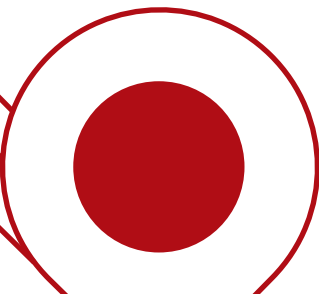




भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

TCI - IIMB Supply Chain Sustainability Lab



TCI - IIMB Report
2025-26





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Message from the MD



Mr. Vineet Agarwal
*Managing Director,
TCI Ltd*

The TCI-IIM Bangalore Supply Chain Sustainability Lab has had a defining year. Our Transportation Emission Measurement Tool (TEMT) is now live, certified and witnessing growing industry adoption, with an AI-powered decarbonisation recommendations layer currently under development. Adoption continues to gain momentum through DPIIT, direct industry partnerships and TEMT is set to be showcased at the forthcoming CFO Meet.

On the research front, we are strengthening the scientific rigor of emission factors in partnership with Standard Freight Consulting, while expanding coverage to alternative fuels, including LNG and assessing their applicability for the UAE market. Our inaugural BRSR-ESG Report was successfully unveiled at the Climate Innovation Summit 2026, marking a significant milestone in the Lab's sustainability journey. We are also actively engaging with SEBI and industry bodies to advocate for the institutionalization of transportation emissions reporting under the BRSR framework.

We are further deepening our ecosystem engagement by integrating TEMT into IIM Bangalore's MSME training programmes in Karnataka, re-engaging AITWA for transporter awareness initiatives and publishing an annual report and Lab film to amplify the Lab's thought leadership and sectoral impact.

I extend my sincere appreciation to our Advisory Council and IIM Bangalore for their steadfast partnership and shared commitment. The foundation is robust, the momentum is strong and the opportunities to drive meaningful transformation across the logistics and sustainability landscape are immense.

Message from the Chairperson



Prof. Rajeev Tripathi
*Chairperson,
Supply Chain Management Centre*

It gives me great pleasure to present the Annual Report of the Supply Chain Management Centre (SCMC) at IIM Bangalore for the year 2025–26. This past year has been one of remarkable momentum, and I am proud to share the breadth and depth of the Centre's contributions to research, policy, industry, and education.

The world of supply chains continues to be shaped by powerful forces — geopolitical uncertainty, the urgency of sustainability, and the transformative potential of emerging technologies. Against this backdrop, SCMC has remained steadfast in its mission: to bridge academia and industry, generate knowledge that matters, and build the capabilities India needs to compete and lead globally.

Our research portfolio this year has been both wide-ranging and impactful. From assessing the fuel efficiency and carbon impact of national highway investments to developing greenhouse gas quantification frameworks for the Government of Karnataka, our work has informed real decisions at the highest levels of policy. Partnerships with NHAI, NCRTC, the Airports Authority of India, South Central Railways and other institutions reflect the trust that government and industry place in the Centre's expertise.

A highlight of the year has been the growing recognition of our sustainability tools. The Transportation Emission Measurement Tool (TEMT) achieved ISO 14083 certification and was formally adopted on the DPIIT platform — a significant milestone in India's journey toward credible, government-endorsed carbon reporting. Our Carbon Accounting Tool and Scope 3 emissions solutions are helping Indian businesses, including MSMEs, take concrete steps on their Net Zero pathways.

Beyond research and tools, the Centre has deepened its impact through executive education, thought leadership, standard-making at BIS and ISO, and an active calendar of conferences and industry dialogues that brought together hundreds of practitioners and policymakers.

As we look ahead, I am confident that SCMC will continue to be a catalyst — for knowledge, for practice, and for a more resilient and sustainable supply chain ecosystem in India.

Message from the COO



Dr. Aditya Gupta

*COO, Supply Chain Management Centre and
TCI-IIMB Supply Chain Sustainability Lab*

It gives me great pleasure to present the Annual Report of the Supply Chain Management Centre (SCMC) and TCI-IIMB Supply Chain Sustainability Lab for the year 2025–26. Over the past year, the centre has continued to strengthen its role as a catalyst for advancing sustainable supply chain practices in India and beyond. Anchored in the vision of contributing meaningfully to carbon neutrality and responsible business practices, the Lab has worked at the intersection of academia, industry, and policy to drive tangible impact.

This year has been marked by significant progress across research, standard-setting, and industry engagement. Our collaborations with leading organizations, government bodies, and international standard-setting agencies have enabled us to contribute to critical initiatives such as greenhouse gas accounting frameworks, sustainable logistics standards, and climate action plans. These efforts reflect our commitment to bridging the gap between policy intent and on-ground implementation.

A key highlight of the year has been the development and scaling of innovative tools such as the Transportation Emissions Measurement Tool (TEMT) and the Carbon Accounting Tool. These solutions are designed to democratize access to high-quality emissions measurement and reporting, particularly for Indian businesses, including MSMEs, thereby accelerating their transition towards net-zero pathways.

Equally important has been our focus on knowledge creation and dissemination. Through case studies, executive education, conferences, and thought leadership, the Lab has continued to build capacity and shape the sustainability discourse across sectors. Our engagement with students, professionals, and policymakers underscores our belief that sustainable transformation requires collective action and informed decision-making.

As we look ahead, the challenges of climate change and supply chain resilience demand even deeper collaboration and innovation. The centre remains committed to enabling organizations to navigate this transition effectively, creating value not only for businesses but also for society and the environment.

I extend my sincere gratitude to our partners, sponsors, faculty, and all stakeholders for their continued support and trust.



About TCI

Transport Corporation of India (TCI) is one of India's leading integrated logistics and supply chain companies, with a legacy spanning over six decades. Headquartered in Gurugram and listed on both stock exchanges of India, TCI is a \$1.5 billion logistics group offering end-to-end solutions across road, rail, coastal shipping, and multimodal transportation, supported by a strong pan-India network.



The group handles cargo equivalent to nearly 2% of India's GDP by value every year, serving critical sectors including automotive, engineering, FMCG, retail, chemicals, pharmaceuticals, infrastructure, project cargo, and emerging aviation and defense logistics. With an asset-light and scalable model, strong compliance standards, and technology-driven operations, TCI enables efficient, reliable, and sustainable supply chain solutions for its customers.

TCI is now gearing up for its next wave of growth and has plans to diversify and build presence in specialized and new-age logistics sectors through the right global partnerships — covering Aerospace & Defense, Electronics & Data Centers, Luxury & High-Value Cargo, and Complex Supply Chains.



Advisory Council Members



Mr. Rajkiran Kanagala, President and Chief Business Officer,
TCI Ltd

Rajkiran Kanagala has been instrumental in TCI's growth since 2006, with the company managing cargo representing 2–2.5% of India's GDP by value. He serves as Director of TCI Concor Multimodal Logistics Solutions, TCI Chemlog Private Limited, and TCI's international ventures.

