IOD Institute of Directors
Building® Tomorrow's Boards

Since 1990

27th International Conference on

Environment Management *and* Climate Change 2026

Presentation of

GOLDEN peacock AWARDS

Environment Management | OHS
Energy Efficiency | Eco-Innovation
for the year 2026

Theme

Board Strategy for Securing the Future: Risk and Resilience in Nature and Climate Governance

SOUVENIR

July 03 - 04, 2026
GIFT City (Gandhinagar)
Gujarat

Scan the QR Code for more details

www.iodglobal.com

IOD Institute of Directors
Building Tomorrow's Boards®

Institute of Directors (IOD)
INDIA

2026 ANNUAL

LONDON
GLOBAL CONVENTION

Corporate Governance & Sustainability

November 18 - 21, 2026
London, UK

also Presentation of
Golden Peacock Awards
at Hotel Montcalm Mayfair
London, W1H 7TN

Global Business Meet
at House of Lords - UK Parliament

THEME

Boards at the Crossroads of
Volatility and the AI Era

QR Reader App:
Smart Phone

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Environment Management *and* Climate Change 2026

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Theme

Board Strategy for Securing the Future:
Risk and Resilience in
Nature and Climate Governance

July 03 - 04, 2026
GIFT City (Gandhinagar)
Gujarat

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BRINGING NEXT-GEN ENERGY, *now*

GMDC is advancing India's green ambitions by strengthening the resources that power them. From renewable energy and future fuels to critical minerals like copper and rare earths, our efforts are focused on building secure, indigenous supply systems that support clean energy, advanced manufacturing, and long-term national resilience.

FUTURE FUELS

- Exploring blue hydrogen through underground coal gasification
- Leveraging existing infrastructure for early transition
- Supporting near-term energy needs alongside green hydrogen scale-up

COPPER

- Mobilising domestic copper resources at Ambaji
- 500 KTPA beneficiation capacity planned
- Long-term indigenous supply for industry and infrastructure

RENEWABLE ENERGY

- 200.9 MW wind energy operational in Kutch
- 5 MW solar project in Kutch
- 270 MW hybrid renewable project planned

RARE EARTHS

- Planned REE ore production at Ambadungar
- 17,000 TPA beneficiation facility proposed
- Downstream REE hub planned at Bharuch PCPIR

Great Place To Work. Certified

GMDC Gujarat Mineral Development Corporation Ltd.

Gujarat Mineral Development Corporation Ltd.

(A Government of Gujarat Enterprise)

Khanij Bhavan, 132 Feet Ring Road, Nr. University Ground, Vastrapur, Ahmedabad - 380052 | **www.gmdcltd.com**

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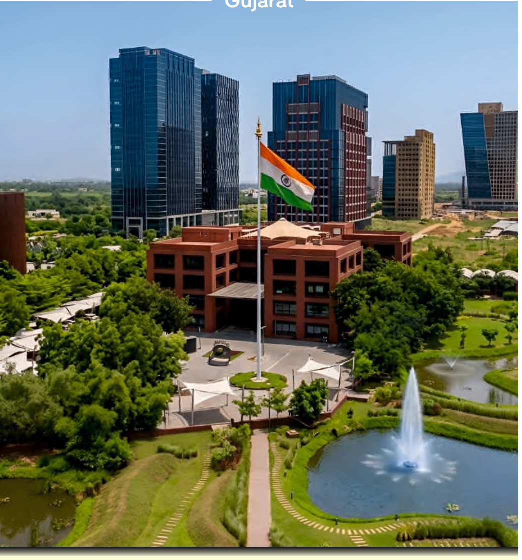

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#IODGlobal

Institute of Directors (IOD)
INDIA

Contents

Scan the QR Code for more details

IOD Institute of Directors — Building® Tomorrow's Boards

Institute of Directors (IOD)
presents

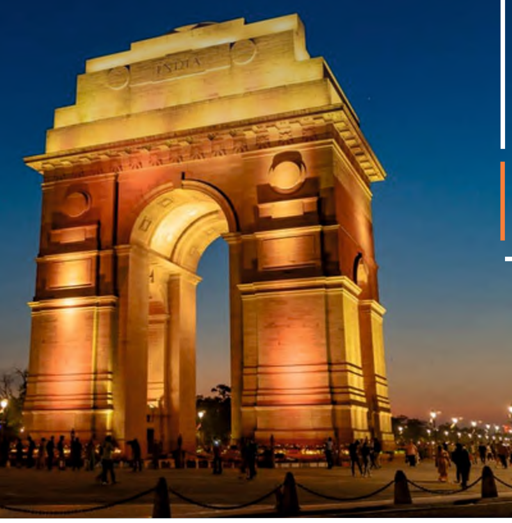
2026

DIRECTORS' CONCLAVE

& 36TH IOD ANNUAL DAY

also Felicitation of
IOD Distinguished Fellows

AUGUST 22, 2026
New Delhi (India)



THEME

Making Boards Effective for Investor Confidence & Sustainable Value Creation

ABOUT THE CONCLAVE

The annual flagship event of IOD, the **2026 Annual Directors' Conclave**, will deliberate on the most pressing issues shaping the boardroom and the global director community, in its continued endeavour of 'Building Tomorrow's Boards'.

This year's theme, **'Making Boards Effective for Investor Confidence & Sustainable Value Creation'**, reflects the evolving responsibilities of boards in navigating an era of technological upheaval, geopolitical shifts, regulatory scrutiny, and rising stakeholder expectations.

CHIEF GUEST

Jyotiraditya M. Scindia

Union Cabinet Minister for Communications and Development of North Eastern Region
Govt. of India

GUEST OF HONOUR
(Keynote Address)

Tuhin Kanta Pandey, IAS

Chairman, SEBI
(Securities and Exchange Board of India)

GUEST OF HONOUR

Rajesh Agrawal, IAS

Secretary
Department of Commerce
Ministry of Commerce & Industry
Govt. of India

WHO SHOULD ATTEND

The Conclave is open to all stakeholders interested in the practice of Corporate Governance and Sustainability, including Independent Directors, Board Members, Policymakers, Govt. Officials, Company Chairmen, Directors, Women Leaders, CEOs, MDs, CFOs, Bankers, CAs, CSs, Legislators, Jurists, Diplomats, Investors, Management Analysts and Financial Consultants.

INSTITUTE OF DIRECTORS (IOD)
M-56 A, Greater Kailash Part- II (Market), New Delhi - 110048, INDIA
Tel: +91-11-41636717, 41636294, 41630030, 46061475, 46061476

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IOD Institute of Directors® Building Tomorrow's Boards

Institute of Directors (IOD), INDIA

Empowering Boardrooms, Enabling Leadership since 1990

Established in 1990 under the Societies Registration Act, XXI of 1860, the **Institute of Directors (IOD)**, India was founded as the apex professional body for corporate directors - dedicated to building effective boards and advancing boardroom leadership.

Over the past 35 years, IOD has grown into India's leading organisation for directors, with a vibrant network of **over 30,000 senior executives** from the public, private, and government sectors—both in India and abroad - including more than **11,000 trained Certified Directors** through its acclaimed Masterclass for Directors.

With its headquarters in **New Delhi** and regional offices in **Bengaluru, Chennai, GIFT City, Hyderabad,** and **Mumbai,** IOD provides region-specific support and services across India's diverse corporate landscape.

IOD remains at the heart of India's boardroom ecosystem - strengthening governance frameworks, driving director development, and cultivating a future-ready leadership community.

IOD's Core Competency Framework for the Boardroom Community:

1. **Membership & Representation**
   A membership-based organisation representing directors across sectors and supporting peer collaboration.
2. **Board Training & Certification**
   Comprehensive training for directors, board chairs, CEOs, MDs, and aspiring board leaders—focused on governance, compliance, ESG, risk, and performance.
3. **Directors' Databank (since 2013)**
   A trusted repository of board-ready professionals from diverse backgrounds, supporting Independent Director appointments across companies.
4. **Networking & Thought Leadership**
   High-impact national and international conventions that offer platforms for directors to share insights, build networks, and tackle boardroom challenges.
5. **Golden Peacock Awards**
   Globally recognised awards in 16 corporate verticals, benchmarked against the Golden Peacock Excellence Model - honouring exemplary leadership and innovation.
6. **Board Research & Advisory**
   Bespoke services covering board evaluations, governance diagnostics, industry sentiment analyses, and boardroom policy guidance.
7. **Knowledge Dissemination**
   Regular publications including professional books, handbooks, and the widely read Director Today journal, keeping directors informed of emerging trends and best practices.

IOD continues to empower the current and next generation of directors to lead with purpose, accountability, and innovation—bringing a silent revolution to boardrooms in India and beyond. ■

Since 1990

#iodglobal

Golden Peacock Awards®

A Strategic tool to Lead the Competition

Golden Peacock Awards, instituted by the Institute of Directors (IOD), India is now celebrating over 30 glorious years, which is currently regarded as hallmark of Corporate Excellence, both locally and globally.

Established in the year 1990, as one of the early prime initiatives of IOD, it has been attracting more than 1000 corporate applications annually, for 16 different corporate key functional domains.

These awards have a meticulously defined & transparent 3 level evaluation criteria managed by independent professional assessors. Today, no other business Award globally is accorded such recognition & patronage - known as 'Badge of Excellence' globally under the **'Golden Peacock Excellence Model'**

Former Chief Justice of India, Chairman, National Human Rights Commission of India and National Commission for Constitution of India Reforms, **Justice M. N. Venkatachaliah**, is National Chairman of IOD and also the chairman of these coveted Awards Jury.

Some of the other Jury Members include: **Hon'ble Justice U. U. Lalit**, former Chief Justice of India, **Hon'ble Justice Ritu Raj Awasthi**, Chairperson, Law Commission of India and former Chief Justice, Karnataka High Court, **Mr. Shekhar Dutt, IAS (Retd.)**, former Governor, State of Chhattisgarh & former Secretary, Ministry of Defence, Government of India, **Lt. Gen. Surinder Nath (Retd.)**, former Vice Chief of Army Staff & former Chairman, UPSC and Independent Director, Larsen & Toubro Limited, **Dr. Vivek K. Agnihotri, IAS (Retd.)**, former Secretary-General, Rajya Sabha (Parliament of India), **Dr. Ajay Dua, IAS (Retd.)**, Director on the Boards of Dabur India Ltd, Dabur International Ltd, Kirloskar Pneumatics and Compressors Ltd and Bussan Auto Finance Ltd, Senior Advisor to Mitsui & Co, BNP Paribas Bank and Kyosan Electric Manufacturing Ltd. former Secretary, Ministry of Commerce and Industry, Govt. of India, **Mr. Dhanendra Kumar, IAS (Retd.)**, Chairman, Committee on National Competition Policy of India former Chairman, Competition Commission of India & Secretary to Govt. of India and Executive Director, World Bank, **Mr. Desh Deepak Verma, IAS (Retd.)**, Principal Advisor of the Institute of Directors, former Secretary General, Rajya Sabha, Parliament of India, **Mr. Anil Baijal, IAS (Retd.)**, Former Lieutenant Governor of Delhi and former Union Secretary to the Government of India, **Mr. Anurag Goel, IAS (Retd.)**, former Secretary, Ministry of Corporate Affairs, Government of India, **Dr. Aruna Sharma, IAS (Retd.)**, Independent Director, Jindal Steel & Power Ltd and Welspun Infra, Member - Digitisation Committee, Reserve Bank of India, Independent Member, MFIN (Micro Finance Institutions Network), former Secretary, Ministry of Steel, Govt. of India, **Ms. Ruchi Ghanashyam, IFS (Retd.)**, former High Commissioner of India to UK, **Mr. C. K. Mishra, IAS (Retd.)**, former Secretary, Ministry of Environment, Forest & Climate Change, Govt of India, **Dr. Anup Wadhawan, IAS (Retd.)**, former Secretary, Ministry of Commerce & Industry, Govt of India, **Mr. Hem Pande, IAS (Retd.)**, former Secretary, Ministry of Consumer Affairs, Food & Public Distribution, Government of India & former Special Secretary, Ministry of Environment, Forests and Climate Change, Government of India, **Dr. Uddesh Kohli**, Secretary General, IFTDO & Senior Advisor, Global Compact Office, UN, **Dr. Reena Ramachandran**, former Chairman and Managing Director, Hindustan Organic Chemicals Limited & currently Independent Director on multiple Boards et al.

■

www.goldenpeacockaward.com

FOREWORD

Environmental sustainability and climate resilience have emerged as defining priorities for governments, businesses and societies across the world. The increasing frequency of extreme weather events, biodiversity loss, ecosystem degradation, water stress and resource constraints have demonstrated that environmental challenges are no longer confined to the ecological domain alone. They now influence economic growth, financial stability, public health, food security and long-term business viability. In this evolving landscape, boards and corporate leaders are required to adopt a more integrated and forward-looking approach to governance, ensuring that environmental stewardship and resilience become central to strategic decision-making.

The role of corporate boards has expanded significantly in recent years. Beyond ensuring regulatory compliance, boards are increasingly expected to identify and manage nature-related and climate-related risks, strengthen organisational resilience and guide businesses towards sustainable growth pathways. Effective governance today requires integrating environmental considerations into enterprise risk management, capital allocation, investment planning, supply chain management and stakeholder engagement. Organisations that successfully embed sustainability into their governance frameworks are better positioned to create long-term value while contributing positively to society and the environment.

Climate governance and nature governance are now inseparable. Healthy ecosystems provide essential services that support economic activity, including water security, agricultural productivity, carbon sequestration, biodiversity conservation and protection against natural disasters. As nations and businesses confront the realities of climate change, there is growing recognition that safeguarding natural capital is fundamental to achieving sustainable development and resilience. The future will belong to institutions that understand the interdependence of environmental integrity, economic prosperity and social well-being.

India has demonstrated commendable leadership in advancing sustainable development and climate action. The country's commitment towards achieving Net Zero emissions by 2070, expanding renewable energy capacity, strengthening carbon sinks and promoting green technologies reflects a balanced approach that combines environmental responsibility with economic progress. Initiatives in renewable energy, green hydrogen, ecosystem restoration and climate adaptation illustrate how innovation and governance can work together to address complex environmental challenges while supporting inclusive growth.

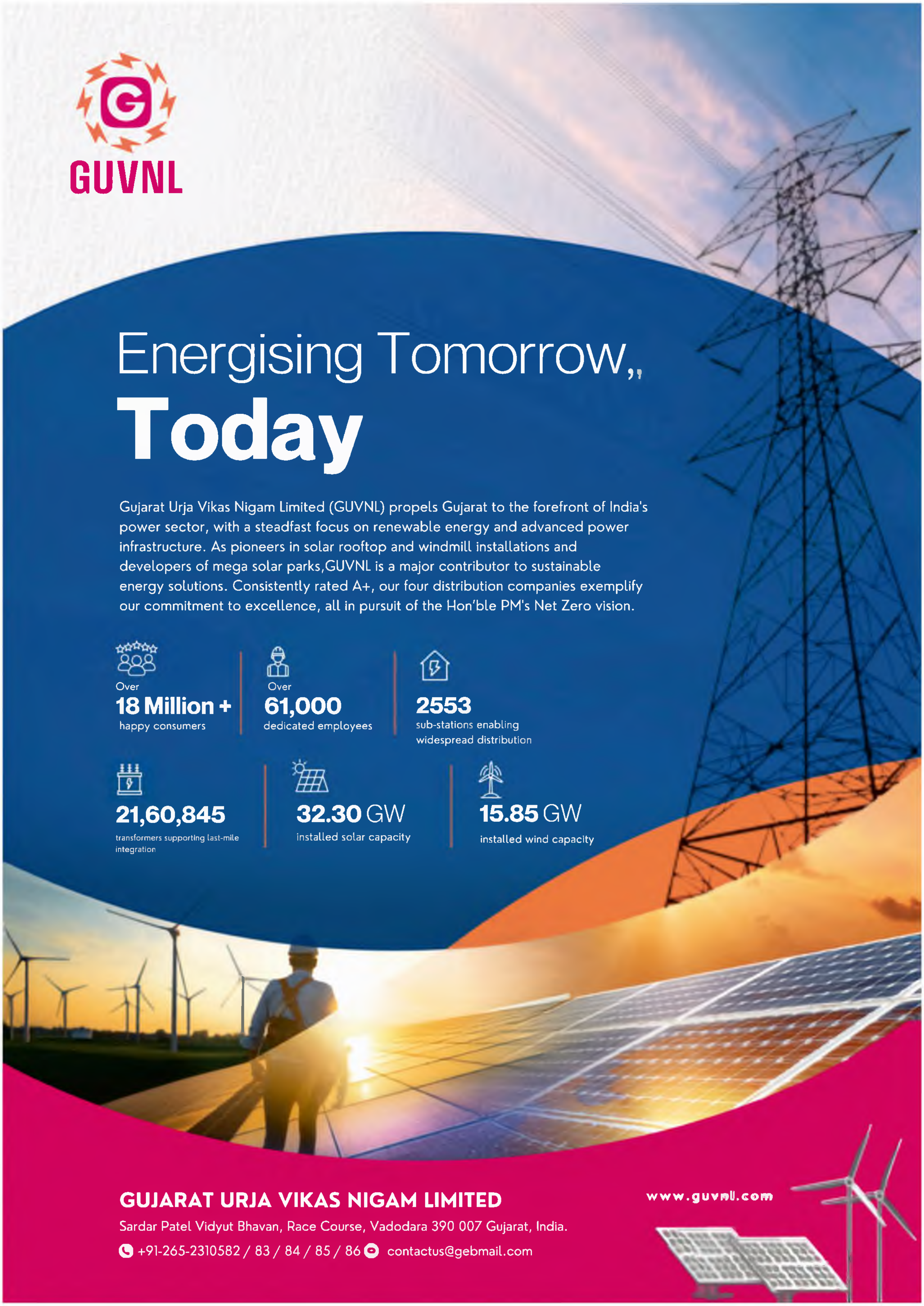
The Institute of Directors has consistently promoted excellence in governance, sustainability and responsible leadership. The 27th International Conference on Environment Management and Climate Change 2026, being organised with the theme "Board Strategy for Securing the Future: Risk and Resilience in Nature and Climate Governance," will provide an important platform for policymakers, regulators, business leaders, sustainability professionals, academicians and experts to exchange knowledge and deliberate on emerging challenges and opportunities. Discussions during the Conference will focus on strengthening climate governance, addressing nature-related risks, enhancing resilience, promoting sustainable finance, advancing innovation and building future-ready institutions.

The Conference will also witness the presentation of the prestigious Golden Peacock Awards for Environment Management, Occupational Health & Safety, Energy Efficiency and Eco-Innovation. These awards recognise organisations that have demonstrated outstanding commitment to sustainability, responsible governance and operational excellence. Their achievements serve as benchmarks and inspiration for institutions seeking to align business success with environmental stewardship and social responsibility.

I am confident that the deliberations during this Conference will generate valuable insights, encourage meaningful collaboration and contribute to building resilient organisations and sustainable communities. I wish all participants fruitful discussions, productive networking and every success in advancing the shared objective of securing a sustainable future for generations to come.

July 03 - 04, 2026
Gujarat (India)

Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)
President
Institute of Directors


GUVNL
Energising Tomorrow,, Today
Gujarat Urja Vikas Nigam Limited (GUVNL) propels Gujarat to the forefront of India's power sector, with a steadfast focus on renewable energy and advanced power infrastructure. As pioneers in solar rooftop and windmill installations and developers of mega solar parks,GUVNL is a major contributor to sustainable energy solutions. Consistently rated A+, our four distribution companies exemplify our commitment to excellence, all in pursuit of the Hon'ble PM's Net Zero vision.
Over 18 Million + happy consumers
Over 61,000 dedicated employees
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21,60,845 transformers supporting last-mile integration
32.30 GW installed solar capacity
15.85 GW installed wind capacity
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+91-265-2310582 / 83 / 84 / 85 / 86 contactus@gebmail.com
www.guvnl.com

Uday U. Lalit
Former Chief Justice of India

MESSAGE

For over two decades, the Institute of Directors (IOD), India has been at the forefront of promoting dialogue on environmental governance through its annual **International Conference on Environment Management & Climate Change**. This year, the 27th **International Conference**, being held on **3–4 July 2026 at Radisson GIFT City Club, Gandhinagar, Gujarat**, is centred on the highly relevant theme: **"Board Strategy for Securing the Future: Risk and Resilience in Nature and Climate Governance."**

Climate change has emerged as one of the defining challenges of our time, demanding responsible leadership, sound governance, and long-term strategic vision. Corporate boards today have a critical role in integrating sustainability into business strategy, strengthening organisational resilience, managing climate-related risks, and creating enduring value for stakeholders. This Conference provides a timely platform to deliberate on these imperatives and to advance boardroom leadership that is both accountable and future-focused.

India has made significant strides in accelerating the transition towards a sustainable economy. The growing adoption of clean energy technologies, including solar power, green hydrogen, battery storage, and carbon management solutions, together with progressive regulatory initiatives such as SEBI's enhanced sustainable finance framework and strengthened ESG disclosure norms, reflects the country's commitment to responsible and resilient growth.

I am also delighted that the prestigious **Golden Peacock Awards for Environment Management, Occupational Health & Safety, Energy Efficiency, and Eco-Innovation** will be presented during the Conference. These Awards continue to recognise and inspire excellence in environmental stewardship, innovation, and sustainable business practices. I extend my warm congratulations to all the award recipients and commend the Institute of Directors for its unwavering commitment to raising corporate governance and environmental standards.

I am confident that the deliberations at this Conference will generate valuable insights and practical strategies for strengthening climate governance and board effectiveness, while contributing meaningfully to the creation of resilient, sustainable, and future-ready enterprises.

I extend my best wishes to the Institute of Directors and all participants for the grand success of the **27th International Conference on Environment Management & Climate Change – 2026**.

(Uday Umesh Lalit)
26.06.2026

C-212, Sector-44, Noida – 201 301
Phone : 0120-4272444 e-mail: uday.lalit@gmail.com

Chief Guest

Hon’ble
Mrs. Justice Sunita Agarwal

Chief Justice, High Court of Gujarat

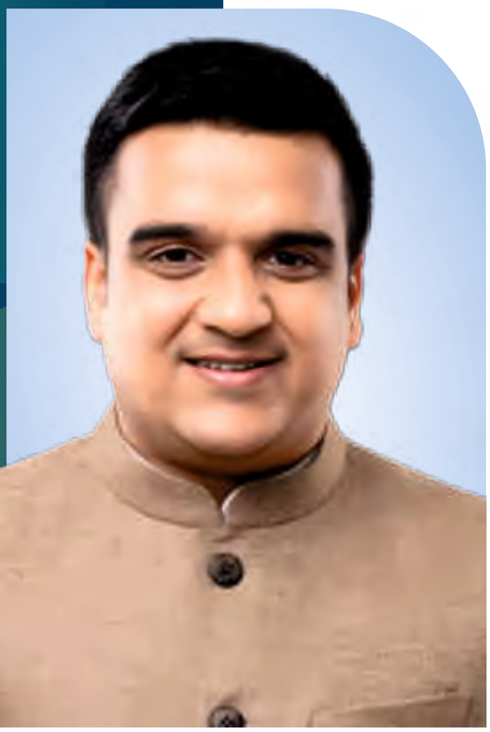
Hon'ble Mrs Justice Sunita Agarwal is the Chief Justice of the Gujarat High Court, Ahmedabad. She enrolled as an Advocate with the U.P. Bar Association and practised for over two decades at the Allahabad High Court, primarily in Civil, Writ, Original, and Commercial jurisdictions.

In recognition of her distinguished practice, Justice Agarwal was elevated as an Additional Judge of the Allahabad High Court in 2011 and took oath as a Permanent Judge in 2013. She is a trained and certified Mediator and was part of the very first batch of Allahabad High Court judges trained in Mediation and Conciliation.

Justice Agarwal has presided over Single and Division Benches across a wide spectrum of jurisdictions, including Civil and Criminal Appeals, Service matters, Land Acquisition, Intra-Court Appeals, and Constitutional cases. She was also a member of the Seven-Judge Bench constituted to address issues relating to subordinate courts and judicial infrastructure.

As the senior-most Judge of the Allahabad High Court, she served as the Executive Chairperson of the State Legal Services Authority, Uttar Pradesh. From 2016 onwards, she played a significant role in judicial administration, serving on several key committees. These included the Internal Complaints Committee under the Sexual Harassment of Women at Workplace Act, the Family Courts Committee, the Rules Committee, the Jail Reforms Committee, and committees focused on reducing case pendency, judicial appointments, court infrastructure, and administrative reforms.

Justice Agarwal also chaired multiple committees overseeing criminal case monitoring, law clerk engagement, judicial magistrate appointments, PIL matters, recruitment and promotions within the judiciary, and designation of Senior Advocates contributing substantially to institutional efficiency and judicial governance.



Inaugural Address

Shri Harsh Sanghavi

Hon’ble Deputy Chief Minister
of Gujarat

Shri Harsh Rameshbhai Sanghavi was born on 8 January, 1985, in Surat, Gujarat. He entered public life as a social worker at the age of 15, working with Yuva Morcha, travelling to some of the remotest parts of India and dedicating himself to serving the underprivileged and the working middle class.

In 2012, Shri Sanghavi became the youngest Member of the Gujarat Legislative Assembly when he was elected from the Majura constituency in Surat. Among his first acts in office was arranging full financial aid for a constituent's heart operation. He has since been re-elected from Majura in 2017 and again in 2022, winning the 2022 contest by a margin of over 116,000 votes.

His social work has included medical initiatives to combat sickle cell anemia in the tribal regions of Songarh, Uchchal, Vyara, and Tapi districts. His commitment to inclusive welfare is reflected in sustained outreach for persons with disabilities, through the "Vadil Vandana" programme, he worked to encourage specially-abled children and provide support to the elderly, and has regularly visited institutions such as the Disable Welfare Trust of India to engage directly with differently-abled individuals.

As Sports Minister, Shri Sanghavi played a central role in Gujarat hosting the 36th National Games in 2022, the first time the state hosted this prestigious event, across six cities, with approximately 7,000 athletes participating. An accompanying outreach programme engaged more than 50 lakh students, teachers, and community members from 33,000 schools and 2,500 colleges across the state.

During the COVID-19 pandemic, the Majura Mitra Mandal led by Shri Sanghavi ensured that medicines and food reached the most remote and underprivileged communities in the city.

Since September 2021, Shri Sanghavi has held ministerial portfolios spanning Sports, Youth Affairs, Cultural Activities, Transport, Border Security, Prisons, and Excise & Prohibition. He assumed office as Deputy Chief Minister of Gujarat on 17 October 2025. ■

enabling e - Governance

GIL is the Technology Engine Powering Gujarat's Digital Governance and AI Transformation

- GIL established in February 1999 as Nodal agency for IT Development in the State
- 100% Government of Gujarat Company
- Nodal IT agency of Government of Gujarat enabling e-Governance implementation
- End-to-end technology partner for government departments (Infrastructure, software development, procurement, and project execution)
- Digital backbone of the State, supporting core systems like GSWAN, Data Centers, and statewide connectivity
- Centre for digital innovation, driving AI, startups, and emerging technologies through initiatives like AI Centre of Excellence
- Key enabler of citizen services, powering technology behind governance delivery

JOURNEY SO FAR

- **1999** – Establishment of GIL
- **2001** – GSWAN rollout
- **2016** – IT Department strengthening through eGov consultancy
- **2022** – In-house software development
- **2025** – Established AI CoE in Gift City

CORE FUNCTIONAL DIVISIONS OF GIL

E-GOVERNANCE DIVISION

- Software development & maintenance
- Software (Licenses and solutions) Procurement
- e-Gov. project implementation & consultancy
- Web/mobile applications
- Aadhar Authentication Services
- Security Audit for new applications

HARDWARE & NETWORKING (H&N) DIVISION

- IT infrastructure procurement for all Government Departments/offices
- Data Center, Networking, Security systems
- Project implementation & inspection

INFRASTRUCTURE & CONNECTIVITY

- GSWAN,
- Wi-Fi (through GISL subsidiary)

PROMOTION & INNOVATION DIVISION

- IT policy implementation
- Investment promotion & industry coordination
- AI CoE, Startup ecosystem

SUPPORT FUNCTIONS

- HR / Admin Division
- Accounts Division
- Legal Team

Gujarat Informatics Ltd. (GIL)
Department of Science & Technology, Govt. of Gujarat
2nd Floor, Block No. 2, Karmayogi Bhavan, Gandhinagar - 382010 Gujarat, India
www.gil.gujarat.gov.in

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July 03 - 04, 2026
GIFT City (Gandhinagar)
Gujarat

PROGRAMME

FRIDAY, 03 JULY, 2026

Radisson GIFT City Club, Gandhinagar, Gujarat (India)

SESSIONS	SUBJECT/TOPICS	TIMING
	Registration and Welcome Tea/ Coffee Refreshments	**0830 – 0915 hrs**
Plenary Session – I	**Inaugural Session**	**0930 – 1115 hrs**
	Lighting of the Lamp	
Welcome Address	**Mr. Ashok Kapur, IAS (Retd.)** Director General, Institute of Directors (IOD)	
President's Address	**Lt. Gen. Surinder Nath,** PVSM, AVSM (Retd.) President, Institute of Directors (IOD)	
Special Address	**Dr. Ajay Ranka** Chairman & Managing Director, Zydex Group	
Keynote Address	**Mr. Kartikeya Sarabhai** Founder Director, Centre for Environment Education (CEE) Padma Shri Awardee	
Theme Address	**Mr. Pradeep Kheruka** Executive Chairman, Borosil Renewables Ltd. Chairman, Borosil Limited, and Director-Borosil Scientific Limited	
Special Address	**Mr. Raj Kumar, IAS (Retd.)** former Chief Secretary, Govt. of Gujarat	
Inaugural Address	**Shri Harsh Sanghavi** Hon'ble Deputy Chief Minister of Gujarat	
	Release of Convention Souvenir	
	TEA / COFFEE BREAK	**1115 – 1130 hrs**
Plenary Session- II Opening Session	**Board's Leadership in Integrating Climate & Environmental Risks into Corporate Strategy** • Translating sustainability commitments into measurable, board-approved priorities and action frameworks • Strengthening oversight of climate disclosures in line with evolving regulatory and investor expectations • Recognising water stress, extreme heat, and resource scarcity as material financial and operational risks	**1130 – 1230 hrs**

SESSIONS	SUBJECT/TOPICS	TIMING
	• Reviewing ESG metrics to ensure meaningful performance evaluation and executive accountability • Building organisational resilience to manage climate-related disruptions and long-term uncertainty	
Chair	**Dr. Jayanti S. Ravi, IAS** Additional Chief Secretary - Revenue Department Govt. of Gujarat	
Speakers	**Dr. Srikant Nagulapalli, IAS** Director General, Directorate General of Hydrocarbons (DGH) Ministry of Petroleum & Natural Gas, Govt. of India **Mr. Ashish Khanna** Chief Executive Officer, Adani Green Energy Ltd. **(Q & A) Interaction with audience**	
Plenary Session – III	**Developing Credible Transition Plans & Driving Decarbonization** • Approving credible, time-bound transition roadmaps aligned with national and sectoral climate pathways • Governing net-zero commitments through clear accountability s tructures and board supervision • Ensuring comprehensive measurement and oversight of Scope 1, Scope 2, and value chain (Scope 3) emissions • Aligning capital allocation and technology investments with long-term decarbonization objectives • Building organizational resilience and adaptive capacity to manage climate-related risks and transition uncertainties • Communicating transition performance transparently to s afeguard credibility and investor confidence	**1230 – 1330 hrs**
Chair	**Mr. Roopwant Singh IAS** Managing Director Gujarat Mineral Development Corporation Ltd. (GMDC)	
Speakers	**Mr. Arun Mahesh Babu M.S., IAS** Municipal Commissioner, Vadodara Municipal Corporation **Mr. Amit Raj Sinha** Managing Director & CEO, Sigachi Industries Limited **Mr. Ranil Salgado** Senior Resident Representative for India, Bhutan & Maldives International Monetary Fund (IMF) **(Q & A) Interaction with audience**	
	LUNCH BREAK	**1330 – 1430 hrs**
Plenary Session – IV Case Study Presentations	**Success Stories on** **Effective Implementation of 'Environment Management'**	**1430 – 1530 hrs**
Special Address & Chair	**Mr. Balaji Nagabhushan** Group Chief Administrative Officer, Tristar Group, UAE	
Presenters	**Tata Motors Limited** *Mr. Mukesh Kumar, Deputy General Manager* **JK Cement Limited** *Mr. Chandrakant Tiwari, Deputy General Manager* **Dorf-Ketal Chemicals India Limited** *Mr. P V Sudheer, Senior Vice President - Global HSE & Sustainability* **Hindalco Industries Limited** *Mr. Gaurav Mohanty, Assistant Manager - Environment & Sustainability*	

SESSIONS	SUBJECT/TOPICS	TIMING
	Asian Paints Limited *Mr. Rishabh Kukreja, Manager - EHS* **Steel Authority of India Limited** *Ms. Ajanta Sengupta, General Manager (EMD)* **(Q & A) Interaction with audience**	
	TEA / COFFEE BREAK	**1530 – 1600 hrs**
Plenary Session –V	**Board's Role in Clean Energy Infrastructure & Sustainable Industrial Growth** • Steering renewable energy adoption as a strategic priority for long-term cost stability and resilience • Evaluating emerging clean technologies, including green hydrogen and energy storage, from a governance lens • Guiding sustainable infrastructure development across industrial clusters and supply networks • Positioning energy efficiency as a driver of competitiveness and operational excellence • Strengthening supply chain sustainability amid evolving global trade and regulatory pressures • Enabling collaborative public–private models to scale clean energy ecosystems	**1600 – 1700 hrs**
Chair	**Ms. Avantika Singh Aulakh, IAS** Managing Director, Gujarat Energy Limited	
Speakers	**Mr. D. D. Jadeja IAS** Mission Director, Gujarat State Biotechnology Mission **Mr. Shailesh Nigam** Chief Operating Officer – EEMEA, SAARC & CIS AAF International, India **Ms. Moumita Bhattacharya** Senior Advisor, Economics, Climate and Development - Gujarat & Rajasthan, British Deputy High Commission, Ahmedabad **(Q & A) Interaction with audience**	
Plenary Session –VI	**Development of Circular Business Models & Responsible Resource Use** • Overseeing compliance and strategic response under Extended Producer Responsibility (EPR) frameworks • Promoting circular design, lifecycle thinking, and waste minimisation across operations • Supporting innovation in recycling systems, e-waste management, and material recovery • Strengthening sustainable procurement and responsible sourcing standards • Driving resource efficiency across manufacturing and industrial processes • Linking circular economy initiatives to long-term value creation and risk mitigation	**1700 – 1800 hrs**
Chair	**Mr. Prem Kumar Taneja IAS (retd.)** President, GSFC University Former ACS - Industries, Home and Forest & Environment Govt. of Gujarat	

