



Activity Report

2012-2016

ABOUT CRB

Centre for Responsible Business (CRB) is an independent organization based out of New Delhi, India. CRB is a centre of excellence facilitating organizational behaviour change towards incorporating responsible business strategies, policies and practices. CRB supports actors and stakeholders across the global value chain - national and transnational brands and companies, manufacturers and suppliers (SMEs), national and international organizations, and governments - as they promote and move towards more sustainable and responsible future that will contribute to harmonious relationships at workplaces, organizational productivity, environmental sustainability, business continuity and growth.

CRB develops capacity building and action research programmes and multi-stakeholder initiatives in the field of CSR and Sustainability – thereby contributing towards sustainable development. CRB helps build capacities of organizations by designing and implementation of self- and co-regulatory social and environmental standards as instruments of responsible business policies and practices. CRB's distinctive training methodologies, methods and customized advisory services enable enterprises to adopt environmentally responsible. Thereby, workers, managers and owners all become stakeholders in the growth and success of the organization and industries. CRB, therefore, works as a catalyst for change working closely with organizations to transform their business practices enabling business continuity and growth.

CRB has been working with global and national businesses (M&S, H&M, Mahindra and Mahindra, Aditya Birla Group, Tata Group, Apeejay group), business associations (Indian and international) and governments. CRB has worked with over 250 supplier factories, over 1000 middle management representatives and reached out to over 150,000 workers in garment and footwear sectors since 2011, undertaking capacity building programmes to pilot and test models and unique approaches in areas of social and environmental performance, data collection and analysis, human resource management, financial inclusion of worker, factory managers behaviour change and helped develop systems and induction approaches for workers.

CRB's aims are:

- To facilitate integration of responsible business practices in core operations of businesses and their supply chains and CSR through research, training and advisory.
- To demonstrate India's leadership on social and environmental issues by supporting and enabling Indian businesses
- To develop capacities of business managers and consultants/trainers to understand, implement and continuously review responsible business practices in supply chain contexts and beyond
- To facilitate dialogue among multi stakeholders on CSR and responsible business issues relevant to India

CRB's conceptualisation, implementation and research capabilities draw on the strength of its core team of specialists and its extended network of experts spanning various regions, which inform, design and implement various initiatives. These experts come from various disciplines and together comprise a robust development and implementation team. CRB's approach to design and implementation draws from its focus on 'enabling change' and therefore aims at holistic empowerment and unbiased analysis of any situation. CRB's work aims to contribute to creating an enabled ecosystem, and therefore CRB adopts a reflective, action-oriented approach which looks at interplay of socio-economic and political factors at work vis-a-vis an industry sector under consideration, and then designs and develops creative solutions which support implementation.

CRB'S FOCUS AREAS AND ACTIVITIES

CRB's work is clustered along 4 verticals:

1. **Training Services:** CRB works to provide capacity building services to business, government and civil society representatives on responsible business issues.
2. **Advisory:** CRB works to provide advisory including developing content to businesses, government, multi and bi lateral organizations on policy and implementation related matters of responsible business.
3. **Research:** CRB undertakes action research to inform its work in the first two verticals and also scope up responsible business practices
4. **Forums:** CRB convenes itself /helps its partners facilitate multi stakeholder initiatives and platforms to engage, deliberate and share knowledge, practices and experiences on responsible business.

CRB's Activities over the period 2012-16 are listed below:

1.0 TRAININGS

In 2011, CRB developed modules on management systems targeted at small and medium enterprises to help them integrate social and environmental considerations in core operations. CRB then conducted Training of Trainers Program and created a pool of facilitators across the country building capacities. Developing long-term infrastructure is at the heart of CRB's training initiatives and programs. Following the qualification of first batch of trainers CRB has since then undertaken and implemented several initiatives:

i) DISHA (with Apparel Export Promotion Council) under the aegis of Ministry of Textiles

Driving Industry towards Sustainable Human Capital Advancement (DISHA) was conceptualized as a first-of-its-kind industry-owned and supplier driven initiative, aimed to facilitate and prepare the Indian apparel industry, especially small and medium enterprises, towards becoming more socially and environmentally responsible. The Indian apparel industry intended to achieve this with the help of a self-regulatory voluntary Common Code of Conduct (CCC), and a capacity building programme supported by the Ministry of Textiles, Government of India, and implemented by the Apparel Export Promotion Council (AEPC).

