

# CSR TIMES

*India's No.1 Corporate Social Responsibility Magazine*



**Sterling Twenty - Five**

# RURAL CONCLAVE

## - IPD SHOLI -

### VILLAGE SHOLI, HIMACHAL PRADESH



INSTITUTE FOR INTEGRATED  
RURAL DEVELOPMENT  
IIRD SHIMLA



**VENUE:**  
IPD Sholi,  
Village Sholi

**DATE:**  
30th Sept,  
1st & 2nd Oct 2017

**DAYS:**  
Saturday, Sunday  
& Monday

For registration related information and bookings: <http://www.ruralconclave.co.in/>

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## Moving Ahead

Of late, CSR has emerged as an idea; a thought that is gradually assuming a shape as a coherent practical programme, giving business a new meaning. Essentially, the idea of CSR rests on the philosophy that the business has direct or indirect effects. The spirit of CSR entails a holistic perspective of how companies conduct themselves in relation to their stakeholders and join hands with them for growing together. CSR thus becomes an integral fact of business that has a definite role to play in shaping the destiny of organizations in a dynamically balanced environment.

CSR is now one of the core concerns of business. The nature of the responsibility has changed with time, but it has always been an inherent part of the social system as duties and responsibilities of the individuals/entities. The CSR extends beyond the premises of the work area of the corporate body and encompasses the lives of people which form the society. The priority may extend beyond the people, that is to the society at large- the area, region, state in which a corporate operates and has business propositions.

CSR Rules under the Companies Act of 2013 came into effect from 1 April 2014. The uptake of CSR programmes by corporates over the last three years has been encouraging. What is new, and even more encouraging, is that increasingly CSR leaders are talking about ways to devise CSR strategy that is aligned with their core business. Giving the due credit to such corporate honchos, the *CSR TIMES* in this edition has featured some of the social sector leaders who have given the CSR rule the soul. Without their commitment to the cause, CSR may have never got implemented in spirit and may have just remained mere words in the rulebook.



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beyond the  
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work area of the  
corporate body  
and encompasses  
the lives of people

HARISH CHANDRA  
MANAGING EDITOR

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# CSR TIMES



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# Working Towards Rural Prosperity

*Dr L C Sharma, IIRD, Shimla tells CSR TIMES about the initiatives being taken by his organisation to give succour to rural poor*

**Q1: Tell us about IIRD. What are the primary activities and programmes?**

IIRD- Institute for Integrated Rural Development is a developmental organisation dedicated for bringing rural prosperity through research & studies, training & capacity building, project planning & implementation, technical support & consultancies and institutional networking in the national and global perspective.

With the vision to become a reliable destination for developmental solutions, IIRD has been trying to bring transformation by intervening in the areas like Local Self Governance; Entrepreneurship & Skill Development; Natural Resource Management; Livelihood Promotion; Technology & Innovations and others.

**Q2: We would like to know about IIRD Foundation for Sustainable Development. How does it help corporate imbibe sustainability?**

IIRD Foundation for Sustainable Development, commonly known as IFSD is an associate company of IIRD incorporated with the mandate to plan and execute the developmental projects with SUSTAINABILITY as inbuilt core component. It helps Corporate in leveraging larger and longer period benefits from the projects for its beneficiaries. It does not promote the trend of completing projects and forgetting afterwards.

**Q3: Which are the corporates you are working with at present. Tell us about the projects.**

IIRD has worked with a number of corporates including PSUs for different projects as per the details below:

**NTPC Ltd:** Installation of Solar Street Lights.

**ONGC Ltd:** Preparation of DPR for Multipurpose Sports Complex

**GAIL India Ltd:** Setting up of Smart Classrooms

**Engineers India Ltd :** Setting up of Community Based RO Plants & Solar Street Lights

**SJVN Ltd:** Preparation of DPR on Model Village Bayal

**NMDC:** Formulation of Flora & Fauna Conservation

Plan for its mining Project

**NFL:** Preparation of DPR on its Model Village Project.

**NIFT:** Study on Export Scenario in H.P.

**Lafarge Group:** Preparation of Fauna Conservation Plan

**Livepure Foundation:** Mobile Water Testing Lab

**HDFC-ERGO / CAF India:** Construction of School Building

Apart from the above, dialogue is going on with a few more.

**Q4: How do you view CSR in its new legalised avatar in India?**

The legalised avatar of CSR is no doubt a boon for people who are benefitted. India is yet to wait for the holistic approach towards implementation of CSR projects as the existing operational modalities do not get sufficient space for the region or people in higher needs. All is subject to the prerogative of the corporate.

**Q5: Have you noticed any changes in the attitude of the corporates after the Companies Act came into force?**

There were only a handful corporate houses having inbuilt philanthropic approach before. After the existing Companies Act came into force, it created another task for the corporate to handle and that too within regulatory framework. Unfortunately, this has not so far been taken as the opportunity to serve people and bring smile on the faces of many though it is creating good impact as well.

**Q6: What is the integrated Panchayat Development Programme? Please elaborate.**

The Integrated Panchayat Development (IPD) Programme has been conceived by IIRD to achieve the essence of Swaraj by converting the Gram Panchayats as Tinny Republic. We want to see the Gram Panchayat functioning the way government of any sovereign country functions. IIRD is already experimenting the concept in Gram Panchayat SHOLI in Shimla district.

**Q7: When is the Rural Conclave being organised and what are the highlights?**

The RURAL CONCLAVE is being organised on 30th September, 1st & 2nd October 2017 in SHOLI village in Nankhari Development Block of Shimla District in Himachal Pradesh. There has been a trend to discuss about the village development and poverty alleviation in high-tech environment of metros with statistical imaginations, but we thought to talk of rural development while actually experiencing and living the life of villagers. The event has been designed in such a way that there is significant amount of "CARRY HOME" for the Industries, Students, Academia, Development Practitioners and Others. The Conclave will offer the opportunities for the industries to collaborate on voluminous social ventures, students to learn the varied aspects on Integrated Development beyond theory, Academia to carry out developmental research, Developmental Practitioners to enhance the horizon of thought process and know various innovations and Others to take rustic charm of the beautiful village with clean air, water with organic village food.