He is the Logistics Sector Lead for the Harvard Business School Club of the GCC, chairs the TCI-IIM Bangalore Sustainability Lab Logistics Advisory Board, and actively contributes to India's Zero Emission Trucking (ZET) and eLorry Convergence Committee (ConCom) initiatives led by IIT Madras.

Rajkiran leads TCI Safe Safar, a national road safety initiative recognized with the FICCI Road Safety Award 2024 by Shri Nitin Jairam Gadkari. He also mentors TCI's chemical and international businesses while driving technology, innovation, brand, sustainability, HSE, and ESG initiatives. He actively mentors young talent through platforms such as Aspire and IIM Rohtak.

A TEDxIIMCalcutta speaker, Rajkiran is passionate about superheroes, history, sports, technology, and healthy living. He holds a B.E. in Electronics (University Topper), an MBA, and a degree in Export-Import Management, securing All India First.

Mr. Sagar Agarwal, Vice President,
Transystem Logistics International Private Ltd

Sagar Agarwal is Senior Vice President – Finance & Administration at Transystem Logistics International Private Limited and has been a core member of its leadership team for over two decades. He leads the Finance and Administration functions and represents the company in major supply chain technology and CSR initiatives. He spearheaded the integration of Netradyn AI fleet safety solutions and promotes driver behavioral improvement by linking safety performance with financial incentives. He also supports the Each One Educate One School Students' Scholarship Programme on behalf of Transystem Logistics.



Mr. Uday Prakash, Vice President,
Herbalife

Uday Prakash has extensive experience in finance and operations, currently serving as Vice President of Strategy and Implementation at Herbalife since December 2011. Prior roles at Herbalife include Vice President of Finance and Operations, Senior Director of Finance and Associate Operations, and Director of Finance for India. Uday's career also features a position as Finance Controller at The Nilgiri Dairy Farm Pvt. Ltd. from 2009 to November 2011, DGM at HCL Technologies from 2006 to 2009, and Assistant Vice President at GENPACT from 2001 to 2006. Uday Prakash holds qualifications from the Institute of Chartered Accountants of India and has completed ICWA Finals from the Institute of Cost and Work Accountants of India.

Advisory Council Members

Prof. Rajeev Tripathi, Associate Professor,
Chairperson – Supply Chain Management Centre, IM Bangalore)

Rajeev R. Tripathi is an Associate Professor in the Production and Operations Management area at IIM Bangalore, with research interests spanning sustainable operations, game theory, and supply chain economics. He teaches across MBA and doctoral programs, and his work has been published in leading journals, earning multiple best paper awards. Prior to academia, he worked with Ford Motor Company in the Global Data Insights and Analytics group, and he holds a Ph.D. from IIT Madras and a B.Tech. from Cochin University of Science and Technology.



Prof. Haritha Saranga, Production & Operations Management,
IIM Bangalore

Dr. Haritha Saranga is Professor of Production and Operations Management at IIM Bangalore, recipient of the IIMB Chair of Excellence, and Chairperson of the Sustainability Taskforce. Her research focuses on quality, productivity, and sustainability across global supply chains using empirical and analytical methods. A Fellow of MIRCE Akademy and recipient of the ISA Babbage Industrial Innovation Policy Award (2026), she has published extensively in leading international journals and co-authored the book Reliability and Six Sigma. She also leads sustainability initiatives and consulting engagements with industry and community organizations.

Dr. Aditya Gupta, Chief Operating Officer,
Supply Chain Management Centre (SCMC), IIM Bangalore

Dr. Aditya Gupta is an accomplished ESG and supply chain professional with nearly three decades of experience spanning industry and academia, including a distinguished 23-year corporate career with organizations such as the Tata Group, TVS Group, Jindal, Essar, Virgin Mobile, and Moser Baer. An engineer and MBA, and a PhD in Logistics and Supply Chain, he now focuses on advancing sustainability in business through tools, policy, and education.



Lab Members

**Prof. Rajeev R Tripathi,**

Associate Professor, Chairperson –
Supply Chain Management Centre, IIM Bangalore

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**Dr. Mohan Krishna,** Manager – Research,
Supply Chain Management Centre (SCMC), IIM Bangalore

Dr. Mohan Krishna brings over 15 years of experience across academia, consulting, and sponsored research. His work focuses on supply chain circularity, ESG, decarbonization, electric mobility, and climate sustainability, with contributions spanning industry-oriented research, case development, carbon accounting and ESG tools, and advisory initiatives in battery circularity and logistics emissions reporting.

Pavithra I, Consultant,
Supply Chain Management Centre, IIM Bangalore

Pavithra holds an M.Tech in Computer Integrated Manufacturing from Ramaiah Institute of Technology and a B.E. in Industrial Engineering and Management from R.V. College of Engineering. Her research experience spans data-driven supplier assessment using AI/ML, supply chain optimization through mathematical modelling and route analysis, and studies focused on accelerating manufacturing growth across Indian states.

**Sonika Gandhi K.S,** Consultant,
Supply Chain Management Centre, IIM Bangalore

Sonika Gandhi is a Consultant at the Supply Chain Management Centre (SCMC), IIM Bangalore, with an MSc in Supply Chain and Logistics Management from the University of Strathclyde, Glasgow, where her final project focused on IT-enabled supply chain improvements in the rice industry. At SCMC, she works on research projects and contributes to digital engagement and Centre-related initiatives.

Lab's vision, mission, and purpose of the lab

"To be a globally recognized lab of excellence that pioneers transformative research, innovation, and knowledge in sustainable supply chain management — driving the decarbonization of value chains and enabling organizations to achieve net-zero goals. By fostering a dynamic ecosystem of academia, industry, and policy collaboration, the Lab aspires to reshape the future of logistics and supply chain practices through cutting-edge tools, responsible frameworks, and ethical stewardship. We envision a world where sustainable supply chains are not a choice but a cornerstone of business strategy — creating enduring value for organizations, communities, and the planet alike."



Vision

To contribute substantially and significantly to the organizations and nation's efforts towards carbon neutrality.



Mission

- Develop and test new capabilities that provide organizations with the information, best practices, and tools they need to meet their sustainability objectives.
- Conduct research that contributes significantly to the theory and practice of Sustainable Supply Chain Management.
- Act as a forum to initiate interaction and dialogue on sustainable supply chain-related issues, challenges, and solutions among industry, government, academia, and related agencies.
- Help organizations achieve their net zero goals.



Purpose of the lab

The newly established laboratory has been established with a clear and defined purpose.

