which the respective Board of Directors have been empowered. There has been demand that the investment decisions in CPSEs should be subjected by the same norms as those applied in the case of private enterprises and in addition, CPSEs should get a credit for the social content in their project appraisal. We also feel that the Optimum Performance Through Internal Management Action (OPTIMA) could usher in a new era of sound working of CPSEs as it could take care of budgeting, pricing, management information system, internal audit, transfer pricing, management by objectives and higher performance through consensus.

However, the essential change envisaged in the New Companies Bill, by separating the posts of the Chairman of the Board of Directors, and the CEO (Managing Director), is bound to create some restructuring issues in the CPSEs as the two posts, at present, are mostly unified in CPSEs in the form of CMD (Chairman cum Managing Director). Looking the whole issue from the corporate governance point of view, we note, that this separation of authority and responsibility has become a basic and essential ingredient of Corporate Governance, accepted as globally, and it is expected that the CPSEs and the concerned authorities would initiate some advance preparatory actions, in order to avoid this legal and organizational impasse.

### Improvement of Resources and Programme Management

It is common knowledge that the productivity in some CPSEs is low and the quality of programme management is not above the mark. The productivity as measured in terms of Value Addition per Employee (VAPE), growth in VAPE and Return on Capital Employed (ROCE) is rather medium to low in CPSEs. The asset utilisation ratios have been very low as the capacity utilisation has tremendous potential to increase.

The inventories are a major problem in this regard. The stores and spares inventories are very high in terms of absolute value and relative parameters.

In many of the Public enterprises, the sensitisation about supply chain management has not made the required dent compared to the equivalent private sector firms, which as a general pattern, have taken on supply chain management as the principal area of the managerial attention. Similarly, it has been noticed, that the cash management in many cases, are feeble and the cash on float are still very high and cash balances are not giving appropriate mileage. The receivables management, in general, is also not very sound as the collection period needs to be shortened to bring it on par with the aggregate ratio. The earning power is imbalanced on the asset turnover side. The cost management also does not present an encouraging picture. The standard costs have not been developed. Per unit costs are not controlled through inter and intra firm comparisons. The cost manuals have not been properly prepared by many enterprises. Pricing is not always done on the basis of costs in many enterprises. The internal audit systems are not in a good shape as test checks are preferred to concurrent internal audit. The use of information technology is yet to make deeper in-roads in many cases. The enterprise resource planning (ERP) is still a dream in the case of many large and medium CPSEs. The project management has also in many cases, been found tardy due to the time and cost overruns.

The incremental capital output ratio (ICOR) is a good measure to evaluate the resource use efficiency in business enterprises. CPSEs are credited with an increasing ICOR implying the fact that the resource use efficiency is low in the case of these enterprises. Excessive investments in land, building, plant and machinery, and working capital are considered to be responsible for this phenomenon.

### Issues of Regulation

In the free market economies when we talk of a new world economic order, the commanding heights could not be left only to private institutions and businesses. Regulation could alone ensure a happy co-existence of public and private sectors; developed and developing world; and consumers and producers.
HMEL
Some examples of regulatory bodies in India include the Telephone Regulatory Authority of India (TRAI), Insurance Regulatory and Development Authority (IRDA) and Securities and Exchange Board of India (SEBI). The CPSEs need to be provided a level playing field by these regulatory authorities. The behaviour of private sector has been adverse to the interest of the consumer as proved by the power supply disaster during the Mumbai floods in 2005 and super-cyclone of Orissa where private sector defaulted in fulfilling its obligations to the local consumers and burden alone came to the regulatory authorities which stood like Gibraltar rock in the service of consumers. The Central Electricity Authority and the State Electricity Regulatory Authorities have found the behaviour of private sector power generation, transmission and distribution firms very inappropriate in terms of working out profits on capital employed, accounting systems, control on T&D losses, and modernization of their functions. Regulation is expected to become all pervasive. The CPSEs in all the areas of their functioning will have to live well with the regulatory authorities. Of course, the regulator will have to have the requisite competencies and any possibility of 'regulatory capture' will have to be avoided.

**Up Gradation of Work Efficiency**

Enhance productivity of the work force holds the key to the success of CPSEs in future. The salaries and wages as a percentage of cost of production in the units of CPSEs is still much higher compared to equivalent units in private sector. There is a need to upgrade the work efficiency of their personnel through job cataloging, performance appraisal, counseling, job rotation, job enlargement, job enrichment, training and management development. The recruitment policies, though considerably changed over time, needs further improvement to provide a greater weightage to professional and technological experience, computer literacy, familiarity with information technology and expertise in the use of internet. It is also observed that generally employees of a large number of CPSEs lack multi-skilling. There is normally a bunching of a considerable number of employees at the lower levels, particularly in sectors like steel, coal, textiles, transport, etc and appropriate training in multi-skilling, it is expected, will keep them fit for the changing the work needs in the modern era. Though there have been significant improvement, still in many cases, the factory layout, rearrangement of production facilities and shift from traditional and outmoded methods of production to batch manufacturing, computer aided design, computer aided manufacturing, application of automation in production processes and digitalized production have remained a real challenge for upgrading the efficiency of the workforce.

The introduction of flexi hours, work from home and employee centered output approaches, wherever possible, providing enough cushion to the family problems of employees would go a long way in upgrading the efficiency. Though a beginning has already been made, a greater focus on employees stock ownership plan will bring the much needed loyalty and involvement of the personnel to ensure the well being and profitability of the CPSEs in the long run.

**Competitive Market Strategies**

Marketing is considered to be another weak links in the CPSEs. The output orientation and captive market have kept these enterprises alienated from the vagaries of open market in a competitive world for a long time. The globalized world is dominated by market force which requires an enterprise to have its deeper understanding in terms of product, place, channel, and price. CPSEs will have to differentiate between 'selling' and 'marketing'. The former requires traditional strategies to push the products whereas the latter requires proactive strategies. In terms of pricing, CPSEs may have to consider varying the line and length from time to time choosing from a basket of pricing policies such as marginal pricing, incremental pricing, full cost pricing, dual pricing, domestic and international pricing. Flexible discount mechanism may have to be offered to win and retain the market share.

The product line may have to undergo frequent changes to suit the requirements of the customer and getting the access to global markets. The concept of 'cross selling' may have to be introduced. The idea of ‘brand ambassador’ needs to be explored. Product innovations should become the normal feature. The Boston Consulting Group (BCG) matrix may have to be adopted to differentiate the products in terms of competitive market strategies. The ‘cash cows’ and ‘stars’ need to be preferred to ‘dogs’ and ‘question marks’. In so far as international selling is concerned, appropriate transfer pricing systems will have to be evolved to acquire competitive market edge.

**Customer satisfaction benchmarks**

Customer loyalty has become an integral part of competitive market strategies. In fact, customer loyalty is giving way to customer delight. CPSEs have had a peripheral acquaintance with customer loyalty as they operated in the regime of sheltered markets. In the case of CPSEs operating in the field of public systems, customer satisfaction is a key determinant of their overall success. CPSEs hardly classify their customer accounts, dissect their needs and strategize their marketing plans. There are not many CPSEs following the balance card approach of measuring their performance especially the customer satisfaction. CPSEs in different cognate groups in the category of producing and service rendering enterprises do not benchmark the customer satisfaction with their counterparts in
SCOOTER INDIA
private sector and multinational firms. In fact, there are good benchmarks achieved by CPSEs in each cognate group but in the absence of 'knowledge management', the other enterprises remain ignorant about such successors. The complaint resolution mechanism is not effective as it hardly provides solution on the real time basis and at times functions in such a way that the problem is shielded by ineffectiveness. CPSEs have to attach a great significance to this aspect in their scheme of operations. Even enterprises such as the Bharat Heavy Electrical Ltd, State Trading Corporation of India and the Steel Authority of India have shown lax reflexes in the complaint resolution.

For proactive and competitive marketing strategies, it is required that CPSEs transform their working systems. A survey of 35 CPSEs by the Institute of Public Enterprises; Hyderabad, conducted before the setting of the recent 'Global Economic Melt-down' shows that the change in the working systems in the selected CPSEs as a result of the onset of economic liberalization.

### Impact of economic liberalization on Working System in CPSEs

<table>
<thead>
<tr>
<th>Working Systems</th>
<th>Change</th>
<th>No. of Enterprises</th>
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<th>No. of Enterprises</th>
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<tr>
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<td>12 / 35</td>
<td>66%</td>
<td>23 / 35</td>
</tr>
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<td>Terms &amp; Conditions</td>
<td>43%</td>
<td>15 / 35</td>
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<td>Accountability</td>
<td>34%</td>
<td>12 / 37</td>
<td>66%</td>
<td>23 / 35</td>
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<td>Budgeting</td>
<td>29%</td>
<td>10 / 35</td>
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<td>37%</td>
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<td>63%</td>
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</table>

### Conclusion

The public sector in general, and CPSEs in particular, has been performing a pivotal role in the Indian Economy since independence. After liberalisation also, many of the public sector units have been successfully competing with the private sector in their respective fields in a highly competitive environment. The CPSEs, as a whole have proved their resilience and inherent strength during the worst period (2008 to 2010) of the setting in of the recent 'Global Economic Melt-down'. It is well recognized now that the contribution made by the CPSEs including the Public sector Banks and Financial Institutions, have helped the Country as a whole, to overcome this period being much less 'affected', compared to many of the developed economies of the West. However, the potentiality is huge, and with the right kind of leadership, the CPSEs are expected to do much better in future, given the huge investment already made in them and the pool of talented human resources available in-house. The public sector, no longer confines itself to commercial and manufacturing activities only, its activities having spread now covering many of the essential functions of a welfare state. Public Enterprises have indeed become the longer arms of the government vis-à-vis the traditional Government functions of the maintenance of law and order and collection of revenue. A great deal of backward and forward linkages, externalities of all kinds and associated benefits are expected to come from these services. What is no less important is to ensure that the charges/pricing of these services as well as the management of these activities are conducted efficiently in a legal, professional, and transparent manner.

R.Bandyopadhyay IAS (retd.) former Secretary, Ministry of Corporate Affairs (MCA), & Department of Public Enterprises(DPE), Govt. of India.
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In an inspirational video for the National Association of Corporate Director's annual conference, one speaker remarks, “Directors: You hold much of our future in your hands.” Another said “More government is not the answer: We are.”

The above are not exaggerations. Layers and layers of regulation and compliance are dragging corporate governance downward. Many boards have largely marginalized value creation and strategy, my research suggests. America is in danger of experiencing a lost decade since the financial crisis, given its debt and political intransigence. Corporations and their boards need to lead the way.

Boards should revitalize, as the American economy (and the world) is dependent on it. But they need to do so in a way that puts their own interests and reputations at risk. They need to be ruthless in recreating – and think only of the best interests of their enterprises. They need to “future proof” in other words, which is the theme of the NACD conference.

Future-proofing the boardroom means renewing and preparing for the future and longer term irrespective of present incumbents and office holders. This is extraordinarily difficult to do for any group, let alone corporate boards.

Here are some tough questions good boards should be struggling with:

**Do we have the right directors?**

Do we as a whole have the right competencies and skills, but more importantly do we have courage to replace those directors who do not? If we are one of those directors, do we have the courage and integrity to step down, i.e., not act in self-interest? Tough conversations need to be had with directors who refuse to go.

