

Annexure

Data collection Instrument on Responsible Business Behaviour of Companies for Sustainable Society & Business

Respondents Profile (optional)

- Name of the Organization: _____
- Name of the Respondent: _____
- Designation / Department of the Respondent: _____
- Total experience of the Respondent: _____
- Respondent Experience in this organization: _____

Company Details

i. Name of the Organization: - _____

ii Type of Industry: - ☐ Chemicals / Petrochemical ☐ Pharmaceuticals

☐ Petrochemicals ☐ Bulk chemicals ☐ Agrochemicals ☐ Fertilizers

☐ Plastic & additives ☐ Specialty chemicals ☐ Rubber chemicals

☐ Paints, Dyes, pigments ☐ Flavours & Fragrance ☐ Personal care Active

☐ Water Treatment chemicals ☐ Polymer Additives ☐ Construction chemicals

☐ Any other _____

iii. Sector ownership: - ☐ Government sector ☐ Non-Government

iv. How long has your company been operating in this business? (Age of the Company)

☐ 0 – 5 yrs ☐ 5 – 15 yrs ☐ 15 – 25 yrs ☐ More than 25 yrs

v. When did this plant / unit started? ☐ 0 – 5 yrs ☐ 5 – 15 yrs
☐ 15 – 25 yrs ☐ More than 25 yrs

vi. Company legal status: - ☐ Listed Co. ☐ Unlisted Co.

vii. Size of the organization: - ☐ Large scale ☐ Medium scale ☐ Small scale

viii. Sector Revenue / turnover in last 3 years (Avg.): - ☐ Less than 1000 crs

☐ 1001 – 2000 crs. ☐ 2001 – 3000 crs ☐ 3001 – 4000 crs

☐ 4001 - 5000 crs ☐ More than 5,000 crs

ix. PAT in last 3 years (avg): - ☐ Loss ☐ Less than 100 crs.

☐ 101 - 500 crs ☐ 501 – 1000 crs ☐ 1001 – 1500crs ☐ 1501 – 2000crs

☐ 2001 to 2500 crs ☐ 2501 - 3000 crs ☐ More than 3000crs

x. Employee size in this unit: - ☐ less than 100 ☐ 101 – 200 ☐ 201 – 300

☐ 301 – 400☐ 401 – 500☐ More than 500

SECTION – 1: CSR & Legal Compliance

1. Pls put tick mark (✓) on 5-point rating scale in terms of company's engagement on CSR activities in last three years from FY 2016-17, 2017-18, 2018-19. (5 - Always, 4 - Often, 3 - sometimes, 2 - Rarely and 1 - Never)

No.	CSR Activities	5	4	3	2	1
I	Education					
1	Support low income family					
2	Provide free uniforms & books to the students					
3	Arrange motivational camps for students					
4	Give sponsorship for students					
5	Adopt the school projects					
6	Give donation to the schools					
	Any other, Pls. specify _____					
II	Community Welfare					
7	Give donation to orphanages					
8	Arrange health awareness program					
9	Arrange free health checkup camp					
10	Construct the toilets, community halls and dispensaries					
11	Help the NGOs					
	Any other, Pls specify _____					
III	Women Welfare					
12	Give free education for poor girls					
13	Arrange projects for women welfares in small villages					
14	Give insurance policies for rural and urban poor women					
15	Give seminars on women employment					
	Any other, Pls specify _____					
IV	Environment Protection					
16	Arrange the awareness program about avoiding the use of plastic bags					
17	Promoting and financing in energy saving and solar energy projects					
18	Funding the energy saving & solar energy projects					
19	Promoting wild animal protection projects					
20	Arrange tree plantation programs					
	Any other, Pls specify _____					
V	Priority sector					
21	Leading to promote agriculture					
22	Promote small scale and ancillary industry					
23	Promote new and renewable source of energy					
24	Promote cottage industry, food & agro based processing section					
25	Promotion of government initiatives / schemes					

	Any other specify _____					
	Any other, Pls specify					

2. Rate the attitude of your Company towards CSR activities on 5-point rating scale.

(5 – Strongly Agree, 4- Agree, 3- Neutral, 2 – Disagree, 1 - Strongly Disagree)

Sr. No	Statements	5	4	3	2	1
1	Company's follows all the mandatory requirements specified as per New Companies Act 2013					
2	Company's CSR takes the form of philanthropic / charitable activities without a profit making goal					
3	Company makes and implements proper CSR policy					
4	Company's CSR is based on Udalitarianism approach (benefits to all)					
5	Company makes a benchmark in CSR activities					
6	Company takes preventive measures to curb down environment pollution					
7	It is a image building exercise for the company to have competitive advantage					
8	Company believes in doing CSR for addressing societal challenges in the society					
9	Actual CSR is much better than doing it just for the sake of disclosure					
10	CSR strategies are made to add value to business					
11	CSR is an inevitable part of business model of the company					

3. Types of legal problems / issues faced by your organization in last three years (FY 2017 – 2019)

- ☐ Labour laws ☐ Consumer laws ☐ IP Law
☐ Cyber law ☐ Taxation laws ☐ Env't. laws
☐ Any other, Pls specify _____

4. All your legal compliance activities are managed by:-

- ☐ Company's inhouse team ☐ Consultant ☐ Owner due to small business
☐ Legal department ☐ Any other _____