CRB was the Knowledge & Implementation Partner in DISHA Program since July 2012, and helped develop the AEPC Common Code of Conduct (CCC) and designed and developed the program approach and delivery methodology - 6 Steps On-site factory support to set up Management System for implementation of AEPC Common Code of Conduct (CCC) over a period 10-12 weeks. CRB trained 30 Facilitators for program implementation across India and started interventions in 112 factories. For DISHA Program, CRB developed tools such as: a) Baseline Data Collection and Gap Assessment Tools; b) DISHA Guidance Document; c) DISHA Implementation Toolkit; d) DISHA Dashboard; e) Internal Impact Assessment Tool.

ii) M&S-CRB Effective Worker Management (EWM) Certification Course:

EWM was designed as a 6 months certificate course (including off-site and on-site programs) with an aim to strengthen organizational efficiency through effective worker management in the labour intensive apparel sector. The EWM course aims at redefining the Human Resource Management (HRM) systems and practices for factories by building capacity of middle level managers, - designated as Factory Change Agents (FCAs) in this course - on human resources theory, practices and systems for them to understand and appreciate the socio-economic-cultural context of workers, improve relationships between the managers and workers and appreciate the workers as an asset, contributing to creating a better workplace.

The objective of the EWM course is to enable factory participants to:

- Understand effective people management systems and practices.
- Understand how to contribute to organisational efficiency through the development and deployment of appropriate strategies and tools such as Social Dialogue.

The first batch of the EWM course was initiated in Sept, 2012, and concluded in March, 2013, with 38 factories and 52 participants from the Marks and Spencer supply chain in India. CRB generated very interesting learnings that emerged through the EWM program. Refer Table 1 for the events organized under EWM certification.

Table 1: Events organized under EWM certification

Sr.No	Event Title	Date	Venue
1	Training of trainers (ToT) workshop for suppliers in Delhi-NCR	Sep 24 th – 29 th 2012	Hotel Jaypee Vasant Continental, Vasant Vihar, Delhi
2	ToT for suppliers in Bangalore	Oct 8 th -13 th 2012	Chairman's club & Resort, Bangalore
3	ToT for suppliers in Vizag	Oct 29 th - 3 rd Nov 2012	Brandix India Apparel City (BIAC) Restaurant, Non processing zone, BIAC SEZ, Vishakhapatnam

Across the 35 factories, CRB had a mix set of experiences which have been very encouraging and exciting, reinstating faith in the 'Facilitative Approach'. For all the course participants, following were novel introductions and experiences: off-site facilitative trainings and on-site handholding to complete 3 assignments: A) to set up a management systems in factory on a) "Worker Induction"; and b) "Worker Trainings"; B) conducting worker awareness sessions on Worker Rights and Responsibilities (WRR) issues such as : i) wages & benefits; ii) working hours; iii) health & safety; iv) discrimination and harassment & abuse; and C) end of the course presentation to the Jury.

iii) Rights & Responsibilities Info Films Program

This programme focuses on addressing low awareness and associated issues pertaining to garment factory workers and their Rights and Responsibilities and is a joint effort by H&M, Carrefour, S.Oliver, Wal-Mart, Tesco, Business Social Compliance Initiative (BSCI) and CRB also supported by Primark and Mothercare. The Program employs five short films in local language on key worker-centric issues - Health & Safety, Misconduct, Good Working Environment, Overtime, Worker Representation, as primary training tool, and provides the necessary reading & communication supporting material (in the form of a training manual and posters) and implementation support (virtual and in person) to equip and enable suppliers to effectively use these films to train factory workers, thereby enabling increased awareness on worker's rights and responsibilities. The program has a follow up component spanning over a year.

Refer Table 2 for details of the R&R Training of Trainers (ToT) workshops undertaken over the period of time

Table 2: Details of R&R ToT Workshops

Sr.No	Event Title	Date	Venue
1	Programme launch in Bangalore	Sep.12 th 2012	Hotel Sheraton, Bangalore
2	ToT Workshop, Bangalore	Nov.20 th 2012	Walmart office, RMZ Millenia, Bangalore
3	ToT Workshop, Bangalore	Dec.13 th 2012	Kabadi Shankarsa & Co, Bangalore
4	ToT Workshop, Bangalore	Dec 14 th 2012	BRFL, Bangalore

