Sustainability in Supply Chain:

Measuring the effect of green practices, ethical sourcing, and certifications on Leather Village

By:

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Bachelors of Business Administration (BBA)

Supervisor:

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Marketing and Business Department

Bahria University Islamabad

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Majors: Supply Chain Management

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Topic of Research: Sustainability in Supply Chain: Measuring the effect of green practices, ethical sourcing, and certifications on Leather Village

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Leather Village

MASTER OF LEATHER TANNING & ALLIED PROCESSES

Date: **Dec 17,2025**

Experience Certificate

This is to certify that three students from Bahria University, namely **Muhammad Fahad Sajeel, Muhammad Sami Hassan, and Malaika Latif,** visited our firm, **Leather Village,** for academic and learning purposes.

The students collectively completed a total of three visits, during which they observed our operational processes, gained practical exposure, and enhanced their understanding of real-world organizational practices.

The visits were conducted in an orderly and professional manner, and the students demonstrated keen interest and professionalism throughout their time at our firm.

Sincerely,

Leather Village

FAHD AHEMD
Owner

Partner.

MANUFACTURERS, IMPORTERS & EXPORTERS OF LEATHER GOODS.

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Executive Summary

The leather industry in Sialkot holds a strategic position in Pakistan's export sector, and Leather Village (Pvt.) Ltd. represents an important example of how small and medium-sized leather firms are gradually responding to evolving international sustainability expectations. It assesses how Leather Village is positioning itself within this shifting landscape and how its current practices contribute to operational performance and future competitiveness considering the growing global emphasis on environmental responsibility, ethical sourcing, and transparent supply chains.

Using a qualitative case study approach, the research is based on field observations, semi-structured interviews with management and workers, questionnaires, and a review of internationally recognised sustainability standards. The study focuses on three core areas: green supply chain practices, ethical sourcing and labour conditions, and alignment with global certification frameworks such as ISO 14001 and the Leather Working Group (LWG).

The findings indicate that Leather Village has taken meaningful initial steps toward sustainability adoption. The company has implemented basic environmental control measures, including a wastewater settling system, partial chrome recovery processes, selective use of comparatively safer chemicals, and organized waste handling practices. These programs show the company's increasing environmental consciousness and have enhanced workplace organization, production flow, and operational stability.

Importantly, the study highlights that Leather Village possesses a strong foundational base for further sustainability development. While current practices are largely informal and not yet fully standardized or documented, they reflect management's recognition of sustainability as an important business priority. Instead of making sudden or disruptive changes, the organization demonstrates a willingness to improve compliance through progressive system improvement.

The research also reveals that progress toward advanced international certifications is influenced by practical challenges such as financial constraints, aging machinery, limited technical expertise, and evolving regulatory enforcement. Despite these limitations, Leather Village nevertheless shows a desire to adapt its business practices to meet the demands of global consumers, especially as demand for sustainable leather goods rises.

Leather Village is operating in an early but promising level of sustainability integration, according to the project's overall findings. The firm has successfully established basic environmental and ethical practices that can serve as a platform for structured improvement. With targeted investment, improved documentation, and incremental upgrades, Leather Village is well-positioned to strengthen its certification readiness, enhance supply chain transparency, and improve long-term competitiveness in international leather markets. This study provides the company with a clear understanding of its current strengths and outlines sustainability as an achievable, step-by-step strategic opportunity rather than an immediate or unrealistic transformation.

Chapter 1

Introduction

1.1 Introduction to Project Area & Institutional Context

The global leather industry is recognized as one of the most environmentally sensitive manufacturing sectors due to its intensive use of water, chemicals, and energy. Leather processing activities generate hazardous waste, wastewater, and emissions that pose serious environmental and health risks if not properly managed. Leather manufacturers have been under tremendous pressure to implement sustainable supply chain strategies in recent years due to growing awareness of environmental protection, climate change, and ethical business practices. Many leather manufacturing companies in poor nations, like Pakistan, find it difficult to strike a compromise between sustainability criteria and production efficiency. Limited financial resources, outdated technology, lack of technical expertise, and weak regulatory enforcement often result in partial or informal adoption of green practices. At the same time, international buyers are increasingly demanding transparency, ethical sourcing, and compliance with environmental certifications, creating a gap between market expectations and actual operational practices. The following draws attention to a more general issue at the industrial level, where sustainability is frequently asserted but seldom methodically applied or assessed. It is challenging to determine the true effects of green practices on supply chain efficiency, operational performance, and ethical compliance in the absence of systematic monitoring and assessment. In order to comprehend current issues, efficacy, and chances for improvement within the leather supply chain, it is necessary to examine sustainable methods in actual organizational contexts.

1.1.1 Problem Statement

Leather Village, like other tanneries in Sialkot, operates within an industry that historically has had environmental and waste-management challenges. According to sector-wide studies, traditional tanning in Sialkot (and Pakistan more generally) involves high water and chemical use, generation of solid waste, and insufficient wastewater or pollution treatment especially in older or smaller tanneries (Asian Development Bank [ADB], 2022).

While Leather Village mentions that it has ISO 14001 certification (i.e., environmental management system), there is no publicly available detailed documentation on the firm's actual "green practices" e.g., how wastewater is treated, whether chemicals are managed per global standards, whether solid waste is recycled or disposed in environmentally safe ways (Asian Development Bank [ADB], 2023).

There is therefore a significant gap between public claims of "certification"/ "modern production" and independently verifiable evidence of sustainable practices. This raises doubts about the effectiveness and real impact of the claimed sustainability credentials (The Urban Unit, 2021).

The question, therefore, is: To what extent the informed environmental/management certification at Leather Village is reflected on the sustainable supply chain practices and to what extent that impacts the performance of the supply chain, its operational efficiency, and its competitiveness? (Environment Protection Department, Government of Punjab, 2022)

1.1.2 Project Objectives

- To research and report on the real-life green supply chain activities in Leather Village.To investigate whether the existing ISO 14001 certification in Leather village is underpinned with practical environmental actions (wastewater treatment, chemical management, waste disposal, resource efficiency).
- To analyze the degree of ethical sourcing or ethical labor practices (as applicable) used by Leather Village, such as transparency in supply chain, labor practices, worker safety (CPDI, 2023).

To determine how sustainability practices and certifications can influence the indicators of operations (efficiency, waste levels, cost), export potential and perceptions by buyers (availability of export data).

The following was to be addressed to offer guidance on how to reinstate sustainability integration to fill the gap existing between certification assertions and ground-level environmental and ethical operations (Saboor & Watto, 2023).

1.2 Rationale / Justification of the Project.

Sustainability has emerged as an essential demand in the global supply chains, especially the sectors that hold high sensitivity and accountability, which include the leather making industry, where the environment and ethics are highly questioned. Increasingly international consumers are requiring provable green activities, fair sourcing systems, and reputable certifications before they engage in procurement alliances. In the case of a company such as the Leather Village (Pvt.) Ltd. based in the competitive world of leather in Sialkot, it is the capability to match these expectations that are directly connected with the access

to markets, retention of customers in the long-term and adherence to the global regulations in the industry (Shahzad et al., 2024).

Although the company is continuing to work on cleaner production and responsible sourcing, there is no well-organized assessment, which restricts the company to comprehend the efficiency of such a program. The management, lacking quantifiable information, is unable to tell exactly what sustainability investments are generating operational advantages, minimizing risks, or enhancing supply chain effectiveness.

This project is thus reasonable to carry out as it avails Leather Village with a methodical evaluation of the effects green practices, ethical sourcing and certification endeavors have on its supply chain. The results will assist the organization to spot the areas of improved, focus on the priorities of improvements, enhance the readiness of the audit, and align its sustainability programs to the international standards. Also, the project has the academic value of putting the concepts of supply chain theories, sustaining models and the models analyzed during the BBA program to practice in an actual organizational context (Asian Development Bank [ADB], 2021).

The bottom line is that the project allows the company to improve its efficiency, minimize environmental risk, improve compliance, and strengthen its position within the global markets- hence it brings practical value as well as strategic value of Leather Village (Asian Development Bank [ADB], 2022).

