



## **Research on Corporate Social Responsibility in India**

SSJ Solutions

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# SSJ Team of Experts



**Arvind Dev**

- Qualifications – BA Maths (Hons), St. Stephen's College, MBA – IIM Ahmedabad.
- Arvind has worked with clients that are experiencing significant change in order to help them effectively implement new strategies and achieve sustainable results across segments such as BFSI, IT/ITES, Industrial, PE, PSU's and worked with C level executives in UK and India
- He worked with SBI for 10 years and has hands on people management and managerial experience.



**Dr. VS Sisodia**

- Qualifications – M.A. (Eco), M.D.P.A. (IIPA), Ph.D. ITP (Harvard)
- Visiting Scholar at UCLA, Los Angeles, Centre for Organisation Development, Hyderabad, Podar Institute of Management, Jaipur IMT, Ghaziabad, V.V. Giri National Labour Institute, NOIDA
- Presented several papers in Conferences, edited Case-studies in Public Administration published by RIPA, edited book along with Prof. Uday Pareek on HRD in the New Millennium, published by Tata McGraw Hill.



**Anita Kochhar**

- Qualifications – MBA, XLRI, Jamshedpur
- Founder Head of NTPC's Power Management Institute (for 14 years). She led the team for setting up the Power Management Institute.
- As HR & Institution Building Consultant, implemented assignments ADB's Capacity Development for Power Sector Regulation for Sri Lanka and Capacity Development of Assam Power Sector Utilities/India. Human Resources Management Expert on ADB-supported Preparation of a Reorganisation Plan initiative for the Gujarat Electricity Board



**Dr. Jayant Mukherjee**

- Qualifications – B-Tech (Electronics), IT-B.H.U, Varanasi, PhD, IIM, Ahmedabad
- The thesis topic was 'The Role of Human Resource Management Systems in Influencing Organizational Commitment: Study of an Organization in the Software Industry '
- Regular / visiting faculty at ICFAI Ahmedabad, XLRI Jamshedpur, and IMS Dehradun. The courses taught include: HRM, Organizational Behavior, Strategic Management, Training and Development
- Book titled 'Designing HRM Systems: A Leader's Guide' published by Sage Publications 2012.



**Siddhartha Dev**

- Qualifications – MBA, Olin School of Business, Washington University, PGDBM – HRM, ABS
- More than 17 years of experience in diverse industry segments such as Insurance, Life sciences & Healthcare, Manufacturing, Telecom and Auto.
- Worked with C level executives in North America, Latin America and Asia , culturally sensitive and adaptive.
- Expertise in Shared Services, Strategic Outsourcing, M&A, Organization Design, Change Management and Talent Management projects in diverse industries across different countries.



# Corporate Social Responsibility

## An Introduction

# Introduction: Corporate Social Responsibility

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## i. The Emergence of CSR

The strategic imperative for Corporate Social Responsibility (CSR) continues to build as both the social need and the business case for corporate giving grow over time. From the early beginnings in the 1950's with the proposal that corporations should focus on more than just profit, CSR has developed into an integrated approach of social involvement. The initial attempts at philanthropy in the form of charitable donations for the sake of positive publicity have become programs that reach to the core business of corporations and involve all levels of employees.

Ratan Tata, former chairman of the Tata Group has signed up to a new global experiment christened Plan B, which seeks to infuse businesses with a new DNA that puts people and planet alongside profits. The prevalent Plan A in which companies relentlessly pursue profits to the detriment of the other two - according to its members - is no longer acceptable for 'future incentives' it was about time to initiate new dialogues and adopt multi-stakeholder approaches to maximize returns even for the people and planet. It was also decided that the B leaders would work towards fostering values at the workplace and help develop leaders driven by a moral compass.

**Source: ET Bureau | 22 Jun, 2013**

## ii. Law on CSR

In the new Indian Companies Bill, the section mandating CSR spending by large companies came as a surprise to many CEOs and philanthropists. Under this new Bill, guidelines state that companies have to spend 2% of net profits on CSR activities. It is not the spending that is mandatory but the reporting on how much was spent on CSR that has been made compulsory. The aim is to protect the interests of employees and small investors while encouraging firms to undertake social welfare voluntarily.

## Introduction: Corporate Social Responsibility Contd.

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### iii. Rationale

- To achieve a balance among its economic, social, and environmental responsibilities.
- An effective approach to CSR can open up new opportunities, and increasingly contribute to the corporates' ability to attract passionate and committed workforces.
- To build the relationship with business in the community and with Local Authorities.

### iv. Objectives of the study

- To study what significance CSR holds for Indian companies.
- Will provide a clear picture of present CSR initiatives undertaken by the companies and its contribution to Indian society.
- To explore various changes or innovations Indian companies have brought up in their CSR initiatives.
- With Companies Bill passed on mandate CSR spending will help to have an insight of the company's investment in CSR initiatives.

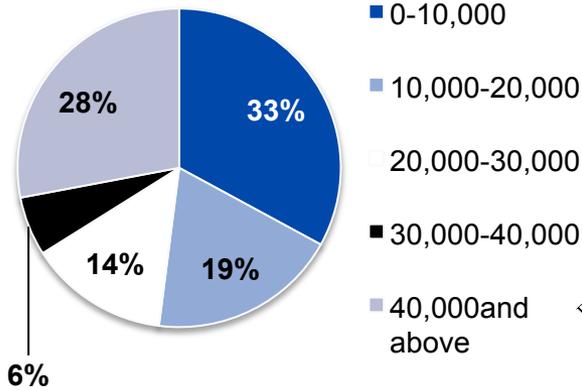
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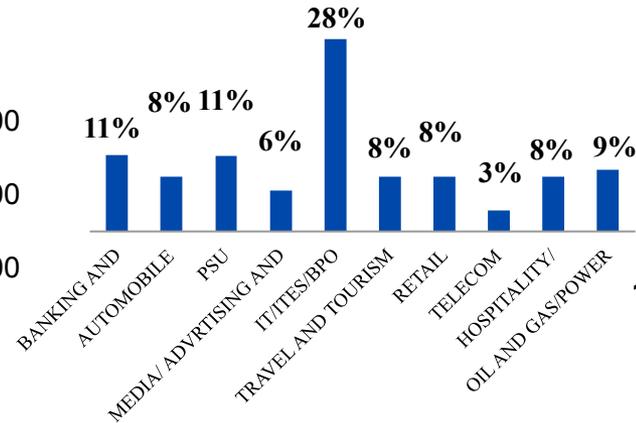
## Research Analysis

