



IIMC CASE RESEARCH CENTER (IIMCCRC)

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TOWARDS CARBON NEUTRALITY – THE INTEGRAL COACH FACTORY OF THE INDIAN RAILWAYS¹

Prologue

Mr. Debi Prasad Dash, the Chief Electrical Engineer (Design) of Integral Coach Factory (ICF) was elated. He had just received a call from his General Manager, Mr. Sudhanshu Mani, informing him that ICF had been shortlisted by the Confederation of Indian Industries (CII) for CII Environmental Best Practices Award 2018. ICF had been requested to present their case study on “Moving towards carbon neutrality by ICF” before the panel of judges at the CII-Godrej GBC’s flagship annual event GreenCo Summit at Chennai on 27th June, 2018.

It was one of the 19 companies shortlisted for the award, the others being the likes of Tata Steel, Mahindra and Mahindra and Bosch. However, Mr. Dash was confident: he knew that ICF had strong credentials for the award. On 1st April 2018, ICF had become the only unit of Indian Railways to have minus (-) 584 tonnes net emissions of CO₂ thus achieving a carbon negative status while maintaining an average growth over 15 per cent per annum. ICF had been ISO 9000 certified since 1997, certified for Environmental Management System (EMS) to ISO 14001 in 2001, followed by certification for both EMS and Occupation Health and Safety (OHSAS) combined system (ISO 14001 and OHSAS 18001) in 2010. Further, it was certified for Integrated Management System (IMS) covering all the three systems viz. EMS, OHSAS and QMS in 2013,

¹ Bodhibrata Nag and Runa Sarkar of the Indian Institute of Management Calcutta wish to express their gratitude to Mr. Sudhanshu Mani, General Manager, Integral Coach Factory and Mr. Debi Prasad Dash, Chief Design Engineer, Integral Coach Factory for providing support to the authors for preparation of this case.

Professor Bodhibrata Nag and Professor Runa Sarkar of the Indian Institute of Management Calcutta developed this case study as the basis for class discussion rather than to illustrate the effective or ineffective running of an organization.

ISO 50001 EnMS in 2015, ISO 3834 in 2017 and 5S2 in 2017. It was in the process of being IRIS3 (IRIS, 2018) and ISO 3834 (quality requirements for fusion welding of metallic materials) certified. ICF had won several awards in the past for its environmental initiatives and energy conservation measures such as the Golden Peacock Eco-Innovation Award in 2012, Golden Peacock Environment Management Award in 2013, First Prize in the National Energy Conservation Awards by BEE in 2013 and 2014, Global Green Award in 2014, Railway Minister's Best Production Unit Award in 2014 and 2015, Railway Minister's Shield for Environment Management in 2016 and 2018 and Second Prize in the National Energy Conservation Awards by BEE in 2015 and 2016.

² 5S is a tool developed by the Japanese for fostering and sustaining high quality housekeeping in the workplace. The components of 5S are Seiri (organization), Seiton (orderliness), Seiso (cleaning), Seiketsu (cleanliness) and Shitsuke (discipline) **Invalid source specified.**

³ The association of European rail supply industry UNIFE **Invalid source specified.** set up the International Railway Industrial Standard (IRIS) Group **Invalid source specified.** in 2005 to develop and implement a global system for the evaluation of companies supplying to the railway industry.