SESSIONS	SUBJECT/TOPICS	TIMING
Speakers	**Ms. Shalini Agarwal IAS** Managing Director, Gujarat Urja Vikas Nigam Ltd. **Prof. (Dr.) Rajul K. Gajjar** Vice Chancellor Gujarat Technological University (GTU) **Mr. Piyush Kothari** Executive Director & CEO, Shivalik Group **Prof. (Dr.) Sameer Sood** Director, National Institute of Fashion Technology (NIFT), Gandhinagar **(Q & A) Interaction with audience**	
	RECEPTION & NETWORKING BREAK (All delegates are requested to be seated by 1855 hrs)	**1800 – 1900 hrs**
		
Plenary Session - VII	**GOLDEN PEACOCK AWARDS NITE**	**1900 – 2000 hrs**
Opening Address	**Mr. Manoj K. Raut** Secretary General & CEO, Institute of Directors	
President's Address	**Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)** President, Institute of Directors (IOD)	
Chief Guest Address	**Hon'ble Mrs. Justice Sunita Agarwal** Chief Justice, High Court of Gujarat	
	Presentation of Golden Peacock Awards for Occupational Health & Safety, Environment Management, Energy Efficiency & Eco-Innovation – 2026	
	BANQUET DINNER	**2000 hrs**

End of the Programme
on 3rd July

SATURDAY, 04 JULY, 2026

Radisson GIFT City Club, Gandhinagar, Gujarat (India)

SESSIONS	SUBJECT/TOPICS	TIMING
	Welcome Refreshments	**0800 - 0845 hrs**
Plenary Session – VIII (A) Case Study Presentations Presenters	**Success Stories on** **Effective Implementation of Occupational Health & Safety (OH&S)** **Tata Motors Limited** *Mr. Gaurav Bansal, Head - Safety* **Genau Extrusions Private Limited** *Mr. B. Sakthisivasubramanian, Chief Executive Officer* **Navin Fluorine Advanced Sciences Limited** *Mr. Nishant Raghuvanshi, Manager - EHS* **L&T Construction, Transportation Infrastructure IC** **Panasonic Life Solutions India Private Limited** *Mr. Bijalkumar Patel, Senior Manager* **DC Development Hyderabad Limited (AdaniConneX Private Ltd.)** *Mr. Rajesh Atluri, Operation Incharge* **ITC Limited** **GAIL (India) Limited** **Tristar Transport LLC, UAE** *Mr. Srinivasalu Sridhar, Group HSEQ Manager*	**0900 – 1100 hrs**
	TEA / COFFEE	**1100 – 1115 hrs**
Plenary Session – VIII (B) Case Study Presentations Presenters	**Success Stories on** **Effective Implementation of Occupational Health & Safety (OH&S)** **Hindustan Petroleum Corporation Limited** Mr. P. Ajith, General Manager - MHMBPL **Bharat Petroleum Corporation Limited** Mr. Sachin Damle, Manager - Process Safety Management **IndianOil Petronas Private Limited** Mr. Abhikar Pal, General Manager - Terminal **Grasim Industries Limited** *Mr. Mahendra Singh Shekhawar, Senior General Manager - Plant Head* **NTPC Limited** *Ms. Linda Skariah, Deputy General Manager – Safety* **Saatvik Green Energy Limited** *Mr. Amresh Kumar Ray, Head - Sustainability & EHS* **CleanMax Enviro Energy Solutions Limited** *Mr. Rakesh Jhinjha, Global Head - ESG/EHS* **The Tata Power Company Limited** *Mr. Krunal G. Ghubade, Lead Engineer - Fire & Safety* **Bangalore International Airport Limited** *Mr. Satya Subramaniam, AVP & Head Group Safety*	**1115 – 1230 hrs**
Plenary Session – IX	**Board Strategy for Sustainable Investment & Climate-Aligned Capital** • Exercising board-level scrutiny over green finance instruments and sustainability-linked funding structures • Aligning capital allocation decisions with long-term environmental and resilience objectives • Assessing financial risks and opportunities emerging from the low-carbon transition	**1230 – 1330 hrs**

SESSIONS	SUBJECT/TOPICS	TIMING
	• Strengthening oversight of climate-related financial disclosures and investor communications • Linking sustainability performance to financing terms and executive incentives • Integrating CSR expenditure into a broader, strategy-led sustainability investment framework	
Speakers	**Mr. Prem Kumar Taneja IAS (Retd.)** President, GSFC University Former ACS - Industries, Home and Forest & Environment Govt. of Gujarat **Dr. Ajay Ranka** Chairman & Managing Director, Zydex Group **Dr. Narayan Gaonkar** Chief OIC, UNICEF State Office, Gandhinagar **(Q & A) Interaction with audience**	
	LUNCH	**1330 – 1430 hrs**
Plenary Session – X (A) Case Study Presentations Presenters	**Success Stories on** **Effective implementation of 'ENERGY EFFICIENCY'** **Tata Motors Passenger Vehicles Limited** *Mr. Gautam Kumar, General Manager - Technical Service* **UltraTech Cement Limited** *Mr. M. Raghupathi, Assistant General Manager* **Indorama India Private Limited** *Mr. Vikas Kumar, Assistant Vice President* **GAIL (India) Limited** *Mr. Anubhav Sau, Manager - O&M* **Ammunition Factory Khadki (Unit of Munitions India Limited)** *Mr. Nishith Dwivedi, General Manager* **Apollo Speciality Hospitals** *Mr. P. Palanivel, General Manager - Engineering* **Reliance Corporate IT Park Limited** *Mr. Anil Mugul, Head - Utilities and Operations* **Tata Consultancy Services Limited** *Col. S. Shiv Shankar, Branch Administration Head - Hyderabad* **Bharat Petroleum Corporation Limited** *Mr. Nitin Dorlikar, Chief Manager - Energy, KR - Tech (Energy)* **Kansai Nerolac Paints Limited** *Mr. R. Tamilvanan, General Manager - Plants* **Biocon Limited** *Mr. Sheethal Kumar A S, Head - Central Engineering* **BSES Yamuna Power Limited** *Mr. Sunil Sharma, General Manager* **Nabha Power Limited** *Mr. D. K. Yadav, Head - Operations, Planning & Monitoring and Water Chemistry* **Gujarat Industries Power Company Limited** *Mr. Vikas R. Gupta, Deputy General Manager - Operations* **JSW JFE Steel Limited** *Mr. Saurabh Singh, General Manager & Head - Energy & Environment* **(Q & A) Interaction with audience**	**1430 – 1700 hrs**

SESSIONS	SUBJECT/TOPICS	TIMING
Plenary Session – X (B) Case Study Presentations Presenter	**Success Stories on** **Effective Implementation of ECO-INNOVATION** **1. Butterfly Gandhimathi Appliances Ltd.** *Mr. Krushnakant Sinojia - Innovation Lead*	
	TEA / COFFEE	**1700 hrs**
	——The Programme Ends——	

** **Subject to change and modifications**

* **Confirmation Awaited**

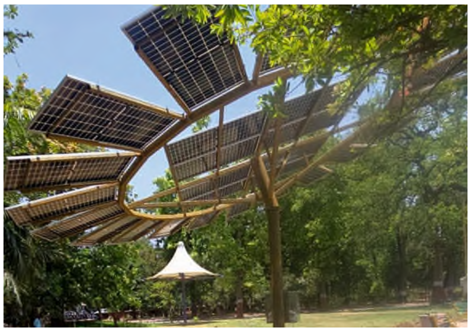
Let's make
Vadodara
CLEAN AND GREEN:
A City advancing Sustainability through action

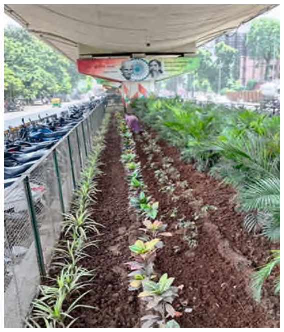
A key pillar of Vadodara's sustainability journey is its commitment to strengthening governance through progressive policy reforms. The city has is in the process of formulating and operationalizing the Rainwater Harvesting Policy, Reuse of Wastewater Policy, and Urban Greening Policy, which collectively provide a structured framework for sustainable urban development.

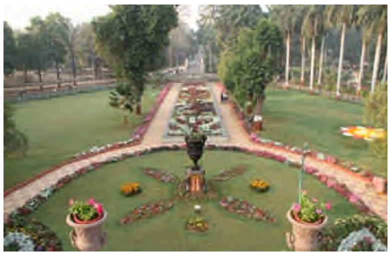
These policies are designed to enhance regulatory clarity, improve institutional capacity, and ensure that environmental considerations are integrated into planning and decision-making. By aligning development with ecological priorities, Vadodara is promoting balanced growth while safeguarding natural resources and improving public health outcomes. This policy-driven approach ensures that sustainability is not treated as an isolated initiative but as a core principle guiding the city's future.

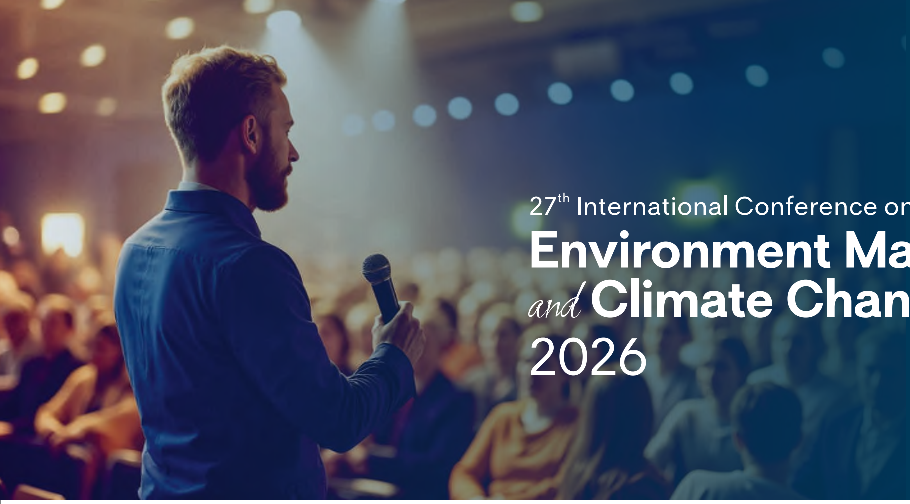
KEY ACHIEVEMENTS

- 10.25+ Lakh Saplings Planted under Mission 2 Million Trees
- 17.1% Green Cover with 139 Parks, 78 Urban Forests & 27 Miyawaki Forests
- 7,870 Rainwater Harvesting Structures Completed 42 MLD Treated Wastewater Reuse Project
- Nearly 20 MW Renewable Energy from Canal-top & Floating Solar Projects
- 40 E-Buses Already Operational; 250 Planned Lake Rejuvenation at Bill, Harni, Gotri, Bheem & Sayajipura Lakes
- Biodiversity Parks, Wetlands, Cycling Tracks & Climate Resilience Initiatives









27th International Conference on
Environment Management *and* Climate Change 2026

July 03 - 04, 2026
GIFT City (Gandhinagar)
Gujarat

SPEAKERS' PROFILE

Shalini Agarwal IAS
Managing Director
Gujarat Urja Vikas Nigam Ltd.

Ms. Shalini Agarwal, IAS, currently serves as the Managing Director of Gujarat Urja Vikas Nigam Limited (GUVNL), where she leads Gujarat's power and energy sector. A senior IAS officer of the 2005 Gujarat cadre, she brings over two decades of distinguished experience across urban governance, finance, taxation, climate action, water management, technology-driven innovation, and public administration. An Electrical Engineering graduate from Rajasthan Technical University, Ms. Agarwal has been at the forefront of several transformative governance initiatives. Under her leadership, the cities she has served have received numerous national accolades, including the Cleanest City of India, Best City at the National Water Awards 2023, Rank 1 under Swachh Vayu Survekshan 2024, and the National Smart City Award for the second best-performing city under the India Smart Cities Awards Contest (ISAC) 2022. She has also led initiatives that earned four Guinness World Records, spanning public health, social welfare, and community participation. Beyond administration, Ms. Agarwal has contributed to public policy through her books, "All About Municipal Bonds: A Global Case Study", circulated by NITI Aayog to all States and Union Territories, and "Shaping Tomorrow's Cities: From Climate Risks to Green Opportunities", a practical toolkit for climate-resilient urban planning and financing.

Avantika Singh, IAS
Managing Director
Gujarat Energy Limited

Ms. Avantika Singh Aulakh, IAS, currently serves as the Managing Director of Gujarat Energy Limited and Gujarat Alkalies and Chemicals Limited, reflecting her leadership across Gujarat's energy and industrial sectors. She is an IAS officer of the 2003 Gujarat cadre, and brings over two decades of distinguished experience in public administration, infrastructure development, energy governance, and strategic policy implementation. Prior to her present assignment, she served as Additional Principal Secretary to the Hon'ble Chief Minister of Gujarat. An engineering graduate in Instrumentation and Control Engineering from Netaji Subhas Institute of Technology, Delhi, she also holds a Master's in Public Administration from Harvard University's John F. Kennedy School of Government. Throughout her career, Ms. Singh Aulakh has held several key administrative positions, including District Collector of Ahmedabad, Vadodara, Bharuch, and Anand; District Development Officer; Deputy Secretary, Energy and Petrochemicals Department; Director of Petroleum; Vice Chairman & CEO of Gujarat Maritime Board; CEO of Gujarat Infrastructure Development Board; Managing Director of Gujarat Rail Infrastructure Development Corporation Limited; and Director of Technical Education. She has received the National Award for Best Electoral Practices (2012 and 2017), the National Beti Bachao Beti Padhao Award (2018), and the Best District Collector Award for Vadodara and Bharuch.

Moumita Bhattacharya
Senior Advisor, Economics, Climate and Development - Gujarat & Rajasthan
British Deputy High Commission, Ahmedabad

Ms. Moumita Bhattacharya currently serves as Senior Advisor – Economics, Climate and Development (Gujarat & Rajasthan) at the British Deputy High Commission, Ahmedabad. She is an accomplished professional with extensive experience in diplomacy, public policy, economic development, and strategic advisory, with a strong focus on advancing sustainable and inclusive growth. Over the course of her career, Ms. Bhattacharya has built and led high-impact partnerships across government, industry, academia, and international institutions in areas including climate action, energy transition, financial services, transnational education, and gender equity. She has worked closely with state governments as a knowledge and technical assistance partner, providing policy advisory support while leading geographically diverse teams to deliver impactful development initiatives. Prior to her current role, she held leadership positions with Standard Chartered Bank, the Indian Institute of Management Ahmedabad, and the British Council, gaining broad experience across the public, private, and development sectors. She also serves as a member of the University of Surrey International Advisory Council. Ms. Bhattacharya holds an MBA in Finance from the University of San Diego, California, USA, and a B.A. (Honours) in History from St. Stephen's College, Delhi.

Prof. (Dr.) Rajul K. Gajjar
Vice Chancellor
Gujarat Technological University (GTU)

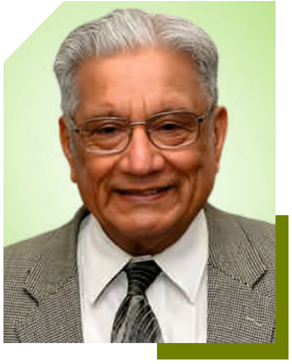
Prof. Dr. Rajul K. Gajjar currently serves as the Hon'ble Vice Chancellor of Gujarat Technological University (GTU). A distinguished academic leader with over four decades of experience in engineering education, research, and institutional governance, she has made significant contributions to advancing technical education, innovation, and industry-academia collaboration in India. Dr. Gajjar holds a Doctorate in Structural Disasters from The Maharaja Sayajirao University of Baroda and completed her undergraduate and postgraduate studies at L.D. College of Engineering. An accomplished researcher, she has authored over 66 national and international research publications, four books, and holds three granted patents. She has supervised numerous postgraduate and doctoral scholars while leading high-impact initiatives in research, accreditation, international collaborations, and academic excellence. Prior to assuming the office of Vice Chancellor, Dr. Gajjar served as Principal of L.D. College of Engineering and other Government Engineering Colleges in Gujarat, Additional Commissioner in the Education Department, Government of Gujarat, and Officiating Vice Chancellor of the Teacher's University. Her outstanding contributions have earned her numerous honours, including the ISTE Fellowship, the Eminent Civil Engineer Award, the Leadership Award by NASSCOM, and nomination to the prestigious G100 Global Advisory Council, recognising her as one of the world's leading women leaders in education and innovation.

Dr. Narayan Gaonkar
Chief OIC, UNICEF State Office, Gandhinagar

Dr. Narayan Gaonkar currently serves as the Officer In Charge, UNICEF Gujarat Office, where he leads UNICEF's support to maternal, newborn, child, and adolescent health, immunization, HIV, childhood non-communicable diseases, road safety, and environmental health. A public health expert with extensive national and international experience, he has played a pivotal role in strengthening health systems and advancing child health initiatives across South Asia. During the COVID-19 pandemic, Dr. Gaonkar coordinated UNICEF India's multisectoral response as the focal point for Child Health and Emergencies at the UNICEF India Country Office, New Delhi. He has also served as Health Manager – Health Systems Strengthening at the UNICEF Bangladesh Country Office, contributing to health system reforms and programme implementation. He has undergone advanced training in health programme management at The University of Melbourne, Asian Disaster Preparedness Center (ADPC), Bangkok, and Harvard Business School. His contributions have been recognised through several honours, including the Rotary Youth Leadership Award, the IAPSM Young Expert Presidential Appreciation Award, the Community Champion Award, and the UNICEF Long Service Award. He has also authored numerous technical publications in reputed national and international journals.

D. D. Jadeja, IAS
Mission Director
Gujarat State Biotechnology Mission (GSBTM)

Mr. Digvijaysinh D. Jadeja currently serves as the Mission Director, Gujarat State Biotechnology Mission (GSBTM) under the Department of Science and Technology, Government of Gujarat. Since assuming the role in May 2025, he has been spearheading initiatives to strengthen Gujarat's biotechnology ecosystem by promoting research, innovation, industry collaboration, and skill development across the state. In his current capacity, he is actively driving the implementation of the State's Biotechnology Policy, facilitating industry growth, fostering partnerships with academic and research institutions, and supporting capacity-building initiatives to advance biotechnology-led innovation. His efforts are focused on creating a robust and sustainable biotechnology ecosystem that contributes to Gujarat's scientific, industrial, and economic development. Prior to his present assignment, Mr. Jadeja served as Collector and District Magistrate, Gir Somnath, where he led district administration and development initiatives. He also served as District Development Officer, Morbi, playing a key role in strengthening local governance and implementing rural development programmes. With extensive experience in public administration and development management, he brings a strategic and collaborative approach to driving innovation-led growth and strengthening Gujarat's biotechnology sector.



Ashok Kapur, IAS (Retd.)
Director General
Institute of Directors (IOD), India

Mr. Ashok Kapur was an officer of the Indian Administrative Service (1967 Batch). He has served the Government in various capacities, including Secretary & magistrate of various districts. During 1992-94, was appointed leader of the Indian Delegation to the UN Conference on Biological Warfare. In September, 1991 was appointed as Joint Secretary. Ministry of Civil Supplies & food & science & technology, Govt. of India. Currently he is the Director General of Institute of Directors, India and Member, International Academy of Law. He is a qualified Arbitrator, member of FICA & MICA.

Ashish Khanna
Chief Executive Officer
Adani Green Energy Ltd.

Mr. Ashish Khanna is the Chief Executive Officer of Adani Green Energy Ltd (AGEL), India's largest renewable power producer, a role he has held since April 2025, based in Ahmedabad, Gujarat. Prior to this, he served as CEO of the International Energy Business at Adani Power. Mr. Khanna brings over three decades of experience across power generation, renewable energy, and infrastructure. Before joining the Adani Group, he held several senior leadership positions at Tata Power, including President Generation, where he oversaw more than 10,000 MW of thermal and hydro generating assets and led initiatives in hydrogen and small nuclear reactor technologies. He also served as CEO of Tata Power Renewable Energy Ltd, and earlier as President-Renewables and CEO & Managing Director of Tata Power Solar Systems, where he played a key role in turning around and scaling the solar business. He held board positions at Tata Power Renewables, Tata Power Solar, and was Chairman of WREL and AGL (Georgia). Earlier in his career, Mr. Khanna worked on contracts, procurement, and project execution for Tata Power's Mundra UMPP project, as well as at Bechtel, Engineers India Limited, Punj Lloyd, and Bharat Petroleum.

Pradeep Kheruka
Executive Chairman
Borosil Renewables Ltd.

Mr. Pradeep Kheruka is a veteran industrialist, visionary entrepreneur, and Executive Chairman of Borosil Renewables Ltd., Chairman of Borosil Ltd., and Promoter Director of Borosil Scientific Limited. With over six decades of leadership in the glass industry, he has played a pioneering role in establishing India's leadership in specialty glass manufacturing across the scientific, consumer, industrial, construction, and solar sectors. Recognising the strategic importance of self-reliance in solar glass manufacturing, Mr. Kheruka established Borosil Renewables Ltd., India's first solar glass manufacturer. Under his leadership, the company expanded its capacity from 180 tonnes per day in 2010 to 1,000 tonnes per day by 2023, becoming the world's largest producer of solar glass outside China. He has led several industry-first innovations, including the world's first fully tempered 2.0 mm solar glass, the world's only antimony-free textured solar glass, and some of the world's lowest-carbon solar glass manufacturing processes. A strong advocate of 'Make in India', Mr. Kheruka has been instrumental in strengthening India's solar manufacturing ecosystem through sustained policy advocacy and industry leadership. Beyond business, he actively champions environmental sustainability, rural development, afforestation, and low-carbon manufacturing. Through his vision and commitment, he continues to position India as a global leader in solar glass technology and clean energy manufacturing.

Piyush Kothari
Executive Director & CEO
Shivalik Investment Fund Pvt. Ltd.

Mr. Piyush Kothari serves as the Executive Director and CEO of Shivalik Investment Fund Pvt. Ltd. He is an alumnus of IIM Ahmedabad (AGMP), holds an MBA in Finance & Insurance. With 20 years of experience, he has excelled in fundraising, business strategy, investments, and deal structuring in the real estate sector. His expertise includes managing the entire lifecycle of real estate private equity funds. Throughout his career, Mr. Kothari has successfully led fundraising efforts with high-net-worth individuals, family offices, and institutional investors. He has a proven track record in investment strategy development, deal sourcing and execution, and portfolio management. His leadership style emphasizes governance, performance tracking, and sustainable growth making him instrumental in shaping the fund's long-term vision and value creation strategy.

Raj Kumar, IAS (Retd.)
former Chief Secretary
Govt. of Gujarat

Mr. Raj Kumar, IAS (Retd.), former Chief Secretary, Government of Gujarat, is a distinguished civil servant with over 37 years of exemplary service in the Indian Administrative Service (Gujarat Cadre: 1987). During his illustrious career, he held several of the highest leadership positions in both the Government of India and the Government of Gujarat, playing a pivotal role in shaping public policy, governance, and institutional reforms. As Chief Secretary, he led the preparation of the 'Viksit Gujarat@2047' Vision Document and guided the State's roadmap for energy transition through policies promoting renewable energy, electric mobility, green hydrogen, and pumped hydro storage. Earlier, as Secretary, Defence Production, Government of India, he spearheaded landmark reforms to strengthen India's defence manufacturing ecosystem and advance the 'Make in India' initiative. He also served as Director General of ESIC and Joint Secretary, Department of Economic Affairs, where he represented India on the Boards of leading multilateral financial institutions, including AIIB, NDB, and IFAD. An Electrical Engineering graduate from IIT Kanpur and a Master of Public Policy from the National Graduate Institute for Policy Studies, Tokyo, Mr. Raj Kumar is widely respected for his strategic leadership, policy expertise, and contributions to public administration, sustainable development, and institutional governance.

Arun Mahesh Babu M.S., IAS
Municipal Commissioner
Vadodara Municipal Corporation

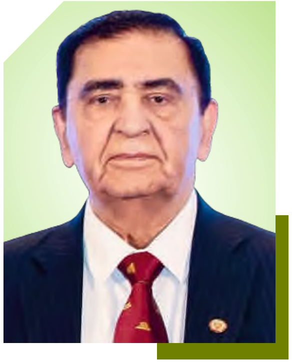
Mr. Arun Mahesh Babu M. S., IAS, currently serves as the Municipal Commissioner, Vadodara Municipal Corporation, where he is leading a transformative agenda focused on sustainable urban development, climate resilience, and citizen-centric governance. Under his leadership, Vadodara has accelerated key initiatives in integrated water supply, modern drainage systems, ecological restoration of the Vishwamitri River, clean air and heat action planning, solar city development, electric vehicle infrastructure, and digital municipal services, positioning the city as a model for future-ready urban governance. An accomplished administrator with over 16 years of public service, Shri Arun Mahesh Babu has previously served as Managing Director of Gujarat Power Corporation Limited (GPCL), where he spearheaded landmark renewable energy initiatives, including the development of the world's largest hybrid renewable energy park at Khavda and contributed to Gujarat's Green Hydrogen Policy. As Managing Director of UGVCL, he modernised power distribution through smart grid technologies and resilient infrastructure. He has also served as CEO, Rajkot Smart City, Collector, Rajkot, and District Development Officer, Ahmedabad, leading several award-winning governance and infrastructure initiatives. He is widely recognised for his contributions to renewable energy, smart cities, and public administration, earning multiple honours from the Government of India, the Government of Gujarat, and international institutions.

Balaji Nagabhushan
Group Chief Administrative Officer
Tristar Group, UAE

Mr. Balaji Nagabhushan is an accomplished leader and adviser, with vast experience directing compliance, control, excellence, governance and Corporate Social Responsibility. He is a goal- oriented professional across the banking and finance as well as logistics fields of business. He is a Certified not only as an Independent Director but also as a Fraud Examiner and an Anti-Money Laundering Specialist. He is a qualified EFQM assessor and a Distinguished Toastmaster. Not only a good communicator but an excellent public speaking personality. He devotes his free time to rendering service to the community, reading and spending quality time with his family and pets.

Dr. Srikant Nagulapalli, IAS
Director General, Directorate General of Hydrocarbons (DGH)
Ministry of Petroleum & Natural Gas, Govt. of India

Dr. Srikant Nagulapalli, IAS, is currently serving as Director General of the Directorate General of Hydrocarbons (DGH), where he oversees and promotes upstream oil and gas exploration and production in India. He also provides technical and policy advice to the Ministry of Petroleum and Natural Gas on matters related to the upstream hydrocarbon sector, contributing to efforts aimed at enhancing domestic hydrocarbon production and strengthening India's energy security. Earlier, he served as Additional Secretary in the Ministry of Power. A Ph.D. in Economics, Dr. Nagulapalli has led several transformative initiatives, including the planning of 30 GW of pumped storage projects and efforts toward the financial revitalization of the power sector. His areas of expertise include greenfield city planning, energy efficiency, and the implementation of large-scale health insurance schemes.



Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)
President, IOD
Former Chairman, UPSC & Vice Chief of Army Staff & Independent Director, L&T

Born on 26th June 1937, Commissioned into the Regiment of Artillery in June 1957. Took active part in 1971 Indo-Pak war in Jammu- Samba sector. On promotion as Lieutenant General in 1991. Commanded all troops in Kashmir and Ladakh Sector. Appointed as Vice Chief of the Army Staff on 1st July 1993. Here he was deeply involved in strategic planning, procurement of equipment and armament, and transfer of technology. For his outstanding professional competence, able leadership and exceptional devotion to duty, was awarded Param Vishist Sewa Medal (Highest award for distinguished service and extreme devotion to duty) and Ati Vishist Sewa Medal by the President of India in 1993 and 1991 respectively. After rendering 38 years of Army service retired on 30th June 1995. Was appointed as Member, Union Public Service Commission (UPSC) on 20th September 1995. Served as Chairman UPSC from December 1998 to June 2002. Served as Vice Chairman of the Institute of Directors, New Delhi from March 2011 to November 2022. He had compiled two handbooks for IOD i.e. Handbook for Independent Directors and a Handbook on Corporate Leadership. He took over as the President of Institute of Directors with effect from 02 December, 2022.

Shailesh Nigam
Chief Operating Officer - EEMEA, SAARC & CIS
AAF International, India

Mr. Shailesh Nigam, a distinguished HVAC professional and the Chief Operating Officer at AAF International, a 103-year-old pioneer in clean air solutions and part of the Daikin group. AAF is a leader in the air filtration industry, specializing in advanced technology for air filters, purifiers, and IAQ products that set the standard for air quality excellence. Mr. Nigam is responsible for overseeing the company's operations across India, the Middle East, Africa, and the CIS regions, spearheading a campaign to promote air filtration as a vital health and wellness solution. He also serves as a Director at AAF India and is a board member for AAF LLC Dubai, AAF JAFZA Dubai, AAF Saudi Arabia, and AAF Turkey. With 32 years of expertise, Mr. Nigam excels in regional and global operations management, profitability enhancement, business expansion, strategic client relationships, HVAC systems, project management, and stakeholder management. Known as a visionary leader, he has a proven track record of building motivated teams and driving processes that deliver superior results. Over the years, he has held key leadership roles at prominent organizations such as Fedders Lloyd, Blue Star, McQuay, Trane, and Daikin. He is widely recognized as a 'change agent' for his ability to challenge the status quo and drive transformative improvements, leading to successful turnarounds in every company he has led.

Dr. Ajay Ranka
Chairman & Managing Director
Zydex Group

Dr. Ajay Ranka, a pioneer in nanotechnology, holds a Ph.D. in Polymer Science and Engineering from Lehigh University, USA. After starting his career with PPG Industries, he founded Zydex Industries in 1997, transforming it into a global leader in sustainable solutions across textiles, roads, agriculture, waterproofing, and paints. Zydex, under his leadership, has over 1,200 employees and operates in more than 40 countries with 200+ innovative products. Dr. Ranka has received numerous accolades, including awards from the International Roads Federation and the Confederation of Indian Industry. He serves on the IRF board and has been a member of the Technology Development Board of the Government of India. Beyond business, he is the founder-director of 'Shashvat Vikas Prabodhan Parishad,' an NGO improving chemical-free farming, education, and animal husbandry in Gujarat. His 'Prakalp Sanjivani' program aids farmers in adopting sustainable agricultural practices. Dr. Ranka also contributes to academia as a board member of several universities. Dr . Ranka's dedication to innovation and sustainability has made Zydex a global success and solidified his legacy as an industry visionary.

Manoj K. Raut
Secretary General and Chief Executive Officer
Institute of Directors (IOD), India

Mr. Raut is a seasoned CEO, boardroom leader, and governance visionary with over 25 years of experience in transforming institutions, shaping governance frameworks, and building global leadership communities. He has been instrumental in elevating IOD, India into one of the world's most respected networks of company directors, business leaders, policymakers, and governance professionals. A driving force behind the internationalisation of Indian boardrooms, he has expanded IOD, India's footprint across London, UAE, Europe, Africa, and Asia, promoting global benchmarks in corporate governance and board excellence. Mr. Raut holds a Post Graduate Diploma in Business Management and a Law Degree (LLB) from Govt. Lingaraj Law College, Berhampur University, India. A First Class Honours Graduate in Botany (B.Sc. Hons.) from Khallikote Autonomous College, Berhampur, Odisha, he began his career in law before joining IOD as a Management Trainee in 2000 and later rising to the position of CEO. He also serves on several not-for-profit & corporate boards and is an Advisory Council Member of the ESG Exchange, South Africa. He is also the Editor of "Director Today," IOD, India's monthly journal. His prior affiliations include the Advisory Boards of RIMS (USA), Lincoln Business School (UK), and the CII TCM Board (India).

Dr. Jayanti S. Ravi, IAS
Additional Chief Secretary - Revenue Department
Govt. of Gujarat

Dr. Jayanti S. Ravi, IAS, currently serves as the Additional Chief Secretary, Revenue Department, Government of Gujarat. A senior IAS officer of the 1991 Gujarat cadre, she is widely respected for her distinguished career in public administration, policy formulation, and governance, spanning over three decades of exemplary service. Dr. Ravi holds a B.Sc. in Physics and an M.Sc. in Nuclear Physics from the University of Madras, along with a Master of Public Administration (M.P.A.) from Harvard University. Her strong academic foundation, combined with extensive administrative experience, has enabled her to lead key government initiatives across diverse sectors, contributing significantly to Gujarat's development and institutional excellence. Known for her strategic leadership and commitment to public service, Dr. Ravi has played a pivotal role in strengthening governance frameworks and driving policy implementation with a focus on efficiency, innovation, and citizen-centric administration. Fluent in English, French, Gujarati, Hindi, and Tamil, she brings a global perspective and multicultural understanding to public administration. Her distinguished career reflects a steadfast commitment to excellence in governance, sustainable development, and institutional transformation.

Ranil Salgado
Senior Resident Representative for India, Bhutan & Maldives
International Monetary Fund (IMF)

Mr. Ranil Salgado, a dual national of the U.S. and Sri Lanka, became the IMF Resident Representative based in Delhi in March 2024. He has been in the IMF for over 27 years and is an Assistant Director in the IMF's Asia and Pacific Department (APD). Prior to his appointment on India and Bhutan, he was most recently the IMF's mission chief to Japan and supervised work on Timor-Leste and Tonga. He co-edited the book "South Asia's Path to Resilient Growth" that was published in 2023. Among his previous roles in APD, he served as the mission chief to India (2017-2020), the Marshall Islands, Myanmar, and Nepal, as well as chief of the Regional Studies Division and the IMF Resident Representative in Singapore (2005-2008). He also supervised work on Bhutan, the Maldives, and Micronesia. His time at the IMF includes work in the Western Hemisphere; Research; and Strategy, Policy, and Review Departments. Prior to joining the IMF, he worked in a strategy management consulting firm and as teaching and research assistants at the University of Pennsylvania, Johns Hopkins University, and the Federal Reserve Board of Governors. He attended the University of Pennsylvania (masters & PhD in economics), along with Harvard University (undergraduate in chemistry) and Cambridge University (masters in biochemistry).