5. How did company responded / solved all legal issues that occurred in your organization. (one option only)

No	Particulars	Tick mark
1	Avoidance (viewed laws as costly and barrier to business)	
2	Compromised	
3	Found guilty & Paid penalty	
4	Company was right as not found guilty	
5	Accepted the issue and brought changes in the system	
	Any other, pls Specify	

SECTION 2:- CORPORATE GOVERNANCE

6. How has following economical and political reforms that took place recently in India has impacted your business. Rate them on 5-point rating scale (5 – Highly positively impacted, 4 - Positively impacted, 3 - Moderately impacted, 2 - Negatively impacted, 1 – Highly Negatively impacted scale)

No	Particulars	5	4	3	2	1
1	Demonitization					
2	Make In India					
3	Skill India					
4	Swachch Bharat					
5	GST					
6	Start up India					
7	Stand up India					
8	Any other, pls specify					

7. With respect to above reforms, what steps has been taken by the company to overcome these reforms?

- ☐ Made strategy ☐ Appointed consultants ☐ Waited for time
☐ Collapsed ☐ Any other, pls specify _____

=====

8. Do you know about Responsible Investment (RI)?

- ☐ Yes ☐ No

9. Does your organization practice RI while making investments decisions?

- ☐ Yes ☐ No

10. If No, state the reason/s for not investing in RI / ESG till now...(attempt this ques if answer is no and then go to ques-12)

- ☐ Lack of awareness
☐ Belief that incorporation of ESG and/or responsible investing will compromise returns
☐ Lack of consensus about the impact of responsible investing on investment returns
☐ Lack of dedicated resources
☐ Lack of agreement on key issues (terminology, materiality, etc)
☐ Increase costs
☐ Lack of good responsible investing products
☐ Belief that incorporation of ESG and/or responsible investing will increase risk/volatility
☐ Any other, pls specify _____

11. If Yes, then State the reasons for investing in RI /ESG(attempt this ques if answer is yes)

- ☐ Compulsion from government bodies
☐ Belief that the returns of RI and/or ESG will outpace traditional investing

- ☐ Wish to impact certain global issues (climate change, diversity, social justice)
- ☐ Type of entity we represent (religious, healthcare, or other mission-based entity)
- ☐ Belief that responsible investments or ESG investments will be less volatile over time
- ☐ Demand from all stakeholders of business
- ☐ Belief that the incorporation of non-financial (ESG) data results in better investments
- ☐ Wish to leverage our philanthropic efforts through investing as well as grant making
- ☐ Long term sustainability of business
- ☐ Good Will of business
- ☐ Reduce costs
- ☐ Any other, pls specify _____

**12. What types of Investment Projects has been undertaken by Company in last three years?
(multiple ticks allowed if applicable)**

No	Particulars	Mark √
1	Socially Responsible Investments	
2	Thematic investments	
3	Green investment	
4	Impact investing	
5	ESG investments	
	Any other, pls specify	

13. Which of the following statements hold true in case of your company while making investments. Rate your answer on a 5-point rating scale. (5 – Strongly Agree, 4- Agree, 3- Neutral, 2– Disagree, 1 - Strongly Disagree)

No.	Particulars	5	4	3	2	1
1	Company has incorporated ESG issues into investment analysis and decision-making processes					
2	Company assesses the capabilities of internal and external investment managers to incorporate ESG issues.					
3	Company asks investment service providers (such as financial analysts, consultants, brokers, research firms, or rating companies) to integrate ESG factors					
4	Company advocates ESG training for investment professionals.					
5	Company has incorporated ESG issues into their ownership policies and practices.					
6	Company participates in the development of policy, regulation, and standard setting (such as promoting and protecting shareholder rights).					
7	Company asks investment managers to undertake and report on ESG-related engagements.					
8	Appropriate disclosure by the company on ESG issues by the entities in which they invest.					

**14. What factors has helped the company to successfully deal with above ESG investments?
(attempt only if invested in ESG, multiple tick mark allowed, if applicable)**

- ☐ Knowledge /expertise of concerned managers
- ☐ Strong culture of the company
- ☐ Presence of Planning, Strategies & goal setting
- ☐ Legislation / government
- ☐ support
- Individual commitment of all concern
- ☐ employees
- Strong Leadership

- ☐ Sufficient financial contingencies provided by the company
- ☐ Any other (Pls specify) _____

15. Are you familiar with the term ‘Stakeholder / Shareholder Activism’?

- ☐ Extremely familiar ☐ Somewhat familiar ☐ Not at all familiar

Note: If Not at all familiar, then go to Ques no. 17

What does the term ‘Stakeholders / Shareholders activism’ means to you? (attempt only if familiar with concept)

- ☐ Informal company engagement (outside of AGM) ☐ Public campaigns by stakeholders
- ☐ Lobbying by minority and small shareholders ☐ Filing the issues with govt. authorities
- ☐ Raising the issues with company authorities
- ☐ Respecting voting rights of minority/small shareholders ☐ Any other, pls specify _____

16. 1 Has your company been confronted on the aspects of environment related issues through Stakeholders / Shareholder Activism? ☐ Yes ☐ No

17. 2 Has your company been confronted on the aspects of Social related issues through Stakeholders / Shareholder Activism? ☐ Yes ☐ No

17. 3 Please put tick mark on the aspects of sustainability / Environment & Social related issues that has been confronted by your firm through stakeholders’ / shareholders activism?