**Do we have the right chair?**

Does our Chair (or Lead Director) have the independence, attributes, experience and track record that the company and senior management needs and respects – to lead the board, hold management to account, and focus on value creation? If not, a tough conversation needs to occur.

**Do we focus on strategy and value creation?**

Assuming we have the right directors and Chair, do we spend enough time on the strategy and value creation of the enterprise? Is at least 50% of our time spent here? If not, why not and how do we fix this?

**Do we have a long-term focus and the right metrics that drive management to focus on the long-term as well?**

Do we measure and reward performance such as innovation, health, reputation, talent, culture, satisfaction and engagement, that is aligned with our product and risk cycle? These metrics are key to value creation. Or are we subsumed by the short-term? If we are (as most boards are), how do we change this?

**Do we really listen and communicate with our shareholders?**

Do we engage meaningfully and authentically with our major, long-term shareholders? Do we listen to and act on their concerns, or do we entrench and are we defensive? If we do not listen and act, then why not, and how can we structure ourselves differently?

**Are directors sufficiently independent from each other and from management?**

Do we bring on directors who are not previously known to us or to management? Are we scrupulous in not allowing directors to be compromised, and act when we see that a director is? Do all directors disclose when they are compromised?

**Do we embrace and understand technology?**

There is an enormous transformation afoot. See a reading list as...
an example of digital media’s impact on reputation, business models, big data and change. Do boards have the ability to understand and predict how their company and industry will change? If not, recruit director who do.

**Do we establish the right tone at the top?**

Lastly, do we direct management to establish systems, controls and an ethical culture that rewards proper risk taking? Do we lead by example, and are we ruthless in acting at the slightest deviation from proper business conduct and integrity?

The above questions are adopted from a larger paper I authored focusing on strengthening public company boards, in which I interviewed forty activists, private equity leaders, NACD 100 members and CEOs, here.

The answers to the above questions are fundamental for corporate boards and their directors. More importantly, candid answers will have implications for the way a current board is constituted, is led, and functions.

Answering the questions truthfully, unbiasedly and void of any personal interest whatsoever will be the toughest part for any board.

Richard Leblanc is a governance lawyer, academic, speaker and independent advisor to leading Canadian and international boards of directors.
Dr. Sutanu Behuria is Secretary, Department of Heavy Industry, Ministry of Heavy Industries & Public Enterprises, Government of India. Before joining this Ministry, he was Secretary in the Ministry of Minority Affairs, Secretary, National Disaster Management Authority (NDMA), and Secretary, Department of Fertilizers.

Dr. Behuria joined the Indian Administrative Service in 1976 and has held various important posts both in Government of Himachal Pradesh and Government of India. Some of the other important appointments held by him are Principal Secretary (Finance, Planning, Economics & Statistics), Government of Himachal Pradesh, Senior Policy Adviser (Commonwealth Fund for Technical Corporation) Ministry of Finance, Government of Mauritius and Programme Officer/Economist (China, Central Asian Republics), Asian Development Bank, Manila, Philippines. Before joining Indian Administrative Service, he was a Lecturer in Economics in St. Stephens' College, Delhi.

Dr. Behuria holds a Ph.D in Economics from Southern Methodist University, Dallas, Texas, USA and Masters of Arts in Economics from Delhi School of Economics.

Shri Atul Chaturvedi is 1974 batch IAS Officer from U.P Cadre and was Principal Advisor in the Cabinet Secretariat. Earlier, he had been Secretary to Government of India in the Ministry of Steel and Department of Fertilizers. Prior to this he has been Additional Secretary & Financial Advisor in Ministry of Rural Development, Joint Secretary in the Ministry of Textiles, Counsellor in Permanent Mission of India, Geneva, and Deputy Secretary in Department of Commerce in Government of India.

In Uttar Pradesh, he has served as Principal Secretary, Tax & Registration, Secretary of Personnel, HRD, Labour & Employment, Cooperation, Industries and Energy. He was District Magistrate of Bulandshahr and Dehradun.

He is a topper of M.Sc Physics from Lucknow University, and has attended training programmes in Italy and UK.
Shri Baba Kalyani is the Chairman & Managing Director of Bharat Forge Limited. The Pune based Indian multinational is a technology-driven global leader in metal forming having trans-continental presence across 10 manufacturing locations, serving several sectors including automotive, oil and gas, power, locomotive & marine, aerospace, construction & mining, etc.

A Mechanical Engineer from the Birla Institute of Technology and Science at Pilani, Rajasthan and an M.S. in Engineering from the Massachusetts Institute of Technology, USA, Shri Kalyani joined Bharat Forge in 1972, when the company's annual turnover was US $1.3 million.

Under his leadership, Bharat Forge has transformed itself from an auto component supplier to a preferred technology and engineering driven Global Partner. His strong entrepreneurial capabilities have resulted in the Company having achieved global leadership in the forging industry.

Mr. Kalyani serves on the Boards of many prestigious companies, and is an office-bearer in several Industries, Trade and Educational institutions in India and abroad. His significant contributions to industry and the community have been recognized through many prestigious awards that he has received.

Shri R.K. Dubey
He is Chairman & Managing Director, Canara Bank. Prior to this, he was Executive Director of Central Bank of India.

He is highly qualified. After completing Bachelor of Science, he did M.A. in English, followed by CAIIB from Indian Institute of Bankers. Thereafter, pursued Bachelor of Law in 1977 & Masters in Business Administration. Did PG Course in Development Banking from IDPM, Manchester. He specializes in strategic management of financial institutions from Cambridge (U.K.).

He holds several senior positions:
• Chairman Canbank Venture Capital Fund Computers & Securities,
• Canara Robeco Asset Management Company
• Canara HSBC Oriental Bank of Commerce
• He is Member, Managing Committee & Wage Revision Committee, Indian Banks' Association.
• Chairman – IBA Committee on Agro Business and MSME,

He has won several Awards such as
• “Greentech HR Platinum Award 2013” with Platinum Award under 'Best Strategy' & 'Training Excellence'.
• He has won the “Best Banker Award 2012” by, RBI on ensuring growth of SMEs
• After assuming current charge, the business has already increased to over Rs.55,000 crore in the last quarter of 2013, as compared to negative growth earlier.
Shri K.S.RAJU, is the Chairman of the Nagarjuna Group of Industries, since 1993. The Group has a strong presence in the core sectors of the Indian economy, viz. Agri-business and Energy. Sri Raju is a very bright Mechanical Engineer from Mysore University. Apart from promoting business, Sri Raju has always been proactive in supporting community development activities in areas of environment, health, education and income generation to community asset creation. He has been closely associated with the World Business Academy and State of the World Forum.

He has served on the Boards of Administrative Staff College of India, Hyderabad, Indian Institute of Management, Bangalore, Board of Governors - University of Hyderabad and has also served as the Chairman of National Institute of Technical Teachers Training and Research, Chennai. He is one of the Founder Trustees of Naandi Foundation, Hyderabad, a very well known name in the Industry for spearheading charitable & philanthropic activities.

Shri R.G. Rajan has taken over as Chairman & Managing Director (CMD) of Rashtriya Chemicals and Fertilizers Ltd. (RCF), a leading Fertilizer and Chemical PSU of India in 2010. He is B. Tech (Chemical Engineering) from BHU and MBA from Glasgow, UK.

After completing MBA, he joined Engineers India Limited and later on GAIL (India) Ltd. in 1986. For the next 21 years he has served GAIL (India) Ltd., where he rose to the position of Executive Director (Proj. Dev.), prior to taking up the position of CMD, Projects & Development India Ltd., NOIDA. Under Shri Rajan PDIL had a spectacular performance including doubling of its profits. Shri Rajan has more than 32 years of experience in the field of Conceptual Design, Process Design and Project Management.

Shri Rajan is also Chairman of Fertilizer Association of India (FAI) since 2012. He is also holding additional charge of Chairman & Managing Director of National Fertilizers Ltd.

He is a Six Sigma Black Belt holder and an Energy Auditor, accredited by Bureau of Energy Efficiency (BEE).
Organization for Non-Executive Independent Directors (ONEID)

The Mission of ONEID is to be an association of Independent Directors, looking into their specific needs and interests for Training, Empanelment and Placement as Independent Directors, in both listed and unlisted public and private sector boards, including not-for-profit organizations. It will provide these organizations qualified and suitable Independent Directors to promote good governance.

Objective:

To implement its Mission ONEID has prescribed a set of Objectives for itself. Important among these are:

• To draw up the norms and standards of Independent Directors (ID).
• To proactively identify suitable aspirants for the available positions.
• To obtain the requirements of all companies and other organizations and match them with the aspirants available in database of Independent Directors (ID).
• To provide professional and non-partisan advice to the companies as well as aspirants in order to ensure optimal mix and match.
• To provide all other services thereafter, including networking of ID's regular updating with changes in Rules & Law in India and practices abroad.

Future Perspective:

In order to achieve, its Objectives, ONEID plans to take up the following activities in the near future:

• To set up a top level Committee for consideration and approval of the applications received for registration in ONEID, as member.
• To screen the applications received and link them with placement request.
• To create a Data Base with an Integrated Registration Form for Independent Directors.
• To make sectoral segmentation of applications, received for registration.
• Help members apply for DIN (Director Identification Number).
• To set up an online and interactive portal of ONEID.
• To up-load data on the ONEID portal.
• Business Development of ONEID.

Conclusion:

The Institute of Directors is confident that this initiative will, on the one hand, assist the companies in finding Independent directors to enable their boards to meet the legal requirements and the expectations of their stakeholders, and on the other, facilitate the cohort of Independent Directors find enriching and fulfilling assignments. ONEID Publications and Specifically tailored training programme for independent directors, in addition to IODs normal Publications, Conferences, Lectures and Training Programmes for directors, will keep them fully updated on boardroom practices and governance compliance requirements.