5	ToT Workshop, Bangalore	Jan 2 nd 2013	H&M Office, Bangalore
6	ToT Workshop, Bangalore	Jan 3 rd 2013	H&M Office, Bangalore
7	ToT Workshop, Bangalore	Jan 4 th 2013	H&M Office, Bangalore
8	ToT Workshop, Bangalore	Jan 17 th 2013	H&M Office, Bangalore
9	ToT Workshop, Bangalore	Jan 18 th 2013	H&M Office, Bangalore
10	ToT Workshop, Bangalore	Jan 21 st 2013	H&M Office, Bangalore
11	ToT Workshop, Bangalore	Mar 6 th 2014	Hotel Chancery Pavilion, Bangalore
12	Programme Launch in Tirupur	April 25 th 2014	Le Meridian Hotel, Tirupur
13	ToT Workshop, Tirupur	April 26 th 2014	Hotel Clarion, Tirupur
14	ToT Workshop, Tirupur	July 8 th 2014	Velan Hotel, Tirupur
15	ToT Workshop, Tirupur	Sept. 10 th 2014	Poppy's Hotel, Tirupur
16	ToT Workshop, Tirupur	Mar. 16 th 2015	Velan Hotel, Tirupur
17	ToT Workshop, Tirupur	Jun. 24 th 2015	Poppy's Hotel, Tirupur
18	ToT Workshop, Tirupur	Feb. 16 th 2016	Poppy's Hotel, Tirupur
19	ToT-Workshop, Bangalore	March 29 th 2016	The Solitaire Hotel, Bangalore
20	ToT-Workshop, Delhi	April 14 th 2016	India Corporate Centre, Delhi

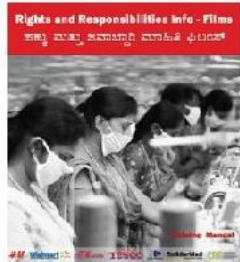
The R&R programme in its next phase is being introduced with an intensive deployment strategy involving a three-way, cascading deployment of facilitated learning, starting from the training and sensitization of both the "business-owners" and "Master-Trainers" at supplier levels, and then cascading down to TOTs for the HR and Welfare staff at factory levels. The proposed CRB intervention therefore aims to create among the RMG factory workers, a practical awareness regarding their legal rights & responsibilities, through unconventional, audio-visual & facilitative training methods & skills.

Glimpses of R&R Training of Trainers



R&R Training Tools

Training Manual



Guidance on how to use the films to conduct trainings

Info – films In Local Language



New info-films on DVDs in 3 Indian Languages

Info-Posters In Local Language



New film posters in relevant local languages to be put up in the factory



iv) Improving Worker- Management Communications (Social Dialogue)

In this initiative CRB works with suppliers to improve communication and dialogue between workers and management in the factories and thereby facilitate effective processes and systems to promote social dialogue with specific focus on functional Works Committees. The program involves creating mechanisms and mind-sets within the organization to practice dialogue and integrate it as a part of the work culture. In 2014 CRB worked with Adidas supply chain and since 2015 is working with the H&M supply chain on these issues.

The following table provides information about the events undertaken

Table 3: Event organized under Social Dialogue project

Sr.No	Event Title	Date	Venue
1	Improving Worker- Management Communication(WMC) for Adidas supply chain	July 21 st & 22 nd 2014	Hotel PAI Comforts, J.P.Nagar, 2 nd Phase, Bangalore
2	WMC Workshop for committee workers representatives	Sept 1 st 2014	GEX Exports, Peenya, Bangalore
3	Review Workshop 1	Dec 5 th 2014	Hotel PAI Comforts, J.P.Nagar, 2 nd Phase, Bangalore
4	WMC Workshop 2 for Management Representatives	Feb 19 th & 29 th 2015	Hotel PAI Comforts, J.P.Nagar, 2 nd Phase, Bangalore
5	Review Workshop 2	Aug 18 th 2015	Hotel PAI Comforts, J.P.Nagar, 2 nd Phase, Bangalore
6	Improving Worker-Management Communication (Social Dialogue) H&M supply chain-programme launch and orientation	July 16 th & 17 th 2015	Hotel Taj Vivanta, Yeshwanthpur, Bangalore H&M Office, World Trade Centre, Yeshwanthpur, Bangalore
7	H&M SD – Training of trainers for HR	Sept 14 th 2015	The United Theological College (UTC), 63 Millers Road, Benson Town, Bangalore
8	H&M – Trainings for supervisory groups	Feb 22 nd , 24 th , 26 th 29 th and March 2 nd 2016	Nava Spoorthi Kendra Cookson Road, Richards Park, Bangalore

v) Enhancing Managerial and Life Skills: Supervisory Skills Development Project

A capacity building initiative which focuses on building the skills of management and workers to perform effectively at work and also build and maintain good interpersonal relations on the shop-floor. The intervention aims at creating an enabling environment within the organisation by facilitating a top down as well as bottoms up approach of equipping personnel with skills and knowledge to use their potential to the maximum and help them strike a balanced functioning towards meeting the interests of the company as well as that of the workers. The project started in September 2015 and is ongoing. BEST CORPORATION (P) Ltd from Tirupur is the first company and CRB is in discussions with several others in South of India. Following table provides glimpses of the activities undertaken for the programme