- To be first and India's premier centre of excellence in Sustainable Supply Chain practice, dissemination, and advocacy.
- Creating sustainable solutions for organizations and supply chains that lead to large-scale adoption and subsequent benefits.
- Advancing and disseminating sustainable supply chain management knowledge.
- To conduct research to identify and replicate good practices for sustainable supply chains.
- Cooperate and coordinate with other organizations with similar aims and objectives within and outside the country.



TCI - IIMB Corporate Sponsors

The Lab is funded exclusively by its corporate sponsors from varying industry verticals. The endeavour of the Lab is to develop associations with corporate sponsors who can contribute to the research mission of IIM-B, gain from this association by adopting the best practices in supply chain management, and contribute back towards lifting the overall knowhow of supply chain management on a broad scale. Some of the joint activities between the Lab and its corporate sponsors include:

- Ideation and conceptualization of innovative concepts in relevant domains and their alignment with business strategies.
- Co-organizing events to effectively share and disseminate knowledge pertaining to supply chain management.
- Creation of joint case studies to document and showcase the successful practices implemented by the sponsoring organization.

Existing Corporate Sponsors



Transport Corporation of India Ltd. (TCI)

Transport Corporation of India Ltd. (TCI Group) is India's leading integrated multimodal logistics and supply chain solutions provider. With expertise spanning over six decades and infrastructure comprising an extensive network of 1500+ company-owned offices, 13 million square feet of warehousing space, and a strong team of 5500+ employees, TCI has expanded boundaries to offer sustainable, customised, and technology-enabled logistics solutions to almost all industries in both India and the SAARC region. Thereby, it represents nearly 2.5% of India's GDP by value.



Herbalife India

Herbalife is a global nutrition company that markets and sells dietary supplements and personal care products. Herbalife India is a subsidiary of Herbalife Nutrition, operating in India since 1999. The company offers a range of products including protein shakes, weight loss supplements, energy drinks, and multivitamins. Herbalife India has a strong distribution network with over 9,000 independent distributors across the country. The company is committed to promoting healthy and active lifestyles through its products and programs. Herbalife India also supports several social initiatives such as providing nutrition education to underprivileged children and promoting entrepreneurship among women.

Research, Consultancy and Standard Making

The Lab has been actively pursuing research and consultancy assignments with the government and private sector.

The following assignments have been concluded / under execution during the year 2025-26.

1.1 The National Highways Authority of India (NHAI)

The first phase of the project, titled “Assessment of the Socio-economic Impact of Investment in National Highways Development,” was completed, and the report was submitted to NHAI. Following this, NHAI proposed additional parameters for further research. The new study aimed to assess the impact of highway construction and improvement on fuel consumption, emissions, and user experience. Specifically, it estimated the reduction in fuel use and CO₂ emissions resulting from shorter travel distances and better road quality, and evaluated the benefits of enhanced safety, smoother ride quality, reduced congestion, and upgraded wayside facilities for road users. The phase two research was completed in September 2025, and the final report has been submitted to NHAI.

1.2 Standard Making - Biomass Logistics: Collection to Plant Scope

The Centre became an active member of the Transport and Supply Chain Services Sectional Committee at the Bureau of Indian Standards, which is responsible for setting standards for logistics and supply chain services in India. It also engaged with ISO/TC 344, a Technical Committee under the International Organization for Standardization (ISO) dedicated to developing international standards for innovative logistics, a key enabler of global climate goals, the circular economy,



and resilient supply chains. The Centre prepared a comprehensive standard titled “Biomass Logistics: Collection to Plant Scope,” establishing a structured framework for biomass feedstock logistics, covering processes from source-level collection to delivery at the processing plant. The proposed standard was formally accepted by the ISO/TC 344 Committee and was under review and approval by member nations.

1.3 Government of Karnataka, Centre for Environment Education and EMPRI

This project titled as “Quantifying GHG Emission Reductions under the Karnataka State Action Plan on Climate Change (KSAPCC)” focused on developing a structured framework to quantify greenhouse gas (GHG) emission reductions across 15-line departments of the Government of Karnataka under the Karnataka State Action Plan on Climate Change (KSAPCC). Phase 1 involved identifying relevant Key Performance Indicators (KPIs), establishing baselines, and designing robust methodologies for emissions measurement and tracking. The study enabled standardisation of data collection and reporting practices across departments, enhancing transparency and accountability.

Research Articles

During the year the centre contributed the following research articles for various journals.

- Jose, P., Krishna, M. S., Alexander, A., Peter, G., & Daya, J. L. F. (in press). Design & validation of minimal jerk lane changing manoeuvre for adaptive cruise control in electric vehicles. Discover Applied Sciences.
- Jose, P., Krishna, M. S., Alexander, A., Peter, G., & Daya, J. L. F. (under review). Advanced driver assistance system for coordination between autonomous vehicles for critical safety operations. Ain Shams Engineering Journal.

Book Chapter

- Krishna, M. S., Itapu, S., Murthy, R. G., Surya, S., & Gupta, A. (2025). Ambits for ensuring sustainability in energy supply chain. In Green tribology and Industry 4.0: Fundamentals and sustainable advancements. CRC Press, Taylor & Francis Group.



Case Studies

During the year, the following studies have been initiated / completed at the centre level.



Electrifying Mobility - A Case Study on Battery Swapping Policy Guidelines in India

The aim of this case study is to comprehensively examine the battery swapping guidelines introduced in India. It seeks to delve into the objectives, scope, and impact of these guidelines on electric mobility, the environment, and the overall transportation sector in India. The case study is funded by Gaja Capital. The first draft of the case has been completed.

Charging Up Responsibility - A Case Study on EPR Regulations for Lithium-Ion Batteries in India

The aim of this case study is to examine the implementation of Extended Producer Responsibility (EPR) regulations for lithium-ion batteries in India. It seeks to analyse the scope and objectives of these regulations, their impact on the battery industry and the environment, and the challenges and opportunities they present. The data collection has been completed. The first draft of the case has been prepared, and the case is under internal review process.

Transforming Agricultural Waste into Energy: The PRESPL Journey

Punjab Renewable Energy Systems Private Limited (PRESPL) is a leading bioenergy company in India, specializing in biomass supply chain management, biofuel production, and renewable energy solutions. The company focuses on converting agricultural waste into biomass-based fuels, promoting sustainable energy alternatives, and enabling industries to reduce their carbon footprint. PRESPL collaborates closely with industries, government bodies, and farmers to strengthen the adoption of bioenergy across India. The company's journey, along with its dilemma regarding eligibility for carbon credits from its projects, was documented as a case study. The case study had been completed and was under peer review and final approval.