# Demographics of the study

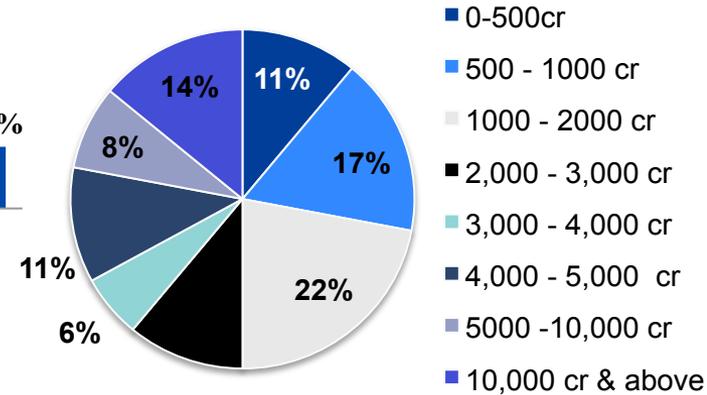
Workforce Strength



Industry Sectors



Annual Turnover



- 33% of respondent companies have a workforce strength of < 10,000 employees followed by 19% companies with 10,000 – 20,000 workforce. Companies having strength of 30,000 – 40,000 workforce and 40,000 and above were also part of the study.
- Various industry sectors were part of the study. IT/ITES sector formed the major share (28%) followed by PSU’s and Banking and Insurance sectors (15% each). Hospitality, Retail, Oil and Gas, Telecom and Travel and Tourism industries also participated.
- 14% of respondent companies have a turnover of INR 10,000 cr and above and the CSR initiatives undertaken by these firms are on a large scale followed by companies with turnover of INR 4000-5000 cr .17% of companies with turnover of INR 500 – 1000 cr or less also undertake CSR initiatives, though not on a larger scale but as much as to fulfill social obligations.



## CSR Strategy and Organization

# Driving forces for CSR

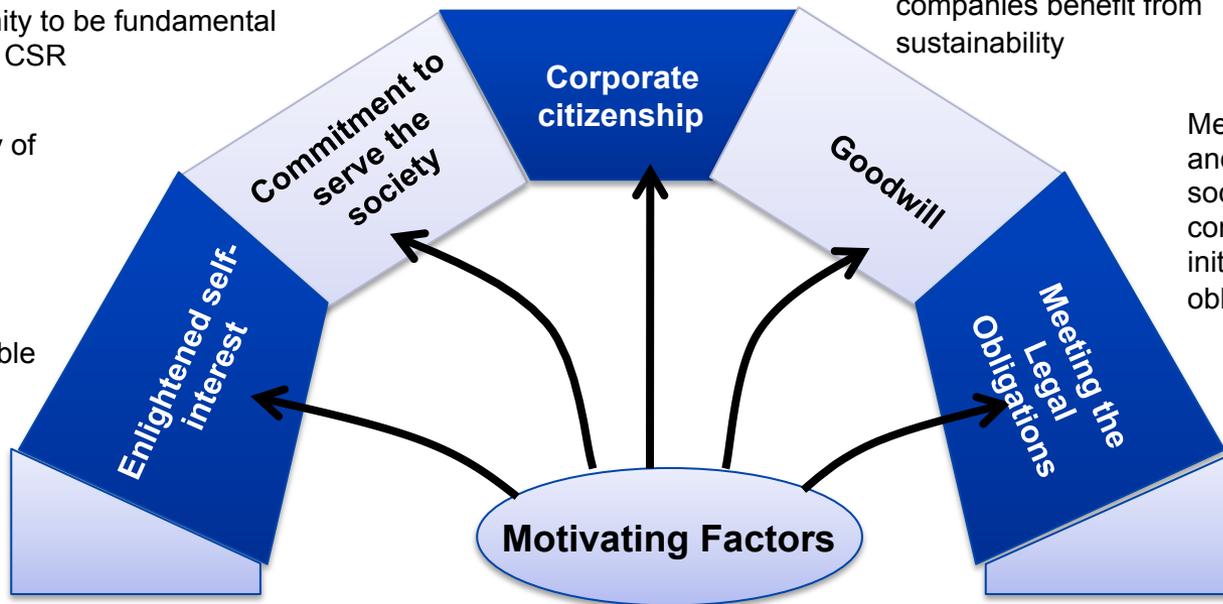
It is believed that there is growing consciousness among corporates, and general sense of belonging to community and society. Companies considered active participation in the community to be fundamental driver of CSR

The demonstration by a corporation that it takes into account its complete impact on society and the environment as well as its economic influence

CSR is looked up as an important aspect of image building and goodwill which is one of the ways smart companies benefit from sustainability

Creating a synergy of ethics, a cohesive society and a sustainable global economy where markets, labor and communities are able to function well together

Meeting the legal requirement and adhering to public and society norms will motivate companies to undertake CSR initiatives and fulfill its social obligations

