

SUSTAINABILITY HORIZON

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Centre for Excellence in Sustainable Development, Goa Institute of Management
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EDITORIAL

Sustainability stems from the essence of businesses today. This may include sports, tourism, hospitality, marketing, finance, supply chain, and almost every management discipline. Businesses allocate resources and efforts to engage sustainable practices in their offerings. Of these, individuals' primary interest lies in sports marketing and services. Recently the FIFA world cup has opened avenues for several sports industries channelize their efforts into sustainable practices. More so, a lot of current services are doing so as well. In this light, these disciplines offer them diverse areas to explore sustainability in spots. This issue also attempts to offer and highlight these avenues in similar and related areas.

We appreciate the multiple lenses the articles have offered in the recent newsletter for June' 2023. The submissions were illustrious of sustainability and its impact in the sports realm. They attempt to address and highlight some of these issues in the same. The article comprehensively overviews the sustainability issues such as implementation, policy-making, dark and bright sides, and additionally using accessories in the growing sports market, precisely the emerging sports field such as Tennis, FIFA, and cricket. Aligned with goals and mission, this newsletter offers a backdrop of how sustainability is of paramount importance not only in the sports industry; but also in the event management discipline.

The nascent stages of this growing field are not only crucial for academicians but also important for researchers in the growing field. The newsletter overviews and offers balanced views in almost all the disciplines of the FIFA world cup and is also aligned with multiple sports and events in similar setups. This edition will likely give a different lens to understand, comprehend and learn little nuances of the sports industry. Managers and event management industries may learn and have several takeaways from some of the articles in this newsletter. However, most of the conversations were aligned with environmental concerns and using products/accessories aligned with sustainable goals and missions. This precludes the thought of interesting conjectures for managers and sports firms to nurture their organization better.

Later the conversations were also central to building and engaging informed individuals who have the potential to build a more sustainable community. While their contribution to the community is critical; however, it is more important to explore their ability to interface with the existing customers and how together they make efforts to align with the goals and objectives of sustainability issues and their alignment with peer members in the group. It is therefore critical to know and understand these crucial facets of community engagement in this backdrop, as it is worthwhile in academics and practice to analyze and know-how about the sustainable facets in the sports realm.



Dr. Purvendu Sharma
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Dr. Abhinav Sharma
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Overall the experience for this newsletter has been enriching and a learning curve for the center. The articles highlighted several crucial issues in the sustainable sports realm and presented both the dark and bright sides of the emerging field of theory and practice. These articles underline several touchpoints that the researchers and practitioners can use for further strategy and policy implementation.

Towards the end, we would like to express our sincere gratitude for the authors' efforts to contribute to this interesting issue. It is because the articles have immensely helped us know better about some of these issues addressed in this field's integration and developed interlinkages. This has set the tone for creating a backdrop for extending sustainability knowledge in diverse settings. It is further believed that the opportunities illustrated in the articles shall be of immense use to industries worldwide. We are overwhelmed with the response received for this issue that addresses yet more crucial avenues in the field of the sports realm. We are immensely grateful again for all the active submissions for this edition.

TRENDS IN SUSTAINABILITY RESEARCH



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Sustainability opens multiple facets and avenues for businesses to grow and survive, offering numerous applications for society, academics, and practices. It is seen that stemming from sustainability, several avenues need prompt academic attention. Researchers' interests lie in marketing, sports, and, more recently, tourism and hospitality. The mounting interest of businesses is because of the industry's deep inclination towards engaging with sustainability practices. In the hospitality and tourism sectors, interest lies in areas concerning ecotourism, preserving natural habitat, and until more recently, sustainable tourism during COVID times.

Many firms interlink and attempt to highlight these facets in their social media practices, offering them a boost to align their strategies and gain better visibility on these portals. However, even on these avenues, individuals promote campaigns crucial for the firm's perspectives. It is because individuals are willing to participate and engage in sustainability activities and community-based events, leading to engagement on social media. This allows individuals to exhibit their acute interest in sustainable engagement. For scholars, this prepares them avenues that can be aligned more appropriately for exploring and understanding the nuances of actions prompting sustainable issues in businesses.