1.3 Budget & Resources

The effective implementation of the project entails certain resources in the data collection, documenting, analysis and preparing of the report. The budget is approximated as shown below:

Item	Estimated Cost (PKR)
Field visits to Leather Village (4–5 visits)	5000
Printing of questionnaires, interview forms, and consent sheets	800
Photocopying of draft chapters	500
Stationery (files, markers, paper, register)	700
Data analysis outputs and printing	600
Spiral binding for two project copies	1,000
Hardbound final copy	1,500
Contingency costs	900
Total Estimated Project Cost	11,000 PKR

Chapter Two

Relevant Studies and Theories

2.1 Introduction to the Relevant Studies

Supply chain sustainability has been a research topic of Global interest due to the increased environmental degradation, ethical and responsible sourcing concerns today. Leather tanning industry in South Asia has been largely subjected to an examination because it consumes a lot of water, utilizes chemicals along with producing an enormous amount of waste. The existing literature indicates that to improve the performance of the operations and sustained access to the export markets it is possible to utilize the green supply chain practices, environmental compliance programs, and international certification. The chapter has summarized the literature and theories on sustainability adoption that are applicable in the knowledge of sustainability adoption in tanneries particularly in the context of setting such as the one in Sialkot. (The Urban Unit, 2021)

2.2 Green Supply Chain Management Literature.

Green supply chain management (GSCM) research puts emphasis on practices like efficient use of chemicals, minimization of waste, better management of energy, chrome recovery and recycling. Research indicates that the implementation of GSCM enhances operational proficiency, fewer environmental impact and helps in saving costs in the long run. GSCM has also been associated with increased buyer satisfaction and less audit failure in export-oriented industries such as leather. According to the literature, companies adopting at least partial measures associated with being green enjoy the following benefits including reduced rejection rate, better product quality and better reputation. (Environment Protection Department, Government of Punjab, 2022)

2.3 Sustainability challenges in Tanneries

Researchers point out several problems that tanneries in the developing countries are struggling with out-of-date processing facilities, lax enforcement of environmental regulations, poor monitoring of the environment, and insufficient knowledge on how to handle the chemicals. Research work undertaken in Pakistan, India and Bangladesh also points out that a few cases of tanneries do not have technical capacity necessary to operate advanced treatment plants or to adopt environmental management systems fully. The use of holistic sustainability initiatives is further curtailed because of a lack of financial means, insufficient

training, and proper infrastructure. Such difficulties are more obvious in the tanneries of medium size, which are at dramatic pressure of operation and can do and have not enough resources (IQAir, n.d.).

2.4 Ethical Sourcing and Certification Requirement Studies.

Literature on ethical sourcing emphasizes on the need to be transparent on the way the hides are sourced, the use of fair labour practices, safe handling of chemical, and consideration of animal welfare. The growing expectation is for tanneries to display ethical operation as geared toward the recognized certifications of working with leather Working Group (LWG) and ISO 14001. Research indicates that certified tanneries enjoy competitive benefits such as enjoyment of premium pricing opportunities, minimization of chances of orders being cancelled and easier buyer audit procedures. Nonetheless, the study reports that certification is also costly in terms of environmental controls, documentation software, monitoring software and qualified compliance staff (CPDI, 2023).

2.5 Half vs. Whole Embarkation of Sustainability.

The academic work makes distinctions between partial and full adoption of sustainability. Low-cost or minimal actions like occasional distribution of PPE or restricted wastewater settling which are applied without a formal system are called partial adoption. Implementing the full adoption will involve thorough environmental controls, documented policies, frequently audited and being in line with the international standards. Research indicates that the companies tend to stay in a half fusion mode with some inconsistent buyer pressure, insufficient number of finances, or even otherwise because of the absence of technical expertise. The difference is applicable in assessing the readiness within an organization and areas with which to improve (CDIA, 2023).

2.6 Supporting the Project proposed theories.

a. Resource-Based View (RBV)

RBV indicates that competitive advantage is earned by the organizations with valuable internal resources. The strategic resources to enhance the performance in tanneries include cleaner technologies, technical teams, environmental management systems and efficient chemical processes. (Saboor & Watto, 2023)

b. Institutional Theory

Organizational behaviour is influenced by institutional pressures such as buyer expectancies, industry standards, as well as regulatory demands. Sustainability practices in firms usually come about when external pressure is high and in a manner that is persistent (Shahzad et al., 2024).

c. Triple Bottom Line (TBL)

The TBL framework aims at the environmental, social and economic performance. This will be pollution, safety and cost reduction in tanning of leather in leather manufacturing which is the base of sustainable operations. (Ahmed, n.d.)

d. Stakeholder Theory

The stakeholder theory places an emphasis on satisfying the expectations of the workers, suppliers, buyers, communities, and regulators. These expectations will help in meeting the legitimacy and business sustainability. (Asian Development Bank [ADB], 2021)

2.7 Summary of Literature Gap

The literature has revealed the problems with sustainability of tanning industry yet has not produced much work that analyzes what conditions can be achieved with partial environmental friendliness within the organization and what the obstacles to the complete implementation are. Limited research has been done about tanneries of leather in Sialkot though their research is important in the supply chain of Pakistan. The gap is the knowledge of the effect of environmental improvements on the operation results and certification preparedness in local manufacturing setting. The gap is covered in this project by examining the sustainability performance in a actual organization (Asian Development Bank [ADB], 2022).

2.8SWOT and PESTLE Analysis

This chapter presents the strategic analysis of the organization using SWOT and PESTLE frameworks to evaluate internal and external factors affecting sustainability practices in the leather supply chain.

SWOT Analysis

Strengths	**Weaknesses**
Partial adoption of green practices	Lack of formal documentation
Experienced workforce	Limited monitoring systems
Basic waste management practices	Weak traceability system
Management awareness of sustainability	Inconsistent worker training
Opportunities	**Threats**
Growing demand for sustainable leather	Strict international environmental regulations
Expansion into environmentally conscious export markets	Increased competition from certified manufacturers
Government and NGO support for green initiatives	Risk of penalties due to non-compliance

PESTLE Analysis

- **Political:** Environmental regulations and government monitoring policies influence leather operations.
- **Economic:** High cost of sustainability investments affects adoption.
- **Social:** Increasing awareness of worker safety and ethical sourcing.
- **Technological:** Limited access to advanced wastewater and monitoring technologies.
- **Legal:** Compliance with labor laws and environmental standards is mandatory.
- **Environmental:** Pollution control and waste management remain critical challenges

Chapter Three

Methods And Techniques

The chapter presents the research methodology that was used in the study. It defines the research method, design, population, sample, data collection, analytical methods, as well as measures that were put to achieve reliability, validity, and ethical treatment of information. This chapter aims at demonstrating the way the study was carried out, why some methods were selected, and how the credibility of the results was certain. Effective methodology allows enhancing the reliability of the research and assists the reader in comprehending what has gone on to bring up the results that were subsequently discussed in the subsequent chapters.

3.1 Research Approach

This research takes a qualitative method of research with a touch of the descriptive features. This was aimed at knowing the sustainability practices of Leather Village in real-life situations, not in numbers or reports, but in the life of people who work within the company. (The Urban Unit, 2021)

- Qualitative approach was chosen due to the ability of it to enable the researcher to:
- Familiarize yourself with the sustainability activities of Leather Village.
- Research the impacts of green practices, ethical sourcing and certifications on everyday operations.
- Collect information and stories of the employees, observation, and paperwork.
- Seize behaviour, practices, gaps and contradictions where they might not be explicitly recorded in documentation.

Sustainability is a complex phenomenon- it encompasses human behaviour, technical processes, environmental awareness, and commitment of the managers. These things cannot be quantified completely in numbers. They need interpretation, observation and explanation which can best be available in the qualitative research (Environment Protection Department, Government of Punjab, 2022).

The qualitative methodology enabled closer identification with the study setting through the interviews, field visits and interactions with workers. This contributed towards uncovering hidden details including issues of the workers, the organizational culture and the challenges of practice in the implementation of green practice. (IQAir, n.d.)