ONIED’s Panel of qualified Independent Director's and their assistance in their suitable placements, would be of great value to both, the Independent Director’s and the Corporate World.
## Golden Peacock Awards
### Calender-2013
#### Schedule & Presentation

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Category</th>
<th>Name of Award</th>
<th>Last Date for submission (Tentative)</th>
<th>Awards ceremony (Tentative)</th>
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<tr>
<td>1</td>
<td>NATIONAL</td>
<td>Golden Peacock Award for Excellence in Corporate Governance</td>
<td>20th August 2013</td>
<td>Awards presentation during the LONDON GLOBAL CONVENTION 2013 incorporating 13th International Conference on Corporate Governance &amp; 4th Global Summit on Sustainability on 1 - 4 October 2013 in London, UK</td>
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<tr>
<td>2</td>
<td>GLOBAL</td>
<td>Golden Peacock Global Award for Excellence in Corporate Governance</td>
<td>20th August 2013</td>
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<tr>
<td>3</td>
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<td></td>
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<tr>
<td>4</td>
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<td>20th August 2013</td>
<td></td>
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<tr>
<td>5</td>
<td>NATIONAL</td>
<td>Golden Peacock HR Excellence Award</td>
<td>20th August 2013</td>
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<tr>
<td>6</td>
<td>NATIONAL</td>
<td>Golden Peacock Award for Corporate Social Responsibility</td>
<td>15th October 2013</td>
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<tr>
<td>7</td>
<td>GLOBAL</td>
<td>Golden Peacock Global Award for Corporate Social Responsibility</td>
<td>15th October 2013</td>
<td></td>
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<tr>
<td>8</td>
<td>NATIONAL</td>
<td>Golden Peacock Innovation Management Award</td>
<td>15th October 2013</td>
<td></td>
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<tr>
<td>9</td>
<td>NATIONAL</td>
<td>Golden Peacock National Quality Award</td>
<td>15th December 2013</td>
<td></td>
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<tr>
<td>10</td>
<td>NATIONAL</td>
<td>Golden Peacock National Training Award</td>
<td>15th December 2013</td>
<td></td>
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<tr>
<td>11</td>
<td>NATIONAL</td>
<td>Golden Peacock Innovative Product/ Service Award</td>
<td>15th December 2013</td>
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<tr>
<td>12</td>
<td>NATIONAL</td>
<td>Golden Peacock Business Excellence Award</td>
<td>10th March 2014</td>
<td></td>
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<tr>
<td>13</td>
<td>GLOBAL</td>
<td>Golden Peacock Global Business Excellence Award</td>
<td>10th March 2014</td>
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<tr>
<td>14</td>
<td>NATIONAL</td>
<td>Golden Peacock Environment Management Award</td>
<td>10th June 2014</td>
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<tr>
<td>15</td>
<td>NATIONAL</td>
<td>Golden Peacock Occupational Health and Safety Award</td>
<td>10th June 2014</td>
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<tr>
<td>16</td>
<td>NATIONAL</td>
<td>Golden Peacock Eco-Innovation Award</td>
<td>10th June 2014</td>
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</tbody>
</table>

[www.goldenpeacockawards.com](http://www.goldenpeacockawards.com)
GUESTS OF HONOUR - 2012

The Rt Hon Eric Pickles MP
Secretary of State for Communities & Local Govt, UK

Horblie Sahan Khurshid
Union Minister for External Affairs

Rt Hon Baroness Verma
Parliamentary Under Secretary of State for Energy, Climate Change, UK

Hon’ble Salman Khurshid
Union Minister for External Affairs

P. Uma Shankar, IAS
Secretary, Ministry of Power Govt. of India

Analjit Singh
Founder & Chairman, MAX India Ltd.

Prof. Mervyn E King SC
Chairman, King Committee on Corporate Governance South Africa

GLOBAL BUSINESS MEET
at House of Lords on 1st October 2013

Theme: Boardroom Effectiveness for Principled Corporate Governance and Sustainability

Hotel The Tower - A Guoman Hotel, St Katharine’s Way, London, E1W 1LD

Presentation of GOLDEN PEACOCK AWARDS

13th International Conference on CORPORATE GOVERNANCE & SUSTAINABILITY

GLOBAL BUSINESS MEET
at House of Lords on 1st October 2013

Theme: Boardroom Effectiveness for Principled Corporate Governance and Sustainability

Hotel The Tower - A Guoman Hotel, St Katharine’s Way, London, E1W 1LD

Presentation of GOLDEN PEACOCK AWARDS
Dear Colleague,

In order to deliberate on the role of business in this upcoming age of turbulence, the Institute of Directors, India is organising the London Global Convention on Corporate Governance & Sustainability on 01-04 October, 2013. The theme of the Convention is “Boardroom Effectiveness for Principled Corporate Governance and Sustainability”. It will be attended by leaders in business, finance, environment, parliamentarians, policy makers, academicians, jurists and social thinkers from across the world.

The aim of the Convention is to provide a deeper understanding of the individual elements that combine to create an effective corporate governance framework, as well as to provide thought leadership on a number of topical issues of Governance and Sustainability. It will be a great opportunity to network with international peers and professionals.

The IOD India’s Annual Global Convention on Corporate Governance and Sustainability, over the years, has captured the interest of the professional governance community worldwide.

IOD (India) has a vision, that I believe is possible to realise with bold, collaborative corporate leadership. A vision for a healthy, peaceful, socially just, economically secure and environmentally sustainable world. The market is the servant in aligning social, economic and natural systems for mutual benefit and sustainability. We have to live off Nature’s income, not its capital, by practicing Good Governance and Sustainability in all spheres. Strong, healthy, culturally diverse and environmentally sustainable local communities are the goal of new business models, and overall economic & social policy.

The Institute of Directors, India is committed to development of sustainable enterprises through best practices for principled Corporate Governance & Sustainability. The London Global Convention is a great opportunity to ensure that leadership for development and governance can really be made lasting and sustainable. It will have a special focus on risk management, where Sustainability is increasingly being recognized as a frontier for innovation. The Convention is being organised in association with a number of International Partners.

Institute of Directors, India welcomes you to join the Global Convention. I look forward to meeting you in London.

Yours Sincerely

Ola Ullsten

Dr. Ola Ullsten
Former Prime Minister of Sweden

The Rt. Hon. Baroness Sandip Verma, Parliamentary Under Secretary of State for Energy & Climate Change, UK

Chairperson
Steering Committee

Chairman
Advisory Committee

Chairman
Steering Committee

Invitation

LONDON GLOBAL CONVENTION - 2013

Theme: Boardroom Effectiveness for Principled Corporate Governance and Sustainability

OBJECTIVES:

- The Global Convention will be a knowledge and competence building platform and a networking opportunity to address the following objectives:
  - Principled Sustainability at the heart of corporate agenda.
  - Corporate Governance – A game changer for business sustainability.
  - Boardroom strategies for managing risk.
  - Innovative ways to engage all stakeholders.
  - Evolving models for Business Excellence.

TOPICS:

1. Boardroom Effectiveness for Principled Corporate Governance and Sustainability
   - Effective Corporate Governance codes and practices, to drive both profit and sustainability
   - Leveraging a high performance Board for Sustainability
   - Principle based Corporate Governance – emerging dimensions.
   - Rethinking Governance for Sustainability – Towards Board Leadership

2. Principled Corporate Governance: A Game Changer for Sustainable Strategies
   - International Corporate Governance at the Crossroads
   - Focus on Good Governance in the Public Sector
   - Extending Governance to SMEs and Family Businesses
   - Understanding investor requirements
   - Engaging Shareholders
   - Improving Shareholder’s communications

3. Leadership for Good Governance, Business Excellence and Sustainable Growth
   - Evolving effective board leadership and governance structures
   - Organizational leadership and challenges of Business Excellence
   - Role of Social media in engaging with stakeholders and supply chain
   - Role of Boards and CEO’s in the turn-round of enterprises
   - Extending the Role of Stakeholders Relations in Governance

4. Boardroom Strategies for Managing Risk and Preventing Frauds
   - Board Level Risk Review Process-risk centric internal audit
   - Changing Global Landscape of Cyber Security
   - Corporate Strategy for fostering risk management culture, to prevent fraud and Corruption

5. Growing HR Influence in the Boardroom
   - HR Leaders to become an integral part of the Board
   - Positioning HR Leaders for Boards
   - HR Directors to play a Strategic Role in Organization’s Global Expansion
   - HR Leaders to have more influence on Board decisions

6. Sustainable Business Growth through Green Economy
   - Green credentials and development agenda for sustainable growth
   - Regulatory standards and effective enforcement for environmentally sustainable governance
   - Strategies for a carbon constrained future & Climate Security
   - Water management towards zero waste strategy

7. International integrated Reporting – A Paradigm shift:
   - Fostering timely and concise information for decision making –Cutting through communication clutter.
   - IFRS and Financial disclosure – Assessing Corporate Performance and profitability, Triple Bottom Line accounting realism to pricing natural and social capital in development
   - Global Reporting Initiatives (GRI) – Making compliance and performance more accountable through non-financial reporting
   - Business Responsibility Reports

8. Socio, Economic and Environmental Sustainability
   - Sustainable Capitalism – creating shared values
   - Rising role of CFOs in Sustainability & Social Innovations
   - Sustainability through integrity, accountability and transparency with an ethical base
   - Drivers of social and environmental dimension of Sustainability

NOTE

01 October will have an Global Business Meet Followed by Welcome Dinner
04 October will be a Study Tour (Optional ) hosted by Basildon Borough Council.
Guidelines For Paper Presenters

All paper presenters are required to send their papers by e-mail to sushil@iodonline.com. A brief CV of 100 words with passport size colour photograph are also required. Speaker guidelines are available on our website www.iodonline.com

Who Would Benefit

• All stakeholders interested in protection of the Environment and Nature, the well-being of society, generating profits and improving the quality of life.
• Legislators, lawyers, jurists and all those concerned with efficient and ethical conduct of corporate and good governance.
• Policy makers, political leaders, government officials and decision makers in emerging and developed economies.
• Businesses - Corporate Large and Small & Medium Enterprises (SMEs)
• Company chairmen, directors, presidents, CEOs, CFOs, bankers, fund managers, company secretaries, NGOs, investors, chartered accountants, management analysts, management students, financial consultants & academics

Marketing Options

(a) Sponsorship

The Global Convention offers a unique opportunity to project your organisation’s commitment to Corporate Governance and Sustainability. The event will be attended by eminent corporate heads, environmentalists and opinion leaders from across the globe.

Sponsorship Rates are

<table>
<thead>
<tr>
<th>Categories</th>
<th>International (in UK £)</th>
<th>Indian (in ₹)</th>
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<tr>
<td>Govt Partner</td>
<td>20,000</td>
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<tr>
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<td>15,000</td>
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<tr>
<td>Platinum Sponsor</td>
<td>10,000</td>
<td>7,50,000</td>
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<tr>
<td>Gold Sponsor</td>
<td>7,500</td>
<td>5,00,000</td>
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<tr>
<td>Silver Sponsor</td>
<td>5000</td>
<td>3,00,000</td>
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</table>

(b) Advertisement in Global Convention Souvenir

A Convention Souvenir Book will be released on the Inaugural Day of the convention. These will also be distributed to, members and associates, industry leaders, concerned govt departments, decision makers, eminent persons, NGO’s organizations, standards institutions etc. worldwide.

The tariff for A-4 size paper, colour Advertisement (297mm x 210mm with 3mm bleed all round) in the Convention Souvenir is as under:

<table>
<thead>
<tr>
<th>Place</th>
<th>Rate</th>
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<tbody>
<tr>
<td>Back Cover</td>
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<tr>
<td>Inside Front Cover</td>
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<td>Inside Back Cover</td>
<td>800</td>
</tr>
<tr>
<td>Full Page Color</td>
<td>600</td>
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</table>

The selection is an elaborate process done by a team of professional independent assessors. The short listed finalist applicants are then submitted to a jury of eminent people known for their independence and impartiality headed by Dr Ola Ullsten, former Prime Minister of Sweden and Justice P N Bhagwati former Chief Justice of India.

Currently the Golden Peacock Awards Secretariat is inviting applications for the following institutional awards for the year 2013.