The last and most important avenue that needs quick academic attention and acts as proxies for managers to define their strategies could be virtual reality, augmented reality, virtual world, and many more. With advancements in such a tech-enabled era, managers need to explore ways and opportunities to match the current business trends and investigate them through empirical findings that can lead to significant steps in promoting sustainable business solutions. For instance, campaigns depicting volunteer tourism and related activities that align with sustainable tourism can be explored further. Additionally, the essence of the inherent zeal of customers willing to buy and recommend sustainable products and services should be promptly highlighted

and investigated. This would help individuals to learn and mutually shape sustainable business practices.

In aggregate, many opportunities need academic investigation to explore avenues and offer methodological contributions. For instance, engaging with robust methodological advancements such as data analytics can offer better insights for theory and managers to engage and learn these practices better. Qualitative, quantitative, and mixed methods appear meaningful to explore diverse, sustainable facets. Likewise, scholars could explore specific avenues of how to deepen engagement with sustainable tourism and hospitality industries, generating greater interesting sustainable events and also fostering sustainable sports; what prompts the need and individuals' participation for fueling voluntary participation into these activities could be some of the interesting avenues for future researchers to explore and investigate. Scholars could prepare a case highlighting, contrasting, and comparing how this activity significantly impacts overall business performance and earns a good brand image in the related markets.

These interlinkages of several services summed together likely incline immense interest for scholars in integrating and learning better sustainable practices into their respective realms. So, this offers great insights for managers and practitioners in diverse fields to nurture and promote sustainable business practices and their impact on multiple stakeholders.

SUSTAINABILITY AND THE WORLD OF SPORTS - A FEW THOUGHTS

Anthropologically, human kind cherished the thrill of the hunting spirit in sports. Sports is the true amalgamation of physique and soul, the real embodiment of human agility. Football is one of the most enjoyable sports across nations. The football world cup bears the symphony of unity, prosperity and sportsmanship among all races. It is when the strength, reflex, acumen of the human teams of the modern world, collides in the arena of organized sport. Feel of this effervescence, being lit with the essence, and the promise of a very sustainable future for the coming generations can be attainable. We, therefore, can promise a more culturally and environment-friendly observant species.

The nature is the vessel where humankind rose to its zenith. The absolute purpose of human civilization is therefore residing in the onus of elevating ourselves by retaining the harmony of the nature. Our collective efforts to cultivate the human minds, in academia and industry, is thus being questioned, while the nature is withering due to our necessities, and species are being wiped out. We, therefore, need to promise ourselves to adopt more sustainable outlooks in conducting the affairs of this world. If we practice and promote sustainability through football world cup, it will have great impact on decreasing the use of non-sustainable products, and also influence the behaviour of adopting sustainability.



Dr. Diya Guha Roy
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THE GOOD, THE BAD, AND THE UGLY OF GLOBAL SPORTS

Economic historian Adam Tooze has coined a term 'Polycrisis' to highlight the current state of flux, all thanks to AI, climate change, and the wars around the world. If you a sports fan like me, get this- almost half of the cities that have hosted winter Olympics in the past would be unable to host again by 2050 due to lack of snow! Polycrisis means trouble at all fronts, and therefore, it also means concerted collective efforts by everyone on the planet. For that reason, global sports could create pathways to solving polycrisis. Let's break down the good, the bad, and the ugly in reverse order of global sports to find some solutions.

The Ugly

Business greed and ever-increased viewership lend us some ugly facts like the cumulative carbon emissions generated by the FIFA World Cups in South Africa and Brazil, along with Rio 2016 Olympic Games, was equivalent to burning over 36.5 billion pounds of coal. Even a seemingly fitness-oriented event like the London Marathon left more than 3,50,000 plastic bottles behind!

The Bad

The lack of change at grassroots in sports, especially in global south, can be claimed as bad. While each Indian Premier League (IPL) match fetched more than INR 107 crores for BCCI, it also produced 10,000 tonnes of Carbon Dioxide equivalent emissions. Formula 1 like FIFA has pledged to make the sport carbon neutral by 2030. It's time sports like Cricket follow suit.