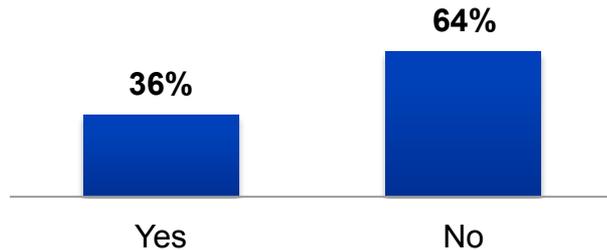


**“CSR is the pre-requisite of the very existence of business today”.**

**Executive – HR, Pan India Banking and Insurance Company**

# Alignment between Business goals and CSR goals

Aligned Business goals and CSR goals

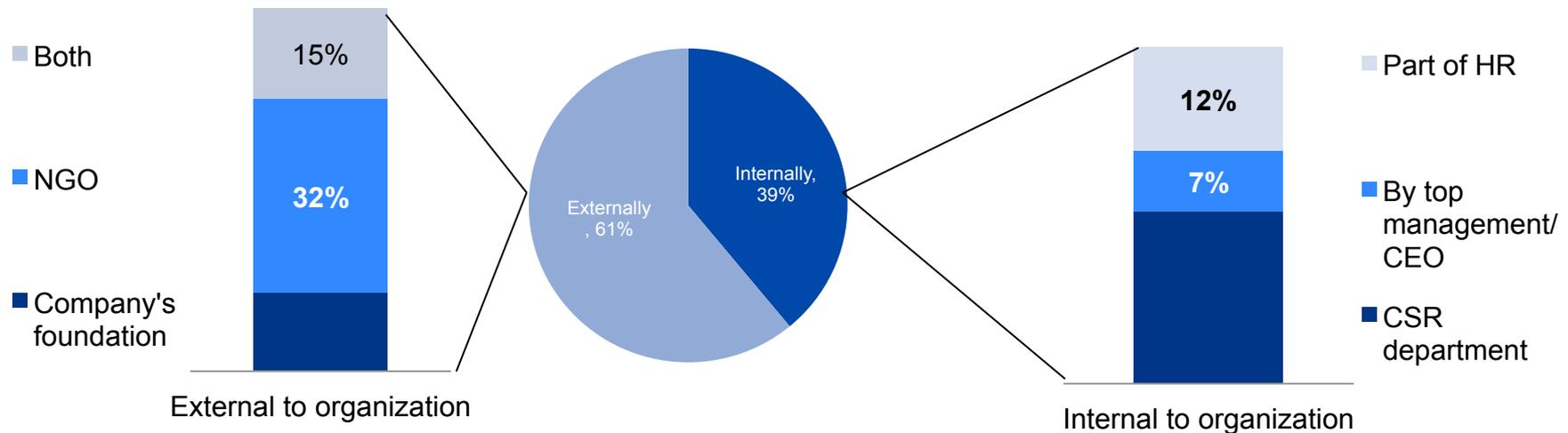


Importance of CSR for companies



- CSR and business goals are aligned in 36% companies.
- 64% companies have no alignment between CSR and business goals. Some of the reasons are:
  - They still do CSR as they feel it's their duty and are socially obligated.
  - These companies feel that business indirectly benefits from CSR but considers CSR to be a separate function.
- Businesses with long term goals of growth and development, operational efficiency, revenue generation and market leaders give prime importance to CSR to achieve their goals.
- Some of aligned business and CSR goals:
  1. Business goals of ensuring worker education and providing education to all.
  2. To provide right products to right persons and to provide social security to the community and its client's.
  3. Companies goal to be world's best at enriching lives through innovation is complemented by various CSR activities undertaken by the company.

## How are the CSR programs implemented?



- In 39% companies, the CSR initiatives are being implemented internally and in 61% through an outside agencies such as an NGO.
- 20% of the companies have a CSR department.
- In the companies with no CSR department:
  - CSR is handled directly by CEO's / top management in 5%.
  - CSR responsibilities are part of HR in 12% of the companies.
- Among 61% companies with no CSR department, 32% of the companies operate their CSR initiatives in association or partnering with NGO's. 13% of companies work through their own foundation like DLA foundation, Max foundation, Bharti foundation, Bhartia foundation, etc. Companies working through NGO as well as company's foundation are 15%.

**"It is not necessary to have a CSR department for functioning for CSR, we have our forums and NGO's responsible for implementing CSR activities."**

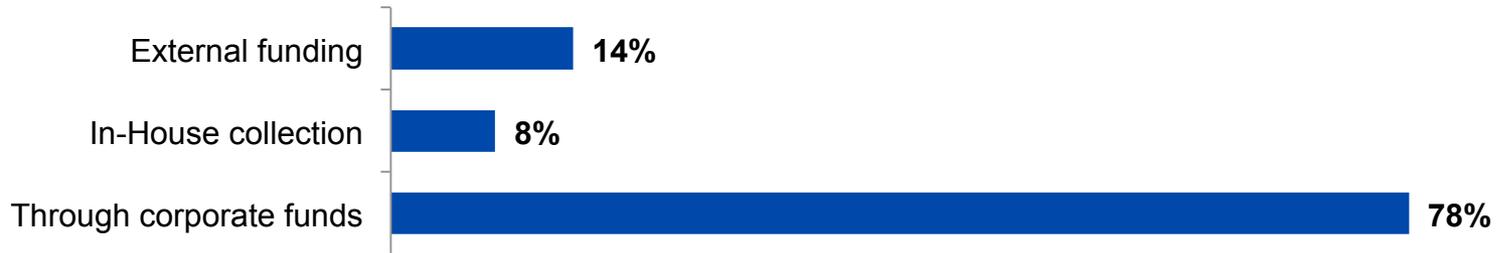
**CEO, Software Company**



## CSR Funding and Communication

# CSR Funding Analyses

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## External funding:

- 14% of companies does external funding for CSR activities. Companies organize various campaigns and exhibitions and the amount collected is spent on CSR activities. Also marathons are organized by the companies and the funds are generated to support the unfortunate ones. One of the respondent companies generate funds by selling of raffle tickets and the amount collected is spent on CSR activities.

## In-house Collection:

- 8% of the organizations have an in-house collection of funds to be spent for CSR. Contribution is made by employees from top management to bottom level people.

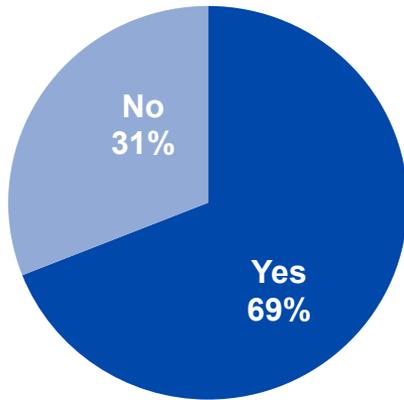
## Through Corporate Funds:

- Budget for various CSR initiatives is mainly decided by the top management or the CEO. In majority of the companies (78%) budget for CSR activities is managed by corporate funds. Some companies set aside 1% - 2% of business revenues for CSR activities. While some of them set aside fixed amount at the beginning of financial year for undertaking CSR activities.

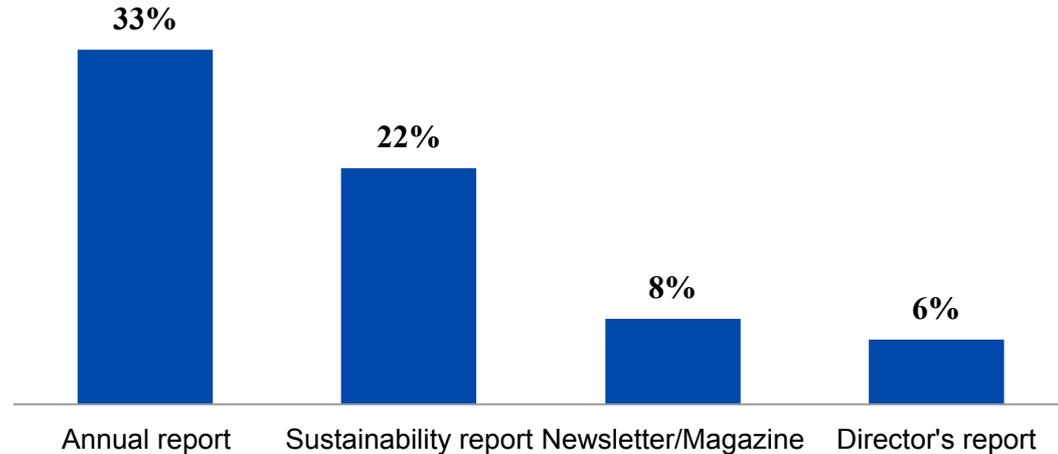
**“Proper auditing of all the CSR initiatives is required to ensure that funds are not being misused and the funds are utilized to support the beneficiaries”.**  
**CMD, Travel and Tourism Corporation**

# Trends in CSR reporting in India

% of Companies producing CSR reports



Types of CSR reports



- 69 % of respondent are reporting for CSR by producing various types of reports including annual CSR report, sustainability report, monthly newsletters, etc.
- 31% of companies do not produce CSR report. Some of the reasons were:
  - No separate CSR department.
  - Do not consider CSR reporting important.