GOLDEN PEACOCK GLOBAL AWARDS (Global Category):
• Golden Peacock Global Award for Sustainability
• Golden Peacock Global Award for Excellence in Corporate Governance

GOLDEN PEACOCK AWARDS (National Category):
• Golden Peacock Award for Sustainability
• Golden Peacock Award for Excellence in Corporate Governance
• Golden Peacock HR Excellence Award

The above Golden Peacock Awards will be conferred during the LONDON GLOBAL CONVENTION 2013

LAST DATE FOR SUBMISSION : 20th August 2013

The application forms and self-assessment criteria can be downloaded from website www.goldenpeacockawards.com

Golden Peacock Awards

A Strategic Tool to Lead the Competition

Golden Peacock Awards, instituted by Institute of Directors in 1991, are now regarded as benchmark of Corporate Excellence worldwide. Today Golden Peacock Awards Secretariat receives over 1,000 entries per year for various awards, from 25 countries worldwide. The Golden Peacock Awards has been instituted to celebrate and honour the best of best as recognition of their unique achievements to build a brand.

The application forms and self-assessment criteria can be downloaded from website www.goldenpeacockawards.com
REGISTRATION FORM

I am interested in participating in the "LONDON GLOBAL CONVENTION - 2013" programme as a Delegate / Speaker / Sponsor / Partner / Advertiser __________________________________

To register, please complete this registration form in BLOCK LETTERS and return it to the Conference Secretariat at the address below by email/post/fax, together with payment of all fees. Registration will not be effective, until the payment has been received. To register by email, please fill in Registration Form and e-mail to info@iodonline.com. To book online, visit www.iodonline.com.

Name Dr/Mr/Ms________________________________________ Designation ______________________________________
Organization ________________________________________________________________________________________
Address _____________________________________________________________________________________________
______________________________________________________________________________________________Postal Code_______________Country___________________________________
Telephone ____________________ Mobile _____________________ Fax ______________________________________
E-mail ____________________________________________________________________________________________

FOR OVERSEAS PARTICIPANTS (other than UK and Europe, those who would need visa invitation letters)
Name (as mentioned in the passport)_____________________________________________________________________
Passport No.______________________________________Valid up to__________________ Citizenship__________________

Are you a member of IOD, India (Yes / No): …………………………………………………………………………………

PAYMENT DETAILS ___________________________________________________________ (Signature )

The total amount for INR ₹ /UK £ _______ may be paid by either of the following (please tick appropriate payment box):

(A) Cheque at Par or Demand Draft payable to a bank in New Delhi, India , payable to Institute of Directors , New Delhi
(C) Credit Card: Please log on to www.iodonline.com for online payment.
( Please enter the amount in INR)

Date:                                                                                     NAME

All services of IOD are exempted from the Service Tax as per notification no.25/2012 under clause no.04 (under section 12AA of the income tax Act 1961 vide registration No. DIT (E)/98-99/I.702/97382)
Presents
LONDON GLOBAL CONVENTION 2013
Incorporating
13th International Conference on
CORPORATE GOVERNANCE & SUSTAINABILITY
GLOBAL BUSINESS MEET
&
Presentation of Golden Peacock Awards
1 – 4 October, 2013, LONDON

*PROGRAMME*

Theme: “Boardroom Effectiveness for Principled Corporate Governance and Sustainability”

TUESDAY, 1ST OCTOBER, 2013
Venue: HOUSE OF LORDS, LONDON, SW1A 0PW

(For security reasons at House of Lords, No admission without Invitation Card. Please collect your Invitation Card from IOD, India and present it at the Black Rod's Garden Entrance at the Millbank end of the Palace of the Westminster)

REGISTRATION
GLOBAL BUSINESS MEET & DINNER at The Peers’ Dining Room
Investors Working Together - Experiences, Challenges and Opportunities
(Includes series of addresses and one-to-one meeting opportunities)

1830hrs for 1900hrs

WEDNESDAY, 2ND OCTOBER, 2013
Venue: Hotel The Tower – a Guoman Hotel, St Katharine’s Way, LONDON, E1W1LD

REGISTRATION
Plenary Session I
Opening Session

0815hrs onwards
0900 – 1015 hrs

Plenary Session II
Boardroom Effectiveness for Principled Corporate Governance and Sustainability

1015 – 1115 hrs

Tea / Coffee

1115 – 1145 hrs

Plenary Session – III
Principled Corporate Governance: A Game Changer for Sustainable Strategies

1145 – 1300 hrs
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<tr>
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<tr>
<td>0830 – 1300 hrs</td>
<td>Plenary Session – VIII</td>
<td>Stories of Good Corporate Governance Practices</td>
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<tr>
<td></td>
<td>Presenters</td>
<td>Case study presentations</td>
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<td>1300 – 1700 hrs</td>
<td>Lunch</td>
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<td>1345 – 1530 hrs</td>
<td>Plenary Session – IV</td>
<td>Leadership for Good Governance, Business Excellence and Sustainable Growth</td>
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<td>Panelists</td>
<td>• Evolving effective board leadership and governance structures</td>
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<td>• Organizational leadership and challenges of Business Excellence</td>
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<td>• Role of Social media in engaging with stakeholders and supply chain</td>
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<td>• Role of Boards and CEO's in the turn-round of enterprises</td>
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<td>• Extending the Role of Stakeholders Relations in Governance</td>
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<tr>
<td>1530 – 1545 hrs</td>
<td>Tea / Coffee</td>
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<td>1545 – 1700 hrs</td>
<td>Plenary Session - V</td>
<td>Boardroom Strategies for Managing Risk and Preventing Frauds</td>
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<td>Panelists</td>
<td>• Board Level Risk Review Process-risk centric internal audit</td>
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<td>• Changing Global Landscape of Cyber Security</td>
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<td>• Corporate Strategy for fostering risk management culture, to prevent</td>
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<td>fraud and Corruption</td>
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<tr>
<td>1700 – 1815 hrs</td>
<td>Cocktails &amp; Networking</td>
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<tr>
<td>1700 – 1900 hrs</td>
<td>Plenary Session – VII</td>
<td>Growing HR Influence in the Boardroom</td>
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<td>Panelists</td>
<td>• HR Leaders to become an integral part of the Board</td>
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<td>• Positioning HR Leaders for Boards</td>
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<td>• HR Directors to play a Strategic Role in Organization's Global Expansion</td>
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<td>• HR Leaders to have more influence on Board decisions</td>
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<tr>
<td>1900 hrs</td>
<td>Plenary Session VII</td>
<td>GOLDEN PEACOCK AWARDS NITE</td>
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<td>Presentation of Golden Peacock Awards for</td>
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<td>Business Leadership, Corporate Governance, Sustainability &amp; HR Excellence</td>
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<tr>
<td>2100 hrs</td>
<td>Dinner</td>
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<td>0830 – 1000 hrs</td>
<td>Plenary Session – IX</td>
<td>Sustainable Business Growth through Green Economy</td>
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<td>Panelists</td>
<td>• Green credentials and development agenda for sustainable growth</td>
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<td>• Regulatory standards and effective enforcement for environmentally</td>
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<td>sustainable governance</td>
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<td>• Strategies for a carbon constrained future &amp; Climate Security</td>
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<td>• Water management towards zero waste strategy</td>
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<td>1130 – 1145 hrs</td>
<td>Tea / Coffee</td>
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**THURSDAY, 3RD OCTOBER, 2013**

**Venue:** Hotel The Tower – a Guoman Hotel, St Katharine’s Way, LONDON, E1W1LD
<table>
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<tr>
<th>Time</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>1145 – 1300 hrs</td>
<td>International Integrated Reporting – A Paradigm Shift:</td>
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<tr>
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<td>• Fostering timely and concise information for decision making –</td>
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<td>• Cutting through communication clutter.</td>
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<td>• IFRS and Financial disclosure – Assessing Corporate Performance and profitability, Triple Bottom Line accounting realism to pricing natural and social capital in development</td>
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<td>• Global Reporting Initiatives (GRI) – Making compliance and performance more accountable through non-financial reporting</td>
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<td>• Business Responsibility Reports</td>
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<td>1300 – 1345 hrs</td>
<td>Lunch</td>
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<td>1345 – 1500 hrs</td>
<td>Socio, Economic and Environmental Sustainability</td>
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<td>• Sustainable Capitalism – creating shared values</td>
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<td>• Rising role of CFOs in Sustainability &amp; Social Innovations</td>
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<td>• Sustainability through integrity, accountability and transparency with an ethical base</td>
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<td>• Drivers of social and environmental dimension of Sustainability</td>
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<td>1500–1515 hrs</td>
<td>Tea/ Coffee Break</td>
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<tr>
<td>1515-1700 hrs</td>
<td>Sustainability in Action: Success Stories</td>
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<td>Case study presentations</td>
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<td>1700 –1730 hrs</td>
<td>Valedictory Session</td>
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<td>0845 – 1430 hrs</td>
<td>FRIDAY, 4TH OCTOBER, 2013</td>
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<td>Study Tour: Basildon Borough Council</td>
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**Panelists**

**Lunch**

**Socio, Economic and Environmental Sustainability**

**Panelists**

**Tea/ Coffee Break**
WINNERS 2013 - HIGHLIGHTS OF ACHIEVEMENTS

GOLDEN PEACOCK ENVIRONMENT MANAGEMENT AWARD

Ashok Leyland Limited, Alwar
Category – Automobiles (Commercial Vehicles)
Ashok Leyland Ltd is the technology leader in India's Commercial Vehicle industry. The implementation of CNG technology ahead of the other manufacturers is a major achievement in environmentally clean transport. The H – Series Engine has been upgraded to conform to the emission norms up to Euro 3 standard. Further development in engines will make it compatible with emissions norms up to Bharat Stage IV.

Mr. A. K. Chopra, General Manager, Ashok Leyland Ltd, Alwar receiving the Award.

Volkswagen India Private Limited, Pune
Category – Automobile (Passenger Cars)
Volkswagen Pune Plant is an advanced automotive manufacturing facility with 30% automation achieved with the help of 112 robots. Manufacturing unit uses many unique technologies like laser welding and in – line measurement. The passenger vehicles conform to highest emissions norms with efficient mileage and low GHG emissions. Employees are provided with facilities of clean and hygienic environment, health facilities like 24 – hour Occupational Health Center.

Mr. Wolfgang Holmann, Director - Manufacturing Engineering, Volkswagen India Private Limited, Pune receiving the Award.

ACC Limited, Tikaria Cement Works
Category – Cement
ACC Tikaria Cement Works, an environmentally conscious and systems oriented organization, with 3 million ton capacity, is a 100% environment friendly cement. It has 100% conversion of waste into value added product – Port Land Pozzolana Cement which is fly ash based. The Plant is ISO 50001-2011 (Energy Management System) certified and has recorded lowest specific power consumption in cement grinding.

Mr. Rajiv Prasad, Chief Executive, ACC Limited, Tikaria Cement Works receiving the Award.
Manipal University, Manipal
Category – Education
Manipal University is a self-financing university with the ideal educational environment. The university consciously addresses all developments with a sustainable approach with focus on low energy consumption, water harvesting, recycle and reuse and improving green coverage. The University has involved the teaching faculty, students and nearby community in the environment improvement programme.

Gamesa Wind Turbine Private Limited, Chennai
Category – Energy (Renewable)
Gamesa Wind Turbine Pvt Ltd is a global technological leader in the wind industry. Its operations include wind turbine operation and maintenance services that manage more than 19,000 MW. The company has undertaken special initiatives and follows stringent environmental norms to monitor air quality. It has an effective hazardous waste management system; and has implemented a number of CDM projects to reduce carbon footprint.