Closing the Loop: Carbon Reduction through Bioengineered Packaging at Phitons



Phitons Bioengineering Pvt Ltd is an innovation-driven company focused on developing naturally compostable and sustainable packaging solutions to replace single-use plastics and reduce environmental impact. Through advanced materials such as its proprietary compostable polymers and solutions across packaging and agriculture, the company aims to eliminate microplastics, enhance resource efficiency, and enable industries to transition toward a circular and sustainable future. The carbon reductions achieved, along with the circularity impact of their solution, were being documented as a case study.

Tool and Product Building

During the year the lab has worked on the following tools and solutions:

Transportation Emission Measurement Tool (TEMT)

- India's first and most comprehensive tool for measuring freight transportation emissions.
- Covers multiple modes: road (intercity, intracity, courier, refrigerated), air (domestic & international), and sea (coastal & international).
- First tool in India to achieve ISO 14083 certification, ensuring globally aligned GHG reporting.
- Recognized and integrated by NICDC Logistics Data Services (NLDSL) into the Unified Logistics Interface Platform (ULIP) under DPIIT, Ministry of Commerce & Industry.
- Now hosted on the DPIIT website, making it an official, government-approved calculation tool.



Carbon Accounting Tool

- A robust, online platform designed for Indian businesses, especially MSMEs, to measure Scope 1, 2, and 3 emissions.
- Features user-friendly data input, powerful analytics, and actionable sustainability reporting.
- Enhanced with BRSR Core integration, enabling organizations to align reporting with national sustainability standards.

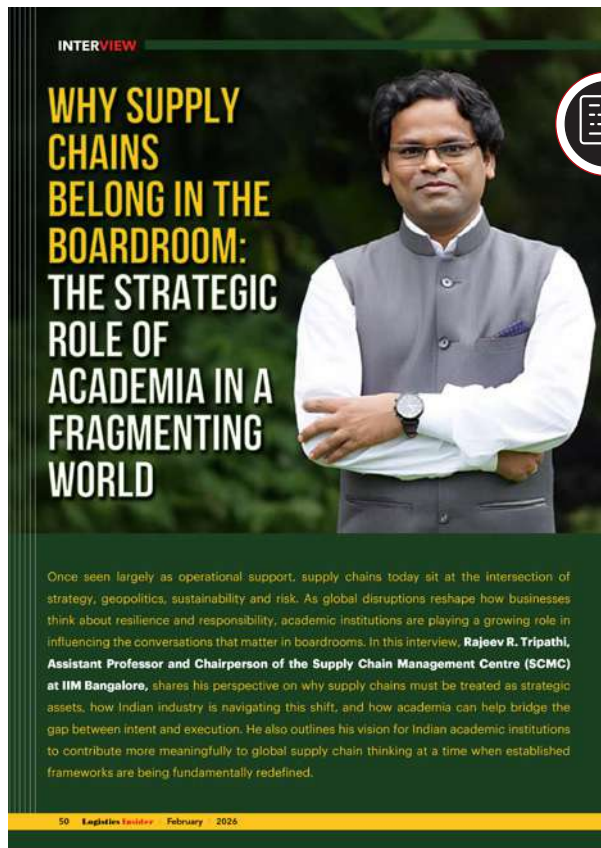
Scope 3 Emissions Reporting

- Recognizing that Scope 3 emissions constitute the largest and most complex component of corporate carbon footprints, the Centre developed solutions for their accurate calculation and reporting.
- Our approach integrates seamlessly with ERP and enterprise systems, converting raw operational data into transparent, reliable, and replicable Scope 3 reporting.
- Supports companies on their Net Zero journey, enabling deeper accountability across entire value chains.



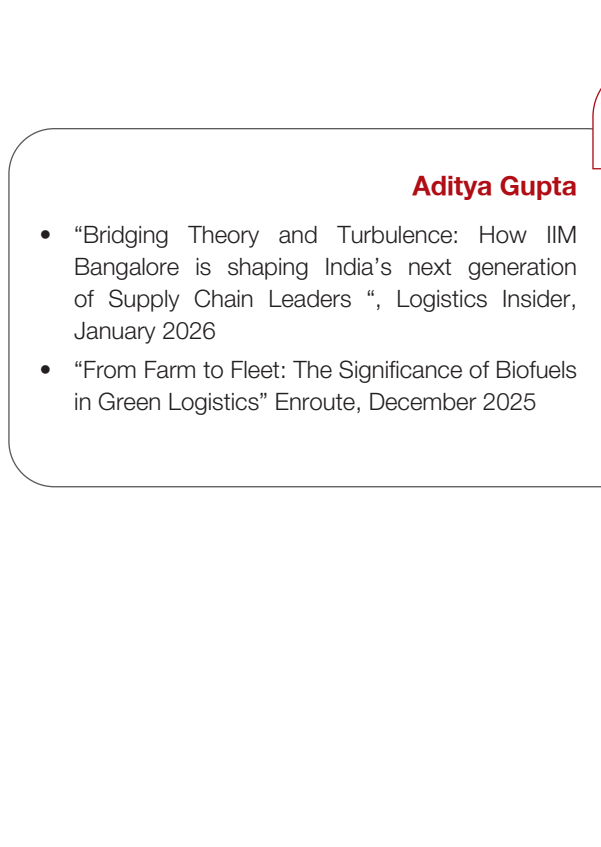
Thought Leadership Articles

During the year, the Lab contributed opinion pieces, interviews, and a range of thought across both print and digital media platforms.



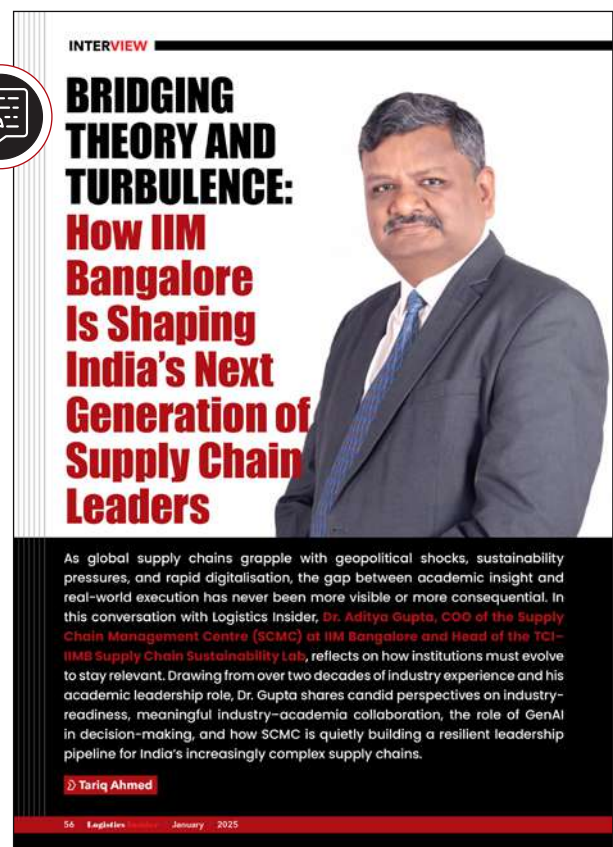
Prof. Rajeev Tripathi

- “Why supply chain belongs in the boardroom: The strategic role of academia in fragmenting world”, Logistics Insider, February 2026
- “Incentive wars: Why walking away can be wiser,” Deccan Herald, October 2025
- “Infiltration game: India’s demographic challenge,” Deccan Herald, September 2025
- “The IP game India must learn to win,” Deccan Herald, July 2025