**Q8: What are the salient features of an ideal village?**

The salient features of an ideal village may include strengthened participatory governance; planning of the village on the analogy of town planning; adequacy of basic civic amenities including health, education and social security; sustainable livelihood options with enhanced capabilities of the people; and an environment conducive for evolution of the individualism.

**Q9: How do you involve the community in the holistic development of the villages?**

No village can sustain its progress until involvement of community is maximised. In the Integrated Panchayat Development scenario where the Gram Panchayat has to function like the government, we try to involve majority of the people in different committees and so called ministries with the accountable role of planning, resource utilisation, regulation and sustaining the actions in the respective committee or ministry. With the complete transparency in the planning, decision making and resource utilisation, people do take part in the process and maximise their involvement.

**Q10: Which are the states other than Himachal Pradesh where you work or aim to work?**

With the foot prints in 17 states, IIRD does have now PAN India presence. Apart from Himachal Pradesh, we have worked in Delhi, Uttarakhand, Uttar Pradesh, Haryana, Punjab, Jammu & Kashmir, Rajasthan, Jharkhand, Orissa, Tamil Nadu, Kerala, Andhra Pradesh, Karnataka, Goa, Chhattisgarh and Arunachal Pradesh.

Apart from this, we have some kinds of the interventions with Bhutan, Nepal, Papua New Guinea and Nigeria. Now the aim is to have full-fledged offices in atleast 5 developmental countries by 2020.

**Q11: How do you encourage villagers in becoming self-sufficient?**

The challenging goal of self-sufficiency of villagers can be achieved only by giving facilitation support to the villagers. People in villages do also have ambitions to grow speedily but are bound to kill many of their wishes because of non-availability of knowledge, skills and resources. If these gaps are bridged, the development will get accelerated in the villages and the people enhance their capabilities and capable individual can become self-sufficient. In this direction IIRD has launched Mission RIEV (Ruralising India- Empowering Villages) whereby the job opportunities have been created for 10,000 people in the state of Himachal Pradesh. Interestingly, Himachali people working in metros have shown interest to come back to the roots and serve the villagers which is Ruralisation in our terms.

**Q12: Many rural belts of India are a victim of bad monsoons, natural calamities like cyclones and depression and also have a soil type which has restricted agricultural produce. What would be your advice to them on economic self sufficiency?**

This should be a matter of grave concerns for every Indian where 130 crore people with more than 300 Lakh crore individual estimated wealth are not able to prevent farmers' suicides. Nothing can be more curse than this that farmers are giving up and we all are mere spectators. This situation keeps on troubling us and finally we have taken a bold step to provide facilitation support to the villagers and to stand by them when in trouble through Mission RIEV. After successful piloting in Himachal, we are keen to take it on PAN India basis. This Mission is going to prevent the farmers suicides and offer them a number of alternatives; farm based or non-farm based to test their destinies ahead. ❖





# CSR Integration: The Good, Bad & Bold

*CSR and sustainability have developed into practices rather than trends. Willingly or forcefully, companies embark in sustainability reporting before strategically integrating CSR at operational levels. Realistically, there is a long way to go to ensure responsible practices assimilation within corporate management systems, especially in the case of a top-down regulatory imposition.*

By Ilaria Gualtieri

Corporate Social Responsibility (CSR) and sustainable practices are considered strategic to the survival of corporations. However, let's not forget that CSR was historically driven by stakeholders' requirements, compliance with international trends and

reputational gains.

CSR and sustainability have developed into practices rather than trends. While GRI in 2017 stores 41,558 sustainability reports from 10,805 organisations, Carrot & Sticks notes a 45 per cent surge in the countries applying

sustainability frameworks, and a 113 per cent growth in global sustainability instruments from 2013 to 2016. The average rate of sustainability reporting among major businesses in Europe and Americas remains over 70 per cent, and, notwithstanding a 10 per cent in

the Middle East, the Asia-Pacific block displays a promising +30 per cent in the period 2011-2016.

These data goes beyond a mere compliance approach, denoting that CSR as a business practice has unveiled its potential to act as a profound lever for strategic organisational change.

## THE GOOD: REPORTING AS A GATEWAY TO CHANGE

Firstly, let's not forget the main driver of any economic unit: profit generation. Putting aside enterprises born with a radically different standpoint, the aim of businesses' is to generate revenue, endeavour growth and success.

The 2017 Future Trends in Sustainability Reporting by GRI and Sustainability notes that companies experience greater pressure from stakeholders: they are expected to be part of the solution on issues like climate change and human rights, required to disclose and comply with targets, and improve and integrate their data collection processes. At the same time, this triggers changes in the

macro-environment, with voluntary corporate efforts topped by mandatory disclosure requirements introduced through regulations by governments, stock-exchange and financial authorities (C&S, 2016).

Thus, as demand for transparency increases along with the voluntary adhesion of the businesses, governments recognise the importance of corporate accountability.

Overall, however, the reality of CSR integration is through a gradual assimilation of principles and practices within the constraints of market, stakeholders, regulators and daily work.

From an initial cosmetic or philanthropic approach, companies slowly embed the CSR language; adhere to international frameworks and reporting requirements, appointing CSR officers who slowly develop into teams increasingly closer to the C-suite, creating cross-functional synergies, embedding lessons learned and

***What gets measured gets treasured: Mature companies consider impacts on stakeholders, the consequences for the business, and are able to connect internal expertise and develop realistic and strategic frameworks.***

continuously improving performance.

From being seen as an add-on or cosmetic touch, progressively, CSR has become tactical when making strategic corporate decisions: today, it would be unthinkable for companies to enter the market without approaching CSR and sustainability.

Sustainability has evolved from add-on to standard. Products safety, employee welfare, resources efficiency,

transparency and accountability are basic requirements. Millennium Development Goals (MDG), climate change, customers' attention, saving costs, market expansion, international voluntary and national mandatory reporting frameworks pressure companies to develop more comprehensive reporting and focused sustainability strategies.

However, let's investigate the actual dynamics of CSR integration within firms.

## THE BAD: CSR AS A TOP-DOWN STRATEGY

Within CSR, companies gradually adapt to the environment. Although 'strategic' voluntariness would be ideal, the practice substantiates a widespread 'compliance approach'.

Companies usually 'make sense' of stakeholders pressures by providing evidences of responsible behaviour through reporting, training, certifications and public relations (PR). The development of a CSR or sustainability report is often the first action carried out upon implementing a CSR structure and policy.