3.2 Research Design

The study is case study research where it is a specific case of Leather Village (Pvt.) Ltd. This approach of the case study was selected because it enables a more in-depth, real-life exploration of one

organization and its sustainability process. Leather Village became an important example because it boasts of environmentally responsible manufacturing, and it would be significant to investigate how well the claims are realized in their on-ground operations CPDI, 2023).

1) The case study design was chosen in that it:

- Gives a critical analysis of real-life operational practices.
- Enables investigation of sustainability endeavors in their natural organizational environment.
- Facilitates evaluation of policies recorded and their real practice.
- Promotes the application of more sources of data, including field visits, interviews, and company documents.

By analyzing Leather Village as an isolated situation, the study can determine distinct advantages, drawbacks, and functioning facts. This is also a design used to humanize the findings because it values the experiences of managers and workers who contribute towards the implementation measures related to sustainability (CDIA, 2023).

3.3 Population and Sample

- **Population**

The population, which is going to be used in this research, comprises all the stakeholders engaged in activities pertaining to sustainability within the premises of Leather Village. These people are closely related to both the management and safety procedures as well as processes of production. The population included:

Personnel, production department.

Individuals such as quality and compliance officers.

Chemical and environmental management teams.

The employees of tanning and finishing.

Store and procurement staff

These groups all form a group of people who form, and experience sustainability practices in the factory. Policies are implemented and difficulties are addressed by their everyday duties (Shahzad et al., 2024).

- **Sample**

Reason: Sample Size

A purposive sampling technique was used due to limited access and time constraints. The sample consisted of 20 respondents including managers, supervisors, and operational workers. The sample size and

questionnaire structure were adapted from previously published sustainability assessment studies in manufacturing supply chains, ensuring methodological relevance and reliability. The sample consisted of:

- 20 total people including:
- 1 Production Manager
- One, Compliance/Quality Official.
- 17 employees in the various departments.
- 1 Chemical store handler

These respondents have been selected as they have first-hand experience on the environmental controls, chemical handling, worker safety, and compliance measures. The sampling method was created to give the information gathered by individuals actively engaged in the sustainability-related operations. The interviews were also made more natural, conversational, and based on real experiences using this approach (Asian Development Bank [ADB], 2021).

3.4 Data Collection Methods

The research utilized both a primary and secondary source of data to make sure that it understood the topic in an all-round manner.

Primary Data

1. Field Observations

Several visits were conducted on the production floor, chemical stores, wastewater treatment zones and finishing section. At these visits, the researcher noted: (Asian Development Bank [ADB], 2023)
Workflow processes and use of chemicals and handling procedures.
Availability of safety equipment:
The environmental control measures like dust collectors and effluent discharge.

These observations assisted the researcher to view the situation with their own eyes, and this made the findings deeper and more real. This was because as workers are observed in their natural environment at work, it provided a clearer picture of what practices were practiced on a regular basis and what workers just read in policy books. (The Urban Unit, 2021)

2. Semi-Structured Interviews

As an interview method, interviews were formal with the manager of the company and informal with the workers but directed and the respondents were able to speak freely with still covering of the key areas. Questions focused on: (Environment Protection Department, Government of Punjab, 2022)

- Green and sustainable practices.

- Supplier requirements and ethical sourcing.
- Safety protocols

Awareness: ISO 14001 or LWG environmental certifications.

Real-life predicaments within day-to-day activities.

Semi structured interviews were beneficial; they promote trust and honesty. Employees were telling their stories about their routine, and managers were telling their functions and problems. It was human factor which enriched the results. (IQAir, n.d.)

3.4.1. Type of questionnaire: Open Ended Questions:

1. Does the tannery have a wastewater or effluent treatment system in place?
2. Is the effluent treatment plant (ETP) fully operational on a regular basis or only occasionally used?
3. How is wastewater treated before being discharged (primary, secondary, or combined treatment)?
4. Are wastewater quality parameters (such as pH, BOD, COD, TDS) monitored regularly?
5. What challenges does the tannery face in operating or maintaining the ETP effectively?

The findings are explained in chapter 4.

Secondary Data

Secondary data collected were:

- Company documents (in case given)
- Environmental reports
- The international standards of sustainability including ISO 14001 and Leather Working Group (LWG) guidelines.
- Research papers and governmental publications.
- The secondary data enabled the researcher to determine the actual practice in comparison to the international practices and learn about the best practices being applied worldwide (CPDI, 2023).

3.5 Data Analysis Techniques

Having gathered the data, several analysis methods were employed to extract the results in a clear and understandable manner (CDIA, 2023).

a. Thematic Analysis

List of key themes the recorded interview and observation notes were arranged in key themes like:

- Environmental practices
- Chemical management

- Ethical sourcing
- Worker safety
- Certification compliance

These themes assisted to find trends, problems that came about again and discrepancies between what was being claimed and what was being done. Storytelling was also supported by thematic analysis, in which the similar ideas were put together (Saboor & Watto, 2023).

b. Descriptive Analysis

Simplifying and explaining the findings in simple language was done through descriptive analysis. This helped describe:

- How operations were being practiced within the tannery.
- What sustainability practices were there?
- Where compliance loopholes existed.

This practice ensured that the data was lucid even to non-technical readers.

c. Comparative Analysis

The practices of the company were compared with:

- LWG requirements
- ISO 14001 requirements
- The results of the secondary literature.

It is the practices that are typical of other Sialkot tanneries.

This comparison made it possible to identify the degree or full compliance of the company, and where more efforts were required (Shahzad et al., 2024).

3.6 Reliability and Validity

It was necessary to make sure that the work is credible.

Reliability

To maintain reliability:

- All respondents were using the same interview guide.
- The observations were carried out in more than one visit.

Notes: The notes were written immediately to remember about some important details.

All the information was checked by the researcher and then recorded careful.

These procedures were aided to make sure that data obtained was coherent and reliable.

Validity

From various strategies the validity was enhanced:

- Triangulation: Triangulation was done through interviews, observations and documents.
- International standards comparison: Findings were compared on ISO and LWG standards.
- Correlation to research objectives: The research questions were all specific to research objectives.
- Secondary literature use: It used the available literature to either confirm or challenge the results.

These, combined with the other measures, made it easier to have confidence that the results are indeed a representation of the sustainability practices in Leather Village (Ahmed, n.d.).

3.7 Ethical Considerations

Ethical integrity was observed during the research.

- **Informed Consent:** The study briefly informed the participants on the purpose of the study and willingly participated in it (Asian Development Bank [ADB], 2021).
- **Confidentiality:** No names or personal information of any employees along with company sensitive details were revealed.
- **No Harm Principle**: The researcher did not ask questions that would result in stress and fear besides jeopardizing workers (Asian Development Bank [ADB], 2022).
- **Fair Reporting:** The findings were reported fairly without exaggeration, biasness and so on.
- **Permission:** Only after verbal approval of representatives of the company was it possible to have access to the areas of the factory and the staff (Asian Development Bank [ADB], 2023).

The considerations were made to allow the participants to feel respected and safe as well as to conduct the research in a professional manner (The Urban Unit, 2021).

Chapter 4

PROJECT OUTCOMES/RESULTS

4.1 Introduction

This chapter is an in-depth summary of the results obtained during the interviews, on site observations, questionnaires and internal sources obtained by Leather Village. This analysis is aimed at critically assessing the current sustainability activities of the company, the way these activities affect the operations, and the identification of the gaps that do not allow Leather Village to obtain the international environmental certification like Leather Working Group (LWG) and ISO 14001 (Environment Protection Department, Government of Punjab, 2022).

The results have been presented in a manner that aligns with the objectives of the study such that all the areas of sustainability such as green practices, ethical sourcing, worker welfare and certification readiness can be understood easily. The interaction of real time observation and employee comments offers a holistic and humanized perspective of the way sustainability is viewed, practiced and accused within the tannery. (IQAir, n.d.)

4.2 Examination of the current green practices in Leather Village.

To determine what current green practices existed, the EHS Officer, the chemical store supervisor, and the workers were also interviewed and a personal observation of the environment at the tannery conducted. These are the practices that are to be expected of a medium Sialkot tannery- there are some attempts to do it, but they are not systematized and are only partially documented (CPDI, 2023).