The Good

Sports have the potential to be a strategic social platform with an ability to reach worldwide population and to play a key role in raising awareness on sustainability, influencing socio-economic behaviors, and shrinking global carbon footprint. We can look towards the Tokyo Olympics for inspiration where they used recyclable cardboard beds and recycled electronic devices to manufacture medals.

The following points could make for a strategy to reduce the sports carbon footprints:

- *Raise environmental awareness through fan engagement:* Sports fans, especially children, could be inspired greatly by athletes' advocacy. Serena Williams uses her vegan clothing brand to spread awareness on sustainable fashion. During COP 26 Climate Change Summit, about 150 Olympics athletes signed a petition to urge world leaders to act on global warming.
- *Sustainable technologies in sports venues:* Sports venues may lead the way in encouraging sustainability with cutting-edge technologies by adopting green policies and putting eco-friendly designs into practice. The Johan Cruyff Arena, Amsterdam's main stadium is a shining example which uses more than 4,000 solar panels on the roof to supply energy to the venue. It also feeds collected rainwater to the turf. Thus, sports facilities with such green initiatives can achieve SDGs of clean energy and combating climate change.



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- *Global sports partnerships*: Diverse stakeholders can come together in the global sports business under the banner of sustainability. They may work together to promote global change by partnering with businesses, athletes, and event planners. For instance, P&G collaborated with the Tokyo 2020 Organizing Committee and the International Olympic Committee (IOC) to collect recycled plastic.

I grew up on sports, playing cricket in the open maidans to 'chhat' (roof) cricket and football during the rains. I painted and stuck my motto, which I had picked up from an English daily- '*Sports not only build character, they demonstrate it*'! It's time that we demonstrated sustainability to the future generations.

SUSTAINABILITY FRONT-RUNNERS!

FIFA 2022 was the first of many things. The first-ever winter edition of the competition. The first FIFA World Cup to be hosted by Qatar (and the middle east). The first use of a movable stadium. And the first World Cup that claimed to be carbon neutral. Many hailed the wonderous construction of a *reusable & transportable* stadium and many were left impressed with the event sustainability management systems in place. It was, after all, the first edition to be certified by ISO sustainability standards. It achieved commendable energy (30%) and water efficiency (40%) and recycled and composted 80% of generated waste. It heavily promoted EVs and hybrid modes of transportation and used recycled materials for uniforms for its staff¹. Pretty huge list of achievements for the biggest (read costliest) event FIFA put out till now. However, a festival that everyone looked forward to, to guide other similar organizations into the world of sustainable initiatives and climate-safe processes, fell flat. So much so that the event has been termed *catastrophic* to the environment by Jules Boykuff in Scientific American². Clearly, something didn't sit right. The judgment of being environmentally friendly does not end at just the initiatives. The peripherals sometimes matter equally if not more. Was Qatar really the right choice of location for experimenting with sustainability initiatives? Or were these just a medium to make a political statement in a climate echoing ESG concerns?



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As a location that is usually hotter, infrastructurally smaller, and comes with no experience in handling an exceedingly large event, the event produced more emissions than it could neutralize. Chilled stadiums, dependence on desalinated potable water, long distances to countries that boast large football communities and fan bases, and multiple constructions to accommodate an unprecedentedly large crowd demonstrate how the locational choice may not have been optimal. Another country, another time, and the same efforts may have had a different outcome. And a more welcome one at that.

The event was also accused of greenwashing by Julien Jreissati³ of Greenpeace. Greenwashing is not really a new concept. Remember Volkswagen's emission gaffe in 2015 or the widely advertised use of paper straws as being *environmentally conscious* by fast food chains? Firms have been creating the illusion of being ecologically responsible for quite a few years. But this was one of the very few experience-based events that was accused of using this tactic. With the final cost tallying at 200 billion dollars, an extremely expensive one too. Tokyo Olympics 2020 suffered the same fate⁴ and judgment. No one expects events of such scale to create a sizeable difference in a day. An honest effort is all that is needed. But the organizations fail to understand the concept of expectation disconfirmation. Maybe stop with the excessive buildup? What are the tall claims hoping to achieve anyway! You have the luxury of operating in a zone where the *brand* image does not really influence the fan-based outcomes of your goals. They are not your customers. Your buildup will not rake in more footfalls. Eyeballs for sure. You are setting benchmarks for your suppliers, your vendors, your media partners, environmental groups, other governments, and organizations around the world. Then why not be more transparent?