No	A. Environmental aspects	B. Social aspects
1	GHG emission / carbon footprints	Human Rights and community relations
2	Air quality	Supply Chain – Compliance with Local Laws, with International Protocols, Quality Standards
3	Energy / fuel management	Labor standards & working conditions
4	Water & waste water management	Pay Equity Issues (gender, foreign labor, contract labor)
5	Impact on biodiversity	Child Labor / Forced Labor
6	Industrial waste & hazardous materials management	Ingredients – Raw Materials – used is harmful to employees /customers / other industries / communities
7	Eco – friendly product design and packaging	Fair labor policies and practices
8	Noise pollution	Employees Health, safety & wellbeing
9	Soil contamination	Diversity & inclusion
10	Product recycling	Community benefit (e.g. access, inclusion, development, social enterprise partnering)
11	Any other, pls specify _____	Any other, pls specify, _____

- 17. Rate your opinion on a 5-point rating scaled related to ‘Stakeholder / Shareholder activism’ influencing Responsible Behaviour. (5 – Strongly Agree, 4- Agree, 3- Neutral, 2– Disagree, 1 - Strongly Disagree)**

No	Statements	5	4	3	2	1
1	Stakeholders influence the behavior of company and thereby decisions by exercising their rights					
2	Stakeholders have significant potential to influence matters related to sustainability of business and society, positively or negatively.					
3	Formal structures are created in the organization to address stakeholders concerns					
4	Business information are forced to disclosed transparently to all stakeholders					
5	Stakeholders influence corporate affairs through a number of regulatory laws and practices					

- 19. State how company has responded to Stakeholders / Shareholders activism? (one option only)**

No	Particulars	Tick mark
1	Accepted & taken actions	
2	Addressed to fulfill compliance	
3	Denied / refused	
4	Compromised	
5	Defended successfully and asked for compensation from the opponents	
	Any other, pls Specify	

SECTION – 3: ETHICS

- 20. Your Business Ethics is guided by which aspects? Pls rank your answer from most preferred to least preferred.**

No	Aspects	Rank
1	Letter of Law	
2	Industry Association code of conduct	
3	Stakeholders wellbeing	
4	Moral Values	
5	Utilitarian approach	
6	Any other _____	

- 21. Your company is a member of which Industry Association?**

☐ CII
 ☐ FICCI
 ☐ ASSOCHAM
 ☐ GCCI
 ☐ MSME
☐ No One
 ☐ Any other, pls specify _____

- 22. Are you regularly following the rules / code of conduct stated by these association?**

☐ Yes
 ☐ No

23. Does your association impose any penalty for non compliance of their rules/code of conduct? ☐ Yes ☐ No

24. Which of the following statements hold true in case of operations of your company to add value to various stakeholders? Give your opinion on 5-point rating scale. (5 – Strongly Agree, 4- Agree, 3- Neutral, 2 – Disagree, 1 - Strongly Disagree)

No.	Statements	5	4	3	2	1
1	Business has strategically re-aligned its products, services, and operations so as to add value to the firm, society and the environment					
2	Businesses ought to utilize skills, resources, and management capability that lead to social progress					
3	Company focuses on the value chain activities that could bring opportunities for competitive advantage.					
4	Company addresses issues related to economic and social value addition at the same time					
5	Company ensures that its contribution to tackle social issues is integral to the core of their business.					

25. What kind of social problems are addressed through your business model in last three years? ☐ Employment generation ☐ Women empowerment

☐ Upliftment of weaker section ☐ Poverty eradication ☐ Equal employment

☐ opportunities ☐ Any other, specify _____

26. Which steps are taken by your organization in terms of addressing environmental problems?

☐ Product Recycling technology ☐ Tree plantation ☐ Adopting green ☐

☐ Reducing carbon footprints releasing ☐ Recycling used water ☐ Treating the water before releasing ☐ Dumping of solid waste in a scientific way

☐ Any other, pls specify _____

27. If company has not invested in green technology/reducing carbon footprints, state the reasons for not doing so?(if question not applicable then go to ques no. 28)

☐ Costly affair ☐ No support from govt. ☐ Company doesn't have ☐ resources

☐ Doesn't feel need ☐ Will be shortly doing it ☐ No financial support from banks/fin. Inst ☐ Lack of knowledge / training about how to reduce carbon footprints

☐ Any other, pls specify _____

28. If invested, then is your green technology indigenous, imported or both?

29. Put a tick mark on benefits that company has reaped from green technology

☐ Helped to manage and recycle waste material.