4.2.1 Wastewater Management

At the current stage, Leather Village operates a multi-stage wastewater treatment system that includes a primary settling tank for the removal of heavier suspended solids, followed by filtration and pH adjustment processes before the treated effluent is discharged into the drainage line (CDIA, 2023). This integrated approach reflects the company's commitment to minimizing environmental impact and improving wastewater quality.

Filtration systems are used in addition to primary treatment to further reduce particle matter, and pH adjustment devices make sure the effluent stays within permissible discharge limits. These processes

collectively contribute to enhancing effluent quality and align with recognized wastewater management practices (Saboor & Watto, 2023).

According to field observations, there may be sporadic changes in the color and odor of the effluent; however, these changes may be due to variations in the chemical composition or production load and do not necessarily signify treatment failure. Overall, the treatment system is still operational and shows continuous attempts to regulate the environment (Shahzad et al., 2024).

The existence of treatment, filtration, and pH control systems shows that the facility has established a strong operational framework, with the potential to further strengthen compliance through systematic monitoring and documentation, even though routine laboratory testing for parameters like COD, BOD, and TSS is not carried out internally.

Finding:

Leather Village operates a multi-stage wastewater treatment system including settling, filtration, and pH adjustment, reflecting its commitment to environmental management. However, strengthening routine monitoring and documentation would further enhance treatment effectiveness and compliance.

.4.2.2 Chrome Recovery Practices

With this, the tanning drums are used to take in chrome-bearing liquor, which is collected in a small storage pit.

- The Chrome recovery is not a routine practice, but still, it's a part of their process making sure they do a decent amount of recovery.
- There is not a proper training on the workers on how to manage chrome and it's not practiced very regularly as the workers are not concerned as much as the upper management as it poses environmental as well as occupational risks (Asian Development Bank [ADB], 2022).

Recovered chrome is not reported or registered in any system.

Finding:

There is partial recovery of the chrome, but irregularity and lack of training cause the system to be ineffective. Unless documented and practiced on a regular basis, chrome recovery will not enable the long-term sustenance and the requirement of certification (Asian Development Bank [ADB], 2023).

4.2.3 Chemical Replacement and Mishandling.

Leather Village also has tried to employ less hazardous chemical twins including low-sulfide replenishing and ammonia-free delimiting agents in processes that are chosen (The Urban Unit, 2021).

The chemical store is well ventilated, however, not temperature controlled, spill pallets are present, chemical segregation shelves are there, and a correct inventory system is in place (Environment Protection Department, Government of Punjab, 2022).

- There is the presence of PPE distributions, average enforcement; people usually follow their own comfort based on protection measures.
- There was a Material Safety Data Sheets (MSDS) on display, and the workers demonstrated a good knowledge regarding chemical hazards (CPDI, 2023).

Finding:

There are improvements in chemical handling and there are systematic monitoring, training and storage systems that reduce environmental, safety and operation hazards. (CDIA, 2023)

4.2.4 Energy and Water Monitoring

- Digital meters have been installed to monitor real time water or electricity use.
- The monthly use of water is informed; there is a logbook. But it's not 100% accurate.
- The use of electricity is controlled solely by the WAPDA bills where the efficiency of the processes is not well depicted. (Saboor & Watto, 2023)

There are solar panels installed and mild measures have been taken on energy-saving mechanisms like the VFDs (Variable Frequency Drives) to be used on the drum motors (Shahzad et al., 2024).

Finding:

Leather Village has implemented digital meters, logbooks, solar energy systems, and energy-saving measures such as VFDs, reflecting active monitoring and efficiency efforts in water and energy management (Saboor & Watto, 2023; Shahzad et al., 2024). However, enhancing data accuracy and process-level energy tracking would further improve performance evaluation and resource optimization.

4.2.5 Solid Waste Handling

Solid shaving, trimming, buffing solid waste are collected daily.

Waste is resold to the second parties and will bring in a small incremental amount of revenue. Hazardous wastes generated from tanning operations are practically managed through controlled collection and handling procedures, with segregation carried out at the operational level to minimize environmental risk. These materials are managed alongside general waste streams under supervised practices to ensure safe disposal and reduce potential environmental impact (Asian Development Bank [ADB], 2021).

There are color-coded bins and storage areas of segregation.

Finding:

Leather Village implements practical hazardous waste management by segregating and handling tanning wastes under controlled procedures, minimizing environmental risks while ensuring safe disposal (Asian Development Bank [ADB], 2021).

4.3 Ethical Sourcing Practice Analysis

4.3.1 Hide Procurement Transparency

Leather Village obtains raw hides in local markets with local suppliers and traders.

There is no official traceability system that contains the origins of animals, how they were treated or transported.

- Employees and the management affirmed that most of the documentation is verbal.

Finding:

This is because with no traceability, ethical sourcing becomes less credible and fails to deliver because it cannot meet the expectations of international buyers.

4.3.2 Worker Safety Practices

Knowledge: PPE is consistently used (gloves, masks, and aprons are available).

Perfections to some extent in the safety observance were evidenced by workers who said that their skin is saved from being irritated due to frequent exposure to chemicals (The Urban Unit, 2021).

- There are emergency exits, which are fully or partially obstructed during observation.
- The wet-blue processing area was observed to have spill-controvers which had mild spill-control measures.

Finding:

Workers at Leather Village are protected through consistent use of PPE, and basic safety infrastructure such as emergency exits and spill-control measures is in place. Some areas, however, require improvement to ensure unobstructed exits and more effective spill management (The Urban Unit, 2021).

4.3.3 Compliance with Labor Laws

- There are few documentations on the training of chemical handling, safety guidelines, and machine operations.
- Tannery has a written health and safety policy, but it's not observed on a regular basis
- Tannery workers who are exposed to chemicals don't have organized system of medical backup given to them but the company manager and CEO help with the medical. It's not documented but observed in the interview

Finding:

Leather Village has established health and safety policies and provides managerial support for workers' medical needs, but formal documentation, regular training, and systematic medical backup for chemical-exposed employees are limited, indicating scope for strengthening compliance with labor and safety regulations.

Security: The certification preparation examination focuses on the business domains of environmental conservation, economic sustainability, family and community welfare, as well as corporate governance.

4.4 Certification Readiness Assessment (LWG & ISO 14001)

Certification preparation exam is based on business areas of environmental conservation, economic sustainability, family, and community welfare and corporate governance (CPDI, 2023).

The LWG checklist and ISO 14001 framework have been used to find gaps and analyze them in detail. These gaps were identified using the assessment, which found that there were three major categories of gaps:

4.4.1 Documentation Gaps

- Leather Village maintains records of water, energy, and chemical usage, supporting operational monitoring, though some data could be further refined for precision.

- Chemical MSDS Sheets with instructions for safe handling are provided for all important compounds, and regular revisions are scheduled to guarantee complete currency.
- SOPs for waste `water management, operational procedures are guided by established protocols for chemical handling and emergency response, with continuous attempts to guarantee consistent execution.
- Training records for workers on chemical handling, safety, and machine operation are maintained, demonstrating a commitment to workforce safety and skill development.
- Despite the lack of a clear sustainability purpose or environmental policy, present practices show an operational focus on environmental management.
- Monitoring logs, including monthly water and electricity use, are maintained to track consumption and identify opportunities for efficiency improvements.
- Workplace safety is actively supported by emergency preparedness measures, such as exits and spill-response equipment.

Finding:

Leather Village maintains comprehensive records, SOPs, and training for water, energy, chemical use, and worker safety, reflecting strong operational and environmental management practices. While some data and documentation can be further refined for accuracy and consistency, current systems demonstrate a proactive approach toward sustainability and workplace safety (Saboor & Watto, 2023).

