

ISSUE 01 - FEBRUARY 2022

Price ₹ 490

The

Special Issue - Innovation & Sustainability

# CORRIDOR

MAGAZINE

## BEST PRACTICES FOR SUSTAINABILITY

Joe Phelan

World Business Council for Sustainable Development (WBCSD)

## HOW CAN EDUCATIONAL INSTITUTIONS BECOME MORE SUSTAINABLE?

Nithin Mohan

Cambridge Institute of Technology

## WHAT DOES SUSTAINABILITY MEAN FOR SHELL?

Dr. Pim Mul

Shell

## SUSTAINABILITY AS A STRATEGIC CHOICE

Jean-Noël Rault

Air France-KLM

### ALSO INSIDE:

How are intellectual property rights not-so-silent pillar supporting sustainable development?

Rahul Beruar

Beruar & Beruar at LLP

## 'SUSTAINABILITY WAS AN INTEGRAL PART OF INDIAN HOUSEHOLDS BEFORE THE WORLD LABELED IT COOL'

Akanksha Sharma

Consulate General of the Netherlands Bangalore

India Netherlands Business Circle Bangalore



SPECIAL EDITION - INNOVATION & SUSTAINABILITY



# CONTENTS

76  
Hasiru Dala

65  
Indo-Dutch Business  
Associations: The  
Envisioned Partnership

23  
SUSTAINABILITY IN THE  
SPOTLIGHT: what do leaders say?



Edith Nordmann of the NICCT shares her views about the Indo-Dutch Business Corridor. Story on p. 60

52  
INBCB INTERNATIONAL  
INNOVATION AWARD 2022

**1. BOARD & AUTHORS**  
**9. EDITOR'S NOTE**  
**11. MISSION & HISTORY**  
**15. STATEMENT OF THE INBCB PRESIDENT**

**18. DUTCH DIPLOMATIC REPRESENTATION**  
19. Gert Heijkoop - *Consul-General of the Netherlands Bengaluru*  
20. Marten van den Berg - *Netherlands Ambassador for India*

**23. SUSTAINABILITY IN SPOTLIGHT: WHAT DO LEADERS SAY?**  
24. Introduction  
25. Joe Phelan - *World Business Council for Sustainable Development (WBCSD)*

28. Jean-Noël Rault - *Air France-KLM*  
30. Dr. Pim Mul - *Shell*  
32. Chaitanya Sravanthi Kommukuri & Karthik Balachandran - *Kotak Mahindra Bank*  
34. Sumit Parthi - *IKEA India*  
38. Ravi Shankar - *SASMOS HET Technologies*  
42. Sambratha Shetty - *Synergia Foundation*  
44. Rahul Beruar - *Beruar & Beruar*  
47. Akanksha Sharma - *Consulate-General of the Netherlands, Bangalore*  
49. Rob Tholenaars - *SweepSmart Waste Management*

**52. INBCB International Innovation Award 2022**  
53. Introduction  
54. SEEDBRAINS  
56. Winning Ideas  
57. Nithin Mohan - *Cambridge Institute of Technology*

**60. PARTNERS & STAKEHOLDERS**  
61. Edith Nordmann - *NICCT*  
63. Marijke van Liemt - *NLinBusiness*

**65. INDO-DUTCH BUSINESS ASSOCIATIONS**  
66. Monika Gogna - *INBCB*

**67. SECTORS INDO-DUTCH BUSINESS CORRIDOR**  
68. Introduction  
69. Sectors in a Nutshell

**76. CAUSES WE SUPPORT**  
77. Introduction  
78. Social impact organization: *Hasiru Dala*

**80. ADS**  
**84. THE END**

# COLOPHON

Published by INBCB

## EDITOR-IN-CHIEF

Monika Gogna

## COPY EDITING

Monika Gogna

Marianne J. Franzen

## Design & Layout

Monika Gogna

## BOARD INBCB

Marianne J. Franzen

Karthik Balachandran

Monika Gogna

Rob Tholenaars

## SPECIAL THANKS

H.E. Ambassador Marten van den Berg

Gert Heijkoop

Edith Nordmann

Marijke van Liemt

Sambratha Shetty

Akanksha Sharma

Chaitanya Sravanthi Kommukuri

Vijay Kumar

Joe Phelan

Jean-Noël Rault

Dr. Pim Mul

Ravi Shankar

Sumit Parthi

Rahul Beruar

Nithin Mohan

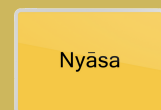
Thomas van Berckel

Dr. Varalatchoumy M.

Dr. Cyril Prasanna R.

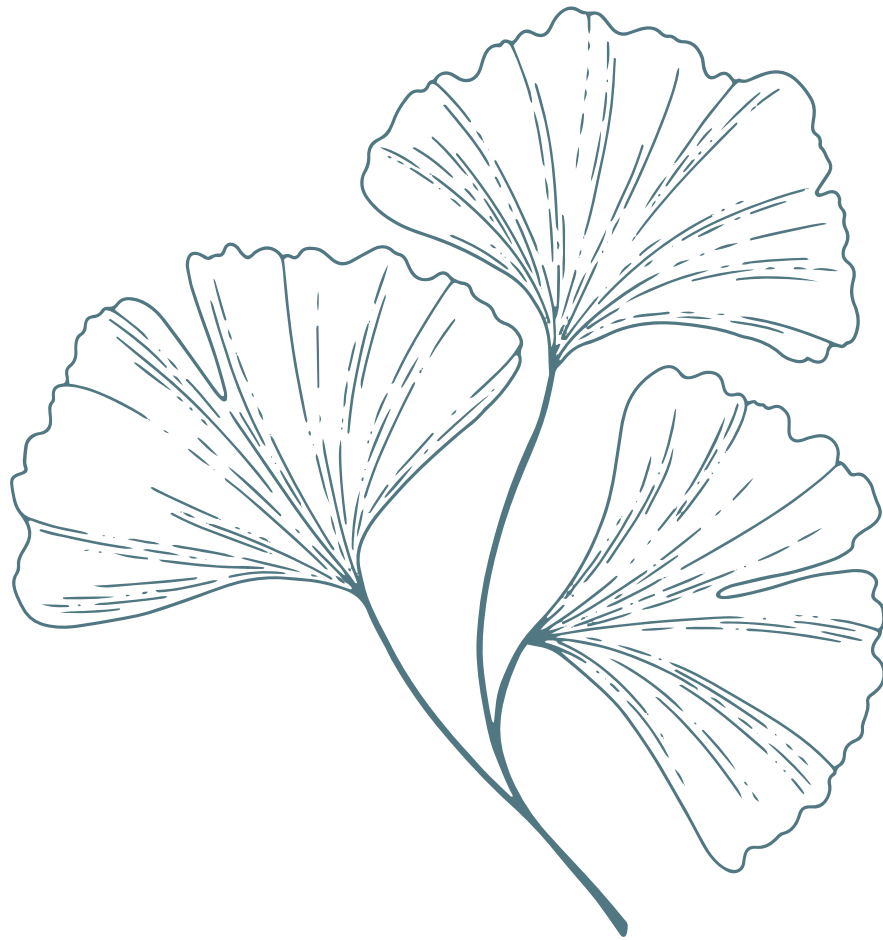
Nalini Shekar

## OUR SPONSORS



BANGALORE PLANTS FIRST  
HORTICULTURE AND FLORICULTURE KNOWHOW

**BOARD & AUTHORS**  
**THE CORRIDOR**





1. President INBCB



2. Vice-President INBCB



3. Secretary INBCB



4. Treasurer INBCB



5.



6.



7.



8.



9.



10.



11.



12.



13.



14.



15.



16.



# PROFILES

## BOARD INBCB

### 1. Prof. Drs. Marianne J. Franzen

With more than 30 years of experience in Change Management and Innovation, in India as well as abroad, Prof. Marianne Franzen lives by the motto if we don't change in time, time will change us. As a social scientist, a psychologist and an expert in organizational behaviour, she is currently Head of International Consultancy and Industrial Engagement at Cambridge Institute of Technology, Bangalore India. Besides that, as a consultant in the corporate world and a visiting Professor in Business, Change and Society, her vision is to continually challenge, guide, and lead people towards embracing sustainable change in order to stay ahead of time. Marianne has successfully enabled companies transition through tough changes that positively impact ROI, lead time, cultural differences, mergers, leadership development etc. Companies like Air France KLM India, Philips CFT, IKEA South Asia, Litrogas Lanka Ltd. (Sri Lanka), Johnson & Johnson Corporate Citizenship Trust - Dubai, Technip KT India, Small Industries Development Bank of India (SIDBI), World Health Organization (WHO) India, GE, Bionkit Manufactory, Headquarters - The Netherlands are just a few big names that have benefitted from her vast experience and expertise. Currently, she is President of the Indian Netherlands Business Circle in Bangalore focusing on building bridges between India and The Netherlands and mentor at VeniSIA, Venice Sustainability Innovation Accelerator at Universita Ca' Foscari.

### 2. Mr. Karthik Balachandran

Mr. Karthik Balachandran is a Board Member & Vice President of INBCB. Apart from that, he is the National Manager - Alliances & New Business Initiatives, Multi National Corporate Banking at Kotak Mahindra Bank Ltd. A culturally diverse, multifaceted, target-focused, strategic and hands-on banking veteran with 18+ years of experience in corporate banking, credit analysis, business development, relationship management, Karthik started his banking career in 2003 with Credit Agricole Corporate & Investment Bank as a Corporate Banking Trainee and joined ING Vysya Bank in 2005 which is merged into Kotak Mahindra Bank Ltd in 2015. Currently, responsible for Alliances and New Business Initiatives and Business Development within MNC Client Group of Kotak and co-creating sustainable ecosystem for clients and alliance partners.

Responsible for the MNC inbound business into India together with Alliance partners in the ecosystem, generating leads in India and provide a value proposition to the ecosystem by co-curating context, cross-references, joint-relationships, knowledge partnerships etc. for mutual benefits. Before his current role, Karthik was heading the South India - International Clients covering all MNCs investing into India and prior to that, he was responsible for client coverage role for ING in Karnataka Region, India and co-ordinating the European Business Desk India of ING. He has vast experience in all aspects of banking including offshore funding / structured finance transactions.

Karthik is a commerce graduate from MS University, Tamil Nadu, India and a Chartered Accountant from Institute of Chartered Accountants of India.

### 3. Ms. Monika Gogna

Ms. Monika Gogna is a Trustee Board Member & Secretary of the INBCB. She is the founder the Nyasa Solutions, a bilingual platform specialised in Business Consultancy, Conflict Resolution & Leadership Development Coaching for both Indian as well as Dutch individuals & businesses. Monika is an experienced consultant having worked both in the Netherlands and India. She also continues to write as a professional legal writer for numerous Dutch legal publishers.

Having been brought up, lived and worked both in the Indian and Dutch culture and being fluent in Dutch, English, Hindi and Punjabi allows her to have a cultural and communication edge as a Business Consultant within the Indo-Dutch Business Corridor.

Monika is a postgraduate in Law from the University of Amsterdam, is an internationally certified Mediator (accredited by Singapore International Mediation Institute (SIMI)) and a Senior Certified Professional Coach (with International Coach Federation (ICF) accreditation in progress).

### 4. Mr. Rob Tholenaars

Mr. Rob Tholenaars is a Board Member and Treasurer of the INBCB. Rob is also the Regional Director for Southeast Asia and Africa for SweepSmart Waste Management Pvt. Ltd. As an executive, with over 40 years of management experience in port operations and waste management, Rob can also be considered as a Senior Consultant in Sustainable businesses. He worked as a change manager for several large enterprises, overseeing mergers, executing reorganizations, and restructuring business processes as well in port operations as in waste management. His specific areas of expertise are collection, transport, segregation, and recycling of all sorts of waste and stevedoring (i.e., transshipment, storage and transport of dry bulk materials). Being a spirited entrepreneur with a track record in managing companies both locally and internationally, he uses his European background and international experience to adapt the same to the local circumstances creating the best of both worlds.



# PROFILES

## CONTRIBUTING AUTHORS

### 5. Mr. Gert Heijkoop - Consul-General of the Netherlands for Southern India

Mr. Gert Heijkoop has been Consul-General of the Netherlands for Southern India since 2018. Before coming to Bangalore, he served as Consul-General in Vancouver, Canada and before that as Consul-General in Antwerp. He was head of the Ministry's Middle East desk from 2006 till 2009.

### 6. H.E. Mr. Marten van den Berg - Netherlands Ambassador for India

Before H.E. Mr. Marten van den Berg became the Dutch ambassador to India, the colours, smells and intensity of the country made a deep impression on him when he travelled as a backpacker more than 30 years ago. India has fascinated him ever since. But Mr. Ambassador also likes to highlight a side of India that many in the Netherlands are unfamiliar with: the innovative strength of the Indian businesses. He has been ambassador to India since 2018. Before that, he worked as the Director-General for Foreign Economic Relations at the Dutch Ministry of Foreign Affairs and the Ministry of Economic Affairs.

### 7. Mr. Joe Phelan - World Business Council for Sustainable Development (WBCSD)

Mr. Joe Phelan is India Director of the World Business Council for Sustainable Development, the premier CEO-led organization of over 200 leading businesses working together to accelerate a net zero, nature positive, more equitable world. Joe helps to raise the profile and engagement of Indian businesses internationally, and to scale up joint action by business in support of India's development. He has catalyzed projects engaging more than 100 companies in action in India in areas such as energy, water, electric mobility, and more resilient agriculture.

### 8. Mr. Jean-Noël Rault - Air France-KLM

In the current position, Mr. Jean-Noël Rault is responsible for accelerating growth and strengthening the presence of Air France-KLM in the Indian subcontinent and drive the extension of the company's partnerships in the same geography.

Under his leadership, the company has expanded their footprint significantly in the Indian subcontinent with the launch of three new gateways: KLM: Bengaluru-Amsterdam in 2018; Air France: Chennai-Paris and Colombo-Paris in 2021, including maintaining non-stop operations from the region during the COVID-19 crisis. Jean-Noël has a vast experience of over three decades with Air France-KLM. He holds a Master of Science degree in International Business and Executive Education certificates from HEC Paris and McGill Montreal.

### 9. Dr. Pim Mul - Shell

Dr. Pim Mul is Principal Innovation Lead at Shell and currently based at STCB. From growing up at a small farm in the Netherlands to Principal Innovation Lead at STCB, he has been an explorer throughout his life. He has a passion for innovation, new technologies and is always in for a challenge. After his PhD in Chemistry, Pim started his career at Shell and has been with the company ever since. At Shell, he had several research and managerial functions in the Projects & Technology organization, primarily in Chemicals and Emerging Technologies. He is author of 40 scientific publications and holds 12 patents.

### 10. Ms. Chaitanya Sravanthi Kommukuri - Kotak Mahindra Bank

Ms. Chaitanya Sravanthi Kommukuri leads the ESG function at Kotak Mahindra Bank. Prior to this, she was part of Tata Sustainability Group where she contributed to the development of sustainability strategy for the e-commerce, aviation and shipping companies. Earlier, she was with Yes Bank where she engaged with Development Financial Institutions extensively, managed green bonds and integrated ESG lens in transactions and disclosures. She organized India's first Green Finance Symposium, was instrumental in launching India's first Green Bond, and secured the coveted Green Climate Fund accreditation for the bank.

Chaitanya is part of the founding team of Principles for Responsible Banking. She is a certified Green Finance Specialist from Renewables Academy, Germany. She holds a bachelor's degree in Computer Science Engineering from IIT Kanpur and a master's degree in Business Administration from IIM Calcutta.

# PROFILES

## CONTRIBUTING AUTHORS

### 11. Mr. Sumit Parthi - IKEA India

Mr. Sumit Parthi is the Country Business Manager at IKEA India. He is an experienced senior leader with strong professional skills in hospitality industry, modern retail, cash and carry, wholesale, real estate management, leasing, project management, operations management, market research, pre-opening and sales & business development.

### 12. Mr. Ravi Shankar - SASMOS HET Technologies

Mr. Ravi Shankar is the Chief Technology Officer at SASMOS. A passionate electronics engineer who started his career as a Scientist with the Indian Space Research Organization, and a after stint as an entrepreneur, has been working in the Aerospace domain for over 35 years in various capacities providing indigenous systems to several Russian and Western helicopters, Aircraft, Battle Tanks, and other Defense equipment operating in India. Ravi is an avid nature lover, a wildlife enthusiast, reader and loves to travel.

### 13. Ms. Sambratha Shetty - Synergia Foundation

Ms. Sambratha Shetty is an Engineer with Masters in Science from the University of Greenwich, UK. At Synergia, she heads the Pharma and affordable healthcare research. Previously, she has worked with the National Health Services, (NHS) UK. Sambratha also works both in areas of traditional and non-traditional security including Public Health Care, Women Security, International Affairs & Strategic Technologies.

### 14. Mr. Rahul Beruar - Beruar & Beruar

Mr. Rahul Beruar is a practicing advocate and leads the Firm's Intellectual Property practice. With over 19 years of experience, Rahul's practice focuses on managing IP portfolio for a wide array of clients ranging from Fortune 200 companies to start-ups and entrepreneurs, advising clients on brand management as well as assisting them in IP transactions and litigation. Rahul has been recognised as an 'IP Star' (Trademark and Copyright) by MIP IP Star 2019, 2020 & 2021 and has been ranked among India's Top 30 Disputes Lawyers - 2021, India's Super 50 Lawyers - 2020 as well as India's Top 15 Dispute Resolution Lawyers - 2019 by Asian Legal Business (ALB).

### 15. Ms. Akanksha Sharma - Consulate-General of the Netherlands, Bengaluru

Ms. Akanksha Sharma works as a Senior Policy Advisor for the Netherlands Innovation Network at the Consulate General of the Netherlands in Bangalore, where her role is to facilitate innovation and technology cooperation between India and the Netherlands in a number of sectors such as High Tech Systems including Space, Life Sciences & Healthcare and key enabling technologies such as AI, IoT and Big Data. She works closely with the Dutch as well as Indian government, industry and academia to facilitate exchange and connect ecosystems that enable co-creation of innovative and sustainable solutions for our joint societal challenges.

### 16. Dr. Varalatchoumy M. - Cambridge Institute of Technology

Dr. Varalatchoumy is an academican with 15 years of teaching experience and 8 years of experience as researcher. She has pursued her research in medical image processing and has done a major contribution towards detection of malignant tumours at a very early stage.

She has more than 20 International Journal publications and 4 patents to her credit.

"Research Excellence Award", "Excellent paper Award" and "Academic Excellence award" are few awards she had received for her work.

Dr. Varalatchoumy has contributed as Guest Editor for Springer Journal titled, "Systematic Artificial Intelligence". Being a passionate researcher, she is involved in several real time project development in Machine Learning, Artificial Intelligence and Image Processing. Invited as guest speaker for several Webinars and International Events.

Played the lead role in planning, organizing and executing an International Project competition event titled "SEEDBRAINS" involving more than 2000 students across 30 different engineering colleges from various states.

## CONTRIBUTING AUTHORS

**17. Dr. Cyril Prasanna R. - Cambridge Institute of Technology**

Dr. Cyril Prasanna Raj P. has 26+ years of experience in industry, research and academics. His core competency is in electronic product design and VLSI design. Design of high speed algorithms and architectures for signal and image processing applications is his major field of research. He is also working on multidisciplinary research projects of medical devices, sensors and nanotechnology. Over the last 10 years he is involved in deploying & facilitating problem solving initiatives including Innovation and product design. He has facilitated innovation workshops and generated over 500 ideas for medical and agricultural applications. He has PhD from Coventry University, UK, M.Tech from KREC (NITK), Surathkal in Industrial Electronics and BE in Electronics & Communication Engineering, from SJCE Mysore.

He has executed research project funded by VGST, DST, ISRO, AICTE, DRDO worth 7 crores and has commercialized four products of these research activities. He has also successfully completed than 30 minor research projects funded VGST, KSCST, VTU, IE. Has executed 15 consultancy projects for MNCs and DRDOs and delivered more than 50 corporate level training.