Kartikeya Sarabhai
Founder Director, Centre for Environment Education (CEE)
Padma Shri Awardee

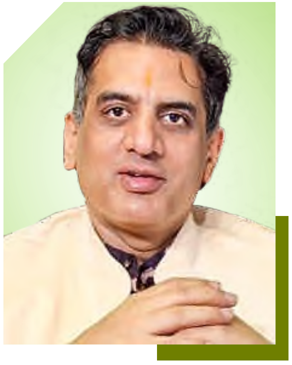
Mr. Kartikeya V. Sarabhai is an eminent environmental educator and the Founder Director of the Centre for Environment Education (CEE), India. Mr. Sarabhai holds a Tripos in Natural Sciences from the University of Cambridge, UK, and a postgraduate qualification in Development Communications from the Massachusetts Institute of Technology (MIT), USA. His pioneering contributions have earned him numerous national and international honours, including the Padma Shri, India's fourth-highest civilian award, the Brandwein Medal, and the Tree of Learning Award. He has served on several prestigious global and national bodies, including UNESCO's Reference Group for the Decade of Education for Sustainable Development and as Co-Chair of the Global Action Programme on ESD. He currently serves as Chairperson of the Sabarmati Ashram Preservation and Memorial Trust and has chaired the Governing Council of Earth Charter International. Mr. Sarabhai has also led pioneering initiatives in climate education, including the Handprint concept for positive environmental action, while actively contributing to the UNFCCC's Action for Climate Empowerment (ACE) agenda and shaping environmental education as Chairperson of NCERT's Curricular Area Group for Environmental Education.

Roopwant Singh IAS
Managing Director
Gujarat Mineral Development Corporation Ltd. (GMDC)

Mr. Roopwant Singh is a senior officer of the Indian Administrative Service, 2003 batch, Gujarat cadre, with over two decades of distinguished service spanning revenue administration, public finance, geology and mining, industrial development, and district administration. He holds a B.A. (Hons.) in Political Science, History and Economics, and an M.A. in Political Science from Punjab University. Over the course of his career, he has served in substantive roles across Gujarat's administrative spectrum — as District Collector of Ahmedabad, Valsad, and Bharuch; Secretary (Expenditure), Finance Department, Government of Gujarat; Commissioner, Geology and Mining; and Managing Director of iNDEXTb and Gujarat Informatics Limited, among other senior assignments. In his additional charge as Managing Director of GMDC, he is guiding the organisation's strategic direction toward critical minerals development, clean energy transition, and sustainable resource governance — aligned with national priorities under Viksit Bharat and Atmanirbhar Bharat.

Amit Raj Sinha
Managing Director & CEO
Sigachi Industries Limited

Mr. Amit Raj Sinha is the Managing Director & CEO of Sigachi Industries Limited, bringing nearly three decades of leadership experience spanning the Indian Navy and the pharmaceutical, food, nutrition, and healthcare sectors. A purpose-driven business leader, he is widely recognised for transforming Sigachi Industries from a small enterprise into a globally respected organisation with operations in over 65 countries, driven by innovation, operational excellence, and sustainable growth. Under his leadership, Sigachi has successfully diversified its business, expanded globally through strategic subsidiaries in the United States and the UAE, and delivered one of India's most successful IPOs. An innovation champion, he is the author of eight patents—six Indian and two U.S.—reflecting his strong commitment to research, technology, and intellectual property. Prior to joining Sigachi, he served in the Indian Navy, including as Deputy Director at the Integrated Headquarters, Ministry of Defence. Mr. Sinha is an alumnus of Harvard Business School, the Indian School of Business, IIM Ahmedabad, and holds a Master's Degree in Marine Engineering. Passionate about leadership, mentorship, and ethical business practices, he continues to champion innovation, sustainability, and value-driven growth in the global pharmaceutical industry.



Prof. (Dr.) Sameer Sood
Director
National Institute of Fashion Technology (NIFT), Gandhinagar

Prof. Dr. Sameer Sood currently serves as the Director of the National Institute of Fashion Technology (NIFT), Gandhinagar. A distinguished academic, researcher, and thought leader, he brings over two decades of experience spanning the fashion industry and higher education, with expertise in fashion technology, apparel exports, merchandising, product development, and sustainability. Dr. Sood holds a Ph.D. in Social Compliance Procedures for Apparel Export in India, an MBA in Public Policy and Management from MDI Gurgaon, and a Postgraduate Degree in Fashion Technology from NIFT. Throughout his career, he has contributed extensively to research, publishing in leading journals and presenting at international conferences, while mentoring the next generation of design and fashion professionals. He has led several strategic initiatives under the Ministry of Textiles, Government of India, including serving as Project Director for the NIFT–ETIDI Twinning Arrangement, aimed at strengthening Ethiopia's textile and apparel sector. Dr. Sood also serves on the Boards of the Gujarat State Handloom & Handicraft Corporation Ltd. and the Gujarat Rajya Khadi Gramodyog Board, and is a member of the CII National Committee on Design Innovation and the National Working Group for Circular Transition Guidelines in the Textile Industry.

Prem Kumar Taneja IAS (Retd.)
President, GSFC University
Former ACS - Industries, Home and Forest & Environment
Govt. of Gujarat

Mr. Prem Kumar Taneja IAS (Retd.) has more than four (4) decades of rich and varied experience in the field of Governance, Administration and Business Management. He was Additional Chief Secretary (ACS) Industries & Mines Department, Home Department, Forest & Environment Department and at several other senior administrative positions with Govt. of Gujarat and also Director with Govt. of India. He is currently the President of GSFC University, Vadodara and has also served as Director General, Gujarat Institute of Disaster Management (GIDM), Gandhinagar – an apex institute of Govt. of Gujarat for Disaster Risk Management (DRM). During his tenure, GIDM has been conferred the prestigious Subhash Chandra Bose Aapada Prabandhan Purashkar (Institutional Category) 2022 by Government of India. He has also led many Govt. of Gujarat promoted companies as a Chairman/Managing Director/ Director for more than a decade. Some of them are – GSFC, GACL, GSECL, GIPCL, GNFC, GUVNL and erstwhile BECL. As a Chairman/Managing Director/ Director, he has gained rich experience in all facets of Business Management. He was instrumental in turning around GACL and the erstwhile GEB, which was unbundled into seven State owned corporations. He was also awarded "Outstanding Manager of the Year Award" by Ahmedabad Management Association (AMA) in 2005 as MD, GACL. ■

GSBTM
TRANSCRIPTING BRIGHTER BIO FUTURE

Gujarat State Biotechnology Mission
enabling Gujarat's Biotechnology Ecosystem

Infrastructure for Industries

Policy incentives for Industries

Facilitation and inter-departmental coordination

BIOTECH POLICY 2022-27

- UPTO 200cr @25% CAPITAL SUBSIDY
- UPTO 125cr @15% OPERATIONAL SUBSIDY
- UPTO 100cr @7% INTEREST SUBSIDY
- A LOT MORE

Funding for Research in Biotechnology	Emerging areas of biotechnology like **Bio-AI** **Nanobiotech** **Biomedical Devices** **3D Bioprinting** **Biosensors** **Vaccines** **Quantum Biology** **Tribal Child Health** **Marine Biotechnology** **Neuroscience** **Biomaterials** and many more
	No upper limit of funding
	Equipment Grants upto Rs. 15 Lakhs/project or 15% of project budget (as applicable)
	Collaborating national institutions can get upto 30% of project grant
	IP rights retained by the Project Investigator/ Innovator
	Engaging foreign nationals as project mentor

Funding for Innovation	Through DSIR's PRISM scheme	**Entrepreneurship Development Program**	Through 8 Capabilities Building Cells across Gujarat

Capacity Building for Human Resource through following programs

- **Research Training at National Institutes**
- **Regional Training for Competitive Exams**
- **Industrial Training for PG Students**
- **Faculty Development Program (FDP)**
- **Biotechnology Awareness Events**

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GOLDEN PEACOCK AWARDS
JURY MEETING - 2026

The Selected List of

WINNERS of Golden Peacock Awards for
'Environment Management', 'Occupational Health & Safety',
'Energy Efficiency' and 'Eco-Innovation'
for the year 2026

Under the Awards' 2nd cycle for the year 2026, the **Golden Peacock Awards Secretariat, Institute of Directors, India** invited applications for the following Institutional awards from Corporates, including both large enterprises and SMEs, covering all types of Public, Private, and Government Enterprises from India and abroad:

1. Golden Peacock **ENVIRONMENT MANAGEMENT** Award (GPEMA)
2. Golden Peacock **OCCUPATIONAL HEALTH & SAFETY** Award (GPOHSA)
3. Golden Peacock Award for **ENERGY EFFICIENCY** (GPAEE)
4. Golden Peacock **ECO-INNOVATION** Award (GPEIA)

These prestigious awards aim to recognise and celebrate organisations that have demonstrated outstanding achievements in various areas of Environment, Health & Safety, Energy and Climate Change practices.

This year, the **Secretariat received over 550 responses**, for the above annual Golden Peacock Awards.

After careful scrutiny, **305 applications were shortlisted** across various business sectors for final selection, through a rigorous 3-tier Assessment Process. The quality of the shortlisted entries clearly reflected the immense commitment of the participating organizations to strive for excellence and their desire to maintain world-class quality standards.

An Assessment Group, consisting of experts in Environment, Health & Safety, Energy and Climate Change, was established to evaluate the applications. Each application was independently reviewed by assessors, who thoroughly analyzed the submissions. Following this, a peer review by the committee was conducted to ensure consistency, transparency, and fairness in the selection process. This process underlined the high standards of the Golden Peacock Awards and the focus on recognizing excellence in corporate practices.

Review Parameters/Criteria:

The applications, submitted on self-assessment parameters, were evaluated on a total score of 1000 marks. **A final cut-off of 80% was applied**, ensuring that only the highest-quality submissions were considered for the awards.

Among the shortlisted applicants, the organisation with the highest score in each respective Business Sector was recommended to the Jury for their final decision.

The selection process highlights the commitment of the awardees to achieve excellence in innovative Environment, Health & Safety, Energy and Climate Change practices.

Based on these recommendations, **the Jury selected the following organizations as the Winners** of the Golden Peacock Awards for the year 2026:

WINNERS - 2026

GOLDEN PEACOCK ENVIRONMENT MANAGEMENT AWARD (GPEMA)

S.NO.	ORGANIZATION	SECTOR
1	**Tata Motors Limited** Jamshedpur	Automobile
2	**JK Cement Limited** **JK Cement Works** Nimbahera	Cement
3	**Dorf-Ketal Chemicals India Limited** Kutch	Chemical
4	**Hindalco Industries Limited** **Flat Rolled Product** Hirakud	Mining and Metallurgy
5	**Asian Paints Limited** Mysuru	Paints
6	**Steel Authority of India Limited** New Delhi	Steel

GOLDEN PEACOCK OCCUPATIONAL HEALTH & SAFETY AWARD (GPOHSA)

S.NO.	ORGANIZATION	SECTOR
1	**Coromandel International Limited** Kakinada	Agrochemical
2	**Tata Motors Limited** **Commercial Vehicles** Pune	Automobile
3	**Genau Extrusions Private Limited** Hosur	Automobile Ancillary
4	**UltraTech Cement Limited** **Unit: Birla White** Jodhpur	Cement
5	**Navin Fluorine Advanced Sciences Limited** Bharuch	Chemical
6	**L&T Construction** **Transportation Infrastructure IC** **Bhogapuram International Airport Project** Vizianagaram	Construction
7	**Panasonic Life Solutions India Private Limited** Daman	Consumer Appliances
8	**DC Development Hyderabad Limited** **(AdaniConneX Private Limited)** Hyderabad	Data Centre

GOLDEN PEACOCK OCCUPATIONAL HEALTH & SAFETY AWARD (GPOHSA)

S.NO.	ORGANIZATION	SECTOR
9	**ITC Limited** **Personal Care Products Business Division** Haridwar	FMCG
10	**GAIL (India) Limited** **Jamnagar-Loni LPG Pipeline** Loni	Gas LPG Pipeline
11	**Tristar Transport LLC** UAE	Liquid Logistics
12	**Hindustan Petroleum Corporation Limited** **Mangalore-Hassan-Mysore-Bangalore-Anantapur-Cherlapally LPG Pipeline** Mangalore	Oil Pipeline
13	**Bharat Petroleum Corporation Limited** **Mumbai Refinery** Mumbai	Oil Refining
14	**IndianOil Petronas Private Limited** **LPG Import/Export Terminal** Haldia	Oil Terminal
15	**Grasim Industries Limited** **Birla Paints Division** Raigad	Paints
16	**Sun Pharmaceuticals Industries Limited** Mohali	Pharmaceutical
17	**NTPC Limited** **Singrauli Super Thermal Power Plant** Sonebhadra	Power (Generation)
18	**Saatvik Green Energy Limited** Ambala	Power (Renewable)
19	**CleanMax Enviro Energy Solutions Limited** **140 MW Wind-Solar Hybrid Power Project, Babra** Amreli	Power (Renewable)
20	**The Tata Power Company Limited** **Transmission O&M** Mumbai	Power (Transmission)
21	**ArcelorMittal Nippon Steel India Private Limited** **Pune Downstream Unit** Pune	Steel
22	**Bangalore International Airport Limited** Bengaluru	Transportation (Aviation)

GOLDEN PEACOCK AWARD FOR ENERGY EFFICIENCY (GPAEE)

S.NO.	ORGANIZATION	SECTOR
1	**Tata Motors Passenger Vehicles Limited** Pune	Automobile
2	**UltraTech Cement Limited** **Awarpur Cement Works** Chandrapur	Cement
3	**Indorama India Private Limited** Jagdishpur	Chemical
4	**Mahindra & Mahindra Limited** **Swaraj Division** Mohali	Farm Equipment
5	**GAIL (India) Limited** **Hazira Compressor Station** Surat	Gas
6	**Ammunition Factory Khadki** **(Unit of Munitions India Limited)** Pune	Government (Defence)
7	**Apollo Speciality Hospitals** Madurai	Healthcare
8	**Reliance Corporate IT Park Limited** Navi Mumbai	IT
9	**Tata Consultancy Services Limited** Hyderabad	IT
10	**Bharat Petroleum Corporation Limited** **Kochi Refinery** Ernakulam	Oil Refining
11	**Kansai Nerolac Paints Limited** Hosur	Paints
12	**Biocon Limited** Bengaluru	Pharmaceutical
13	**BSES Yamuna Power Limited** Delhi	Power (Distribution)
14	**Nabha Power Limited** Rajpura	Power (Generation)
15	**Gujarat Industries Power Company Limited** **Surat Lignite Power Plant** Surat	Power (Generation)
16	**JSW JFE Steel Limited** Sambalpur	Steel

GOLDEN PEACOCK ECO-INNOVATION AWARD (GPEIA)

S.NO.	ORGANIZATION	SECTOR	INNOVATION
1	**Butterfly Gandhimathi Appliances Limited** Chennai	Consumer Appliances	RENZ 3B _COOK TOP

GOLDEN PEACOCK AWARDS JURY

CHAIRMAN

Hon'ble Justice Uday U. Lalit
Former Chief Justice of India

SOME OF THE OTHER JURY MEMBERS

Hon'ble Justice Ritu Raj Awasthi

Judicial Member, Lokpal of India
Former Chairperson, Law Commission of India and Former Chief Justice, Karnataka High Court

Lt. Gen. Surinder Nath, PVSM, AVSM (Retd.)

Former Vice Chief of Army Staff
Former Chairman, Union Public Service Commission (UPSC), and Former Independent Director, Larsen & Toubro Limited

Dr. Vivek K. Agnihotri IAS (Retd.)

Former Secretary-General Rajya Sabha (Parliament of India)

Dr. Aruna Sharma, IAS (Retd.)

Board Member on multiple Boards and Former Secretary, Ministry of Steel & IT, Government of India

Mr. Hem Pande, IAS (Retd.)

Former Secretary, Ministry of Consumer Affairs, Food & Public Distribution, Govt. of India and Former Special Secretary, Ministry of Environment Forests and Climate Change Government of India

Ms. Ruchira Kamboj IFS (Retd.)

Former Permanent Representative of India to the United Nations at New York and Former Ambassador of India to Bhutan

Mr. Durga Shanker Mishra, IAS (Retd.)

Former Chief Secretary Government of Uttar Pradesh, Former Secretary, Ministry of Housing and Urban Affairs, Government of India and Former Chairman, Delhi Metro Rail Corporation Limited

Mr. N. Ravi Shanker IAS (Retd.)

Principal Advisor DIT University, Dehradun, Former Chief Secretary, Government of Uttarakhand and Former Country Representative for UN-IGF MAG & ICANN GAC

Mr. Ovais Sarmad

Vice-Chair, GHG Protocol, Steering Committee, Spain and Former Deputy Executive Secretary, United Nations Climate Change Secretariat (UNFCCC)

Mr. Desh Deepak Verma IAS (Retd.)

Board Member on multiple Boards and Former Secretary-General, Rajya Sabha (Parliament of India)

Dr. Uddesh Kohli

Secretary General, IFTDO, Former Senior Advisor, UN Global Compact and Former Chairman and Managing Director, Power Finance Corporation Limited

www.goldenpeacockaward.com

GOLDEN PEACOCK ENVIRONMENT MANAGEMENT AWARD (GPEMA)

Tata Motors Limited, Jamshedpur
Sector – Automobile

Tata Motors Limited, Jamshedpur is one of the India's largest integrated commercial vehicle manufacturing facilities. Key contributions from the Jamshedpur plant are ~47% reduction in specific GHG emissions, 50% recycled water usage, 21,000 MT annual waste recovery and circular utilization, Implementation of ~14 MWp renewable energy capacity. Company identifies material ESG risks—such as climate change, transition to low-carbon mobility, resource scarcity (water and energy), regulatory compliance, supply chain Sustainability, stakeholder expectations—through a materiality assessment and enterprise risk management process. Plant undertakes regular monitoring of Air emissions, Effluent discharge, and Ambient Air levels as per Consent to Operate (CTO) conditions and CPCB/SPCB norms.

JK Cement Limited, JK Cement Works, Nimbahera
Sector – Cement

JK Cement Limited, JK Cement Works, Nimbahera manufactures grey cement and white cement. A dedicated CSR and Sustainability Committee at the Board level oversees all climate change and sustainability issues. Company has set ambitious, science-based targets validated by SBTi to align with a low-carbon future. Its roadmap includes reducing gross specific Scope 1 and Scope 2 GHG emissions to 532 kg CO_2/tonne of cementitious material by FY 2029-30. Company has implemented a Shadow Internal Carbon Price (ICP) of $8 to incorporate climate-related risks and opportunities into its financial planning and capital allocation decisions. Company reduced its specific power consumption from 73.6 kWh per tonne of cement in FY 2019-20 to 64 kWh per tonne by FY 2024-25. Company is 6 times plastic negative, meaning it co-processes six times more plastic waste in its kilns as alternative fuel than it introduces through its packaging.

Dorf-Ketal Chemicals India Limited, Kutch
Sector – Chemical

Dorf-Ketal Chemicals India Limited, Kutch is a major producer in the development, commercialization, marketing and application of specialty engineered chemistry for the refining and petrochemical industries. Company has a well-defined Quality, Health, Safety, Security & Environment (QHSSE) Policy that reflects its strong commitment to environmental protection. Top management participates in periodic sessions covering: Environmental regulations and compliance requirements, Sustainability trends and best practices, Climate change risks and mitigation strategies. Continuous monitoring of wastewater is conducted to ensure effective treatment and safe disposal/reuse, Monitoring of stack emissions and ambient air quality, Hazardous Waste Monitoring, Monitoring of Energy consumption, Water consumption, Fuel usage. Modification of process parameters to increase product yield resulted in 3% improvement in yield.

GOLDEN PEACOCK ENVIRONMENT MANAGEMENT AWARD (GPEMA)

Hindalco Industries Limited, Flat Rolled Product, Hirakud
Sector – Mining and Metallurgy

Hindalco Industries Limited, Flat Rolled Product, Hirakud (Sambalpur) is a sophisticated rolling mill in the country. Company publishes an Integrated Annual Report, including Sustainability Report based on Global Reporting Initiative (GRI) 2021 Standards. Company is committed to Net Zero by 2050 and structured decarbonization roadmap, and Commitment to Zero Waste to Landfill (ZWTL) by 2050. Conducts GHG Protocol-aligned GHG reporting. Company prioritizes environmental appreciation and sustainability awareness among its top management through structured training. Plant has observed Power Productivity improved from 1512 KWh/T to 739 KWh/T (51% reduction in 12 years); 44.81% decrease in specific greenhouse gas (GHG) emissions in 2025-26, compared to the FY 2014-15 baseline and Zero Liquid Discharge. Aluminium products manufactured are 100% recyclable and support circular economy.

Asian Paints Limited, Mysuru
Sector – Paints

Asian Paints Limited, Mysuru is a manufacturing unit of Asian Paints Limited, engaged in manufacturing decorative and industrial paints. Environmental Policy is deeply embedded in its business strategy and reflects a holistic, forward-looking commitment to sustainability, climate action, and responsible resource management across operations and value chain. As part of its structured decarbonisation pathway, the Company is focused on reducing Scope 1 and Scope 2 greenhouse gas (GHG) emissions, supported by a clearly defined ESG roadmap with time-bound 2030 targets. Company has shifted from judgment-based operation to digitally monitored, MES-driven process control. It has observed 14% reduction in specific water consumption, despite increase in production. Observed ~12% reduction in specific effluent generation (from 7.89 to 6.95 L/KL), supported by process optimization and improved water management systems.

Steel Authority of India Limited, New Delhi
Sector – Steel

Steel Authority of India Limited (SAIL), New Delhi is a steel-making company. Company publishes a Sustainability Report on an annual basis in accordance with the GRI Standards. Company has been able to reduce its CO_2 emission intensity from 3.10 tonne per tonne of crude steel (t/tcs) during 2005-06 to 2.53 t/tcs during 2025-26. Pollution control systems at the company's plants mainly for controlling emission of PM comprise electrostatic precipitators (ESPs), gas cleaning plants (GCPs), bag filters, multi cyclones, venturi scrubbers etc. Company has modernized its plants with energy-efficient blast furnaces equipped with Top Gas Pressure Recovery Turbines (TRT), which recover energy from waste gases. It has also installed Coke Dry Quenching (CDQ) systems to reduce emissions and recover heat during coke production.

ENVIRONMENT MANAGEMENT

GOLDEN PEACOCK OCCUPATIONAL HEALTH & SAFETY AWARD (GPOHSA)

Coromandel International Limited, Kakinada
Sector – Agrochemical

Coromandel International Limited, Kakinada (AP), a Murugappa Group Unit, is a Fertilizer manufacturing plant. Company has established a comprehensive Occupational Health & Safety (OH&S) Policy that demonstrates the company's commitment towards providing a safe, healthy, and injury-free workplace for all employees, contractors, visitors, and other stakeholders. CRISPER (Coromandel Real-Time Information System for Production) platform utilizes AI and ML-enabled analytics tools to identify process deviations, predict operational abnormalities, improve product quality, optimize process efficiency, and minimize downtime. Company utilizes state-of-the-art Distributed Control Systems (DCS), Programmable Logic Controllers (PLC), Safety Instruments Systems (SIS), and emergency alarm systems for real-time process monitoring, abnormal condition detection, emergency warning, and automatic process protection.

Tata Motors Limited, Commercial Vehicles, Pune
Sector – Automobile

Tata Motors Limited, Commercial Vehicles, Pune is India's leading manufacturer of trucks and buses, offering a wide range across small, medium, and heavy segments. Company has established a comprehensive Safety Management System aligned with Tata Group Safety Standards and DuPont Safety Systems (dss+). Company has a well-documented Occupational Health and Safety (OH&S) Policy that reflects company's commitment to provide a safe and healthy working environment and serves as a guiding framework for all safety-related initiatives. A dedicated digital platform enables employees to submit ideas related to safety, productivity, and process improvements. All new processes, equipment, and modifications are subjected to a systematic and formal Hazard Identification and Risk Assessment (HIRA) through a robust Management of Change (MOC) system. Company has implemented a comprehensive Behaviour-Based Safety (BBS) frameworks.

Genau Extrusions Private Limited, Hosur
Sector – Automobile Ancillary

Genau Extrusions Private Limited, Hosur is a leading manufacturer of cold forged and machined components for the automotive, industrial & general engineering applications. OH&S governance model is built on a foundation of continuous improvement, driven by strategic collaboration and proactive management to ensure that safety considerations are integrated into every aspect of operations, from design to delivery. Company has a comprehensive OH&S Policy with an annual plan comprising focus on risk prevention, compliance, and employee well-being. Employees submit Kaizen sheets specifically focused on health and safety enhancements. These ideas are reviewed, validated, and implemented wherever feasible. Company conducts diverse safety awareness initiatives, and also employees are encouraged not just to participate but also to take ownership. 100% of employees receive training on health and safety measures.

UltraTech Cement Limited, Unit: Birla White, Jodhpur
Sector – Cement

UltraTech Cement Limited, Unit: Birla White, Jodhpur is the first white cement manufacturing unit. Company has a clear focus on Occupational Health and Safety as a part of strategy and further converted in objectives and individual KRA (Key Result Area) to achieve excellent performance of OHS. Company ensures commitment to OH&S Policy by formally integrating OH&S requirements into Code of Conduct which applies to all supply chain partners. Various AI enabled tools have been implemented to strengthen process control. Effectiveness of health and safety training is systematically evaluated to ensure that employees and contract labour have understood the content and are able to apply it at the workplace. Behaviour-Based Safety (BBS) is systematically promoted through a structured Safety Observation & Audit (SO&A) Program.

GOLDEN PEACOCK OCCUPATIONAL HEALTH & SAFETY AWARD (GPOHSA)

Navin Fluorine Advanced Sciences Limited, Bharuch
Sector – Chemical

Navin Fluorine Advanced Sciences Limited, Bharuch is a state-of-the-art fluorochemicals manufacturing facility producing high-value specialty and advanced fluorinated products. Company has a documented Occupational Health & Safety (OH&S) Policy supported by an Annual Safety Plan with clear, measurable objectives and targets with the quarterly tracking and monitoring. Hazard identification and risk assessment (HIRA) have been conducted for routine and non-routine activities. Company has established and implemented a robust Management of Change (MOC) procedure that mandates the conduct of a Process Hazard Analysis (PHA) / HAZOP study for all new processes and new equipment. 100% employee coverage is done for general health and safety training. There is no reportable incident in last two years.

L&T Construction, Transportation Infrastructure IC, Bhogapuram International Airport Project, Vizianagaram
Sector – Construction

L&T Construction, Transportation Infrastructure IC, Bhogapuram International Airport Project (MVIAL), Vizianagaram (AP) is envisioned to become a regional aviation project. AI-enabled smart cameras have been installed at critical work areas across the project site to monitor site activities and identify unsafe acts and unsafe conditions. For every activity, hazards are identified and evaluated on a project-specific basis and their consequent risks are identified and quantified by Risk Assessments through the Design, Planning, Execution and Handover stages of the project. 100% employees received formal health and safety training during the reporting year. No work-related injuries and illnesses during the past 2 financial years. The project promotes a Behavior-Based Safety (BBS) culture.

Panasonic Life Solutions India Private Limited, Daman
Sector – Consumer Appliances

Panasonic Life Solutions India Private Limited, Daman produces a seamless and vast range of innovative electrical, lighting and ventilation products. OH&S Policy recognizes and accepts responsibility for providing a safe and healthy workplace. Company is doing risk assessment for all non-routine activity by implementation of 3H (Henkou - Process Change Work) system. Company has classified work activities into routine and non-routine activity as per work and have developed work permit system including behavior based hazards. Company has zero accident since 17.06.2016 with 3602 accident-free days. Actions have increased year on year increase in productivity by 30% and decreased absenteeism by 5%.

DC Development Hyderabad Limited (AdaniConneX Private Limited), Hyderabad
Sector – Data Centre

DC Development Hyderabad Limited (AdaniConneX Private Limited), Hyderabad is a data center infrastructure company and a 50:50 joint venture between Adani Group and EdgeConneX. It develops, constructs and operates hyperscale and edge data centers across India. At the governance and leadership level OH&S is reinforced through a structured Task Force model to drive cross-functional involvement, ownership, and accountability. OHS&E policy is built on the organization's core philosophy of creating a “Culture of Care” and ensuring Zero Harm and Zero Leak in all operations. Company has established monthly team based High Risk Activity (HRA) calendar for entire year covering critical works. Hazards were identified through Method of procedure (MOP). 100% of contract workers are trained annually on industrial safety.

GOLDEN PEACOCK OCCUPATIONAL HEALTH & SAFETY AWARD (GPOHSA)

ITC Limited, Personal Care Products Business Division, Haridwar
Sector – FMCG

ITC Limited, Personal Care Products Business Division, Haridwar is a key business segment of ITC Limited, delivering skincare, haircare, fragrances, and hygiene products. OH&S Management System is integrated into the overall governance framework. OH&S Management. Safety is treated as a core business value. Organization has a formal OH&S Policy focusing on: Zero harm and safe workplace, compliance with statutory requirements, safe handling of chemicals and hygiene standards and Continuous improvement. Hazard classification of all work activities has been carried out using Hazard Identification and Risk Assessment (HIRA) methodology. Training needs are identified through a structured framework.

GAIL (India) Limited, Jamnagar-Loni LPG Pipeline, Loni
Sector – Gas LPG Pipeline

GAIL (India) Limited, Jamnagar-Loni LPG Pipeline (JLPL), Loni serves as a critical hub for LPG transmission, facilitating delivery to Oil Marketing Companies (OMCs). Leadership demonstrates unwavering commitment to OH&S by setting clear policies, dedicated resources, and championing a safety-first culture across all levels of the organization. OH&S policy aligns with the company's overarching goals. Operations are monitored through Supervisory Control and Data Acquisition (SCADA) system integrated with intelligent monitoring features for real-time surveillance of LPG flow, pressure, temperature and pipeline operating conditions. All employees receive health and safety training. Through the disciplined implementation of globally benchmarked initiatives, company has established a robust behavioural safety ecosystem.

Tristar Transport LLC, UAE
Sector – Liquid Logistics

Tristar Group LLC, UAE is a global business, headquartered in Dubai, which offers end-to-end fuel logistics solutions to blue-chip clients including international and national oil companies, and intergovernmental organizations. Occupational Health and Safety is driven at the highest level through Board leadership. IMS is fully aligned with corporate governance model, enabling strong internal controls to manage risks and opportunities. Screening and pre-qualification process through on-site audits and document review ensures the legal permit to work, technical and HSEQ capability of suppliers and service providers to comply with Tristar's OH&S requirements. A key AI-driven initiative is the implementation of the In-Vehicle Monitoring System (IVMS) across the fleet. Regular Behavior-Based Safety observations, where trained supervisors and staff monitor day-to-day activities, identify unsafe behaviors, and provide coaching.

Hindustan Petroleum Corporation Limited, Mangalore-Hassan-Mysore-Bangalore-Anantapur-Cherlapally LPG Pipeline, Mangalore
Sector – Oil Pipeline

Hindustan Petroleum Corporation Limited, Mangalore-Hassan-Mysore-Bangalore-Anantapur-Cherlapally LPG Pipeline (MHMB-HCPL), Mangalore is a 1,007 km cross-country LPG pipeline network. Company has comprehensively integrated Occupational Health & Safety (OH&S:) into its governance and operational framework through HPCL's corporate HSE Policy, a robust safety governance structure, and the implementation of an ISO 45001:2018-based Occupational Health & Safety Management System. Health, Safety & Environment (HSE) Policy reflects commitment towards Provision of a safe and healthy workplace for all personnel, Compliance with applicable statutory and regulatory requirements, Prevention of incidents and occupational illnesses, Systematic risk identification and mitigation. 100% training coverage for all contract workmen in Industrial Safety and HSE-related aspects across all operational locations. All locations have been accident-free since their respective dates of commissioning.

GOLDEN PEACOCK OCCUPATIONAL HEALTH & SAFETY AWARD (GPOHSA)

Bharat Petroleum Corporation Limited, Mumbai Refinery, Mumbai
Sector – Oil Refining

Bharat Petroleum Corporation Limited, Mumbai Refinery, Mumbai is a major oil processing facility, it processes diverse crude oils to produce fuels like LPG, petrol, diesel, and aviation turbine fuel, playing a vital role in India's energy supply. OH&S is aligned with ISO 45001 and integrated with Quality & Environment systems, Leadership & Accountability, Risk-Based Monitoring & Digital Systems. Drones are deployed to capture high-resolution video footage, which is transmitted to a cloud-based server equipped with AI capabilities, the system automatically identifies deviations, generates alerts with photographic evidence, and provides real-time notifications followed by detailed analytical reports. Hazards are systematically classified into fire and explosion, physical, chemical, biological, radiation, ergonomic, and psychological categories.

IndianOil Petronas Private Limited, LPG Import/Export Terminal, Haldia
Sector – Oil Terminal

IndianOil Petronas Private Limited, LPG Import/Export Terminal, Haldia is a joint venture company promoted by Indian Oil Corporation Limited, India and Petroliam Nasional Berhad (PETRONAS), Malaysia, marketing Propane, Butane, and LPG in India. OH&S Management System is closely tied to the organization's strategic objectives, vision and mission to ensure that health and safety considerations are embedded in decision-making processes across all levels, from senior management to frontline workers. A thorough hazard classification has been performed for all work activities at the LPG terminal as part of the risk management process. Fixed gas detectors are installed to monitor leaks of LPG, methane, or other hazardous gases, Air Quality Monitoring, Water Quality Monitoring, Noise Monitoring.

Grasim Industries Limited, Birla Paints Division, Raigad
Sector – Paints

Grasim Industries Limited, Birla Paints Division, Raigad is part of Aditya Birla Group producing decorative paints including water based paints, solvent based paints, emulsion and resins. Company has a formal, documented OH&S Policy, demonstrating strong commitment towards safety as a core organizational value, aligned with statutory requirements and international best practices, applicable across all employees, contractors, and stakeholders. AI-assisted identification, assessment, and risk mapping is done of OH&S hazards through Walkthrough survey observations. Company has established a robust, systematic, and formalized framework to ensure that all new processes and equipment undergo comprehensive Hazard Identification and Risk Assessment (HIRA) prior to commissioning.