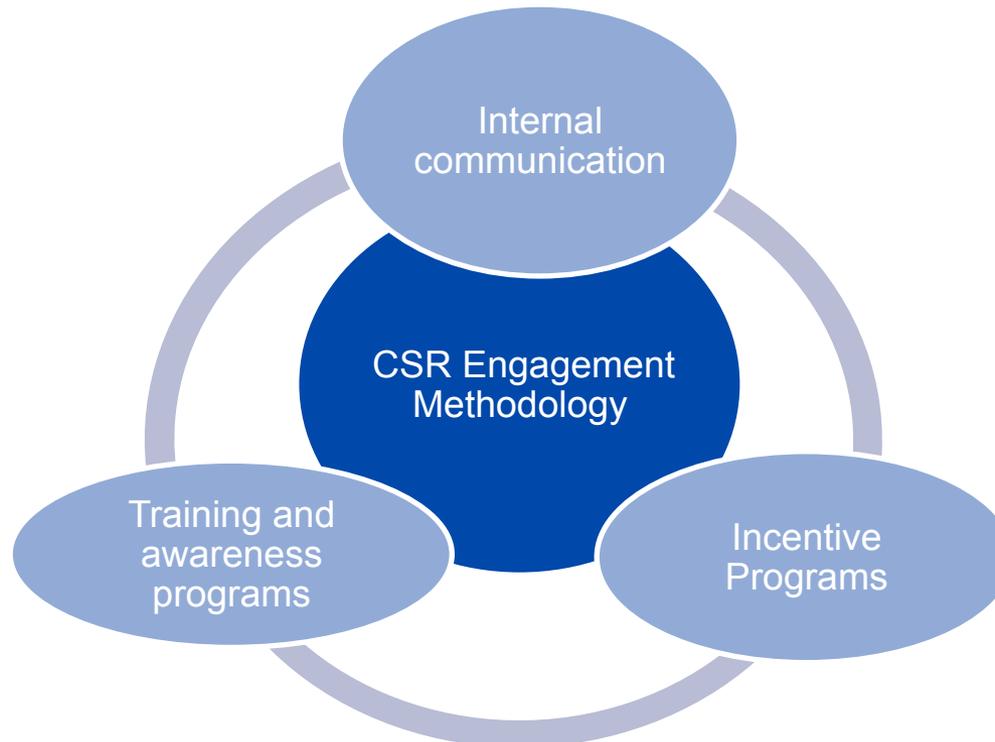
- Majority of companies (33%) produce annual CSR report.
- Other reports produced in respect to CSR are : sustainability report (22%), directors report (6%) and publishing in newspapers and magazines (8%).
- Companies consider CSR reporting as an essential element to maintain goodwill in the market.

**“Everyone should understand the overall social responsibility towards the communities. And for a business to take responsibility for its actions, it must be fully accountable”.**  
**Member CSR, Global Automotive Company**

# Awareness and Participation in CSR

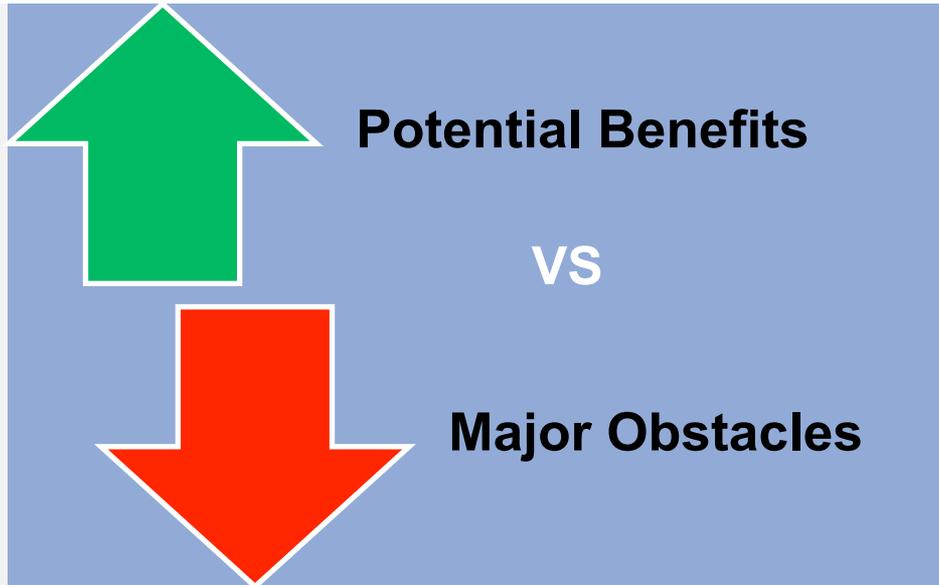
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- Internal communication proves to be a strong element to ensure employee participation. Almost every company does internal communication through notices, intranet, meetings with top management and HR.



- For this purpose, corporates organize training and awareness programs. Some of them are : IIFT's training program, seminars and conferences, skill training and self-employment center.

- Monetary and non monetary incentives in form of bonus, awards, recognitions, etc. are provided by companies to encourage employee participation and to motivate them to continue participating for such initiatives.



**Benefits and Major Obstacles  
in CSR Implementation**

## Potential benefits of Implementing a CSR approach



- Based on the study, several benefits of CSR were realized to companies. Majority of companies believed that CSR initiatives lead to self and employee satisfaction and improved relationship with stakeholders along with adding value and providing competitive edge to the organization.
- CSR benefits could be measured in 3 dimensions: Community, workplace and environment. Statements were made by the corporates that benefits are not something for which we are doing CSR but for the welfare of society. Benefits are always attached to anything we do good and get appreciated for the same.

**“Being socially responsible gives self-satisfaction, good wishes are received by your colleagues, society and competitors and recognition in the market”.**

**AGM( CSR), Large Power Sector PSU**

# Major Obstacles for the implementation of CSR

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## CSR Obstacles

Lack of technology  
Lack of employee participation

- There is lack of technology support and financial implications within the companies that hinders better and improved CSR working in an organization.
- There is a lack employee participation and contribution to CSR activities undertaken. This is largely attributable to the fact no serious efforts have been made to spread awareness about CSR and instill confidence in the employees about such initiatives. The situation is further aggravated by a lack of communication between the top management and the employees.