He has more than 70 journal publications with 300 citations, authored 14 books and is supervising 8 research scholars under VTU. Supervised more than 300 M.Tech Projects and 40 BE Projects.

India's first VLSI design GUI - CYPLEX and Nanoelectronics Devices Simulator - NANOCYM has been developed by his team at SANARYS Private Limited and is been distributed from his start-up company SANARYS Private Limited in Karnataka, TN, AP and Kerala.

He is IEEE senior member, ISTE LM, Mentor for Atal Tinkering Lab, Brand Ambassador for IIC (MHRD) and Evaluator Member for NEAT, AICTE.

Dr. Cyril Prasanna Raj P. is working as Professor in ECE Department at Cambridge Institute of Technology, Bangalore.

**18. Mr. Nithin Mohan - Cambridge Institute of Technology Bangalore**

Mr. Nithin Mohan is an alumnus of the University of Bristol, UK and Christ University, Bangalore. He aims to make Cambridge Institute of Technology an institution that provides some of the finest education for students in the city. As CEO, he brings fresh young leadership and outlook into transforming the traditional process of learning, aiming to not only enhance academic knowledge but also build multiple career futures for students. Under his energetic leadership, the Cambridge Group of Institutions has been instilling systemic thinking and have adapted and transformed the grounds into a Zero Waste Campus. We are actively involved in the Community Social Impact forum.

He strongly feels that the Cambridge Group of Institutions is responsible to teach, motivate, and support its students, partners, stakeholders and society- globally and locally and to help them realize their dreams and ambitions for a better world. He firmly believes that in the education ecosystem, we need to constantly explore, learn, improve and expand the journey of bringing the unknown to the known.

**19. Ms. Edith Nordmann - Netherlands India Chamber of Commerce & Trade (NICCT)**

Ms. Edith Nordmann is next to being the Chairman of NICCT, also Managing Partner at ACG International in Amsterdam. Edith has an expert qualification in employment law, and is experienced corporate and commercial litigator, who has been representing both companies and private individuals in highly complex matters. Her practice also covers cross-border transactions, contract disputes, and national and international litigation. In addition, she is a certified mediator, who assists her clients in finding amicable resolution of their disputes.

Being fluent in German (native speaker), English, Dutch, French and Italian, Edith is not only able to communicate with many of her international clients in their mother tongue but is also able to understand the difference in mentality, culture and legal systems. This puts her in a unique position to resolve cross-border issues.

Edith successfully combines her professional career with numerous charitable and social organizations, where she uses her expertise, not only to help others but also to empower them in their endeavours. Among many other commitments, she is also Vice Chairman Supervisory Board of Housing Corporation Rochdale.

# PROFILES

## CONTRIBUTING AUTHORS

### 20. Ms. Marijke van Liemt - NLinBusiness

Ms. Marijke van Liemt is the Manager International Business at NLinBusiness. Marijke started her career in corporate finance at ABN AMRO Bank in the Netherlands. After leaving ABN AMRO, she worked internationally as a coach and trainer in intercultural communications and leadership, working with multinational corporations, small and medium sized companies, and NGO's. She has worked and lived in Brazil, the USA, Europe, and Egypt.

With her team, Marijke links business networks in the Netherlands to the networks in the different Cities of Opportunity, with the aim to build a strong community that supports international business between the most important trading partners of the Netherlands. Through these networks, we lower barriers to international business, and make internationalization easier, more accessible and fun.

### 21. Mr. Vijay Kumar Vaddadi - Consultant & External Advisor INBCB

Mr. V. Vijay Kumar is an economist by training and has close to 40 years of professional experience, out of which 31 years have been with the Netherlands Government offices in India. His experience with the Netherlands Government has been largely related to international trade and investment. He is currently an independent consultant working on sustainability and international trade and investment and is also an advisor to the Hon. Consul for the Netherlands in Tamil Nadu. He is also advising India Netherlands Business Circle Bangalore (INBCB) to reinvent itself with the objective of furthering increased business and cultural relations between the two countries.

Mr. Vijay Kumar was honoured with the title "Knight of the Order of Oranje-Nassau" in 2016 for his services to the Netherlands Government. He lives in Chennai and is married with one daughter. His interests include sustainability, current events, cross-cultural issues, geo-politics, geo-economics, classical music and reading.

### 22. Mr. Thomas van Berckel - Dutch Roof Consultancy

Mr. Thomas van Berckel works as a Consultant, Dutch teacher and Culture trainer. From 2017-2020 he was involved in a major and a very successful project on a fulltime basis for CapGemini/ Sogeti to train Indian IT-consultants. These consultants were trained to work in a Dutch Language Environment in the Public Sector in the Netherlands. Many of these consultants are now well settled in the Netherlands.

In 2017 and 2019, Thomas got certified by Hofstede Insight in ICM (International Culture Management) and OCM (Organizational Culture Management). During the ongoing Covid-19, Thomas converted Dutch Roof Consultancy into an online teaching, training, and consultancy hub.

### 23. Ms. Nalini Shekar - Hasiru Dala

Ms. Nalini Shekar is the co-founder and Executive Director of Hasiru Dala. Her passion lies in restoring the dignity of workers in the unorganised waste sector, improving their access to predictable livelihoods and providing social security for their families. Over the years, Nalini has trained hundreds of waste pickers on new ways of solid waste management and helped develop their skill to become waste management professionals. In addition she has worked with state officials, students and citizens, creating awareness on the need for sustainable waste management practices and integration of waste pickers.

Before her work in Bengaluru, she advocated the need for rights of survivors of violence for a decade in the US where she was honoured by the Santa Clara County Human Relations Commission, San Jose City Government and presented with a Certificate of Honour from the then Governor of California, Arnold Schwarzenegger. In a career spanning 33 years, Nalini has won many accolades including the Kempegowda Award 2015, from the City of Bengaluru. In 2015, she was chosen as one of 100 women in India who have made a difference in the society by BBC.com.

**EDITOR'S NOTE**  
**THE CORRIDOR**



---

**THE CORRIDOR**

---

**EDITOR'S NOTE**  
**Sustainability is a personal journey****BY MONIKA GOGNA**

**I am delighted to introduce the first issue of The Corridor. It is a one-of-a-kind magazine in business development within the Indo-Dutch Business Corridor!**

**As INBCB, we have come a long way since the initial revival that began in August of 2020. As a Circle of Businesses across international boundaries, we are directly impacted by economic, social, and environmental challenges. These challenges require a transformed approach for us to achieve inclusive, people-centric and sustainable development with no one left behind. Therefore, to kick-off 2022 and to celebrate the 10th Year Anniversary of the INBCB, we decided to focus on Sustainable Development as the theme of this magazine.**

While editing and compiling this magazine, I realized how leaders view their business or industry is a key driver in how well they proceed in creating a Sustainability Vision for their organization. It also shapes their Sustainable Leadership to address the future. What also struck me was that sustainability pushes businesses to think differently and try to solve problems in new innovative ways. Sustainability can be regarded as innovation's new frontier. It leads to organizational and technological innovations, which in turn lead to more profit and turnover.

In every successful transformation effort, the Change Leaders need to develop a clear picture of the future that is compelling, easy to communicate, and appeals to stakeholders. Likewise, at a personal level, one of the most important realizations that I have gained is the importance of developing your own mission & vision. As the management guru Simon Sinek states in one of his books: 'Start with Why', I had to start with my very own 'why'. The awareness of this critical first step provided me with clarity that allowed me to see and reflect on the 'why' in order for me to actively start contributing to sustainability. The clearer the answer on the 'why' became, the stranger it seemed to me that I hadn't started this much sooner.

Due to the all-encompassing nature of the term Sustainable Development and the gravity of the situation which it seeks to resolve, many treat it as an abstract, unachievable concept. Therefore, a thorough understanding of this field and its challenges is crucial as that can help us in living a more conscious and altruistic life.

Sustainability does not have to be a complex concept. It is very logical, natural, and rather necessary for the times we live in. By seeing sustainability in everything that contributes to clean air to breathe, clean (drinking) water, and clean soil to grow our food, we initiate a personal journey toward a sustainable future. For me, it is about daily life and health. Of ourselves and the world as a whole, with all the animals and nature that live on our earth.

---

## THE CORRIDOR

---

I believe that motivation comes when you feel that you have a positive influence on something. In my view, this can start for instance with every purchase that you make. With this, you give a voice to a product, packaging, company, and production process and you directly contribute to working toward a sustainable world.

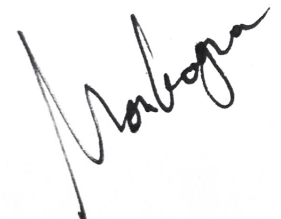
At the same time, it is important to acknowledge that each and every one of us has different circumstances and pressures in our lives and will have to approach this journey in a different way. For instance, not every one of us can afford to go out and buy eco-friendly products, drive environmentally sustainable vehicles, and consume organically grown produce. Challenges like illiteracy, lack of financial resources, corruption, gender inequality, etc. require a lot more concentrated and coordinated effort that is country and people specific.

There's a well-known Chinese proverb that says, "A journey of a thousand miles begins with a single step." In the context of sustainability, I would like to add that this single step can be very personal and small. I invite you to discover your own vision and truth about sustainability, however insignificant it may seem. In such a way that the subject is clear, applicable, positive, motivating, relevant, and inspiring for you. In my experience, this is an important step to find your own motivation to start with sustainability. Both in personal life as well as in business.

On behalf of the INBCB, I want to take this moment to say THANK YOU to our contributors. We are inspired. Every time I read and edited a story, I felt empowered and comforted by the fact that there are people out there proactively fulfilling their own missions to turn a challenge into an action. By doing what you do, we as INBCB get to fulfil our mission by delivering the message that we all have a choice and the power to make a difference.

To the readers: We hope that as you read this first issue, you're inspired and reminded of your own confidence and strength to make a positive difference.

Thank you,  
Monika Gogna



Secretary Board & Trustee Board Member INBCB  
Business Consultant, Mediator & Coach at Nyasa Solutions

---

**MISSION & HISTORY**  
INBCB





**THE CORRIDOR**

---

**MISSION & HISTORY**

BY MONIKA GOGNA

**INBCB**

The India Netherlands Business Circle Bangalore (INBCB) was established in Bangalore in 2011 by a proactive group of businesspeople from India and the Netherlands (Mr. Irfan Vazirally, Mr. Raju Joseph Pulikkunnel and Ms. Catharina Rustema) with the vision and foresight to realize the importance of relations between the two countries. Since 2011, INBCB has been at the forefront of economic and social activity within the Indo-Business Corridor in the southern part of India. In the succeeding years, INBCB helped lead business sector efforts to strengthen the business relationship between India and the Netherlands. Today, INBCB is one of the largest business circles of its kind in India. Our membership is drawn from a diverse group of individuals, businesses, and organizations, including globally recognized brands; companies both large and small in various sectors e.g., agriculture, water, waste, energy and so on; service organizations involved in banking, finance, law, information technology and training; as well as educational and cultural organizations.

**Mission**

INBCB's mission is to enable individuals and business organizations in India and the Netherlands to forge and advance trade, commerce, investment and partnerships through advocacy, information/resource sharing and networking opportunities.

**Mandate**

To be the leading business association for trade, commerce and investment missions between India and the Netherlands as the Gateway to Europe, enhanced by relationships and expertise.

**Revival**

Following the major re-vamp of the INBCB, initiated in August 2020 (see the highlights in the timeline on the following page), and wrapped up in August 2021, the Board has focused on:

- providing a platform wherein commercial and social relationships between India and the Netherlands are promoted and in which the member interest is safeguarded.
- encouraging and facilitating the meetings of persons engaged in business between India and the Netherlands (the Gateway to Europe). Furthermore, the purpose is to provide information, advice, knowledge and experiences to its members, network, partners, and stakeholders in order to increase successful collaborations between the two countries. This will include training & education.
- holding gatherings, events, seminars for the benefit of its members to deepen the knowledge and insights into doing business between India & the Netherlands.
- enlarging the INBCB network with like-minded partners.

We would like to thank our members, partners, and stakeholders for their ongoing support of the INBCB. The Board/Management Committee will continue to strive to maintain and improve the quality of our members' experience.

---

## THE CORRIDOR

---

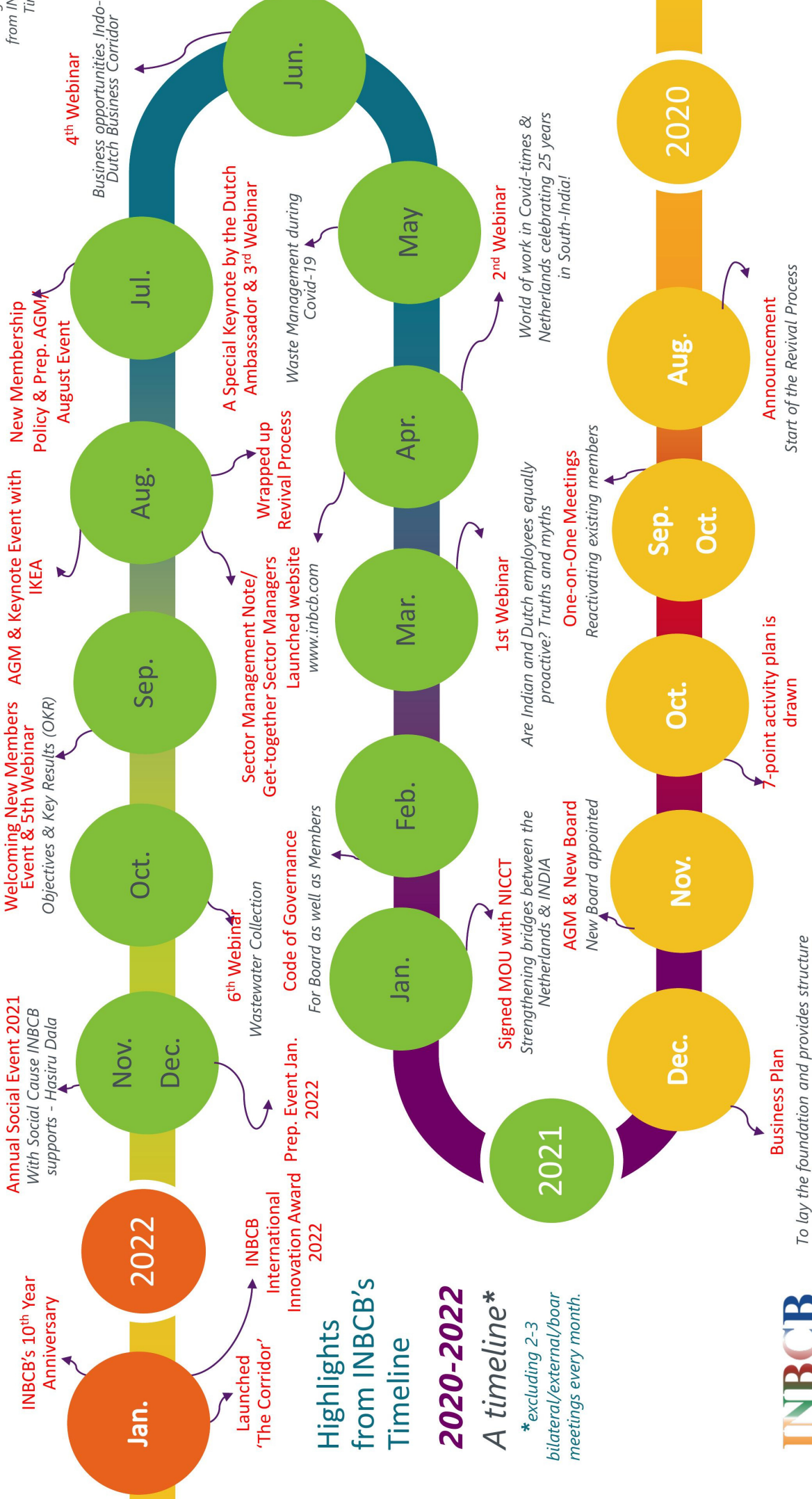
### **Connecting the dots**

The possibility to collaborate is a decisive factor for businesses to associate themselves with a Business Circle like the INBCB. Collaboration is not free from difficulties, but two good ideas multiply the result, and the possibility of sharing resources and expertise enhances the product or service. The combination of technologies, applications or services also increase a solution's value.

The formation of alliances between different members demonstrates how different members of the INBCB can be complementary to each other, collectively create value to be shared among stakeholders, and even generate business with/for each other.

**Throughout the magazine, you will find examples of collaborations that are the product of the systematic exchange between businesses as members of the INBCB.**





## Highlights from INBCB's Timeline

### 2020-2022

#### A timeline\*

\*excluding 2-3 bilateral/external/board meetings every month.



# STATEMENT OF THE PRESIDENT



**THE CORRIDOR**

---

**STATEMENT OF THE PRESIDENT****BY PROF. DRS. MARIANNE J. FRANZEN**

**Warmest greetings and heartfelt congratulations to all of you! With the trade relationship between India and the Netherlands of more than 400 years in the back of my mind, I feel proud, inspired, and confident about the future of the India Netherlands Business Circle Bangalore. It is today that we celebrate our 10th year Anniversary which is an absolute milestone in the existence of the Business Circle.**

Since its inception, on November 11th, 2011, this unique ecosystem called INBCB represents a collaboration between two unique countries: India and the Netherlands, the gateway to Europe. This collaboration is something to be proud of since these two nationalities have different backgrounds and cultures, however, yet so close to each other for so many years.

I feel inspired by your creativity, your determination and perseverance and last but not the least your strong support including that of partners and stakeholders. We all walk on the corridor between India and the Netherlands working towards our own and common goals. This corridor, constructed a long time back, has proven itself by a high quality of 'maintenance' with respect for our differences in history, the way we manage the current times we live in and the ambitions we have as countries for the near future. The stronger the pillars of the Corridor, the more protection and guidance we can provide to Indo-Dutch travelers enabling them to realize their dreams.

I feel confident about the future of INBCB. After a successful revival process within our Circle that started off in 2020 and the transformations we have managed during these global and local dynamic times, INBCB's identity has become even more stronger, more colorful, and will continue to grow. I am confident we can take the next steps in our development with more partners, more members, and more stakeholders. We will become part of an International Ecosystem which drives on values, social relations, and supportive activities. Think of our partners like the Netherlands India Chamber of Commerce & Trade (NICCT) and the India- Netherlands Business Associations (INBA) from Mumbai and Hyderabad and not to forget the IDC from Delhi.

We all have one common goal in mind: to facilitate and support our members to walk (or run) smoothly over the Corridor between both the countries.

Having said this, what does it mean for our plans in 2022 and 2023? Can we contribute to a more sustainable world being one of the biggest paradigm shifts ever? Yes, we can! I would like to quote Mr. Peter Bakker (CEO World Business Council Sustainability and Development (WBCSD):

'...If you are reading this report with the idea that tomorrow is going to be much the same as today, then this is not for you. This is a report for change, urgent change even, starting now...'  
(Report Vision 2050 - Time to Transform - message from Peter Bakker - March 2021).

---

## THE CORRIDOR

---

We would like to overcome doubts we might possibly have or hesitations to plunge into the cold water of a real change. How can we incorporate sustainability more profoundly in our daily work and how can we find ways to convert the unknown of the 17 SDG's into the known? To be able to answer that question and to support you in finding your answer, we have decided to have sustainability as our mantra in 2022 and the main theme of our 10th anniversary celebration.

Our aim is to share experiences, stories, learnings, tips and tricks from an excellent group of experts who are creating new footprints to implement this mantra and willing to share their knowledge with all of us.

Are we waiting until everybody keeps sustainability in the back of their minds or are we kicking off today ensuring sustainability becomes a critical success factor for any implementation?

The INBCB Innovation Award 22 is the answer: 20 colleges/universities from Bangalore and beyond are competing for the best innovative idea ever.

The best idea consists of a creative sustainable answer (or solution) to the needs of both markets: India and the Netherlands. A solution that integrates cutting edge technology, business opportunities and human engineering. And we all know, this is easier said than done.