Sun Pharmaceutical Industries Limited, Mohali
Sector – Pharmaceutical

Sun Pharmaceutical Industries Limited, Mohali is a speciality generic Company engaged in manufacture of pharmaceutical dosage forms. Key areas where OH&S risks have been considered along with related opportunities are: Compliance with EHS requirements; Construction safety; High dust / solvent vapour exposure beyond safety limits; Machine / equipment related injuries; and Breakdown of critical environment systems etc. Training needs identification process for health & safety areas include: EHS Induction and initial competency assessment; EHS Competency matrix and EHS role specific training assessment. Monitoring schemes for significant aspects include following key areas: Monitoring of EHS objectives; Evaluation of EHS Management Programs (EMPs); and Monitoring of incidents and occupational ill health etc. Specific features of OH&S Management in the organization comprise: OHS policy framework with a 'Zero Harm' target.

GOLDEN PEACOCK OCCUPATIONAL HEALTH & SAFETY AWARD (GPOHSA)

NTPC Limited, Singrauli Super Thermal Power Plant, Sonebhadra
Sector – Power (Generation)

NTPC Limited, Singrauli Super Thermal Power Plant, Sonebhadra (UP) is the first power plant of NTPC with installed capacity of 2000 MW. Safety is fully integrated into corporate governance through strong leadership accountability, advanced digital systems, robust contract management, participatory mechanisms, and structured assurance processes. All contracts incorporate specific safety clauses that clearly define the roles, responsibilities, and expectations of contractors regarding OHS compliance. Company has implemented Artificial Intelligence (AI) and Machine Learning (ML) to enhance safety and reliability in plant operations by enabling predictive maintenance and early fault detection in critical systems such as turbines and boiler feed pumps. An LMI (Location Management Instructions) has been developed.

Saatvik Green Energy Limited, Ambala
Sector – Power (Renewable)

Saatvik Green Energy Limited, Ambala ranks among the "Top Solar PV Plant Manufacturers" in India. Company has fully integrated its Occupational Health & Safety (OH&S) Management System into its overall governance framework through a structured, multi-tier governance model aligned with ISO 45001 and ESG principles. OH&S Policy reflects top management commitment towards Zero Harm, legal compliance, risk prevention, and continual improvement, aligned with ISO 45001 standards. Department-wise HIRA Registers capture activity-level hazards, ensuring granular and comprehensive coverage. 100% training coverage of all contract workers in industrial safety during FY 2025-26. Company maintained Zero Lost Time Injuries (LTI).

CleanMax Enviro Energy Solutions Limited, 140 MW Wind-Solar Hybrid Power Project, Babra, Amreli
Sector – Power (Renewable)

CleanMax Enviro Energy Solutions Limited, 140 MW Wind-Solar Hybrid Power Project, Babra, Amreli is Asia's leading renewable energy company projects in the Commercial & Industrial (C&I) sector. OH&S is integrated through CleanMax HSE governance, linking departmental KPIs with project safety indices, central, regional and project committees, and scheduled quarterly reviews. Annual safety objectives and targets are defined through organizational, regional and site-level KRAs, covering incident rate reduction, unsafe act/unsafe condition reporting, near miss reporting, training hours, HSE observation closure and project safety activity scores. Company uses eSafe digital reporting platform as a centralized EHS management system, cloud-accessible, role-based and provides live dashboards for monitoring leading and lagging safety indicators. Company has established an Emergency Response Plan for the Babra site covering both on-site and offsite emergency scenarios.

The Tata Power Company Limited, Transmission O&M, Mumbai
Sector – Power (Transmission)

The Tata Power Company Limited, Transmission O&M, Mumbai is an Indian electric utility and electricity generation company with an installed generation capacity of 14,707 MW from thermal power and green energy sources. Company's safety culture is built on proactive risk management, comprehensive training programs, and a relentless commitment to continuous improvement, empowering employees to identify hazards, intervene when necessary, and champion safe practices at all times. Universal Robot for switchyard equipment maintenance, significantly reduces working-at-height and live equipment exposure. There is a strong focus on building employee capability through continuous learning, and senior leaders support. Training initiatives in safety and sustainability, including advanced tools like the 4D Experience Center and VR.

GOLDEN PEACOCK OCCUPATIONAL HEALTH & SAFETY AWARD (GPOHSA)

ArcelorMittal Nippon Steel India Private Limited, Pune Downstream Unit, Pune
Sector – Steel

ArcelorMittal Nippon Steel India Private Limited (AMNS India), Pune Downstream Unit, Pune is a joint venture between the world's leading steel companies, ArcelorMittal and Nippon Steel. Under One Safety Culture, OH&S is governed through strong leadership accountability, embedded safety values, integration into all business processes, continuous performance monitoring, workforce engagement, and continual improvement aligned with legal and ISO 45001 requirements. Both the Health & Safety Policy and the Environment Policy are embedded into all business activities, forming a key part of the organization's overall governance framework. A VR-based immersive training platform has been introduced for EOT crane operators which simulates real-life scenarios, including hazardous situations, allowing operators to practice safe handling techniques in a controlled environment. 100% of employees and Associates receive health and safety training annually.

AM/NS INDIA

Bangalore International Airport Limited, Bengaluru
Sector – Transportation (Aviation)

Bangalore International Airport Limited, Bengaluru operates under PPP (Public Private Partnership) model. Occupational Health & Safety (OH&S) Management System is effectively addressed and integrated into the overall governance model through a structured framework comprising the OH&S Policy. Employees, contractors, and stakeholders are encouraged to proactively report hazards, near misses, unsafe acts/conditions, and improvement opportunities without fear of reprisal. Work activities have been broadly classified based on operational areas and exposure risks. Behavioural Safety, is a key focus area emphasizes influencing and reinforcing safe behaviours among all stakeholders, including employees, contractors, and vendors.

Kempegowda INTERNATIONAL AIRPORT BENGALURU

OCCUPATIONAL HEALTH & SAFETY

GOLDEN PEACOCK AWARD FOR ENERGY EFFICIENCY (GPAEE)

Tata Motors Passenger Vehicles Limited, Pune
Sector – Automobile

Tata Motors Passenger Vehicles Limited, Pune manufactures passenger cars, SUVs and electric vehicles at Chikhali, Pune. Company has institutionalized a Board-endorsed Sustainability, Climate Change and Environmental Policy covering specific energy-intensity improvement, RE100 transition, Scope 1, Scope 2 and Scope 3 GHG reduction, regulatory compliance and carbon conservation initiatives. Unit has implemented a structured energy and sustainability training framework. Operational staff coverage is about 80%, managerial/supervisory staff coverage is about 50%, and overall direct employee coverage is about 60%. Organization promotes energy-efficiency ideas through Kaizen. Company reported annual electrical energy savings of 10.42 million kWh in FY 2024–25, with corresponding financial savings of Rs. 1,216 lakh. CO_2 emissions avoided through energy-saving projects were reported as 7,397 tCO_2 in FY 2024–25.

UltraTech Cement Limited, Awarpur Cement Works, Chandrapur
Sector – Cement

UltraTech Cement Limited, Awarpur Cement Works, Chandrapur (Maharashtra) is an integrated cement manufacturing unit producing grey cement and clinker. Energy policy supports energy efficiency, reduction in energy intensity, renewable and alternative energy use, and climate change mitigation. Mandatory energy audits identified 54 opportunities, out of which 53 major projects were implemented. Unit achieved SEC of 0.0683 toe/tonne against the PAT target of 0.0726 toe/tonne. Unit has covered around 90% of staff under energy performance awareness training. SEC (Specific Energy Consumption) improved from 0.0827 toe/tonne in FY 2022-23 to 0.0683 toe/tonne in FY 2024-25. During FY 2024-25, operational projects resulted in 10.55 MU electrical energy savings and 4847 million kcal thermal energy savings.

Indorama India Private Limited, Jagdishpur
Sector – Chemical

Indorama India Private Limited, Jagdishpur is a large fertilizer manufacturing organization. Company has a strong Energy, Carbon and Technology Management Policy. Unit improved SEC from 5.266 Gcal/MT Urea in FY 2022- 23 to 5.246 in FY 2024-25. Energy conservation practices and projects savings were Rs. 900 lakh. Organisation achieved electrical energy savings of 0, 1.748 and 0.628 million kWh/year during FY 2022-23 to FY 2024-25. Organisation has a structured training and awareness system. 90% of staff have been trained on energy performance awareness. Organisation has implemented energy conservation practices such as Advanced Process Control and efficient catalyst replacement. Energy performance is communicated through daily energy analysis meetings, monthly management review meetings, and quarterly energy reviews.

Mahindra & Mahindra Limited, Swaraj Division, Mohali
Sector – Farm Equipment

Mahindra & Mahindra Limited, Swaraj Division, Mohali operates integrated tractor manufacturing plants. Organization has a structured energy management framework led by the Plant Head and Energy Champion, with a cross-functional Energy Management Team responsible for monitoring, opportunity identification, implementation and review. Organization provides energy-related training through Mahindra Leadership University. Energy awareness has been extended to officers, cell members and contract personnel through training, toolbox talks and safe energy-use programmes. Organization follows a structured and data-driven approach for identifying and prioritizing energy conservation projects based on EnPI impact, payback, life-cycle cost, technical feasibility, operational impact, safety and environmental benefits. Organization implemented multiple energy-saving projects over the last three years. These measures contributed to cumulative energy conservation savings of about Rs. 1,158 lakhs over three years.

GOLDEN PEACOCK AWARD FOR ENERGY EFFICIENCY (GPAEE)

GAIL (India) Limited, Hazira Compressor Station, Surat
Sector – Gas

GAIL (India) Limited, Hazira Compressor Station, Surat is India's leading natural gas company with diversified interests across the natural gas value chain. The unit has an approved Energy Policy supporting energy performance and climate change mitigation. Training effectiveness is linked with feedback, competency assessment, workplace implementation and KRA/KPI review. Unit monitors energy performance through EMS, SCADA, E-logbook, EnPI tracking and management reviews. Energy performance is communicated through management reviews, EnMS team meetings, EMS/SCADA reports and internal communication. Unit has shown reduction in total GHG emissions from 1,21,963 tonnes CO_2e in FY 2022-23 to 87,720 tonnes CO_2e in FY 2024-25. Energy audit in June 2023 identified 09 opportunities with potential saving of 3,09,790 kWh/year.

Ammunition Factory Khadki (Unit of Munitions India Limited), Pune
Sector – Government (Defence)

Ammunition Factory Khadki (Unit of Munitions India Limited), Pune is a Government defence manufacturing unit producing ammunition products. Organization has established an Energy Policy supporting ISO 50001 implementation, energy objectives, legal compliance, efficient procurement, energy conservation awareness and periodic review. Energy conservation and Energy Management System training programmes have been conducted for employees, and one certified Energy Manager is available in the energy team. Energy conservation measures include LED lighting replacement, compressor optimization, AC plant optimization, BLDC ceiling fans, energy-efficient compressors, VFD-based renovation and closed-loop hot water circulation system. Organization has internal recognition systems for inventions, innovations, constructive suggestions and excellence in work, including awards for employee contributions related to energy-efficient and cost-effective improvements.

Apollo Speciality Hospitals, Madurai
Sector – Healthcare

Apollo Speciality Hospitals, Madurai is a healthcare facility. Organization has an energy policy supporting energy conservation. Energy performance is reviewed through Apollo–Smart Joules Energy Management structure. Smart Joules provides customized training as part of the energy-efficiency partnership. Annual electrical savings were 1.63 million kWh/year, with GHG reduction of 1,701 tCO_2 respectively. Hospital uses DeJoule, an IoT and machine-learning based energy monitoring system, for real-time monitoring, remote control, alerts, predictive maintenance and automated "Joule Recipes" for energy optimization. Employees and technical teams are encouraged to identify and support energy-saving opportunities through regular operational discussions and energy reports.

Reliance Corporate IT Park Limited, Navi Mumbai
Sector – IT

Reliance Corporate IT Park Limited, Navi Mumbai operates a large sustainable IT/ITES campus at Ghansoli. Organization has a strong energy policy and sustainability approach covering renewable energy use, water conservation, green building initiatives, energy-efficient operations and continuous improvement in energy performance. Organization uses JioSungenie solar monitoring for real-time energy monitoring, trend analysis, alerts, HVAC optimization, lighting control and performance tracking. RCP Technical Dashboard connects around 500 energy meters, including water meters, for centralized monitoring and control. The facility has metering and sub-metering coverage for approximately 90% of major energy consuming systems, with real-time dashboards, 15-minute monitoring data, alerts, trend analysis and integration with BMS/IBMS platforms. Organization reported electrical energy savings of 64,87,959 kWh in FY 2024-25, with corresponding monetary savings of Rs. 486.93 lakh.

GOLDEN PEACOCK AWARD FOR ENERGY EFFICIENCY (GPAEE)

Tata Consultancy Services Limited, Hyderabad
Sector – IT

Tata Consultancy Services Limited, Hyderabad is an ISO 50001-certified IT/ITES campus with sustainable architecture. Company has an Environmental Sustainability Policy. Energy performance is reviewed through EnMS audits, quarterly energy reviews, half-yearly management reviews and ROC-based monitoring. The facility reduced Scope 1 and Scope 2 emissions by about 97% from the FY 2015-16 baseline, with emissions reducing from 5,658 tCO_2e to 152 tCO_2e in FY 2025-26. Organization conducts structured training on Environmental Sustainability, ISO 50001 and EnMS requirements, SEU operations, operational controls, internal auditing and energy conservation. Energy efficiency improvement is encouraged through EnMS reviews, energy-team meetings, employee participation, Work Zone Comfort Tool, Earth Hour initiatives, audits, ROC alerts and feedback-based corrective actions. Company reported annual electrical energy savings of 0.263 million kWh in FY 2025-26.

Bharat Petroleum Corporation Limited, Kochi Refinery, Ernakulam
Sector – Oil Refining

Bharat Petroleum Corporation Limited, Kochi Refinery, Ernakulam is a large PSU oil refinery, producing petroleum and petrochemical products. Refinery has an IMS-linked energy policy supporting energy performance and climate change mitigation. Refinery conducts regular energy conservation ISO 50001 awareness and technical refresher training. 100% training coverage for operating and utility crew. 8 officers became BEE-certified Energy Managers, including 2 BEE-certified Energy Auditors. Refinery identifies significant energy users based on 1% and above energy consumption. Refinery reported electrical energy savings of 3.94 million kWh/year the three in 2024-25. Total annual energy financial savings were Rs. 314.08 lakh. Corresponding CO_2 equivalent reductions were 85,868 MT/year.

Kansai Nerolac Paints Limited, Hosur
Sector – Paints

Kansai Nerolac Paints Limited, Hosur (Tamil Nadu) is a large paint manufacturing plant. Organization has demonstrated a structured Energy Management System approach aligned with ISO 50001. Energy performance is monitored through EMS/SCADA dashboards covering overall plant and block-level consumption. The IRIS project used EMS pre-data, EMS post-data and physical readings for measurement and verification. Organization has adopted (Significant Energy Uses) SEU-based identification of energy conservation opportunities. Energy efficiency awareness is encouraged through EnMS quiz competitions, energy policy boards, awareness displays and SEU displays across blocks. These initiatives help create visibility and participation around energy performance improvement.

Biocon Limited, Bengaluru
Sector – Pharmaceutical

Biocon Limited, Bengaluru is a biopharmaceutical company manufacturing Generics and APIs. Energy policy and EnMS framework support energy performance improvement, renewable energy use, utility optimization, energy efficient design and climate-change mitigation. Company is not covered under the PAT scheme. Organization reported annual energy savings of 3.3, 3.1 and 1.7 million kWh/year during FY 2022-23 and FY 2024-25. Organization conducts energy-performance and EnMS training covering ISO 50001 requirements. More than 120 smart meters provide 15-minute interval data, covering about 90% of total energy consumption across major utilities. Energy efficiency improvement is encouraged through the Energy Council, and recognition of improvement projects.

GOLDEN PEACOCK AWARD FOR ENERGY EFFICIENCY (GPAEE)

BSES Yamuna Power Limited, Delhi
Sector – Power (Distribution)

BSES Yamuna Power Limited, Delhi distributes electricity in Central and East Delhi, serving over two million consumers across 160 sq. km. Company has a energy policy covering T&D loss reduction, DSM, rooftop solar, smart metering and SCADA. Company conducts four quarterly energy accounting reports and one annual energy audit every year. T&D loss reduced from the FY 2018–19 baseline of 9.31% to 6.57% in FY 2024–25, against the PAT target of 9.02%, thereby overachieving the target by 2.45%. Carbon footprint reduction is reported through lower T&D losses: 7.27% in FY 2022-23, 6.88% in FY 2023-24 and 6.57% in FY 2024-25. Company has adopted SCADA-based real-time monitoring, AMR, digital meters, DT metering, energy audit systems.

Nabha Power Limited, Rajpura
Sector – Power (Generation)

Nabha Power Limited, Rajpura (Punjab) operates a 2x700 MW supercritical thermal power plant at Rajpura. Company has an Energy Policy focused on process optimization, adoption of latest technologies, purchase of energy-efficient products, heat rate and auxiliary power optimization, renewable energy use and awareness at all levels. Energy performance is reviewed through quarterly Energy Management Committee meetings and PAT/ISO 50001 audits. The plant is covered under PAT Cycle-VII, with notified target NHR of 2274.34 kcal/kWh for FY 2024-25. It earned 20,838 ESCerts in PAT Cycle-III. Company has ensured 100% training coverage of O&M and associated staff on energy performance awareness, energy efficiency practices, operational optimization and safe energy use. Energy performance is communicated through monthly O&M review meetings chaired by COO.

Gujarat Industries Power Company Limited, Surat Lignite Power Plant, Surat
Sector – Power (Generation)

Gujarat Industries Power Company Limited (GIPCL), Surat Lignite Power Plant, Surat is part of Public Limited Company, promoted by GSFC, GACL and GUVNL. It is in the business of Electrical Power Generation and also operates captive Lignite and Limestone Mines. Energy performance is monitored through an Energy Management System with 350 digital energy meters, covering 100% HT auxiliaries and LT auxiliaries of 50 kW and above. Daily generation, APC, EnMS screens and departmental EnPIs are reviewed. More than 70% of employees are reported to be aware of concept of energy saving. The plant has 29 BEE-certified Energy Managers/Energy Auditors, and ISO 50001 internal auditor training was arranged through third party in recent years.

JSW JFE Steel Limited, Sambalpur
Sector – Steel

JSW JFE Steel Limited, Sambalpur, is an integrated iron and steel unit with 4.5 MTPA steel production capacity and 506 MW of captive power. Organization has an Energy Policy supporting energy performance improvement, efficient technologies, reduced fuel and power consumption, statutory compliance and climate change mitigation. It has established baseline energy performance under PAT Cycle 7A, with baseline SEC of 1.035 Mtoe and notified target of 0.9015 Mtoe. Organization conducts energy performance and energy conservation awareness training. It has reported 79% staff training coverage. Organization implemented 38 major energy-efficiency projects during FY 2022-23 to FY 2024-25. Total three-year energy conservation is reported as 316,280 TOE, with cumulative monetary benefit of Rs. 696 Cr and investment of Rs. 1617 Cr.

GOLDEN PEACOCK ECO-INNOVATION AWARD (GPEIA)

Butterfly Gandhimathi Appliances Limited, Chennai
Sector – Consumer Appliances
Eco-Innovation: RENZ 3B _COOK TOP

Butterfly Gandhimathi Appliances Limited, Chennai is one of the renowned domestic kitchen and electrical appliances brands in India. Products seamlessly combine functionality, safety and durability. In 2022 Acquisition of Butterfly Gandhimathi Appliances Limited ("BUTTERFLY") was done by Crompton Greaves Consumer Electricals Limited ("Crompton"). The Eco-Innovative product is "RENZ 3B _COOK TOP", with high thermal efficiency and attaining the 3-Star and 5-Star of the Bureau of Energy Efficiency. It is the first product to have been awarded BEE rating for 2025 with 5-Star cooktop reflecting a thermal efficiency of 76%. This efficiency is almost 10% higher than of the conventional cooktop. Compared to conventional cooktop BEE 5-Star cooktop consumes 20% less LPG.

ECO-INNOVATION

THEME
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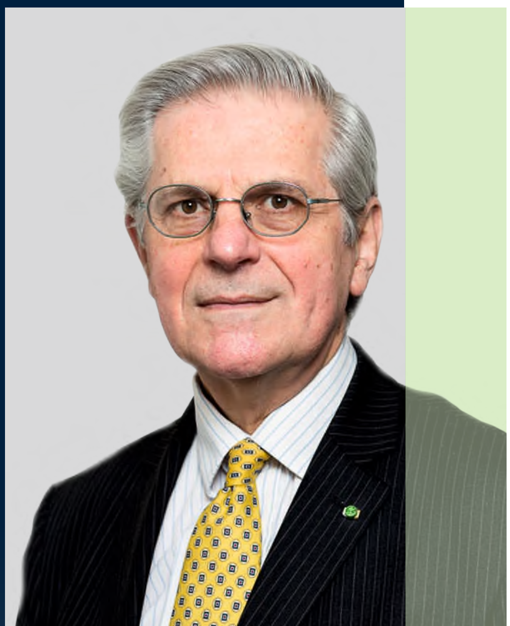


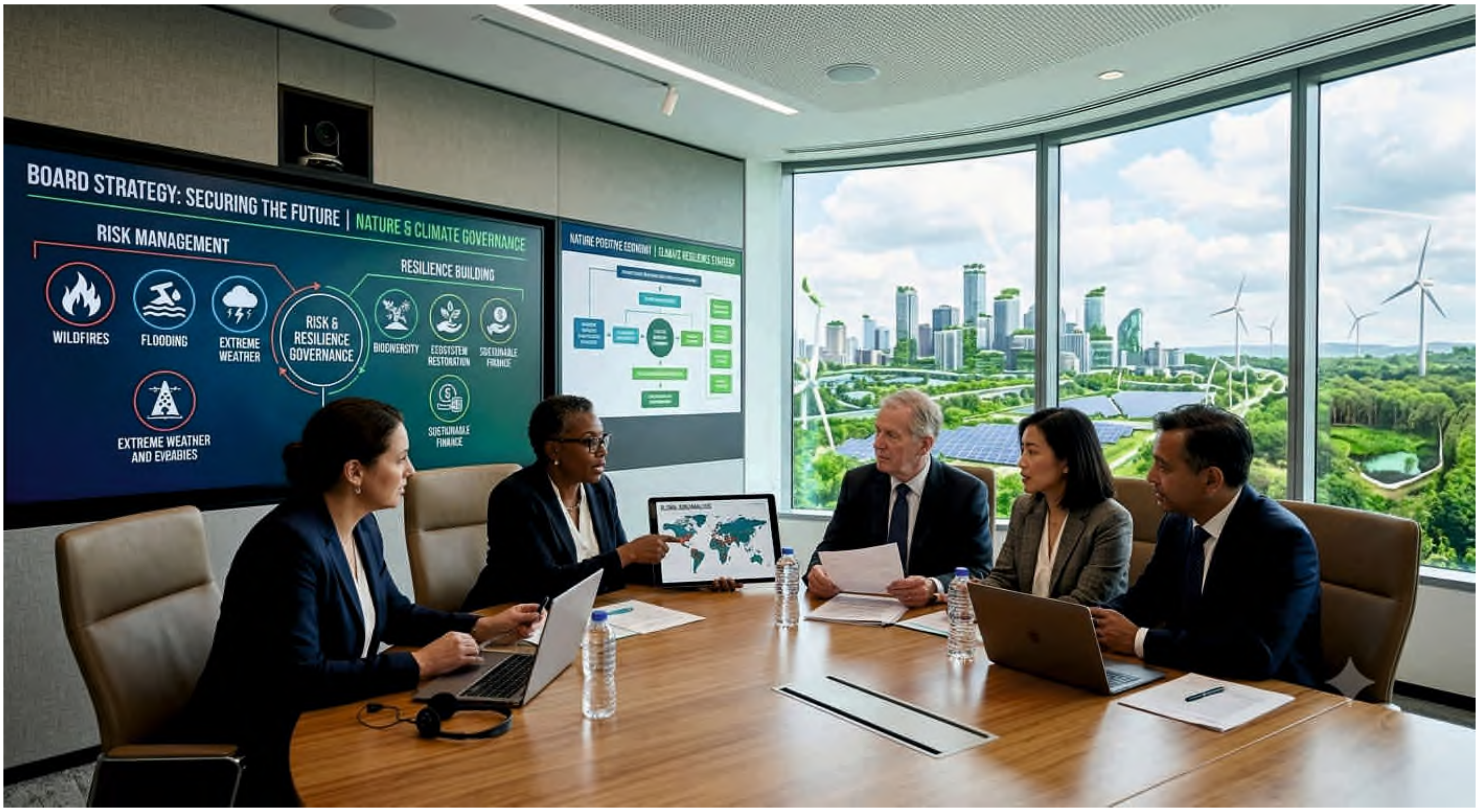
Board Strategy for Securing the Future: Risk and Resilience in Nature and Climate Governance

Prof Colin Coulson-Thomas*

The relationship of business with the natural world continues to be an issue for responsible business leaders (Palmer and Lehman, 2026). Environment management and climate change in the face of multiple challenges have become global risks requiring corporate and collective attention (UNEP, 2026b; WEF, 2026). Worldwide temperatures continue to rise, and global warming is accelerating (Forster et al, 2025; Kacperczyk, 2025). Given where we are, the cost of continuing inadequate responses is likely to rise exponentially. Without appropriate and urgent action, we face a turbulent future (Snell, 2026). Despite the challenges, it may still be possible to undertake a transformation that delivers needed climate action and achieves economic prosperity (Stern, 2025). Innovation for sustainable living is not new and has been pursued for many centuries (Kehnel, 2025). However, it is not a panacea as AI and recent technological developments could make matters worse (WEF and Oliver Wyman, 2025). Governing risk and resilience should now be a high priority for boards and governments.

Most global risks and existential threats are the result of human activities, many aspects of which are not sustainable, as our planet struggles to cope with an increasing human population and unsustainable growth ambitions (UNEP, 2025b; WEF, 2026). Over a ten-year period, World Economic Forum (WEF) survey participants expect the three top global risks in terms of severity of impact to be extreme weather events, biodiversity loss and ecosystem collapse, and critical change to earth systems (WEF, 2026). With many of the earth's critical ecosystems heading towards collapse and global biodiversity loss, resulting security concerns add to economic, geopolitical, technological and other uncertainties (DEFRA, 2026). Yet many directors remain complacent and/or distracted. Accumulating evidence of longer-term threats are ignored while they focus on immediate issues. Sustainability needs to become a core strategy for more corporate boards in an era of uncertainty, insecurity and volatility.

The world has become a dangerous place. The open use of hard power by UN Security Council members, hot and hybrid warfare, open rivalry among great powers and pervading insecurity resulted in global defence expenditure rising to $2.63 trillion in 2025 (IISS, 2026). Resources required to address multiple existential threats are increasingly devoted to national defence. Wars add to environmental damage. Both



developed and poorer countries are at risk. The outlook for most environmental trends is concerning and poses major risks to Europe's economic prosperity, security and quality of life (EEA, 2025). Comprehensive reports on the state of the environment are sobering. Despite some progress in reducing greenhouse gas emissions and air pollution, the overall state of Europe's environment is not good, especially its nature which continues to face degradation, overexploitation and biodiversity loss, while the impacts of accelerating climate change are also an urgent challenge (EEA, 2025).

Potential risks may be concealed. Responsible boards ensure that their decisions are based upon accurate information and reflect negative environmental and other externalities. For example, in recent years estimates of growth for India may have been overstated, especially for the informal economy (Anand et al, 2026). Foresight, looking ahead and preparation are essential. As global temperatures move beyond 1.5°C, recovering from this overshoot is likely to be demanding (Palmer, 2026). Offering hope without supporting evidence and opportunities for people to become involved in activities such as those to restore, rewild, repair or recycle may not be enough to engage and motivate them. Given accumulating bad news about the environment and climate change, boards that would prefer association with positive messages could learn from activists taking positive steps (Losada, 2025).

Directors and senior executive teams need to be both risk aware and resilient in the face of issues, challenges and threats (Coulson-Thomas, 2025)? Future governance arrangements should assist and enable organisations to become more resilient when coping with changing pressures and requirements. The various factors that lead to organisational resilience can also deliver other benefits. For example, reading the road ahead to spot emerging issues may also identify opportunities. Corporate communication networks and relationships within a company and its value chain that share information of both potential opportunities and threats before they are missed or become critical respectively, and quick and collective responses can be especially helpful. It has long been recognised that responsive organisations can be resilient and successful from multiple perspectives (Brown and Coulson-Thomas, 1989).

Responsible boards assess resilience to climate and other changes. A study of 270 major cities across China suggests their climate resilience could be evaluated using an indicator system focused on exposure, vulnerability and resilience, and the influence of financial investments on urban climate resilience, with the rate of urbanisation as a moderating factor (Li et al, 2025). Resilient leaders accept where they are rather than wish they were elsewhere. They engage with situations and act in the circumstances and contexts in which they find themselves. They are flexible, accept realities such as ambiguity, complexity and uncertainty, and endeavour to handle volatility with tolerance and adaptability. Environmental volatility such as extreme weather events results from inadequate collective human effort to contain greenhouse gas emissions in response to global warming (UNEP, 2025a).

Resilience requires more than defensive thinking. Proactive and responsible innovation and the many opportunities it can create for enterprise and entrepreneurship could play an important role in addressing climate change. The priority given to this arena and confronting other existential threats could be an indicator of institutional excellence, corporate responsibility and resilience. Global warming represents a severe threat to many species, including iconic ones whose prospects could be used to raise public awareness and concern. For example, thinning Antarctic ice sheets reduces areas which Emperor Penguins can use during their annual moults while their feathers re-grow to prevent them dying from drowning in large numbers (Fretwell, 2026). Such examples that people may relate to might engender wider support of environmental action. Boards could inspire and catalyse societal resilience.

If environmental and other crises and catastrophic events occur together leaders can play a role in encouraging a focus on realities, addressing multiple issues simultaneously, and the comparative assessment of the costs of inaction. Preoccupation with pressures of the moment can result in the cumulative cost of a category or sequence of disasters being overlooked. The results of a University of Chicago led statistical model suggest a greater than 90% chance that total U.S. only weather and climate disaster damages from 2026 to 2030 will exceed $500 billion, and a 54% chance they will exceed $1 trillion (Cael, 2025). Directors require a holistic perspective. They must ensure that they and management join up the dots. Their challenge is to encourage and support holistic thinking that embraces the short, medium and longer-term, both within boards and across executive and management team silos.

‘Climate change is becoming more important in financial decision making, can affect market returns, and may increasingly influence investor expectations and represent a new form of systemic risk’

This Theme Paper explores areas on the agenda of the 27th International Conference on Environment Management and Climate Change. It suggests issues and questions that directors, speakers, and other participants might wish to consider ahead of the event and discuss with their peers, and it highlights contemporary issues and developments since last year's conference. The paper includes references to recent investigations, reports and studies related to the event's agenda. The relevance of works cited can depend upon their purpose, context, any methodology used and study participants. Investigators sometimes explore aspects of problems from the perspectives of their own discipline, function and concerns rather than consider relevant questions that directors might ask in different settings, and/or explore the more holistic solutions that may be sought by responsible boards.

Board's Leadership in Integrating Climate and Environmental Risks into Corporate Strategy

The board's mandate for responding to environmental and other challenges, risks and existential threats could derive from necessity and defensive reactions to changing realities, or it could encompass positive action in pursuit of resilience and perceived opportunities. Consequences for boards of current realities may range from legal claims to exposure to accumulating economic risks (Palmer, 2026). Sustaining commitment and attracting and motivating younger talent might require more than dealing with legacy consequences. A page may have to be turned. Is a revolution in thinking underway that is challenging attitudes towards capitalism and its drivers and leading to a new relationship between humanity and the natural world (Solnit, 2026)? Political debates and government action can lag the pace of environmental change (Palmer, 2026). Should boards give a lead and encourage thinking?

How might climate and environmental risks best be incorporated into corporate strategy? In uncertain and unpredictable contexts, situations and circumstances can rapidly change, and current activities are often not sustainable. There may be insufficient time to pursue past policies of maximisation, and the ever more that is strived for might turn out to be a temporary requirement. Stranded assets from needed transitions are a growing issue. Would a strategy of sufficiency be a better option than an obsession with growth, make more responsible use of scarce resources, increase flexibility and involve less environmental damage (Dhir, 2025)? Fundamental shifts have happened before. Given that the Paris Agreement target for global warming has already been overshot, what can we learn from previous occasions when overshoots have occurred (Tavoni et al, 2026)?

Inviting challenge, encouraging questioning, exploring options and different approaches, committing to alternative possibilities, and/or doing things differently is one thing, but making them happen is another. How should climate and environmental risks be addressed, and with what resources? Are stakeholders and investors open to change and supportive? What needs to be done to translate strategic commitments into measurable, board-approved priorities and action frameworks? Where in the sequence of steps from strategy to outcomes are hold-ups most likely to occur? What can be done to address them? Certain stakeholders may be more supportive than a board might imagine. Impact investors seek to achieve beneficial and measurable environmental and/or social outcomes as well as acceptable and competitive financial returns (Cohen, 2020). How might they best be engaged?

Climate change is becoming more important in financial decision making, can affect market returns, and may increasingly influence investor expectations and represent a new form of systemic risk (Thampanya and Wu, 2026). A board's position on climate and the environment and the part it plays in corporate strategy needs to be communicated. Disclosures and reporting should recognise the requirements of investors and other stakeholders for balanced information on a board's assessment of the risks of climate inaction and steps it is taking. Are boards aware of public concerns relating to climate and the environment and tracking them? How might oversight of climate disclosures be strengthened in line with evolving regulatory and investor expectations? Who is monitoring their responses and feedback?