In other words, corporations feel or are imposed the need to provide stakeholders with proof of their commitments through reporting, managing potential risks, and demonstrating compliance with international/ national standards and certifications. Within the 'top-down' integration approach, management either understands the importance of "being seen responsible" by stakeholders- and/or -responds to regulatory pressure by introducing CSR into corporate practices and language.

This phase is normally characterised by a lack of awareness on what CSR is, which business functions contribute to corporate performance, partial or limited input from managers in the decision/ implementation process, territorialism, and by the burden of establishing internal processes and training employees.

The analysis of the Corporate Act outcomes over the past three years clearly reveal that most companies tend to comply, but are not yet able to step further.

The local adaptation process requires

an evolutionary pattern that goes from awareness-raising to involvement, from a top-down to a bottom-up flow. In the real world, this process requires years to settle and thrive, and is enhanced by the support of appropriate external consultants and agencies that can help raising awareness and guiding performance measurement, reporting and the strategy-identification process.

The real escalation of corporate CSR efforts occur bottom-up. From one hand, the CSR discipline is introduced by its end-tool, reporting; from the other, reporting triggers awareness, synergies, processes, the establishment of KPIs or measurement, and importantly internal verification. Reporting implies improvement and growth per se. However, reporting shall be crowned by a system able to monitor, measure, compare and validate results.

Once appropriately established, the reporting structure and process slowly takes over the value-chain, until it is applied and appreciated as a lever that mitigates risks, enhances reputation, contributing to the business at large. This way reporting delivers business results: aligning a company's socio-environmental performance with governance, business, purpose and values.

Once the integration has occurred, an invaluable contribution is the introduction of external assurance. This not only endorses the transparency, materiality and accountability principles of the reporting process, but also further stimulates continuous improvement and 'shared value'.

The end of this phase usually corresponds to an achieved maturity that enables companies to establish appropriate strategies and roadmaps that merge corporate strengths with stakeholders needs, focusing on areas where they can actually create shared value.

In fact, the second stage of CSR integration focuses on mature subjects such as materiality, innovation, research and development, risk management, resource efficiency, extending the sustainability lesson learned across the value-chain. Within a mature integration stage, organisations recognise their

impacts, measure their performance, coming up with innovative ways to create and enhance their strategies. The focus becomes uniqueness, a market distinction that elicits tailor-made approaches to tackle global and local issues (Avlonas, 2017).

**THE BOLD: WHAT GETS MEASURED GETS TREASURED**

Sustainability reporting thus institutes a positive cycle: consistent reporting implies creating measurement systems and verification, by nature aimed at continuous improvement. Within the reporting structure, employees buying-in and involvement increases learning and integration, which in turn creates pressure on management to further enhance performance. Thus, reporting gets increasingly formalised and normalised across business areas: awareness triggers enhanced communication with/between management, boosting engagement.

The moral of the story is that what gets measured gets treasured: KPIs are born to be met, exceeded, transformed in line with the system's maturity and performance, adapted to internal and external pressures. Mature companies consider impacts on stakeholders, the consequences for the business, and are able to connect internal expertise and develop realistic and strategic frameworks. While individuals and functional areas are dedicated to reporting and managing the sustainability strategic corporate approach, materiality reflects executives buying-in and the establishment of CSR processes; a flipped perspective where engagement occur bottom-up.

Mature corporations manage reporting in-house, with the guarantee and overall driver of external assurance to control, verify and consolidate the process.

The bold of CSR integration is thus practitioners' ability to use reporting as a tool to introduce, embed, and boost CSR performance measurement and processes, taking conscious advantage of its evolutionary pattern.

The use of external agencies to develop projects is not indicative: companies do not have the capacity to manage their initiatives, but shall refrain from "handing over" responsibility and rather treat

each project as a business, ensuring it delivers the promised results of target stakeholders and to the company itself.

A mature company is aware of its impacts and has established a governance structure and awareness that allows identifying and pursuing a strategy with set KPIs. With or without the support of external parties, it shall identify the results to be obtained and put processes in place to monitor and measure results.

Ideally, the top-down integration occurs as displayed in the table: response to external pressures generates an integrated learning process that develops into a strategic approach. However, there is a long way to go.

Willingly or forcefully, companies embark in sustainability reporting before strategically integrating CSR at operational levels. Realistically, there is a long way to go to ensure responsible practices assimilation within corporate management systems, especially in the case of a top-down regulatory imposition.

The Companies' Act 2013 is a brave move to ensure establishing a "CSR mindset" within corporation. However, the law shall put in place a system to monitor, measure and assess corporate performance whilst eliciting a growth pattern that can actually create shared value.

Corporations indeed have a large role to play in shaping the future of India, and I firmly believe in their disposition and capacity to enact systems and projects that will bring value to their stakeholders, whilst generating pride within their organisations.

However, the dangers of a rushed approach shall be mitigated by awareness, and an adaption to existing international frameworks in parallel to national requirements. This can surely benefit the CSR integration process, whilst supporting scaling up the overall business sector approach. ❖

*The writer is a Corporate Social Responsibility (CSR) and Communication Consultant specialised in the Middle East and Gulf region.*

# CSRL TURNS 2000



Centre for Social Responsibility and Leadership (CSRL) as an organization has a mission to serve the differently abled students and it is successfully addressing that mission with three main values: Cause above self, Leadership through Ownership and Sense of Family. The journey of CSRL started with 23 students in 2009 and currently it serves almost 600 students (2017-2018). To highlight the achievement, since 2009-18 CSRL has touched more than 20 000 lives.

Another flash of light outside the window, one more accomplishment to add to the list, CSRL began with just one centre at Kanpur in 2009 sponsored by GAIL(India) Ltd., has now grown immensely with 2 more centres in 2017, making it to 15 centres this year.