Seedbrains is the need of the hour. Think and act more innovative in order to try solving unexpected challenges. Mission impossible becomes possible only then when our hearts and minds are integrated.

The INBCB magazine The Corridor reflects the hearts and minds of leaders invited by INBCB to contribute to the launch of our magazine, our mantra. They are committed from the bottom of their hearts to share their knowledge and inspire us toward a more sustainable world.

We, as INBCB, feel the fire to strengthen the corridor, to fulfill our mission and to support you - whatever it takes. We invite you to join us and pave the path toward a more sustainable future.

Let me wrap up my message by quoting one of the most inspiring leaders ever known:

...' this mission will require leadership that we don't often see. I see the fundamental role of a leader is to look for ways to shape the decades ahead, not just react to the present, and help others accept discomfort of disruptions to the status quo...'

(Indira Nooyi, former chairman & CEO, PepsiCo - My life in full, 2021)

Thanking you!

Prof. Drs. Marianne J. Franzen



**DUTCH**  
DIPLOMATIC  
REPRESENTATION



**THE CORRIDOR**

---

**NETHERLANDS CONSULATE GENERAL IN  
BANGALORE****GERT HEIJKOOP**

CONSUL-GENERAL OF THE NETHERLANDS FOR SOUTHERN INDIA

**This year we celebrate the 10th anniversary of the INBCB. The birth of INBCB coincided with the announcement by Encyclopedia Britannica that after 246 years it would discontinue its printed edition. It simply could no longer compete against Wikipedia. In Bangalore, the first Consulate General opened, the German one.**

These events are interconnected. The world is rapidly digitalizing. Printed books still outsell e-books by a margin of 4 to 1, but the gap is closing. Kindle was born in 2007, in 2020 191 mln e-books were sold in the US alone. Worldwide, a whopping 7 bn people own a smartphone. Ten years ago, companies like Lyft, Instagram, and Snapchat did not exist, nowadays they're unicorns.

Our language adapts and changes with the ongoing digitalization of our world. 25 years ago, a unicorn was an animal from fairytales, an incubator was found only in the maternity ward of hospitals and an accelerator was a device in a car that could cost you dearly when pushed down too eagerly.

Closer to home, there are now nine CGs in Bangalore, and Italy will soon be number ten. Without exception, these CGs represent countries that are at the forefront of the digital revolution. What attracts them in Bangalore is the abundant availability of scientists and engineers.

---

Almost all Fortune-500 companies are represented in Bangalore, most with huge R&D facilities. To name just two, both Shell and Philips employ some 5000 people in Bangalore.

Consulates and Business circles are naturally complementary. They can reinforce each other, like bacon and eggs or pepper and salt. You can have the one without the other, but the combination is better.

These days, our Consulate concentrates on a limited number of economic sectors: life sciences & health (lsh), agri-food, water, energy, and space. Crosscutting through these sectors are innovation and start-ups. What all these sectors have in common is their orientation towards sustainability.

The United Nations Social Development Goals (the SDGs), adopted in 2015 as a universal call to action to end poverty, protect the planet and achieve a degree of peace and prosperity for people all over the world, give direction to these efforts.

The importance of the SDGs is also reflected in the Leitmotiv of this edition of Corridor, sustainability. There is still a long way to go, but the goal is clear, and cooperation can and will move mountains. As Michael Jordan famously said, talent wins games, teamwork brings championships.



**THE CORRIDOR**

---

**NETHERLANDS EMBASSY IN NEW DELHI**

**H. E. MARTEN VAN DEN BERG**  
NETHERLANDS AMBASSADOR FOR INDIA

**I am very happy to be part of this first edition of 'The Corridor' magazine, an excellent initiative by the INBCB. Sustainability has been the leading principle of international cooperation for the Dutch government for decades. It has been a journey with many challenges, where economic and business arguments were sometimes difficult to align with the social needs and stability of the people.**

The UN SDGs provide a good framework and structure for sustainable development. However, at first sight, it is not clear for all parties how to connect them with sustainable economic development. Most of the SDGs are strongly connected to social challenges such as clean water, renewable energy, food security, and healthcare. Engaging them and providing sustainable solutions is the ultimate challenge. The Netherlands Embassy and its economic and trade network in India (TNI) put a strong focus on these main societal challenges as well as on innovation as a cross-sectoral theme. Both India and the Netherlands are strongly committed to the SDGs.

The TNI firmly advocates the cooperation of the government, private sector, and knowledge institutes.

We all know, we will never be able to achieve the SDGs without the private sector. Large-scale private investments are needed, and as such, the financial sector, including the International Finance Institutions have a pivotal role to play.

The provision of sufficient and clean water for communities, agriculture, and industries, the buildup of robust health infrastructure, the transition to a climate-neutral society, and the ability to satisfy the needs for safe and healthy food to the population need a strong and committed private sector to implement projects. However, they will only be able to provide a sustainable contribution when the societal challenges are turned into bankable business cases. As our Minister for International Trade said, "earning with SDGs is the driver". As such, the implementation of the SDGs has to follow economic principles to enable the required investment and the involvement of the private sector.

The CoP26 in Glasgow once again made it clear that there is no time to lose to work on the global energy transition and to become climate neutral by 2050.

In the case of India, it is more realistic to expect this to happen in 2070. Being the third-largest carbon emitter globally, India's energy transition is crucial to maintain the global temperature rise to 1,5 C max.

The energy transition means that the economic development model will be drastically changed, and this has consequences for all economic activities. The SDGs and their 169 subordinate goals provide a comprehensive model and present the complex structure of interlinkages. Sustainable development is a complex issue and a challenge.

---

## THE CORRIDOR

---

The role of the business community and their representatives like the employer associations and the business circles is to inform their members on the complex issues pertaining to sustainable development. After all, it concerns a new way of thinking. On the other hand, to enable the private sector to fully engage, it is also needed that the business circles liaise with the national and state governments to provide the appropriate business and investment climate.

Specifically for our embassy, we are already collaborating with India on many projects in the field of water, health, and agriculture (WAH agenda) and it's our ambition to further strengthen our engagement.

India values our cooperation specifically in the field of water and agriculture, and subjects where the Netherlands is known for its experience and know-how. The water cooperation will receive more funding and the policy dialogue will be on the Ministerial level.

As mentioned before, the Dutch business circles could connect with their members on the issues of sustainable development and liaise with the government on issues related to the investment climate. In general, the INBCB shall continue to play a pivotal role in enhancing our business cooperation.

The business circle has members across all sectors including the R&D community, government, and educational fraternity among others. Hence, it has a large network that could be effectively positioned to identify business opportunities, create innovative solutions, and prepare bankable proposals to contribute to the SDGs.

This year, we will celebrate 75 years of diplomatic relations between India and the Netherlands. A wonderful opportunity to further strengthen our collaboration in societal challenges and work together to a more sustainable way of producing and consuming.

We can only do this together and therefore the TNI looks forward to continuing and further developing a good working relationship with the INBCB, a good partner to strengthen our sustainable economic cooperation and ties with India.

## INBCB CONNECTING THE DOTS

COLLABORATIONS

### NXT - CiT

It is always great to see when initiatives and events organized by the INBCB lead to actual concrete business discussions between members and/or attendants.

In July 2021, Victor Eveleens of the NXT Group hosted a webinar in which he described NXT's activities and general business opportunities in the Indian market. One of the opportunities caught the interest of Dr. Cyril Prasanna Raj of the Cambridge Institute of Technology to convert agricultural waste products into biofuel pellets.

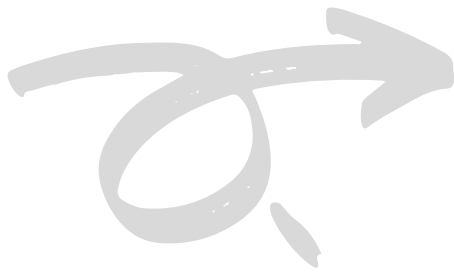
Dr. Cyril reached out to Victor during the webinar and shortly after that, NXT's core team for this segment was introduced to the associates of Dr. Cyril, and the possibility of project was discussed in more detail. Dr. Cyril's team was very enthusiastic about the project. Currently, there is research being carried out to determine the parameters for successful execution and implementation.

# SUSTAINABILITY IN THE SPOTLIGHT WHAT DO LEADERS SAY?



**THE CORRIDOR**

---

*Before you read this chapter ...*

Sustainable development is the key enabler for the stable growth of a country's economy, whether India, the Netherlands, or beyond. There is no alternative to it. For businesses to remain relevant, bringing the products and services that meet societies' evolving needs and drive economic growth, it is vital they focus on sustainability.

As a Business Circle, we acknowledge the fact that in the absence of learning, companies – and individuals – simply repeat old practices. Change may remain cosmetic, and improvements are either accidental or short-lived. Thus, we see it as our responsibility to give a nudge to our members to create a paradigm shift within their own businesses by learning from the best in the industry. To achieve this, we invited leaders from the business world to write for The Corridor and help us to familiarize ourselves with the trends and to work towards a common attitude to achieve and mobilize citizens and businesses for sustainable development. These leaders have recognized the importance of sustainability and implemented it successfully within their own businesses.

As you read the magazine, you will realize that making a social impact is increasingly high on the agenda of companies and organizations. They are intrinsically self-motivated to do so.

Also, linking (a selection of) Sustainable Development Goals (SDGs) as a global movement to the business strategy increases the positive and decreasing the negative impact as it reduces risks, the costs, increases confidence in the business and therefore also leads to more growth.

The idea is to initiate a conversation about, e.g.:

- Which SDGs should you focus on? - Focusing on seventeen goals is too much. Which SDGs are the most relevant to your business? In which areas can you make an impact?
- How can you embed these SDGs in your strategy and business operations? No 'separate' SDG strategy, but the SDGs should be integrated into your business strategy. How can some of your processes be set up in such a way that they make a positive contribution to this?
- Are you on track to contribute to the SDGs? Are you making the impact you want to make? Which indicators do you use to measure your progress?
- How can intellectual property laws help you achieve sustainable development goals?

---

**THE CORRIDOR**

# WORLD BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT (WBCSD)

## *Best practices for sustainability*

**JOE PHELAN**  
DIRECTOR INDIA

**I am motivated by people and by joint effort. From small groups of individuals to teams on the sporting field, to clusters of companies working in a sector or value chain. Identifying shared goals, collaborating to achieve them, and supporting each other on the journey is what motivates me.**

**Accountability and openness are two things I value. Taking responsibility for what we can do, being open about what we are trying to achieve, and to ideas and feedback.**

### **Sustainable development**

The World Business Council for Sustainable Development has a shared vision is for achieving a sustainable world by 2050 [WBCSD Vision 2050 - Time To Transform], where more than 9 billion people can live well, within the limits of the planet.

2050 seems a long way away, but we must act now. We are facing unprecedented challenges: a climate emergency, nature in a state of crisis, and mounting inequality and social unrest. Key tipping points are being reached.

Business, government, and civil society must change the systems that have created the challenges we now face – and change them so profoundly that we can legitimately call it transformation. The next decade represents a final window of opportunity to correct our course. And future business success depends on it.

Our member companies recognize that to be sustainable businesses they must become net zero and nature positive and contribute to a more equitable future for people. Integrating sustainability into business strategy and operations helps companies to manage risk, identify and seize new opportunities, maintain their license to operate, forge new partnerships and increasingly, attract a lower cost of capital.

### **Aligning business strategy with sustainability**

The first step for businesses is to align their purpose and strategy with the changes that sustainability is demanding. Many use the sustainable development goals and related targets as a comprehensive materiality checklist. Others bring in stakeholder perspectives into their governance, to help them broaden their view. As a result of this, companies identify the most important areas for action, and set targets, sometimes publicly. WBCSD has a suite of resources for Board Directors to help them integrate sustainability into their work.

The second step is integrating these priorities into a company's existing business decision-making systems and controls. At WBCSD we have designed guidance with our members for businesses to integrate ESG factors into enterprise risk management, assurance and controls, and corporate disclosure. The goal is more well-run companies, making better decisions, and communicating these more clearly to the capital markets and other stakeholders.

---

## THE CORRIDOR

---

The third step is action. It is critical for businesses to collaborate with others to accelerate sustainable transitions across the key areas of business activity that are essential to society. At WBCSD we have produced an update to our Vision 2050 document, which sets out nine transformation pathways where businesses can focus their efforts. These are energy, transportation and mobility, living spaces, products and materials, financial products and services, connectivity, health and wellbeing, water and sanitation, and food.

### Challenges

In India the most acute challenge is water. Demand is growing from the population, agriculture, and industry while supply, in the form of monsoon rains and glacial melt, is already being disrupted by climate change. The water challenge has to be fixed or India won't be able to achieve the growth it needs for its development.

A common challenge globally that is particularly acute in India is decarbonizing heavy industry. The power mix here is heavily reliant on coal. Renewables are growing but cannot yet offer the firm power that industry needs without storage. Clean hydrogen and CCS are today a long way removed from being commercially viable. These technologies, and the infrastructure required to support them, need significant investment. And the international community should step up to support this.

A third, still under-appreciated challenge is inequality. Wealth has been concentrated over the last 30 years, as productivity has been disconnected from income. This pattern has been repeated in every country. The cost is in human suffering, lost talent, and social unrest. The pandemic taught many companies that they are only as resilient as the weakest part of their value chain.

### Innovative approaches to sustainability

As well as the principles of accountability and collective action I mentioned at the start and being clear on the problem your efforts are working to address, it is important to find solutions that bring holistic benefits to people, to climate, and to nature. To illustrate this, here is a summary of the work companies in India have done with WBCSD on the water challenge.

First, we have helped companies to ensure their own operations are in order. Through wastewater management and circularity tools, companies can optimize their water use. Through the wash in the workplace tool, companies can verify that every employee, in every location, has safe access to water sanitation and hygiene. Being accountable for their own operations and employees gives companies the credibility to engage with other stakeholders.

Second, our members have developed the India Water Tool so that companies can understand their water risks in India and plan their water management actions, using pan India data that is accepted by the Government of India. This is an online, free-to-use tool that overlays multiple data sets from the Government of India on water quality and availability, along with rainfall data, aquifer and soil type data, as well as both watershed and political boundaries. It was developed by more than 20 member companies who collectively engaged with government agencies and scientists to access the data and present it in the most user-friendly way.

Thirdly, businesses from all sectors are partnering with businesses and farmers to support greater water efficiency in agriculture. Providing farmers with technologies, business models, or knowledge that increase yields and incomes, while also increasing water efficiency, are the most powerful approaches to tackling the water challenge.

---

## THE CORRIDOR

Very often these approaches also have co-benefits for climate change, such as through soil health or drip irrigation for rice cultivation.

### Suggestions for businesses

We argue that sustainable transformation requires leaders to embrace three radical mindset shifts. These mindsets will be the difference between incremental change and the accelerated transformation necessary to achieve a sustainable world where thriving business is part of a thriving society.

**1. Reinvention.** Business and other stakeholders must push for a reinvention of capitalism to ensure that the power of private enterprise and competitive markets can be directed to supporting long-term societal, environmental, and business prosperity.

**2. Resilience.** Business needs to better understand and incorporate resilience into its strategic planning, enhancing its capacity to anticipate, embrace and adapt to changes and disruptions in an increasingly volatile world.

**3. Regeneration.** Business must move beyond a “doing no harm” mindset. It is time to unlock the potential of living systems – social and ecological – that business depends on, and build their capacity to regenerate, thrive, and evolve.

### References to explore:

1. WBCSD, 'Vision 2050: Time to Transform', March 2021 [explore more at: <https://timetotransform.biz>]
2. WBCSD, 'Board director resources', [access here: <https://wbcsdpublications.org/board-director-resources/>]
3. WBCSD, 'Enterprise Risk Management', [access here: <https://www.wbcd.org/Programs/Redefining-Value/Making-stakeholder-capitalism-actionable/Enterprise-Risk-Management>]
4. WBCSD, 'Time for Action', [access here: <https://timetotransform.biz/time-for-action/>]
5. WBCSD, 'Business guide to circular water management: spotlight on reduce, reuse and recycle', 6 June 2017
6. WBCSD, 'Water Circularity Metric: Tool and guidance note', 6 February 2021
7. WBCSD, 'Wash pledge', [access here: <https://www.wbcd.org/Programs/Food-and-Nature/Water/Water-stewardship/WASH-access-to-water-sanitation-and-hygiene/The-WASH-Pledge>]
8. Indiawatertool.in, 'India Water Tool', [access here: <https://www.indiawatertool.in>]
9. WBCSD, 'Co-optimizing solutions in water and agriculture', 6 May 2021



---

**THE CORRIDOR**

---

**AIR FRANCE-KLM**  
*Sustainability as a strategic choice*

**JEAN-NOËL RAULT**  
GENERAL MANAGER - INDIAN SUB-CONTINENT

**Sustainability is a strategic choice, not a technical one. There is no alternative but to be sustainable. Creating an environment that meets the paradigm of today's world without compromising on the ability of our children and the future generation to make their own choices and determine their own needs. Every leader has an obligation in his life and organization to implement this vision step by step.**

**Commitment towards sustainability**

Air France and KLM, have a long-standing commitment towards sustainability which started early in the 1990s. Since then, sustainability lies at the core of our commercial strategy and is connected to our business operations. We are a major player in the airline industry and we feel, it is our responsibility to contribute toward preserving the environment.

The aviation industry has the ambition of net-zero carbon emissions by 2050. We are committed to the targets defined by the Paris Climate Agreement and contribution towards the United Nations' Sustainable Development Goals in connection with our activities. Air France-KLM Group is a major player on the Dow Jones Sustainability Index (DJSI). Group's efforts toward Sustainability are evidenced by our top rankings in the DJSI for over 17 consecutive years. We are committed to sustainability. It is embedded in our business plan processes and all teams across the globe have to mandatory report about it.

We are working towards the net-zero target to reduce our environmental footprint by improving our operations and processes, collaborating and innovating in the supply chain, and by mobilizing our staff and the industry.

**Minimizing the environmental footprint**

In order to minimize the environmental footprint, the group follows the principle of "REDUCE. REPLACE. COMPENSATE." Despite this unprecedented crisis due to Covid-19, the Air France-KLM Group is committed to accelerating its sustainable efforts.

Air France-KLM is one of the first European airline groups to have its decarbonization targets validated by the 'Science-Based Targets initiative (SBTi). We have developed our pathway according to the SBTi's recommendations, which means fleet renewal, operational improvements, and carbon offsets, but by far the biggest contribution will be made by replacing fossil-based jet fuel with Sustainable Aviation Fuels (SAF).

Fleet renewal is an important part of our sustainability strategy - modernizing and renewing fleet with the latest generation aircraft technology, translates to lower fuel consumption and CO2 emissions (Boeing 787, Airbus A350 and A220, Embraer 195-E2) and by phasing out older aircraft (Airbus A380 and A340, Boeing 747).

---

## THE CORRIDOR

In our commitment to reducing our carbon footprint, since 2008, Air France-KLM has been actively involved in the development of Sustainable Aviation Fuels (SAF) and has contributed to several programs that facilitated the usage of SAF. SAF is jet fuel, made from renewable sources like used cooking oil and a durable substitute to fossil fuel. SAF proactively reduces emissions by at least 75% compared to fossil fuel and it contributes to a circular economy.

In 2021, Air France-KLM combined each SAF program. Globally, 48 corporate customers are joining the airlines in accelerating the use and production of SAF, which is further proof of a strong commitment leading to concrete actions. We are also contributing towards reforestation via the CO2 ZERO compensation service of KLM i.e., the 'Trip and Tree by Air France' program.

Starting the 10th of January 2022, Air France and KLM will add a small sustainable aviation fuel (SAF) contribution in the ticket price in a fully transparent way. This is applicable to flights departing or transiting from France and the Netherlands. With the Sustainable Aviation Fuel Contribution, we set a new standard for sustainable aviation. With this initiative and existing customer programs, we more than double the amount of SAF compared to 2019 and we are ready to scale up once SAF is more widely available.

From the 13th of January, customers will also have additional voluntary options to contribute to the purchase of SAF and/or offset the CO2 emissions of their trip. With these initiatives we move one step closer toward sustainable flying.