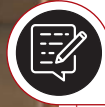
Aditya Gupta

- “Bridging Theory and Turbulence: How IIM Bangalore is shaping India’s next generation of Supply Chain Leaders”, Logistics Insider, January 2026
- “From Farm to Fleet: The Significance of Biofuels in Green Logistics” Enroute, December 2025



Awards and honours

The Lab received the following awards and honours during the year:



Prof. Rajeev Tripathi

- Honoured with the "Excellence in Supply Chain Mentorship" award by the BW Businessworld in 2025
- Jury Member - Supply Chain Excellence Awards, The Times Group ET EDGE Supply Chain Management Fest 2025, Delhi



Membership in advisory committees and expert groups

During the year, the Lab contributed through its membership in various advisory committees and expert groups.



Prof. Rajeev Tripathi

- External Expert - Time Estimate Committee, Advanced Medium Combat Aircraft - Flight Control System (AMCA-FCS) Project, Aeronautical Development Establishment, DRDO
- Member - Academic Advisory Board, International Management Institute (IMI), Kolkata
- Member - Board of Advisors (Executive Education), International School of Business and Media (ISB&M), Pune



Aditya Gupta

- Member of the Bureau of Indian Standards (BIS) Committee focused on developing Transportation and Supply Chain Service Standards.
- Indian representative and expert on the International Organization for Standardization Technical Committee (ISO/TC 344), focused on establishing global standards for ESG and Green Logistics.
- Member of the Niti Aayog E-Fast platform, advocating for the adoption of Zero Emission Trucking in India.



Mohan Krishna

- Member of the Board of advisors - RenewCred - Part of the expert working group on standards and registry for Voluntary carbon markets.
- Member of the Working group on Battery circularity - WRI and Battery 360 alliance - Working on end of life management strategies for batteries.
- Member of the expert working group on "Market based measures for Logistics emissions accounting and reporting" convened by Smart Freight Centre

Events and Conferences

1. Stakeholder Dialogue: Charging Infrastructure for ZETs · April 2025 · 60 stakeholders

On April 16, 2025, NITI Aayog's e-FAST India initiative, in collaboration with the Council on Energy, Environment and Water (CEEW) and the TCI-IIMB Supply Chain Sustainability Lab, hosted a stakeholder dialogue on charging infrastructure for Zero-Emission Trucks at IIM Bangalore. The session brought together approximately 60 stakeholders — spanning government representatives, OEMs, battery manufacturers, charge point operators, fleet operators, logistics service providers, and DISCOMs — to refine the Bharat ZET Policy Advisory and develop a practical framework for deploying highway charging infrastructure. Against the backdrop of trucks contributing over 33% of India's transport-related CO₂ emissions despite comprising just 3% of the vehicle fleet, discussions focused on overcoming economic, operational, and infrastructural barriers to highway electrification, with particular emphasis on strategically located charging nodes to support the large-scale adoption of zero-emission trucking on India's major freight corridors.

2. Advancing the Global Sustainability Narrative · April 2025 · 175 industry and academic delegates

SCMC, IIM Bangalore and the Wipro Foundation co-organised the International Sustainability Conference titled *Advancing the Global Sustainability Narrative: Business, Policy, and Societal Imperatives* from April 24–26, 2025, across IIMB and Wipro's Kodathi Campus in Bengaluru. Building on a decade-long partnership between the two institutions, the conference convened industry leaders, policymakers, and academics to advance the transition from voluntary sustainability efforts to rigorous, strategic, and policy-driven action. Keynote addresses by Prof. Viral Acharya of NYU Stern School of Business, Nitin Paranjpe, Non-Executive Chairman of Hindustan Unilever Limited, and Pradeep Bhargava, Chairman of MECF, anchored discussions spanning green finance, ESG reporting, circular economy, and digital sustainability. Over 75 research presentations were featured across the three days, and participants concluded with a guided tour of Wipro's green campus at Kodathi to witness sustainable infrastructure initiatives firsthand.

3. Sustainability & Material Compliance Conference · September 2025 · 150 industry delegates

The TCI-IIMB Supply Chain Sustainability Lab, in partnership with Key Sustainability Solutions, BCIC, and EMPRI, convened the Sustainability & Material Compliance Conference at IIM Bangalore in September 2025, bringing together 150 industry delegates under the theme *Enabling Industry Today for the Standards of Tomorrow*. The conference repositioned sustainability not as a compliance burden but as a strategic driver of innovation, resilience, and competitive differentiation. A keynote address by the Senior Vice President of TVS Motors, a fireside chat featuring Schneider Electric's Director of Sustainable Procurement, and three panel discussions brought together leaders from Ashok Leyland, Bosch India, Mahindra & Mahindra, Tata Motors, Volvo Construction Equipment, and Shell, among others. Deliberations spanned global decarbonisation regulations, circular supply chain design, and evolving product compliance mandates — examining the practical steps organisations must take to align with emerging regulatory frameworks while building long-term operational and commercial advantage.



4. Stakeholder Dialogue: Bharat ZET Policy Advisory · November 2025 · 50 Stakeholders for ZET Adoption

In November 2025, NITI Aayog's e-FAST India platform, in collaboration with WRI India, convened an online focused consultation with Original Equipment Manufacturers to advance India's transition to zero-emission trucking. The session was anchored in the Bharat Zero Emission Trucking Policy Advisory — a pioneering initiative by the Office of the Principal Scientific Adviser to the Government of India — translating its strategic recommendations into actionable steps through structured stakeholder engagement. Discussions highlighted the need for long-term policy clarity, phased localisation, and well-defined charging and battery-swapping standards. Participants also emphasised improving the economic viability of e-trucks through supportive financial mechanisms, rationalised charging tariffs, and contract-tenure reforms, while underscoring the criticality of grid-ready infrastructure and EV-focused skilling and research as enablers of large-scale adoption.