Responsible investors may seek and pay attention to corporate disclosures and claims relating to Environment, Social and Governance (ESG) criteria. These may need review and updating in a world in which climate change is exacerbating tensions and hot wars can and do occur. How can boards ensure that investor and other stakeholder concerns, corporate activities, and compliance and reporting are aligned? Concerns about the credibility and ethics of climate and environment reporting remain, with widespread inconsistencies across Scope 1 to Scope 3 reporting (Thomas, 2026). Are ESG metrics critiqued to ensure meaningful performance evaluation and executive accountability and by whom? Do boards use them when assessing performance and does management feel accountable for them? How might they be improved?

Despite disruptors such as climate change denying US President Donald Trump the environmental and other results of a changing climate are apparent (UNEP, 2025a & b). Boards need to understand the consequences of environmental trends, global warming and climate change. Their impacts, including extreme weather events, can be severe and contribute to morbidity and mortality (WMO, 2026b). Whole communities were made aware of the importance of water for life and the fragility and vulnerability of gulf states when these were subject to Iranian desalination plant and other attacks (Magrini, 2026). Are water stress, extreme heat, and resource scarcity recognised as material financial and operational risks? Do stakeholders understand their importance? Is enough being done to mitigate them?

Many companies do not systematically assess their resilience in the face of challenges such as climate change or identify indicators to track their resilience and factors affecting it in the contexts within which they operate. Are boards aware of how resilient they, the organisations they are responsible for, and their people are? Among Chinese entrepreneurs a social mindset has been found to have a positive impact on enterprise resilience (Bai, 2025). How might a social mindset be encouraged within companies, communities and societies, to build cohesion, mutual support and resilience? Environment and climate related risks are expected to remain high impact long-term risks (WEF, 2026). How might organisational resilience best be built to manage climate-related disruptions and long-term uncertainty? Which activities are most vulnerable? What should the priorities be for increasing resilience?

Developing Credible Transition Plans and Driving Decarbonization

Increasing resilience by reducing dependency can require considerable effort, especially when confronted by vested interests. Decarbonisation is not occurring quickly enough (UNEP (2025a), Climate risks are underestimated and transition plans may need a rethink. A survey of 148 global companies suggests financial institutions, corporate executives and investors are operating with climate risk models that systematically underestimate exposure by a factor of two to four times (Holloway et al, 2026). Decarbonisation and efforts to build resilience in the face of increasing climate disasters need to be accelerated (Thomas, 2024). However, the election of Donald Trump as US President has emboldened fossil fuel special interests and reigned back environmental regulation. Will more boards change direction or stay the course?

Even where there is policy chaos due to climate change denying political leadership, many companies and investors have pursued clean energy objectives (Victor, 2026). Much of the corporate sector has taken up the challenge. Clean energy generation is exceeding expectations to the extent of being perceived as driving global resilience (Lubber, 2026). Yet fossil fuel subsidies remain. Current international responses are insufficient to achieve net zero by 2050 and credible action is now required (UN Climate Action, 2026). What changes to governance arrangements might help to get decarbonisation action back on track? How might boards better govern net-zero commitments through clear accountability structures and board supervision? Where do responses to environmental and climate related issues feature in board and governance reviews? Are measurement and oversight sufficient and effective?

Inconsistences in the measurement and reporting of emissions and allegations of 'greenwashing' remain (Thomas, 2026). How can boards ensure the comprehensive measurement and oversight of Scope 1, Scope 2, and value chain (Scope 3) emissions? What improvements in oversight and measurement are required? Are assessments independently audited or reviewed? Who should undertake these? Are boards losing focus and being distracted? Is there a will to recapture and sustain transition momentum? Faster decarbonisation and transition to a low carbon future remains problematic as in recent Conferences of the Parties (COPs) certain countries have reigned back their commitments.

Transition risks such as carbon pricing, technology disruption and stranded assets have been estimated to exceed physical risks in magnitude and urgency yet receive minimal analytical attention (Holloway et al, 2026). What might speed up transition and how could obstacles be removed? The funding of energy transition is still an issue for some countries. Climate or green bonds remain a significant source of transition finance which together with planning could become the norm (Climate Bonds Initiative, 2026a & b). What alternatives are available? Learning from experience and events, related processes of adaptation, transition and transformation, and a willingness to review and alter policies, priorities, strategies and corporate capabilities can be generally advantageous as well as enhancing resilience.

The scale of the changes required and available timescales for action suggests that needed transitions will need to be more systematically planned and implemented than past transitions such as intended phasing out of fossil fuel vehicles in favour of electrically powered ones (Larsson, 2024). Project and programme management skills are likely to be in demand. Have boards approved credible, time-bound transition roadmaps aligned with national and sectoral climate pathways? When were these last reviewed? Are steps taken to ensure they and timescales remain current as further tipping points are reached? Transition plans can also be driven by a desire for greater resilience. Where are more action and intervention required? Diversification and avoiding dependence or over-reliance on a few key customers and suppliers can prevent domino like cascades of failure, increase flexibility and improve the chances of potential challenges being picked up and new business possibilities being spotted.

Consumer responses to changing relative availability, costs and prices can speed up or slow down transition. Higher oil and gas prices should make electric vehicles and renewables more attractive. Electrification could be said to be the other side of the coin to decarbonisation when it is generated without the use of fossil fuels. Could nuclear power and/or small modular reactors be the answer (Gregory, 2025)? If so, action needs to be taken now in view of the lead times involved. Given the pressing requirement from consumers who worry about being left behind, how should defined milestones be tracked to monitor progress and maintain implementation discipline? Milestones need to reflect which of the wide range of indicators used to track progress the activities of an entity are most likely to impact.

Currently a wave of international capital investment is underway on the mega data centres needed to enable large language models required by certain high-tech company approaches to AI. Other climate related investments are being crowded out, projects are being resisted by local communities, and demand from data centres is increasing energy costs (Bowring, 2026). Meeting AI and other energy requirements may result in older and higher emitting generating plants remaining in operation and new capacity and transmission lines coming on stream. Without this sudden increase in demand, global decarbonisation objectives were already unlikely to be achieved (UNEP 2025a; UN Climate Action, 2026). How might capital allocation and technology investments be aligned with long-term decarbonization objectives?

The priority certain governments are giving to investment of finance and resources to growing the mega data centre capability required to remain globally competitive in AI, increases environmental and climate change challenges. Responsible regulation that might inhibit the adoption of AI is not introduced, while that to protect the environment is removed. Confidence and trust should not be assumed given a widespread decline in expectations and optimism and the growing gap in trust between countries and richer and poorer elements of societies (Edelman, 2026). Remaining environmentally and socially responsible and communicating positive transition performance transparently can help to safeguard credibility and investor confidence. How might boards ensure this occurs? What role can the board itself play as a champion or guardian of accountability and transparency?

While a mass extinction of species may be underway, appreciating the many ways in which nature may strive to survive could open organisations to potential responses that might be scaled up (Kyriacou, 2026). Human and planetary health are inter-related. Pollution of the environment, biodiversity loss, and climate change are important drivers of the emergence and spread of disease, and multidisciplinary collaboration between experts in human and veterinary medicine, developmental biology, environmental science and toxicology, and public policy would be beneficial (Fattorini, 2025). Climate action and green innovation must be responsible. For example, solar radiation modification by geoengineering is largely ungoverned by domestic or international law and can have unintended consequences and be weaponised (Chalecki et al, 2026). Should boards view issues through a sustainability lens?

Board's Role in Clean Energy Infrastructure and Sustainable Industrial Growth

Current collective human activities are unsustainable and corporate and collaborative climate action is insufficient to prevent global warming and climate change (UNEP, 2025a & b). Overall, decarbonisation efforts are stalling and suggest 2–3°C warming, with some regions facing extreme increases of 8–10°C, while

voluntary pledges are unlikely to achieve climate objectives without coordinated collective action (Kacperczyk, 2025). Inaction is welcomed by some, including climate change deniers, fossil fuel lobbyists and those with vested interests, or who are complicit or content to leave challenges to their successors when they are likely to be much more difficult to tackle and may be too late to resolve. Does more need to be done, including by stakeholders, to clarify where boards stand on contemporary ambitions, practices, goals and objectives that are not sustainable? How aware are directors of environmental and climate related challenges and trends and related existential threats?

Public policies sometimes act against public concerns and contrary to market moves. Large sums continue to be spent on fossil fuel subsidies when the renewables needed for a green energy transition can have a cost advantage and their use has rapidly increased (IEA, 2025). A persistent finance for sustainable development funding gap remains in critical sectors such as clean energy, infrastructure, and social resilience, with developing countries alone requiring an additional USD 4 trillion annually to achieve the United Nations Sustainable Development Goals and other climate targets (Mills and Wardle, 2026). What is needed to accelerate the growth of green bonds, transition finance, blended finance, and ESG linked instruments? Where in these areas is leadership and innovation most needed? Are there steps that governments, regulators or stock exchanges could take to facilitate financial flows?

Many governments have been slow to transition to clean energy and advance sustainability agendas. Sometimes this is due to limited bandwidth, annual budgetary cycles, competing demands for support and/or legislative time. Corporate boards can be more responsible than certain governments in their pursuit of clean energy objectives (Victor, 2026). The energy sector has experienced innovation and technological advance. The energy share of overall patents has increased with a focus on competitiveness and security (IEA, 2026). The sector is also having to cope with areas of high and mega data centre demand occurring in new and different locations and the emergence of energy infrastructure as a target of hybrid and hot warfare attack. The resilience of energy grids is a current concern and focus (IEA, 2026).

Growth ambitions increase energy dependency. Should nuclear power play a more significant role in the energy mix to address geopolitical disruption risks, growing demand from mega data centres required by AI and the requirements of emerging and energy poor countries (Bronson, 2026)? Green growth may still be possible (Stern, 2025). Is it likely? How green is nuclear power and especially end-of-life nuclear reactors and submarines, given the cost of their dismantling and the risks of them being abandoned and natural events such as earthquakes and tsunamis. If nuclear power is to be considered as an element of clean energy infrastructure its lead limes and capital requirements need urgent consideration (Gregory, 2025). The war on Iran has highlighted the risks incurred because of dependency upon fossil fuels when oil and natural gas supplies from the gulf are disrupted (Bronson, 2026).

Wars and conflicts also highlight the need for collective action to address shared challenges when common interests trump differences resulting from fragmentation and polarisation. Responsible and proactive boards could give a lead by putting the case for addressing geopolitical barriers to collective international responses to climate change at the level of a global system (Snell, 2026). This is complicated by state defensiveness towards sectors considered as national strengths and domestic reserves of fossil fuels. How might boards better steer renewable energy adoption as a strategic priority for long-term cost stability and resilience? Could they influence national and international positions? Are stocks of essential supplies and materials sufficient for corporate operations and national requirements?

Critics of fossil fuels on account of their negative environmental externalities often overlook the environmental damage caused by the mining of minerals required by electric vehicles and their batteries (Niarchos, 2026). Any continuing focus on increasing production of material goods and consumption invariably adds to pressure on limited resources likely to be required by future generations. Are humans destined to always push against limits rather than live within them? Can we ever live sustainably and in harmony with the natural world? Green technology may enhance sustainability and is considered fundamental to ensuring a circular economy (Bernykov et al, 2025). Could this help and enable 'yes if' rather the 'no' answers to requests for more? How should we evaluate clean technologies, including green hydrogen and energy storage, from a governance lens? Are directors able to make informed decisions?

Who can a board and companies access to obtain independent and objective advice? This can be especially difficult when several parties have varying requirements and perspectives. So many different interests may be involved in various aspects of infrastructure resilience in the face of multiple challenges, risks and threats that coordination and prioritisation can be a challenge. Boards may need to provide strategic direction and guidance on collaboration and partnering across local communities. What direction may be required to initiate, guide and support sustainable infrastructure development across industrial clusters and supply networks? How might such collaborations and differing priorities best be managed and governed? Do boards always consider implications for funding and competitiveness?

When new technologies emerge, a similar problem can arise as boards scramble to assess and understand them and obtain counsel and guidance independent of those who sell them. Of particular importance is the efficiency of AI and whether an alternative trajectory could avoid the environmental and especially the energy, water and resource requirement impact of the mega data centres needed by US large language models. For example, China's approaches by necessity include development paths that can require less computing power (Chan, 2026). Energy costs higher than elsewhere, and especially those which are available to competitors, can lead to lost business and the export of jobs. Where and how should energy efficiency be positioned as a driver of competitiveness and operational excellence? What stance should a board take when a cheaper alternative fuel supply is more environmentally damaging?

How prepared are directors for the economic, environmental and social impacts of AI? Its rapid adoption is imposing unwelcome costs on many people and contributing to the emergence of affordability as an issue in various countries. The large energy demand of the mega data centres required by AI is resulting in a rapid hike in US energy prices (Bowring, 2026). This has a particularly large and negative impact on the competitive advantage and viability of high energy consuming firms and sectors. What can and should be done by governments and regulators to require date centres to cover the dramatic increases in electricity costs they impose on customers in general? How might other electricity users be reimbursed? Who should pay for the negative externalities of generating the additional energy required? Where will the minerals, including rare earths, needed for AI hardware requirements come from? What are the implications for self-sufficiency and sustainability?

Negative intervention from a consumer, energy security, and decarbonisation perspective such as the US Trump government's 'war on wind' can increase energy costs and prevent the availability of a fossil fuel free supply (Wamsted and Feaster, 2026). Many supply and value chains involve activities that may be located in other countries and at risk from tariff and geopolitical changes. Supply chains face many challenges, including purposeful disruptions and hybrid warfare and hot wars of choice (Bunde and Eisentraut, 2026; WEF, 2026). What can be done to strengthen supply chain sustainability and resilience amid evolving global trade and regulatory pressures? Where are the points of greatest vulnerability? Have back up plans been put in place? When were they last reviewed? Are corporate, local and national reserves sufficient? How quickly could they be replenished and/or increased? What might better enable collaborative public–private models to scale clean energy ecosystems?

Transition and change can open doors and create possibilities rather than restrict. There are opportunities in low-carbon mobility, renewable integration, smart grids, and data-driven urban systems. How aware are directors of such arenas of opportunity? Are they monitoring and learning from the rise of eco-cities, the emergence of green innovation districts, and developments relating to more climate-resilient infrastructures? Some directors just remain aware and interested. Others investigate. They actively look for opportunities for entities on whose boards they set. Subsidies and regulations can distort outcomes, and the means to achieve ends can sometimes complicate achieving them (Bowring, 2026; Mills and Wardle, 2026). What more should boards do, either alone or in collaboration with others when changes are proposed that they perceive to be harmful, unnecessary or restrictive?

Development of Circular Business Models and Responsible Resource Use

Circular economy practices and circular business models can help to mitigate climate change, protect the environment and enable more resilient and sustainable development (Singh et al, 2025). An assessment of 131 articles documenting the significant climate mitigation potential of the circular economy suggests that on average it could deliver a reduction in greenhouse gas (GHG) emissions of 33%, while those from the waste management sector could be reduced by an average of 52% (EEA, 2026). Could this be enough to cope with the headwinds of war, AI, population increases and unsustainable growth? How might such initiatives be extended across supply chains? Further work is needed to integrate circular economy measures into climate change scenarios and to develop modelling tools that support policymakers in assessing their potential benefits (EEA, 2026). From a corporate perspective why are more companies not actively developing or refining circular business models?

Collaboration among different stakeholders in circular ecosystems and across sectors can be important and helpful when establishing and operating circular initiatives (Piscitello et al, 2026). Exploring possibilities and different interactions may encourage systems thinking and enable other complementary initiatives and beneficial changes to be identified. Smaller living spaces, dietary shifts and shared mobility are commonly cited in modelling exercises examined by the European Environment Agency as individual measures with high greenhouse gas mitigation potential (EEA, 2026). How might boards learn from circular eco-systems to increase resilience and recovery from natural disasters? Understanding how nature and forest habitats regenerate can increase their resistance to fire and drought and encourage more responsible stewardship (Simard, 2026). Faster collective recoveries can reduce risk.

How might upside potential be realised? Could smart regulation sometimes be beneficial? Extended Producer Responsibility (EPR) frameworks provide both challenges and opportunities for companies, and they may increase pressure for circular economy collaboration (EY India, 2025). How are boards responding, and how should they oversee compliance and strategic responses under Extended Producer Responsibility (EPR) frameworks? What EPR liabilities are emerging and accumulating that boards may not be fully aware of? As early generation electric vehicles reach the end of their useful life, meeting recycling requirements and recovering lithium and other materials will become more of a challenge. What can or should be done within companies and across extended supply chains?

How might collective responses that share recycling and other costs be organised and managed? Is there more that boards should do to promote circular design, encourage lifecycle thinking, and enable waste minimisation across corporate and partner operations? What are the approaches and imperatives that might unlock new thinking? Collaborations and partnerships across business unit, departmental, functional, organisational and other boundaries are often needed for innovations to scale more rapidly (Hill et al, 2026). How should boards inspire, empower and support all stages of innovation from initial ideas to later adoption (Salopek, 2025)? Could more be done to recycle and recover? How might boards better support innovation in recycling systems, e-waste management, and material recovery?

Circular business models should encourage the more considered and responsible use of scarce resources. Something should not be done just because it is possible, regardless of negative externalities. Whether innovation is desirable depends upon its purpose. A maximising profit motivation for innovation and an AI development pathway may not deliver the best outcome for the environment and/or society when harmful impacts result. What can be learned from community efforts to regenerate overlooked and forgotten places to create new opportunities in the face of challenges such as climate change (Sheffield, 2026)? Such initiatives often involve people from a variety of backgrounds working together for a shared purpose. What opportunities are being missed for community and environmental benefits from major projects such as the mega data centres required by large language model approaches to AI?

Could deriving environmental, lifestyle and health benefits from developments be a differentiator? In the current marketplace it has been suggested that customers increasingly seek transformative experiences to achieve their aspirations, including well-being and purpose (Pine, 2026). This could be encouraging for our collective survival if their search embraced living simpler, healthier, less stressful and more sustainable lives in harmony with the natural world. Innovation, enterprise and entrepreneurship that could bring this about are much needed, should be encouraged and obstacles to them addressed (Townsend, 2023; Salopek, 2025). Sustainable procurement can contribute to the achievement of UN sustainable development goals and increase resilience (Asante, 2025). What could be done to encourage and strengthen sustainable procurement and responsible sourcing standards?

Resource use and efficiency and trends over time can affect environmental impact and whether future growth is likely to be sustainable (West et al, 2026). What can and should boards do to encourage and drive resource efficiency across manufacturing and industrial processes? How might this be extended across supply and value chains? The circular economy has been identified by the WEF as a strategy for addressing the global risk of resource insecurity (WEF, 2026). How might this be reduced and trade-offs between resource use and value creation addressed through circular economy action? What would better link circular economy initiatives to long-term value creation and risk mitigation? Given the ESG risks of AI use, should companies indicate on their offerings whether they are AI free?

The people of organisations should be encouraged to ask questions, reflect and think. These activities should not be confined to the boardroom and C-suit. Grassroots circular economy innovations in the global south are enabling vulnerable communities lacking resources to make the most of what they have (Ashton, 2025). Considerations such as inclusion and access can be more than a desirable aspiration. They and disability could be a catalyst and drive innovation (Govindarajan et al, 2026). Responsible boards ensure innovation focus and priorities reflect public concerns about the environment and sustainability, ESG considerations and global risks (WEF, 2026). Innovation governance should ensure innovation activities are aligned with corporate purpose and vision, strategic goals and objectives, current priorities and global risks and existential threats.

Impact can be increased by working with other entities, complementing external innovations and learning from activities elsewhere. For example, companies can sign up to the UN Global Compact's Science Based Target Network's (SBTN) Step Up for Nature initiative, a global movement of companies signalling their ambition to take credible, science-based actions for nature (UN Global Compact, 2026). Holistic thinking can require joining up data from different locations and events. An analysis of four decades of data from the National Oceanic and Atmospheric Administration's (NOAA) database of U.S. billion-dollar weather and climate disasters suggests their economic toll is likely to grow even larger by the end of this decade, with roughly a 50–50 chance that U.S. disasters will cause more than $1 trillion in damages between 2026 and 2030 (Cael, 2025). Climate action could be a shared priority. Companies can achieve large returns from investments to reduce climate damage.

Board Strategy for Sustainable Investment and Climate-Aligned Capital

The Earth's climate is more out of balance than at any time in observed history (WMO, 2026a). Sustainable investment and climate-aligned capital have become urgent imperatives. With every indicator flashing red and our planet being pushed beyond its limits, UN Secretary General Ant nio Guterres has repeated his call for transition from fossil fuels to renewable energy to achieve climate security, energy security and national security (Guterres, 2026). Where some governments still incentivise fossil fuels, responsible companies and their boards avoid short-term distractions that may be temporary and seek solutions that are economically viable without them (Victor, 2026). Strong boards resist short-term political bluster. They pursue the best long-term interests of companies and their stakeholders, which can include healthy eco-systems, living in harmony with nature and climate resilience.

Levels of three main greenhouse gases – carbon dioxide, methane and nitrous oxide – continued to increase in 2025 (WMO, 2026b). Some are affected more than others by current trends. Climate change is projected to cause ten times more people to die in poor countries than rich countries (Grover-Kopec et al, 2026). Rising temperatures, shifting rainfall patterns and changes in extremes are affecting where and when health risks emerge, how severe they become and who is most exposed to them (WMO, 2026b). What more can directors do to maintain a commitment to sustainability and climate action? They are both required and linked. Board strategy should focus on requirements for a green transformation (Stern, 2025).

Environmental improvement plans can deliver measurable environmental improvements and economic benefits (DEFRA, 2025). Some investors and other stakeholders may be cautious and sceptical, if not cynical. Environmental claims may face challenge from a variety of perspectives. How might board-level scrutiny be exercised over green finance instruments and sustainability-linked funding structures? What steps can boards take to ensure capital allocation decisions are aligned with long-term environmental and resilience objectives? When allocating resources and assessing risks should more attention be devoted to air quality and are annual changes in it monitored and related to the impacts of corporate activities and operations upon air quality in or near where they are located (IQAir, 2026)?

Responsible boards are mindful of the impacts of corporate activities and operations on local communities and host societies. They act to minimise harmful consequences and advance beneficial ones. Overall, technology and AI adoptions and developments are consuming scarce water, energy, metal and critical mineral resources and generating growing amounts of e-waste (WEF and Oliver Wyman, 2025). Urgent action by business leaders and governments is required to reduce negative externalities, innovate to reduce data centre and other technology water, energy and resource requirements, and seize related opportunities, before remaining tipping points are breached. Will this occur in time? Data analytics applications of AI could embrace areas and activities concerned with the analysis of data related to existential threats such as climate change (Kumar et al, 2025). Holistic assessment is needed.

As awareness of the consequences of inadequate climate action and insufficient green innovation grows, might sustainability and acting responsibility attract investment and talent, and become not just desirable, but a strategic advantage? Could it enhance appeal, reputation, trust and value? Through a sustainability lens, are there applications of AI that could deliver net ESG benefits? For example, how are AI-powered climate analytics enhancing operational efficiency, emissions tracking, and predictive sustainability planning? How might technology-led insights be embedded into board-level capital allocation and transition strategies? Do governance arrangements cover these areas (De Smet and Koller, 2023; Tayler, 2025)? How supportive are they of finance for climate action and green innovation?

Overall, are boards asking the right questions? What more could they do to assess the financial risks and opportunities emerging from a low-carbon transition or continuing along a current path? Are they aware of longer-term consequences of delays and different rates of transition, and the risks of disruption and unexpected events? Rising sea levels because of global warming represent an existential threat to historic, cultural and artistic centres and entire countries as well as modern and mega cities (Walton, 2025). Is value creation for some reducing value for others? Are the costs of their replacements and relocation, new infrastructures, and the failures of some communities and governments to cope sufficiently acknowledged as financial risks? How might oversight of climate-related financial disclosures and investor communications be strengthened? Do they reflect reality?

> 'Boards need to be awake, aware and alert to changing public attitudes towards consumption, encourage awareness of hopeful signs'

Intervention should encourage rather than inhibit responsible innovation, enterprise and entrepreneurship. Some calls for action are self-serving or protective. Requirements and regulations can be influenced by those whose activities they are designed to curb, or whose behaviours they were initiated to change (Santner, 2025). How are disclosure frameworks evolving? What are the implications of changes and proposals for governance, transparency, competitive advantage, and investor and public confidence? In what sectors is strategic advantage being gained or lost? How should governance impacts of carbon border taxes and climate-linked trade rules be assessed? Are they helpful or harmful? What could be done if a company and/or sector feels disadvantaged or adversely affected? How might net-zero commitments and the circular economy be used as a competitive lever? When boards support or oppose actions and/or requirements, what are the environmental and social implications?

Those who vote for political and other leaders often do so in the hope of advancing their own interests. This may be especially so for those also providing significant financial support. Boards should be alert to conflicts of interest, and directors should take the interests and concerns of stakeholders into account, including ESG investors, and ensure compliance with applicable laws, rules, regulations, guidance and codes. Responsible boards ensure companies they are responsible for do not offshore negative impacts because of requirements introduced to reduce them. Directors should question rather than assume. For example, do carbon taxes do more harm than good (Broadwith, 2026)? Much depends upon circumstances and the nature and scale of measures. A model suggests that whether emissions are reduced can depend upon where Carbon Border Adjustment Mechanism costs are in relation to a certain threshold (Chang et al, 2026). Are boards alert to possible impacts of proposed changes?

Boards can face difficult trade-offs when balancing contending interests. At what point might they have done enough? As climate related impacts accumulate and stranded assets affect balance sheets, financing needed transitions at a bearable cost may become more challenging. Progress towards sustainability and greater resilience may lower risk and reduce the cost of finance. How might sustainability performance be beneficially linked to financing terms and aligned with executive incentives. The impact of managerial incentives can depend upon factors such as the nature and extent of delegation and whether sustainability agreements among competitors are in place (Sharma and Shahi, 2026). Expenditure on environmental and climate action may yield financial and reputational returns. How might CSR and/or ESG expenditure be integrated into a broader, strategy-led sustainability investment framework?

Implications for Corporate Boards of Environmental and Climate Responsibility

As more people become aware of environmental issues, directors should not assume the continuation of current patterns of materialist consumerism. Might more people feel they have sufficient material possessions? Boards need to be awake, aware and alert to changing public attitudes towards consumption, encourage awareness of hopeful signs, and appeal to those who are eager to follow them (Pearce, 2026). Tipping points and paradigm shifts can and do occur. Many people also overlook some of the consequences of combinations of changes occurring around them. For example, climate change, migration, conflicts, pressures of nationalism, and other developments are leading to a mass extinction of languages, with a half of the world's 7,000 languages possibly disappearing before the end of the century (Galor, 2026). How might the wisdom of indigenous people best be preserved and harnessed?

How self-aware, open and transparent are boards about their own positions and motivations? Are they aligned with changing public opinion? Who is questioning blather and calling out hypocrisy? Directors should think for themselves rather than follow the crowd. They should have the courage to challenge. Are some governments deliberately concealing environmental risks and threats (Santarsiero, 2026)? Is this contributing to inadequate efforts to address them? Could a lack of visibility result in leaders and potential innovators giving sustainability champions less attention and priority than they deserve? Are some concealers and avoiders almost as dangerous as climate change deniers (Santarsiero, 2026)? The US Environmental Protection Agency (EPA) has formalized its repeal of the so-called endangerment finding, a federal rule from 2009 that found greenhouse gas emissions can endanger public health and welfare and upon which most US regulations to address climate change were based (Bittle, 2026). Climate change can have multiple and negative impacts on public health, but if recognised these can be mitigated by appropriate strategies (Bahrami et al, 2026).

Boards should discount exaggeration, fake news, false claims, misrepresentation, propaganda and spin, and distinguish between subjective opinion and scientific evidence. They should endeavour to recognise and address reality. Situations, circumstances and contexts can and do change, as may the expectations, requirements and pressures of those who might think very differently. Rather than facilitating cooperation, are international organisations becoming increasingly geopoliticised and arenas in which global conflicts are played out (Azzam and Dijkstra, 2026)? A challenge for fragmenting groups, including boards, is sometimes to find commonality in what really matters in order to discover opportunities for engagement and cooperation (Goldstein, 2026). Boards can draw some inspiration from the power of nature to adapt, restore itself and rebound, when offering hope and seeking to motivate positive action to buy time and respond to challenges such as climate change (Pearce, 2026).

Past assumptions, allegiances and loyalties might no longer apply as new centres of power emerge. Environmental and climate responsibility may even be discouraged as other objectives and priorities are pursued. High-tech economy neo-imperialism could be an attempt to escape asymmetric vulnerabilities and dependencies in relation to access to scarce resources required in the AI age (Stam, 2026). Do the requirements of AI, high-tech companies, and leadership of the digital and intelligence economy now take priority over existential threats facing humankind and our collective survival? Are they affecting geopolitical instability? For example, do the Trump administration's US foreign, domestic and trade policies represent a coherent strategic reorientation to avoid great-power war, or protect favoured interests at the cost of general disruption (Stam, 2026)? Are high tech companies now an even greater threat to the future of humanity than fossil fuels?

Resilience requires adaptation to new realities and pressures. Governance and priority changes may be required to adapt to and cope with inter-related environmental, geopolitical, technological and transformational challenges, and to remain relevant, resilient, secure and viable (Chen et al, 2026; Korobeynikov and Mokhor, 2026). Is the ascendancy of a climate change denying clique in the US a temporary phase or might dramatic swings between polarised factions become a permanent feature of public opinion, especially in some liberal democracies at risk? Will this prevent consistent collective action to protect eco-systems, safeguard other species and respond effectively to the reality of climate change? Boards may require dialogue with management as well as key stakeholders to better understand the current and desired state of their organization's culture and what leadership is and could do to align culture with strategic direction (Meyerson et al, 2026). Will consensus be possible?

Collaboration is increasingly needed to address common challenges (WEF, 2025; WEF and Schwab Foundation, 2025; McKinsey and WEF, 2026). It is difficult to achieve and being replaced by confrontation and great power competition as governments lose faith in alliances and multilateral frameworks, and a multipolar landscape emerges (Jackson and Brenes, 2025; WEF, 2026). New arenas of rivalry and conflict are emerging, and the nature and location of global competition is changing (Laruelle and Radvanyi, 2026; Rosen, 2026). In a more transactional era in which disruptors exercise hard power, economic and trade dependences and vulnerabilities are weaponised (Fishman, 2025). Boards that have focused on competitive advantage are now having to give more attention to cooperation and collective responses at a time when these have rarely if ever been so difficult to achieve and sustain.

Across G7 countries there is disenchantment with the performance of democratic institutions and a pervasive loss of trust in meaningful reforms, with few believing their current government's policies will make future generations better off (Bunde and Eisentraut, 2026). If governments are struggling to provide services and support where, when and with whom might businesses step in? Would this require a rethink and a widening of the mandates of some boards? Are there solutions that certain or many businesses could provide (Townsend, 2023)? Is there a role for more politically activist companies and corporate diplomacy to

work with social stakeholders and policy makers to work for the public benefit, collaborate to address challenges and enhance resilience, provide public services, shape regulation, and become more of a force for good (Mariotti, 2025)? How should adaptability, responses to disruption, and exploring such opportunities be embedded into board agendas?

The approach to leadership of many directors and boards may stem from a desire for the greater resilience required in an uncertain and insecure world (Coulson-Thomas, 2026a). Individuals, organisations, communities and societies must be resilient to confront, cope with and respond to a variety of contemporary challenges, risks and existential threats. Do public and stakeholder expectations of directors need to change (Coulson-Thomas, 2026b)? Are both resilience and strategic adaptation now a critical requirement (Malik and Terzidis, 2025)? As well as having the resilience to react to and recover from past and ongoing developments, at a time of unpredictability and insecurity there is an increasing imperative to be proactive and foresee and prepare for future ones. Should directors advocate and build an adaptive and forward-looking form of resilience? Could adaptive leadership and board, executive and corporate resilience become a strategic asset that gives competitive advantage?

The interplay of contemporary economics, domestic politics and geopolitics in a fractured and polarised multipolar world is contributing to a breakdown of order and stability, greater unpredictability and chaos, and hot and hybrid wars (Prasad, 2026)? Global risks and existential threats are often inter-related and usually the result of human activities, but concern for geopolitical or technological challenges should not lead to those which are environmental being overlooked (DEFRA, 2026; WEF; 2026). Our planet is experiencing increasing stress (UNEP, 2025b). Critical ecosystems are at risk of collapsing and biodiversity loss is a global threat that affects national security and challenges food security (DEFRA, 2026). Are new forms of leadership and governance now needed, and are different and wider contributions now required from businesses, directors and corporate boards?

Further information

Details of the 27th International Conference on Environment Management and Climate Change, including the agenda, can be obtained from the events section of the website of the organiser: India's Institute of Directors (www.iodglobal.com).

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Corporate Strategy for Climate and Environment-Friendly Growth

Pradeep Chaturvedi

Introduction

Climate change and environmental sustainability have become defining issues of the twenty-first century. Rising global temperatures, extreme weather events, biodiversity loss, resource scarcity, and increasing regulatory pressures are compelling organisations to rethink traditional approaches to growth and value creation. Businesses today are expected not only to generate economic returns but also to operate responsibly, minimise environmental impact, and contribute positively to society.

In this evolving landscape, climate and environment-friendly growth is no longer a matter of corporate social responsibility alone; it has become a strategic business imperative. Organisations that successfully integrate environmental considerations into their corporate strategy are better positioned to manage risks, capture emerging opportunities, strengthen stakeholder trust, and achieve long-term competitiveness.

A well-defined corporate strategy for climate and environment-friendly growth enables businesses to align profitability with sustainability, ensuring that economic development does not come at the expense of environmental well-being.

The Business Case for Sustainable Growth

Historically, environmental concerns were often viewed as constraints on business growth. *Today, however, organisations increasingly recognise that sustainability and profitability can reinforce one another. Climate-conscious strategies can lead to operational efficiencies, innovation, cost savings, enhanced reputation, and improved access to capital.*

Investors, customers, regulators, employees, and communities are placing greater emphasis on environmental performance. Global investment trends indicate growing preference for companies that demonstrate strong Environmental, Social and Governance (ESG) credentials. Consumers are increasingly supporting environmentally responsible brands, while regulators across the world are introducing stricter environmental disclosure and compliance requirements.