- Oil India Super 30, Nagaon
- Manipur Super 30

## Oil India Super30, Nagaon, a unit of CSRL

**The Oil India Super 30, Nagaon centre started on 7th July 2017. Adding one more wing to its CSR noble initiative OIL has once again shown its trust in CSRL by opening the Nagaon centre with 21 students. It is the 5th centre of OIL & 14th centre of CSRL.**



**Oil India Super30, Nagaon**

## Manipur Super30, a unit of CSRL

**The project is first of its kind for the state of Manipur. CSRL with the help of army (Red Shield Division) and a probable sponsor Coal India Ltd. has taken up this noble cause. The batch of 18 students was inaugurated on 19th August'17 at Lelmakhong military garrison by Brigadier SKS Chauhan, officiating GOC Red Shield Division, where deserving and deprived students of Manipur, will be provided with 11 months of residential IIT/JEE coaching at Guwahati.**



**Manipur Super30**

# Find sustainable, cost-effective solutions

*CSR has the potential to make a significant contribution towards the development agenda of India not just by bringing financial resources but also offering technology, skills and management practices to the development sector.*

By Meenakshi Batra

Corporate Social Responsibility (CSR) in India has opened up new sets of opportunities for India's citizens, businesses and not-for-profit sector. Newer forms of partnerships have emerged between corporates and the not-for-profit sector, coming together to address complex challenges of our society. Corporates are increasingly taking keen interest to understand the complexities of our social development problems and the not-for-profit sector is also engaging proactively with for-profit world, sharing a common agenda of addressing development gaps. Needless to say that many companies have been engaging with the development work for decades, however the inclusion of CSR in the revised 2013 companies Act, has given a huge momentum to this engagement. Conversations on CSR have found a place in corporate boardrooms and their CSR committees with the intent to find sustainable solutions to address some of the most critical social development problems. The Charities Aid Foundation (CAF) India has been working with many corporates on CSR and other giving products for the past two decades. Section 135 and Schedule VII of Companies Act, 2013 (referred as CSR Act) has provided a progressive and enterprising framework to the corporates to link their CSR work with the mainstream development needs of the communities, who are also directly or indirectly their stakeholders.

Learning from its experience of working on CSR, CAF India has aligned some of its work to meet the emerging needs with high quality and comprehensive support portfolio for both the corporates as well as the NGO partners. We have added a number of new products and improvised some of the existing products to meet the needs of Indian corporates to comply with the CSR Act. Today our range of activities includes CSR policy development, training CSR committees, baseline and thematic research, design and development of CSR projects in accordance with law (locations, activities, budgets and identification and validation of NGOs) and management of projects including monitoring, learning and evaluation. CAF India has adopted a thorough and strategic CSR approach that generates awareness, identify opportunities for businesses for exponential impact and create an ecosystem of responsible social engagement. Our advisory function has grown significantly to include: CSR policy, CSR committee's training, sustainability and SDG advise, CSR programme design, research, reporting and programme impact and evaluation work. Through our flagship initiative—the SDGs Drivers Forum—we have initiated intensive engagement with India Inc. on priority SDGs and its targets, we have mobilized business to work on specific SDGs targets, leverage resources and instil impact. In addition, CAF India provides

innovative communication management solutions that includes stories of impact, volunteering, employee engagement, social media, CSR events, NGO partners training in relation to CSR project-related communication and CSR reporting. Our "Give As You Earn" Program, which is an employee-giving programme, adds value to our CSR work. Often employees donate to their companies CSR agenda or vice versa and they volunteer for the CSR projects, which bring additional skills to the development sector. Our new technology initiative—Give4Good—Transforming lives through online giving—has been another major milestone in promoting the culture of 'giving' and social engagement in India. Through Give4Good we have been adeptly managing more than 1.3 crore hours of volunteering initiatives pledged both by corporate as well as individual volunteers. CAF India strongly believes in and supports through its systems highest levels of accountability and transparency. A part of the responsibility of maintaining high standards of delivery and accountability lies with the NGO partners, who play a crucial part in working with communities and delivering project activities. We select NGO partners for CSR project delivery after thorough study to ensure that they have enough capability to implement the programme. In order to strengthen our NGO's diligence we have added anti-money laundering, counter terrorist

financing checks, as well as intensified FCRA checks to ensure full compliance with other laws of Government of India that relate to the work of CSR Act. This provides an assurance to corporates that their work and partnerships meets all legal requirements. We also invest in capacity building of our NGO partners. This includes either one-on-one advice or structured training and knowledge sharing meetings. Our focus is on strengthening the NGOs as an institution.

To ensure highest levels of accountability we have set up a nationwide network of auditors as well as have a full-fledged Program Finance Unit in place, that regularly monitors projects for financial and legal compliance as well as build partner capacity. In specific cases, handholding support is also made available to NGOs where we feel that with a little training and system review, the NGO can enhance its performance.

Since the enactment of the new CSR Act, we have supported over 750 CSR projects, implemented by CAF India validated NGOs across India. Based on our experience, we have worked closely with BSI, Government of India, as convenor of a committee to draft CSR standards for the country, which will soon be released for stakeholder review.

While a lot of efforts have been undertaken to build an understanding of the CSR Act by various agencies, including Indian Institute of Corporate Affairs (IICA), a lot of work still remains to be done. A large number of smaller companies are still trying to understand what they need to do to comply with the CSR Act. However, many of the large size companies have undertaken tremendous amount of work to address some of the critical social and development issues. The additional financial support, planning, skills and management approaches have started to show its impact on the social development issues. More needs to be done to reach out to rural and vulnerable areas and coordinate responses of various corporates with



***A part of the responsibility of maintaining high standards of delivery and accountability lies with the NGO partners, who play a crucial part in working with communities and delivering project activities.***

common agenda for scale up impact. One good example of joint effort of many companies and NGOs is for the sanitation sector, while no doubt more needs to be done, or better could be done, the call to action by the Prime Minister, did give the sector a huge momentum resulting in construction of millions of toilets, open defecation free (ODF) villages, water, sanitation and hygiene (WASH) education and technology application in the field. A lot of this work has been supported under CSR by a large number of companies. This is a good example of upscaling an activity.

CSR has the potential to make a significant contribution towards the development agenda of India not just by bringing financial resources but also offering technology, skills and management practices to the development sector. The first few years of implementation of the CSR Act has provided significant learning to both the corporates as well

as the not for profit sector agencies. Boardrooms are increasingly seeking information, research and baselines so that they can make informed decisions on their company's CSR policies and approaches. NGOs are increasingly playing a significant role in delivery of CSR projects with impact. There is an increased focus on measuring impact, sustainability, stakeholder coordination, working with governments and participation of citizens.