5. 9th Biennial Supply Chain Management Conference · December 2025 · 200 industry delegates

The 9th Biennial Supply Chain Management Conference, held in December 2025, convened 200 industry delegates under the theme Geopolitics, Sustainability, and GenAI: Navigating the New Age of Supply Chain. Keynote addresses by senior leaders from PwC India, the Indian School of Business, and the Ministry of Railways set the agenda for two days of rigorous dialogue spanning AI-led transformation, decarbonisation of global value chains, and supply chain resilience in the face of geopolitical uncertainty. Best Practices Sessions offered practitioners a platform to share real-world experience across carbon accounting, warehouse automation, and sustainable packaging. The conference concluded with a Doctoral Paper Competition, recognising research from IIM Udaipur and Delhi Technological University on crop procurement policy and geopolitical risk in corporate sourcing.



Academic and Industry outreach: Talks and panel discussions

Academic and Industry Outreach: Talks and Panel Discussions

This section highlights the Lab's active engagement in invited talks and panel discussions across academic, industry, and policy platforms. Members of the Lab are regularly invited to share their expertise at conferences, seminars, and high-level forums, reflecting the recognition of their work and its relevance to contemporary challenges. These engagements serve as an important channel for disseminating research insights, shaping industry practices, and contributing to policy dialogue, while also strengthening the Lab's visibility and thought leadership at national and international levels.



Invited talks:

Prof. Rajeev Tripathi

- “*Railways in modern supply chains*,” Rail Parcel Conclave, Rail Nilayam, Secunderabad, Feb 2026
- “*Computational sustainability*,” Ministry of MSME-Sponsored Management Development Program on Data Science-Entrepreneurship, NIT Kurukshetra, March 2026
- “*Business Responsibility and Sustainability Index*,” 10th ESG & Sustainability Strategy India Summit 2025
- “*Measuring what matters: Business Responsibility and Sustainability Index*,” Golden Jubilee celebrations of the Karnataka State Pollution Control Board, Bengaluru
- “*Platform-enabled farmer cooperation for sustainable agriculture: Coalition formation and pricing decisions*,” 2025 INFORMS International Meeting, Singapore (invited paper)
- “*Doing research that counts: For you, your field, and the world*,” Faculty Development Program, RV University, Bengaluru
- “*Platform-enabled farmer cooperation for sustainable agriculture: Coalition formation and pricing decisions*,” International Conference on Operations Research and Decision Sciences (ICORDS 2025), Centre for Advanced Research in Applied Mathematics and Statistics (CARAMS), MAHE, Manipal.
- “*Advancing supply chain sustainability and resilience - A focus on green supply networks*” - Masterclass, The Times Group ET EDGE Supply Chain Management Fest 2025, Delhi





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- “*Demonstration of the Transportation Emissions Measurement Tool (TEMT) and discussion on freight decarbonisation,*” Measuring and Reporting Freight Emissions Roundtable, Smart Freight Centre India & TERI, Feb 2026
- “*Integrating carbon accounting with circular economy models,*” Supply Chain Conclave 2026, ISBR Business School, Feb 2026
- “*Green or Gone: Why Sustainability Will Define Competitive Advantage Tomorrow,*” Next Gen India: Building Businesses for Tomorrow, Department of Business Administration, Acharya Institute of Technology Bengaluru, Jan 2026
- “*Carbon accounting in agriculture,*” Counting Carbon: Principles and Practice of Carbon Accounting in Agriculture, KSDA - Dr. Leslie Coleman Agri Knowledge Club, Nov 2025
- “*Capacity building for Karnataka government departments on KPI-based GHG emission quantification,*” KSAPCC Monitoring – Quantifying GHG Emission Reductions, CEE, EMPRI & Hanns Seidel Foundation, Oct 2025
- “*Carbon Footprints - Measurement, Compliance and Opportunities,*” ImpactX 2025 - ESG and Sustainability Conference, Green Analytics Solutions, Oct 2025
- “*Carbon Credits Decoded,*” Webinar, Pro India, Oct 2025

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Panel discussions:

Prof. Rajeev Tripathi

- “*Augmented operations: Bringing AI to warehouses, factories, and last-mile logistics,*” India Digital Summit, Bengaluru, 2026
- “*Sustainable, responsible, and circular supply chains: Beyond efficiency, towards purpose and planet,*” NextGen SCM Summit, Mumbai, 2026
- “*Tackling Scope 3 emission reduction using new age solutions,*” 10th ESG & Sustainability Strategy Asia Summit, Bengaluru, 2025
- “*Decarbonizing global value chains: From vision to Action,*” 9th Biennial Supply Chain Management Conference, Bengaluru, 2025
- “*Beyond recycling: why true circularity requires systemic change,*” Sustainability and Material Compliance Conference, Bengaluru, 2025
- “*The intelligent enterprise: Leveraging process intelligence and AI for resilient value chain optimization,*” Venix, Bengaluru, 2025
- “*Strengthening industry-academia collaboration*”, Supply Chain Security: Risks and Rewards, Bengaluru, 2025
- “*Behind the judging table: What excellence in supply chain truly looks like,*” The Times Group ET EDGE Supply Chain Management Fest, Delhi, 2025





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- “The QUAD Ecosystem Building in the Automotive Sector for Talent Pool Development,” Auto Component Industry Transformation Summit 2026, ACMA India, Jan 2026
- “Tracing India’s Journey with ISO 14083 and Its Impact,” Sustainable Transport, Smart Logistics: Winning with ISO 14082, SGS Spain, Sep 2025
- “Global Goals, Local Solutions - Integrating Sustainability in Everyday Life,” Sustainability Conference, Bengaluru City University and mLAC, Sep 2025
- “Resilient, Responsive, Collaborative AI and ML Driven Supply Chain for Future Vision,” SCALE 2025, Indian Institute of Materials Management Bangalore, Sep 2025



Executive Training

During the year, the Lab contributed to executive education through the following initiatives:



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- Delivered the 12-week, 3-credit online programme “From Theory to Practice: Implementing ESG and Sustainability in Business” on the Government of India’s SWAYAM platform, reaching over 3,000 learners in both the July 2025 and January 2026 cohorts, reflecting strong demand for structured ESG education.
- Organized a one-day workshop titled “Closing the Loop: Circular Economy, EPR, and Carbon Accounting for a Sustainable Future,” covering themes such as circular economy, environmental compliance, carbon accounting, and sustainability-driven business strategy, with participation from industry and academia.
- Delivered multiple executive education sessions on Carbon Accounting, Circular Economy, Carbon Credits, and related ESG themes for working professionals under IIM Bangalore’s Executive Education Programmes (EEP).
- Delivered specialised sessions on sustainability frameworks, policy implications, and implementation strategies for senior government officials under the PGPPM Batch of 2026 at IIM Bangalore.
- Delivered a session on “Focus on Scope 1, 2, and 3 emissions and TEMT-based measurement,” as part of the Webinar Series – Moving to Net Zero: The Decarbonization of Transport and Supply Chains, organized by Ascela, Feb 2026.
- Delivered a session on “Building Resilient & Sustainable Supply Chain,” at the National Conference on Responsible Business Conduct (NCRBC), organized by the Indian Institute of Corporate Affairs (IICA), Ministry of Corporate Affairs, Delhi, Jul 2025.
- Delivered a session on “From Source to Shelf: Embedding Environmental and Social Responsibility in Supply Chains,” under the IICA Certified ESG Professional: Impact Leader Programme, May 2025.