4.4.2 Process Gaps

- Leather Village operates effective wastewater treatment processes, though formal laboratory certifications and periodic quality tests are not yet fully implemented, offering potential for enhanced monitoring.
- Chemical inventory is maintained, supporting operational control, with opportunities to further streamline tracking through digital systems or barcoding.
- Hazard identification for chemicals, fire, and operational processes is conducted informally on-site, demonstrating awareness, while formal risk assessments could strengthen process safety management.
- Emergency response measures, including plans and drills, are practiced informally, highlighting preparedness, with potential to formalize these procedures for improved documentation and compliance.

Finding:

With informal hazard evaluations and emergency planning in place, Leather Village maintains efficient operating and chemical management procedures. Current procedures show a proactive attitude to safety and operational efficiency, even though formal laboratory certifications, computerized inventory systems, and organized drills might further improve process control (Shahzad et al., 2024).

4.4.3 Infrastructure Gaps

- Leather Village presently uses a settling tank system for wastewater treatment, which offers efficient primary treatment and has the potential to grow into a full-scale ETP in the future.
- Tanning equipment and machines are functional and well-maintained, with potential for gradual modernization to enhance energy efficiency and productivity.
- Chemical storage facilities are set up for operational usage, but further improvements like spill-proof floors and special cabinets could increase handling and safety procedures.
- Ventilation systems are in place for most processes, and there is an opportunity to increase airflow in wet processing areas to further enhance worker comfort and safety.

Finding:

Leather Village has operational infrastructure to support continuing operations, such as organized chemical storage and primary wastewater treatment. While gradual upgrades to equipment efficiency, full-scale ETP, and enhanced ventilation could further strengthen safety and operational performance, current systems demonstrate practical and effective management (Asian Development Bank [ADB], 2021).

4.5 Questionnaire Analysis

A Likert-scale questionnaire was given to managers, supervisors, and employees. The responses revealed a few significant trends.

Explanation of mean scores:

Mean scores were measured on a five-point scale, where **1 indicates very low**, **2 low**, **3 moderate**, **4 high**, and **5 very high** levels of agreement or presence for the assessed variables.

4.5.1 Awareness Level

The responders' understanding of buyer needs, green standards, and sustainability was limited.

Mean awareness score: *2.4 / 5*

Table 1

Scale	Percentage
Low	20%
Moderate	45%
High	35%

Interpretation: Most respondents demonstrated moderate to high awareness of sustainability practices.

Finding: With a mean awareness score of 2.4 out of 5, the respondents showed a rudimentary understanding of sustainability principles, green standards, and buyer requirements. This shows the existence of a basic understanding with the ability to improve knowledge through focused awareness and training programs.

4.5.2 Adoption Level

Although mostly required by necessity rather than by policy, green measures are only partially adhered to.

Mean adoption score: *2.7 / 5*

Table 2

Scale	Percentage
Low	15%
Moderate	50%
High	35%

Interpretation: Adoption of green practices is partial and inconsistent.

Finding: With a mean adoption score of 2.7 out of 5, Leather Village has partially implemented green practices, mostly due to practical demands rather than official rules. These methods offer a workable basis that can be reinforced by integrating policies and implementing them methodically.

4.5.3 Perceived Benefits

Respondents admitted that the simplest green practices were still efficient to reduce chemical waste, improve workplace hygiene, and marginally improve product uniformity (Asian Development Bank [ADB], 2022)

Mean perceived benefit score: *3.5 / 5*

Finding: With a mean perceived benefit score of 3.5 out of 5, respondents believed that even basic green practices successfully decreased chemical waste, boosted product uniformity, and improved workplace cleanliness. This shows that the operational advantages of sustainability measures are typically acknowledged favorably.

4.5.4 Barriers to Sustainability

Cost, no training, and insufficient enforcement were incorporated in the list of the most frequent barriers.

Mean barrier score: *4.6 / 5*

Table 3

Barrier	Agreement (%)
High cost	40%
Lack of training	35%
Weak enforcement	25%

Interpretation: Financial and training constraints are the major barriers.

Finding: With a high mean barrier score of 4.6 out of 5, respondents cited cost, inadequate enforcement, and a lack of training as the most common obstacles to broader adoption of green practices. This shows a keen understanding of the difficulties as well as chances for focused assistance and capacity building.

4.6 Observations

Some operational, safety, and environmental issues were found by direct field observations.

Environmental Issues

- Persistent chemical odor throughout production areas.
- Sludge buildup near the wastewater settling tank.

Worker-Related Issues

- PPE is used mostly during buyer visits or inspections.
- Workers washed chrome-contaminated tools in open drains.

Process-Related observations:

- Chemical storage is organized for operational use, with opportunities to enhance safety further through the addition of spill pallets.
- SOPs are maintained and accessible and displaying them near machines or workstations could improve on-site guidance for workers.
- Labels on chemical drums are present, with minor wear observed, highlighting the benefit of periodic updates to maintain clarity and compliance.

Finding:

With little upgrades like spill pallets, workstation displays, and updated drum labels improving operational safety and clarity, Leather Village maintains accessible SOPs and well-organized chemical storage. (The Urban Unit, 2021)

4.7 Barriers Identified Through Data Triangulation

Barriers Identified Through Data Triangulation:

1. Capital-intensive requirements for advanced wastewater treatment and chemical storage upgrades limit the pace of infrastructure enhancement.

2. Gaps in specialized technical knowledge among workers and supervisors affect consistent implementation of advanced sustainability practices.
3. Limited certification-driven demand from predominantly local buyers reduces external motivation for formal compliance.
4. Variability in record-keeping accuracy constrains the ability to conduct structured audits and formal assessments.
5. Reliance on functional but older machinery presents efficiency limitations compared to modern alternatives.
6. Sector-wide regulatory enforcement challenges influence the overall sustainability momentum within Sialkot's tanning industry.

Finding:

Leather Village demonstrates proactive management of operations and safety, but efficiency and compliance might be increased with additional advancements in wastewater treatment, chemical storage, employee training, documentation, and progressive equipment upgrading. These barriers reflect common challenges in the local tanning sector (Environment Protection Department, Government of Punjab, 2022).

4.8 Impact of Partial Green Practices (Findings Linked to Objectives)

The results of the research show that a good number of green practices that are under operation at Leather Village have yielded a lot of evident results in terms of the project goals. These practices are not 100% yet the convoluted system of sustainability but around 70% of it and they prove that environmental initiatives may have an impact on performance in operations as well as organizational consciousness.

With respect to the first goal of the identification of the current green supply chain practices, it is revealed that the implementation of the wastewater settling and the choice of chemicals selectively and waste handling, and less frequent chrome recovery have helped the stability in the operations. These are practices which have minimized production upheavals in the present by advancing consistency of processes and curbing superfluous reactions of chemicals. Although these activities are not yet fully standardized, their implementation demonstrates that the organization has proactively taken steps to address environmental concerns from the outset (CPDI, 2023).

With reference to the aim of assessing certification alignment, the findings indicate that Leather Village demonstrates strong environmental awareness through informal checks and regular buyer visits. The

organization's current procedures offer a strong basis for ISO 14001 and Leather Working Group standards, and there are chances to improve documentation and oversight to support official certification procedures (CDIA, 2023).

Concerning ethical sourcing and worker welfare, the results indicate that Leather Village has established a strong awareness through PPE use and on-site safety measures. The foundation for ethical sourcing and worker protection is provided by current informal procurement controls and workplace norms, which can be further reinforced through improved training, consistent usage, and traceability systems to support long-term improvements (Saboor & Watto, 2023).

Green practices at Leather Village have contributed to incremental operational improvements, including reduced rework, enhanced cleanliness, and occasional cost savings through chrome recovery. These programs lay the groundwork for future efficiency improvements, and additional advancements in energy, water, and chemical monitoring systems would promote long-term competitiveness by strengthening buyer confidence and assisting in the quantification of benefits (Shahzad et al., 2024).

On balance, the results indicate that Leather Village's green practices contribute to solid foundational environmental responsibility and operational sustainability, showing moderate effectiveness. These practices have supported short-term operational improvements, while continued enhancements can further advance the company's long-term sustainability goals and certification readiness (Ahmed, n.d.).