Larsen & Toubro Limited, Powai Campus, Mumbai
Category – Engineering
Larsen & Toubro, acknowledged as one of the top companies in the Heavy Engineering sector, focuses on sustainable growth, energy conservation, zero plastic waste resulting in green manufacturing processes that reduce GHG emissions and ensure carbon management. The Company also received the Climate Disclosure Leader stamps by virtue of being in Climate Disclosure Leadership Index. Powai (West) Campus is a ZERO waste water discharge campus.

E. I. DuPont India Private Limited, DuPont Knowledge Center, Hyderabad
Category – Chemicals
DuPont India, a wholly owned subsidiary of US-based DuPont, provides offerings across a variety of market segments based on science-powered solutions. Tobacco smoke control, use of Low Emitting GHG Materials, focus on sustainability and cost of waste reduction, conducting “Zero Leak Audit”, and common commute for the transportation and pooling system are some of the initiatives introduced in practice.
The Indian Farmers Fertiliser Cooperative Limited, Paradeep Unit
Category – Fertilizers
Indian Farmers’ Fertiliser Cooperative Limited, Paradeep Unit is a large manufacturing plant in cooperative sector. IFFCO is engaged in production of fertilizers and supplies quality fertilizers at farmer’s doorsteps, thus working for socio-economic development of rural masses. Adequate safety and environmental awareness campaign is carried out regularly. The cooperative has established a system to deal with handling and disposal of hazardous waste. The Paradeep Unit is concerned about carbon risk coverage and one CDM project is in progress.

The Institution of Engineers (India), Kolkata
Category – Engineering (Society)
The Institution of Engineers, serving 6.5 lakh engineer member fraternity with 104 centers in India and 5 Overseas Chapters, gives emphasis on projects relating to mitigation of climate change and disaster management. Corporate members promote and practice the profession of engineering for the common good of the community with concerns for ethical standard, protection of environment, sustainable development and public safety.

Indian Farmers Fertiliser Cooperative Limited, Paradeep Unit
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Indian Farmers’ Fertiliser Cooperative Limited, Paradeep Unit is a large manufacturing plant in cooperative sector. IFFCO is engaged in production of fertilizers and supplies quality fertilizers at farmer’s doorsteps, thus working for socio-economic development of rural masses. Adequate safety and environmental awareness campaign is carried out regularly. The cooperative has established a system to deal with handling and disposal of hazardous waste. The Paradeep Unit is concerned about carbon risk coverage and one CDM project is in progress.

Hindustan Unilever Limited, Mumbai
Category - FMCG
Hindustan Unilever Limited is India's largest fast-moving consumer goods company with a strong portfolio of food, household and personal care products that touch lives of 2 out of 3 Indians everyday. HUL has launched Sustainable Living Plan, which puts sustainability at the heart of business strategy with the objective to decouple the growth from environment footprint, while at the same time increasing the positive social impacts. The products are being developed to consume low water, low energy and produce low pollution.

GAIL (India) Limited, Gas Processing Unit, Gandhar
Category - Gas
Gas Processing Unit, Gandhar, under parent company GAIL (India) Limited, is certified for Integrated Management System. Eco-friendly technology has been introduced in the plant which has ‘Zero Global Warming potential’ and ‘nearer to Zero Percentage Ozone depleting potential’. Other eco-friendly activities facilitate them to reduce greenhouse gas emissions and carbon footprint.
Robert Bosch Engineering & Business Solutions Limited, Bangalore
Category - IT
Robert Bosch Engineering and Business Solutions (RBEI) is a 100% owned subsidiary of Robert Bosch, GmbH, Germany. Company's relevance to sustainability and climate change are covered in Environment Policy that is strictly and effectively implemented. In keeping with the Policy, Environment Safety Management system is implemented; and on-site and off-site hazard emergency plans are followed. Clean technology initiatives have also been implemented resulting in improvement in fuel and energy efficiency.

ITC Gardenia, Bangalore
Category - Hospitality
ITC Royal Gardenia Hotel is a part of the ITC Welcome Group Hotels. The Hotel has created a benchmark by setting up the ‘World's largest and India's first Leed Platinum rated Hotel.’ The Hotel has focused on passive architecture features in design and high efficiency energy conversion systems with necessary controls ensuring low energy consumption and low water consumption. A number of steps have been taken by Hotel management to ensure sustainability, energy efficient performance, CFC reduction and carbon footprint reduction.

Western Coalfields Limited, Nagpur
Category – Mining & Metallurgy
Western Coalfields Limited, a Mini Ratna Company, carries out its coal mining operations through 86 coal mines and contributes to 10% of the total coal production of Coal India Limited. Development of ‘green belt’ and ‘afforestation of mining areas’ and waste lands for land reclamation and increasing green cover in and around the coal mines are effective actions in greening the environment.

Oil India Limited, Duliajan
Category – Oil Production
Oil India Ltd, a Navratna Company, is engaged in the business of exploration, production and transportation of crude oil and natural gas. Health, Safety and Environment is an integral part of OIL operations. The Company is minimizing land acquisition by resorting to cluster well/directional (horizontal/J-bend) drilling to develop its oil and gas fields resulting in protection of green belts surrounding OIL’s operational areas.
Indian Oil Corporation Limited, Mathura Refinery  
*Category – Oil Refining*  
Mathura Refinery is the Flagship Refinery of the largest public sector entity, the Indian Oil Corporation Ltd. Mathura Refinery, is helping to meet NCR’s energy demand for the last 30 years. Mathura Refinery has undertaken initiatives and followed stringent environmental norms to monitor air quality in the vicinity of Taj Trapezium Zone. Mathura Refinery is also the first to get ISO 14064-1 accreditation for reasonable direct and indirect emission of the greenhouse gases in the year 2009-10.

JK Paper Limited, Unit: JKPM, Rayagada  
*Category – Paper*  
JK Paper Mills, a unit of JK paper Ltd, is one of the leading manufacturers of high quality writing and printing paper in India. The Company uses bamboo and hardwood as raw material sourced from sustainable social farm forestry and not from natural forests. Safe procedure has been adopted to dispose-off the hazardous waste. Strict control has been maintained for discharge of GHG emissions to air; effluents to water; and solid waste to land in addition to an appreciable reduction in the consumption of resources.

Reliance Industries Limited, Hazira Manufacturing Division  
*Category – Petrochemicals*  
Reliance Industries Limited is the largest polyester yarn and fiber producer in the world. It operates world class manufacturing facilities in the country. Reliance Industries has undertaken special initiatives and follows stringent environmental norms to monitor air quality. Reliance Management has worked out comprehensive strategy for Environmental Management and Pollution prevention right from the project conceptualization stage and a balance is struck to meet the goal of sustainable development.

GlaxoSmithKline Consumer Healthcare Limited, Gurgaon  
*Category – Pharmaceuticals*  
GlaxoSmithKline is amongst the largest players in Health Food Drinks Industry in India. The Company has long term planning for environment, health, safety and sustainability as a way to take advantage of new opportunities, avoid risk and manage cost. For them, environment & sustainability incorporates doing things by design rather than by control. This moves the company from compliance and risk management to added value and creating new opportunities.
NPCIL, Narora Atomic Power Station, Bulandshahr

Category – Power (Nuclear)

Narora Atomic Power Station, a unit of Nuclear Power Corporation, is engaged in generating electricity by utilizing nuclear energy. The plant is uniquely designed for seismic zone. The plant does not emit any greenhouse gas emissions from process activities. It has unique environmental stewardship program for various categories. All effluent releases are well under the technical specification limit.

NTPC Limited, Dadri

Category – Power (Thermal)

NTPC Limited, Dadri Plant is a show case power station with total power generation capacity of 2644 MW which includes coal based, gas based and PV solar based power. Specific environment management initiatives include: ash utilization at 87% - the highest in India, ash mound is unique facility in Asia; and Bio-Mathanation plant converting bio degradable solid waste; and 5MW solar plant harvesting the green and clean energy.

Steel Authority of India Limited, Rourkela Steel Plant

Category – Steel

Rourkela Steel Plant of Steel Authority of India Limited is the first integrated steel plant in India designed to produce flat products and the first in Asia to introduce Basic Oxygen Furnace process. Innovative practices are followed to control hazardous emissions, effluents and wastes, leading to sustainable development. CDM Projects are being developed to take care of carbon risk coverage.

Integral Coach Factory, Chennai

Category – Transportation (Railways)

Integral Coach Factory is a premier production unit of Indian Railways manufacturing railway passenger coaches. The company has met customer’s expectations through innovations in various aspects. Over the years the company has introduced various new and innovative designs and features in railway coaches, which are environment friendly, low energy consuming and low water utilizing.
Mahindra & Mahindra Limited, Automotive Sector, Nashik
Category - Automobile
Mahindra & Mahindra Ltd, Automotive Sector, in the business of manufacturing and marketing utility vehicles and light commercial vehicles, is the market leader accounting for more than half of India’s market for utility vehicles. There is an apex manual of environment, health, safety management system as well as central safety occupational health & environment department level 2 manual which give a detail procedure on reporting, investigating and analyzing of accidents, dangerous occurrences and near-miss incidents.

Standard Chartered Bank, Mumbai
Category - Banking
Standard Chartered Bank is India’s largest international bank with 99 branches in 42 cities. There is a well organized Health & Safety Department conforming to internationally accepted management system standard which ensures health & safety of the employees as well as office location. Group Health & Safety Policy, Group Health & Safety Standards and Country Health & Safety are the three policies of Health & Safety which the bank follows diligently.

Orient Cement Limited, Devapur Cement Works
Category - Cement
Orient Cement Limited, as part of economizing the operation and conserving the natural resource, started manufacturing blended cement with fly ash thereby reducing the requirement of natural fuel for processing the clinker. The bed ash generated by the captive power plant is 100% utilized for cement manufacturing. Area Safety officers are responsible for implementation of safety norms in their areas through identifying various safety hazards and take corrective actions. They also motivate their colleagues to follow safety norms and train them accordingly for building safety culture.

National Buildings Construction Corporation Limited, New Delhi
Category - Construction
National Buildings Construction Corporation Limited, a Mini Ratna organization. There are about 12 important safety parameters which are followed which include safety while excavation, barricading, executing foundation works. Other parameters relate to ensuring safety while carrying out welding, while using heavy material housing equipment and while operating tower crane and other such heavy lifting equipment. All new projects are conceived in line with Bureau of Energy Efficiency norms. No major accident reported in the recent past.
Reliance Infrastructure Limited, Mumbai Transmission
Category - Energy Transmission
Reliance Infrastructure Limited, Mumbai Transmission is a consistently growing business arm of R-Infra providing bunch of power transmission and transmission related services adding sustained value to all its stakeholders. R-Infra-MT has demonstrated commitment to health and safety of their workers and to the public. The company also organized OHS awareness campaign in 2013 on three occasions. Safety perfect culture is prevailing in the organization.

Larsen & Toubro Limited, Hydrocarbon IC, Mumbai
Category – Engineering
L & T Hydrocarbon IC delivers design-to-build world-class solutions in the E & C space, and addresses national and pan-regional needs for the hydrocarbon sector, delivering single point solutions for all projects. Operations of the Company incorporate an over-riding emphasis on safety, timely delivery, cost competitiveness and focus on best in class HSE and IT security practices. Safety performance through Safety Cultural Transformation was initiated to achieve sustained safety performance through Enhanced Employee Behavior for safety.