It's the need of the hour that the CSR projects take into account the deeper understanding of grassroots reality, social and economic inequities and vulnerabilities. Given the flexible nature of decision-making, it will serve our society well if investments are made in finding sustainable, innovative, locally-relevant and cost-effective solutions to the social-development problems. ❖

***The writer is the CEO of Charities Aid Foundation India (CAF India).***



# The CSR Journey

*With the Companies Act which came into force on April 1, 2014, India became the only country to have a legislated mandatory CSR policy though it had a long history of philanthropy. In this article we have tried to put together facts and figures from the surveys conducted by different organisations, to see how compliant and committed the companies are towards societal development and nation building.*

By Sucheta Das Mohapatra

Jamsetji Tata had donated half his wealth for the making of the Indian Institute of Science, Bangalore. It was again his vision that transformed a dry tribal jungle of Chhotanagpur plateau into a well-planned, bustling industrial town, which was later named as Jamshedpur. While building the city, he ensured that the township has wide streets with shady trees; and plenty of space for lawns, parks, gardens and sports. Later separate schools and colleges for girls and boys, and a hospital too were constructed. True, his mission was to build a steel factory in the region which was rich in iron-ore, but in the process, he did not forget his responsibility towards the community and his role in nation building.

Charity for religious beliefs and on humanitarian grounds prevailed in India since time immemorial. While Muslims practiced it under the guise of sadaqa or zakat, Hindus made danas. The Christians, Jews and Sikhs were also encouraged to give away a portion of their earnings to the disadvantaged. But what Jamshetji and G.D. Birla did for the people of this nation was more than philanthropy. They knew that the key to sustain a business is to look beyond profits and invest in people.

With time, several other business houses also converted their charitable dispositions into actions like building educational institutes, hospitals, and setting up charitable foundations and trusts. They also

started spending on communities living in areas close to their factories by taking care of their health and educational needs. But the money spent was taken out of personal savings which neither belonged to the shareholders nor was it a fundamental part of business. By the 1990s, the concept of corporate social responsibility took roots in the country and newer companies, who also spread their wings overseas, where spending on CSR was an essential part of business sustainability, started the practice in India too. Bigger companies set up their foundations, and small and medium size enterprises also embedded it into their company's ethos. But philanthropy remained limited to only a few and the act

was voluntary. The necessity of making a law which mandates profits to spend a portion of their earning on corporate social responsibility was thus felt.

The Companies Bill 2013 got the President of India's assent in August 2013 after being passed in the Lok Sabha in December 2012 and in the Rajya Sabha in August 2013. The Companies Act 2013 came into force on April 1, 2014, making India the only country to have a legislated corporate social responsibility (CSR) policy.

## WHAT THE LAW SAYS

The Companies Act, 2013, states that companies having a net worth of Rs 500 crore or more, or a turnover of Rs 1,000 crore or more, or a net profit of Rs 5 crore or more in a given financial year are required to spend 2 per cent of their profits on CSR programmes.

The Act states that companies shall constitute the corporate social responsibility committee which needs to comprise of three or more directors, out of which, at least one director should be an independent director. The composition of the committee shall be included in the board's report. The CSR Committee needs to formulate and recommend the CSR policy to the board, list out and recommend CSR activities and their expenditure and periodically monitor the CSR policy.

The Act mandates companies to list out projects/programmes it is planning to implement, the execution mechanism, monitoring and evaluation framework, etc. along with disclosure of CSR spends.

## COMPLYING WITH THE LAW

KPMG India's CSR Reporting Survey 2016 states that overall CSR spending has increased and thematic areas of health, education and sanitation have witnessed higher budget allocation from corporates. A few corporates have even gone beyond the 2 per cent mandate and spent more. Similarly, compliance to the requirements of the Act has improved. A positive trend in the availability of information can also be seen along with strengthening of governance mechanisms for CSR projects.

Of the 100 top companies KPMG surveyed, about 98 per cent have disclosed their vision/mission philosophy guiding

their CSR programmes, while 90 per cent companies have disclosed details regarding CSR governance. Eight per cent of these companies have failed to disclose details regarding the monitoring framework of their CSR policy. Three companies do not have their CSR policy available on their respective websites and two companies have failed to make their CSR policy available in the public domain for the second year in a row. Ninety eight companies have disclosed details regarding CSR committee in the Directors' Annual Report, however, two companies have failed to disclose CSR committee details for the second year in a row. However, all companies have an independent director on the CSR committee.

In many cases, the companies have gone beyond what has been prescribed in the law: 64 per cent companies have more than the prescribed number (three) of CSR committee members, 47 per cent companies have more than the prescribed number (more than one) of independent CSR committee members in board, 55 per cent have women members in the committee and 82 per cent have held two or more CSR committee meetings during the year.

As per the profits declared by the companies in 2016, they were required to spend Rs 7,233 crore but they committed a total of Rs 7,355 crore and spent Rs 6,518 crore (90 per cent), while the 2015 figures showed companies had spent Rs 5,115 crore (79 per cent) against the requirement of Rs 6,490 crore. Further, 70 per cent companies disclosed the direct and overhead expenditure towards CSR projects. There was about 50 per cent increase in disclosing the direct and overhead expenses as compared to 2015. However, eleven per cent of the companies had spent more than five per cent of their total spending towards administration, which is not in line with the requirement of the Act.

The CSR law gives companies the options of implementing CSR activities through a registered trust or society with a minimum of three years experience in an area or a foundation (a Section 25 company) established by the company or a subsidiary/associate company. A study undertaken by the PHD Chamber of Commerce in 2013 stated that 84 per cent of the companies undertake CSR activities near their area of

operation and about 46 per cent expanded their CSR activities to other areas. The KPMG report 2016 stated that there was also seen an upward trend of working with not-for-profit entities. Exclusive direct implementation has been reported by 9 per cent companies against 14 per cent during 2015. Four per cent companies have reported exclusive implementation through their own foundation, and implementation with support of an external implementation agency was reported by 19 companies against 13 companies during the previous year.

According to Prime Database, which compiles data on capital markets, PSU spending saw an increase of 41 per cent in 2016. The 48 PSUs spent Rs 2,078 crore in 2014-15 and Rs 2,936 crore in 2015-16.