## Recommended Solutions

Need to Build Local Capacities  
Need for awareness about CSR

- There is a need for capacity building of the NGO as there is need for trained and efficient organizations that can effectively to the ongoing integrate with CSR activities initiated by companies.
- Awareness generation can be taken up by various stakeholders including the top management to highlight the good work done by corporate houses in this area. This effort will motivate employees and other corporate houses to join the league and play an effective role in addressing social issues. Thus, the social justice agenda of the day would be fulfilled more meaningfully.

# CSR Key Performance Indicators

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## CSR Key Performance Indicators (Contd..)

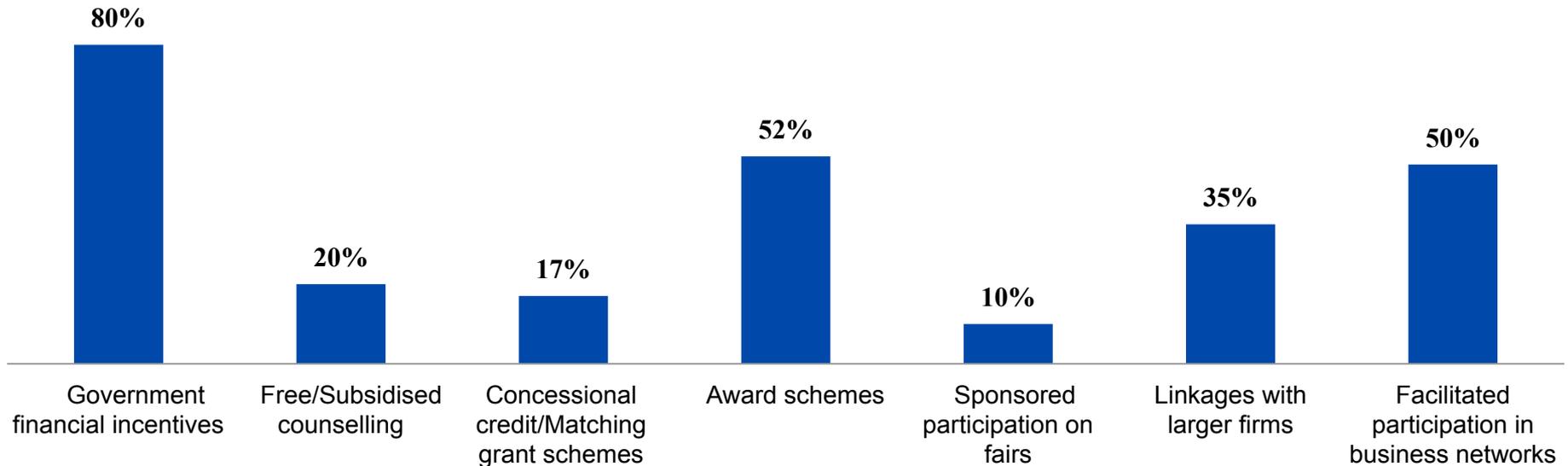
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## Incentives for better CSR implementation

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Following are the important factors which will help corporates increase its scope of CSR activities



1. Government's financial and non- financial support is the important attribute for today's business enterprises for CSR implementation.
2. Companies encourage facilitated participation in various business networks and would appreciate being awarded and recognized for doing the best practices.
3. CSR leaders believed that subsidized counseling and granting schemes would lead to sustainability and community growth.

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A COMMITMENT  
TO THE COMMUNITY