Media Coverage of MOOCs program offered by the Lab on ESG and Sustainability in Hindi





Mohan Krishna

- Delivered a session on “Carbon Accounting Essentials,” as part of a Corporate Training Programme for the sustainability team at HICAL Technologies, Electronic City, Bangalore, for middle and working-level executives, Mar 2025.
- Delivered a Distinguished Lecture on “Quality in EV Battery Technology – Improving Efficiency, Longevity, and Safety,” during VIT Quality Week organized by IEEE PELS, VIT Vellore, for PhD scholars, engineering students, and faculty members, Feb 2025.
- Delivered a session on “Closing the Loop: Strategies for Electric Vehicle Battery Circularity from End-of-Life to Resource Recovery,” under the ATAL (AICTE Training and Learning) Faculty Development Programme on Advances in Electric Vehicles and Sustainable Energy Systems at Amrita Vishwa Vidyapeetham, for faculty members, Sep 2025.
- Delivered a session on “End-of-Life Management for Renewable Energy and Vehicle Power Systems,” as part of the Short-Term Training Programme on Smart Grid Control: Renewable Energy, organized by the Institution of Engineers (India), Nagpur Subsection and Bajaj Institute of Technology, Wardha, for PhD scholars, faculty members, and students, May 2025.
- Delivered a session on “Sustainability in Transportation (with particular focus on freight) – Managing and Measuring Emissions alongside Decarbonization Strategies and Pathways for Transport Supply Chains,” at the IEEE PELS & IES Student Congress 2025, organized by IEEE Bangalore Section and associated student chapters, for industry leaders, faculty, and students from over 15 institutions across Bangalore, Sep 2025.
- Delivered a half-day student training programme on “Tech Trends in Supply Chain Sustainability & Decarbonization,” organized by the Faculty of Engineering and Technology, Jain University, Feb 2026.





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Dr. Mohan Krishna
Manager - Research, Supply Chain
Management Centre
IIM Bangalore

27
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Join us for an exciting event where innovation meets
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10.15 AM - 11.15 AM
C D SAGAR AUDITORIUM, DSCE

Dr. M. Balamurugan
Faculty Advisor
IEEE PELS&IES Joint SBC
Department of EEE, DSCE

Dr. M. Premkumar
HoD
Department of EEE, DSCE

Dr. R.G. Prasad
Principal
DSCE

Contemporary Concerns Study (CCS)

The second-year MBA students undertake CCS Projects. These studies are done in association with a sponsoring organization. The sponsoring organization gets a business problem studied and researched through IIM B students at zero cost.

For more than a decade, the Centre has been successfully pursuing CCS initiatives. The Centre managed to organise following CCS projects during the year 2025.

Project #	Company	Title of the Project
1	Ashok Leyland	Net Zero Roadmap for Ashok Leyland
2	Ashok Leyland	Climate Risk Assessment
3	Ashok Leyland	Use of AI in Corporate Strategy with a Short term, Medium term, Long Term Roadmap
4	Holisol Logistics	Entry of Global Brand in Indian Market – Understanding Their Supply Chain Needs
5	Holisol Logistics	Omni-Channel Inventory Management Landscape in India
6	Holisol Logistics	Beauty and Personal Care Supply Chain Study
7	Bosch	Scope 3 - CO2 emission reduction + Benchmarking with CH
8	Bosch	Strategic Supplier base for future (EV preparedness) + Bench marking with Competitors
9	Kaveri Hospital	Analysis of the Procure to Pay process
10	Kaveri Hospital	Analysis of Rate Contract across the units in the High Value and High Volume Items
11	Kaveri Hospital	Margin analysis for Chargeable consumables and the Benchmark in the Regional Market
12	Kaveri Hospital	Analyse the stock outs and pther disruptions to the supply chain and to suggest strengthening measures of the same
13	HPCL	Supply Chain and Operations Management of R&D Chemicals of HPCL/HPGRDC
14	Phitons	Optimizing the Supply Chain for Compostable Mulch Sheets in Indian Agriculture
15	Phitons	Sustainable Packaging Optimization in E-Commerce and Grocery Logistics
16	Snowman Logisistics	Management control Dashboards for operations and weekly, monthly reviews.
17	Snowman Logisistics	Digitalization project – Tech Visibility across all levels.
18	Biesse	Forecast Accuracy Improvement
19	Biesse	Warehouse Optimization
20	Biesse	Inventory turns Improvement
21	Toyota Kirloskar Auto Parts	OR principals application for Optimization of Fleet
22	Toyota Kirloskar Auto Parts	Leveraging alternate fuel and other options towards Toyota Carbon Neutrality Global Target

Project #	Company	Title of the Project
23	Toyota Kirloskar Auto Parts	Transforming recruitment through digitization
24	Toyota Kirloskar Auto Parts	Emerging Trends in Powertrain for Indian Automobile Industry
25	Toyota Kirloskar Auto Parts	Utilize operational research tools to create a model for optimizing inventory across multiple product lines.
26	Herbalife	Herbalife Product Storage Locations Quality Benchmarking based on Size and Business & Roadmap for Future
27	Herbalife	EV /CNG Utilization in Logistics Market
28	Herbalife	Warehousing optimization
29	MOOG	Packing Box Standardization
30	MOOG	Logistics optimization
31	Biocon	Life Cycle Assessment of 2 APIs
32	Reliance BP Mobility Limited	Sustainable Procurement
33	Reliance BP Mobility Limited	Strategies for Agile Procurement
34	Reliance BP Mobility Limited	Streamlining of timely vendor payments
35	Herbalife	Carbon Credit



Collaborations - MOU signed during the period

The lab was able to sign MOU with the following organisations as new collaborations partners during the year:

ASCELA Management Consultancies L.L.C. Dubai

ASCELA Management Consultancies L.L.C. is a boutique consulting firm headquartered in Dubai, specializing in infrastructure, transportation, and logistics advisory. It provides services such as strategic planning, feasibility studies, and policy consulting to both public and private sector clients. The firm also emphasizes sustainability and ESG integration in large-scale infrastructure and supply chain projects.

Under this MoU, the two organisations will collaborate on joint consulting and research, global deployment of IIMB's transportation emissions tools, case study development, executive education, co-hosted industry forums, and co-authored white papers on supply chain and sustainability.