Table 4: Events organized under Supervisory Skills Development project

Sr.No	Event Title	Date	Venue
1	Supervisory Behavioural skill development program for BEST Corporation-Round-1	Oct 26 th to 30 th 2015	RRD Tex Mills, BEST Corporation, Tirupur
2	Supervisory Behavioural skill development program for BEST Corporation, Tirupur – Round 2	Jan 20 th -21 st 2016	RRD Tex Mills, BEST Corporation, Tirupur



vi) Sustainable Public Procurement Trainings with Indian Railways

CRB invited Transport for London experts and along with ISEAL Alliance from UK organized a two-day workshop for procurement officials from the Indian Railways in 2013. CRB and ISEAL chose and approached Indian Railways Government Department for raising the awareness on standard, discussing, and to understand the current state of public procurement practices at Indian Railways. Following table provides information of the two-day workshop

Table 5: Event organized on Sustainable Public Procurement

Sr.No	Event Title	Date	Venue
1	Sustainable Public Procurement	Jan 23 rd -24 th 2014	Swiss Embassy, New Delhi

vii) Water Stewardship Trainings

CRB has been working on water related issues since its inception and is a founding partner for the Alliance for Water Stewardship (AWS) Standards. CRB supported to organize and facilitated the first ever Foundation, Advanced and Expert level trainings of AWS standard in New Delhi between November 2014 and March 2015. CRB & AWS also jointly organized half-day awareness building workshop on water stewardship in India in Mumbai and Delhi in March 2015 and November 2015 respectively. Following table provides information of AWS programmes conducted:

Table 6: Alliance for Water Stewardship (AWS) Events across India

Sr.No	Event Title	Date	Venue
1	AWS Event	Dec 12 th 2014	India Habitat Centre, New Delhi
1.1	AWS Event	Mar 17 th -18 th 2015	ERM Office, Gurgaon
1.2	AWS Event	Sep 8 th 2015	IGCC, Mumbai
1.3	AWS Event	Sep 11 th 2015	IGCC, Bangalore
1.4	AWS Event	Sep 12 th 2015	Poppy Hotel, Tirupur
1.5	AWS Event	Nov 2015	Hyatt Regency, New Delhi

Glimpses from the AWS Events



viii) Other Programs

Management Systems for Social Compliance: CRB conducted trainings across India with 200 professionals from Apparel Industry including Compliance Officers, Welfare Officer, HR officers on 4 modules on management systems for social compliance in 2011 and 2012.

BSCI training program: CRB has organized training programs on the BSCI standard and associated issue of management systems in food and textile and apparel sectors in the cities of Delhi, Mumbai, Coimbatore and Tirupur in 2011 and 2014. Refer following table for the programmes conducted over the period.

Table 7: BSCI events

Sr.No	Event Title	Date	Venue
1	BSCI training program	Nov.15 th 2011	Hotel Shreyans Inn, Safdarjung Enclave, New Delhi
2	BSCI training program: Advanced Workshop	Nov.16 th 2011	Hotel Shreyans Inn, Safdarjung Enclave, New Delhi
3	BSCI Training Program-Food Sector	Dec.20 th 2011	Hotel Four Seasons, Worli, Mumbai
4	BSCI training program	Nov.17 th 2011	The Residency Hotel, Coimbatore
5	BSCI training program: Advanced Workshop	Nov.18 th 2011	The Residency Hotel, Coimbatore
6	BSCI training program	Feb 19 th 2014	Hotel Jaypee Vasant Continental, New Delhi
7	BSCI training program	July 9 th 2014	Hotel Velan, Tirupur

2.0 ADVISORY

2.1 SUSTAINABILITY S TRATEGY (BUSINESSES)

CRB has been working with companies to design, develop and implement sustainability strategy to enable businesses to take a leadership role and contribute to societal development, business continuity and holistic growth.

i) Mahindra Sanyo Special Steel Limited: CRB is working with MSSSPL since 2014 to develop an overarching sustainability strategy and associated policies for the company. The process for developing this framework includes internal and external stakeholder engagements. CRB is also helping MSSSPL to identify emerging issues/risks related to their business and develop associated multi-stakeholder programmes and sectoral/cluster initiatives.

ii) Gokaldas Exports : CRB worked with Gokladas Exports in 2014 and helped them design and develop an overarching strategy and associated policies and manuals.

iii) Euro Fruits: CRB worked with Euro Fruits in 2013 and CRB facilitated training in global standard on Gender Equity and its implementation. This involved signing the declaration, internal assessment and gap analysis, training and establishment/improvement of systems.