Consequently, *organisations that proactively address environ -mental challenges are often better equipped to navigate market shifts and maintain their competitive advantage.*

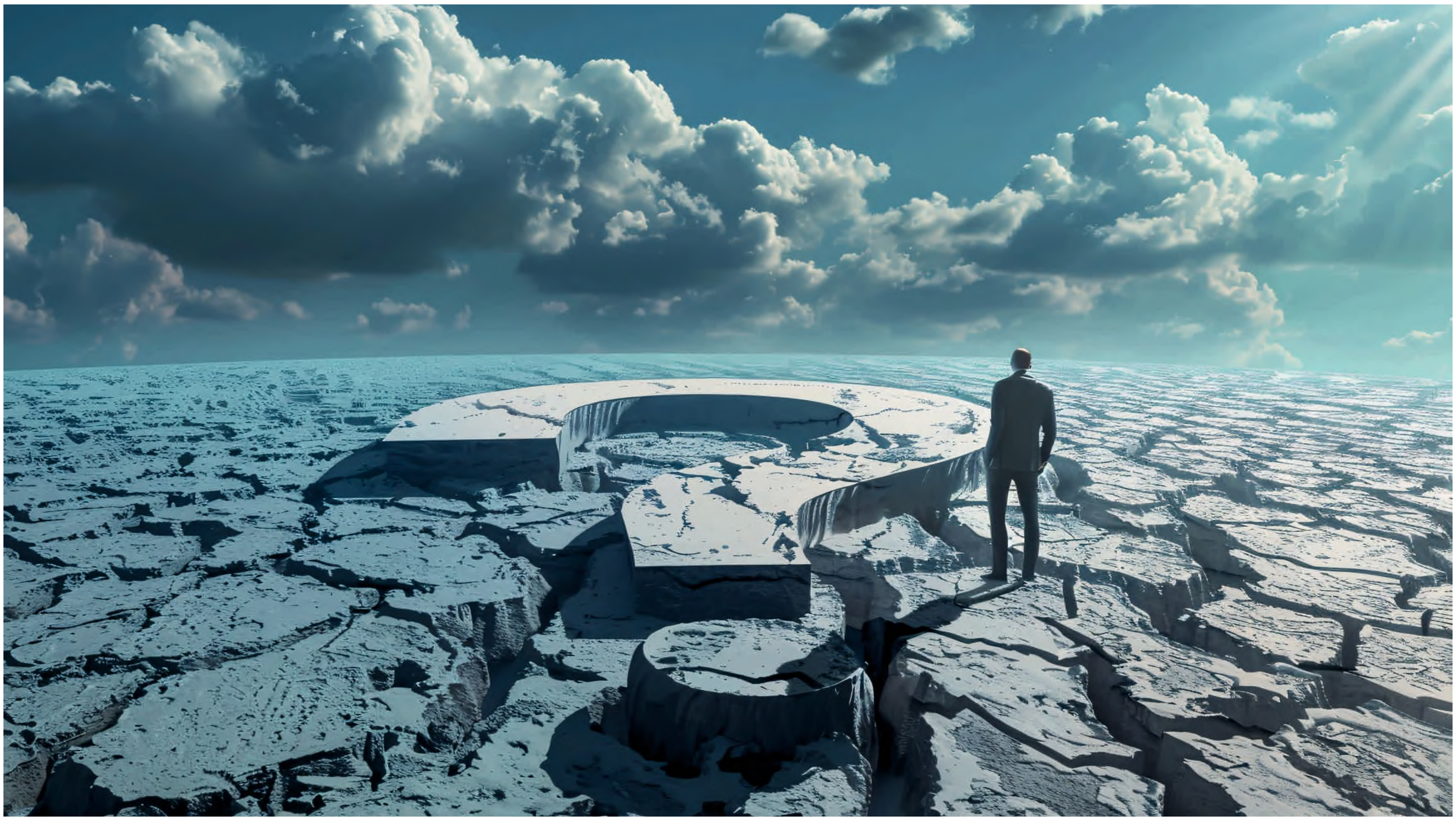
Ref: WCEM 2026 – Souvenir

Climate Change as a Strategic Risk

Climate change presents both physical and transition risks for businesses.

Physical risks include:

- Extreme weather events



- Floods and droughts
- Rising sea levels
- Heat waves
- Supply chain disruptions

Transition risks arise from:

- Regulatory changes
- Carbon pricing mechanisms
- Technological shifts
- Changing consumer preferences
- Investor expectations

Boards and senior management must therefore treat climate-related risks as strategic business risks rather than isolated environmental concerns. Effective climate strategies require integrating these considerations into enterprise risk management, investment decisions, and long-term planning.

Organisations that fail to adapt may face increased costs, reputational damage, operational disruptions, and reduced market relevance.

Embedding Sustainability into Corporate Strategy

Climate and environment-friendly growth requires sustainability to be integrated into the organisation's core strategy rather than treated as a separate initiative.

This begins with a clear vision and commitment from leadership. Boards and senior executives must establish sustainability objectives that align with the organisation's purpose, values, and long-term business goals.

Key strategic questions include:

- How does climate change affect our business model?
- What environmental risks and opportunities exist within our industry?
- How can sustainability drive innovation and growth?
- What expectations do stakeholders have regarding environmental performance?
- How can we reduce our environmental footprint while enhancing competitiveness?

Answering these questions helps organisations develop meaningful sustainability strategies that support business objectives.

Transitioning to a Low-Carbon Economy

One of the most important elements of climate-friendly growth is the transition towards a low-carbon economy. Businesses across sectors are under increasing pressure to reduce greenhouse gas emissions and contribute to global climate goals.

The Author of this paper was associated with a global study called, "Towards low GHG emissions from Energy Use in selected sectors", which was conducted by experts from engineering academies from 35 countries during 2020-2022. Its funding had a lasting impact on global decision making and actions on transition to a low-carbon economy. Major fundings of the study are reproduced below to give a clear understanding of the relevance to the conference.

- Accelerate the deployment of renewable energy and low carbon electricity systems.
- Improve energy efficiency across buildings, transport, cities and industrial sectors.
- Promote electrification of end-use sectors wherever technically and economically feasible.
- Support industrial decarbonisation through advanced technologies, process innovation and carbon-management solutions.
- Invest in carbon capture, utilisation and storage (CCUS) for hard-to-abate sectors where appropriate.
- Strengthen national policies, regulations and long-term roadmaps aligned with net-zero objectives.
- Increase research, innovation and international collaboration in clean-energy technologies.
- Develop sustainable financing mechanisms to accelerate energy-transition investments.
- Encourage circular-economy approaches, resource efficiency and recycling to reduce lifecycle emissions.
- Monitor progress using robust emissions accounting and sector-specific performance indicators.

These measures contribute to both environmental stewardship and business resilience.

Sustainable Supply Chain Management

Supply chains often represent a significant portion of an organisation's environmental footprint. Climate-friendly growth therefore requires collaboration beyond organisational boundaries.

Companies must evaluate suppliers based on environmental performance and encourage sustainable practices throughout the supply chain. This includes:

- Responsible sourcing
- Reduced transportation emissions
- Sustainable packaging
- Resource efficiency
- Ethical procurement practices

Supply chain sustainability enhances resilience while reducing exposure to environmental and reputational risks.

As stakeholders increasingly demand transparency, organisations must also improve environmental reporting across their supply chains.

Innovation as a Driver of Sustainable Growth

Innovation plays a central role in achieving climate and environment-friendly growth. *Many of the solutions required to address environmental challenges will emerge from technological advancements and new business models.*

Organisations can foster innovation by investing in:

- Clean technologies
- Sustainable product design
- Circular economy solutions
- Resource-efficient manufacturing
- Green infrastructure
- Climate-resilient business models

Companies that innovate successfully often gain first-mover advantages and create new revenue streams while contributing to environmental sustainability.

The transition towards sustainability should therefore be viewed not as a cost but as an opportunity for value creation and differentiation.

The Role of Artificial Intelligence and Digital Technologies

Digital technologies and Artificial Intelligence (AI) are increasingly supporting environmental sustainability efforts.

AI-driven systems can help organisations:

- Monitor energy consumption
- Optimise logistics and transportation
- Improve resource allocation
- Reduce waste
- Forecast environmental risks
- Measure carbon emissions

Advanced analytics enable businesses to identify inefficiencies and implement corrective actions more effectively than traditional methods.

Smart technologies can also support climate adaptation strategies by enhancing operational resilience and improving decision-making.

As organisations embrace digital transformation, integrating sustainability objectives into technology investments can generate substantial environmental and economic benefits.

Climate Governance and Board Oversight

Effective climate strategy requires strong governance. Boards play a critical role in overseeing sustainability performance and ensuring environmental considerations are integrated into corporate decision-making.

Board responsibilities include:

- Setting sustainability priorities

- Monitoring environmental performance
- Overseeing climate-related risks
- Approving sustainability targets
- Ensuring transparent disclosures
- Aligning executive incentives with long-term sustainability goals

Increasingly, investors and regulators expect boards to demonstrate active oversight of climate-related issues.

Boards that embrace climate governance are better positioned to guide organisations through complex environmental challenges while creating long-term value.

ESG and Stakeholder Expectations

Environmental performance is a central component of ESG frameworks. Investors, lenders, regulators, customers, and employees increasingly evaluate organisations based on their ESG credentials.

Strong environmental strategies can provide several advantages:

- Improved access to capital
- Enhanced investor confidence
- Stronger customer loyalty
- Increased employee engagement
- Better regulatory relationships
- Enhanced brand reputation

Transparent reporting and measurable sustainability outcomes help build trust and credibility among stakeholders.

Organisations must therefore move beyond broad commitments and demonstrate tangible progress through measurable actions and disclosures.

The Circular Economy Approach

The traditional "take, make, dispose" model of production is increasingly being replaced by circular economy principles.

A circular economy seeks to minimise waste and maximise resource utilisation through:

- Product Reuse
- Recycling
- Refurbishment
- Remanufacturing
- Resource Recovery

This approach reduces environmental impact while creating economic value.

Many organisations are redesigning products and business models to support circularity, recognising that resource efficiency can become a source of competitive advantage.

The circular economy also supports resilience by reducing dependence on scarce resources and volatile supply chains.

Building Organisational Culture for Sustainability

Corporate strategy cannot succeed without organisational commitment. Sustainability must become part of the organisational culture and daily decision-making processes.

Leadership plays a vital role in fostering this culture by:

- Communicating sustainability goals
- Encouraging employee participation
- Recognising sustainable behaviours
- Providing training and awareness programmes
- Embedding environmental considerations into performance management systems

Employees are increasingly seeking employers whose values align with their own. A strong sustainability culture therefore supports talent attraction, retention, and engagement.

Opportunities for Emerging Economies

For countries such as India, climate and environment-friendly growth presents significant opportunities. Rapid economic development, technological advancement, and growing environmental awareness are creating favourable conditions for sustainable innovation.

Businesses can contribute to national development priorities through investments in:

- Renewable energy
- Sustainable infrastructure
- Green manufacturing
- Clean transportation
- Resource-efficient technologies

These investments support economic growth while addressing environmental challenges.

As global markets increasingly favour sustainable products and services, organisations that embrace environmental responsibility can strengthen their international competitiveness.

Conclusion

Climate and environment-friendly growth is no longer optional; it is fundamental to long-term business success. Organisations that integrate sustainability into their corporate strategy are better positioned to manage risks, seize opportunities, strengthen stakeholder trust, and create enduring value.

A successful climate strategy requires leadership commitment, effective governance, innovation, sustainable operations, responsible supply chains, and a culture that embraces environmental responsibility. It also demands a shift in mindset—from viewing sustainability as a compliance obligation to recognising it as a strategic driver of growth and competitiveness.

As the world transitions towards a more sustainable future, businesses have a unique opportunity to become catalysts for positive change. By aligning economic objectives with environmental stewardship, organisations can contribute to climate resilience, support sustainable development, and build a future that is both prosperous and environmentally responsible.

The companies that thrive in the decades ahead will be those that understand a simple but powerful truth: long-term business success and environmental sustainability are not competing priorities—they are mutually reinforcing objectives that together create lasting value for shareholders, stakeholders, and society.

■

July 03 - 04, 2026
Gujarat (India)

Pradeep Chaturvedi
Vice President
Institute of Directors

શહેરી વિકાસ અને
શહેરી ગૃહ નિર્માણ વિભાગ
ગુજરાત સરકાર

SWARNIM JOURNEY

FROM NIRMAL GUJARAT TO SWACHH BHARAT MISSION URBAN

Building Cleaner, Healthier & Sustainable Cities

Gujarat's cleanliness journey began in 2007 with the launch of **Nirmal Gujarat**, laying the foundation for sanitation, public hygiene and scientific waste management.

With the launch of **Swachh Bharat Mission (Urban) in 2014**, the state accelerated its vision towards creating cleaner, healthier and sustainable cities through collective participation.

Today, under **SBM 2.0** and **Nirmal Gujarat 2.0**, Gujarat is committed to building Garbage Free Cities and a sustainable future.

OUR JOURNEY

2007
NIRMAL GUJARAT
Initiated a revolution in cleanliness and sanitation across the state.

2014
SWACHH BHARAT MISSION 1.0
Eliminating open defecation, building toilets, improving solid waste management and creating awareness.

2021
SWACHH BHARAT MISSION 2.0
Focus on ODF+, garbage free cities, scientific waste management and sustainability.

2024
NIRMAL GUJARAT 2.0
Strengthening systems, innovation and citizen participation for sustainable clean cities.

OUR FOCUS AREAS

SOURCE SEGREGATION
Promoting segregation at source into dry, wet, sanitary and hazardous waste for effective processing.

DOOR-TO-DOOR COLLECTION
Strengthening door-to-door collection systems for timely and efficient waste management.

WASTE TO WEALTH
Encouraging recycling, composting, waste-to-energy and circular economy practices.

SUSTAINABLE SANITATION
Moving beyond ODF to ODF+, improving wastewater management and sanitation. facilities for a healthier tomorrow.

PEOPLE-POWERED SWACHHATA
Building awareness and encouraging active citizen participation for long-term behavioural change, making Swachhata a truly people-powered and participative movement.

My Waste, My Responsibility

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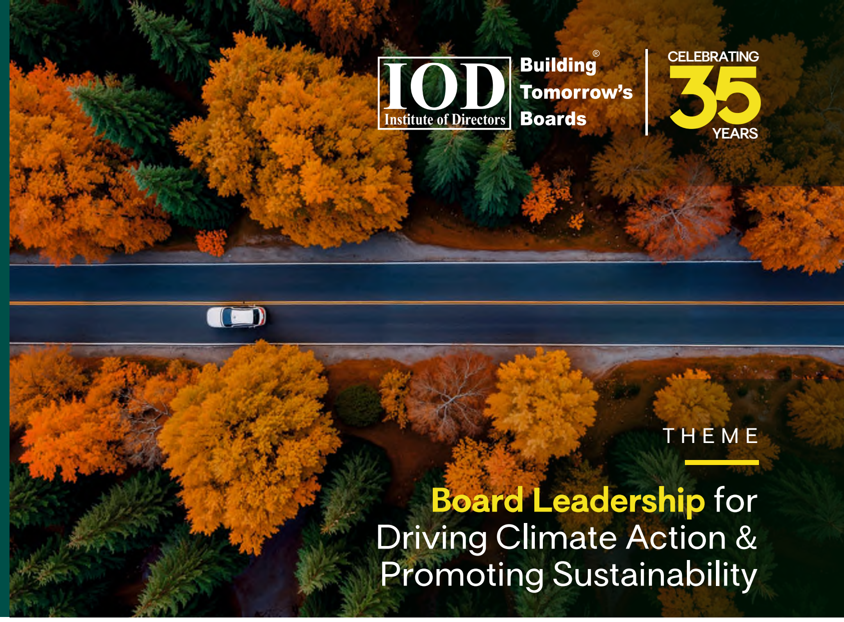
26TH INTERNATIONAL CONFERENCE ON

Environment Management and Climate Change 2025

June 26 - 27, 2025
Bengaluru (India)



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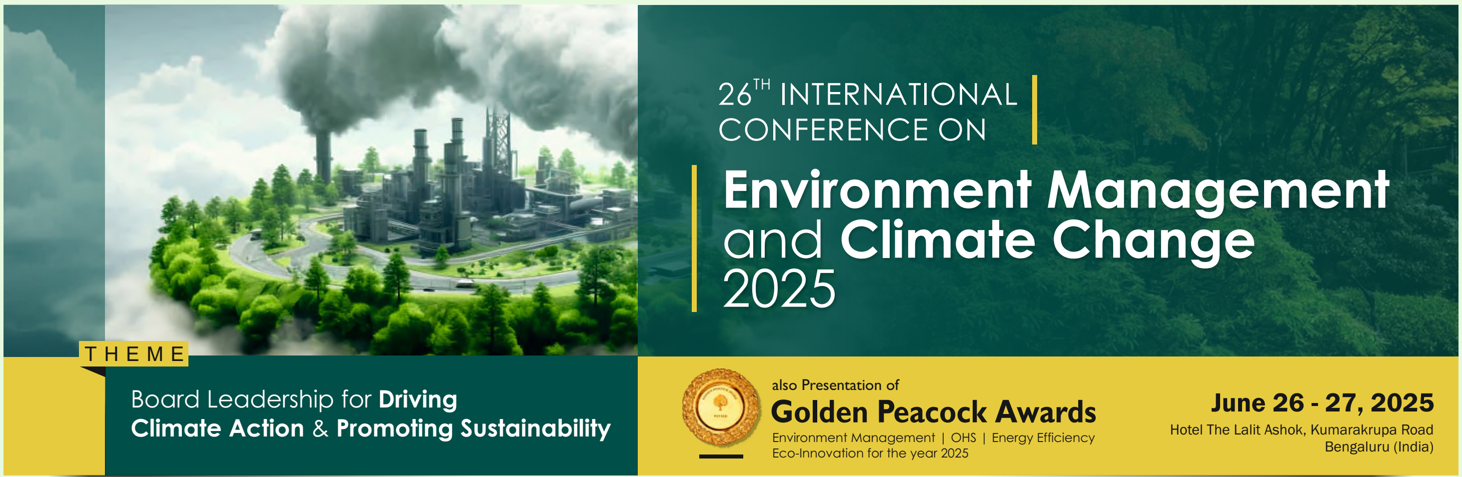
A Detailed Report



The **Institute of Directors (IOD), India**, hosted the **26th International Conference on Environmental Management and Climate Change** in Bengaluru (India) during June 26–27, 2025. The venue of the Conference was Hotel The Lalit Ashok in Bengaluru. The Theme of this year's Annual Conference was **"Board Leadership for Climate Action & Promoting Sustainability"**.

The famed **Golden Peacock Awards**, instituted by the IOD for **'Occupational Health & Safety', 'Environment Management', 'Energy Efficiency'** & **'Eco-Innovation'** for 2025 were also conferred on the winners during the Awards ceremony. The Convention was attended by around 400 participants, comprising industry and business leaders, board members, directors, policy-makers, educationists, and private as well as public sector institutions. Both Central and State governments were also represented.

The Conference commenced with a distinguished panel of dignitaries who underscored the critical relevance of global warming and its implications for our planet's existence. The Conference focused on integrating climate action within corporate frameworks and highlighted the imperative of embedding sustainable development and climate finance into the organisation processes. Speakers collectively emphasized the significance of the emerging circular economy and offered strategic insights on achieving a carbon-neutral future for the mankind.

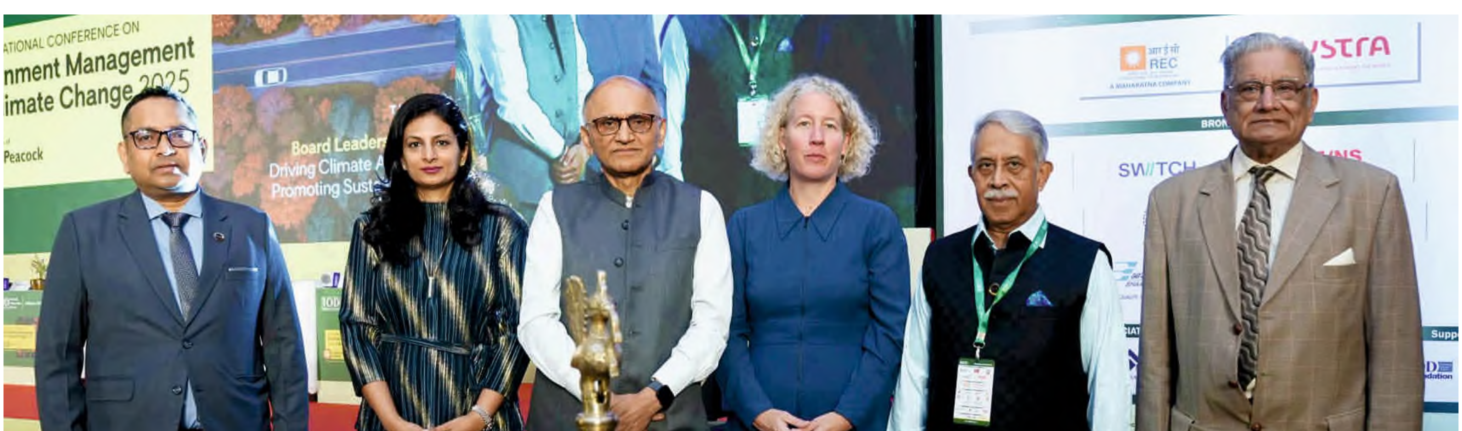
PLENARY SESSION - I

INAUGURAL SESSION

The session commenced with the c**eremonial lighting of the lamp** by **Mr. Manoj K. Raut; Ms. Nirupa Shankar; Mr. Sanjay Kumar Singh, IAS** (Retd.); **Ms. Hilary McGeachy; Mr. Desh Deepak Verma, IAS** (Retd.); and **Mr. Ashok Kapur, IAS** (Retd.).

The **'Welcome Address'** was delivered by:

Mr. Ashok Kapur, IAS (Retd.)
Director General
Institute of Directors, India



Distinguished guests after the inaugural lighting of the lamp
(L to R) **Mr. Manoj K. Raut, Ms. Nirupa Shankar, Mr. Sanjay Kumar Singh, IAS** (Retd.), **Ms. Hilary McGeachy, Mr. Desh Deepak Verma, IAS** (Retd.), and **Mr. Ashok Kapur, IAS** (Retd.)

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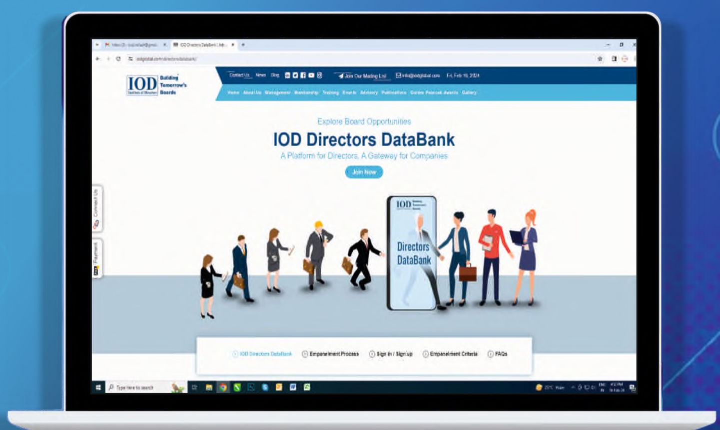
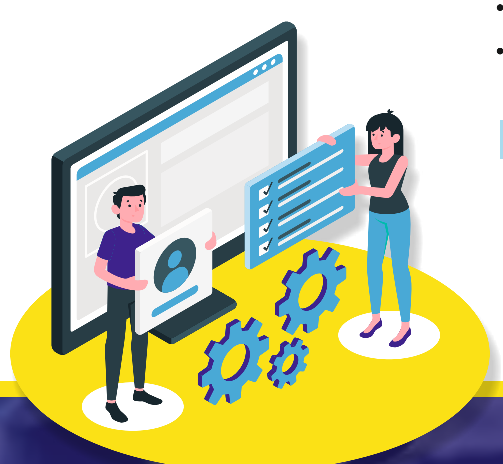
The Directors Databank represents a distinctive initiative by the Institute of Directors, aiming to curate a repository of Directors, Senior Executives, and Professionals interested in taking Board positions or Advisory roles in both listed and unlisted companies. The Directors Databank serves as a targeted pool for scouting global top-tier talent for Boardroom positions.



➢ How it Works?



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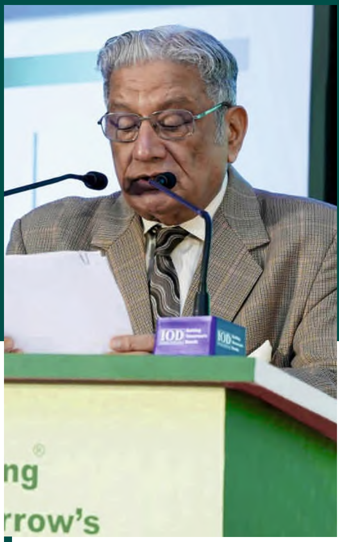
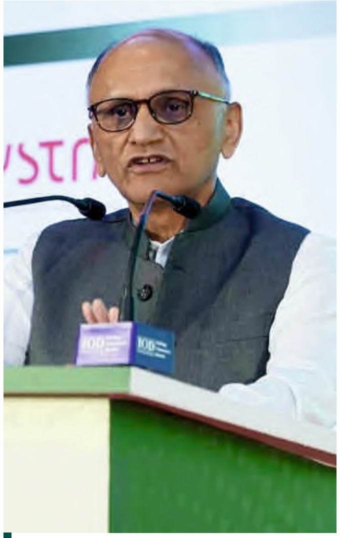
PLENARY SESSION - I
INAUGURAL SESSION



Mr. Ashok Kapur, IAS (Retd.)
Director General
Institute of Directors, India
delivering the **'Welcome Address'**

Ms. Nirupa Shankar
Jt. Managing Director
Brigade Group
delivering the **'Special Address'**



Mr. Sanjay Kumar Singh, IAS (Retd.)
Director
Strategy & External Relations,
Jindal Steel & Power Ltd.;
Former Secretary, Ministry of Steel
Govt. of India
delivering the **'Special Address'**

Ms. Hilary McGeachy
Consul General for Karnataka
and Telangana
Australian Consulate General
delivering the **'Special Address'**

Distinguished Guests and speakers of the Inaugural Session releasing the **Convention Souvenir**
(L to R) **Mr. Ashok Kapur, IAS** (Retd.); **Ms. Nirupa Shankar**; **Mr. Sanjay Kumar Singh, IAS** (Retd.); and **Ms. Hilary McGeachy**

Distinguished Guests and speakers of the Inaugural Session releasing the **'IOD Business Sustainability Handbook'**
(L to R) **Mr. Ashok Kapur, IAS** (Retd.); **Ms. Nirupa Shankar**; **Mr. Sanjay Kumar Singh, IAS** (Retd.); and **Ms. Hilary McGeachy**

Mr. Kapur set the tone for a hopeful and impactful conference. He acknowledged the presence of change makers and urged them to take greater action on climate change. Emphasizing the role of directors in driving policy and decision-making, he highlighted India's environmentally conscious spirit rooted in its philosophy and traditions. He noted that technological innovation today draws from traditional conservation methods, and that ESG is now a mind-set, not just an economic term. He called for stricter environmental laws and congratulated the Golden Peacock Award winners, concluding with a powerful reminder that environmental protection is no longer a choice, it is survival.

He quoted the UN Secretary General, **Dag Hammarskjöld**, who said **"Mankind is racing in the Highway to Hell."**

This was followed by the **'Special Addresses'** delivered by:

1. **Ms. Nirupa Shankar**
   Jt. Managing Director
   Brigade Group
2. **Mr. Sanjay Kumar Singh, IAS** (Retd.)
   Director, Strategy & External Relations,
   Jindal Steel & Power Ltd.;
   Former Secretary, Ministry of Steel
   Govt. of India
3. **Ms. Hilary McGeachy**
   Consul General for Karnataka and Telangana
   Australian Consulate General

Ms. Shankar spoke about sustainable efforts being implemented by her Brigade Group. She shared that India is the fastest-growing economy in the world today, but the ever-increasing population has led to extreme congestion, especially in metro cities. Building and construction sectors accounted for 39% of global emissions and 30% of energy costs. She spoke about how Real Estate could be a part of the solution, not the problem. Brigade Group has employed different companies like EcoSTP, Clairco and Strawcture in their manufacturing and construction processes. She outlined statistics about the sustainable efforts undertaken successfully so far, which included recovering 50% of construction waste, planting almost 1 lakh trees, water positivity, and aiming to construct all green buildings by 2040. Her presentation sparked a positive discussion on paving the way towards newer and more creative green solutions in growing sectors like building and construction.

Mr. Singh in his speech, addressed the fact that the global temperature limit on a 1.5°C increase according to the Paris Agreement had already been crossed. He provided the perspective of the steel industry, which is very robust and widespread in India. According to him, 12% of CO2 emissions are from the steel industry; 2.4 tonnes of carbon is produced per tonne of steel. He shed light on the fact that steel is a capital-intensive sector and decarbonisation of steel is cost intensive. He summarised the challenges that the steel industry faces with economic feasibility. He talked about green hydrogen as an upcoming clean fuel and how its cost needs to come down to at least 1$ per kg. Steel made from scrap metal has no emissions, but this process has a long way to go. He concluded with emphasizing how innovation and technology could not be ignored in Board decision-making.

Ms. McGeachy highlighted Australia's Sustainability and carbon neutrality measures, addressing climate vulnerabilities and the India-Australia relations in this field. She shared Australia's target to reduce emissions by 82% by 2050 through scaling EV adoption, biodiversity conservation, and expanding protected areas. Emphasizing inclusivity, she spoke about initiatives for training women and youth as rooftop solar technicians, who had already installed nearly 10 million solar panels. She also discussed end-to-end green energy supply chains and Australia's lithium surplus, which supports India's EV goals. Her address stressed global collaboration to mainstream renewable energy.

The session concluded with the release of the **Convention Souvenir** and **IOD Handbook** on **Business Sustainability** by the Distinguished Speakers during the inaugural session.

PLENARY SESSION - II

BOARD STRATEGY AND ACCOUNTABILITY FOR CLIMATE GOVERNANCE AND BUSINESS TRANSFORMATION

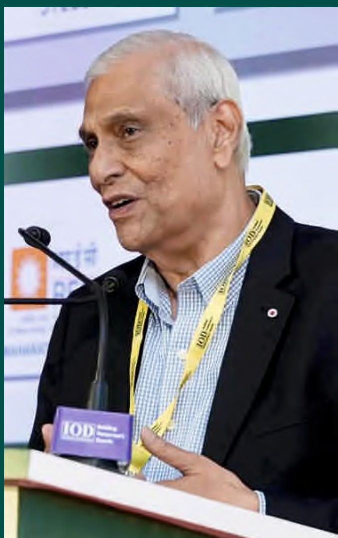
The session was Chaired by:

Mr. Arun Balakrishnan
Independent Director in Multiple Companies
Former CMD - HPCL
Founder Chairman, HPCL-Mittal Energy

Mr. Balakrishnan covered the evolution of environmental statutes in India since the pre-industrial era, citing the increase in chimney stack heights as an example of early pollution mitigation. He highlighted the Bhopal Gas Tragedy of 1984 and the subsequent Environment Protection Act of 1986. He discussed India's international climate targets and SEBI's mandate for the top 1000 listed companies to file Business Responsibility and Sustainability Reports from FY 2022–23. He noted that

PLENARY SESSION - II

BOARD STRATEGY AND ACCOUNTABILITY FOR CLIMATE GOVERNANCE AND BUSINESS TRANSFORMATION

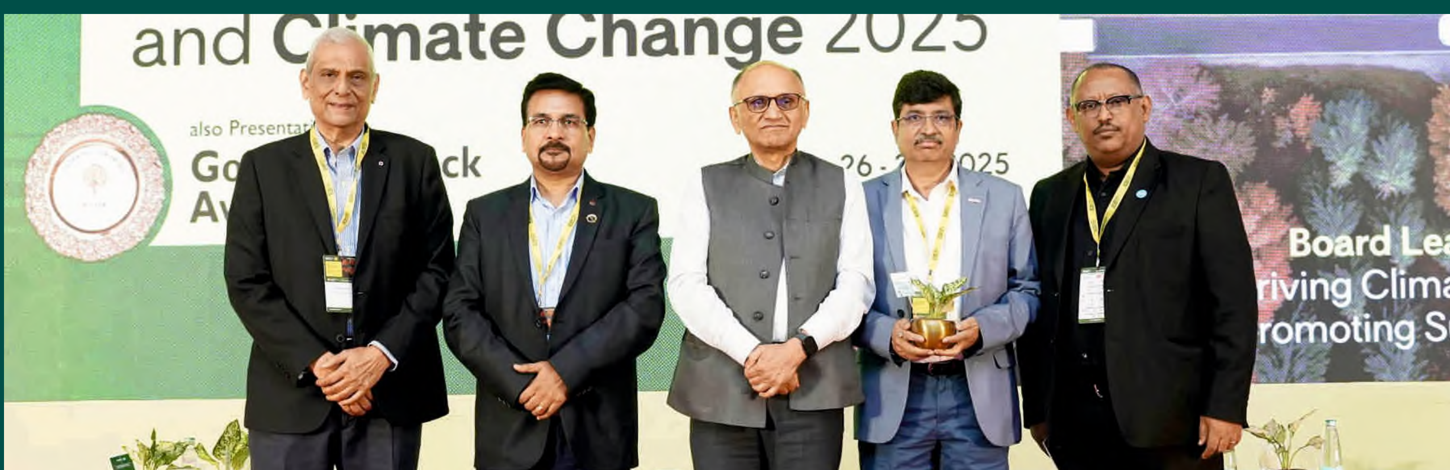


Mr. Arun Balakrishnan
Independent Director in Multiple Companies
Former CMD - HPCL,
Founder Chairman
HPCL-Mittal Energy Ltd.
Delivering **'Special Address'** as **'Session Chair'**

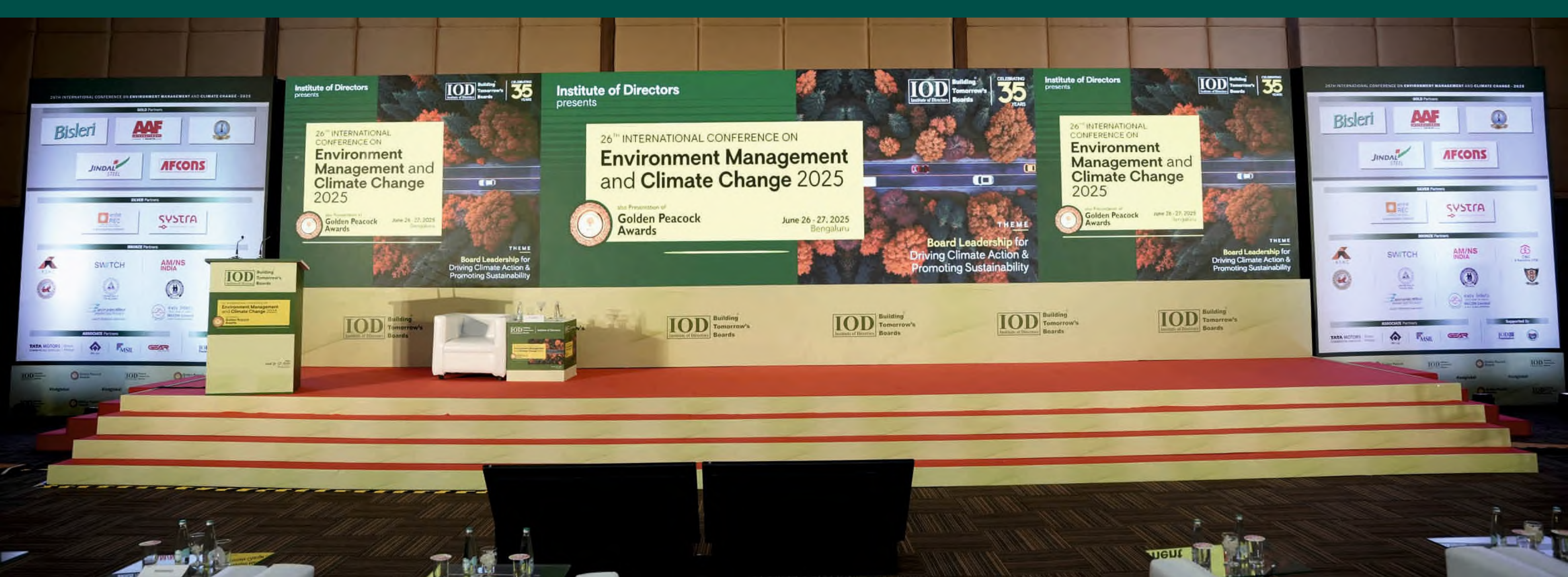
Mr. Shailesh Nigam
Chief Operating Officer -
EEMEA, SAARC & CIS
AAF International, India

Dr. Zelalem Birhanu Taffesse
Chief of Field Office -
Andhra Pradesh, Karnataka, and Telangana
UNICEF

Dr. Nishith Gupta
Chief Technical Officer
SYSTRA India



Mr. Sanjay Kumar Singh, IAS (Retd.), Director, Strategy & External Relations, Jindal Steel & Power Ltd.; Former Secretary, Ministry of Steel, Govt. of India, presented mementos to the distinguished speakers of the Session.
(L to R) **Mr. Arun Balakrishnan; Mr. Shailesh Nigam; Mr. Sanjay Kumar Singh, IAS** (Retd.); **Dr. Nishith Gupta**; and **Dr. Zelalem Birhanu Taffesse**



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policies so far had been government-driven, not corporate-led. He provided insights on the fuel industry, including fuel consumption levels set by the Bureau of Energy Efficiency and greener practices like stopping tetraethyl lead use and sulphur hydro-treatment. He concluded by outlining the board's role in climate governance—aligning goals with business strategy, setting metrics, ensuring disclosure, and addressing risks.