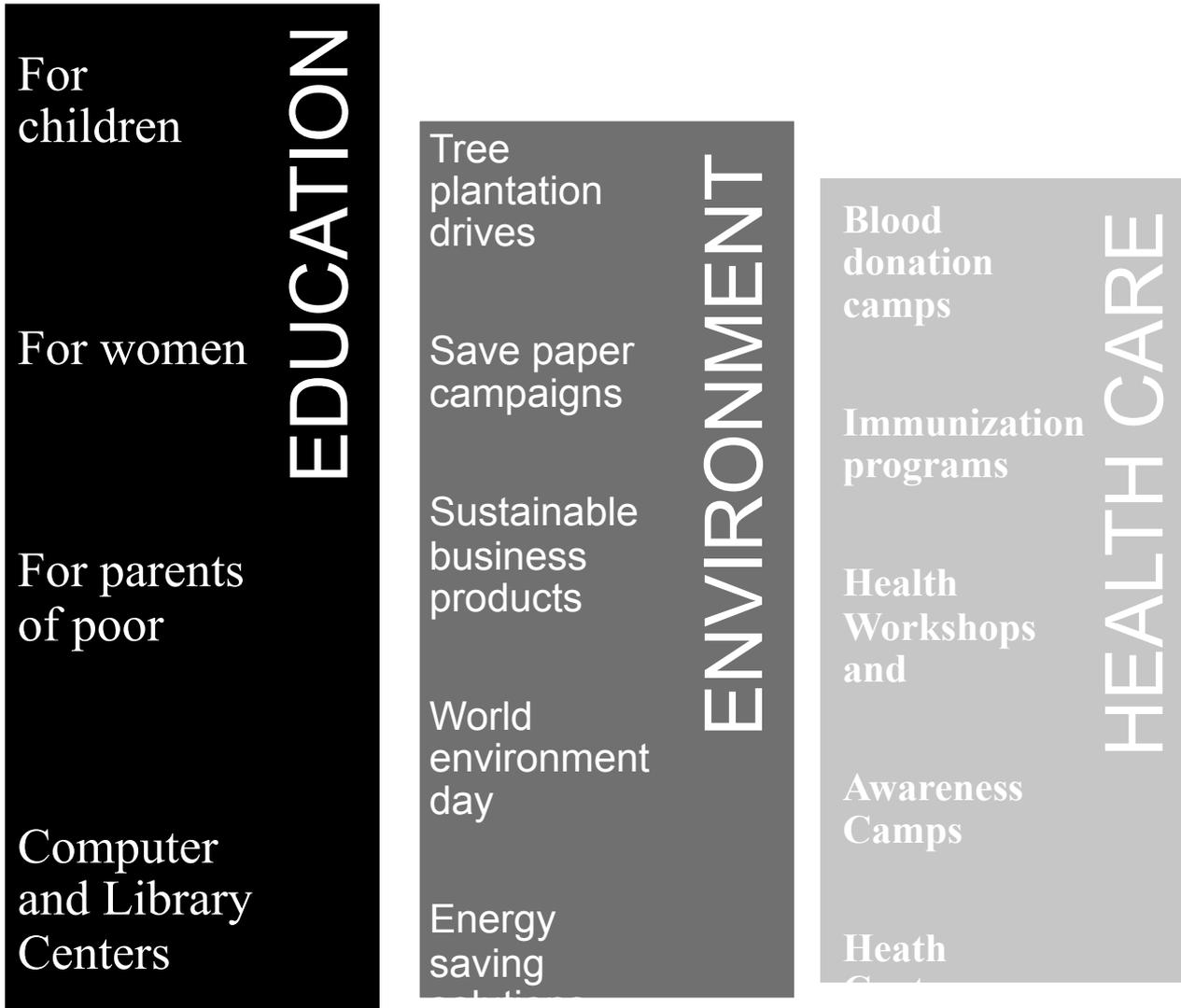


**CSR initiatives  
and  
Good Practices by corporates**

## Major CSR initiatives

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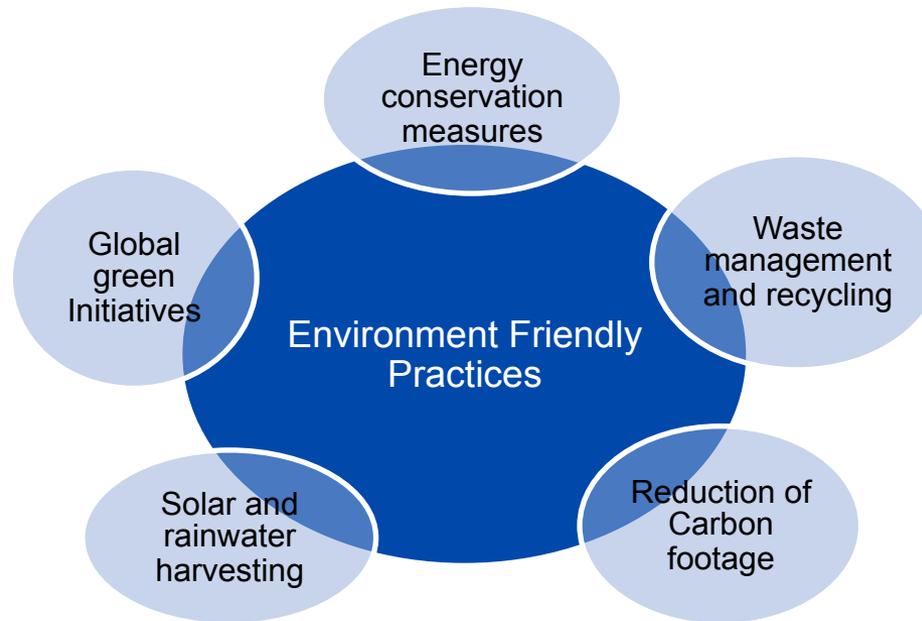
Following are the maximum focus areas of CSR by Corporates (For detailed information on these initiatives see appendix I)



## Approach to Environmental Sustainability

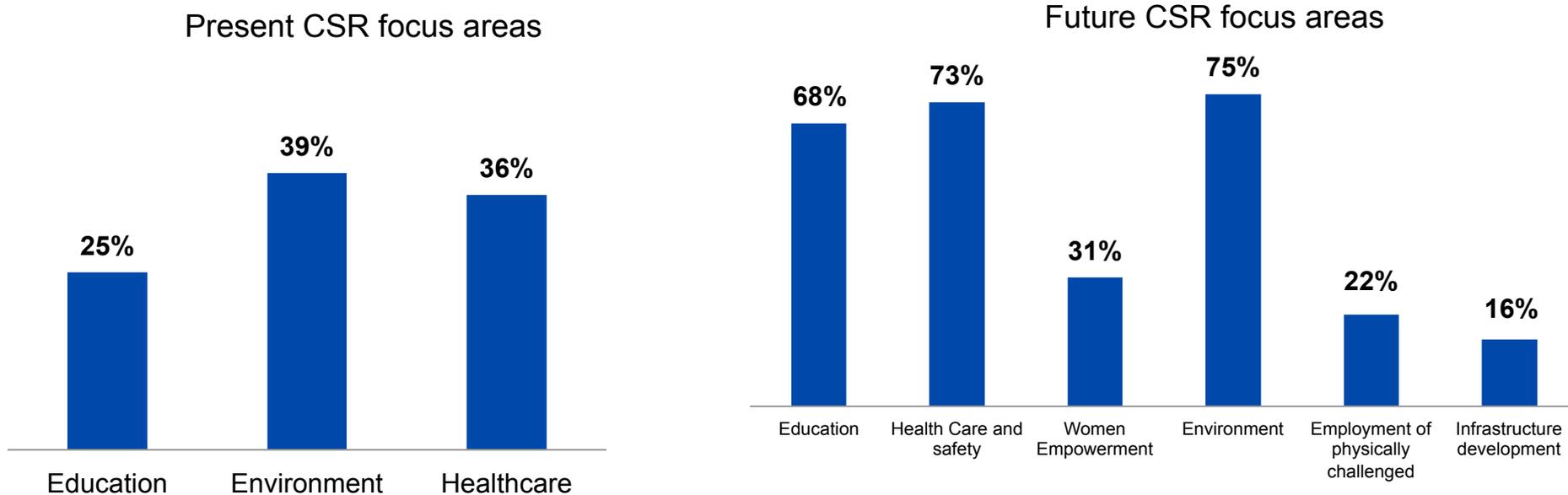
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Companies recognize that environmental issues are one of the highest-priority areas of CSR (For detailed information on environment practices see Appendix II)



- 95 % of companies are following environment friendly practices for protecting and safeguarding the environment.
- There were many environment friendly practices followed by companies like global green initiatives, energy conservation measures, solar and rainwater harvesting, waste management, etc.
- In one of the organization “environment tip of the month” is given to their employees .

## CSR Areas: Present and Future



- Key areas of concern are environmental protection, Education and health care both now and in the future.
- At present major focus of companies is in environment and health care initiatives with 39% and 36% respectively, followed by education initiatives for the underprivileged.
- It is seen that scope of CSR initiatives will be widened in future with major focus remaining for environment initiatives(75%) by corporates followed by focus health care and education with 73% and 68% respectively. Women empowerment, employment of physically challenged and infrastructure development will also be seen as important initiatives by some of the companies.

**“As a responsible corporate citizen, we should be fulfilling our social obligations towards in the society and to support the aspirations of under-privileged in the country”.**  
**General Manager, Global Telecom company**

# High Impact CSR: Good Practices by corporates

## CSR Areas

## Leading Practices

### Education



Bharti School of Telecommunication Technology and Management set up at IIT Delhi with a vision of developing 'Young Telecom Leaders' that will make India a telecom superpower.



The One Steria, One Country, One School programme in India, where each country in the Group is invited to sponsor a school for three years.

### Health and Safety



TB Control Programme: company provides Mobile Medical Vans with diagnostic equipments and paramedical services for identification, diagnosis and treatment of the Tuberculosis patients in the neighborhood villages of the Stations.

Vision to maximize cure and control spread of Tuberculosis around NTPC projects/ Stations covering total population.