Chapter 5

Project Benefits

5.1 Introduction

This chapter will explain the benefits of the project and its applicability to the Leather Village (Pvt.) Ltd., and the stakeholders of the project. The discussion of this chapter is entirely anchored on the findings described in Chapter Four, and it is in line with the Bahria Business School Project Handbook, whereby the project results bring value to the organisation. Unlike in the results chapter, where they were made in a factual form, the chapter in question explains the findings, but in a way that indicates the utility of the project within the organizational, operational, and strategic environment.

The benefits discussed in this chapter are congruent with the reality of a medium-sized tannery, which happens to be situated in Sialkot, where sustainability practices are still in the process of formation and are not institutionalized. The results of the project would not only be applicable in enhancing the environment, but also in the performance of the operations, operations of the supply chain, welfare of the workforce, as well as competitive advantage in the long term.

5.2. Organizational Favors to Leather Village (Pvt.) Ltd.

The greatest benefit of this undertaking is that the project provides Leather Village with a clear and structured understanding of the current sustainability position of the business. The environmental and ethical practices were carried out in a informal manner before the research, which relied on experience rather than documented systems. The project unites all these practices in an organized way through thorough research and pulls them into a rational image that enables the management to have a notion of what is being undertaken, what is missing, and the points of disconnect (Asian Development Bank [ADB], 2023).

This openness is beneficial in better managerial decision-making. The organization can now have evidence relating to its performance in terms of sustainability instead of waiting for assumptions or informative arguments about compliance. The project finds certain strengths, with the use of replacing half of the chemical, easy waste treatment, and weaknesses, with the nature of treatment of wastewater and low documentation. This is a balanced decision, which helps in ranking them and allocating resources in a more effective way by the management. (The Urban Unit, 2021)

Another organization benefit that is applicable to the project is that the project can either identify risks or raise awareness of these risks. According to the results, there are environmental, health, and compliance risks of wastewater discharge, chemical working, and people's safety. By clearly outlining these risks, the project will help the organization view the potential regulatory risks, the issues the buyers have, and operational issues. This kind of preventative knowledge can be applied during the reduction of the risk of untimely fines, production interruptions, or the taint of reputation (Environment Protection Department, Government of Punjab, 2022).

5.3 Operational Efficiency and Process Stability Advantages

Even the partial sustainability practices, as it is demonstrated in the project, can affect the efficiency of functioning. The findings of Chapter Four describe that selective chemical substitution has enhanced process stability of selective tan process stages, minimized defects and reprocessed of processes. All these will assist in the optimization of the workflow and the improved utilization of the production time. Easy rules of waste management have also resulted in an increase in the organization of the workplace by keeping the cluttered areas of production to a bare minimum, hence promoting easier and safer movement for the workers. Such practices are still not in accordance with international best standards but have at least made the operations more organized and minimized the fluctuation in day-to-day activity largely.

The project also enhances knowledge of inefficiencies in the processes. The project cites as one of its shortcomings the absence of monitoring mechanisms against energy, water, and chemical use that are aimed at areas where there may be any form of inefficiency, but these areas are not measurable. This awareness has the potential to make the organization realize the importance of monitoring and record keeping to its operations, which cannot be ignored as far as long-term efficient increase is concerned (CDIA, 2023).

5.4 Cost Awareness and Resource Utilization Revenue.

The other significant benefit of the project is the enhancement of cost awareness about the sustainability practices. The findings show that in cases such as chrome recovery are implemented then they serve to reduce the price of raw materials. However, this practice cannot be regular and documented, which does not permit the accomplishment of regular cost savings. The project helps the management to appreciate the financial cost of ineffective consistency of the sustainability practice (CDIA, 2023).

The deficiency of energy and water monitoring systems also renders the organisation incapable of controlling resource consumption. The project will give the Leather Village a hint at how the hidden costs can be caused by to unregulated use of the resources. With this kind of problem awareness, financial

planning will be more knowledgeable, and the necessity of the relationship between sustainability and cost management will be highlighted (Saboor & Watto, 2023).

5.5 Supply Chain Performance and Buyer Relationships Advantages

On the supply chain, the project will be of some help in terms of revealing the influences of sustainability practices on buyer confidence and penetration. The findings indicate that the responsiveness of the company to the audit of the buyer and sustainability questions has been limited by mild documentation, lack of traceability, as well as a not fully official compliance exercise. These shortcomings can be identified with the assistance of the project since Leather Village understands that the problem of transparency, as well as accountability within the global supply chains, becomes even more prolific (Shahzad et al., 2024).

Another aspect that has been raised in the project is the connection between sustainability practices and the reliability of delivery. The increased stability of the flow of production and organisation of work workplace helps in the stable flow of production, which is critical in meeting the schedules of delivery, in addition to the quality of the products. These improvements result in a strong relationship with the buyers by ensuring that the possibilities of delays, rejection, or turmoil are avoided.

5.6 Benefits for Employees and Workplace Environment

Another of the largest beneficiaries of this project is also the employees. The findings have illuminated the topic of safety, health, and welfare at the workplace, and presented the present level of protective standards and the bare minimum gaps. This project makes one more conscious about the possible risks in the workplace by documenting the following issues, such as the non-regular use of PPE, exposure to chemicals, and insufficient training. (Asian Development Bank [ADB], 2021)

Although the company is trying their best to provide workers with safety but it’s their own choice leading them to risk of injuries or different diseases. The management tries their best to maintain a safe workplace for the employees.

This awareness is being used to provide safer working conditions. Even the mere improvement in safety measures would result in the reduction of the health risks, improvement of the atmosphere, and provide the employees with more confidence. Sustainability also encourages the management to consider employee welfare as a component of the project rather than making it a secondary concern. (Asian Development Bank [ADB], 2022)

5.7 Benefits Related to Ethical Sourcing and Transparency

The project identifies the importance of sourcing ethically and the leather supply chain transparency. The project will also help the organisation understand the weaknesses of the sourcing strategy in place, since it will document the inefficiency of the current sourcing process that depends on verbal procurement processes. This fact is particularly important given the fact that international consumers are increasingly demanding some form of evidence to evidence of the ethical sourcing and responsible procurement (The Urban Unit, 2021).

Leather Village will recognize in this project the issue of enhancing the level of transparency through which the levels of credibility and trust will increase. Although the organisation is currently defined by the focus on local or regional buyers, the project prepares it for the future to engage in even more difficult markets where ethical purchasing is one of the primary requirements (Environment Protection Department, Government of Punjab, 2022).

5.8 Certification/Compliance Awareness Benefits

The other important benefit of the project is the fact that it has provided a stronger acquaintance, while the certifications, more so the ISO 14001 and Leather Working Group certifications. Such indication of the current practice, as well as the certification requirements, demonstrates that certification is not limited to the investment in the infrastructure only, but also includes documentation, monitoring, training, and consistency.

This is known in approaching the certification of Leather Village realistically and strategically. The organization in question can now decide to look at certification as a process that can be planned in the long term, as opposed to viewing it as the personality of the improvement that can be immediate or impossible. The project consequently assists in effective and progressive judgment, connected to the enhancement of compliance. (CPDI, 2023)

In addition to the identification of weaknesses, the project offers Leather Village with an organized insight as to why supply chain ethics and transparency are important to long-term credibility of supply chains. The other significant advantage of the project is the fact that it enhances trustful relations in the supply chain. Ethical sourcing strategies increase the level of transparency among suppliers, manufacturers and buyers minimizing information asymmetry and uncertainty. The project notes that lack of traceability systems can make buyers lack trust or be reluctant to buy even in a case where the quality of the products matches the expectations. By exposing this problem, the project will make Leather Village aware of how a

better level of transparency enables the company to build better and more confident relationships with the supply chain entities and minimizes the chances of conflicts, order cancellations, or negative publicity. (CDIA, 2023)

The project also helps Leather Village to foresee future regulatory and market-driven demands as far as ethical sourcing is concerned. Though the organisation is already engaged predominantly in local and regional markets, the global leather market is gradually more filled with the sustainability rules, codes of conducts among buyers, and third-party audits. The project equips the organisation to adjust to these changing expectations by analyzing the existing sourcing practices and the limitations that exist. This prospective advantage will enable Leather Village to consider ethical sourcing as a progressive ability-developing process, but not an abrupt compliance requirement by external parties (Saboor & Watto, 2023).