Future plans

Looking ahead, the Lab aims to deepen its impact across research, industry engagement, policy influence, and capacity building, with a strong focus on India-specific yet globally relevant sustainability solutions.

- **Development of an ESG Index for Indian Corporates:** The Centre plans to develop a comprehensive ESG Index based on BRSR disclosures of the top 1,000 listed Indian companies, offering sector-wise benchmarking and deep-dive analysis across Environmental, Social, and Governance metrics prescribed under the NGRBC framework and SEBI guidelines. This index will enable investors, policymakers, and companies to better understand ESG performance gaps, trends, and best practices across sectors.
- **Strengthening the TCI-IIMB Supply Chain Sustainability Lab:** The Lab will be further strengthened through advanced, applied research in priority areas such as supply chain decarbonisation, circular economy models, sustainable procurement, and supplier engagement, with the objective of translating research insights into actionable industry solutions.
- **Scaling and Internationalisation of the TEMT Platform:** The Centre will focus on wider industry adoption of the Transportation Emission Measurement Tool (TEMT), including enhanced hosting and integration, while actively exploring its rollout in international markets—particularly the Gulf region and other emerging economies—where freight decarbonisation is becoming a policy and business priority.
- **Rollout of Carbon Accounting and Scope 3 Solutions:** The Carbon Accounting Tool and Scope 3 methodologies will be formally rolled out to support a larger number of organisations. The Centre aims to offer Scope 3 accounting as a structured, scalable solution, helping companies improve value-chain transparency, meet regulatory expectations, and advance their Net Zero commitments.
- **Expansion of Case Studies and Practitioner-Oriented Research:** The Centre will continue to develop high-quality India-focused case studies and practitioner papers that document best practices, innovations, and real-world challenges, strengthening pedagogy for management education and executive learning.
- **Expansion of Executive Education and Capacity Building:** Executive education offerings will be expanded through wider dissemination of the SWAYAM MOOC on ESG and Sustainability, alongside the launch of Executive Education Programmes (EEPs), customised corporate training, and subject-specific workshops targeting industry professionals and policymakers.
- **Growth of Industry-Facing Consulting Solutions:** The Centre will enhance its portfolio of industry-facing consulting products, including MSME-focused sustainability service suites and supplier sustainability programmes, while also strengthening international collaborations for joint research, advisory, and standards development.
- **Collaborative Partnerships for Emerging Challenges:** Partnerships with industry, academia, government, and think tanks will be deepened to address emerging themes such as Supply Chain 4.0, digitalisation, green logistics, and resilience in global value chains.
- **Leadership in Global Standards and International Recognition:** The Centre aims to enhance its global standing by contributing actively to international standards development, including securing approval of the proposed international standard titled “Biomass Logistics: Collection to Plant Scope” under ISO/TC 344.
- **Knowledge Dissemination Through Conferences and Dialogues:** The Centre will continue to host conferences, multiple webinars, and workshops on ESG and sustainability themes, facilitating wide dissemination of knowledge and fostering meaningful dialogue among stakeholders.
- **Sustained Thought Leadership Presence:** A strong and consistent thought-leadership presence will be maintained across mainstream and trade media, reinforcing the Centre’s role as a trusted voice on ESG, sustainability, and future-ready supply chains.

Phased Roadmap for Growth and Expansion (Three Years)

Strategic Area	Year 1 (Foundation & Pilots)	Year 2 (Scaling & Integration)	Year 3 (Leadership & Impact)
ESG Index (BRSR-based)	Design ESG Index framework; map BRSR indicators to NGRBC/SEBI metrics.	Publish sector-wise benchmarking reports and carry it to larger audience.	Full ESG Index for Top 1,000 companies; annual ESG ranking and public release
Research & Lab Strengthening	Deepen research on decarbonisation, circular economy, sustainable procurement; publish working papers	Launch multi-year sponsored research projects; policy briefs and industry reports	Establish Lab as national knowledge hub; influence policy and industry standards
TEMT Adoption & Expansion	Wider domestic adoption; improved hosting and user support; integration pilots	International rollout to Gulf region; localization for select countries	TEMT positioned as global best-practice tool for freight emissions
Carbon Accounting & Scope 3 Solutions	Rollout Carbon Accounting Tool; pilot Scope 3 with select corporates	Scale Scope 3 offerings across sectors; ERP integrations	Recognised national solution for Scope 3 accounting and Net Zero tracking
Case Studies & Practitioner Papers	Publish 2–3 India-focused case studies; practitioner notes	Expand to cross-sector and policy-linked cases	Flagship global cases adopted by leading business schools
Executive Education & Capacity Building	Expand reach of SWAYAM MOOC; conduct targeted workshops	Launch Executive Education Programmes (EEPs) and custom corporate training	Establish ESG & Sustainability as a marquee executive offering
Industry Consulting Solutions	Develop MSME sustainability service suite; supplier sustainability pilots	Scale consulting offerings nationally; multi-company supplier programs	International advisory engagements and long-term industry partnerships
Partnerships (Research, Events, Consulting)	Strengthen domestic partnerships with industry, govt, think tanks	Joint research and events with international partners	Global collaborative network on Supply Chain 4.0 and green logistics
Global Standards & Recognition	Active participation in standards committees; progress review	Advance approval process for biomass logistics standard	Secure approval of “Biomass Logistics: Collection to Plant Scope” under ISO/TC 344 and lead follow-on standards
Conferences, Webinars & Workshops	Annual flagship conference; multiple webinars	Increase frequency and thematic depth; regional workshops	International conferences and global stakeholder dialogues
Thought Leadership & Media Presence	Regular articles in trade media; expert interviews	Presence in mainstream business media; white papers	Recognised national and international thought leader in ESG & supply chains

Conclusion

The TCI - IIMB Supply Chain Sustainability Lab at IIM Bangalore has remained steadfast in its mission to bridge academia and industry through 2025-26, generating knowledge that matters and building the capabilities India needs to compete and lead globally. Through impactful research with NHAI, Government of Karnataka, and other institutions, the Lab has contributed meaningfully to advancing ESG, carbon accounting, and logistics efficiency in India. The Transportation Emission Measurement Tool (TEMT) achieved ISO 14083 certification and was formally adopted on the DPIIT platform, marking a significant milestone in India's journey toward credible, government-endorsed carbon reporting. Through executive education, thought leadership, standard-making at BIS and ISO, and an active calendar of conferences and industry dialogues, the Lab has deepened its impact across sectors, reaching over 3,000 learners on the SWAYAM platform. Moving forward, TCI - IIMB Supply Chain Sustainability Lab remains committed to enabling organizations to navigate the transition toward resilient and sustainable supply chains, creating value not only for businesses but also for society and the environment.





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