Being a responsible and concerned corporate citizen, Havells undertakes welfare activities in and around its plant locations. In Alwar, Rajasthan the company is providing mid-day meals close to 15000 students of primary schools. This has greatly increased the number of children attending school regularly and also alleviated hunger. Havells has a spacious kitchen with modern kitchen equipment and utmost care is taken in terms of hygiene while preparing and serving food.

# High Impact CSR: Good practices by corporates (contd..)

## CSR Areas

## Leading Practices

### Environment



As part of its green banking initiative, SBI has installed 10 windmills with an aggregate capacity of 15 MW in the states of Tamil Nadu, Maharashtra and Gujarat.



Company has developed the Corporate Sustainability Protocol (CSP), which addresses issues on environment and community.



KPMG's Global Green Initiative (GGI) aims to reduce combined global carbon footprint by 15 percent by 2015.

### Self - Reliance



Launch of Rickshaw Projects: The Bank launched two Rickshaw Projects for assisting the rickshaw pullers to become self reliant.

“Kisan Bandhu Scheme”: Scheme launched by PNB Farmers’ Welfare Trust wherein local youth have been trained to contact the people in the villages for (i) opening of Bank accounts and (ii) providing extension services.

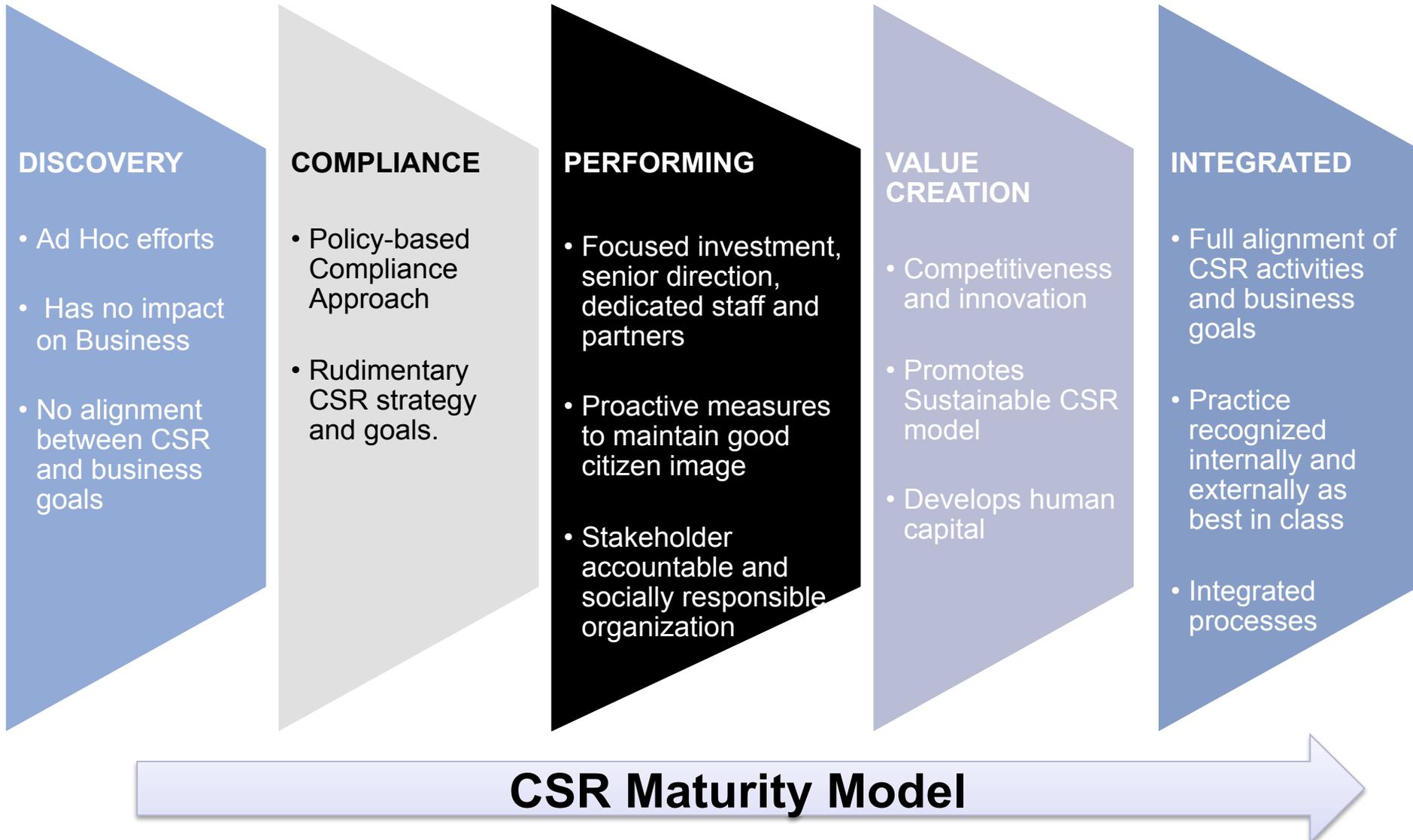


Vocational Training for youth and backward classes,  
 Technical – wireman , welders, mechanical fitter,  
 Non-Technical - Tailoring, horticulture, floriculture, Bamboo Craft, Pisciculture, Computer Education, environment protection and education, pollution control measures.



## CSR Maturity Model

# CSR Maturity Model



## CSR Maturity Model Matrix

	Discovery	Compliance	Performing	Value Creation	Integrated
CSR Vision & Strategy	No CSR Vision and / or Strategy	A vague CSR vision with no strategy to complement the vision	CSR Vision is clearly defined and strategy in place but no supporting KRA's, infrastructure	CSR vision and strategy aligned with business strategy	CSR vision and strategy an integral part of the Business vision and strategy
CSR Policies & Processes	No CSR specific Policies and / or Processes	CSR policies are developed to comply with the society codes of conduct	Detailed policies , procedures Feedback and reviews	Policies and processes are proactively developed and tailored to satisfy specific business needs in the context of overall business strategy	Policies and procedures are integrated to business strategy and developed in conjunction with CSR leaders
CSR Support Infrastructure	No CSR support Infrastructure	Some level of integration of existing systems to support CSR processes	Basic functional technology supporting better CSR implementation	CSR is enabled through CSR department headed by CSR governing board	Comprehensive automation and integration
Stakeholder Engagement and Communications	No identified Stakeholders	Some dialogue with stakeholder's, fixed annual CSR budget and effective spend	Consultation through stakeholder's survey to obtain feedback and comments, flexible CSR budget	Empowerment of stakeholders through partnership and collaboration, CSR reporting	Budget driven by annual plan, strong investment and innovation spend
CSR Performance Measures	No key result areas	Result areas and performance measures have been identified,	Employees awareness of relevant result areas are measured,	Results are linked, Results are fed back into organization's policies	Sustainable results integrated for business and society at large

## Takeaways: Maturity Model Trends

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- CSR vision and strategy clarifies with maturity.
- Most successful organizations implemented CSR planning in stages.
- CSR Performance measures are integrated for both business and society.
- Stakeholder engagement and communication becomes more effective with maturity.
- CSR practices become more focused, frequent, and flexible.
- CSR value creation and integration increases with maturity.
- KRA's are established for better CSR implementation.