The session had the following co-panellists:

1. **Mr. Shailesh Nigam**
   Chief Operating Officer - EEMEA, SAARC & CIS
   AAF International, India
2. **Dr. Zelalem Birhanu Taffesse**
   Chief of Field Office -
   Andhra Pradesh, Karnataka, and Telangana
   UNICEF
3. **Dr. Nishith Gupta**
   Chief Technical Officer
   SYSTRA India

Mr. Nigam made a presentation titled "Boardroom to Breathing room" where he elucidated the air pollution aspect, focusing on growing indoor air pollution. He referred to the increasing AQI of indoor environment as a "hidden crisis". He discussed the effects of biological pollutants, combustion particulates and mineral contaminants. He talked about the inclusion of circular economy practices at AAF, which includes HVAC systems, filter media for recycling the air, recycling metals, green manufacturing and other sustainable designs. He urged the board members in the audience to stand up and take responsibility and explore clean air as a business opportunity, not just for environmental cleanliness but also to manage the indoor climate for better business conduct and transformation of lifestyles.

Dr. Taffesse gave an inspiring talk on the youth outlook in the ongoing efforts for a sustainable future. He advocated for Children's rights to live in a clean and safe environment, including youth in decision-making. Children are the future agents of change, and planning ahead should be a part of the board's strategy. He urged companies to move beyond CSR initiatives and reducing the carbon footprint by making recruitment strategies more inclusive and investing in the younger generation and so-called backward communities. He accentuated the importance of multi-sectoral engagement with the public sector, voluntary sector and local communities. His speech was an insight into the social aspects of the fight against climate change.

Dr. Gupta gave a brief description of the role of the mobility sector in the sustainability journey. He spoke about SYSTRA's operations in the public transport infrastructure and corporate responsibility to achieve the board-level targets for sustainability. He talked about his company's submission of the letter of intent to SBTI to reduce emissions. He narrated the implementation of Chennai Metro's 2nd phase and the cost-cutting of 25 thousand crores. He addressed questions from the audience about his corporations' agenda about dealing with the pressures of short-term profit goals as opposed to long-term ESG and sustainable goals. His talk was enlightening and insightful.

It was followed by an interactive **Q&A Session** with the large audience.

PLENARY SESSION - III

THE BOARD'S ROLE: DEVELOPING TRANSITION PLANS & ENSURING CLIMATE DISCLOSURES

The session was Chaired by:

Mr. Ramachandran R, IAS
Managing Director
Bangalore Metropolitan Transport Corporation Ltd. (BMTC)

Mr. Ramachandran gave a perspective on the transport sector, which is one of the highest contributors to emissions, especially in Bengaluru. He briefed the audience on the measures being taken to make the public transport greener. He stated that they had stopped procuring diesel buses and are investing now in more electric buses. He stressed the importance of solar installations to make the energy supply (input) to the product (output) fully renewable and green. He spoke about integrating solar panels in new bus depots for electric buses. He was hopeful about being able to procure 4000 extra buses in addition to the existing 6000 buses. He underlined the necessity of green vehicles run with green power. He mentioned hydrogen fuel cell vehicles, an upcoming innovative technology for clean renewable fuel.

The Session had the following other distinguished speakers:

1. **Mr. Vijay Menon**
   Chief Operations Officer
   Tata Motors Smart City Mobility Solutions
2. **Mr. Rajeev Khillan**
   Chief General Manager
   MECON Limited


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PLENARY SESSION - III

THE BOARD'S ROLE: DEVELOPING TRANSITION PLANS & ENSURING CLIMATE DISCLOSURES

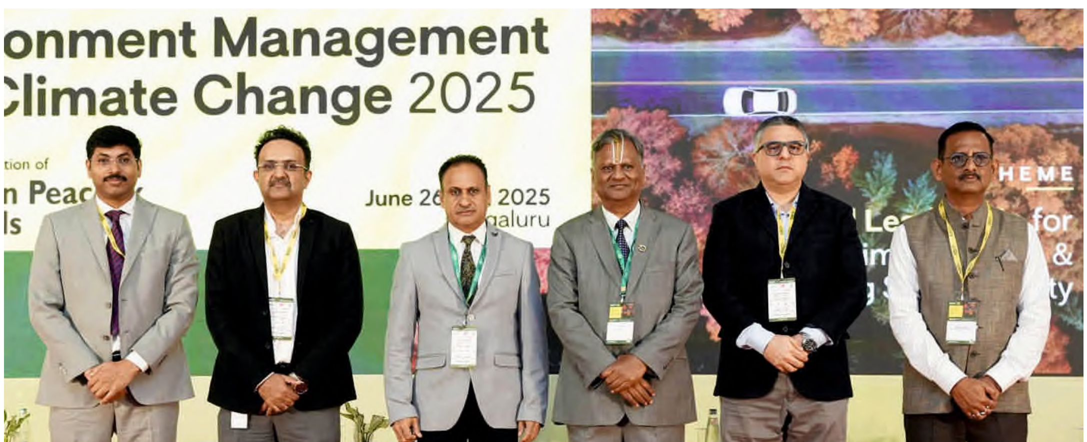
Mr. Ramachandran R, IAS
Managing Director
Bangalore Metropolitan Transport Corporation Ltd. (BMTC)
Delivering **'Special Address'** as **'Session Chair'**

Mr. Vijay Menon
Chief Operations Officer
Tata Motors Smart City Mobility Solutions

Mr. Rajeev Khillan
Chief General Manager
MECON Limited

Mr. Varun Chopra
Executive Chairman
GEAR Group

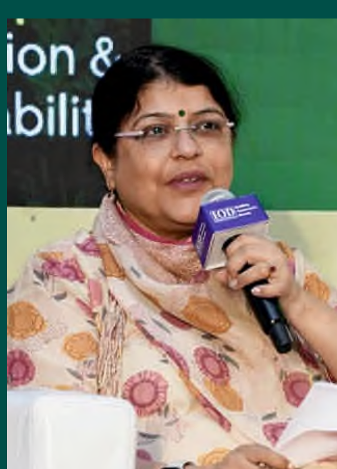
Mr. Debabrata Dutta
Executive Director (EMD),
Steel Authority of India Limited (SAIL)



Mr. R. G. Rajan, Honorary Zonal Director, Institute of Directors, Former CMD, RCF/NFL/PDIL, Former Chairman, FAI/SCOPE, presented mementos to the distinguished speakers of the Session.
(L to R) **Mr. Ramachandran R, IAS; Mr. Vijay Menon; Mr. Rajeev Khillan; Mr. R. G. Rajan; Mr. Varun Chopra;** and **Mr. Debabrata Dutta**

PLENARY SESSION - IV

CASE STUDY PRESENTATIONS ON **'ENVIRONMENT MANAGEMENT'**



Dr. Neelima Alam
Scientist F & Associate Head,
CEST Division
Ministry of Science & Technology,
Govt. of India
Delivering **'Special Address'** and as **'Session Chair'**

Mr. Shailesh Nigam, Chief Operating Officer - EEMEA, SAARC & CIS, AAF International, India, presented memento to the distinguished Session Chair
(L to R) **Mr. Shailesh Nigam**; and **Dr. Neelima Alam**

3. **Mr. Varun Chopra**
   Executive Chairman
   GEAR Group

4. **Mr. Debabrata Dutta**
   Executive Director (EMD)
   Steel Authority of India Limited (SAIL)

Mr. Menon spoke on the imperative for the board to achieve net-zero milestones and how to integrate them into day-to-day practices for Executive decision-making. He underlined the significance of finance and sustainability working in tandem, which starts with capital allocation for achieving the SDGs. He talked about supply chain strategy, identifying the weak links and providing transparency to all the involved stakeholders. He elaborated on 'risk assessment' and integrating climate risks into 'enterprise risk' management. He also spoke about capacity building at leadership and operational levels and examining the progress of the intended transition targets.

Mr. Khillan outlined the concept of green infrastructure and cleaner steel technologies. He cited examples of Sustainability measures taken by MECON to reduce their carbon footprint. He shared instances like 'zero liquid discharge' and treating, and reusing all the generated industrial wastewater, treating effluents like hexavalent chromium in water at their chromium mines in Odisha, and zero discharge of untreated water into water bodies. Their goal is to reduce Scope 1 and Scope 2 GHG emissions, and this is being achieved by reusing the gas in blast furnaces, direct rolling of steel, and planting green belts around the industrial campus.

Mr. Chopra highlighted the transition to 'net zero' emissions as a key objective for national and multinational companies. He discussed GEAR's budget allocation for climate targets and the draft notification on the Carbon Credit Trading Scheme. Emphasizing the supply chain as the starting point for carbon neutrality, he noted that GEAR now leads in zero-emission material handling equipment (MHEs). He compared lithium-ion and lead-acid batteries, citing lithium's higher efficiency and sustainability. He shared that switching to lithium-ion batteries had saved 2.5 lakh litres of diesel and reduced 690 tonnes of CO_2. He also stressed the importance of reducing operational costs while improving outcomes and highlighted GEAR's inclusive hiring of more women and transgender forklift operators.

Mr. Dutta started his speech by reiterating the pressing need of the hour which is renewable sources of energy. He, like many speakers before him spoke about green hydrogen technology and its potential to replace fossil fuels as a primary fuel source. He suggested the removal of blast furnaces to smelt steel and hereby reduce the footprint of the industry. Another point covered by him was the Research and Development for sustainable targets which can be done by comprehensive climate funding and curating tie-ups with various other companies and industries. Mr Dutta concluded by saying that change begins at the leadership level.

This was followed by an interactive **Q&A Session** with the audience.

PLENARY SESSION - IV

SUCCESS STORIES IN EFFECTIVE IMPLEMENTATION OF **'ENVIRONMENT MANAGEMENT'**
CASE STUDY PRESENTATIONS

The **'Special Address'** was delivered by:

Dr. Neelima Alam
Scientist F & Associate Head, CEST Division
Ministry of Science & Technology
Govt. of India

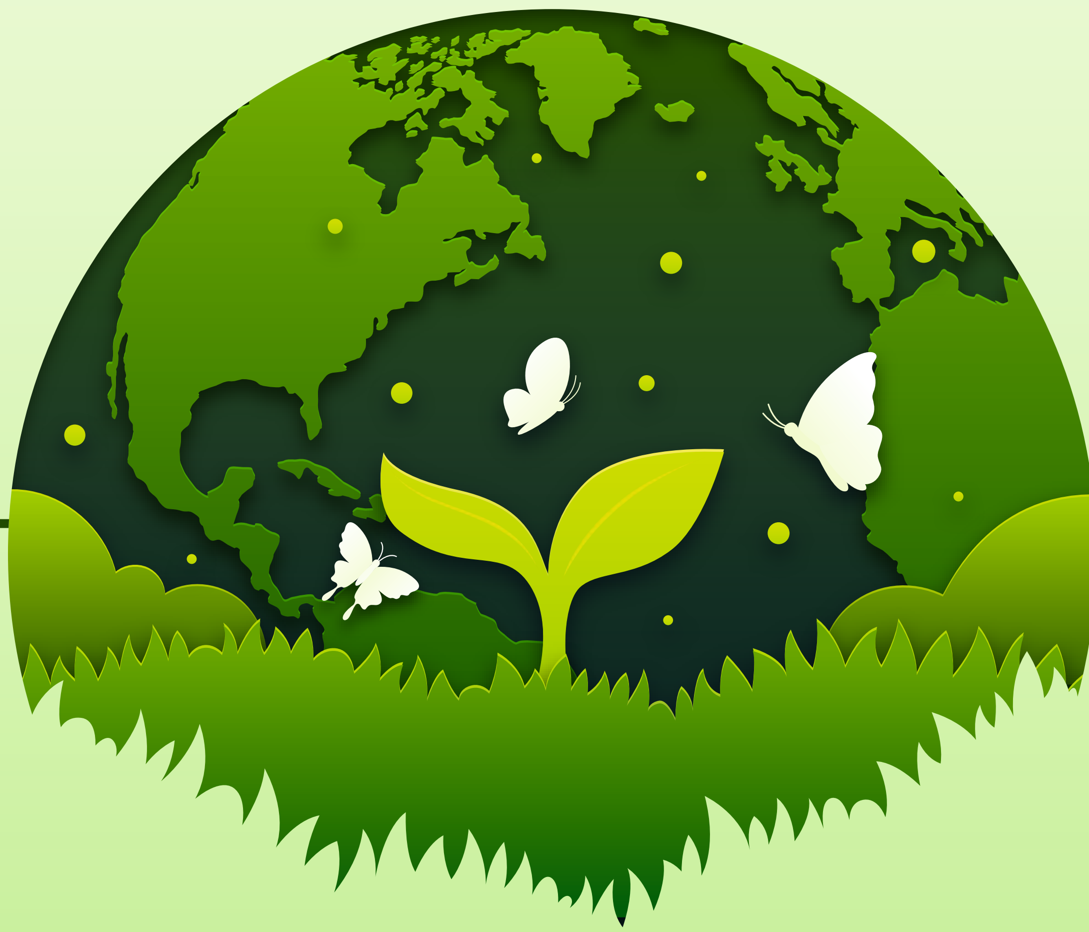
Dr. Alam stated that significant progress had been made in scientific and technological fields to foster Sustainability and reduce carbon emissions. She highlighted advancements in modern Seismology that aid in understanding Earth systems and disaster mitigation. Emphasizing translational R&D, she pointed to low-carbon technologies in hard-to-abate sectors like steel and cement, including CO_2 conversion into methanol and dimethyl ether. She noted the deployment and growing momentum of Carbon Capture and Utilization (CCU) technologies in the steel sector, supported by pilot projects assessing scalability. She stressed the role of public-private partnerships in accelerating green technology commercialization. She also highlighted Indo-Swedish collaboration in clean energy research and innovation. On e-mobility, she underscored EVs as essential to meeting emission targets, with infrastructure development underway. She concluded by sharing updates on water technology initiatives, stressing the need for sustainable water management to combat growing scarcity and pollution.

Case Studies in the **'Environment Management'** category were shared respectively by the below mentioned companies:

1. TVS Motor Company Limited
2. Honda Motorcycle & Scooter India Private Limited

THE FUTURE OF THE ENVIRONMENT

Arsenic-laced drinking water, lead-contaminated soils and choking air pollution are sadly just the start in some of the world's dirtiest places. Continued emissions of greenhouse gases will lead to further climate changes.



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PLENARY SESSION - V

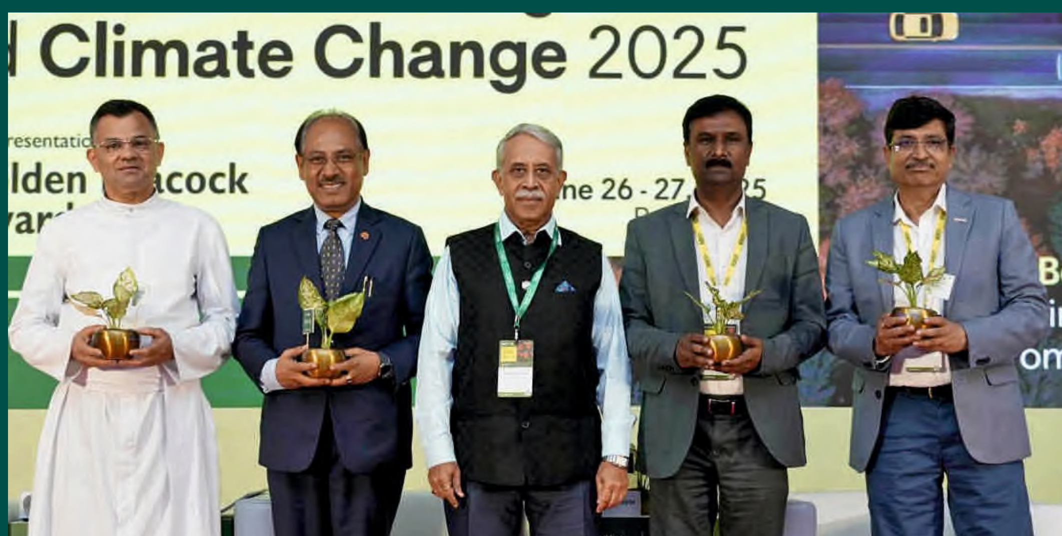
TRANSFORMATIVE TECHNOLOGY, INNOVATION, AND CAPACITY-BUILDING FOR SUSTAINABILITY

Fr. Victor Lobo SJ
Vice Chancellor
St. Joseph's University
Delivering **'Special Address'**
as **'Session Chair'**

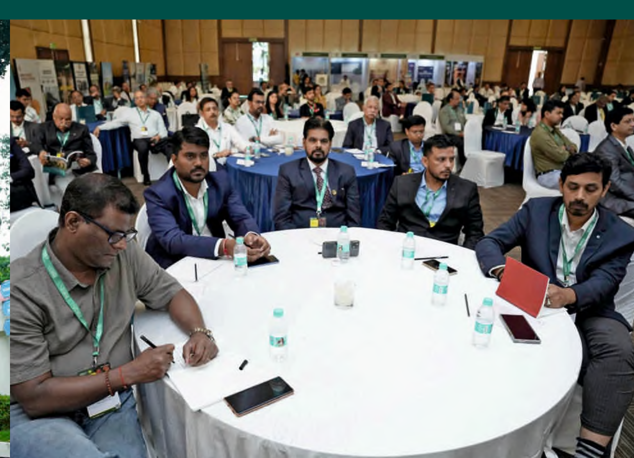
Mr. Rajeev Kumar Gupta
Director (Rail & Metro Business)
BEML Limited

Mr. Ganesh Kalia
Director
Sustainability & Corporate Affairs
Bisleri International Pvt. Ltd.

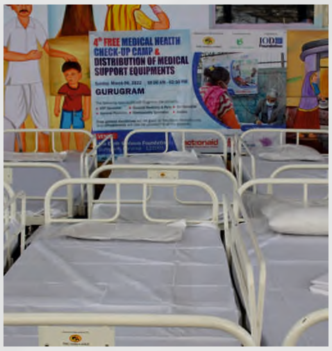
Dr. Nishith Gupta
Chief Technical Officer
SYSTRA India



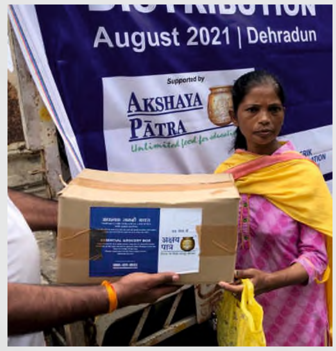
Mr. Desh Deepak Verma, IAS (Retd.), Principal Advisor, Institute of Directors, Former Secretary General, Rajya Sabha, presented mementos to the distinguished speakers of the Session.
(L to R) **Fr. Victor Lobo SJ; Mr. Rajeev Kumar Gupta; Mr. Desh Deepak Verma, IAS** (Retd.); **Mr. Ganesh Kalia**; and **Dr. Nishith Gupta**



ALIGNING STRATEGIC PRIORITIES WITH CSR
INITIATIVES FOR MEANINGFUL IMPACT

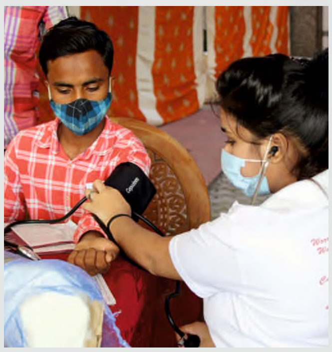


Quality Care
for All

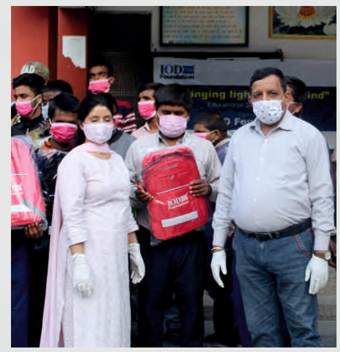


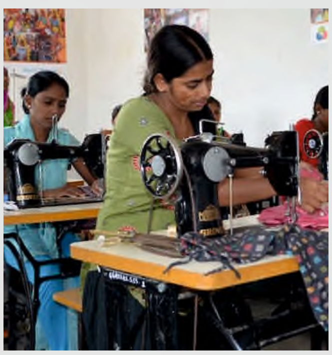
Nourishing Lives,
Ending Hunger

Better Health
Together

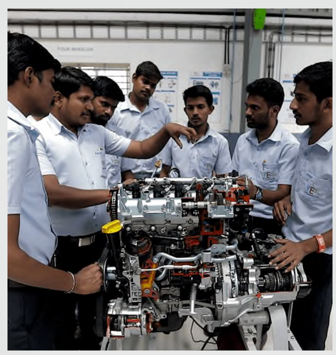


Education for All:
No Child Left Behind



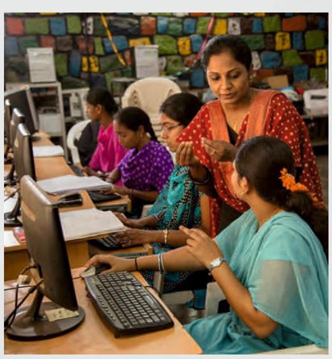


Empowering Women,
One Skill at a Time



Empowering
Communities with
Industry-Ready Skills

Leadership Through
Enterprise



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3. Kirloskar Brothers Limited, Pune
4. Lupin Limited

Each presentation was followed by an interactive **Q&A Session** with the large audience.

PLENARY SESSION - V

TRANSFORMATIVE TECHNOLOGY, INNOVATION, AND CAPACITY-BUILDING FOR SUSTAINABILITY

The session was Chaired by:

Fr. Victor Lobo SJ
Vice Chancellor
St Joseph's University, Karnataka

Fr. Lobo delivered an inspiring presentation on higher education systems and the SDG agenda. He briefly discussed the causes of Climate Change and emission sources and explained the distinction between 'footprint' and 'handprint' to the audience. Emphasizing student involvement, he stressed their role as future ambassadors of change & innovation. He cited initiatives by his university to promote sustainability, including the introduction of a B.Sc. in Environmental Science in 1980, which has since nurtured new climate leaders. The university operates a biogas plant for hostel food heating, recycles water in campus buildings, uses separate plastic recycling bins, and has planted native trees to green the campus. Fr. Lobo's presentation highlighted how small-scale efforts can drive significant impact in the larger ecosystem.

The Session had the following distinguished speakers:

1. **Mr. Rajeev Kumar Gupta**
   Director (Rail & Metro Business)
   BEML Limited

2. **Mr. Ganesh Kalia**
   Director, Sustainability & Corporate Affairs
   Bisleri International Pvt. Ltd.

3. **Dr. Nishith Gupta**
   Chief Technical Officer
   SYSTRA India

Mr. Gupta informed that urban mobility solutions had contributed to an overall net carbon reduction of 4.81 million tonnes. He spoke about the large-scale installation of a 23 MW wind energy plant and rooftop solar panels to reduce reliance on non-renewable sources. Under the 'Ek Ped Maa Ke Naam' initiative, 6,000 trees had been planted to enhance green cover and promote ecological balance. He reported progress across three key areas: R&D, product development for futuristic solutions, and the establishment of an innovation Incubation Centre and a Central Research Facility. He mentioned the launch of Mumbai's driverless metro and the development of the new Vande Bharat trains. He also noted the creation of advanced equipment like rope shovels and cleaner products for Indian Railways to boost efficiency and reduce environmental impact. Furthermore, regenerative metro systems have been designed so as to feed 20–30% of energy back into the system, contributing to energy savings and greater sustainability in public transport.

Mr. Kalia stated that while plastic is often criticised, PET has been scientifically proven as the safest form for packaging drinking water, with a lower environmental footprint than aluminium bottles. To address Waste Management and public participation, several MoUs had been signed with colleges across the country to support clean-up drives, install waste bins, and create effective collection systems. He reported that his company is working towards a zero plastic-to-landfill cycle, with a focus on collecting back 90–95% of PET bottles. He also shared fruitful reuse initiatives like making benches from recycled bottle caps. On water conservation, he highlighted the construction of ponds, check dams, restoration of a water reservoir in Leh, and widespread rainwater harvesting. He added that water trading, credits, and fiscal tools are being explored to promote efficient use and replenishment. He stated that 104% of generated plastic is being recycled, a unique achievement.

Dr. Gupta reported that CSR funds were being effectively used for sustainability and infrastructure projects, including pilot corridors near Minto Bridge and the Yamuna River. To support climate action, technological platforms like ClimatePlus, CarbonTracker, and ClimateViz are being integrated for monitoring, carbon management, and data visualization. He noted efforts to save steel through a CSR initiative backed by an MoU with IIT Delhi. U-shaped girders are being used in metro construction to enable faster, safer, and more efficient development. He also highlighted the Mumbai Coastal Road Project, where monopile technology was enhancing structural stability while minimizing environmental disruption. However, he acknowledged future challenges such as the limitations of the L1 tendering process, and delays often caused by design and project management consultants and other regulatory checks.

This was followed by an interactive **Q&A Session** with the large audience.

Gujarat Technological University

INTERNATIONAL INNOVATIVE UNIVERSITY

ACCREDITED WITH A+ GRADE BY NAAC

AFFILIATED INSTITUTES 396

STUDENTS 225000+

FACULTY MEMBERS 14000+

Architecture | Engineering | Pharmacy | Management | Computer Applications | Applied Sciences

Courses Offered

GTU - School of Applied Sciences and Technology (GTU - SAST)

- B.Sc. Honors/Honors with Research (Biotechnology)
- M. Sc. (Industrial Biotechnology)
- PG Diploma in Bioinformatics
- PG Diploma in Intellectual Property Rights
- Doctor of Philosophy (Biotechnology)

GTU - School of Engineering and Technology (GTU - SET)

- BE (Computer Engineering)
- BE (Electronics and Communication Engineering)
- ME Computer Engineering (Cybersecurity)
- ME Electronics and Communication (VLSI Design)
- ME (Artificial Intelligence and Data Science)
- ME Civil (Structural Engineering)
- PG Diploma in Data Science
- Doctor of Philosophy

GTU - School of Management Studies (GTU - SMS)

- Bachelor of Business Administration
- MBA (International Business)
- MBA ((Innovation, Entrepreneurship and Venture Development)
- MBA (Fintech)
- MBA (International Business) (Online Mode) for working professionals
- PG Diploma in Digital Marketing
- PG Diploma in Hospital Management
- Doctor of Philosophy

GTU-Institute of Technology & Research (GTU-ITR) - Mehsana

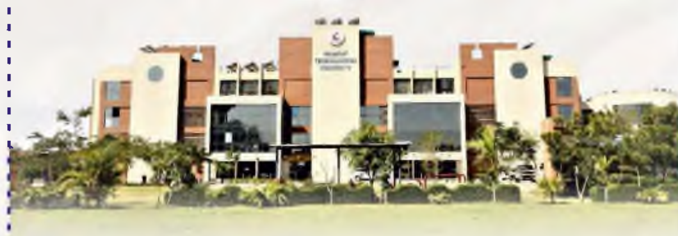
- Diploma in Civil Engineering
- Diploma in Computer Engineering
- Diploma in Mechanical Engineering
- Diploma in Electrical Engineering
- BE (Civil Engineering)
- BE (Computer Engineering)
- BE (Mechanical Engineering)
- BE (Electrical Engineering)
- Integrated M.Sc. (Information Technology)
- PG Diploma in Cyber Security

GTU - School of Pharmacy (GTU-SP)

- Bachelor of Pharmacy
- M. Pharm (Pharmaceutical Regulatory Affairs)
- M. Pharm (Pharmaceutical Quality Assurance)
- M. Pharm (Pharmaceutics)
- M. Pharm (Phytopharmacy and Phytomedicine)
- Doctor of Philosophy

School of Indian Knowledge System-DHAROHAR

- MA (Hindu Studies)



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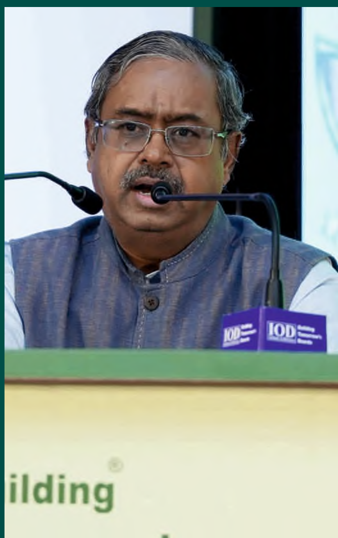
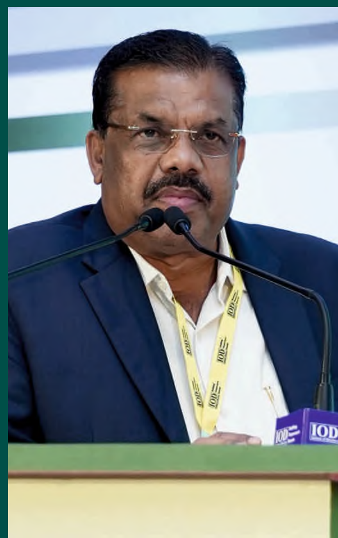
PLENARY SESSION - VI

CLEAN GREEN ENERGY INFRASTRUCTURE FOR A SUSTAINABLE FUTURE

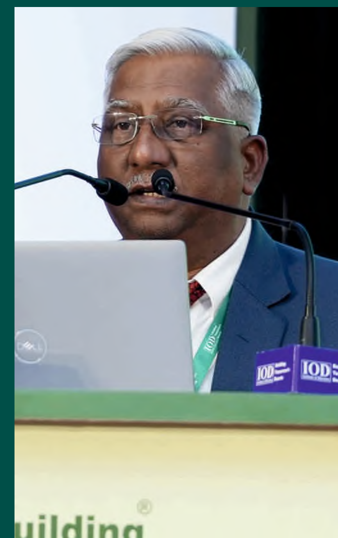


Mr. N. Sivasailam, IAS (Retd.)
Former Special Secretary (Logistics)
Department of Commerce
Govt. of India
Delivering **'Special Address'**
as **'Session Chair'**



Prof. S. R. Niranjana
Vice Chairman
Karnataka State Higher Education Council

Dr. Gopiprasad S.
Head - ESG & Sustainability
Provident Housing Limited



Mr. Sudhir Balakrishna More
Head – Safety & Environment
Afcons Infrastructure Limited

Mr. Ganesh Kalia, Director, Sustainability & Corporate Affairs, Bisleri International Pvt. Ltd., presented mementos to the distinguished speakers of the Session.
(L to R) **Mr. Ganesh Kalia; Prof. S. R. Niranjana; Mr. N. Sivasailam, IAS** (Retd.); **Dr. Gopiprasad S.**; and **Mr. Sudhir Balakrishna More**

PLENARY SESSION - VI

CLEAN GREEN ENERGY INFRASTRUCTURE FOR A SUSTAINABLE FUTURE

The session was Chaired by:

Mr. N. Sivasailam IAS (Retd.)
Former Special Secretary (Logistics)
Department of Commerce
Govt. of India

Mr. Sivasailam informed that steps were being taken to promote cleaner fuels in the shipping industry. He stated that the use of low-sulphur fuels for ships was being encouraged as part of efforts to reduce marine pollution and improve air quality in port cities. He acknowledged that the cost of electric vehicles (EVs) continues to remain comparatively higher than that of internal combustion engine (ICE) vehicles. However, he indicated that despite this cost difference, there was a clear strategic shift underway towards cleaner and more sustainable mobility solutions. It was also reported that research and pilot projects were being undertaken to explore the potential of green coal, aimed at reducing the carbon footprint of traditional coal usage through cleaner technologies and sustainable practices.