Sports are alternative religions around the world. The extent of environmental and social impact some of the fan-favorite competitions can leave is considerably large. Their federations and committees have an additional environmental responsibility by the very nature of a team sport. Both, FIFA and the Olympics committee, may have worked day and night to create a difference. And they did. It's a good start. Let's not bring in complacency with misplaced applause. Diluting all those efforts (and the outcomes) by exaggerating them is exactly what we don't need.

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IMPACT OF GLOBAL SPORTS EVENTS ON SUSTAINABILITY

A Global sports event puts a country on the world map. We have seen that many of these events did not make financial sense, with many stadiums now crumbling. Since then, organizers and host countries have come a long way and are now planning not just for the event, but also for what happens after the event.

Qatar, with large reserves of Oil and Natural Gas, built a metro for the FIFA World Cup 2022, which can now be used by the public, thereby saving on energy resources and pollution. Other technologies which were developed during the world cup to save costs, by saving energy, are now being used by many countries in everyday life thereby making them more sustainable. Stadiums and housing for athletes are now designed in a way that they can be repurposed.

Big events have big budgets which can fund technologies to make energy-efficient products. With more awareness and continuous pressure on governments and organizers to reduce costs, we will see more technology and innovation introduced during big sporting events, many of these innovations will then be introduced to the public and be part of our daily life, thereby contributing to a more sustainable way of living.



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IMPACT OF GLOBAL SPORTS EVENTS ON ENVIRONMENTAL SUSTAINABILITY

Think of an event like the Olympics, FIFA, Invictus Games, or the ICC Cricket World Cup. Organizing a sporting event of such a magnitude requires a huge amount of planning and analysis to ensure everything runs smoothly.

But what if investing in one venture comes at the cost of losing something more important - like the environment?

Well, you may be thinking, what could go wrong in the 'environmental domain' when a sports event is held?

The answer is easy, many things.

As a fan, sitting and watching the game in person, think of the must-haves that we buy --- the eatables and drinks, the merchandise, clothing etc., to create the experience we so desperately crave.

Thousands of people mean -- more of everything -- more food produced, more food leftover, more waste generated (often non-recyclable and non-biodegradable).

When stadiums are erected for a one-time event, many people are forced to leave their homes, vegetation is destroyed or simply bulldozed, and centuries of history are reduced to just memories.

To support the scale of infrastructural development at a global sporting event, tons of equipment, machinery, renewable and non-renewable resources must be brought in, through various modes of transportation (another factor that contributes towards an unsustainable environment).

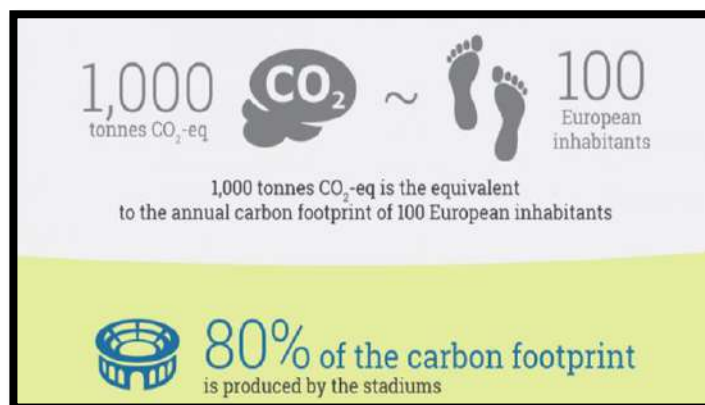
What about the one-time jerseys/sportswear? Producing synthetic clothing and sports shoes for just a single game is yet another way global sports events miss the mark on sustainability.