## WHERE THE COMPANIES SPENT

The Companies Act states that the committee shall formulate the CSR policy, based on the activities specified in Schedule VII, including: eradicating extreme hunger and poverty, promotion of education, promoting gender equality and empowering women, reducing child mortality and improving maternal health, combating human immunodeficiency virus, acquired immune deficiency syndrome, malaria and other diseases; ensuring environmental sustainability; employment enhancing vocational skills; social business projects; contribution to the Prime Minister's National Relief Fund or any other fund set-up by the Central Government or the state governments for socio-economic development and relief, and funds for the welfare of the Scheduled Castes and Tribes, Other Backward Classes, minorities and women.

According to the Corporate Social Responsibility Outlook Report- 2017 of R&D Centre, Shree Gurukripa Institute of Finance and Management (SGIFM/R&D/2017/02) which also surveyed the CSR activities of top 100 companies in 2016, sectors like education and skilling saw 117 projects and a total spend of Rs 121 crore; women empowerment and inclusive development saw 27 projects and 90 crore; poverty alleviation, healthcare and WASH saw 223 at the cost of Rs 673 crore, protection of National Heritage,

art and culture saw 13 projects and a total spend of 11 crore; benefits to armed forces veterans, war widows saw seven projects and a spending of Rs 51 crore; environmental sustainability saw 154 projects at Rs 392 crore; sports saw 119 projects at Rs 212 crore; rural development projects saw a spending of Rs 21 crore on 12 projects and urban slum development saw two projects and spending of 3.5 crore. The PM Relief Fund got Rs 14 crore which was spent on four projects.

The KPMG survey in 2016 found that health, sanitation and education sector accounted for the 63.74 per cent (Rs 4,155 crore) of the total spends on CSR against 50 per cent (Rs 2,592 crore) in 2015, an increase by 14 per cent. CSR spent on rural development sector has considerably increased from Rs 443 crore (8.84 per cent) in 2014-15 to Rs 804 crore (12.34 per cent) in 2015-16. National Heritage, Support to War Veterans, PM Relief Fund, Sports, Technology Incubators, Slum Development, put together, accounted for merely three per cent (Rs 154 crore) of the total spends this year as well (Rs 153 crore last year).

More than 90 per cent companies spent on health and education, followed by environment (59 companies) and rural development (48 companies). Slum development was at the bottom of the list followed by PM relief funds and art and

culture. All three areas together garnered interest from only 10 companies out of the top 100. But according to Prime Database survey, CSR spending as contribution to Prime Ministers fund saw an increase by 418 per cent from Rs 168 crore in 2014-15 to Rs 701 crore in 2015-16.

#### HOW MUCH WAS SPENT

In response to a RTI filed by a public information portal Factly, the Ministry of Corporate Affairs had in August 2016 stated, Rs 6,337 crore was spent on CSR in 2014-15 as against the prescribed spending of Rs 8,347 crore by the 460 companies which had mentioned their CSR spends in their annual report. The data showed that there were a total of 266 non-compliant companies and they accounted for an aggregate unspent amount of Rs 2,444 crore. While 32 PSUs accounted for an unspent amount of Rs 1,075 crore with an average of Rs 33.5 crore per PSU, a total of 219 private sector companies accounted for an unspent amount of Rs 1,288 crore at an average of Rs 5.9 crore per organisation.

However, as per the data released by the Ministry of Corporate Affairs in November 2016, companies spent a total of Rs 8,803 crore on corporate social responsibility (CSR)-related activities in 2014-15. The data covered companies that reported CSR spending till January 31, by 7,334 companies

of the eligible 10,475. However, the total expenditure for 2014-15 was Rs calculated at 11,883 crore, but companies spent only Rs 8,803 crore. The data also showed that only 84 of the 226 public sector units had positive CSR expenditure, compared with 4,111 of 7,108 private companies. Maharashtra received the highest amount of Rs 1,101.71 crore

In a study done in 2015 by the Indian Institute of Management (IIM) Udaipur, in 2013-2014, only 18 per cent of the companies spend more than the 2 per cent norm. The study was done on of 147 companies of whose data was available, as the remaining companies did not provide the information in annual reports, company websites or sustainability reports. CSR spend of those 147 companies was Rs 4,281 crore during 2013-14. Only 27 corporate were complying with these norms with a spending of 2 per cent or more. Most corporates were not meeting with the proposed 2 per cent CSR norm – the average CSR spend as a percentage of profit after tax (PAT) for 147 companies was 1.28 per cent. Further 45 companies spent between 1 per cent and 2 per cent of their PAT. The remaining 75 companies spent less than 1 per cent of their PAT.

The survey done by the Shree Gurukripa Institute of Finance and Management

study done in 2017 stated that among the companies which spent more than their prescribed limits were Reliance Industries Ltd which spent Rs 651.57 crore though it had to spend Rs 557.78 crore, NTPC Ltd spent Rs 491.80 crore while it had to spend Rs 349.65 crore, ITC spent Rs 247.50 crore when it had to spend Rs 246.76 crore, Tata Steel Ltd spent Rs 213.24 crore above the prescribed limit of Rs 150 crore, Wipro Ltd spent Rs 159.80 crore which was more than the prescribed Rs 156.00 crore, Indian Oil Corporation spent Rs 156.68 crore though it had to spend Rs 141.50 crore and Maruti Suzuki India Ltd spent Rs 78.46 crore while it had to spend Rs 65.40 crore. On the other hand companies like Oil & Natural Gas Corporation (ONGC) spent only Rs 421.00 crore of Rs 349.65 crore, Tata Consultancy Services spent Rs 294 crore of Rs 360 crore, Infosys Ltd spent Rs 202.30 crore of Rs 256.01 crore, ICICI Bank Ltd spent Rs 172.00 crore of Rs 212.00 crore, Axis Bank Ltd spent Rs 137.41 crore of Rs 163.03 crore. The State Bank of India (Rs 143.92 crore), Bajaj Auto Limited (Rs 86.46 crore) and the Rural Electrification Corp Ltd (Rs 128 crore) spent the full amount.

The KPMG study also stated that about 48 per cent of the companies were not able to spend the full amount. In their explanations for non-compliance, the companies stated that because of scaling up of activities, multi-year and long-term projects, difficulty in identification of appropriate partners, exploring new opportunities and areas of intervention, and delay in planned spends, they were not able to do so. Of the companies who failed to spend, 18 per cent committed to carry forward the unspent CSR amount in 2017.