John Deere India Pvt Ltd, Pune Works
Category - Farm Equipment
John Deere India Pvt Ltd, Pune Works is a subsidiary of Deere & Company, USA. Factory currently produces modern tractors. Chemical Management, hammer Elimination Project and Safety management programs are some of the systems being implemented to improve and sustain the safety performance. Company achieved 10 million Loss Time Incident Free safe man hours on 30th April 2013. It is a new safety record at the tractor manufacturing plant.

Rashtriya Chemicals & Fertilizers Limited, Thal Unit
Category – Fertilizers
Rashtriya Chemicals & Fertilizers Limited, Thal Unit, the largest manufacturers of Urea in India as well as in Asia, is doing appreciable activities in Safety, Health, Environment and Energy Management. The state-of-the-art plants have in-built pollution control and monitoring systems, protective and safety systems with interlocks and distributed control systems. This technology helps in optimum utilization of resources and reducing pollution potential from each process.
GAIL (India) Limited, LPG Recovery Plant, Lakwa
Category - Gas (LPG Recovery)
LPG recovery Plant, processing the gas in environment friendly LPG Recovery Plant, has a designed capacity of 8500 MT production per annum. All the applicable national and international standard and codes are followed during designing, execution and day to day operation of the unit. Various innovative steps taken in the field of HSE for strengthening the safety culture have improved the health & safety performance including critical safety campaign and inter unit safety.

Hindustan Petroleum Corporation Limited, Indore LPG Plant
Category - Gas (Bottling)
Indore LPG Plant, a sub unit of Hindustan Petroleum Corporation Ltd, is following an elaborate preventive maintenance schedule. Indore LPG Plant is committed to conduct its business in the way that protects the safety of personnel involved. The initiatives being carried out to achieve 100% accident free operation include Design, install, implement and maintain facilities which control safety risks, training the personnel for safety aspects, safety behavior and effective use of equipments to avoid any incident/accident. Nil industrial accidents have occurred at HPCL – Indore LPG Plant till now.

Oil & Natural Gas Corporation Limited, New Delhi
Category - Oil Production
ONGC has very well defined Occupational Health and Safety Systems, and a committed management team to promote and practice them. Their Safety campaign "Humsafe" in 2012 and "Safe Contract Workers" in 2013 are focused to create greater awareness, acceptance and actualization of Safety policies. Concerted efforts made by ONGC in designing and implementing Safety policies and norms have paid fruit with an impressive safety track record over the years both for their own employees and those deployed on contract.

Chennai Petroleum Corporation Limited, Chennai
Category - Oil Refining
Chennai Petroleum Corporation Ltd has two refineries with a combined refining capacity of 11.5 million tonnes per annum. HSD and MS being supplied is meeting Euro IV requirement. Two Area Safety Committees & Ten Zonal Safety Committees are functioning effectively and contribute to ensure Refinery Safety. Unsafe conditions and near miss incidents are addressed immediately and corrective actions are taken.
Reliance Industries Limited, Nagothane Manufacturing Division
Category – Petrochemicals
Reliance Industries Limited, Nagothane Manufacturing Division is among the major sites of RIL. The Safety Department consists of separate sections of Health, Safety, Environment and Fire Services. Safety is considered as a line management function and each line manager is empowered and is accountable for safety of people, plant operations and assets. Safety coordinators are assigned to each plant and assist the line managers. Best practices in the world are scanned for implementation to attain world class performances.

ITC Limited, Packaging & Printing Business, Munger
Category – Packaging
The Company caters to high quality packaging for various industries. This unit is having various environment impact abatement technologies including effluent treatment plant, OH & S Management System is considered as first priority in all business affairs. Structural risk assessment is done for all activities, and risk assessment is mandatory for introduction of any new process or machinery. Central EHS Committee is an Apex Level Committee and the issue which could not be resolved in the departmental level are discussed in this forum.

Piramal Enterprises Limited, Medak
Category – Pharmaceuticals
Piramal Enterprises Limited, a leading pharmaceuticals company engaged in Active Pharmaceutical Ingredients, fine chemicals, drug intermediaries and formulations, is a 100% Export Oriented Unit. Employee’s participation in safety and health committees is voluntary, who are encouraged for bringing innovative ideas for improving safety and health. Innovations are carried out to reduce risk and improve Health and Safety Performance. Hazardous and critical production processes are having Distributed Control System (DCS) Control System.

LANCO Amarkantak Power Limited, Korba
Category - Power (Coal Based)
LANCO Amarkantak Power Ltd is a 100% subsidiary of Lanco Infratech Ltd. The plant has adopted integrated Management System. The plant has achieved availability of 92.59% in its first year of operation. A system driven auditable management approach is adopted. The OHS Management System is also following Plan-Do-Check-Act approach. There are key underlying processes which integrate OHS Management System in the overall Business Management System.
Essar Power Limited, Hazira
Category - Power (Gas Based)
Essar Power Limited has gas based combined cycle power generation plant. The company has an excellent track record of safety performance, reiterating its commitment to building a world class safety culture. Some new HSE initiatives include online and classroom training programs, structural audits, compliance with safety induction, encouragement to report of “near-miss” and potential incidental condition and many safety related motivational activities.

Adani Power Limited, Mundra
Category - Power (Coal Based Super Critical)
Adani Power Limited, Mundra Plant is the first super critical thermal power plant in India. A full-fledged safety division is functioning, which is also supported by outsourced Safety Officers, Safety Committees, Safety Ambassadors, Disaster Management Teams and fully fledged Fire Station. In short OHS is an integral part of the system of the organization.

Neyveli Lignite Corporation Limited, Second Thermal Power Station, Neyveli
Category – Power (Lignite Based)
Neyveli Lignite Corporation Limited, a Navratna, has a chequered history of achievements. Growth is sustained and its contribution to India’s social and economic development is significant. Dedicated Safety Division in the Thermal Power Section is maintaining awareness of safety inside the plant. The Unit Safety Committee is framed by nominating the employees both executives and workmen. Safety Action Plan is covering all aspects including Fire Mock Drills, on site and emergency preparedness.

TRL Krosaki Refractories Limited, Belpahar
Category – Refractories
TRL Krosaki, the number one refractory company in India, was set up by Tata Steel with equity participation from SAIL. TRL Krosaki has very effective dust extraction system which keeps the dust levels well below norms through regular updation with technology available in the world. Company has current generation equipments in all its manufacturing units. Company has implemented IMS – Integrated Management System in its entire works to ensure a safe and healthy environment.

Mr. Jayadeb Nanda, Chief Operating Officer, Adani Power Limited, Mundra receiving the Award.

Mr. Viswaroop Lal, CEO – ROE Assets, Essar Power Limited, Hazira receiving the Award.

Mr. S. Rajagopal, Director (Power), Neyveli Lignite Corporation Limited, Second Thermal Power Station, Neyveli receiving the Award.

Dr. Arup Kumar Chattopadhyay, Managing Director, TRL Krosaki Refractories Limited, Belpahar receiving the Award.
Essar Steel India Limited, HRC Division, Hazira
Category – Steel
It is fully integrated steel producer and India's largest single-location flat steel facility. There are many key mandatory features for safety at the plant which include compliance of relevant Occupational Safety and Health legislative requirements of acts and rules, establishment of HSE Policy with adequate and appropriate resources to demonstrate their commitment to achieve excellence in Health, Safety and Environment. Essar Steel has achieved zero fatality and lost time injury frequency rate is 0.19.

Viom Networks Limited, Gurgaon
Category – Telecommunication (Infrastructure)
Viom Networks Ltd, a joint venture between Tata Teleservices and Quipp Telecom Infrastructure Ltd, one of India’s leading telecom infrastructure provider. Significant aspect and important hazards are identified through Environment Aspect Analysis and Hazard Identification and Risk Assessment for all work activities. Control and improvement activities are part of regular assessment and management review. Structural approach is adopted for better management of occupational health safety and environmental issues i.e. identification, guidelines, training, communication, inspection and work towards continual improvement.

Vodafone India Limited, Mumbai
Category – Telecommunication (Service Provider)
Vodafone India is a member of Vodafone Group which is one of the world's largest mobile communication company. Vodafone India has adopted innovative measures to manage safety like the Mission Reach Contact, wherein employees have to speak as per a given script on health and safety to their channel partners and indirect associates to inculcate safety awareness and risks. With two such programmes till date they could contact over 90,000 persons. Similarly Vodafone has devised Absolute Safety Rules (ASR) which are non negotiable and employees and contractors violating it have to face consequences as per CMM (Consequence Management Matrix).

Jawaharlal Nehru Port Trust, Navi Mumbai
Category – Transportation (Ports)
Jawaharlal Nehru Port is the only port in India having four certifications including ISO 27001 for Information Security Management. Recommendations received during mock drills, Safety Committee Meetings are implemented and which include: Two Wheelers are not allowed to enter in the port, construction of emergency rescue ladder at Port Operations Centre, segregation of containers containing dangerous goods, construction of hasbund for keeping leaking, damaged containers and construction of Ambulance Room.
Global Indian International School Pte Ltd, Balestier Campus, Singapore
Innovation – Introduction of Green Loos
Green Loos was launched in the school with intent of engaging students, parents and staff on a joint project to uphold the importance of restroom etiquettes and hygiene. The project plan has three key environmental aims of minimizing the use of non-renewable and environmentally damaging resources; to maximize recycling and to increase awareness of environmental issues amongst students and staff by introducing programs like ‘I care V care’. Painting the Loos with eye-catching pictures related to nature in its various aspects culminated into an aesthetically designed eye-pleasing, proud to be of, outcome.

Hindustan Aeronautics Limited, Bangalore
Innovation – Sand Reclamation System
The Foundries use sand and binders for production of moulds. Metal is melted and poured into the moulds. During the process, lot of dust and smoke is created leading to environment pollution. Daily 20-25 tons of sand is knocked out, causing severe Environment pollution. In order to overcome the environment pollution, a Sand Reclamation System was designed and installed with thermal reclamation facility to avoid manual knock out and recycle the knocked out sand back to production of moulds. The system is automatic and recycles 72 tons of knocked out mould sand per day and works on 24x7 mode.

Rallis India Limited, Dahej
Innovation – Production of Pendimethalin Flakes
Pendimethalin is being produced for the first time in flakes form. It gives reduction of 300kg/ton CO2 (Green House Gas) equivalent in carbon footprint, and safe to handle at the customer's end as compared to the existing practice. There is low hazardous process which ensures safety in manufacturing and handling at customer's end. It is efficacious with customer delight. Low cost manufacturing as compared to 'crystal formation technique' and so comparatively cheaper. This is a first time effort in Agrochemical Sector. Market share of the product is 100%.