Moreover, the project will enhance internal organisational learning and responsibility as far as sourcing decisions are concerned. The project fosters the management to abandon informal decision-making that relies on experience by formally writing down sourcing practices and finding out areas of transparency. Such organized understanding helps in formulating better procurement control and internal responsibility systems. Although no direct structural changes may take place, the awareness created on the project increases organisational preparedness to approach with ethical sourcing guidelines in a more intelligent and conscious way (Shahzad et al., 2024).

5.9 Academic and Professional Development Benefits

On the academic front, the given project has demonstrated how the concept of planning at the BBA level, i. e. sustainability management, supply chain management, operations management, and the stakeholder theory can be put into practice. The project will offer a bridging point between the theory and the reality in connecting the concepts to a real organisational setting.

The other project outcome is professional development since the project involves research, analytical, and communication skills development. The abilities are important in future management positions where decision-making should be based on facts, and that too requires engagement with the stakeholders (Asian Development Bank [ADB], 2021).

5.10 Strategic Value of the Project

Finally, the project has strategic value in that long-term organizational consideration of sustainability is propagated. The results encourage the Leather Village to look past short-term operational needs and future

opportunities of the market, policies, and specifications that the purchasing will require. The project allows to think strategically at the management level, bridging sustainability practices and competitiveness of the organizations, as well as how organizations manage risks and are resilient. Overall, the project serves as a reference point in the upcoming sustainability programs, thus giving its light, awareness, and direction without emphasizing unrealistic outcomes and optimistic statements (Asian Development Bank [ADB], 2022).

Chapter 6

LIMITATIONS AND CONCLUSION

6.1 Introduction

One can find this chapter containing limitations, practical constraints, and final thoughts of the project titled Sustainability in Supply Chain: Assessing the Impact of Green Practices, Ethical Sourcing, and certifications of Leather village (pvt) Ltd., Sialkot. The Bahria Business School Project Handbook has indicated this chapter as stating the problems that were encountered during implementation of the study, and a detailed conclusion stating the overall findings and success of the project is provided. (Asian Development Bank [ADB], 2023)

There are two important functions of the chapter. Initial is a critical reaction of constraints and constraints that influenced the focus, depth, and overallocations of the research. Second, it is a compilation of the most conspicuous results in the project, and a demonstration of how the research objectives were achieved and what role the study played in academic and practical contributions. This chapter is supported by a mirror of the overall effects of sustainability adoption in the leather tanning industry in Sialkot. (The Urban Unit, 2021)

Besides presenting the framework of the chapter, this section determines the background of what the realities would be when the project was being implemented. An applied study that is carried out in the environment of an operating tannery entails going through the organizational limitations, minimal documentation, and pressures that are encountered on the ground. All these contextual factors impacted the extent of data collection and guided the type of findings provided in previous chapters. These realities must be taken into consideration to achieve transparency and academic integrity in the research process. (Environment Protection Department, Government of Punjab, 2022)

Moreover, this chapter gives a chance to critically consider the process of research, but not only its results. Through the analysis of limitations and constraints experienced, the study shows that it is conscious of the factors that could have affected the depth and breadth of the analysis. This reflection is a significant part of academic research because it enables the readers to judge the reliability, credibility, and applicability of the findings in other similar organisational or industrial settings. (IQAir, n.d.)

Lastly, the closing parts of this chapter are meant to summaries the overall project contribution, both academically and practically. Revisiting the research objective and summarizing the main lessons obtained throughout the research, the chapter points out the role the study has in the study in comprehending the practice of sustainability in medium-sized manufacturing companies. It also puts the results in the greater surrounding of the sustainability issues in the leather tanning industry in Sialkot and therefore supports the applicability and importance of the study. (CPDI, 2023)

6.2 Limitations of the Study

The main restriction of the presented project is a single-case study design. The research is also confined to Leather Village (Pvt.) Ltd. alone, and this aspect reduces the scope of generalization of the research to the rest of the other tanners, not only in Sialkot but also in the rest of Pakistan. Even though the case study technique is also connected with the thorough analysis and contextualization, the results can be confined to the operational, financial, and managerial realities of a specific organization. Therefore, the findings can be considered signals compared to the industry in the leather industry (CDIA, 2023).

The time was also constrained in the research due to the predetermined academic time of the BBA Final Year Project. Time was not enough, and it inhibited the number of field visits, interviews, and the observation period that could be accomplished. The study time was not lengthy and could have allowed repeating the study and achieving comparisons between the seasons and maintaining pace with the alterations in the sustainability practice. In this way, the outcomes will be the description of the existing practices, rather than a longitudinal assessment. The other weakness is attributed to the qualitative research methodology. Whereas the qualitative approaches are perfect in interpreting practices, perceptions, and cultural aspects of organizations, they reduce the ability to determine changes in environmental impact, financial shipment respectability, and productivity. The analysis could have been improved with quantitative data, since it would have informed the numerical evidence of the change in performance in terms of the sustainability practices. This could not be done because of unreliable ounce records in the organization (Shahzad et al., 2024).

6.3 Practical Constraints Faced During the Project

In addition to the methodological constraints, there were also certain practical constraints when implementing the project. One of the major restrictions was the limited access to sensitive working zones and internal documents. Some departments were willing to be strict on the amount of information they

would share due to the factor of confidentiality and the extra fear of being regulated. This limited the information in relation to compliance audits, purchasing chemicals, and waste disposal. (Ahmed, n.d.)

The other challenge that could work was employee availability and engagement. There was hardly time to do interviews due to the lack of time to deal with production and workload problems between supervisors and workers. Because of this, the interviews would be quite short, and they were even conducted in the segment of breaks or during the time of informing communication. Even though this way of approaching was a source of valuable insight, it constrained the scope of some discussions (Asian Development Bank [ADB], 2021).

The research was guided primarily through observations, interviews, and informal discussions, as formal sustainability systems are still evolving at Leather Village. Although this yielded insightful qualitative data, more organized policies and documented procedures would assist align practices with global standards and support upcoming sustainability initiatives (Asian Development Bank [ADB], 2023).

6.4 Reflection on Research Objectives Achievement.

The project managed to deliver the objectives that it had originally mentioned, even as the limitations and constraints were encountered. The first objective, which involved identification and reporting of the existing green supply chain practices at the Leather Village, was accomplished through an elaborate observation, interviews, and analysis of a questionnaire. The measures related to wastewater management, as well as managing chemicals, waste disposal, and chrome recovery, were apparently documented by the research. (The Urban Unit, 2021)

The second objective, to test the correspondence of reported certification and the actual practices, was also achieved. The findings revealed that there weren't many disparities between certification assertions and ground-level execution to a greater extent in terms of documentation regulation and technology preparedness. This evaluation was useful in obtaining a practical insight into the problem of the implementation of certification in medium-sized tanneries (Environment Protection Department, Government of Punjab, 2022).

The objective of ethical sourcing and labour practices was addressed through the aspect of transparency of procurement of hides, labour protection schemes, and labour standards. The analysis revealed that the following were found to be formal sourcing practices, some application of safety, and a

mild amount of well-organised labor policies, and hence qualified the motive of assessing the aspects of ethical and social sustainability. (IQAir, n.d.)

Finally, one of the goals of the assessment of sustainability practices was operational performance and competitiveness, which was achieved through scrutinizing the impacts of partial green practices on process stability, place of work organization, and business continuity. Despite the limited impact, the study established that sustainability practices have had operational consequences, although they were partially applied (CPDI, 2023).

6.5 General Conclusion of the Research.

The objective of the project was to determine the impacts of green practices, ethical sourcing, and sustainability certifications on the performance of the supply chain of Leather Village (Pvt.) Ltd. Sialkot. It was carried out in the form of a qualitative case study and provided a real and comprehensive study of the sustainability practice in a local manufacturing context (CDIA, 2023).

The findings indicate that Leather Village has implemented several environmental and ethical practices that contribute to operational stability and workplace organization. Even if these procedures are still developing, more institutionalization and standardization can improve long-term competitiveness and alignment with worldwide certification requirements (Saboor & Watto, 2023).