Selling glow sticks of plastic at opening/ closing ceremonies, enthralling spectators with fireworks, depleting the air quality, manufacturing banners of non-sustainable materials and setting up seating areas that may never be used again -- we have to rethink, we must do better!

Organizing a global sporting event requires an approach that focuses on a global mission. It requires an understanding that seeks to build a more sustainable world for generations to come.



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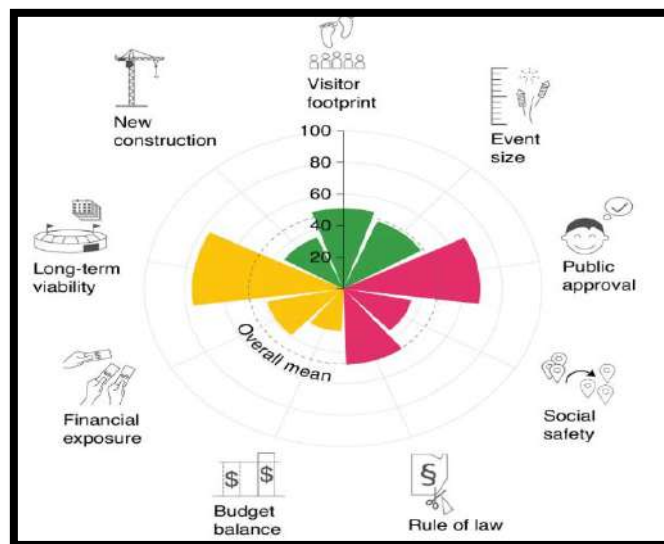
Source: EURACTIV.com

THE TRANSFORMATIVE POWER OF GLOBAL SPORTS EVENTS ON ENVIRONMENTAL SUSTAINABILITY

Global sports events have an undeniable impact on various aspects of society. I believe it is crucial to evaluate the effects of these events and explore their potential to drive positive change. While global sports events often come under scrutiny for their environmental impact, they also possess the power to initiate positive transformations. Consider the significant strides made in recent years. For example - The London 2012 Olympics, aimed to be the greenest Olympics in history. Their sustainable efforts included constructing energy-efficient venues, implementing recycling and composting programs, and prioritizing public transportation. Similarly, the 2014 FIFA World Cup in Brazil showcased sustainable practices, such as using solar energy to power stadiums and implementing water conservation measures. Studies have shown that sports events can contribute to a shift towards sustainability. The International Olympic Committee (IOC) reported that the PyeongChang 2018 Winter Olympics achieved carbon neutrality through extensive emission reduction measures and offsetting remaining emissions. Furthermore, a study published in the Journal Sustainability found that hosting the Olympics can lead to significant long-term sustainability improvements in host cities, such as increased public transportation usage, enhanced green spaces, and improved waste management systems. Flipping the other side of the coin, undoubtedly, challenges persist. The construction of large-scale sporting facilities, transportation infrastructure, and accommodation can have adverse environmental consequences. However, these challenges present opportunities for innovation and sustainable solutions. For instance, building sustainable stadiums with renewable energy sources and adopting green building practices can minimize the carbon footprint of infrastructure development. Moreover, the positive environmental legacies of sports events should not be overlooked. Hosting cities often utilize these events as catalysts for long-term sustainability efforts. Barcelona, which hosted the 1992 Summer Olympics, is a prime example. The city transformed disused industrial areas into green spaces, implemented efficient public transportation systems, and revitalized its waterfront, resulting in enduring environmental benefits. I firmly believe that sports events like Olympics, FIFA etc. can inspire and mobilize individuals, communities, and governments to adopt more sustainable behaviours and policies.



Gaurav Agrawal
PGDM 2023-25



Overall sustainability of the Olympic Games 1992–2020 by Indicator

Source: Müller, M., Wolfe, S.D., Gaffney, C. et al. An evaluation of the sustainability of the Olympic Games

A SUSTAINABLE FUTURE FOR THE FIFA WORLD CUP

Introduction:

The Football World Cup attracts billions of viewers and unites nations in the spirit of competition, making it the most watched sporting event on the planet. However, the size of such an event has major societal and environmental repercussions. The idea of a sustainable Football World Cup has emerged in response to these worries, placing a focus on ethical behaviours that reduce the event's environmental impact and encourage positive social impact.