We have essentially adapted sustainable means wherever possible in our operational processes and across domains, engineering, and maintenance, airport processes, cargo, inflight, etcetera.

Air France-KLM has a sustained and concrete strategy towards sustainability. Our commitment and actions differentiate us from our colleagues in the industry. It is very encouraging to see how our customers across the globe are aware of this subject and want to fly responsibly. Across the globe, our corporate customers have partnered with the SAF program so that their travel is in line with their more eco-responsible travel policy. Only together, with our customers, we can stimulate demand and bring sustainable aviation closer.

### Final thoughts

As a tip for other business owners and organizational leaders, we know that ethical and sustainability issues will become more and more a key driver in the choice of the consumer. Ignoring that structural evolution would put a lot of businesses at risk quite rapidly. It is then better to accelerate and be a front-runner in reforming our activities.

---

**THE CORRIDOR**

---

**SHELL***What does sustainability mean for Shell?*

DR. PIM MUL

PRINCIPAL INNOVATION LEAD

**Shell has been a pioneer in developing scenarios to explore the future and deepen its thinking for some 50 years to help its leaders navigate through uncertainty. Sustainability has become an ever-important topic in these scenarios. Shell's latest Sustainability Report sets out its progress in the transition to a lower-carbon world and its contribution to society, which includes helping to achieve universal access to cleaner, affordable energy. Shell has expressed the ambition to become a net-zero emissions energy business by 2050. In addition, Shell's Chemicals business, a world leader in the production of building blocks for plastic materials, also strives for a fully circular economy by adopting the challenge of "zero waste".**

The demand for energy and materials, both critical for modern society, will continue to grow as the world population will continue to grow and develop. Shell sets the foundation for taking steps toward a more sustainable society by looking into different scenarios on how the world may transform in the coming decades.

What is the current demand for energy and materials and what and where will it be in the future? Will mobility and industrial and domestic heating continue to dominate energy consumption? What's the feedstock for materials in a future, fossil-lean world?

**Important player in the future**

Shell is not only an important part of the past but also wants to be an important player in the future.

The company is able to identify today's and tomorrow's challenges as we have to move away from fossil feedstock towards more sustainable options. The energy transition to a lower-carbon world is a new era where we must identify what the future world may look like and how we get there. What steps need to be taken to make the world more sustainable and at what pace? This is not only a technological, but also a social, economic, and organizational challenge beyond traditional boundaries.

As a leading energy company, Shell is determined to take responsibility and play its part, no matter what the challenges are.

To see where the challenges are with the knowledge now available, Shell embraces those technologies that Shell believes may become successful. Shell participates in various companies that it believes can contribute to a more sustainable future and is investing in different technologies and products that are expected to become important in the long run, like renewable power (solar, wind), hydrogen, bio-based fuels, and recycled plastic materials. The big challenge in the energy transition is not only how to make energy and materials sustainably, but also having these available and affordable when required by society.

Transitioning to zero-waste energy and materials is a journey that should not only be undertaken by companies like Shell but also requires society to move away from fossil fuels and embrace the path of sustainable development. Governments, businesses, and society all have to play their part.

---

## THE CORRIDOR

---

### Challenges

The challenge for companies like Shell is to find ways to offer clean energy just as reliable and affordable as the energy we now get from fossil feedstock. The transition can't be done overnight but will be a journey through the decades ahead. Shell is determined to become a net-zero emissions energy business by 2050, in step with society. The company will continue to work towards this target by innovating and investing in cleaner and affordable energy and material solutions towards a more sustainable future.

### Shell sites in Bangalore

Shell has two important sites in Bangalore. Shell Business Operations Bangalore (SBO) is one of the four global IT hubs for Shell that provides IT services to all Shell businesses – Upstream, Integrated Gas, Renewables & Energy Solutions, Downstream and Projects & Technology – as well as associated support functions, and Shell Technology Center Bangalore (STCB), which is one of the three Shell global Technology hubs that provide Technology and Project support to its operating companies.



---

**THE CORRIDOR**


---

**KOTAK MAHINDRA BANK**  
*Finance – Propelling ESG aligned activity*

**CHAITANYA SRAVANTHI KOMMUKURI**  
SENIOR VICE PRESIDENT - ESG  
**KARTHIK BALACHANDRAN**  
NATIONAL MANAGER ALLIANCES & NEW BUSINESS INITIATIVES

**It is not news to the INBCB community that ESG is emerging as a game-changer in the world of finance. ESG refers to Environment, Social, and Governance (factors) that are considered in due course of business at various points for decision making. Interestingly, the pandemic served as an eye-opener to the business and financial community to realize the importance of ESG. The systemic failures in dealing with low-risk high-impact scenarios come to the fore in the form of Covid-induced economic turmoil, and it went on to throw light on a much larger problem – climate change (one of the key issues within ESG). While nations and companies are addressing climate change through setting net-zero targets, it is the financial world that remains the lifeblood of the economy which can accelerate the adoption of ESG measures that have the potential to address climate change.**

**What is driving the integration of ESG?**

There is a major push from governments and regulators around the world, with soft and hard regulations being implemented that affect business models.

Companies are undertaking massive strategy shifts to incorporate ESG thinking across culture, operations, and disclosures. Financial institutions are evaluating ESG information provided by companies to inform their decision-making for transactions. Essentially, various players in the economy are increasingly adopting an ESG lens while allocating resources to economic activity.

And there is an exponential rise expected in global capital flows away from unsustainable and towards more sustainable businesses

Companies are expected to receive better pricing & lower execution risks by tapping incremental investor demand for ESG-aligned assets. ESG-themed bonds also tend to trade more in secondary markets, which can compress an issuer's curve for future transactions. With the rise in ESG funds, raising ESG capital also improves the potential for companies to increase funding diversification and in strategic investor engagement. It also boosts the sustainability branding of firms, as ESG disclosures indicate the ESG strategy and enhance transparency allowing investors and stakeholders to be more engaged.

**How can financial institutions propel ESG?**

Banks and other financial institutions need to recognize the role they can play in the adoption of ESG and need to be committed to ensuring long-term sustainable value creation for their stakeholders. The changing expectations of customers, employees, shareholders, regulators as well as business partners, make it critical to embed ESG in business strategy and across functions. It is also important to build upon this foundation and strengthen practices and processes to offer ESG-aligned products and services. In this regard, Dutch development and commercial banks have been pioneers of a strong ESG practice within the banking system and continue to encourage banking peers across the world.

---

## THE CORRIDOR

---

### **Kotak's approach to sustainability**

Kotak engages with its stakeholders to understand their concerns and actively works to address them. While work on product innovation to cater to ESG-aligned economic activity is an ongoing process, Kotak's comprehensive ESG approach is available in their annual disclosures.

The bank offers an extensive product range catering to all the banking needs of its customers, both domestic and international. With large operations in International Finance Centre, it also provides foreign currency solutions to companies that primarily engage in cross-border transactions. Within the bank, a team of specialists, which is well-versed in customizing solutions that have seen success in other geographies, cater to MNCs and their subsidiaries.

### **Conclusion**

As the future unfolds, the role of finance in propelling ESG would only deepen, as it can channel capital to ESG-aligned companies. This would not only lead to responsible growth but would also create solid foundations for long-term business success. Sharp focus on ESG is expected to help serve not only clientele that is upgrading to meet the needs of the future but also new and emerging sectors in this exciting and challenging time ahead.

---

**THE CORRIDOR**


---

## IKEA INDIA

### *Creating a better everyday life*

**SUMIT PARTHI**  
COUNTRY IKEA BUSINESS MANAGER

**Sustainability is the most talked-about word in today's modern world and often one aspect i.e., the environment is emphasized. To me, Sustainability is a mix of Social, Economic, Culture and Environmental and all of them are intertwined together**

**Coming from a small-town middle-class family, sustainability to me was as described by Md. Yunus (founder- Grameen Bank) "Sustainability means eating the fruit without harming the tree". It was embedded as a value during my upbringing and my parents demonstrated it in their everyday living. As a business leader, I would always ask myself if my actions were sustainable and by sustainable, I mean**

- **Am I adding value to my customer, my team, and my company?**
- **What is the long-term effect?**
- **Is it good for the society and environment?**
- **Is it measurable?**

**If the answers are yes, I am on the right track. I am extremely fortunate to work for a company that truly believes in and lives the values of Sustainability. It had in fact help me broaden my understanding of the subject.**

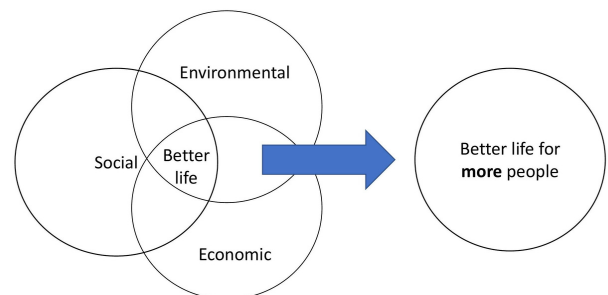
#### **Sustainability for IKEA**

For IKEA, Sustainability is to find the balance between economic growth, positive social impact, and environmental protection so that more people will have a chance at a better life within the limits of the planet. Key aspects of our People and Planet positive policy are:

- **Healthy and sustainable living, a movement to inspire and enable millions to live a better more sustainable life;**

- **Circular and climate positive, transforming the IKEA business and working towards a climate positive way of working;**
- **Fair and equal, ensuring diversity, being inclusive. Providing and advocating for meaningful work and a living wage.**

The better the balance between environmental, economic, and social impact, the more people will have the chance at a better life within the limits of one planet.



The sustainable objectives are defined at the beginning of any concept/ process or idea. Be it the construction of new customer meeting points or the design of products, we are always mindful of circularity, use minimal resources while giving more to the many people. The less we waste, the more we save, giving us more resources for the future and for generating long- and short-term return on investment.

Our HR practices are most inclusive, promote diversity, and are gender-neutral, we believe in equal opportunities and equal pay for equal work.

---

## THE CORRIDOR

---

Our business vision is: “To create better everyday life for the many people”. This echoes sustainability as we want to work with many rather than a select few. It helps us to spread our reach and de-risk our business.

### **Our ambition by 2030**

We will inspire and enable people to make healthier and more sustainable choices. We will, together with others, define what sustainable consumption means for IKEA.

We will develop all products using the IKEA democratic design approach and circular design principles. We will work together with others to prolong the life of products and materials and thereby promote a sharing and circular economy.

Sustainability cannot be a luxury for the few! We will make healthy and sustainable living a desirable choice that is affordable, attractive, and accessible for as many people as possible. We were proud to partner at COP26 and we want to be a circular business built on clean, renewable energy and regenerative resources, de-coupling material use from our growth. The aim is to end our dependency on virgin fossil materials and fuels. We will reduce greenhouse gases and contribute to limiting the global temperature increase to 1.5°C by the end of the century.

Through our INGKA Foundation, a Dutch-registered charitable foundation, we are committed to helping children and families living in poverty afford a better everyday life while protecting the planet and improving biodiversity.

### **UN's Sustainable Development Goals (SDGs)**

The UN's SDGs 2015 provide an inspiring framework for collective action. They guide us as we develop the business, set ambitions, and engage with our partners.

Out of the 17 goals, I believe, socio-economic goals (no 1-6) are the most challenging ones. Though we have made significant progress, there is still a lot to do.

The world would always have people at two ends of the spectrum and that's essential for the growth and development of the human race, for economies, and for people to develop but there should not be exploitation of any resources.

Goal 1 to 6 (no poverty, zero hunger, good health and wellbeing, quality education, clean water, and sanitation) and non-negotiable and I see a lot to be done still. It requires a bigger collaboration between the developed and underdeveloped nations, between the capitalist and the socialist, between everyone on this planet that we call our home.

The SDGs have been clearly subdivided into measurable and actionable goals and I do believe, if we are able to achieve the milestones for the first 6 goals, the destination would be within reach for the balance 11 goals as, we need to fulfill basic human needs of food, shelter, health, and dignity before expecting all to think and work for brighter tomorrow and this is not an easy task. It requires huge political and economic will and it's essential that we, do contribute to whatever little capacity we can, to make this world a better place for our future generation.

We see a great collaboration that's already happening between Dutch and Indian at both political and economic levels as both the countries are committed to achieving SDGs and are working together in fields of clean energy, innovation, health, water, and agriculture.

---



## THE CORRIDOR

---

### Final thoughts

I would humbly request the entrepreneurs and business leaders to link the 17 SDGs to the long-term vision and mission of your companies, build an enterprise based on values, empathize, analyses gaps, innovate and build products/ solutions which helps make this world a better place, use resources in brevity, collaborate more and most important pledge to make a positive action as smallest positive action is bigger than the greatest positive thought.

And to sum it, let's set our own benchmarks to the four questions I had at the beginning and ensure that we are on the right path to build a sustainable enterprise and add real value to socio-economic growth and the environment we live in.

INBCB CONNECTING THE  
DOTS

COLLABORATIONS

**Urban Morph - Heineken**

Urban Morph - that provides data driven consulting services in the areas of Mobility, Energy and Circular Economy - connected with Heineken at one of INBCB's events. Discussions over drinks led to an exploration of opportunities for collaboration in the space of bottle recycling.

"Heineken officials have been extremely supportive of our effort. We are in the process of completing an MVP [Minimum Value Product] for our product SmartZerØ, post which we will be taking the help of Heineken to roll it out in the city" says Sathya Sankaran, C-Founder, Urban Morph.

## THE CORRIDOR

## SASMOS HET TECHNOLOGIES LIMITED

### *Our journey in India and efforts for sustainability*

RAVI SHANKAR  
CHIEF TECHNOLOGY OFFICER

**“Look Ravi, the only way to Multiply is to Divide,” said Chandru, on the lunch table. Chandru is Mr. Chandrashekar who is more of a friend than being an MD and Chairman of SASMOS and its sister concerns. This statement landed like a thunderbolt to me. For a person like me who always dreams of building a “World that Always Works for Everyone”; when delving into the merit of this impromptu tenet which fell out, I sensed something much bigger a meaning than the unintended wordplay it carried.**

**After a passionate career with the best Indian space labs and aborted entrepreneurship of a software company owing to the 9/11 disaster, growing another Aerospace & Defense co for 13 years before joining SASMOS in 2015, I could really make sense of this statement. Thinking of it gave me goosebumps. Divide really meant sharing and multiply meant growing!**

**While sharing does not just mean it's philanthropic bit only, the broader meaning of sharing was sharing everything like knowledge, resources, wealth, etcetera.**

**Sharing in the world with everyone in a sensible win-win context, resulting in meaningful growth and sustenance of the planet.**

**I also realized that this was a core value why SASMOS and all its Partners were successfully growing bringing in Perpetuity.**

#### SASMOS

Perpetuity is the core mantra on which SASMOS operates and is consciously run as an institution where our most important asset à people, come and “Play their Work”, learn and grow themselves, creating value for our customers, partners, their own families, and communities in the process. Our new Aerospace & Defense Electronics Division building at the Aerospace SEZ is named AVIRATA which means eternal or perpetual in Sanskrit.

#### Relationship with The Netherlands

Our relationship with The Netherlands is multi-fold. I know the first one started over at Heineken in Eindhoven, when Chandru and his long-time friend and colleague, Paul Kriekart of Lumipol Group – now a shareholder of SASMOS – decided to do something together in India.

This led to the establishment of Citadel Hardsoft Solutions. Now Citadel is merged with SASMOS and excels in Fibre Optic Technology.

This extraordinary time-tested partnership has been and is continuing to be a great factor both in the growth and leadership of SASMOS. The trust and transparency in this partnership and the friendliness of the Netherlands led to the formation of SASMOS International BV, a holding company with interest in investments.

#### Fokker Elmo BV

Next, around 2014 while SASMOS was already a pioneer in Electrical Wiring Harnesses in India working for Israeli customers, and engaging with aerospace majors like Boeing, it also caught the

---

**THE CORRIDOR**

---

attention of Fokker Elmo BV of The Netherlands (Now Fokker GKN after GKN Aerospace took over in 2015), that saw the opportunity to be in India with SASMOS.

Fokker being a large global company, with a presence in many countries, recognized and was appreciative of the ethos and core values of SASMOS, which they found common with themselves, irrespective of the difference in size. Now imagine the impossible! A flourishing joint venture between two companies in the same trade who could otherwise be potential competitors. Height of partnership and understanding!

**What we learned from Fokker**

The association with Fokker and their interest to share and collaborate taught SASMOS several things.

Firstly, while SASMOS had its own competent technological processes, we were yet to understand export compliance regulations which were very important to the aerospace industry. Fokker brought SASMOS up to speed with regular support and audits. This is followed up by advice on how to secure the customer intellectual property, help us to upgrade our IT infrastructure and campus security, building a secure execution center sought by customers. This also included IDing visitors through world-check utilities and anti-terrorism databases. Another key area I remember is the help we got from Fokker for structuring and operating integrated project teams, which are self-contained project teams with cross-functional team members, which can create great value to customers in terms of execution quality and speed. SASMOS learned several other operational processes from Fokker, one worth mentioning was how to evaluate, monitor, and control learning curves for every new project.

**Value to SASMOS**

The immense value these created to SASMOS, now being a professional International Traffic in Arms Regulations (ITAR) compliant execution center with best global practices.

This enabled SASMOS and the joint venture to attract major international aerospace Original Equipment Manufacturers (OEMs).

At this point in time, with an enviable client list, SASMOS has been working with 8 out of the top 10 major aerospace OEMs including Lockheed Martin, Boeing, Airbus, and others maintaining GOLD status in delivery and quality.

**Value to Fokker**

Fokker Elmo stood to gain familiarization with the Indian market and conditions. To quote my Dutch colleague Hans Roelvink, "The Indian culture thinks fundamentally in creative solutions instead of obstacles, which makes working with an Indian business partner worthwhile". This is apart from the competitive labor costs and access to Indian defense programs.

**Five Wheels Pvt. Ltd.**

A Dutch businessman friend of SASMOS wanted to start his new venture in India and SASMOS extended its support for establishment and operations since December 2014. This firm sells battery-operated, eco-friendly, 5 wheeled mobility scooters to aid commuting for less mobile, differently abled persons. The company is co-located in our Whitefield Campus and has sold nearly 200 such units across India.

**Corporate Sustainability at SASMOS**

As discussed, in the earlier part of the article, SASMOS drives towards realizing perpetuity as an institution to create value for everyone associated with it. It also has many conscious operational programs related to it.

---

## THE CORRIDOR

---

Since only wholly sustainable businesses can be perpetual, perpetuity automatically means sustainability. Therefore, SASMOS is committed to sustainable development.

When I started writing this article, I looked up the 17 UN SDG Goals and wanted to understand how the SASMOS programs, though voluntarily and independently, align with these goals. The result is that we have covered most of the relevant goals already. However, to avoid the risk of making it too lengthy an article, we touch upon some of the practices which have really become a culture of SASMOS.

### Zero Hunger

SASMOS has been a regular annual donor to the Akshaya Patra Program that supports school children for midday meals. We have also supported over 54 families with rations and food supplies as part of our Flood Relief Operations.

### Good Health and Wellbeing

SASMOS has a medical room with a doctor and a nurse present at each of our two plants. We have our own ambulance and more than 35 oxygen concentrators. We have completed double vaccination for 100% of the employees during the ongoing Covid-19 pandemic.

### Quality Education

SASMOS has adopted a few schools which are supported for essential needs.

### Gender Equality

In a drive for gender equality, we have grown the female employee population from 9% in 2014 to 34% in 2021.

### Clean Water and Sanitation

We have set up new technology Pure Water Kiosks CDI (Capacitive Discharge Ionization) in partnership with InnoDI & IIT-M, in schools and communities. Our buildings feature Waterless Bio Urinals for sanitation as well as water conservation.

### Affordable and Clean Energy

Our plant building at the SEZ is a certified energy-efficient building as per the Indian Green Building Norms (IGBN). Solar panels are already planned to power up to 350 KW for the entire building.