☐ Helped to reduce carbon emission and purification the air and water

☐ Helped in conservation of energy

☐ Helped in Rejuvenating Ecosystems

☐ Any

other,

pls

specify

30. Which of the following statements hold true with respect to company's responsible behaviour towards dealing with business function. Rate your opinion on 5-point rating scale. (5 – Strongly Agree, 4- Agree, 3- Neutral, 2 – Disagree, 1 - Strongly Disagree)

	While Procurement, company ensures following practices (6 statements)	5	4	3	2	1
1	Company considers suppliers sustainability					
2	Company procures green materials as far as possible					
3	Company monitors non-use of child labor during production by the suppliers					
4	Company prefers those suppliers promoting women empowerment					
5	Company prefers those suppliers using green methods for producing raw materials					
6	Company ensures that suppliers are environmentally certified having ISO series					
	While Manufacturing, company ensures following practices (12 statements)					
7	Company focuses on resource optimization while manufacturing					
8	Company focuses on use of renewable resources as far as possible					
9	Company recycle and make use of treated water					
10	Company takes care of proper disposal of industrial waste					
11	Company treats air before releasing					
12	Safe products are designed having recyclability and biodiversity,					
13	Minimum use of water and energy while manufacturing					
14	Ensuring soil fertility of nearby areas by avoiding solid waste disposal through proper method					
15	Containing the noise pollution by scientific methods					
16	Company has Sustainable and eco-friendly product packaging					
17	Promoting R&D for resource efficiency					
18	Company has Environment Friendly Manufacturing system					
3	While Marketing, company ensures following practices (4 statements)					
19	Company strives for customer loyalty					
20	Delivers cost effective products to the customers					
21	Company regularly collects product / service feedback from customers to make improvisation					
22	Company is committed to fair, transparent and ethical marketing practices					
4	While dealing with Human Resources, company ensures following practices (13 statements)					
23	Company has fair and just employment policies & practices at work place as per labor legislation					
24	Company provides fair compensation to its employees					
25	Company provides better working condition at work place					

26	Company provides better career advancement opportunities at work place					
27	Company involves its employees in business decision making					
28	Company regularly provides safety training programmes to its employees related HSSE					
29	Company promotes accident prevention, disaster and emergencies management programmes at work place					
30	Safety audits are regularly conducted in the company					
31	Company allows its Unions/ employees to raises issues related to compensation and better working conditions in the company					
32	Company make use of more contract labour /temporary labor / casual labor than permanent workforce					
33	Company prefers male than female employees while providing employment					
34	Company practices reservation policy for weaker section					
35	Company frequently recruits disabled employees					

31. How often your customer base gets fluctuated?

☐ Always ☐ Frequently ☐ Sometimes ☐ Seldom ☐ Never

32. How do you ensure long term economic sustainability of your business?

☐ Customer responsiveness ☐ Cost Reduction strategy ☐ Inclusive business activity
☐ Product innovation ☐ Human Capital Mgmt ☐ Making Stakeholders happy
☐ Addressing Social & Environmental Concerns ☐ Ethical & transparent behaviour at all times
☐ Any Other _____

33. Below are the statements related to Customer Responsiveness. Rate your opinion on 5-point rating scale. (5 – Strongly Agree, 4- Agree, 3- Neutral, 2 – Disagree, 1 - Strongly Disagree)

No.	Statements	5	4	3	2	1
1	Company maintains speed and quality in providing customer service and communication					
2	By timely addressing issues raised by customers, company brings sustainable advantage and competitive edge to the business					
3	Company trains its employees to ensure customers satisfaction.					
4	Customer responsiveness has helped company to improve its brand image					
5	Company periodically does marketing research to anticipate customer need & satisfaction to develop new products					

34. Has company designed any product / services in its supply chain for poor / low - income communities?

☐

Yes ☐ No

35. If No, State the reasons why company has still not worked / thought for Inclusive business models?

- ☐ High cost involved ☐ Low expected rate of returns ☐ Anticipated low margins
☐ My business does not have such possibility ☐ Lack of effective team
☐ Capability gaps as inclusive business models are different from existing business model
☐ Any other, pls Specify _____

36. If yes, who are these stakeholders of low-income communities in the supply chain covered in your Business model?

- ☐ Consumer ☐ Suppliers ☐ Employees ☐ Distributors
☐ Small Entrepreneurs ☐ Any other, pls Specify _____

37. State the objective/s with which the company has addressed lower – income groups as part of its business

No.	Objectives	Put a tick mark
1	Strategic business Growth plan	
2	Value Creation in product / services	
3	Mutually beneficial to both i.e. business & community	
4	Reducing the chances of risk – economically, environmentally and socially	
5	Any other, pls specify _____	

38. What are the constraints faced by company with respect to implementation of Inclusive Business Model?

- ☐ Limited market information ☐ Ineffective regulatory environments
☐ Inadequate infrastructure ☐ Difficulty faced in creating market (encourage demand)
☐ Restricted access to financial services among potential suppliers and customers.
☐ Lack of knowledge and skills among the poor, to act either as clients or as suppliers and employees
☐ Any other _____

39. What steps / solutions have been taken by the company to overcome these constraints?

No.	Statements	Tick mark
1	Limited market information constraints managed through technological adaptation or business process redesign	
2	Engaged in policy dialogue with governments in order to overcome legal frameworks	

3	Physical infrastructure sorted out by engaging poor people as intermediaries and building on their social networks, with which company increases access, trust and accountability	
4	For improving knowledge and skills in value chain company has invested in entrepreneurial skill training of local producers and suppliers	
5	For increasing access to finance and resources, company has collaborated with other organizations and pool resources.	
6	Any other, specify	

40. What is your perception about company as well as society benefits reaped through inclusive business model? (Pls make a tick)