#### INVESTING IN ENVIRONMENTAL SUSTAINABILITY

The IIM Udaipur study 2015, states that only 38 per cent of India's top manufacturing companies disclose data on green house (GHG) emissions. Many manufacturing companies do not have a GHG monitoring mechanism in place around their operations and only a handful from the services industry e.g. IT and banking report their indirect emissions like electricity consumption, business travel and employee commute. Many small companies are yet to take up

initiatives in this regard. The commonly adopted measures are usage of renewable energy, green certification of production units/buildings, preventing wastage of electricity, improving efficiency of electricity by use of LEDs, etc. Some manufacturing companies also mentioned initiatives such as tree plantation for carbon sequestration.

#### SUSTAINABILITY REPORTING

Sustainability reporting is gradually becoming a common practice among the top companies in India. Some follow the Global Reporting Initiative (GRI), the international standard for sustainability and CSR reporting, while others do not adhere to any guideline. GRI mandates disclosure of material topics for a reporting organization, which should include those topics that have a direct or indirect impact on an organization's ability to create, preserve or erode economic, environmental and social value for itself, its stakeholders and society at large. The Indian Institute of Management Bangalore, GRI Regional Hub South Asia and TCS Ltd's study released in November 2016 titled "Sustainability Integration – Corporate Reporting Practices in India", found that the level of disclosure by Indian companies has gone up and companies and stakeholders have realized that greater transparency leads to stronger relationships, which is essential for building long-term trust.

The Securities and Exchange Board of India (SEBI) had asked the top 500 companies listed on Indian stock exchanges to include business responsibility reports in their annual reports.

Of the 46 companies included in the study, 34 preferred reporting 'in accordance' with the GRI's G4 Sustainability Reporting Guidelines' core option, rather than the comprehensive option. However, small and medium-sized enterprises (SMEs) prefer to gradually step-up the level of their reporting, beginning with the core option and eventually moving on to the comprehensive option. Only 39 per cent of the firms provided a comprehensive description of the risks and opportunities arising from sustainability trends; over 93 per cent of the firms identified and disclosed material aspects.

While most companies reported key events and achievements, some also spoke

of the challenges such as accidents, fatalities or workforce unrest.

#### WHERE COMPANIES LAG

The way of doing good business is to look at social welfare and long-term sustainability along with profits. J.R.D. Tata had rightly said, "The wealth gathered by Jamsetji Tata is held in trust for the people and used exclusively for their benefit. The cycle is thus complete; what came from the people has gone back to the people many times over."

Businesses are slowly realising that they cannot succeed in isolation and social progress is necessary for sustainable growth. But still for many, CSR is often a public relations exercise with hardly any concrete effort to contribute to a sustainable economy. India which is a repository of age old social ills and where there exists a wide socio-economic gap between different sections of people, the scope for CSR activities is much wider. But companies concentrate only on a few sectors. A study carried out by McKinsey, found that over 90 per cent of CSR investment flowed into only 7-10 development sub sectors from a list of 50 subsectors. Even within sectors like education, companies contributed more on primary education, leaving little for pre-primary, teacher training or special education needs.

Similarly, the companies' CSR activities are concentrated in a few states while many others are neglected. While highly industrialised and developed states get the bulk of CSR investment, less industrialised and less developed states get very little. The KPMG study states that Maharashtra had the highest number of projects, followed by Gujarat, Rajasthan, Karnataka and Tamil Nadu; whereas union territories like Lakshadweep, Andaman Nicobar Islands, Dadra and Nagar Haveli, Puducherry and Chandigarh and the north-eastern states got the least attention.

The law is only a guideline. Corporates and PSUs have to realise that CSR creates brand visibility and social capital, fosters long lasting partnerships, enhances business opportunities, strengthens long-term community relationships and most importantly contributes in nation building and to the good of the planet and people. ❖



# Sterling Twenty - Five

By Dr. Minnie Bodhanwala

**F**inance Minister Arun Jaitley found time in the middle of a packed trip to Punjab recently, to reiterate the importance of corporate social responsibility (CSR). “There are villages which have seen a bulb and a toilet for the first time,” he said at a function in Ludhiana on 15 July 2017. “We target to electrify all the villages by 2018. I appeal to all the corporate house, industries and businessmen to spare 2 per cent of their profits for social work and help us in making India developed.”

CSR Rules came into effect three years ago on 1 April 2014. According to Section 135 of the new Companies Act, 2013, companies that had annual revenue exceeding Rs1,000 crore, or market capitalisation of Rs500 crore, or profit of Rs5 crore or more per annum had to contribute at least 2% of their profit as CSR. The Rules also clearly outline fields where companies could make their CSR contributions. In October 2014, the Ministry of Corporate Affairs (MCA) expanded the list to include contributions to Swachh Bharat Kosh and Clean Ganga Fund under CSR.

The uptake of CSR programmes by corporates over the last three years has been encouraging. Data show that expenditure on CSR has been growing consistently since 2014. According to an assessment on the Ministry of Corporate Affairs (MCA) website, the cumulative spend on CSR by 5,097 companies exceeded Rs9,800 crore in 2015-16, the latest period for which data are available on the MCA website, compared with Rs8,803 crore in the previous year. To put this in perspective, Rs9,800 crore exceeds the money that the Unique Identification Authority of India has spent over eight years to issue 116 crore Aadhaar numbers.

What is new, and even more encouraging, is that increasingly CSR leaders are talking about ways to devise CSR strategy that is aligned with their core business. Not just contributing to CSR as a matter of compliance.

Take the example of Aditya Patwardhan, Head—Sustainability and CSR, at construction giant HCC Ltd. According to Mr Patwardhan, CSR is an opportunity for “strategically responding to social calls”, which would

ideally also result in an outcome of “elevated profits”. Among HCC’s CSR mandate under Mr Patwardhan, for instance, is disaster relief. The idea is that an engineering and construction company has the knowhow and resources such as labour and equipment for relief and reconstruction efforts in the case of a calamity nearby.

Another great example of a CSR leader is Dr Lopamudra Priyadarshini, who trains students in a Indian Institute of Corporate Affairs Certificate Program (ICP) on CSR. Dr Priyadarshini says: “Since the (Companies) Act came in to place in 2014, most of the corporates have streamlined their CSR activities and made it more structural while focusing on sustainable practices.”