MCX Stock Exchange Limited, Mumbai
Innovation – MCS-SX 40
MCX – SX, India’s new Stock Exchange with sound antecedents and Financial Technologies. SX 40 – The flagship index of MCX. SX 40 is a free – float based Index of 40 large cap liquid stocks representing diversified sectors of the economy. The index is devised to offer cost-effective support for investment and structured products such as index futures and options, index portfolios, exchange traded funds, index funds.
HCL Infosystems Limited, Noida
Innovation – E-NBA
The e-NBA project is a milestone in accreditation process automation of higher education. The platform enriched with various technology components ensures time-bound disposal of actionable communication with utmost transparency leading to a strong trustworthy and credible relationship of NBA with its stakeholders. e-NBA can now be accessed and operated on any-time, any-where basis using any device – laptops, tablets, smart phones with 3G connectivity. A green 100% paperless office, online IT platform for accreditation and other office procedures and Multiple channel of interaction are some other unique features.

Samsung India Electronics Private Limited, Gurgaon
Innovation – Led TV – F5100
The Samsung F5100 brings about drastic change in TV viewing experience, offering incredible value with stunning Full HD picture – quality boosted by amazing sound technology. With its Connect Share Transfer feature LED TV allows to share content without a computer. This feature-packed TV allows to discover reality. Samsung’s Wide Center Enhancer Plus drastically improves the quality of any image and uncovers hidden details. F5100 offers a high quality sound effect while watching due to its highly sophisticated Dolby Digital Plus Sound technology.

Indian Oil Corporation Limited, Bongaigaon Refinery
Innovation – Treating Industrial Strom Water in Natural Way
It is an innovative eco-initiative and a unique concept of handling industrial storm water in eco-friendly manner. Most of the refineries are facing the problem in maintaining the quality of discharge from final outlets. By using floating grass filters and floating fountains is itself a new unique concept of handling industrial storm water in eco-friendly manner. Bongaigaon Refinery’s natural ways of handling contaminated water and environment improvement is a pioneering attempt.

TATA Housing Development Company Limited, Mumbai
Innovation – Reinforced Hollow Concrete Block Technology
TATA housing modified old load bearing brick wall construction in 3 ways. It changed conventional clay brick by high strength concrete blocks. It introduced steel reinforced in walls. Did ductile detailing of the entire structure to provide enhanced earthquake resistance. This enabled the company in maintaining the wall thickness to 200mm even for seven storey building. This technology known as reinforced concrete block is used for buildings resulting in seismic resistant structure at less cost. This is also environmentally sustainable technology as steel and cement consumption is half of that used in conventional construction.
DP World Private Limited, Nhava Sheva International Container Terminal, Mumbai

Innovation - Radio Frequency Identification Device and Mobile Gates

The terminal has the handling capacity of 600,000 TEU. India's largest trade gateways, and has consistently handled more than 1 million TEU per annum over the last 10 years. Implementation of RFID (Radio Frequency Identification Device) on Inter-Terminal vehicles. This process shall avoid any contact of the ITV (Inter Terminal Vehical) with the pedestrians, and have a more safer working place. Mobile Gates shall be implemented for the export containers moving inside the port. Company's team member shall give the safety induction to the drivers more effectively than the outsourced staff.

JSW Steel Limited, Bellary

Innovation – Micro Pellet to Agglomerate Iron Ore Fries

This is an environment friendly process. The disposal or reuse of micro fine dust generated from pollution control equipments is a major challenge to operate the steel plant with emission controlled within the prescribed limits. The dusts are agglomerated into pellets with a maximum size of 6mm. There is no heat input as there are no indurations involved. The disposal of micro fine dust from bag filter is a regular feature of the process. The dust concentration at the ESP of sinter plant inlet reduces and eventually there is a reduction in the total dust emission from sinter plant. An equivalent amount of natural resources is conserved as iron ore fines are replaced by the micro-pellets.

Serco Global Services, Mumbai

Category – BPO

Serco Global Services, a part of Serco UK – a leading international service company, delivers efficient high quality and innovative services that matters to millions of people. Company fosters the culture of Health & Safety to identify hazards to drive continual improvement.

SPECIAL COMMENDATION
GOLDEN PEACOCK OCCUPATIONAL HEALTH & SAFETY AWARD
Marathon Electric India Pvt Ltd delivers efficient mechanical power solutions, providing customers with quality products. OH & S Management System is an important part of business operating system. Lock out/Tag out program, Job safety analysis, industrial hygiene survey, Quantitative exposure assessment, hazard analysis, job exposure assessment and safety kaizen events are some of the innovative approaches under practice resulting in no Reportable Accidents since 2008.

Baxter India, a wholly owned subsidiary of Baxter International Inc., is having business of life saving products and provide critical, and life sustaining therapies. Plant has a thorough risk assessment process, chemicals used remains well within the exposure limits. Plant has an integrated 5S and safety management system designated as 6S.

HPCL – Mittal Energy Limited is a newly commissioned refinery which has formulated a wide range of corporate policies, manuals and SOPs at par with the world’s best. Enhancing safety culture is among the six key Result Areas and Ten Golden Rules are giving a good foundation to their safety efforts.
THE COMPANIES BILL, 2011

ARRANGEMENT OF CLAUSES

CHAPTER I
PRELIMINARY

CLAUSES*

149.(3) Every listed public company shall have at least one-third of the total number of directors as independent directors and the Central Government may prescribe the minimum number of independent directors in case of any class or classes of public companies.

150. (1) Subject to the provisions contained in sub-section (2) of section 149, an independent director may be selected from a data bank containing names, addresses and qualifications of persons who are eligible and willing to act as independent directors, as may be notified maintained by any body, institute or association, as may be notified maintained by the Central Government, having expertise in creation and maintenance of such data bank and put on their website for the use by the company making the appointment of such directors.

What Participants Say

- It has been a privilege attending the Masterclass for Directors program, IOD is doing a tremendous work in this field. Shri S Krishna Kumar, former Union Minister
- "Excellent Program" Dr Christy Fernandez, IAS (retd) former Secy to the President of India
- "A very useful course" D.R. Kaarthikeyan, former Director, Central Bureau of Investigation
- "Excellent Program" T.S. Vijayan, Chairman, LIC India
- "Balanced Scorecard, Finance for Non Finance Directors, Duties & Liabilities and Corporate Transformation are the best aspects”. Sanjay Jain, Managing Director, Accenture
- "One of the best and relevant program" Yogesh Lohiya, CMD, General Insurance Corporation
- "Sharing relevant knowledge is the best aspect of this course" T.R. Doongaji, MD TATA Group Services
- "My greatest appreciation for the manner in which you presented your material, rich in content, depth of experience and overall expertise including international matters was mind boggling". Felix D’Souza, Head Corporate Governance, Abu Dhabi
- "It was a great learning experience" Prof. Gregorio Flores, Texas, USA
- "I would like to recommend each Director to undergo this training program" F.K. Siddiqi Director, Hinopak Motors, Karachi

* Only relevant parts have been highlighted. Full details on www.iodonline.com or http://www.mca.gov.in/
At the outset of the first plenary session Shri Ashok Kapur, IAS(Retd.) DG, IOD, welcomed all the participants and the Guest of Honor. The Congress began with lighting of the Congress lamp by Mr Arun Maira, Member, Planning Commission, Dr Bhaskar Chatterjee, IAS (Retd) DG and CEO, Indian Institute of Corporate Governance, and Lt. Gen J S Ahluwalia (Retd), President, IOD.

Lt. Gen. Ahluwalia recalled the Foundation of IOD, 23 years back on 12 July 1990, as an apex association of Directors to improve their professional skills & competence, along with economical, environmental, social and ethical needs of present global business scenario. He highlighted the Master Class for Directors, which has become very popular over the years at the international level. IOD organizes over five international conferences in India and abroad each year, to provide a platform and opportunity to exchange ideas, networking and also to update various requirements of doing global business. He also highlighted the smart marketing strategy, production and consumption impact on green economy for sustainable management. He also mentioned the importance of GRI-IV, which had came into effect on 21st May 2013. He explained how IOD was engaged in a silent revolution through the corporate board rooms, to ensure sustainability and inclusive growth.
Dr Bhaskar Chatterjee, IAS (Retd), DG & CEO, Indian Institute of Corporate Affairs explained the requirements of green approach of companies, in order to sustain in the present global business. He also explained about the legislation on CSR accountability, commitment and transparency, and the required disclosure to public about CSR spending etc. On the issue of sustainability, he insisted on revisiting the 360° mindset, while reporting to the stakeholders. He also appreciated the sincere efforts of IOD, on silent movement through the board rooms, amongst business leadership.

Mr Arun Maira, Member Planning Commission, explained the importance of human feelings and nature's ecological need along with sense of personal and emotional requirements by involving with the local people, while dealing with environment and sustainability issues of developmental project. Uttarakhand is the burning horrendous example before us. Hence he gave importance of the role of proactive civil society for their voice and involvement, in the tradeoff between environment and developmental projects. He also cautioned about the role of various social and electronic media, while dealing with sensitive issues neglecting inclusive growth while catering to the needs of urban middle class. He insisted on the importance and value of ethics in any business activities. “We have to plan and strategies the future we want,” he said.

In the inaugural session Lt. Gen J S Ahulwalia (Retd), President Institute of Directors welcomed the Information and Broadcasting Minister for his august presence and explained the role of IOD towards corporate directors for generating genuine interest in the field of Green Economy and the Corporate Sustainability drive for their respective organizations'.
environmental, social and financial aspects to mitigate the global concerns of international issues and their burden.

He then conferred the IOD Distinguished Fellowship Award for the year 2013 on Dr Sutanu Behuria IAS, Secretary, and Department of Heavy Industries and also presented the Golden Peacock Awards for Occupational, Health & Safety for the year 2013. Dr Behuria thanked IOD for the Fellowship awarded and explained the importance of the corporate engagement for sustainability and green economy, in Indian public sector organizations.

Shri O P Rawat, IAS Secretary, Department of Public Enterprises, Govt. of India in his special address explained the role of public sector in dealing with CSR activities. He said that over the years all public sector units have been gearing up to follow the sustainability practices. Companies Bill 2012, awaiting approval of the Rajya Sabha intends to make the corporate social responsibility activities necessary for both the public and private corporate houses. Mr Bernard Philip, Deputy High Commissioner, Australian High Commission explained the sustainability policy of his country. Mr Philip discussed the Australian perspective on policy implications on human capital and decoupling the economic growth from environment, and their priority for low carbon policy. He highlighted the measurements of sustainability parameters, developed by Australia and the use of renewable energy in his country.

Lt Gen Surinder Nath PVSM, AVSM (Retd), Former Chairman, UPSC and Vice Chairman, Institute of Directors chaired the session with five speakers covering role of corporates in ensuring green growth solutions and sustainability, integrating and measuring economic, social and environmental development in the economy, and regulatory framework and fiscal incentives to reward green growth. In his speech, he explained how excessive exploitation of natural resources is happening and highlighted the widening gap between the rich and the poor. He was critical about the present consumption pattern, and advised need to balance between growth and natural resource consumption.

HE Mr Gudmundur Eiriksson, Ambassador of Iceland in India, explained the role of government in terms of promoting reduction of GHG emissions especially, in fishery and tourism industries, for green economy in Iceland. He also placed emphasis on capacity building in the academic field, covering geothermal energy and fish culture.

On behalf of Shri D C Garg CMD, Western Coalfields Ltd., Director (Technical) explained various green initiatives in coal
mining activities taken up by western coalfields in terms of land reclamation and plantation on over-burdened and other slopes. Afforestation surveillance was made from satellite by remote sensing. Efforts are being made to reach zero discharge from the effluent treatment plants.