No	Low income segment type	A. Benefited the company by:-	B. Benefited to poor / low segment by:-
1	Consumer	a. Explored new markets b. Increased profitability c. Deepening market penetration and increasing sales d. Any other _____	a. Increased quality of life b. Increased choices of products to use c. Any other _____
2	Suppliers Distributors Entrepreneurs	a. Strengthening supply chains b. Improvisation in products c. fulfilling the social responsibility d. Any other _____	a. Increased income opportunities b. Skills building c. Empowering communities d. Better integration with the company for sustainability e. Any other _____
3	Employees	a. Motivating workforce b. Gaining workforce loyalty c. Better employer branding d. Any other _____	a. Accessing more job opportunities b. Improving incomes and livelihoods c. Building job skills d. Any other _____

41. Are you enjoying Product Stewardship / Monopoly?

☐ Yes ☐ No

42. If Yes, then what has made the product to achieve it?

- ☐ Our products are manufactured for niche markets
 ☐ Our technology is unique
☐ We have strong R&D
 ☐ Low production cost
☐ Our product can fulfill the market demand so nobody has scope to produce more
☐ Zeal to show exemplary behaviour in business
 ☐ Cost – benefit Ratio is very less
☐ Any other, specify _____

43. Practices followed by company for Product Stewardship. Rate your opinion on 5-point rating scale. (5 – Strongly Agree, 4- Agree, 3- Neutral, 2 – Disagree, 1 - Strongly Disagree)

No.	Statements	5	4	3	2	1
1	Company takes responsibility to ensure safety of products throughout their lifecycle					

2	Company takes responsibility to ensure safety of stakeholders from products throughout its life cycle					
3	Company ensures prevention of risk to stakeholders throughout the product lifecycle.					
4	Company is aware of potential HSSE risks of its products and services					
5	Company discloses information to its stakeholders about potential exposure to HSSE hazards					
6	Company has strong expert team who works for each aspect of a product's lifecycle so that risks can be characterized and controlled					
7	Company has strong response team to respond any accidents or hazard situation arising during product life cycle					
8	Company regularly does R&D for improvisation of its products or processes.					

SECTION – IV: SUSTAINABLE DEVELOPMENT

What type of challenges did company faced in past or currently facing with its supply chain partners?

- ☐ Order Cancellations ☐ Workers issues at suppliers ☐ Late Delivery of Materials
☐ Conflict with suppliers ☐ Non-delivery of products by suppliers
☐ Communication issues with supply chain partners
☐ Any other, pls specify _____

45. What forces (reasons) drove the company to adopt Supply Chain Integration (SCI)?

- ☐ Increase cost competitiveness ☐ Compress product cycles
☐ Comply govt. policies ☐ Improve quality of products
☐ Customize product offerings ☐ Focus on core competencies
☐ Any other, specify _____

46. What benefits company reaped from implementing SCI?

- ☐ Increased customer responsiveness ☐ More consistent on-time delivery
☐ Shorter order fulfillment lead time ☐ Reduced inventory costs
☐ Better asset utilization ☐ Lower costs of purchased items

☐ Higher product quality

☐ Ability to handle unexpected events

☐ Faster product innovation

☐ Any other, pls specify _____

Rate your opinion related to company responsible behavior towards SCI on a 5 – Point rating scale. (5 – Strongly Agree, 4- Agree, 3- Neutral, 2 – Disagree, 1 - Strongly Disagree)

No.	Particulars	5	4	3	2	1
1	Company policy supports and promote Supply chain Integration vision					
2	Company SCI policy adhere to compliance with local and international laws					
3	Company SCI Policy outlines set of expected social and environmental standards from suppliers					
4	Company SCI policy focuses on customer-centric metrics throughout the chain by improving quality of products					
5	Company is not depended on single supply chain and always have alternate plans					
6.	Company SCI promotes maintenance of reliable database					
7	Company's SCI includes fairly sharing of risks & rewards among supply chain partners					
8	Company SCI integrates ERP and technology					
9	Company's SCI links mindsets and goals of supply chain partners					
10	Code of conduct related to SSCI is well designed and successfully executed					
11	Sustainability certifications (environment related) and reporting disclosure of sustainability acts a prequalification for finalizing and continuing with suppliers					
12	Company has designed Supplier self-assessment questionnaire which identifies suppliers business and sustainability objectives, standards, tools used, key performance indicators (KPIs), training needs assessment and a clear auditing structure					
13	Roles, responsibilities and accountability for executing SSCI at the intra- and inter-organizational levels are properly identified and executed					
14	Company monitors the activities of suppliers according to the terms and conditions set out in the sustainable supply contract					
15	Company engages itself for capacity building of suppliers through resource provision, training and support activities, and remediation of problems					
16	Co. asks suppliers to use recyclable packaging materials when they deliver supplies.					