2.2 CONTENT DEVELOPMENT

i) Supporting young women workers in the textile and garment sector of Tamil Nadu, India

CRB is designing and developing a structured curriculum for training mill workers in Tamil Nadu based on participatory methods and peer group approach for Ethical trading Initiative (ETI). The curriculum being developed will focus on building and enhancing worker awareness on their self-worth, their rights and responsibilities and the value addition of their role in the business.

ii) Business Responsibility Module

In 2014, CRB developed a business responsibility training modules for the training program for energy managers being implemented by Indo German Chambers of Commerce in India.

iii) Fire Safety

In 2013 CRB developed content for GIZ team in Bangladesh on Fire Safety using participatory and interactive methodologies. In 2014 CRB delivered Training of Trainers Program to the facilitators in Bangladesh.

Table 8: TNMS events

Sr.No	Event Title	Date	Venue
1	ETI-TNMS program – Nalam Phase 2 - Stakeholder consultations	Oct 29 th , 30 th and Nov 1 st 2015	Clarion Hotel, Avinashi Road, Coimbatore
2	ETI-TNMS – Curriculum development workshop	Dec 9 th -12 th 2016	Poppy's Hotel, Tirupur

2.3 STRATEGIC ADVISORY

CRB has provided Indian context specific adaptation and implementation advice to several international organizations to make their programs and efforts more meaningful for Indian businesses. This includes IEH, GIZ, BSCI, Goodweave and ISEAL. Where needed, CRB convened a workshops, webinars and meetings to further its cause.

3.0 RESEARCH

Rising Powers and Governance of Global Production (RPLS)

CRB is working with University of Manchester since December 2014 in a three-country project focused on India, China and Brazil to support the primary and secondary research undertaken in India. CRB is working to profile Indian companies as case studies to demonstrate India's leadership on social and environmental issues.

4.0 FORUMS

India and Sustainability Standards: Conference and Dialogues 2015

Sustainability standards offer the frameworks for businesses to set their sustainability agendas and provide tools to drive sustainable processes within their organization. Business community must play a proactive role and overcome challenges to take leadership roles in supporting these processes. Voluntary Sustainability Standards (VSS) provide these guiding frameworks to businesses and complement government policies. For Standards to be credible, however, multi-stakeholder engagement is required, especially with businesses, which are expected to implement these standards. Hence, CRB put together this platform to bring together policymakers, businesses, standard setting bodies, civil society and the academia to address challenges and design way forward for standard setting and their implementation in the Indian context.

Achievements: With 50 partners, 23 sessions and 500 plus delegates and speakers over 3 days, **India and Sustainability Standards: International Dialogues and Conference 2015**, was a

landmark event that succeeded in achieving its goal of convening international and Indian stakeholders to initiate dialogue, build understanding, and exchange proposals centered on paths forward on sustainability across a range of industry sectors, commodities and themes. Some of the key partners of the three-day event included the Ministry of Environment, Forests & Climate Change, Government of India, Ministry of Consumer Affairs, Government of India, ISEAL Alliance, UNICEF, UNDP, C&A Foundation, OECD, GIZ and Alliance for Integrity. Company executives gathered with government officials and civil society leaders along with Indian and international standard setters, policymakers, businesses and civil society organizations, to look at how sustainability standards can be adopted, implemented or adapted to promote better environmental and social practices in India, including among Micro, Small and Medium Enterprises (MSME) world, as part of the global production networks and value chains. Following the convening, India Water Stewardship Network and India Steel Sustainability Forum and similar efforts have been spun off and CRB intends to continue the annual convening of the multi-stakeholders across business, government and civil society while working on the focus areas throughout the year.

Glimpses of ISS 2015



Testimonials for ISS 2015

Many thanks to you and your colleagues at CRB for the support, cooperation, guidance and valuable suggestions at every stage of the roundtable. The conference was a great success! -Dr. T R Manoharan, FSC India

Many thanks to you and your team for assembling a really fantastic programme. I was very impressed with the level of support and the great attendance and such a great line up of speakers and topics. Well done to you and your team. And you all did it with a smile! - Mr. Michael Copping, Regional Corporate Engagement, UNICEF

It was a Pleasure to attend the "India and Sustainability Standards :International Dialogues and Conference 2015" held under the aegis of CRB under your guidance. The Conference was very well organized & conducted. We all benefitted a lot from the enlightened vision and we are sure with your dedicated efforts India will reach new heights in pursuit of Excellence. We pray for your continued Success & Happiness. - Brig. Amarjit Randwal (Retd).