Sustainable Infrastructure:

The creation of environmentally friendly infrastructure is one of the essential components of a World Cup that is sustainable. The development of stadiums using environmentally friendly materials, the use of renewable energy sources, and the implementation of water and waste management systems that reduce resource consumption and pollution can all be given priority by the hosting nation. Because these sustainable constructions can be used for other purposes after the competition, these actions not only lessen their negative effects on the environment but also leave a lasting legacy for the neighbourhood.

Carbon Neutrality:

Another essential component of a sustainable World Cup is achieving carbon neutrality. By supporting public transportation, encouraging attendees to carpool or use electric vehicles, and adopting waste reduction and recycling programmes, event planners can work to offset the carbon emissions of the event. Programmes for reforestation and compensatory measures might also aid in eliminating any leftover carbon impact.



Anuj Singhal
PGDM - BIFS (2021-23)

Community Engagement:

In order to have a sustainable World Cup, social responsibility must also be taken into account. By encouraging participation from the local community and fostering inclusivity, the tournament can act as a catalyst for change. Fair labour practises, the protection of human rights, and economic gains for all parties concerned can be ensured by involving local communities in the decision-making process.

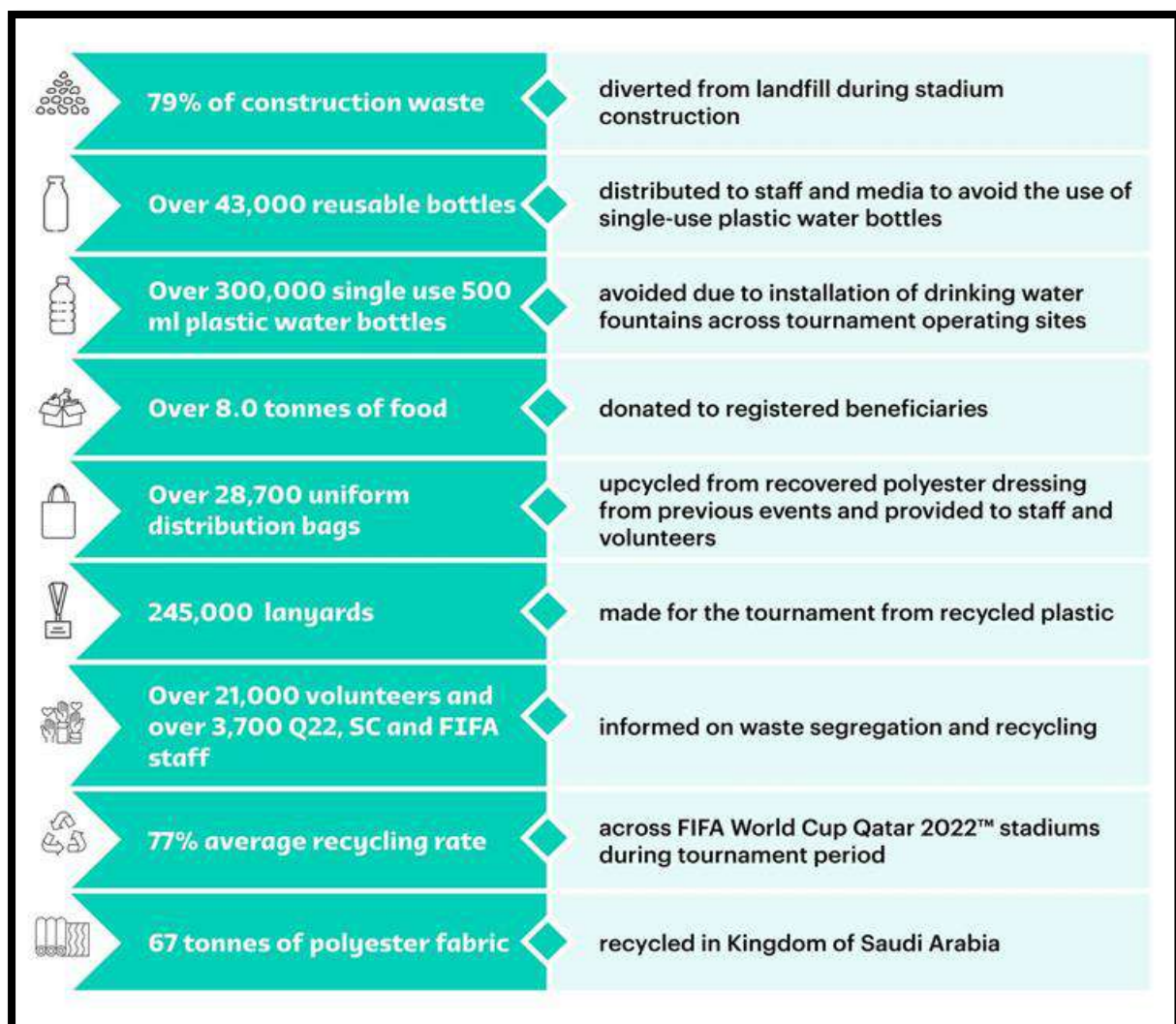
Legacy and Education:

A sustainable World Cup should put emphasis on leaving a lasting impact beyond the competition. This can be done through funding grassroots football initiatives, enhancing the sporting facilities in underserved communities, and advancing sustainability and social issue education and awareness. The Football World Cup can promote long-term sustainable development by motivating future generations and having a favourable effect on the host countries.

Conclusion:

The idea of a sustainable World Cup for football offers the chance to turn a major sporting event into a catalyst for societal and environmental advancement. The event may serve as a role model for responsible hosting by building sustainable infrastructure, aiming for carbon neutrality, encouraging community engagement, and leaving a lasting legacy. Such a strategy will help create a more inclusive and sustainable environment while also preserving the game's ethos. The World Cup may serve as a model of sustainability as participants, stakeholders, and organisers come together, inspiring future generations and making a good impact on the environment.

2022 FIFA World Cup Waste Generated and What Did They Do with It!



Source: publications.fifa.com/en/sustainability-report/environmental-pillar/waste-minimisation/waste-management-at-tournament-sites/

ABOUT THE CENTRE

GIM has always been conscious about the impact of its decisions on the ecosystem around it and has continuously strived to reduce its carbon footprint. Along with measures like rainwater harvesting, solar-powered street lamps, treatment of water for reuse, tree plantation drives and many more, the institute has expressed its commitment to this philosophy also through its mission statement which talks about sustainable business and an inclusive society for India and the world. In line with this commitment, the [Centre for Excellence in Sustainable Development](#) was officially formed in July 2018 to contribute to GIM's quest for sustainability. The Centre started working with three core objectives in mind:

1. KNOWLEDGE CREATION

- To develop a model institute for green campus in India and transform GIM community into a more sustainable community. At the same time, use these processes for action research in the field of sustainable development.
- To help develop knowledge through research in the aforesaid fields.

2. KNOWLEDGE DISSEMINATION

- To increase awareness about green living and sustainable development in the community around us
- To carry out activities to try to reduce the carbon footprint of the state of Goa and India as a whole.

3. KNOWLEDGE APPLICATION

- To develop a resource Centre for sustainable development at GIM for imparting training, providing consultancy and participating in policy making.
- To contribute to the development of start-ups and ventures for sustainable development at the grassroots level.

Over the next few years, Centre plans to contribute towards the following five sustainable development goals adopted by United Nations member states in 2015:



CESD believes that every graduate of GIM should be a sustainability ambassador and every employee should be a part of GIM's journey towards environmental sustainability.

Some of the current projects and activities of the Centre include:

- Development of a Sustainability Report for GIM
- Formation of the CESD Advisory board
- Webinar on Sustainable Development for MSME's
- Development of a Biodiversity Register of the GIM Campus



*Faunal Biodiversity
Flyer released as
part of the Faunal
Biodiversity
register of GIM
campus*

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