Mr Phil Marker, Counselor, Energy and Climate Change, British High Commission discussed about low carbon technology to tackle the climate change with the help of either new resource or energy efficiency. He focused on few ongoing projects by UK in India with BEE like; academic collaboration on fuel cell; construction of buildings and financing cotton farmers for tackling climate impact in Andhra Pradesh.

Shri S Chandrasekhar, Managing Director, Bhoruka Power Corporation Ltd, expressed the benefits of inclusive growth, green economy and energy security and it's relevance to Indian energy sector. He also explained various advantages of renewable energy especially wind, solar, bio, and hydro energy and its life cycle cost.

Shri Ajay Poddar, Chairman & Managing Director, Synergy Environics Ltd, explained the Sick Building Syndrome (SBS) and impact of radiations from microwave electronic devices, and how to mitigate the same by countering by chip produced by the Environics in enabling Corporates to create a sustainable work environment.
Plenary Session IV – Leading Transition through Green Economy

Dr V K Agnihotri. IAS, Former Secretary General, Rajya Sabha chaired the session. In his opening remarks, he explained the impact of global warming and climate change in terms of leadership, transition during implementation, adaptation of green economy, while encompassing all three aspects of social, environmental and economical issues.

Shri Ulhas Parlikar, Director, Geocyte Business, ACC Ltd., informed as to how their company is carrying out their bit for green economy for sustainable development by adopting co-processing of various types of wastes as alternate raw materials or replacing the convention coal fuel in cement rotary kilns, thereby conserving resources and at same time consuming hazardous wastes.

Shri Niranjan Khatri, GM (Environment), ITC Welcome Group shared their experience in conservation of energy as well as water in ITC hotels. He explained the role of ecosystem valuation, green accounting principles by modifying accounting architecture, for business in both ways of down and up streams. He discussed the need and importance of ‘out of box’ thinking at every level and at each stage.

Ms Kristin Meyer, of German Development Cooperation, GIZ India emphasized on the importance of renewable energy sources for India. She explained that the population increase and energy demand by the year 2025 will imbalance natural resources viz-a-viz various products including energy. These will ultimately will affect the overall economy. Life Cycle Thinking (LCT) in terms of resource efficiency, needs to be focused in every sphere of activities. Resource efficiency is a key driver of success, that promotes sustainable consumption and production, facilitates transition to a Green Economy, and thus contributes to achieving global sustainable development.

Prof. Mahesh Chandra, Dept. of IT, Hofstra University, New York discussed different dimensions of Global Warming, Climate Change, Clean Air politics and policies mainly in USA. He explained the intricacies of business models that drive resource productivity, which will be just as important as those that drive labor productivity. The world urgently needs businesses that have a higher purpose than profits.

Plenary Session V – Challenges for Sustainable Energy and Urban Infrastructure

Shri A K Bajaj, Former Chairman, CWC & Secretary, Water Resources, Govt. of India chaired the session and elaborated on the importance of water in various sectors of the national economy and how conservation and utilization play a pivotal role for both sustainable energy and urban habitats.

Shri Rajnish Prakash, Chairman and Chief Executive, Heavy Water Board explained the energy scenario including the environmental sustainability of nuclear energy in terms of economic sustainability and its social acceptance. He also spoke about nuclear energy and its Myths vs Realities and presented Indian Nuclear Power Programme & future perspective.

Dr Rakesh Saxena, Professor, Institute of Rural Management, Gujarat expressed his views on the need for green growth in production of electricity in India. He was of the opinion that substitution of coal should be done by renewable sources of energy like solar and wind energy.

Ms Lydia Powell, Head, Centre for Resources Management, Observer Research Foundation narrated “green economy vis-à-vis brown economy” concept, and its relevance to Indian conditions. All
are expected to contribute to growth and also offer co-benefits such as inclusiveness and sustainability. Adoption of the 'green economy' concept will help India to be counted as a responsible power, but it's green diet is unlikely to control brown growth.

Dr Kanak Madrecha, Principal Consultant, from Dubai discussed about people, planet and profit concept of business. He also touched upon green buildings and its economy. He said that good environmental practices of reducing pollution, saving energy and 'Eliminate - Reduce - Reuse Waste Material' is also helping save costs for the organizations' and hence adding to profits in the long term.

Dr Aditi Haldar, Director, Global Reporting Initiatives (GRI), India, chaired the session and explained the development history of GRI from 1997 to the present 'GRI IV Reporting Framework' which is beneficial for all the stakeholders. She was of the opinion that alignment and harmonization of various tools with common metrics and cross linking then with different reports and integrating to achieve on account of its transparency for sustainability was essential.

Ms Namita Vikas, President & Chief Sustainability Officer, Yes Bank Ltd, discussed the role of sustainability movement in financial sector, covering all aspects of financing activities keeping the lending risks to creation of value chain vendors. She discussed different challenges faced during implementation of sustainability vision, initially in the banking sector dealing with monitoring programmes amongst employees and office's available infrastructure.

Ms Harpreet A. De, Singh, Head of Corporate Quality, Safety & EMS, Air India Ltd discussed the integrated reporting systems for sustainable development. She explained the herculean task for inventorisation of aviation data of national and international nature for carbon foot print.

Shri Kuldeep Goel, Vice President, Corporate Affairs, Larsen & Toubro Ltd, explained integrated reporting system for sustainable development of L&T. The thrust areas cover climate change, energy and water conservation, waste management, safety and social aspects like mother & child care, education and skill development. All are beneficial in the long run creating better image amongst all stakeholders of business activities.

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natural resources, especially water as most vital for moving towards greener path.

Shri Rama Sundram, MD & CEO Nagarjuna Fertilizer Ltd explained various environmental steps taken to achieve sustainable values for the all the stakeholders. He narrated how the organisation is striving towards living in harmony with the environment with minimum impact in and around the plant.

Central Exercise and Service Tax) and Chairman Appellate Tribunal for Competition Comission, chaired the Golden Peacock Awards Nite session. He expressed happiness for the role played by IOD for improving the silent movement in the board rooms. Mr Atul Chaturvedi, IAS, Chairman, Public Enterprises Selection Board appreciated the role played by various public sector units for their CSR activities, not just for charity but as investment in carrying out the business.

The second day of the Congress started with case study presentations by the award winners of 2013. The session was chaired by Mr Pradeep Chaturvedi, Vice President, Institute of Directors. These success stories evinced a lot of interest, not only amongst the winners, but all the participants, who had aspired for these coveted awards.

The IOD distinguished fellowships were presented by Hon’ble Minister to Mr Atul Chaturvedi, IAS, Chairman Public Enterprises Selection Board; Mr Baba N. Kalyani, Chairman, Bharat Forge & Group Chairman, Kalyani Group; Mr K S Raju, Chairman, The Nagarjuna Group; Mr R K Dubey, Chairman & Managing Director, Canara Bank and Mr R G Rajan, CMD, Rashtriya Chemicals and Fertilizers. The Minister also presented the Golden Peacock Awards for Environment and Eco Innovation -2013.

Hon’ble Justice Dr Arijit Pasayat, former Judge of Supreme Court of India, and Chairman Authority for Advance Ruling (Customs,
Middle East, Standard Chartered Bank said that for service sector especially for financial institute in India it was a challenging job to integrate of health, and safety management systems in their business strategies. Bank is having e portal for regular basic health check up and medical doctor’s advice facility.

Prof Rajendra Bharti, Director, Lal Bahadur Shastri Institute of Management explained envisioning through nurturing of natural capital. How myopic thinking was leading the market driven strategy focusing on winning small battles with the competitors, overlooking long-term influences on the nature, forgetting the relationship of integration and interdependence, amongst the factors of nature and human endeavors.

Shri Rahul Bali, Director, Scooters India Ltd, discussed the road map of his production unit of vehicles from end-of-pipe to pollution prevention to design for environment by reducing energy and raw material consumption, thereby adopting best practices in different production floor units, which are beyond compliance requirements.

The last session of this two day Congress was chaired by Mr V B Sant, Director General, National Safety Council of India. He requested all the award winners to put forth their success stories on Occupational, Health and Safety issues which can be emulated by other organizations. There were twenty presenters from different industries. All the presentations were unique in their own way. Every presentation had good points to be picked up to improve the health and safety aspects of their employees.

In his concluding remarks Lt Gen J S Ahluwalia, PVSM (Retd.), President, Institute of Directors congratulated all the award winners and profusely thanked all distinguished Guests and Session Chairmen, Speakers and the participants. He closed the very successful congress, and requested all to move on to the next congress on Corporate Governance and Sustainability in London from 01st to 04th October 2013.
Salient Recommendations of the Congress

1. Boards have to make choices that may need difficult trade-offs to consider like the competitive pressure, uncertainty and insecurity. The Directors have to weigh a variety of contending factors, when formulating vision and values and deciding corporate goals, objective and policies, including those relating to environmental challenges and opportunities.

2. The allegiance of stakeholders cannot be taken for granted. If relationships with them are to last they must be mutually beneficial. Particular attention needs to be paid to evolving the interest of customers.

3. It is for the board to determine, what is possible and desirable for an individual company when formulating corporate and sustainability strategy. The companies that are most successful at identifying business opportunities are those whose directors and staff do not just look at the impacts of external developments on themselves, but also consider likely effects upon their customers.

4. Directors of companies individually and collectively make effective contribution to representative bodies – and help government bodies to achieve environmental and sustainability objective by providing advice on implementation and looking out for barriers and distortions created by public measures.

5. Boards of companies should set ambitious targets for reducing energy and resource consumption, carbon emissions and wastes. Boards of companies should regard reducing energy and resource consumption as central to competitiveness and profitability, not just as part of corporate social responsibility or regulatory compliance.

6. Boards need to include green strategies in business processes of corporate sector, both public and private. Climate change and other environmental and social risk management are opportunities for re-directing investments required to create innovations.

7. The Global Reporting Initiative- 4 launched in May 2013 with four sub-categories, namely labour practices and decent work, human rights, society and product responsibility. Customer health and safety are included in the product responsibility. GRI-4 is based on leading indicators rather than lagging indicators, to ensure proper assessment of sustainability approach.

8. Green economy has often raised the controversy, whether it is for job creating or job displacing. ILO Global Economic Linkage Model has reflected that globally a greener economy and more sustainable enterprise has the significant potential to create more decent work opportunities.

9. Empowerment of civic societies by providing adequate resources, information and opportunities in involving in green economy programme and implementation will lead to faster and ethical departure to a green development pathway.

10. Potential of low carbon technologies in tackling climate change is significant. However the cost factors and barriers associated with the growth of low-carbon economy have to be considered.

11. Eco innovation is a smoother process for promoting green production and consumption pattern. State of sustainability records in India, inadequately report on the efforts of SMEs and their involvement in the green economy. Eco innovation needs sufficient funding and policy push, which has to undergo sufficient period for digestion, before the results are proven to market advantage.

12. Companies Bill 2012 is being considered as an instrument that will help promote greening of economy mainly through CSR funding.

13. Higher introduction of renewable energy sources, and definite efforts on energy conservation and energy efficiency, will lead to lower carbon footprints.

Report compiled by
Dr. Shakti Prakash and Dr. S.N. Pati.
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