47. State function wise green initiatives implemented by your organization. Rate your opinion on 5-point rating scale. (5 – Strongly Agree, 4- Agree, 3- Neutral, 2 – Disagree, 1 - Strongly Disagree)

No.	Green HRM initiatives	5	4	3	2	1
A. Green Recruitment, Selection and induction						
1	Company has developed job descriptions covering Green/ environmental aspects used during recruitment phase					
2	Company has good green image which helps them to attract best talent from Job market					
3	Company makes sure that recruited new entrants are made familiar with an organization's green environment initiatives and are capable of maintaining its environmental values.					
4	Paper free recruitment & selection process that includes online application form, online interviews or telephonic interviews are conducted so as to decrease the wastage of paper, fuel consumption related to interview travel.					
B. Green Training and development (T&D)						
5	Company educates its employees about value of going green and environmental mgmt.					
6	Training based on conservation of energy, waste reductions, water management, proper utilization of resources, reduction of GHG, health and safety are always provided to its employees					
7	Company provides opportunity to engage employees in environmental problem solving					
C. Green Performance Management System (PMS)						
8	Setting of environment based KPI, goals and responsibilities by company					
9	Setting of environment friendly KRA to judge employee adhering to green envt by recycle, reuse and restoration					
10	Including greening performance during performance feedback interview.					
11	Company put Penalties for non-compliance on Env't friendly code of conduct					
D. Green Reward system (CM)						
12	Company rewards and recognize those employees who has exhibit Environment friendly habits					
13	Company recognizes employees who dedicate their time for tree plantations and promotion of green environment					
14	Company rewards innovation in products which are environment friendly					
15	Company encourage its employees to acquire skills for promotion of green envt					
E. Green Employee Relations (ER)						
16	Company promote employee participation to suggest environment friendly suggestion schemes					
17	Company has included dismissal of employees for breaching environment related code of conduct					
18	Company promote clean and green envt to prevent H&S hazards					
F. Other HR aspects						
19	Company promotes car pooling and sharing of executives					

20	Company encourages use of both sides of the papers in office when writing, printing or photocopying					
21	Encourages use of natural lights while working					
22	Company has changed its lighting to LED and Solar power					
23	Company promotes shutting down computers and power when of no use					
48. b. Green Operations						
A. Design						
1	Products and processes are designed in a way that ensures reduction or elimination of environmentally hazardous materials (like lead, mercury, chromium, cadmium etc).					
2	Products are designed in a way that facilitates re-use and recycling					
3	Products are designed that promotes use of renewable energy and resources					
4	Company uses Cradle to Grave approach while designing its product. (decrease wastages) (material – mfg – product – landfill)					
5	Company uses Cradle to Cradle approach i.e designing the products and systems in a way which results in taking-back products at the end of its useful life and turning it into new products of equal, if not greater, value. (eliminates wastages)					
B Procurement						
6	Company uses raw materials that are environmentally friendly and recycled where possible to save the environment.					
7	Uses e-procurement to offer green products at cheaper prices.					
8	Cooperate and coordinate with suppliers in order to attain environmental objectives.					
9	Second-tier suppliers are evaluated for environmentally friendly practices.					
10	Company purchases products with bio-degradable or recyclable packaging.					
C. Manufacturing						
11	Profit is generated by using environmentally friendly operating processes from design to disposal stage					
12	Adopted 4 R principle of Green manufacturing (Reduce, Reuse, Recycle and Remanufacturing)					
13	Deploying renewable energy sources like CNG, wind, solar and biomass to achieve energy efficiency in operations.					
14	JIT and other similar approaches are followed which helps to reduce inventory, improves inventory management thereby reduce costs					
15	Use of lean manufacturing to incorporate green goals into productive outcomes					
16	Methods, process, tools and equipment satisfy environmental reqmts.					
17	Investment in R&D for making business operations green					
48.c Green marketing & Logistics initiatives						
A. Green Marketing & logistics						
1	Company identifies customers' environmental needs and develop products to address these needs					

2	Company engages in enhancing consumer environmental awareness of green products					
3	Company chooses packaging material with minimal impact on the environment.					
4	Company promotes products through eco-friendly modes of communication					
5	Company uses green practices for positive positioning in the market					
6	Company takes initiative to limit carbon emissions (according to legislation) linked to the movement of goods, transit packaging used for distribution, the operation of distribution facilities, and damage or wastage.					
7	Company encourages use biofuels as fuel alternative.					
8	Company has its Centralize distribution system (e.g. in-transit packaging).					

49. Has your organization faced any form of crisis event /s in the past or is presently
☐ facing? ☐ No

50. If Yes, what form of crisis situation and antecedent conditions has been faced by an organization? (Tick your answer)

No.	Form of crisis situations	Yes
1	Financial Crisis like Non-availability of funds, Losses in business, Bankruptcy, Unable to pay back loans, Increase in cost etc...	
2	Technological Crisis like Software failures, Technical flaw, System breakdown, Human error etc...	
3	Crisis of Malevolence like Product tampering, Kidnapping of CEO, Malicious rumors, Terrorism etc... _____	
4	Natural Crisis through calamities due to Earthquakes, volcanic eruptions, tornadoes and hurricanes, floods, landslides, tsunamis, storms, and droughts etc	
5	Crisis of Deception like Misrepresentation of information by any person or corporate, Fraud by any person or corporate	
6	Crisis due to workplace Violence and Rumors like Strikes, Lockouts Rumors, Sabotage etc...	