### Decent Work and Economic Growth

We employ close to about 1300 people which is on par with the industry. SASMOS has been growing at a Compound Annual Growth Rate (CAGR) of 61 %.

In 2021, Dun & Bradstreet declared SASMOS as the best mid-size corporate with best practices.

SASMOS also has the distinction of training and offering equal work opportunities to differently abled people. SASMOS is the first company in the globe to certify a large team of speech and hearing impaired differently abled operators to IPC-620 standards, as communicated by the IPC (International Association Connecting Electronics Industries) standards agency.

### Tree Planting

Since its inception, SASMOS has had a culture of having every important visitor plant a tree on the campus. When we get a call from the customers asking, "Hey, how is my tree doing?", we know we have already made an impact.

### Operational Sustainability – Succession Management

SASMOS has been running a program identifying future succession leadership programs called Super 10 and Super 20. These programs identify succession-worthy personnel and train them in special skills needed in relevant areas and prepare them to take on the baton.

### My own learning

As a country, India has historically been a curious and innovative culture that harmonized with nature While Pre-colonial India accounted for

---

## THE CORRIDOR

---

about 24% of the world's GDP in the early 1800s, somewhere this legacy was lost, and the reason behind that is not important. The silver lining is that we are reclaiming this position slowly and steadily.

Learning from our engagement with the US and European countries like The Netherlands, US, etc., I had noticed that our businesses were looking at incremental innovation and development, rather than transformative work.

Many of us had tainted our goggles with prohibitive experiences of the past and restricted our view of the future possibilities. This is now slowly changing as we pick up momentum in self-reliance. I also see that India now has one of the largest unicorn start-ups in the world.

I believe that "The Past is only for Information and the Future is for Transformation". So, time to keep the past aside, clean our glasses, and look every time to create a transformation.



---

**THE CORRIDOR**
**SYNERGIA FOUNDATION**
*Small steps, big impact*

**SAMBRATHA SHETTY**  
CHIEF OPERATING OFFICER

**As a business leader, my commitment towards transgenerational responsibility is to ensure intergenerational equity. I wish to leave a legacy of having left the world a better place for generations to come.**

**My values are embedded in empathy, respect for diversity, commitment to social justice, concern for the environment, and belief that people can make a difference.**

**Sustainability**

Sustainability to Synergia Foundation means the ability to do business without negatively impacting the environment, community, or society as a whole. As I see it, this encompasses two verticals – impact on the environment and impact on society.

Sustainability connotes taking responsibility for the resources we consume, the energy we use, the waste we generate, and for the end-use of such waste for the benefit of the larger ecosystem. Sustainability would also encompass the tenants of an equitable or inclusive society.

We believe that small acts, when multiplied by millions of people, can transform this world.

**Integrating sustainability into business**

We feel that one of the best and the most effective way towards sustainability is by integrating it into policies that govern our organization.

In doing so, we provide equitable opportunities for all our partners and collaborators. This is apparent in our engagements with key stakeholders including thought leaders, academia, policymakers, and industry experts. Our monthly publication INSIGHTS adds further testimony by providing a nonpartisan perspective on topics that affect substantiality.

Fundamentally we see three challenges:

- Sensitizing people and changing their mindset.
- Overcoming a sense of denial- where people feel that everything is ok, and nothing will impact them.
- Getting the right stakeholders together at the right time and right place.
- 

Having said so, there are opportunities too:

- Global finance is gravitating towards businesses that are anchored in sustainability.
- We can imbibe new technologies that are being developed in this sector.

To achieve our sustainability goals, we have adhered to the following SDG principles: Gender equality and reduced inequalities: As an organization, we promote excellence irrespective of caste, creed, region, sex, religion, ethnicity and so on.

---

## THE CORRIDOR

---

**Affordable and clean energy:** We have installed solar panels and started rainwater harvesting.

**Responsible consumption and production:** To achieve this, we have lowered the energy consumption in the building, installed energy-saving lights and appliances, printed reminders to turn off the lights and appliances when not in use. We have made sure our space is well-lit and ventilated as it reduces energy consumption. Our stationery is also made of recycled paper.

We are in the process of zero waste generation by incorporating diverse ways for reuse and recycling by engaging with more stakeholders.

**Peace, Justice, and Strong Institutions:** This goal is in alignment with the mission behind our research and policy augmentation. Our vision is to work towards inclusiveness (universal brotherhood) and peaceful co-existence by analyzing the current geopolitical and security architecture.

**Partnership for goals:** We have extended engagements through our Forums, Conclaves, Newsletters.

### **Final thoughts**

As a think tank, we are deeply committed to high ethical values, be it our research, advocacy, or policy notes. This has significantly enhanced the credibility among key stakeholders. Organizations that pay attention to changing environmental and social parameters tend to outlast those that operate on a transactional axis. As sustainability becomes more strategic and an operational compulsion, businesses must lead the way to set up a sustainable organization that are aligned with the company's needs.



---

**THE CORRIDOR**


---

**BERUAR & BERUAR LLP**  
*IPRs – the not-so-silent pillar supporting sustainable development*

**RAHUL BERUAR**  
 PARTNER

**The concept of sustainable development has been known since decades. Yet, it was the UN 2030 Agenda for Sustainable Development (announced in 2015), that provided the much-needed push for placing sustainable development at the centre of all business activities.**

**Sustainable development, defined by the 1987 Bruntland Commission Report ‘as development that meets the needs of the present without compromising the ability of future generations to meet their own needs,’<sup>[1]</sup> has further been envisioned by the UN under the 17 Sustainable Goals identified in the 2030 Agenda, ranging from eradicating poverty and hunger to quality education and health, clean energy, clean water and establishing sustainable communities, inter alia. Thus, with the renewed focus on sustainable development, not only individuals but also businesses across the world have taken a variety of initiatives which directly or indirectly impact one or more of the sustainable development goals.**

**One of the most important driving force, fuelling this drive of sustainable development is the intellectual property framework which offers the necessary incentives, imperative for those engaged in such activities. Intellectual property laws have played a crucial role and influenced many of the sustainable development goals, including those related to**

**food, health, clean water and energy, innovation, climate change, biodiversity and global partnerships.**

**Global intellectual property framework**  
 Intellectual property is directly associated with advancing innovation and industry. The global intellectual property framework primarily focuses on two aspects: (i) setting minimum standards for national intellectual property laws and (ii) promoting international operation and enforcement of the intellectual property laws. The said framework includes international organisations as well as bilateral and multi-lateral agreements and treaties related to the intellectual property rules.

Some may, however, reason that intellectual property laws may also be counterproductive, by locking up ‘innovation’ for a few, stalling follow-on innovation, reducing biodiversity and regulating exchange of information/technology. It is therefore essential to set the right balance between the interest of the innovators and the society. These concerns are addressed by the various agreements and treaties entered into by multiple nations which have continued to reform and reshape the intellectual property laws.

For instance, the goal of good health is intrinsic to the Agreement on Trade-Related Aspects of Intellectual Property Rights<sup>[2]</sup> (the TRIPs Agreement), which, while recognizing “the

---

[1] World Commission on Environment and Development, "Our common future" Our common future [Brundtland report]. New York, UN, 4 August 1987 [access here: <https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf>]

[2] World Trade Organization, 'Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPs)', WTO [access here: [https://www.wto.org/english/docs\\_e/legal\\_e/27-trips.pdf](https://www.wto.org/english/docs_e/legal_e/27-trips.pdf)]

## THE CORRIDOR

---

underlying public policy objectives of national systems for the protection of intellectual property, including developmental and technological objectives” also provides for member states to “adopt measures necessary to protect public health and nutrition, and to promote the public interest in sectors of vital importance to their socio-economic and technological development.”

Further, emphasising on technology transfer, Article 7 of the TRIPs Agreement also states that intellectual property rights shall “promote technological innovation and the transfer and dissemination of technology, to the mutual advantage of producers and users of technological knowledge and in a manner conducive to social and economic welfare, and to a balance of rights.”

Thus, the global intellectual property system continues to work towards reforming the intellectual property laws, critical for fostering an innovative and sustainable society. Moreover, directed by these norms set under the global intellectual property system, many countries have adapted their national intellectual property laws to gear towards facilitating transition to a more sustainable world.

### **IPRs vis-à-vis sustainable development goals**

Use of intellectual property laws as a tool in achieving and promoting sustainable development goals is evident across industry sectors.

Whether it is fighting hunger, food security and advancing global food system or promoting research in technologies for clean energy sources, combatting climate change or fostering sustainable environments, consumption and production, intellectual property laws have addressed the requirements of each industry,

including providing adequate protection of the technology as well as enabling open sharing or transfer of technology across developed and developing nations alike.

Rather, the various mechanisms of knowledge and technology transfer embedded within the various fields of intellectual property laws, aids in breaking socio-economic as well as geographic barriers, by making available the latest information and technology from one organisation to another, across countries and preventing superfluous investment in re-invention.

Patent laws, protecting innovative products and technologies, are fundamental to the development of industries and innovation. The assurance of being able to protect and monetise their inventions/ technology, is imperative in motivating individuals, businesses and organisations, in investing in research and development of green technologies for clean energy, clean water, climate change, sustainable living, inter alia and promoting sustainable innovations. Thus, growth in the number of patents qua green technology as well as affordable access or compulsory licencing thereof, directly advances the sustainable development agenda. Additionally, protection of certified green organisations/ business and/or brands under the trademark laws further spurs the growth of such organisations.

Likewise, the production and dissemination of as well as open/affordable access to copyrighted works, particularly those including material relating to green technologies and sustainable living inter alia will not only help in familiarising the idea of sustainable development among the masses but also facilitate exchange of crucial information across different sections of the society.

---

## THE CORRIDOR

---

Copyright is also directly linked to the goal of quality education, by regulating the access and dissemination of educational materials, particularly in developing countries.

Additionally, the geographical indication laws, under a sui generis certification systems have been used to help foster rural sustainable communities aimed at eradicating poverty, improving health and well-being and promoting local employment inter alia.

The evolving biodiversity and traditional knowledge laws, ensure increased representation of as well as compensation for indigenous people, in the form of rising royalties and fair and just benefit-sharing agreements. This further aids in the achievement of sustainable development goals for eradication of poverty as well as reducing inequalities by guaranteeing monetisation of intellectual property, irrespective, of class, gender, and race.

Intellectual property laws have also been used as tools for reducing gender inequality, as number of nations are adapting their intellectual property laws to acknowledge and promote innovation by women, facilitate easy/affordable access to knowledge by different sections of the population inter alia. India, for instance has enacted special provisions for expedited examination of patents by women applicants, offers regulated compulsory licensing and benefit-sharing schemes under its patent and biodiversity laws to address issues of public health/interest and the indigenous populations respectively.

Intellectual property laws are also critical for the pharmaceutical and medicine industry, indirectly serving the sustainable goals of good health and well-being. While patenting innovative medicines further encourages research and development, the intellectual property framework also offers alternatives of compulsory licencing, price regulation mechanisms etc for ensuring access to medicines in public interest. Furthermore, with the recent Covid-19 pandemic impacting the entire world, the role of intellectual property towards maintaining peace, justice and strong institutions is also evident.

The ease with the which the global intellectual property framework worked to facilitate seamless transfer of knowledge and technology across organisations and nations, helping in faster development of vaccines and treatment protocols, as well as enabled affordable access to such vaccines for nations unable to produce the same either due to lack of infrastructure, technology and/or production capacity, stands testament to invaluable contribution of intellectual property laws in not only maintaining peace but also establishing global partnerships in the time of need.

### Conclusion

It is, therefore, undisputed that intellectual property laws are an essential tool in achieving the sustainable development goals, not only in respect of industrial and economic growth, but also in relation to food, health, education, social well-being, equality, peace and global partnerships. It is, however, necessary to maintain the right balance between individual and collective interests to ensure the proper use of intellectual property laws for promoting sustainable innovations.

**THE CORRIDOR**

---

**CONSULATE GENERAL OF THE NETHERLANDS  
BANGALORE***Sustainability as the core of bilateral partnership between India and the Netherlands***AKANKSHA SHARMA**

DEPUTY HEAD &amp; SR. POLICY ADVISOR FOR INNOVATION

**Growing up in a middle-class Indian family, back in the '90s, meant repurposing and reusing every household item till it had lived its last breath. Every clothing item would essentially finish the entire cycle of being used as outdoor clothes to indoor clothes to mopping clothes, every bit of toothpaste was extracted from the tube using creative ways and Bournvita [a health drink] jars were always reused to store kitchen essentials. This was the case in most Indian households before the world labeled it 'cool' and with this upbringing, sustainability is very much embedded in my DNA. It's 2021 now and I have been working for the Netherlands Innovation Network for more than 8 years.**

**Sustainability as the core of every bilateral partnership**

Sustainability has been at the core of every bilateral partnership between India and the Netherlands, resulting in solutions that solve our joint societal challenges in areas such as Water, Agriculture, Health (WAH), and Energy using Key Enabling Technologies (KET's) such as AI, Space, and IoT.

In 2016, the Dutch government aligned its foreign policy with the UN's Sustainable Development Goals (SDGs), which meant all bilateral initiatives, projects, and partnerships between India and the Netherlands now have targets and objectives, directly aligned with UN metrics and indicators for SDG's.

Climate Action is a key priority area for both countries and efforts are currently underway to cooperate closely in fulfilling ambitious commitments under the Paris Agreement [legally binding international treaty on climate change]. For instance, the Statement of Intent was signed between the Netherlands and NITI Aayog in September 2020, where both countries agreed to work on important aspects of the energy transition. The Netherlands also joined the Coalition for Disaster Resilient Infrastructure (CDRI) initiative and agreed to work closely with the Global Commission on Climate Adaptation to strengthen resilience and reduce vulnerability to climate change.

Innovation and technology also play a pivotal role in the bilateral cooperation between the two countries. Space being an important sector for bilateral cooperation, together with the space agencies in India and the Netherlands, various Dutch Entrepreneurs, as well as academicians, are currently looking at deploying solutions in areas such as air pollution and agriculture.

In the field of water, a consortium of Dutch experts is working on a project called Local Treatment of Urban sewage and Streams for Healthy Reuse (LOTUS-HR) to develop innovative solutions in water management at Barapullah drain in New Delhi. In New Delhi, a third of the 22 million inhabitants do not have access to proper sanitation.

---

## THE CORRIDOR

---

The 1.6 million liters of wastewater that is produced daily, passes through the 20 km long Barapullah drain and discharges into the Yamuna River that eventually flows into the Ganga. As a result, the river is heavily polluted. On the banks of the Barapullah drain, a 200 sq mt test site has been constructed where treatment technologies are tested and perfected directly using the water from the drain.

In the field of healthcare, India and the Netherlands have a common goal to provide accessible, available, quality, and affordable healthcare to their citizens. From Digital Health, Devices and Diagnostics & Anti-Microbial Resistance/OneHealth to Vaccines and Therapeutics, the two countries are working together intensively. Some examples include a joint project between Maastricht University Medical Centre (MUMC), Philips Bangalore, Tata Memorial, and C-DAC called Big Imaging Data Approach for Oncology in a Netherlands India Collaboration (BIONIC). The project looks at “Personal Health Train” style distributed learning on FAIR cancer imaging data i.e., making imaging and clinical data FAIR and mining it to predict outcomes in cancer patients. The project has been running since 2016 and aims at providing sustainable cancer care to patients in India and the Netherlands. Apollo Hospitals has also collaborated with MUMC on a joint project to predict the cardiac risk of a patient using AI, focusing on “prevention” rather than providing care.

### **Support for the businesses**

Apart from embedding SDGs across bilateral partnerships, the Netherlands’ Trade Network in India also supports Dutch companies that have successfully integrated SDGs across their operations. One such example is Centrient Pharmaceuticals, producing antibiotics in a sustainable manner while advocating for stringent guidelines related to residual discharge in water bodies. Environmental pollution contributing to AMR, and the adoption of sustainable production of antibiotics is the next big challenge in the fight against AMR and Centrient is at the forefront of leading this dialogue with organizations such as FAO, OIE, and WHO.

### **Final thoughts**

While the world is still far from achieving SDGs set by the UN in 2015, and our lifestyles are nowhere as sustainable as they once were in the '90s, I believe that collaboration and cooperation especially across borders will eventually lead to “a better and more sustainable future for all”. As Mother Teresa once said, “I can do things you cannot, you can do things I cannot; together we can do great things”.

---

**THE CORRIDOR**

---

**SWEEPSMART WASTE MANAGEMENT PVT. LTD.**  
*A sustainable environment*

**ROB THOLENAARS**  
INBCB SECTOR MANAGER URBAN INFRASTRUCTURE  
& ENVIRONMENT & REGIONAL DIRECTOR SWEEPSMART

**In this article, I like to take stock of the current state and emerging developments in the waste sector in these economies based on my experience in working with local pioneering organizations in Asia and Africa. And why the momentum is now to accelerate the positive change that is happening all around!**

**The Indian government wanted to ‘Clean India’ (Swachh Bharat Mission, started in 2014). The Indian people didn’t accept the dirt anymore. And most importantly, there were a lot of amazing pioneers that had already built up something great. Citizens and NGOs that fought for a better waste management regulation (Solid Waste Management rules as implemented in 2016) and have given tens of thousands of waste pickers ID cards, social security, and access to better waste management business models. Social enterprises that have built their own private waste collection services and recycling businesses, filling in the gap in services from local governments. However, to sustain, all such initiatives need support to build and scale up infrastructure that is suitable to their context. Western solutions cannot be copy-and-pasted for communities with narrower streets, lower income levels, and a huge informal and idle labor force. Thus, solutions were needed to bring smartness from Europe to this context: Bringing the best of two worlds together. The market for waste management in upcoming economies was and still is immature and underfunded. It’s hard to make a business out of waste, especially if you want to pick up more than the value streams only.**

**Outlook**

More and more people care about the pollution caused by the waste we produce and realize that it’s a global systemic problem, similar and related to climate change, that requires collective action to solve. This has led to many interesting developments in recent years:

- Regulation is developing on source segregation, plastic bags and ‘polluter pays’ principles like household collection fees and Extended Producers’ Responsibility (EPR).
  - Frontline organizations keep emerging, growing, and maturing to collect, sort, and recycle more waste.
  - The market for recycled plastics and plastic credits is booming, with growing demand for recycled content in our products and ways to offset the plastic that we consume. The demand for recycled plastics is now outpacing supply, leading to a decoupling of the prices of virgin and recycled materials.
  - Large foundations are putting waste management on the agenda, facilitating investments for local NGOs and start-ups.
  - Brand owners and plastic producers are taking initiatives to fund plastic waste infrastructure, in order (to be ready) to comply with EPR legislation.
  - Innovative organizations have managed to develop solutions to collect waste from the oceans and rivers. We should be preventing waste from touching the water by implementing proper waste management systems. These kinds of solutions will be needed for a while to limit the damage to our oceans. The next step is to sort and recycle the plastics out of the collected waste.
-

## THE CORRIDOR

---

### Opportunities

What role do the different waste processing technologies have to play? There is no silver bullet, it can be a combination of everything for a while, from high- and low-tech mechanical and chemical recycling to more downcycling solutions like creating building materials, roads, or energy out of the low-value waste.

There is also a better awareness of the kind of waste collection and sorting solutions required. High-tech and mechanized solutions like underground bins with fill sensors and fully mechanized sorting might work in some cases, but most emerging countries will require more labor-intensive solutions. The right balance between mechanization and manual labor can be the outcome.

SweepSmart, for instance, started with small-scale sorting centers with only hand-sorting on conveyor belts. Additional mechanization steps will also be included while scaling up. SweepSmart also developed a next-generation Material Recovery Facility together with professionals from the recycling industry in Europe, ready to be implemented.

### Inclusiveness

Ideally, people should segregate waste at the source. However, it is the waste collectors who need but fail to sort the waste after it is collected. In my experience, waste collectors would be more motivated to do their job right if reap the benefits of waste segregation in the form of e.g., fair and decent job opportunities, a clean living and work environment, and for some an opportunity to grow a lively waste and recycling business. I call them the pioneers. These pioneers are growing and maturing, and they show that it is possible to create zero-waste ecosystems.