The session had the following distinguished speakers:

1. **Prof. S. R. Niranjana**
   Vice Chairman
   Karnataka State Higher Education Council

2. **Dr. Gopiprasad S.**
   Head - ESG & Sustainability
   Provident Housing Limited

3. **Mr. Sudhir Balakrishna More**
   Head – Safety & Environment
   Afcons Infrastructure Limited

Prof. Niranjana emphasized integrating Environmental Management and Climate Change awareness into higher education. He recommended prioritizing awareness campaigns, campus greening, and adopting a cross-disciplinary approach across academic fields. Experiential learning focused on climate impact and management was vital for equipping students with practical skills. He highlighted the importance of community engagement, outreach programme, and multi-stakeholder partnerships. Universities should enhance data collection and analysis to monitor environmental performance and reduce ecological footprints. He also urged institutions to support educators and students through resources, training, and providing platforms for climate action, and to introduce formal Bachelor's and Master's programme in Environmental Studies. Fostering environmental responsibility among students involves understanding the links between Climate Change, biodiversity loss, pollution, and water scarcity, thereby promoting a holistic view of environmental challenges.

Dr. Gopiprasad emphasized that clean energy adoption is both essential and inevitable for a sustainable future, for mankind stating that a green future cannot be built with a grey mindset. He highlighted the critical role of robust infrastructure, especially power grids, in enabling this transition. While large-scale change poses challenges, he noted it is achievable with the right frameworks, stakeholder incentives, clear goals, and vision. Citing global examples like Germany's shift from fossil fuels to renewables, he illustrated how systematic change can succeed. He pointed to 'solar expansion' in emerging markets and community microgrids in Africa as promising modelsfor the future. Stressing a value-based approach, he concluded that clean energy is not just technological but a cultural shift—aligning people, purpose, and possibilities.

Mr. More stated that today the construction industry accounts for around 36% of global energy consumption. He highlighted renewable energy efforts such as installing solar panels in farms, and streetlights, along with the development of onshore and offshore wind power. He stressed modernising energy infrastructure through smart grids and promoting green building practices using bamboo, fly ash bricks, and recycled concrete, alongside smart building technologies. He also discussed sustainable transport infrastructure, including expanding EV charging networks and electric public transport. He emphasised the need for robust policy and regulatory frameworks, like renewable portfolio standards, to ensure clear targets and accountability in clean energy adoption.

This was followed by an interactive **Q&A Session** with the audience.

PLENARY SESSION - VII

GOLDEN PEACOCK AWARDS NITE

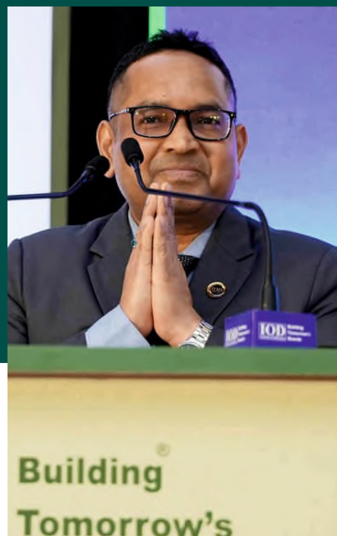
The **'Opening Address'** was delivered by:

Mr. Manoj K. Raut
CEO & Secretary General
Institute of Directors, India

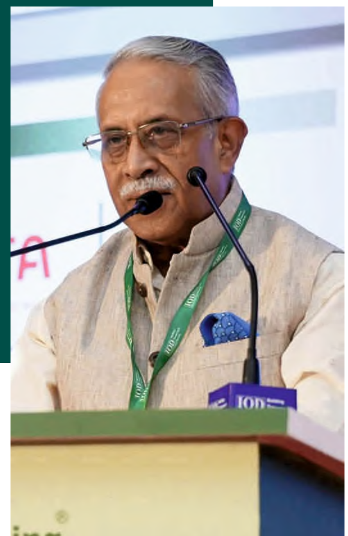
Mr. Raut conveyed that recent initiatives reflected a celebration of responsibility, innovation, and leadership,

PLENARY SESSION - VII
GOLDEN PEACOCK AWARDS NITE

Mr. H. D. Kumaraswamy
Hon'ble Union Cabinet Minister of Heavy Industries and Steel
Govt. of India

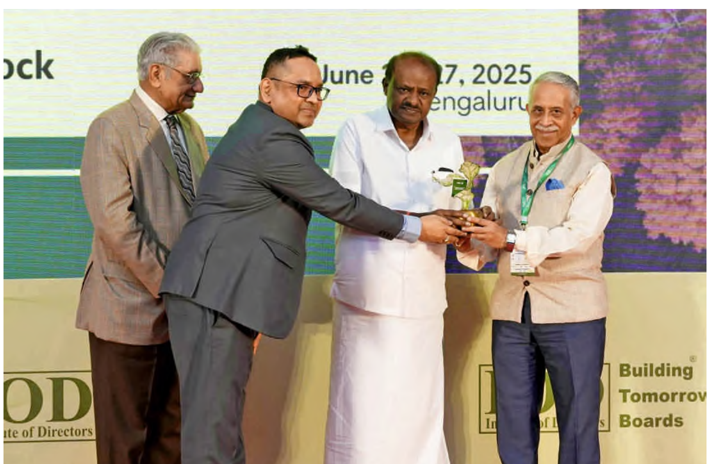


Mr. Manoj K. Raut
Secretary General & CEO
Institute of Directors
delivering the **'Opening Address'**

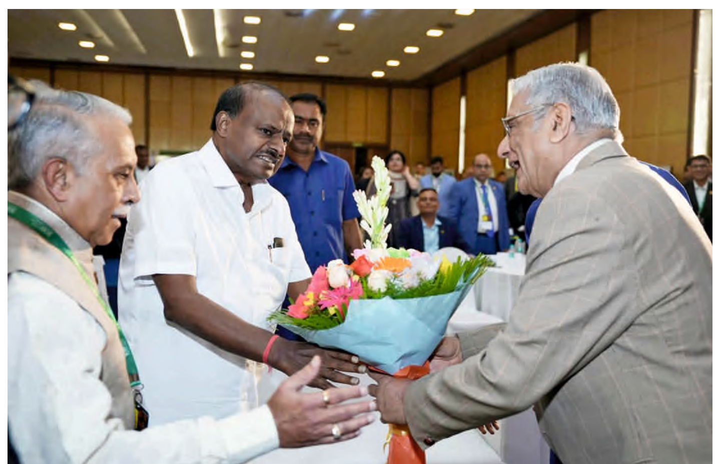


Mr. Desh Deepak Verma, IAS (Retd.)
Principal Advisor
Institute of Directors
Former Secretary General
Rajya Sabha
delivering the **'Welcome Address'**

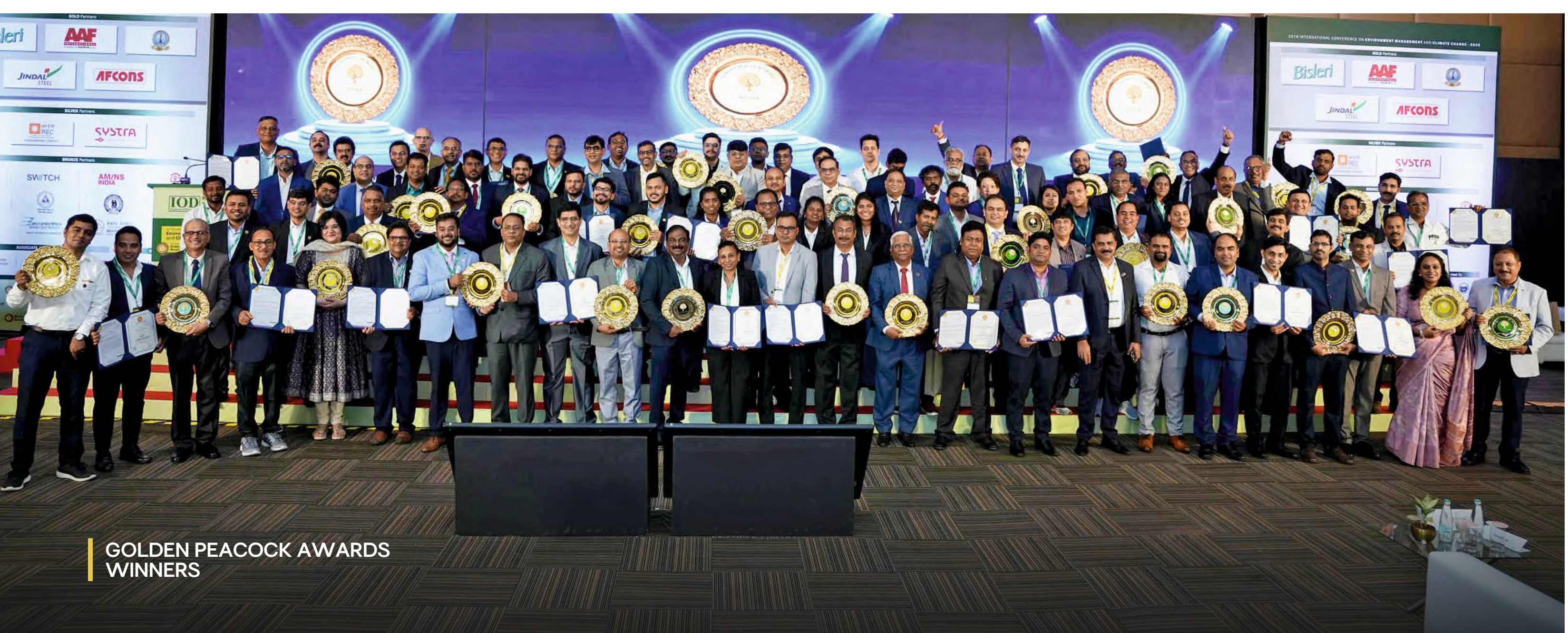
Mr. R. G. Rajan
Honorary Zonal Director
Institute of Directors
Former CMD, RCF/NFL/PDIL
Former Chairman, FAI/SCOPE
delivering the **'Vote of Thanks'**



The **Senior Leadership** of the **Institute of Directors** presented memento to the Hon'ble Chief Guest **Mr. H. D. Kumaraswamy**
(L to R): **Mr. Ashok Kapur, IAS** (Retd.): **Mr. Manoj K. Raut; Mr. H. D. Kumaraswamy;** and **Mr. Desh Deepak Verma, IAS** (Retd.)



Mr. Ashok Kapur, IAS (Retd.), Director General, Institute of Directors presented bouquet to the Hon'ble Chief Guest **Mr. H. D. Kumaraswamy**



GOLDEN PEACOCK AWARDS WINNERS

recognising the efforts of individuals and organisations who are driving meaningful change. He highlighted that the **Golden Peacock Awards**, established by IOD in 1991, have become a respected institution in acknowledging excellence across various industrial sectors. He emphasized the critical role of the boards in shaping organisational priorities, particularly in the areas of sustainability, safety, and innovation. He noted that in today's rapidly evolving landscape, leadership at the highest levels was instrumental in steering companies towards sustainable and responsible practices. He described the GP Awards as a testament to the pioneering work being undertaken to build a cleaner, safer, and more sustainable tomorrow. He concluded by stating that these recognitions serve to honour the enterprising trailblazers who had demonstrated vision, commitment, and impact in their respective fields.

This was followed by the **'Welcome Address'** delivered by:

Mr. Desh Deepak Verma, IAS (Retd.)
Principal Advisor
Institute of Directors, India
Former Secretary General, Rajya Sabha

Mr. Verma spoke about the presence of **Mr. H. D. Kumaraswamy**, the Hon'ble Union Cabinet Minister of Heavy Industries and Steel, Government of India. He highlighted that under his leadership; the Ministry had actively worked on developing mitigation strategies to reduce the carbon footprint of the heavy industries and steel sectors. Apart from his political career, he informed that Mr. Kumaraswamy is also an avid filmmaker. He also stated that during his tenure in the Rajya Sabha, Mr. Kumaraswamy had consistently risen to the occasion, known for his ability to bring the House to order during intense debates and heated discussions. He further noted that his presence coming all the way from Delhi at this prestigious event served to increase the prestige of this Award ceremony. He is regarded as a respected leader who values excellence, innovation, and recognition of outstanding contributions in inter alia, Sustainability.

This was followed by the **'Chief Guest Address'** delivered by:

Mr. H. D. Kumaraswamy
Hon'ble Union Cabinet Minister of Heavy Industries and Steel
Govt. of India

Mr. Kumaraswamy observed that while global CO2 emissions had been on the rise, India continued to contribute only 4% to total global greenhouse gas (GHG) emissions. He reaffirmed India's ambitious climate goals, stating that the country aimed to achieve 500 gigawatts of non-fossil fuel energy capacity by 2050, with a broader vision of attaining complete carbon neutrality by 2070. He drew attention to the steel and road transport sectors, which were identified as critical areas for decarbonisation efforts. He mentioned that as the largest market for two-wheelers worldwide, India held significant potential for promoting clean mobility solutions at scale. He informed that production-linked incentive (PLI) schemes had been introduced to encourage domestic manufacturing and innovation. He reiterated the significance of the Golden Peacock Awards by describing them as a crucial platform that recognised and honoured organisations demonstrating excellence in sustainability, corporate governance, and innovation, thereby inspiring others to follow suit.

Mr. Kumaraswamy's special talk is featured on the Page No. 39 of this issue.

This was followed by the **Presentation of Golden Peacock Awards for Occupational Health & Safety, Environment Management, Energy Efficiency & Eco-Innovation – 2025**.

All awardees were physically present at the ceremony and received their Awards in person, having flown into Bengaluru from various parts of the country.

The **'Vote of Thanks'** was proposed by:

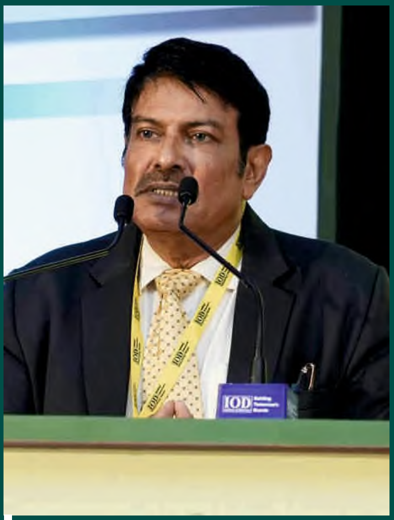
Mr. R. G. Rajan
Honorary Zonal Director
Institute of Directors, India
Former CMD, RCF/NFL/PDIL,
Former Chairman, FAI/SCOPE

Mr. Rajan expressed his sincere appreciation to **Shri H. D. Kumaraswamy**, who had flown in especially from New Delhi. **Mr. Desh Deepak Verma, Mr. Manoj Raut**, and all the distinguished Golden Peacock Award winners, whose presence and contributions has added immense value to the event. He expressed gratitude to all the participants, whose active involvement had made the occasion meaningful and engaging. Special thanks were conveyed directed towards the Hotel Lalit Ashok, for their hospitality and support in hosting the event, as well as to the IOD Head Office and the entire Team of IOD Bengaluru for their dedicated efforts in ensuring the event's success that it was.

PLENARY SESSION - VIII (A) & (B)

CASE STUDY PRESENTATIONS
OCCUPATIONAL HEALTH & SAFETY (OHS)

Dr. K. A. Retheesh
Secretary
Kerala Khadi & Village Industries Board
As **'Session Chair'**



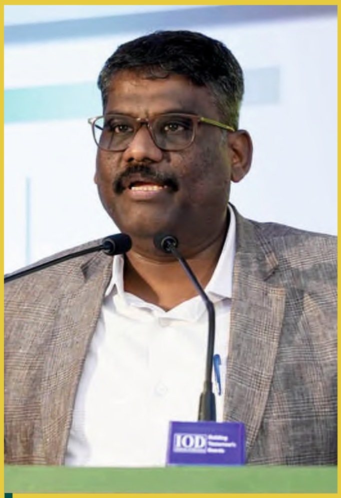
Mr. Ram Ramasundaram IAS (Retd.)
President - Corporate Affairs
Hero Future Energies (HFE)
As **'Session Chair'**

PLENARY SESSION - IX

CORPORATE LEADERSHIP FOR CLIMATE RESILIENT GROWTH:
UNLOCKING DEMAND FOR LOW-CARBON PRODUCTS

Mr. Kaushik Mukherjee, IAS (Retd.)
former Chief Secretary to
Govt. of Karnataka
Delivering **'Special Address'**
as **'Session Chair'**

Ms. Thulasi Maddineni, IAS
Secretary
Department of Personal and
Administrative Reforms (AR)
Govt. of Karnataka



Mr. R. Ravishankar, IFS
Chief Conservator of Forests
Govt. of Karnataka

Mr. Sanjay Agarwal
General Manager, Corporate Services
Bharat Electronics Ltd.

Mr. Ashok Kapur, IAS (Retd.), Director General, Institute of Directors, presented mementos to the distinguished speakers of the Session.
(L to R) **Mr. Ashok Kapur, IAS** (Retd.); **Mr. Sanjay Agarwal; Ms. Thulasi Maddineni, IAS; Mr. Kaushik Mukherjee, IAS** (Retd.); and **Mr. R. Ravishankar, IFS**

PLENARY SESSION - VIII (A)

SUCCESS STORIES ON EFFECTIVE IMPLEMENTATION OF **OCCUPATIONAL HEALTH & SAFETY (OHS)**

CASE STUDY PRESENTATIONS

The **'Special Address'** was delivered by:

Dr. K. A. Retheesh
Secretary
Kerala Khadi & Village Industries Board

Dr. Retheesh emphasized that employee safety and well-being—regarded as an organisation's most valuable assets—must remain a top priority across industries. He noted that effective safety practices lead to zero absenteeism, higher morale, and better retention, while neglect continues to cause workplace-related deaths and injuries globally. He stressed the enactment of international standards such as ISO 45001 in enhancing stakeholder trust, safety, credibility, and commitment to employee welfare. India's evolving legal framework has led to positive outcomes, including a 12% overall reduction in fatal accidents. He highlighted how AI and IoT are accelerating progress in Occupational Health & Safety (OHS) by enabling predictive incident prevention and real-time monitoring. He concluded by recommending the integration of OHS into strategic planning, supported by industry–government collaboration, to ensure that every worker returns home safely and in good health.

Case studies in the '**Occupational Health & Safety'** category were shared by the below-mentioned companies:

1. Tagros Chemicals India Private Limited
2. Tata Motors Limited
3. Shanthi Gears Limited
4. Himadri Speciality Chemical Limited
5. Afcons Infrastructure Limited
6. TKIL Industries Private Limited
7. Avery Dennison India Private Limited, Bengaluru
8. Larsen & Toubro Limited

Each presentation was followed by an interactive **Q&A Session** with the large audience.

PLENARY SESSION - VIII (B)

SUCCESS STORIES ON EFFECTIVE IMPLEMENTATION OF **OCCUPATIONAL HEALTH & SAFETY (OHS)**

CASE STUDY PRESENTATIONS

The session was Chaired by:

Mr. Ram Ramasundaram, IAS (Retd.)
President – Corporate Affairs
Hero Future Energies (HFE)

Case studies in the **'Occupational Health & Safety'** category were shared respectively by the below-mentioned companies:

1. Hindustan Petroleum Corporation Limited
2. Seros Energy Private Limited, Navi Mumbai
3. Bharat Petroleum Corporation Limited
4. IndianOil Petronas Private Limited
5. Grasim Industries Limited
6. Mankind Pharma Limited
7. NTPC Limited
8. Nuclear Power Corporation of India Limited
9. ArcelorMittal Nippon Steel India Private Limited

PLENARY SESSION - IX

CORPORATE LEADERSHIP FOR CLIMATE RESILIENT GROWTH: UNLOCKING DEMAND FOR LOW-CARBON PRODUCTS

This session was Chaired by:

Mr. Kaushik Mukherjee, IAS (Retd.)
Former Chief Secretary, Karnataka

Mr. Mukherjee highlighted technological innovations like the Wankel engine as examples of continuous progress in the energy and transport sectors. He stressed the need to assess carbon footprints across the full lifecycle of products and infrastructure—not just at the operational level. Citing windmill companies, he noted that while they may run on wind energy, true footprint assessments must include emissions from resource extraction, manufacturing and infrastructure. He reported that progressive firms are now exploring reuse and recycling of windmill towers. He also advocated for decentralised manufacturing to cut transportation emissions and build resilient local supply chains. Concluding, he emphasised the importance of prioritising 'conscience over profit' to achieve genuine Sustainability.

The session had the following distinguished speakers:

1. **Ms. Thulasi Maddineni, IAS**
   Secretary
   Department of Personnel and Administrative Reforms (AR)
   Govt. of Karnataka

2. **Mr. R. Ravishankar, IFS**
   Chief Conservator of Forests
   Karnataka

3. **Mr. Sanjay Agarwal**
   General Manager Corporate Services
   Bharat Electronics, BEL, Ministry of Defence, India

Ms. Maddineni recalled the Volkswagen emissions scandal as a reminder of the consequences of ignoring environmental responsibility and highlighted student protests at Harvard against fossil fuel investments. She stressed that while humanity may survive, quality of life is at risk without urgent action. She noted SEBI's Sustainability Reporting mandates as key to corporate transparency and addressing negative externalities, where disposal costs exceed procurement. Balancing supplier and consumer emissions requires a systemic approach. She observed that more citizens are willing to pay for Sustainability when outcomes are fair and transparent. She concluded that innovation and committed corporate leadership are essential for driving meaningful Climate Action.

Mr. Ravishankar reported that Karnataka's coastline is increasingly vulnerable to climate change, facing threats like rising sea levels, coastal erosion, loss of mangroves and biodiversity, marine litter, and saltwater intrusion into aquifers, posing serious ecological and socio-economic risks. He emphasised the high carbon sequestration capacity of mangrove forests and the need for ESG transparency, net zero commitment, and plastic neutrality. He highlighted the social enterprise, which mobilised coastal fishing communities to recover ocean plastic, nets, and discarded gear—supporting both marine conservation and livelihoods. He concluded that climate interventions must be tailored to the unique ecological, social, and economic realities of each coastal region.

Mr. Agarwal shared that his organisation is actively pursuing its Mission “Net Zero” with a defined roadmap and measurable targets, beginning its journey in 2006 with wind energy. By the end of the year, it aims to operate entirely on 100% renewable energy. On water conservation, his organisation is now water positive, having created a 170 million-litre rainwater reservoir, 45 recharge pits, a sump, and a reuse tank. He highlighted the BEL campus ecological balance, with 46 trees per employee and 65% green cover. His organisation's Net Zero vision includes robust GHG monitoring, energy efficiency measures, and Renewable Energy 10 (RE 10) initiatives. Plans also involve developing green data centres to reduce energy use and emissions. Comprehensive efforts are underway to cut Scope 1, 2, and 3 emissions, along with carbon offsetting and removal, ensuring a holistic approach to minimising environmental impact across the value chain.

This was followed by an interactive **Q&A Session** with the audience.

PLENARY SESSION - X

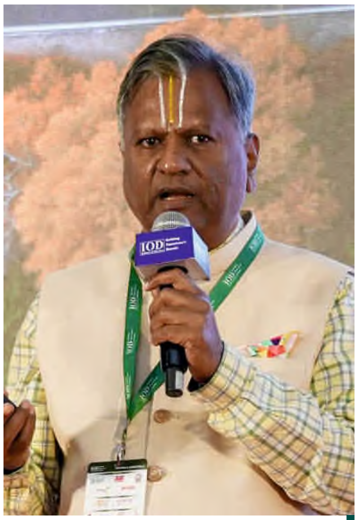
SUCCESS STORIES ON: EFFECTIVE IMPLEMENTATION OF **'ENERGY EFFICIENCY '**

CASE STUDY PRESENTATIONS

The **'Special Address'** was delivered by:

Mr. R. G. Rajan
Honorary Zonal Director
Institute of Directors, India
Former CMD, RCF/NFL/PDIL
Former Chairman, FAI/SCOPE

Mr. Rajan highlighted eco-innovation in fertilizers as vital for sustainable agriculture and environmental protection. He reported progress in efficient fertilizers like slow-release, controlled-release, and stabilized variants that delay nutrient conversion processes. He also emphasized bio-based and organic fertilizers such as compost, manure, and seaweed-based products, along with advances in microbial and nano-fertilizers for targeted nutrient delivery. A key development that he shared was Green Ammonia, produced with zero CO_2 emissions, which could revolutionize urea production. He stressed



Mr. R. G. Rajan
Honorary Zonal Director
Institute of Directors
Former CMD, RCF/NFL/PDIL
Former Chairman, FAI/SCOPE
Delivering the **'Special Address'** as Session Chair & proposing the **'Vote of Thanks'**

the role of a circular economy in recovering nutrients like NPK from waste streams. Finally, he underlined the integration of digital technologies—IoT, AI, and drones—to optimize fertilizer use, reduce overuse, increase productivity, and lower agricultural carbon emissions.

Case studies in the **'Energy Efficiency'** category were shared by the below-mentioned companies:

1. Tata Motors Limited, Jamshedpur
2. Prism Johnson Limited
3. Grasim Industries Limited
4. L&T Heavy Engineering
5. Hindalco Industries Limited
6. JSW Steel Limited, Dolvi

Each presentation was followed by an interactive **Q&A Session** with the audience.

CONCLUSION

The 26th International Conference on Environmental Management and Climate Change, 2025 underscored that addressing climate change is an urgent global responsibility transcending sectors, geographies, and hierarchies. Through insightful Plenary Sessions, case studies, and success stories, the Conference had reinforced the need for collaborative leadership and innovation-driven, inclusive solutions.

A strong consensus had emerged: Sustainability and climate resilience must extend beyond policy into boardrooms, industries, academia, and communities. Discussions highlighted transitions underway in sectors like steel, construction, transport, and agriculture, enabled by 'green hydrogen', renewable energy, smart infrastructure, and 'circular economy' models.

Despite challenges such as the economic viability of clean technologies and regulatory checks, the event showcased actionable solutions through collaboration, capacity building, and grassroots engagement. Community efforts and corporate leadership were recognized as vital contributors to sustainable development.

The **Golden Peacock Awards** has honored exemplary organizations and individuals advancing environmental stewardship through innovation and commitment. The Conference concluded by reaffirming that bold leadership, shared responsibility, and public-private cooperation are key to securing a sustainable, low-carbon future, with India poised to play a defining role amongst the nations.

IOD is especially grateful to its **Event Partners**:

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7. Karnataka Rural Infrastructure Development Limited
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1. World Environment Foundation

This report is compiled by:

Mr. Ashok Kapur, IAS (Retd.)
Director General
Institute of Directors, India

&

CS Sana Rehman
Executive Editor – Director Today
Institute of Directors, India

Summary of Recommendations

1. Environmental, technological, economic and political changes are interrelated and exacerbating tensions, fueling violence and leading to conflicts in many parts of the interconnected world. Board will have to engage with stakeholders to refocus the corporate and collective action upon climate change and sustainability.
2. Many of the impacts of natural disasters that may occur because of climate change caused by collective human activity are also made worse by inadequate prevention and litigation measures, and a failure to think ahead. Awareness should be created of evidence of negative externalities, such as global warming, climate change. Damage to the environment should be quantified and appropriately included in decision making at the board level.
3. Boards must consider how stakeholder environmental awareness might be best increased, and more people and organisations encouraged to embrace rather than avoid responsibilities for collective future.
4. Environmental management and climate change awareness should be included in education. Awareness campaigns, campus greening and adopting a cross-disciplinary approach across academic fields should be promoted. Universities should enhance data collection and analysis and monitor environmental performance and reduce ecological footprints.
5. Transition planning may seem problematic, without a motivating imperative and convincing justification for a change, and shared understanding of both the realities of what is being transitioned from and a clear and common vision of an alternative that is being transitioned to. Policies need to identify technology and process changes appropriately in terms of cost and time. Benefits of transition should exceed its cost.
6. Certain tipping points have already been crossed and the changes are irreversible. Melting of large sheets of ice, such as Greenland, is irreversible. Strategy of resilience should aim at dealing with environmental and other challenges, mainly the human behaviors and traditional way of working.
7. Boards must be prepared to deal with multiple uncertainties, contemporary insecurities, approaching tipping points and fundamental shifts that are occurring. Directors with qualities and capabilities to lead corporates to address existential environmental threats should be a part of the board.
8. Green finance, green innovation, green growth, and environmental taxes have been found to curb CO_2 emissions in 25 environmentally friendly countries, but internet users increase them. As more activities are undertaken online, and the adoption of AI increases, CO_2 emissions are likely to further increase.
9. Policies for climate change and environmental issues are government-driven and not corporate–led. As the economy is moving at a faster pace, minimalist use of natural materials is desirable. Corporates can give cost-effective alternatives. Corporates should be effectively involved in policy making.
10. Transport sector is a major contributor to fossil fuel emissions. There is an urgent need to switch over to green vehicles and relevant technologies. This shift has to be supported by the government and private sector in a public-private partnership mode.
11. Finance and sustainability work in tandem. That means the capital allocation should be made for achieving the SDGs. Climate Risk Assessment should form a part of enterprise risk management. Capacity building for risk mapping should be created to promote risk-based approaches.
12. Boards must ensure opportunities to tackle negative externalities and advance SDGs are taken across organisations; and provide appropriate incentives to undertake production and other activities in environmentally responsible ways all across supply and value chains.
13. India aims to attain net zero emissions by 2070, and is ahead in meeting its 2030 target of a 50% reduction in emissions. Corporate sector needs to be more active so that India attains its Net Zero target ahead of 2070.
14. Corporate reporting standards promote transparent disclosures on environmental parameters and address negative externalities, where disposal cost exceeds procurement cost.

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UPCOMING EVENT

GLOBAL

ANNUAL
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AUGUST 22, 2026 | **NEW DELHI** (INDIA)

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2026 - 2027

EVENTS SCHEDULE*

GLOBAL

27th INTERNATIONAL CONFERENCE ON **ENVIRONMENT MANAGEMENT AND CLIMATE CHANGE - 2026** Felicitation of Golden Peacock Awards for 'Environment Management', 'OHS', 'Energy Efficiency' & 'Eco-Innovation' - 2026	JUL 03 - 04 2026	**GUJARAT** (INDIA)
ANNUAL **DIRECTORS' CONCLAVE 2026** Felicitation of **IOD Distinguished Fellows** & Institutional Life Members	AUG 22 2026	**NEW DELHI** (INDIA)
2026 ANNUAL **LONDON GLOBAL CONVENTION** CORPORATE GOVERNANCE & SUSTAINABILITY Felicitation of Golden Peacock Awards for Corporate Governance & Sustainability, ESG (National & Global) and Risk Management – 2026	NOV 18 - 21 2026	**LONDON** (UK)
21ST INTERNATIONAL CONFERENCE ON **CORPORATE SOCIAL RESPONSIBILITY & ESG** Felicitation of Golden Peacock Awards for Corporate Social Responsibility (both Global & National), HR Excellence & Innovation Management - 2027	FEB 12 - 13 2027	**MUMBAI** (INDIA)

NATIONAL

NATIONAL CONFERENCE ON **BUSINESS EXCELLENCE & LEADERSHIP** Felicitation of Golden Peacock Awards for AI Excellence Business Excellence, Quality, Training & Innovative Product / Service' – 2026 *Concluded*	MAY 14 2026	**NEW DELHI** (INDIA)
CHENNAI **NATIONAL CONVENTION ON BOARDS** & Felicitation of **IOD Life Members**	JUL 25 2026	**CHENNAI** (INDIA)
MUMBAI **NATIONAL CONVENTION ON BOARDS** & Felicitation of **IOD Life Members**	SEP 05 2026	**MUMBAI** (INDIA)
BENGALURU **NATIONAL CONVENTION ON BOARDS** & Felicitation of **IOD Life Members**	JAN 23 2027	**BENGALURU** (INDIA)
HYDERABAD **NATIONAL CONVENTION ON BOARDS** & Felicitation of **IOD Life Members**	MAR 20 2027	**HYDERABAD** (INDIA)

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HYDERABAD REGIONAL CONCLAVE ON

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JULY 18, 2026

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REGIONAL

BENGALURU REGIONAL CONCLAVE ON **EVOLVING ROLE OF INDEPENDENT DIRECTORS AND STARTUP GOVERNANCE** *Concluded*	JUN 13 2026	**BENGALURU** (INDIA)
HYDERABAD REGIONAL CONCLAVE ON **CORPORATE GOVERNANCE & SUSTAINABILITY**	JUL 18 2026	**HYDERABAD** (INDIA)
BI-ANNUAL - DELHI & NCR REGION **IOD MEMBERS' MEET** & Felicitation of IOD Life Members from the Region	SEP 12 2026	**NEW DELHI** (INDIA)
BENGALURU REGIONAL CONCLAVE ON **CORPORATE GOVERNANCE & SUSTAINABILITY** Integrating AI for Digital Transformation & Board Governance	OCT 09 2026	**BENGALURU** (INDIA)
CHENNAI REGIONAL CONCLAVE ON **CORPORATE GOVERNANCE & SUSTAINABILITY**	NOV 28 2026	**CHENNAI** (INDIA)
MUMBAI REGIONAL CONCLAVE ON **ROLE OF INDEPENDENT DIRECTORS**	DEC 05 2026	**MUMBAI** (INDIA)
HYDERABAD REGIONAL CONCLAVE ON **ROLE OF INDEPENDENT DIRECTORS**	DEC 19 2026	**HYDERABAD** (INDIA)
CHENNAI REGIONAL CONCLAVE ON **ROLE OF INDEPENDENT DIRECTORS**	FEB 20 2027	**CHENNAI** (INDIA)
BI-ANNUAL - DELHI & NCR REGION **IOD MEMBERS' MEET** & Celebration of International Women's Day Felicitation of IOD Life Members from the Region	MAR 08 2027	**NEW DELHI** (INDIA)

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