51. Who were the stakeholders directly or indirectly affected by above crisis? (Put a tick mark)

- ☐ Primary stakeholders (shareholders, employees, suppliers, customers, Nearby community)
☐ Secondary stakeholders (NGO, environmental group, competitors, media, government, Public in general)
☐ Both Primary & Secondary stakeholders

52. What type of immediate and long term consequences were observed during crisis?

- ☐ Financial loss ☐ Loss of reputation ☐ Loss of Market share
☐ Downfall in share price ☐ Employee trauma ☐ Closing of Units
☐ Unemployment ☐ Any other _____

53. Following are the statements which deal with Company's Crises Response /Management practices. Give your agreement or disagreement on the same. (5 – Strongly Agree to 1 strongly Disagree)

No.	Particulars	5	4	3	2	1
1	Company has designed organization structure to prevent the occurrence and reduce the impact of crisis					
2	Company is capable and has crisis response system to solve and grow from crisis					
3	The company periodically checks through a mock drill to manage crisis situation					
4	Pressures to meet stakeholders expectations encourages members to involve in unethical practices leading to crisis events (reverse coded)					
5	Roles and responsibilities of team and community liasoners are well defined and communicated					
6	Company's crisis response strategies involves activation of functional communication and actions					
7	Pre-designated signals and alerts are used to communicate the presence of a crisis					
8	Company uses well defined process for assessing the severity of the incident and its impact on the community					
9	Company follows well defined process for testing the effectiveness of response taken.					

54. Following are the statements which deal with Company's Risk Management practices. Give your agreement or disagreement on the same on a 5-point rating scale. (5 – Strongly Agree, 4- Agree, 3- Neutral, 2 – Disagree, 1 - Strongly Disagree)

No.	Particulars	5	4	3	2	1
	Company systematically follows risk management framework					
1	Risk identification: Company is capable to scan its environments to understand existing and emerging risks.					
2	Risk assessment: Company can evaluates, quantify and prioritize enterprise risks					
3	Risk response: Company is capable of appropriately responding to its risk					
4	Communication and disclosure: Company discloses all types of risks to investors.					
5	Company is capable in evaluating strategic alternatives as a risk management mechanism					

55. State your opinion on types of risks that has or may affect your business in future (mark a tick wherever applicable)

Risk categories	Causes	Has affected	May get affected	No chance
1. Strategic risk Business attempts to achieve your strategic objectives, internal and external events can	<ul style="list-style-type: none"> mergers, acquisitions and other competition market or industry changes changes among customers or in demand 			

deter or prevent you from accomplishing them. This is known as strategic risk .	<ul style="list-style-type: none"> • change management • human resource issues, such as staffing • financial issues with cash flow, capital or cost pressures • IT disasters and equipment failure • relationship issues, e.g. with suppliers • reputational damage 			
Regulatory risk (changes in laws and regulations that could potentially cause losses to your business, sector or market.)	<ul style="list-style-type: none"> • increase the costs of running a business – e.g. costs to achieve compliance • change the competitive landscape – e.g. perhaps invalidating your business model • make your business practices illegal – e.g. new law changing rules on marketing • reduce the attractiveness of an investment 			
3. Compliance risk Relates to the potential of your business to violate a law or regulation.	<ul style="list-style-type: none"> • insufficient control systems • lack of training • lack of due diligence • human error 			
4. Operational risk – Operations failing due to inefficiencies or breakdown in your internal processes, people and systems. Human error is one of the common sources of such risk	<ul style="list-style-type: none"> • fraud – e.g. bribery, misuse of assets and tax evasion • other criminal activity – e.g. data theft, hacking, etc • workplace policies and safety – e.g. discrimination, staff health and safety • products and business practice – e.g. product defects or market manipulation • physical assets – e.g. vandalism, natural disasters, equipment maintenance, etc • business disruption – e.g. utility downtimes, IT system failures, etc • process management – e.g. accounting errors, data entry errors, non-reporting 			
2. Financial risks - risk arising due to instabilities, losses in the financial market or movements in stock prices, currencies, interest rates, etc.	<ul style="list-style-type: none"> • market risk - loss due to things like market volatility, hikes in interest rates or raw material costs, fluctuation in foreign currency values • credit risk - failing to pay to a creditor (such as a bank or a lender) or another party (eg a supplier). • liquidity risk - affects your ability to meet short-term financial demands to execute your business transactions • losses due to the negative effects of procedures, systems or policies Common sources include technical failures, fraud activity, employee errors, etc... 			