They can also be instrumental in influencing local governments to come along on the zero-waste journey. I have met many progressive government officials that want to and are creating change but are often hampered by bureaucracy and old ways of working. A strong lobby from the people can build bottom-up support for long-lasting change. International organizations like UN-Habitat and WWF can also influence and support top-down.

### To conclude

Happiness can only thrive if everybody wins. If we all collaborate. And it looks like the world is moving in the right direction. So, let's turn waste into happiness together - wishing you a more sustainable 2022!

## INBCB CONNECTING THE DOTS

COLLABORATIONS

### **SweepSmart - Fokker Sasmos**

SweepSmart and Fokker Sasmos got connected through the INBCB as members. They have explored several possibilities to collaborate with each other to improve the waste management system at Fokker Sasmos. As a result of this valuation, there is a possible project in the works for the entire special aero industrial area where Fokker Sasmos - along with many other (international) companies - conducts their industrial aerospace related operations from. The collaboration between SweepSmart-Fokker Sasmos will most likely also include other members of the INBCB. For example, Fokker Sasmos may involve the students at Cambridge Institute of Technology to conduct preliminary research for the project concerned.



**SEEDSBRAINS**

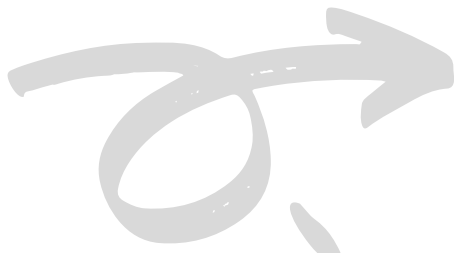


**INBCB  
INTERNATIONAL  
INNOVATION  
AWARD 2022**

**CO-HOSTED BY CAMBRIAN CONSULTANCY  
CENTER & INDUSTRIAL RESEARCH (CCCIR),  
SUBSIDIARY OF CAMBRIDGE INSTITUTE OF  
TECHNOLOGY (CITECH), BANGALORE**

**THE CORRIDOR**

---

*Before you read this chapter ...*

The theme for INBCB's 10th Year Anniversary celebration is not only sustainability but also innovation. This supports the overall intention behind the INBCB's International Innovation Award 2022, to recognise and celebrate ideas from higher educational institutions that can contribute to and shape a sustainable future for us all. UN's Sustainable Development Goals (SDGs) play an important role here.

The challenge for many countries to meet the SDGs has a major bearing on middle-income societies where people who have recently come out of poverty are demanding development toward the next levels of education, medical care, and environmental quality. Traditional providers of this development might not be able to keep up with these needs. This is also where higher education has the capacity and responsibility to play a leading role in helping to achieve the SDGs. Education institutions can develop and exploit new technologies, can create sustainable technologies and innovation models. At the same time, they also understand how technology and society interact. To demonstrate this, on the 22nd of January 2022 - in collaboration with one of its members, Cambridge Institute of Technology Bangalore (CIT) - INBCB held an Innovation Research Competition, the SEEDBRAINS. The winning 10 teams were awarded with the INBCB International Innovation Award 2022.

The chapter concludes with the vision and mission of the CEO of the Cambridge Institute of Technology, Mr. Nithin Mohan. This demonstrates how educational institutions can proactively take responsibility and actively contribute toward sustainability.

**THE CORRIDOR**

---

**“SEEDBRAINS”**  
*The process report*

DR. VARALATCHOUMY M. | DR. CYRIL PRASANNA R.  
PROFESSORS

**The INBCB International Innovation Award is an excellent initiative by INBCB celebrating its 10th anniversary. Providing a platform for students to participate and present their innovative ideas with the aim of “encouraging innovation for global market” is a unique approach that can inspire young engineers to think globally. Involvement of eminent scientists, academicians and industry leaders from India and the Netherlands as jury members and mentors has elevated the standards of the innovation contest. A brochure detailing the event captured the importance of innovation and presented the process of event schedule with profiles of all experts and their accomplishments. With involvement of student volunteers and technical committee coordinators from CIT, a rigorous promotion was taken up by branding “SEEDBRAINS” through college visits, social media, and emails.**

**Getting started**

In person campaigning was carried out by student teams from various colleges in and around Bangalore. Students had met the Principal, Heads of various departments as well as faculty coordinators and shared all the details about the event. They had informed the student coordinators of respective colleges to motivate their friends to actively participate in the event. Few students’ teams were involved in creating promotion videos and flash mobs which were shared across various social media platforms like Instagram, Facebook, and others. Personal mails were shared to Principal and HoD’s of various institutions. Convenors and the technical committee team reached out over calls and mails to several faculty of various college to create awareness about the program. Several mentoring and counselling sessions were conducted for the students and faculty of Cambridge Institute of Technology to share the idea about the overall event and to encourage students to take part.

**The theme for the ideas**

The theme and thrust areas in alignment to Sustainable Development Goals were the major focus in the “SEEDBRAINS” event that was underlined during the promotion of the event.

Irrespective of discipline and departments, innovative ideas with interdisciplinary approach were encouraged for submission. The promotion of this event reached colleges across the state of Karnataka, Tamilnadu, Telengana, Kerala, Maharashtra, and Andhra Pradesh. Apart from the ideas, the convenors received appreciation from all for this initiative and extended their support to be part of this innovation contest.

**The competition**

Setting up the competition was a stimulating platform for CIT and an opportunity for the members involved in the entire process. Interacting with eminent and renowned members from the Netherlands was a great opportunity for learning. The planning and execution of event was well organized with inputs from the INBCB.

---

## THE CORRIDOR

---

As the event deadline was approaching, we hoped to receive nearly 200 nominations of innovative ideas. We were overwhelmed by the response of more than 400 innovative ideas, not only from institutions in Karnataka but also other states in India. One of the major challenges was to scrutinize these ideas and get them evaluated from Jury members.

One of the main objectives of the event was to carry out evaluations in a highly transparent and reliable way in all stages of selections. The selection process was planned to be carried out in 3 phases. In Phase 1, the quality of the idea and its practical applicability had to be evaluated. Since the ideas were pertaining to various sectors and SDGs, three experts were identified for each sector and a team of experts was formed. Few experts were volunteering to evaluate the ideas from multiple sectors.

Based on a few brainstorming sessions with experts, the parameters for evaluation, number of ideas to be evaluated by each expert, duration of evaluation, mode of evaluation, integration and formulation scores were decided. Basically, each project idea was evaluated by three experts. Ideas were evaluated based on innovativeness, customer pain point addressed and scope for commercialization. Certain weightage was set for each parameter and the average of the scores assigned by all three experts was considered. Finally, the scores were sorted, and the top 200 ideas were selected. First round selection results were intimated through mail communication.

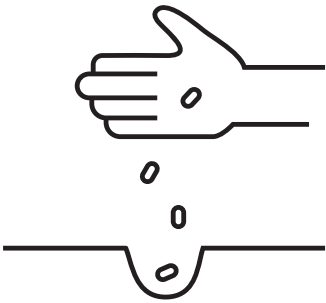
The announcement of results was well received by the participated teams. However, there were a lot of enquiries on reasons for not being selected. The organizers have planned to give another opportunity to ideas that were not shortlisted after the completion of the SEEDBRAINS event.

All the teams that submitted their ideas were also permitted to attend the mentoring sessions only meant for the shortlisted teams. Three stages of mentoring were organized and at each stage the importance of innovation and IPR protection was emphasized upon. Innovation in the context of market demand, customer requirement, societal implication and cost was highlighted in the mentoring session 1. Business plan, idea presentation and IPR protection was highlighted in mentoring session 2. The team from the Netherlands emphasized on product development, innovation in the global context, IPR protection and concept to market, human values in mentoring session 3.

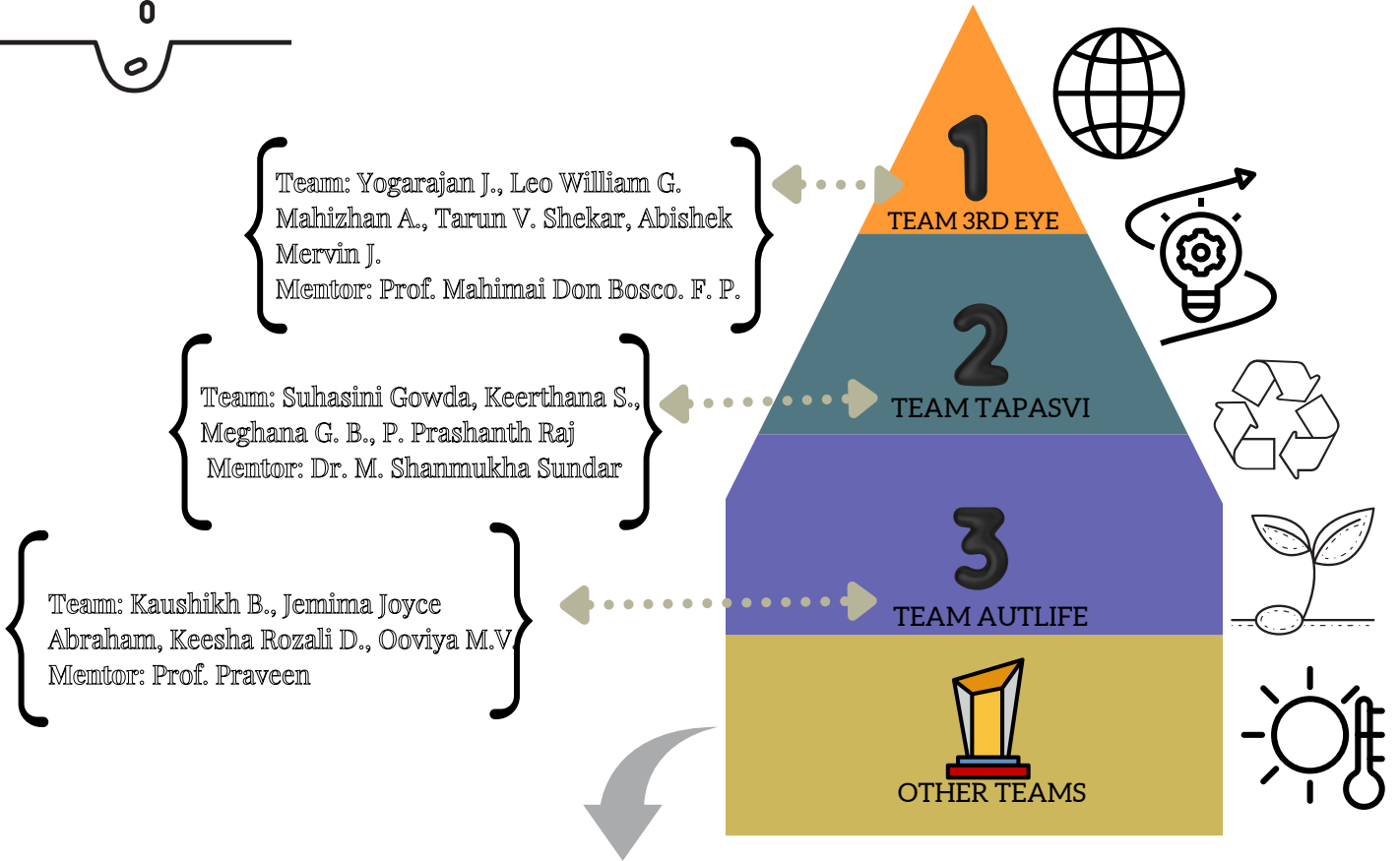
Motivating the teams, team members, team leaders and the project mentors was a challenging task for the organizers. The momentum among the selected team slowly got accelerated and there were a lot of enquiries for preparation.

We, as the SEEDBRAINS team, hope that the most innovative idea and the best teams to win the SEEDBRAINS contest. We plan to hold such international competitions every year and invite participation from companies and research organizations from the Netherlands and beyond.

THE CORRIDOR



# WINNING IDEAS SEEDBRAINS



**Idea:** Life Saving Buoy-Jal Rakshak  
**Team:** Renuka K., Fareen S. Divya Shree R.  
**Mentor:** Prof. Harish Babu L

**Idea:** Vitality Monitor  
**Team:** Tejaswini Abburi, Shobith G., Manoj Reddy, Bruhathi Reddy  
**Mentor:** Dr. Varalatchoumy M.

**Idea:** True Guard Sports  
**Team:** Harshita K.V., Komala S., Meghanathan Lucose Govind, Meghana S.  
**Mentor:** Prof. Arthi Meena

**Idea:** Smart Liquid Dispenser  
**Team:** Nithin M. Reddy, Manish M.  
**Mentor:** Prof. Praveen

**Idea:** Hospital360  
**Team:** Bhuvan L. Poojari, Tulika Paul, Muyeesh pasha  
**Mentor:** Dr.Pushpalatha H.L.

**Idea:** LaserCom-High Speed Communication through Laser Guided System  
**Team:** Amogh J. Bagali, Dhavalashri Prasad, Manjunath G. Padiyar, Neeraj R.  
**Mentor:** Dr. Smitha Sasi

**Idea:** MealNet  
**Team:** Angela Mariam Nelson, Sanjay Kumar Sarki, Sanjeevini Surendran  
**Mentor:** Prof. Sandeep Kumar



## THE CORRIDOR

## CAMBRIDGE INSTITUTE OF TECHNOLOGY

### *How can educational institutions become more sustainable?*

NITHIN MOHAN  
CEO

**As an educational institution, we are responsible for creating a learning environment for the students wherein they imbibe the qualities required for them to be responsible citizens in the future. Sustainability is key to driving the future in all sectors. Universities have a moral responsibility to educate students along the lines of sustainability in all activities, to ensure a better world tomorrow.**

Sustainability can't be achieved unless universities strive to achieve it in their overall scope of action. And this comes with the understanding that our students aren't children anymore; they are transitioning into adulthood and will soon be responsible for governing what the future is likely to look like. Therefore, it naturally becomes the responsibility of the university to equip and prepare students to act toward issues in an enlightened manner.

Children learn by observing and in that state of growth, every idea imparted becomes important.

I have an anecdote here, of a 5th-grade student from Cambridge School who took to heart the principles he observed and picked up, and even questioned his elders.

We usually conduct awareness programs around Sustainable Development Goals to teach students how they can involve themselves in achieving them. This young 5th grader was one of our attendees.

During a wedding ceremony, he noticed guests being served with a lot of disposable cups and plastic water bottles. He walked right up to the elder who held the ceremony, and asked him, "Uncle, why are you wasting money and polluting the earth by using one-time usable plastic?" It was a courageous move by this child. But it also demonstrates the principles our Sustainable Development Goals program imparted, and how strongly they are felt by students.

The mission that CIT undertakes is that Sustainability is an attitude that has to reach the very streets, for that is the path ahead.



## THE CORRIDOR

---

Our road to reaching our goals is populated by everyone in the Cambridge family, from students to staff, bottom to top.

### Challenges

It was challenging at first to practice sustainability in our daily basic routine and operations. When it comes to implementing sustainability, we had two stages, the first being awareness, and the second, implementation.

CIT ensures awareness by organizing activities, events, guest lectures, webinars, and interactive sessions on the campus.

But here, the important stage is implementation, which has its own challenges. Students tend to follow directions given to them, but to engineer a change in their mindset, something they can go home with is something that takes time.

The first stages of implementing sustainability in practice are hard, but the key is to persist through with your initial goals with resilience, with the hope for a good, sound sequel.

No one gets things right in the first go, as they do take time, and patience to achieve. That's how the achievement of sustainability goals in our CIT campus happened as well. To achieve all the 17 goals is a bit of a challenge since we are trying to reach our targets one by one.

We began with a ban on all disposable plastics inside the campus. We went to each department and specifically cleared people's doubts and dilemmas about sustainability and how it can be implemented. Once the practices became part of our routine, we stopped using disposable plastics outside the campus as well. The challenges we faced were plenty, however, Cambridge Group has proven through example, that it is possible for large universities as well to ease into adopting sustainable solutions.

Ultimately, our students are the key to reaching our Sustainable Development Goals in the eyes

of the public as well. We had begun it all through the student awareness programs. It took students some time to adapt to routines that would achieve these goals. And we had to keep in mind that nothing would change overnight - change needs time.

When provided with a way forward, students themselves become responsible and make Sustainable Development Goals their own. The most important yardstick is educating them by drawing parallels between their academic learning, and sustainability, as what they see being implemented in practice.

We at CIT are glad that we follow the sustainability goals inside the campus in the wake of sustained efforts and make it a part of our very means of operation.

### How can educational institutions adopt the Sustainable Development Goals?

Adopting sustainable practices is easier when backed with robust, multiple avenues for implementation. Since young people primarily spend their formative parts of the day in universities, it only makes sense to supplement their learning with live examples and projects that carry the spirit of sustainability within them.

We make this happen through the work of Research and Development (R&D). Our initiatives range from basic hands-on projects such as Leaf Composting, Rainwater Harvesting, and Zero Waste practices on campus to technology-centric research. Also, we conduct events like the Lokahitha to enhance the connection between the environment and youngsters.

Undertaking various live innovative projects help us reach specific Sustainable Development Goals one by one.

For example, a project involving the depth of anesthesia monitoring is one of the R&D projects that is focused on technology indigenization in the healthcare sector. This project caters to

---

## THE CORRIDOR

---

Sustainable Development Goal-3 and Sustainable Development Goal-9.

Our real-time virtual lab setup provides access to advanced training and enhances learning resources, meeting the requirement of Sustainable Development Goal-4.

One of our successful incubators is working on the promotion of an open-source platform for integrated circuit design. Upcycling of products for social needs with technology reuse and innovation is also an avenue we've explored at CIT.

These live hands-on research projects inculcate the spirit of innovation and entrepreneurship in our students. To keep them interested in the aspect of sustainability, we have also made certified courses available to interested students.

We also created a new platform called the "SEEDBRAINS" that incentivizes students to innovate sustainably through technology, while also meeting at least one Sustainable Development Goal. This platform and the good work done by our students eventually become the bridge connecting their academic exploration and research, to real-world professional and business enterprise.

Currently, students at the CIT actively file for patents for intellectual property rights at least once a month. As we continue to promote their scientific temper, we aim to reach a rate of five filings a month, in line with the Global Innovation Index.

We believe in the importance of seamlessly adopting Sustainable Development Goals without hindering human progress and innovation.

Our activities and interests range across multiple fields from business, technology, healthcare, community, and entrepreneurship, all tempered with both the scientific and sustainable mindset.

To do this, we begin by imparting quality education and supplementing it with hands-on opportunities for them to apply their knowledge and innovate.

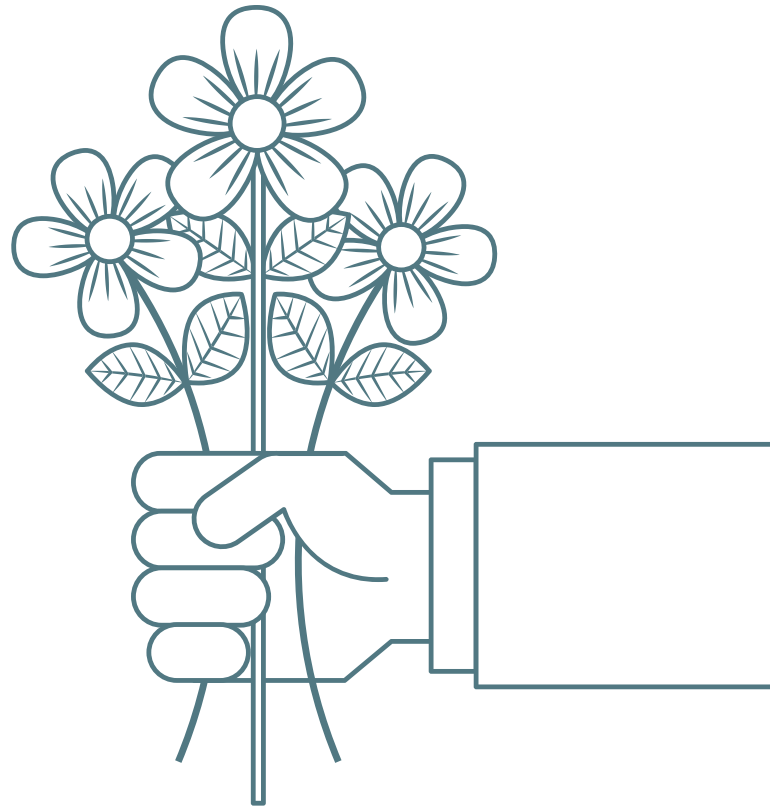
In the business world, gender equality, decent work, economic growth, responsible consumption, and production are all Sustainable Development Goals that are important to inculcate. When students and teachers come together at CIT, they work as a team to demonstrate responsible consumption, production, equality, and even decent work and economic growth, all through action, example, and implementation.