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Taking responsibility forward



**A Way Forward**

## CSR to add direct value to business and bring sustainable change

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Corporate Responsibility in India is still in its infancy with handful of companies reporting on CR performance. However, there are few companies that have reached advanced stage having attained GRI G3 A+ application levels. Hopefully, the term CSR will have been abandoned and being in business depend on a company's ability to demonstrate commitment to genuinely responsible practices right across its organization. CSR will have those doing really responsible and profitable stuff, not necessarily under the badge of CSR, It will be just the way they work – maximizing good. CSR in 10 years from now will be the expected norm to be looked after and those who are not doing that, will fall by the way side.

There is enough evidence that Indian companies are now paying increased attention to corporate responsibility issues and large companies have started to establish a clear link between corporate responsibility and business strategy. However, there is still a long way to go before corporate responsibility is fully integrated into business strategy.

**“Company is committed to move ahead in its journey of Corporate Social Responsibility and will continue being socially responsible for the society and for the people of the country”.**

**Senior Executive – HR, Global Food Works Company**

**No single organization can change the scenario completely, but a genuine beginning and a strong commitment for the society do make a lot of difference”.**

**AGM [HRD], Food, Beverage & Tobacco Company**



# Appendices

## Appendices

# Appendix I

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## Major CSR initiatives

### Education:

- Dayawanti Punj Model School in Uttar Pradesh, has benefited over 1000 children.
- Satya Bharti School Program is a rural education initiative at delivering free quality education to underprivileged children.
- Scholarship and Mentorship Program to enable academically bright youth from financially weak families to complete their higher education.
- Education of girls from backward classes and not financially sound. They are also taught art and craft, knitting, handicraft, cooking, computer courses, etc.
- Child education programs that aims at mentoring underprivileged children, children with disabilities or who are differently abled.
- IT training for immigrant women, education support to 40 schools in India, touching 52,000 children,
- Literacy at Home - English speaking and writing for all drivers, housekeeping staff, etc.
- Providing Assistance for facilitating education and rehabilitation of child victims of communal, caste, ethnic or terrorist violence.
- Providing diverse education support to children from underprivileged communities, breaking the cycle of poverty by building trust and awareness, teaching about personal grooming, providing role models, producing street plays, identifying local social problems, along with more traditional classrooms schooling, adult literacy classes, sponsorship and vocational training.

## Appendix I (Contd..)

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### Major CSR initiatives

#### Health Care:

- Surgeries for underprivileged.
  - Pan India immunization program me: given 20313 immunization shots to 9024 children in 168 camps.
  - Artificial Limbs and Polio Calipers Camp: More than 1140 patients have been provided with Artificial Limbs and Polio Calipers.
- Health Workshops and Awareness Camps.
1. Breast Cancer Awareness Camp
  2. Lecture on Cancer Prevention and Cure,
  3. Talk on Cardiovascular Diseases: Prevention and Management,
  4. Talk on Menopause and Women's Health issues
- Blood donation camps are organized in association with Rotary Blood Bank.
  - Operating 39 Hospitals, 40 Primary Health Centre's, and 11 Reproductive & Child Health Centre's.
  - Organized 49 Health Camps in 6 states (Bihar, Jharkhand, Chhattisgarh, Orissa, West Bengal and Tamil Nadu) providing free health checkup, pathological laboratory treatment, common medicines, immunization, etc. to over 2.5 lakh of the needy population.

## Appendix I (Contd..)

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### Major CSR initiatives

#### Health Care:

- Health and safety: Several programs like HIV prevention awareness programs are undertaken. Also training programs for all the employees in basic First-aid and Fire-fighting trainings enabling them to equip themselves to save their as well as the lives of many others in case of an emergency.
- Providing mid-day meals to around 350 government schools in Alwar district, covering 50000 students per day.
- Providing Mobile Medical Van, equipped with a trained doctor and necessary medicines in the rural areas of Delhi & NCR for the very poor and needy villagers.
- Directly observed treatment cum designated microscopy center (DOTs cum DMC) with Mobile ambulance facilities run by 12 NTPC hospitals through NTPC Foundation under Revised National Tuberculosis Control Program me (RNCTP) registering about 23000 patients and providing treatment to more than 2400 patients.

## Appendix II

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### Environment Friendly Practices

#### 1. Energy conservation measures:

- Installation of auto switch-off timer in fans.
- Reduction in energy consumed by replacing high wattage bulbs on machines to low wattage LEDs.
- Energy saving tube lights installed across all units.
- Installed variable drive motors on compressors.
- Daylight sensors on street lights.
- Optimized air-cooling systems.

#### 2. Waste management and recycling:

- Recycling of waste water.
- Donated over 800 kgs of paper, books, magazines, clothes and footwear which was sent to GOONJ for recycling and reuse.
- Recycling efforts in which over 10,000 lbs. of paper were recycled.
- Enhancing material use efficiency, Waste minimization and management, Complying with air emission norms.
- Improving water use efficiency and reducing effluent discharge.
- Reducing harmful effects of plastic bags.
- Restricted financing to industries producing Ozone depleting substances.

## Appendix II (Contd..)

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### Environment Friendly Practices

#### 3. Reduction of Carbon Footage:

- Goal of reducing our global carbon footprint by 15 percent by 2015.
- participation in the Carbon Disclosure Project (CDP).
- Replacement of Indian coal by imported coal with lower sulphur and lower ash content, Maximizing the utilization of gas over other fossil fuels.
- All the coal based power stations put together generate around 90 million tonnes of fly-ash per annum. The Fly Ash Mission of TIFAC has made several useful recommendations for utilization of fly-ash in the manufacture of cement, bricks, pavement materials, floor tiles, wall panels etc., and in agriculture, road construction, land-filling and back-filling of mines.

#### 4. Global Green Initiatives:

- Providing education and spreading awareness of environment friendly initiatives.
- Plantation of more than 20,00 trees across all the states.
- Adopted an ISO 14001:2004 based Environment Management System.
- Developed the Corporate Sustainability Protocol (CSP), which addresses issues on environment and community.
- Commitment to provide greener products, conserving natural resources through recycle and reuse.
- Companies following concrete actions and pilot projects related to climate change, coral reef protection, water protection and biodiversity as well as facilitating the transfer of knowledge on environmental management to community.

# Contact

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