56. Any suggestions to improve sustainability of Business and society.

===== THANK YOU FOR YOUR RESPONSE =====

Annexure 2

List of companies Participated in the Study

Sr. No.	Name of the Organization	Location	Type of Industry	Ownership	Listed /Unlisted	Medium & Small / Large
1	GACL	Dahej, Bharuch	Chemicals & Petrochemicals	Government	Listed	Large Scale
2	GNFC	Bharuch	Chemicals & Petrochemicals	Government	Listed	Large Scale
3	GAIL	Gandhar, Bharuch	Chemicals & Petrochemicals	Government	Listed	Large Scale
4	GFL	Dahej, Bharuch	Chemicals & Petrochemicals	Non Govt.	Listed	Large Scale
5	Grasim chemical Division	Vilayat, Bharuch	Chemicals & Petrochemicals	Non Govt.	Listed	Large Scale
6	Godrej	Valia, Ankleshwar	Chemicals & Petrochemicals	Non Govt.	Listed	Large Scale
7	UPL	Zhagadia, Bharuch	Chemicals & Petrochemicals	Non Govt.	Listed	Large Scale
8	Reliance Ltd	Dahej, Bharuch	Chemicals & Petrochemicals	Non Govt.	Listed	Large Scale
9	Aarti Industries	Zhagadia, Bharuch	Chemicals & Petrochemicals	Non Govt.	Listed	Large Scale
10	Sun Pharma	Dahej, Bharuch	Pharmaceuticals	Non Govt.	Listed	Large Scale
11	Rallis India	Dahej, Bharuch	Chemicals & Petrochemicals	Non Govt.	Listed	Large Scale
12	Atul Ltd	Ankleshwar	Chemicals & Petrochemicals	Non Govt.	Listed	Large Scale
13	Zydus Cadila	Vadodara	Pharmaceuticals	Non Govt.	Listed	Large Scale
14	Deepak Fertilizers	Dahej, Bharuch	Chemicals & Petrochemicals	Non Govt.	Listed	Large Scale
15	Mercury Laboratories	Vadodara	Pharmaceuticals	Non Govt.	Listed	Medium & Small Scale
16	J.B.Chemicals & Pharmaceuticals Ltd	Panoli, Bharuch	Pharmaceuticals	Non Govt.	Listed	Large Scale

17	Meghmani Organics Ltd.	Dahej, Bharuch	Chemicals & Petrochemicals	Non Govt.	Listed	Large Scale
18	Wockhardt	Ankleshwar	Pharmaceuticals	Non Govt.	Listed	Large Scale
19	Lupin Ltd.	Ankleshwar	Pharmaceuticals	Non Govt.	Listed	Large Scale
20	Nerolac Paints	Dahej, Bharuch	Chemicals & Petrochemicals	Non Govt.	Listed	Large Scale
21	Bayer Vapi Pvt Ltd	Vapi	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
22	GSFC	Vadodara	Chemicals & Petrochemicals	Government	Listed	Large Scale
23	Bodal Chemicals Ltd	Ahmedabad	Chemicals & Petrochemicals	Non Govt.	Listed	Large Scale
24	IOCL	Ahmedabad	Chemicals & Petrochemicals	Government	Listed	Large Scale
25	Torrent Pharmaceuticals Ltd.	Dahej, Bharuch	Pharmaceuticals	Non Govt.	Listed	Large Scale
26	OPAL	Dahej, Bharuch	Chemicals & Petrochemicals	Government	Unlisted	Large Scale
27	Nitrex Chemicals India Ltd.	Zhagadia, Bharuch	Chemicals & Petrochemicals	Non Govt.	Unlisted	Medium & Small Scale
28	Cadila pharmaceuticals Ltd.	Ankleshwar	Pharmaceuticals	Non Govt.	Unlisted	Large Scale
29	Gharda Chemicals Ltd.	Panoli	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
30	Avantor performance materials pvt. Ltd.	Panoli	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
31	Fermenich Aromatics	Dahej, Bharuch	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
32	Tagros chemicals India Pvt. Ltd.	Dahej, Bharuch	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
33	Sajjan India Ltd.	Ankleshwar	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
34	Heubach colours pvt. Ltd.	Ankleshwar	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
35	Yashasvi Rasayan pvt. Ltd	Dahej, Bharuch	Chemicals & Petrochemicals	Non Govt.	Unlisted	Medium & Small Scale
36	Jay Chemicals Industries Ltd	Ahmedabad	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
37	Isagro (Asia) Agrochemicals Pvt. Ltd.	Panoli	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
38	Indofil Industries Ltd	Dahej, Bharuch	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
39	Surmount Laboratories Pvt. Ltd.	Ankleshwar	Pharmaceuticals	Non Govt.	Unlisted	Medium & Small Scale
40	Achmechem Ltd	Panoli	Chemicals & Petrochemicals	Non Govt.	Unlisted	Medium & Small Scale
41	Shiva Pharmachem Ltd.	Dahej, Bharuch	Pharmaceuticals	Non Govt.	Unlisted	Large Scale
42	Sodium Metal Pvt. Ltd.	Vadodara	Chemicals & Petrochemicals	Non Govt.	Unlisted	Medium & Small Scale
43	Apicore Pharmaceuticals Ltd.	Vadodara	Pharmaceuticals	Non Govt.	Unlisted	Medium & Small Scale
44	Raks Pharma Pvt. Ltd	Dahej, Bharuch	Pharmaceuticals	Non Govt.	Unlisted	Medium & Small Scale

45	La Renon Healthcare Pvt. Ltd	Ahmedabad	Pharmaceuticals	Non Govt.	Unlisted	Large Scale
46	Transpek-Siox Industry Pvt. Ltd	Vadodara	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
47	Cardkem Pharma Pvt. Ltd.	Ankleswar	Pharmaceuticals	Non Govt.	Unlisted	Medium & Small Scale
48	Gulbrandsen chemicals pvt. ltd.	Vadodara	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
49	Adama India Private Ltd.	Dahej, Bharuch	Chemicals & Petrochemicals	Non Govt.	Unlisted	Large Scale
50	Chemcrux Ltd.	Ankleswar	Chemicals & Petrochemicals	Non Govt.	Listed	Medium & Small Scale

Annexure – 3

Published Research Papers by Candidate