This is the CIT example. Where we pulled together awareness, learning, and application at all levels, from small to big, from composting to technology and innovation all the way to patent filings, to drive home the message of sustainable development in our students.

We believe that universities can benefit from this example of a multi-pronged approach, but with the same message – sustainability being the key to a wholesome future for our new generations.



# NOTES FROM PARTNERS & STAKEHOLDERS



---

**THE CORRIDOR**

# NETHERLANDS INDIA CHAMBER OF COMMERCE & TRADE (NICCT)

*Opportunities for business and partnership*

EDITH NORDMANN  
CHAIRMAN

**At first glance, India and the Netherlands seem like the two most different countries you could imagine - the size of the country, the average age of the population, the climate, the culture and so on.**

**However, when you look closer, there are far more parallels than differences when it comes to people's love for their country, the entrepreneurial spirit, the resilience, the perseverance, the openness of the people and the sociability ("gezelligheid") - in each country just in its own way.**

**The Netherlands and India have been linked economically and amicably for 400 years.**

**Doing business in and with India means building a friendship for life. Nowhere is it so warm to come home as in India.**

**It is a friendship that comes close to the concept of family ties - good and warm family ties - of course - and that you will not find anywhere else.**

**We cherish that warmth and therefore, it is a privilege and a pleasure to help as many interested entrepreneurs as possible to be part of the business corridor.**

#### **What is NICCT and what can it do for you**

For more than two decades, NICCT has had the privilege to be the leading Chamber of Commerce and Trade within the Dutch-Indo Business Corridor.

NICCT informs its members about the relevant business developments in India and the Netherlands, inspires its members by organizing relevant events and provides opportunities to

meet peers and helps its members build their network in both countries. This is done by not only sharing information, providing known and safe contacts but by accompanying the interested members on their entrepreneurial journey to provide a soft landing on the other side of the corridor.

#### **The importance of sustainability in the Dutch-India corridor**

It goes without saying that NICCT considers sustainability to be of paramount importance. To address this, in 2021 NICCT dedicated its key event, the Netherlands India Business Meet (NIBM), entirely to the theme of sustainability.

At this event, corporates, academia and SMEs from both India and the Netherlands discussed how they ensured that not only the company but also the corporate culture breathes sustainability.

For an important segment of the event, NICCT had also invited scale-ups in the corridor to participate in a sustainability competition. The winners were coached by the patron members/corporates so that they can develop even better.

The inclusion of scale ups will not be a one-time occurrence but a recurring annual milestone and important point of attention. This will benefit the entire corridor and the corporate objectives in the area concerned. This is an important stimulus and incentive to ensure sustainable business for future generations.

---

## THE CORRIDOR

---

NICCT is also working with academia, government, and the business community on the Wayanad Coffee plantation project, which is helping farmers generate a sustainable and better income, while at the same time using scientific ingenuity and economic support to grow and produce CO2-neutral coffee.

### **Opportunities for Dutch and Indian entrepreneurs**

Despite the difference in the size of the Netherlands and India, we believe both countries offer each other enormous opportunities that are beneficial to both.

However, proper preparation and coordination are of utmost importance.

The strength of the Dutch in the field of water & waste, maritime, agri-food & horticulture, life sciences & health as well as key enabling technologies is interesting for India. These strengths can serve the aim behind India's slogan "Make in India", which essentially means "come to India, share your specific knowledge with us and make something great out of it together with us in India". These are enormous opportunities for both Dutch and Indian companies, whereby much more can be achieved by working together.

In addition, India has excellent knowledge in areas such as IT, AI, aviation and space travel, from which the Netherlands can also benefit. Together, the Dutch-Indo Business Corridor offers enormous opportunities as long as companies and the people they represent and work with, understand that goodwill and open dialogue must be the basis, not the short-term profit.

In order to properly understand the importance of mutual trust and the basic principles, and to strengthen the foundation of new and also existing relationships, it should be good news that NICCT and INBCB are there for the members to provide knowledge and guidance, and thus facilitate and enable companies to do business successfully.

### **NICCT & INBCB**

Since 2020 NICCT & INBCB have been in active communication to establish a strong partnership that serves our members and those within the corridor even better.

Both NICCT and INBCB have sealed these aspirations in a MoU. This allows us to work toward increasing the trade and investment inflow into the Netherlands and India through for example matchmaking sessions, trade delegations, and facilitating investors to set up their businesses in both India and the Netherlands.

These warm family-like ties are used with devotion, enthusiasm, and dedication to make the corridor even easier, safer and more successful for the members of NICCT and INBCB and others who share the love for India and the Netherlands and wish to do business with each other.

On this special occasion, the jubilee of the INBCB, we wish to convey our sincere congratulations on the achievements of the INBCB. INBCB has performed and is performing terrific work and NICCT is sure that jointly, we can achieve even more in the Dutch-Indo corridor and vice versa.

Our heartiest congratulations and we very much look forward to our future endeavours!

---

**THE CORRIDOR**

## NLINBUSINESS

### *Let's do Business with the Dutch*

MARIJKE VAN LIEMT  
MANAGER INTERNATIONAL BUSINESS

**Imagine: you own a recruitment agency abroad and suddenly a major crisis breaks out. Say a pandemic. In a fortnight, all your clients quit your agency and you may need to start laying off personnel. What do you do? Do you ask the government for support? Do you try to find other sources of income? Do you branch out to other countries? Wouldn't it be valuable to have a local network of compatriots and local businesspeople to ask for advice, to network with, and compare notes on how they deal with situations like this? Having networks like the INBCB is so important, particularly in difficult times as we are in now.**

#### **NLinBusiness**

The world is full of opportunities and full of challenges. NLinBusiness wants to tap into this potential and form a bridge between Dutch entrepreneurs and the world. Our goal is to inspire, educate and guide Dutch businesspeople to discover the world and explore promising regions. That is why we have identified 40 Cities of Opportunity, cities with exceptional possibilities for business, collaboration, and innovation. In these cities, we are developing NL Business Hubs, combining the strengths of Dutch entrepreneurs in the region with the know-how of regional business partners. These hubs are of great added value to anyone who needs a reliable international network to gain a foothold in a specific market. The hubs can be of assistance in a variety of ways: from solving legal issues to opening a bank account or finding qualified staff.

NLinBusiness is supporting the hubs in many ways. We are not only their knowledge partner but also coaching, sparring, and inspiration partner. We are their gateway to growth. We provide them with visibility and support with their administration, promotion, and other activities. In addition, we are their eyes and ears in what is happening in the Netherlands.

India does not have its own hub yet. That is why we are very happy with the enthusiasm of the new INBCB board, which has reinvigorated the business circle in Bangalore.

This provides a steppingstone for connecting local knowledge with the needs of companies wanting to do business in India. Because of India's sheer size and vast economy, it is important to combine the know-how of the public network of embassies, consulates, and NBSOs with the hands-on experience of companies that are doing business there.

NLinBusiness' ambition is to link these different public and private networks in India to the business community in the Netherlands. This will allow companies to pinpoint opportunities more quickly and find it easier to enter the Indian market.

Innovation is key to sustainability  
The economy will continue growing in 2022 and international travel will once again allow us to connect in person. However, covid-19 and climate change are irreversibly changing the world.

---

## THE CORRIDOR

---

NLinBusiness' ambition is to link these different public and private networks in India to the business community in the Netherlands. This will allow companies to pinpoint opportunities more quickly and find it easier to enter the Indian market.

### **Innovation is key to sustainability**

The economy will continue growing in 2022 and international travel will once again allow us to connect in person. However, covid-19 and climate change are irreversibly changing the world.

We believe that networking can be done in a more hybrid and sustainable way. NLinBusiness has been developing the Virtual Gateway to the Netherlands. This is a virtual reality showcase of Dutch solutions for global challenges. It focuses on Dutch strengths such as water energy and management, food production, and climate-adaptive infrastructure.

You just need to put on the 3D headset, and you can discover how Dutch innovations tackle global issues such as floods, shortage of food, and other climate emergencies.



On the Virtual Gateway web platform, Dutch companies present themselves and their innovations, which makes it easier for the viewers to connect with the parties behind these technologies.

With these initiatives, we want to make doing business with the Dutch as easy as doing business with Indians. Interested in connecting? Our door is always open!

**THE ENVISIONED PARTNERSHIP**  
THE INDO-DUTCH  
BUSINESS ASSOCIATIONS



**THE CORRIDOR**

---

# INDO-DUTCH BUSINESS COOPERATION

## *The envisioned partnership*

MONIKA GOGNA  
BOARD MEMBER INBCB

**From creating internal collaborations between members to larger partnerships between external stakeholders, harnessing the strengths and abilities of others from different corners of the ecosystem is one of the most strategic and smart ways for business circles like the INBCB. This not only helps us solve complex challenges within the Indo-Dutch Business Corridor but also helps in strengthening it even further.**

INBCB is pleased to announce that in the latter part of 2021, it has started working toward a strategic partnership with the Indo-Dutch Chamber of Business & Sciences (IDCBS) in Delhi and (India-Netherlands Business Associations (INBAs) in Mumbai & Hyderabad. We believe it is bound to benefit everyone involved: businesses (/members), (internal and external) partners, and other stakeholders. Collaboration between the different business associations allows members/businesses to broaden their relevance and increase their addressable market. Strong ties between complementary businesses helps in fostering cooperation and longevity.

It allows businesses to offer products, services, or solutions that help their customers better by merging various strengths e.g., know-how, technology, capabilities, equipment, etcetera. For any cooperation to thrive, a shared goal has to be established as that will set the foundation

and act as the glue to hold it together. Consequently, Indo-Dutch Business Circles/Associations will work toward defining a common goal which will help businesses to grow their visibility and strengthen operations by pro-actively harnessing the Indo-Dutch business network as part of their business strategy.

### **Individual identities**

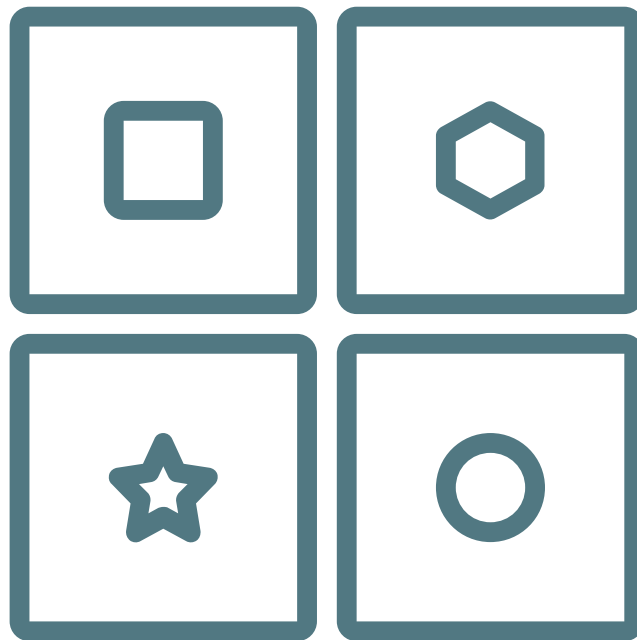
While this strategic partnership will be rewarding, it does require thoughtful consideration to ensure that business associations do not lose their distinctiveness. Therefore, keeping the diversity, history, and future ambitions between the different regions and the respective business communities in mind, it is important that each business association remains autonomous, dedicated to serving the unique needs of their members/partners/stakeholders represented in their region's vibrant locales. The idea is to create a balance between the unique identity and the standardization e.g., fees, newsletter, information sharing (such as members' lists), and sector-wise activities.

### **The way forward**

Even though the envisioned partnership is in its nascent stages – together with the IDCBS & INBAs – INBCB is confident it can develop a successful value-aligned strategic partnership that focuses on common goals that ensure positive outcomes for all involved.

---

# SHORT BRIEFS ON INBCB SECTORS





**THE CORRIDOR**

---

*Before you read this chapter ...*

As INBCB supports businesses within the Indo-Dutch corridor by providing a platform for insights and opportunities for promotion, it has defined focus sectors such as agriculture & food, water, urban infrastructure, Urban Infrastructure & Circular Economy and so on. As part of this initiative, INBCB also focuses on education & training and various other business services. Sectors are important as they help businesses/investors understand the various levels of economic activity within both the countries and encourage private investment (FDI)/foreign trade. By having a clear outline of the sectors, businesses can gain awareness about certain social requirements/challenges and address these through e.g., the exchange the know-how, transfer of technology and R&D.

**THE CORRIDOR**

---

**SECTORS INDO-DUTCH CORRIDOR***In a nutshell*

VIJAY KUMAR  
EXTERNAL ADVISOR INBCB

**Agriculture & Food**

The Dutch are the world's top exporter of potatoes and onions and the second largest exporter of vegetables overall in terms of value. More than a third of all global trade in vegetable seeds originates in the Netherlands. After the United States, the Netherlands is the biggest exporter of agricultural produce in the world. The Dutch agricultural sector exports some € 65 billion of agricultural produce annually. This is 17.5% of total Dutch exports.

The Wageningen University & Research (WUR) is the biggest agriculture, food, nature and environment university in the Netherlands. It is regarded as the world's top agricultural research institution, WUR is the nodal point of Food Valley, an expansive cluster of agricultural technology start-ups and experimental farms.

Over the past decades, the Netherlands has established an international reputation as a highly innovative agricultural producer. They are keen to share their extensive knowledge and expertise with potential partners worldwide and develop sustainable and smart solutions together. The Netherlands is in the forefront of innovation in the agro-food sector. Some of the areas where they have been very successful is the use of solar energy, geothermal applications and reducing water use in agriculture.

**Opportunities for Collaboration**

The opportunities for collaboration are many. Some of the areas for collaboration are:

- Reducing energy consumption in agriculture and looking at innovative ways to increase productivity.
  - Supply chain management in agriculture. The Dutch have tremendous expertise in logistics, and they can help in streamlining the agricultural supply chain management and provide technology for handling perishables.
  - Poultry and animal feed are other areas where the Dutch are renowned for developing innovative technologies.
  - Food processing in another area for cooperation.
  - Urban Farming.
-

## THE CORRIDOR

---

### Water

Over time, the Netherlands has developed advanced waterborne and water-related industries, integrated water management, water technology, and an innovative maritime industry. The country's limited surface area, its flood-prone acreage, high population density and history of flooding have shaped their spatial planning and resilience strategies. The Netherlands is committed to contributing to water security and water safety worldwide.

The Netherlands is a world leader in water management. Over the decades, the Dutch have mastered the art of flood protection and water supply and treatment. The Netherlands believes that water does not stop at borders. Some of the water related expertise that the Netherlands has developed over the years are:

- Integrated Water Management
- Water Resilience
- Prevention and Control of Flooding & Coastal Erosion
- Drinking Water Supply
- Water Finance
- Water & Climate Adaptation
- Water Treatment
- Canal & River Water Management

### Opportunities for Collaboration

The scope for cooperation and collaboration between the Netherlands and India. The Netherlands is regarded as the world's number one when it comes to all aspects of water management. India can work with the Netherlands in many of the areas listed above such as

- Flood Management
  - Integrated Water Management
  - Water & Agri-Food
  - Prevention of Coastal Erosion
  - Developing Water Resilience
  - Climate Adaptation regarding water
-

## THE CORRIDOR

---

### Energy

Energy-efficiency and electric transport are top priorities for the Dutch government. More and more local municipalities are implementing electric and hydrogen-fuelled bus lines. At the same time, electric vehicles are becoming more commonplace as the infrastructure that runs them expands. Renewables are expected to turn the Netherlands from a net importer into a net exporter of electricity in the coming years.

Flexible and interconnected energy systems are key to the Netherlands ambition to achieve a cost-effective transition to a low-carbon economy. The Netherlands works with international partners on new energy technologies and recently agreed to share information on hydrogen production for research and development with the United States.

The Netherlands Government is working to achieve a low-carbon energy supply by 2050 that will be safe, reliable and affordable. These are some of the energy forms that the Netherlands is looking to develop in a big way:

- Solar Energy
- Onshore Wind Energy
- Offshore Wind Energy
- Biomass Energy
- Geothermal Heat
- Hydropower

### Opportunities for Collaboration

India has been in the forefront in renewable energy. And the Netherlands has been an innovator in sustainable and renewable energy sources. There is immense scope for India and the Netherlands to work together in the following areas:

- Onshore & Offshore Wind Energy
  - Solar Energy
  - Geothermal Heat
  - E-vehicles and E-vehicles infrastructure
  - Biomass Energy
-

## THE CORRIDOR

---

### Urban Infrastructure & Circular Economy

The Netherlands National Smart City Strategy which is a strategy for urban infrastructure and smart cities is being implemented in its five largest cities. The strategy creates experimental space for high-end digital infrastructure to scale up in number of areas. These include urban mobility and accessibility, sustainable and low-energy homes and buildings, sustainable waste management, healthier air quality, and smart, healthy urbanization. This integrated approach focusses on circular systems for a sustainable future.

These pillars are:

- Safe, standardized digital infrastructure
- Public-private partnership with room to experiment
- New models of governance, integral and in collaboration with citizens
- Education and employability
- Regional collaboration in which cities operate as a network

The Smart City Strategy in the Netherlands is closely related to the creation and development a circular economy. The Netherlands is one of the most ambitious countries in the global circular movement. The Netherlands circular economy strategy is on improving the resilience of our value chains circular principles can provide credible solutions; reparability, reusability and remanufacturing stimulate a resilience in stock availability and competitiveness. The government is exploring the possibility of expanding producer responsibility, by reaching agreement with producers as to how much recyclable (recycled or bio-based) material is to be included in their products. The Netherlands aims to work with manufacturers on designing and developing products in such a way that they are easy to repair, recycle and reuse.

#### Opportunities for Collaboration

The Netherlands has tremendous experience in building smart cities and is a frontrunner in creating a circular economy. Some of the areas for cooperation between the Netherlands and India in urban infrastructure are:

- Spatial Planning
  - Urban Water Management
  - Waste Management
  - Smart Mobility
  - Intelligent Traffic Systems
  - Recycling
  - Establishing Digital Infrastructure for Urban
  - Development Governance Models
-

---

**THE CORRIDOR**

---

## **EDUCATION & TRAINING**

### *In a nutshell*

THOMAS VAN BERCKEL  
DUTCH ROOF CONSULTANCY

**The rapid development in the various sectors e.g., agriculture, water, energy etcetera means greater demand for technically qualified personnel that meets international standards. The Dutch businesses in India facilitate training in various sectors, R&D, and project management as they already have experience with these facets. This is one aspect of how Education & Training plays a role in the Indo-Dutch (and vice versa) context. Another aspect is that for international students, the Netherlands remains an attractive country to live and work after completing graduation. An increasing number of Indians study in the Netherlands. A majority them indicate that it is very likely that they would continue staying in the Netherlands after they have completed their studies and or research.**

#### **Interest in the Netherlands**

Interesting is also the conclusion from a report published by the Dutch organisation for internationalisation in education (Nuffic) about how Covid-19 is affecting the plans of international graduates in the Netherlands in 2021. Because of the pandemic, non-EU students were more eager to stay in the Netherlands. Apart from the Dutch government having made good arrangements for foreign students, quality of life, education and research are the major factors positively affecting international graduates' likelihood of living in the Netherlands.