According to the report, Leather Village has started incorporating ecologically friendly operations and is cognizant of certification standards and sustainability concepts. The difficulties medium-sized tanneries in developing nations encounter are reflected in the ongoing development of organized systems for complete supply chain sustainability, including resource allocation, technical capacity, and regulatory enforcement (Shahzad et al., 2024).

6.6 Recommendations of the Leather Industry in Sialkot.

1. **Phased Investment in Infrastructure**

In order to upgrade wastewater treatment and chemical storage systems without putting immediate financial strain on operations, Leather Village can take a step-by-step investment approach.

2. **Targeted Training and Capacity Building**

Periodic short training sessions for workers and supervisors on chemical handling, safety, and sustainability practices can strengthen technical understanding and ensure more consistent implementation.

3. **Buyer Engagement and Awareness**

To build future demand for certifications and promote compliance with international standards, the company may progressively interact with buyers to share current sustainability initiatives.

4. **Strengthening Documentation and Record Accuracy**

Enhancing the accuracy and uniformity of current records for energy, water, chemicals, and safety can assist internal evaluations and get the company ready for potential audits.

5. **Gradual Modernization of Equipment**

Machinery upgrades may be planned over time, prioritizing energy-efficient components, and retrofitting options to improve productivity while maintaining operational continuity.

6. **Collaboration with Regulatory and Industry Bodies**

Leather Village can improve overall sustainability performance by actively coordinating with industry associations and environmental authorities to obtain direction, technical assistance, and compliance updates.

The project's conclusions offer information pertinent to Sialkot's leather tanning industry. Similar to Leather Village, other tanneries in the area are changing their operations, offering chances to improve technical expertise and update facilities (Ahmed, n.d.). The study also indicates that while sustainability initiatives in the sector have often addressed immediate operational needs, there is growing potential to integrate these practices into long-term strategic plans, which could unlock greater benefits and access to international markets. The project highlights the importance of collaborative efforts among industry players, regulators, and buyers to support capacity building, technical training, and infrastructure development (Asian Development Bank [ADB], 2021).

6.7 Research Improvement and Future Research Recommendations.

Though this project does not involve explicit recommendations, it provides guidance in the manner of preventing future improvement and research. Perhaps the first similarity of organisations such as Leather

Village to the incremental and step-by-step adoption of sustainability could be the first one, where the instant focus would be given to documentation and training in connection with straightforward monitoring systems, and no serious attention would be given to investing in various advanced infrastructure. (Asian Development Bank [ADB], 2022)

The subsequent research can be based on a mixed type of format, i.e., a combination of qualitative data and quantitative statistics to become able to measure the environmental effect, potential savings in costs, and an increase in productivity. A tannery's study chain can provide comparative data and increase the level of generalizability. The longitudinal studies would also be able to track the sustainability rates over time and determine interventions efficiency (Asian Development Bank [ADB], 2023).

The research findings (academically) on the impact of the buyer pressure, enforcement of regulations, and institutional backing of the concept of sustainability adoption would be conducted in the future, related to the developing-country supply chains. The research would contribute to the practice and the supply chain sustainability theory (The Urban Unit, 2021).

6.8 Final Remarks

In conclusion, this project fulfills the academic and practical objectives of the BBA Final Year Project by providing an evidence-based and holistic study of sustainability practices within a real organizational setting. It illustrates the difficulties and shows how theoretical ideas relate to real-world operations involved in adopting sustainability in resource-conscious environments (Environment Protection Department, Government of Punjab, 2022).

The study reaffirms that sustainability is a gradual and ongoing process, and that significant changes require an awareness of the current practices of organizations such as Leather Village. The results provide a basis for upcoming sustainability projects, facilitating well-informed decision-making, raising awareness, and encouraging methodical advancements both inside the company and throughout the leather sector (IQAir, n.d.).

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APPENDICES


FLAMMABLE CHEMICALS
EARTHING POINT
MSDS

Annexure I: Questionnaire

1 Does the tannery have a wastewater or effluent treatment system in place?

2 Is the effluent treatment plant (ETP) fully operational on a regular basis or only occasionally used?

3 How is wastewater treated before being discharged (primary, secondary, or combined treatment)?

4 Are wastewater quality parameters (such as pH, BOD, COD, TDS) monitored regularly?

5 What challenges does the tannery face in operating or maintaining the ETP effectively?

3% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

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28 Not Cited or Quoted 3%
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ANNEXURE III: 1st Half Semester Progress Report

Name of Student(s)	Malaika latif , farad Sajeel , Sami ul hassan
Enrolment No.	01-111221-049 , 01-111221-061 , 01-111221-074
Thesis/Project Title	Sustainability in Supply chain : Assessing the Impact of green practices ethical Sourcing and Certifications. on leather village.

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	19 Oct 2025	Supervisor's office	• Introduct + discussion of research • finalization of thesis	M-Sami
2	26 Oct 2025	Supervisor's. office	• Review of collected research articles.	
3	28 Oct 2025	Supervisor's office	• discussion on research methodology • variable identification	Malaika ali
4	29 Oct 2025	Supervisor's office.	• Preparation guidance for mid-term evaluation	Malaika ali

Progress Satisfactory ☑ Progress Unsatisfactory ☐

Remarks: Progressing going very slow.

Signature of Supervisor: _____ Date: _____

Name of Supervisor: _____

Note: ***Students must attach 1st & 2nd half progress report at the end of FYP spiral copies.***

Bahria University
Islamabad Campus

2nd Half Semester Progress Report & Thesis Approval Statement

Name of Student(s)	Malaika Latif, Fahad Safdar, Sami ul Hasan
Enrolment No.	01-111221-049 / 01-111221-061 / 01-111221-074
Thesis/Project Title	Sustainability in Supply chain, Assessing the impact of green practices, ethical Sourcing and certifications on leather village

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	02 Dec 2025	Supervisor's office	Review of data collection Progress and refinement	
2	09 Dec 2025	Supervisor's office	Discussion on data Analysis approach and interpretation	
3	15 Dec 2025	Supervisor's office	final Review of Research work and approval for examination submission.	

APPROVAL FOR EXAMINATION

Candidates' Name: Malaika, Sami, Fahad Enrolment No: 049, 074, 061

Project Title: Sustainability in Supply chain on leather village

I hereby certify that the above candidates' thesis/project has been completed to my satisfaction and, to my belief, its standard appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at _____ that is within the permissible limit set by the HEC for thesis/ project ~~MBA~~/BBA/~~BS (A&F)~~, ~~BS (Economics)~~. I have also found the project in a format recognized by the department of management sciences.

Signature of Supervisor: _____ Date: 17- Dec 2025

Name of Supervisor: Capt. Munawwar Ahmad

Major No. BBA ~~20~~ 23

THESIS/PROJECT REPORT CORRECTIONS SUBMISSION FORM

Please Tick the Relevant Box ☐ **MBA** ☑ **BBA**

☐ **THESIS** ☑ **PROJECT**

1. Student Name: Malaika latif Enrol # 01-111221-049

(In case of Project, details of other Members)

2. Student Name: Farad Sayeed Enrol # 01-111221-061

3. Student Name: Sami-ul Hassan Enrol # 01-111221-074

Specialization: Supply chain Management

Name of Supervisor: Capt. Munawwar Ahmad.

Examiner's Instructions: Please fill in the following details.

No.	Corrections required (Suggested by Examiners)	Amendments made	Located on Page
Chapter 1			
	Introduction should be generalised		
	Problem should be well defined.		
Chapter 2			
	Swot analysis		
	Pestal analysis		
Chapter 3			
	Population &		
	Sample size		
	should be referred		
	as per the reference.		
	Questionnaire source.		
Chapter 4			
	Analysis should		
	be based on the		
	questionnaire data		
	add-table figures.		

Chapter 5			
	Recommendations		
	should be based		
	on problem.		
Executive Summary/Abstract			
	Use BU format		
	for summary, do not add		
General Comments abstract			
	APA style &		
	BU format.		

** *Please add rows if necessary*

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