Having lived in the Netherlands in the previous academic year, combined with a favorable perception of the job market in the Netherlands and an unfavorable perception of the job market at home, has had a positive influence on respondents' intentions to live in the Netherlands after having completed all their studies or research.

#### **Importance of the Dutch language**

Even though business between the Netherlands and India can happen in English, English is not the official language of the Netherlands. Therefore, many Indians (have to) to learn the Dutch language to live and work in the Netherlands.

There are many companies that are outsourcing their Dutch translation and copywriting work to India. This creates a great demand for Dutch Language Teaching in India.

A few language training providers in India have brought this issue under the attention of the Dutch ambassador in India and discussed it with the Dutch Language Union (NTU). Consequently, they have been invited to be a part of a focus/advisory group of the NTU. They have also been in touch with the Erasmus Training Centre (ETC) in Jakarta, Indonesia to see how they can organize this better for India.

Apart from the language, cultural differences between India and the Netherlands should not be underestimated either. In 2021, we organized an online workshop about Cultural differences which was also attended by the members of the NICCT in the Netherlands. There are a lot of consultants and teachers who can help to bridge the cultural gap.

---

---

**THE CORRIDOR**

---

**BUSINESS SERVICES**  
*Legal Services | Conflict Resolution***MONIKA GOGNA**

BOARD MEMBER INBCB &amp; FOUNDER NYĀSA SOLUTIONS

**New businesses and existing businesses that want to expand within the Indo-Dutch Business Corridor often come across many unpredictable and challenging situations. This starts with finding the right business partner, the formalities around incorporating the right entity, managing cash inflow and outflow, hiring local employees, developing an effective marketing strategy suited for the local market, generating capital for the business and so on. Apart from this, business leaders will also have to consider issues like e.g., time management, self-doubt, cross-cultural communication, adapting to a new business culture, different leadership styles and language barriers.**

**For the smooth functioning of a business in a foreign market, legal matters that are very delicate must be handled by a local legal expert who can provide the business with an appropriate legal guidance and avoid any legal disputes. Legal disputes are not only expensive but can also take years to get resolved through litigation in local courts. Therefore, a part of the Business Services also focuses on conflict management through independent alternative dispute resolution (ADR).**

**Working with experts gives businesses confidence and an assurance that they are doing things right. They can be assured that if anything goes wrong, they will be advised in the right manner. Having business and legal experts by their side also makes sure businesses are not negligent as far as legal compliances are concerned as that may threaten the future of a business.**

**Legal services**

- 1. Dealing with legal issues:** Legal assistance and experts' advice is essential if a business is being sued for any negligence or any other reason.
  - 2. Registering the business:** If you are embarking on a new business venture, you will have to register it with the local authorities. Applying for registration of a company requires clearance from various local departments and administration. This could be a hard task on your own if you are not familiar with the working of the local departments and are unaware of how government administration functions.
  - 3. Expanding the business:** Businesses that are looking to diversify their business and expanding into new territories might require advice/help to go through the entire expansion process.
  - 4. Handling legal documents:** Apart from getting certain contracts and documents drafted, when existing policies are modified or business are shut down, businesses are required to be compliant with specific rules and guidelines specified by local governments. Businesses are also expected to notify the local authorities in a specific format. Such undertakings are critical and require a good understanding of law and order.
  - 5. Protecting Intellectual Property Rights:** IPRs serve as the identity of a business. It is important for international businesses to take extra caution while protecting their intellectual property in foreign territories to avoid getting entangled in expensive and time-consuming lawsuits. Legal experts can help in personalizing the business safely and protect it from IPR infringement.
-

## THE CORRIDOR

---

### Conflict Management

In today's business world, more and more contracts include alternatives dispute resolution (ADR) clauses instead of a court settlement of disputes. Some business contracts and employment agreements even require mandatory mediation (a form of ADR). Businesses facing contract disputes are best advised to seek professional legal advice. Any dispute can be costly and can cost a business a massive amount on a big lawsuit.

International workplaces are also a competitive environment. It is then not surprising that conflicts can occasionally also arise that are sometimes impossible to resolve. Here too, business mediation can be an efficient way to resolve such disputes. A business mediator talks to those involved and helps them find a solution to their dispute together.

### Resolving business disputes with mediation

For example, it could be a dispute, an argument within a board of directors or a disagreement between a company and a customer about a product or service provided, or a dispute between companies about a contract, employee complaints, conflicts between managers, intellectual property disputes, conflicts with shareholders and so on. Whatever the conflict may be, the mediator will discuss their mutual problem with the parties involved and look for a solution.

### Advantages

- The business mediator is an expert in conflict mediation. He or she will also look for any underlying causes of the dispute. This helps to find a sustainable solution.
  - The parties involved largely determine the outcome of the conflict themselves.
  - Business mediation is usually faster, cheaper, and more efficient than legal proceedings with lawyers.
  - Mediation offers a good chance of maintaining or restoring the business relationship after the dispute.
  - Mediation is private. The company's affairs will not become public if one utilizes mediation. Mediation is ideal for small businesses that don't have a large budget for legal representation.
  - Since mediation is quick, the shorter the process, the less money you will spend compared to going through litigation.
  - An extension of conflict management is conflict coaching. In organizations, conflict coaching is essentially used to enhance conflict competency, integrate learning from conflict resolution training, prepare for a difficult conflict conversation, or a more formal conflict resolution process such as mediation.
  - Relational conflicts at work can often lead to long-lasting disputes that have a negative impact on the individuals involved and their performance. Not every organization/management is equipped to deal with conflicts effectively and professionally. Workplace conflict coaching helps in restoring the mutual cooperative relationship and ensures that those involved communicate better or differently.
-

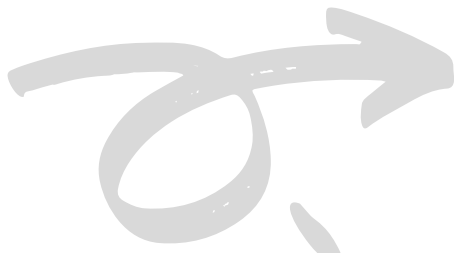


THE CAUSE WE  
SUPPORT



**THE CORRIDOR**

---



*Before you read this chapter ...*

NGOs as service providers deliver goods and services to communities and/or their constituents with the aim to help them create sustainable development. They are responsible for social innovation in society. Social innovation is critical and of paramount importance in developing countries to meet the scale of current challenges, increase their impact and stay relevant in a changing context. At the end of the day, it's all about people. India has a huge waste problem and massive landfills throughout the country. When these dumps heat up, they contaminate the groundwater.

INBCB has partnered with Hasiru Dala. Hasiru Dala is a social impact organization that is helping reduce waste pollution [which is one of the biggest threats to rivers, water bodies, and public spaces in India] by diverting inorganic waste from landfills and into recycling. At the same time, it also helps self-employed waste pickers with e.g., occupational identity cards, helps enroll waste pickers' children in schools, provides scholarships and educational loans, and facilitates access to social security benefits. Our support for Hasiru Dala is in line with one of the most prominent sectors 'waste management' within the Indo-Dutch corridor.

**THE CORRIDOR**

---

**HASIRU DALA**  
*A cause that INBCB supports*

NALINI SHEKAR  
CO-FOUNDER HASIRU DALA

**Hasiru Dala is a social impact organization that focuses on securing justice for waste pickers through interventions co-created with the waste pickers, in the areas of identity rights, access to family education, healthcare, housing & pension, skill development, market and employment access, and multi-tier policy advocacy. Hasiru Dala has worked with waste pickers in Bangalore since 2011 and incorporated as a Charitable Trust in November 2013.**

In Hasiru Dala, we think of waste pickers as “green collar” workers. Whether in informal economies or as part of formal waste management system, waste pickers are a part of the infrastructure that ensures that plastics and other recyclables are reused or re-processed (either recycled or downcycled) and are not therefore free to enter our water supplies or form “black spots” in urban areas or lie in heaps in landfills. A study in 2011 established that the informal waste pickers collected recyclable and reusable waste from the streets, saving the municipal bodies 84 crores a year in waste collection and transportation alone. Hasiru Dala’s aim is to bring recognition to waste pickers and informal waste collectors and their contribution to the city; create space formally in the local urban waste management system to facilitate predictable income where possible. Broadly, our vision for the future involves an inclusive society for waste pickers and other informal waste workers, free of discrimination based on their age, class, caste, religion, occupation, gender, and sexual orientation.

Our strongest foothold is in Bengaluru, Mysuru, Chamarajanagar and Tumakuru, and we are gaining traction in other cities across Karnataka, such as Hubli, Dharwad, Davanagere and Chamarajanagar. We have also made connections and begun engagements in Tamil Nadu and Andhra Pradesh.

**Our Current Key Interventions to achieve our vision:**

- Organizing waste pickers by area-wise meetings and monthly meetings to increase access to social and livelihood protection measures. Establishing Buguri community library, annual day of waste picker “Hasiru Habba”, medical camps, supply of staple groceries have been some of the effective strategies of organizing waste pickers.
  - Facilitate access to social security through Occupational Identity Cards and other relevant identity cards i.e., Aadhar, voter identity cards and pension and public distribution system through ration cards, scholarship for children under a special scheme for waste pickers children and financial inclusion.
  - Health camps and health-hygiene workshops for waste pickers and extending nutrition security measures i.e., mushroom cultivation training for waste pickers and their family members.
  - Buguri: Children’s Programme, provides a platform for children of all ages and genders to access education, better reading skills, skill development and leadership skill development. Buguri Children’s Program impacts over 1,000 children of waste pickers and informal waste workers through its libraries and education support programs.
-

## THE CORRIDOR

---

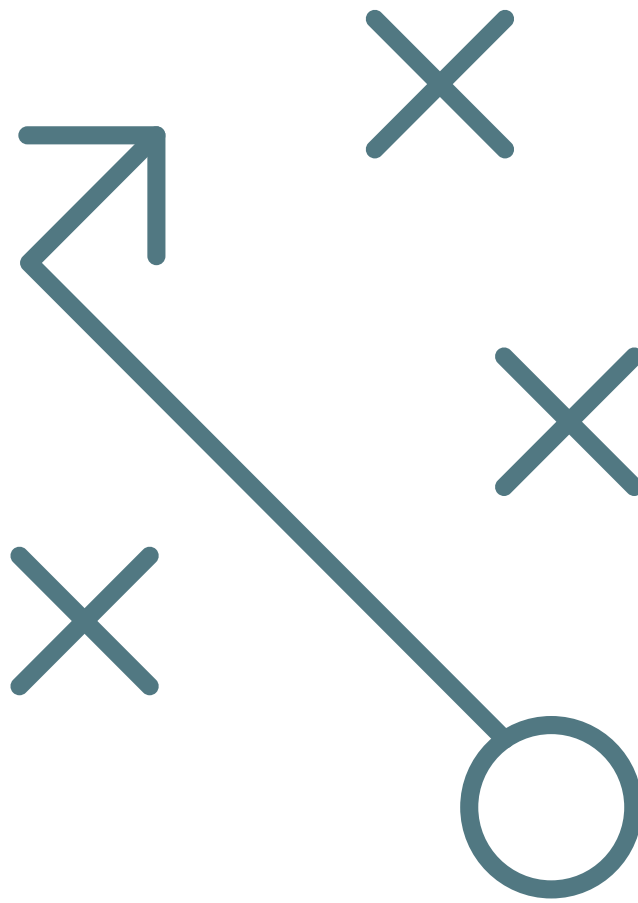
- Provision of occupational safety gear for workers (erstwhile waste pickers) in Dry Waste Collection Centres (DWCC) where possible.
- Skill-upgradation training for waste pickers and informal waste collectors to manage DWCCs, organic waste management, terrace gardening, event waste management, mushroom cultivation and driving trucks for waste transportation.
- Inclusion of waste pickers in managing city's dry waste has been the most effective way of getting recognition to waste pickers and other informal waste workers in the city by the local & state government, citizens, and other labour organizations both nationally and internationally.
- Financial literacy and Financial Inclusion training through monthly meetings and during area-wise meetings and work towards financial formal access to financial institutions.

As supporters of this social issue, INBCB hopes you can help Hasiru Dala in their mission to transform the lives of waste pickers. Please use the following details for your contribution towards this important cause:

Name: Hasiru Dala  
A/c No.: 64132965349  
Branch: Cauvery Bhavan  
IFSC Code: SBIN0003182

*Please mention the name and the PAN number of the donor. Upon donation, we will provide you with an 80G tax exemption certificate.*

# SPONSORED ADS





# PIONEERS IN WATER AND WASTE WATER TREATMENT

## Over 500+ Installations in 10+ Countries

### We Offer

ERECTION/COMMISSIONING/AMC  
/OPERATION & MAINTENANCE  
SERVICES FOR

- Sewage Treatment Plant
- Effluent Treatment Plant
- Reverse Osmosis
- Sea Water Reverse Osmosis
- Grey Water Recycling

### Our Network

- Maldives
- Singapore
- Malaysia
- Tanzania
- Mauritius
- Indonesia
- Phillipines
- Dubai
- Srilanka
- Bangladesh
- And growing

### Technology

- MOVING BED BIOFILM REACTOR (MBBR)
- SEQUENCING BATCH REACTOR (SBR)
- MEMBRANE BIO REACTOR (MBR)

AI, MS Golden Grace  
Apartments, 6th B Crs,  
OMBR Layout,  
Chikka Banaswadi,  
Bangalore - 560043



+91 9952710159/ +91 6363796328

[www.ecochemlab.com](http://www.ecochemlab.com)

[ecochemlab@ecochemlab.com](mailto:ecochemlab@ecochemlab.com)

# DUTCH ROOF CONSULTANCY & THE DUTCH DOOR



## TRAINING PROVIDERS IN DUTCH LANGUAGE & CULTURE IN INDIA

with a future vision and the intention to set up 'The Dutch House Foundation India' (to empower and support Dutch language and Dutch-Indian culture & relations in India) plan to organize soon ....

Online Dutch language and culture courses, dedicated to Indians dealing (professionally) with The Netherlands.

Our focus is mainly on members of the Indian-Dutch business circles and their clients, but is also open for anyone who is dealing professionally with The Netherlands. Regular Dutch Language courses will be held at various levels (A1-A2-B1-B2-) to have a good command over the Dutch language. In addition, we will also offer Cultural Training and short basic courses in the Dutch language which will strengthen the communication and bond with fellow Dutch partners and clients.

### For further information and registration:

Please contact Richa Gujarathi at [richa@thedutchdoor.in](mailto:richa@thedutchdoor.in) (9881522225) and/ or Thomas van Berckel at [info@dutchroofconsultancy.com](mailto:info@dutchroofconsultancy.com) (9739988898).

**What more lies in store for you?** A webinar! Your participation in and contribution to the trainings will help us to set up the Foundation. If you don't want to participate in the training but want to donate/ sponsor/ volunteer, then please feel free to get in touch.



# BANGALORE PLANTS FIRST PVT. LTD. AND FLORANZA INTL. PVT. LTD.



We grow high quality pot plants in a wide range of types and varieties for export as well as local market. We give you a large choice of indoor and outdoor plants.



If interested, please get in touch with us to visit our location. We look forward to help you with all your queries.

*The nursery is located at Thittahali, Kumbalgodu, Mysore Road in Bangalore. For more information, email at [blrplantsfirst@gmail.com](mailto:blrplantsfirst@gmail.com) or contact Robert de Bos at 9845204062.*



## WHAT DO WE BRING TO THE TABLE?

### “Europe-meets-local” solutions grounded in experience

**50+ YEARS OF EXPERIENCE**  
Waste management in Europe and upcoming markets (India, Indonesia, Ghana, Kenya)

**STRONG TRACK RECORD**  
13+ centers, operating independently with issue-free equipment



**THE BEST OF TWO WORLDS**  
Reinventing European best practices for the local context striking a balance between mechanization and manual labor

**ONE-STOP SHOP**  
Provide all you need from design until long-term operational improvement

**PRODUCT PORTFOLIO**  
Scalable and modular solutions focused on Quality, Health, Safety and Ergonomics, customizable to your needs

## CONNECT WITH US

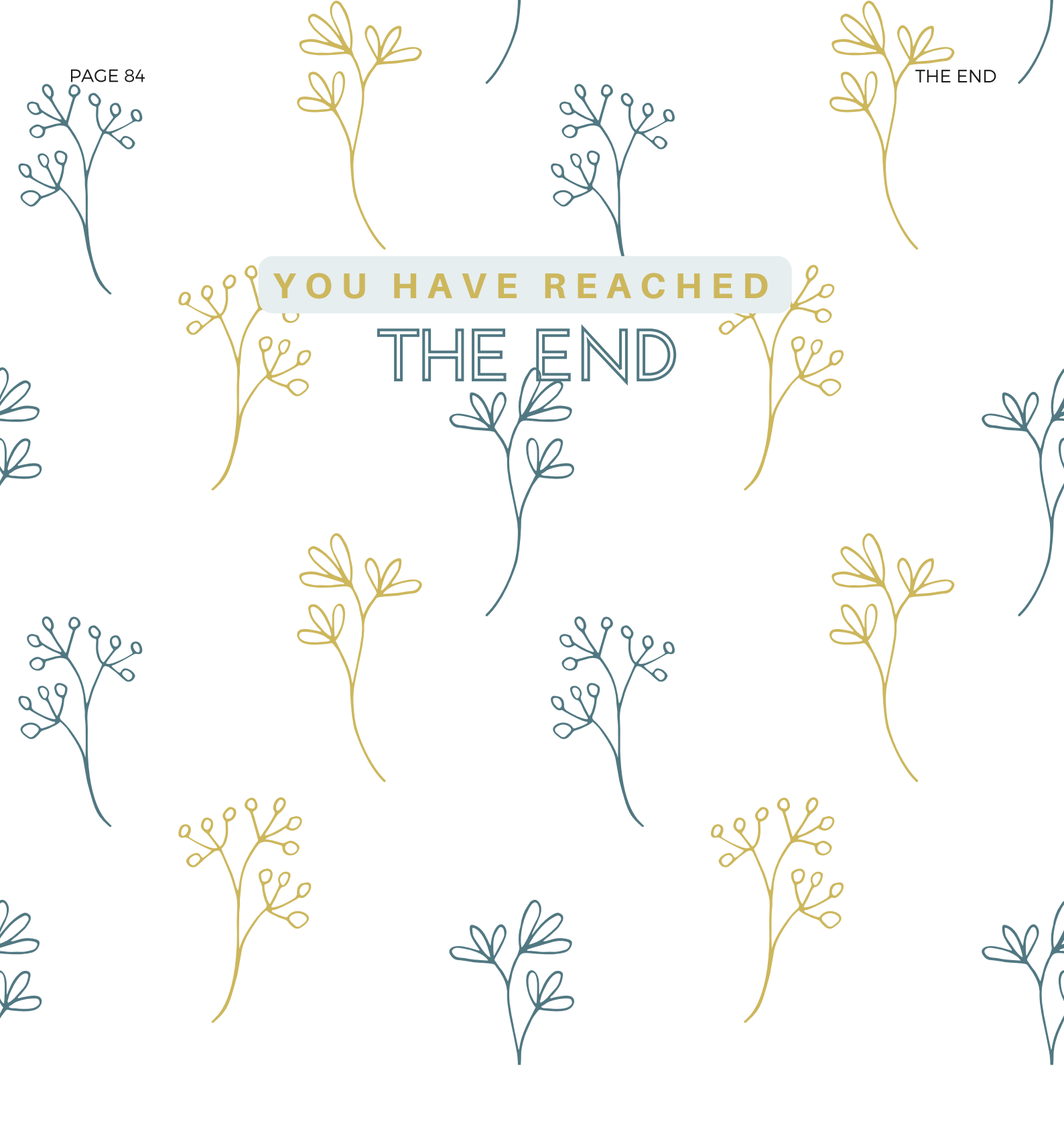
📧 [info@sweepsmart.org](mailto:info@sweepsmart.org)  
🌐 [www.sweepsmart.org](http://www.sweepsmart.org)





**YOU HAVE REACHED**

THE END



# THE CORRIDOR

Special Issue on Innovation & Sustainability