Both Dr Priyadarshini and Mr Patwardhan are featured this special issue of CSR Times on 25 CSR leaders. This list of 25 is not a ranking of CSR leaders, but rather an attempt to build a database of leading thinkers on CSR today. The examples of Mr Patwardhan and Dr Priyadarshini in this essay are representative, and have been selected specifically to indicate the scope of work made possible by these leaders.



“Great CSR is not measured by budgets. Today, companies have a brilliant opportunity to build business strategies on the principles of shared value and integrate CSR. We need leaders across the board to showcase that authentic effort to work with communities helps to build scalable, profitable and sustainable businesses. I expect that as awareness grows, CSR will keep evolving and hopefully we will see more open dialogues within the sector, specialists and governing bodies, raising the bar for all of us.”

AKANSHA PRADHAN



*Akansha Pradhan serves as the Head of Corporate Communication and CSR at DHL Express. Over the last 13 years, Akansha has held key leadership mandates with marquee groups such as Reliance, Tata and the Piramals. She is passionate about social impact and views sustainable CSR practices as integral to a company’s core strategy. Akansha has been one of the first few professionals who has worked on and created a corporate social responsibility measurability matrix during her stint with Tatas. She has been ranked as “Top 50 most talented” corporate communication leaders by the World CSR Congress, and has won several awards and recognitions over the years. She has led diverse global teams, has been an advisor to senior leadership teams, and was identified as a high potential “future leader” at Piramals.*



“Amendment in the Companies Act has shifted the CSR from philanthropy to compliance. The step ahead is the need to understand that corporate social responsibility is not a cost centre but a development tool by way of including the stakeholders. Strategically responding to the social calls will enhance the brand image and will create an enabling environment among the industry and the stakeholders. The outcome will certainly be elevated profits.”

ADITYA PATWARDHAN

*Aditya Patwardhan is at present heading the Sustainability and CSR initiatives for HCC Limited, which includes Sustainability Reporting, UNGC’s CEO Water Mandate, Disaster Response Network and Community Development. He has worked for more than 23 years in various fields like environment, safety, CSR, sustainability, water, disaster and law. He has practiced as an advocate in various Courts of Law including the High Court, Mumbai. He made a significant contribution in developing Mumbai’s first butterfly garden. He was selected for the prestigious ‘Environmental law and policy training’ programme for young advocates of SAARC countries’ organized by M.C. Mehta Environmental Foundation, New Delhi. The World CSR Congress has recognized his efforts, in the Global Listing Category, among the ‘50 most Impactful Leaders in Water and Water Management’ and also among ‘100 Most Impactful CSR Leaders’.*



*“CSR by the virtue of its coined appellation has been accepted as mere an over-the-above obligation by the corporates since the time it was finally enforced with the rules on April 2014. Companies today are turning their attention away from looking at CSR as mainly a public relations opportunity, and thinking about how CSR can contribute to transformative innovations for not just the company but also the sector. CSR is becoming a route through which businesses can help solve pressing societal problems, and we are re-imagining business as mission-driven.”*

**ASHISH SAHAY**

*Ashish Sahay is the Head of CSR of HP Inc. India and is responsible for managing and driving the citizenship activities for HP in the country. At HP India, his mandate is overall strategizing, implementing and monitoring of the stakeholders’ influencers programme nationally across functions like, corporate sustainability and stakeholder engagement. Under his thought leadership, the CSR programmes have been designed to work towards inclusive growth as part of HP’s commitment towards society. Ashish joined HP in February 2016. Prior to this, Ashish served with companies like Panasonic, Jubilant Life Sciences, Mawana Sugars and Ambuja Cements to help them strategize their CSR roll out plan, develop effective CSR policies and tools for impact assessment, perform social audits, compliances related to CSR and identifying relevant business cases for CSR.*



*“The corporates bring in much more than just funds, to the evolving space of CSR – they bring in expertise, experience and commitment from their most senior leadership, with the Board of Directors involved intrinsically with the CSR project execution and implementation. The strategic involvement ensures tighter monitoring and execution of the CSR programmes with more measurable and impactful outcomes for the communities. The corporates want to channelize the money in a more responsible and sustainable manner than just pure philanthropy.”*

**JUHI GUPTA**

*Juhi Gupta is currently Senior Manager and Head Sustainability at PepsiCo India. She leads their community water programmes focused on conservation of water resources and driving water stewardship through building institutional community models like Water User Associations, Farmers groups, women SHGs, etc. Prior to PepsiCo, she was leading the CSR programmes for Monsanto in India. She is an active member of various industry CSR forums- AMCHAM, FICCI, etc. participating in the CSR developments and industry best practices. Her sustainability efforts at PepsiCo in water conservation across plant communities was recognized by ASSOCHAM as the “Best Community Programme” in water sector, in the recently held National Conference cum Awards on Water management. She has a certification from Indian Institute of Corporate Affairs (IICA) for completing the programme on “Strategizing Sustainability and CSR Projects Development”.*



*“CSR in India is in a welcome phase of transition, where gradually but surely, the need for greater strategic planning and deployment of CSR professionals from the non-profit sector is being felt. In the coming times, we would see more CSR entities working on initiatives with consultative design, measurable results and significant room for experimentation. Future development in the sector requires treating CSR as a social investment, instead of a cost centre. Substantial change requires focus on the process and long-term targets while ensuring delivery is in the intended direction.”*

**DEEPAK ARORA**

*Deepak Arora is the CEO of Essar Foundation, which is the CSR arm of Essar. He has more than a decade of experience of working in prominent positions with United Nations Industrial Development Organization (UNIDO) and International Finance Corporation (IFC) of the World Bank Group. He was among the first people to lead cluster development for small and medium enterprises across diverse sectors in India. In his various roles he has spearheaded rural development programmes across 12 countries in Asia and Africa. While previously heading CSR at Cairn India Deepak pioneered use of the IFC valuation tool. It is a tool that helps in calculating the IRR of social investments. With Essar Foundation, he has led the organization’s initiatives to win several accolades, including the much coveted Porter Prize for enabling social progress in 2014.*



*“The new CSR law has made a big change, companies are integrating and internalizing CSR into their core business operations. A number of companies have done exemplary work in the area of CSR. The seed for undertaking socially-responsible initiatives have already been sown amongst the business enterprises.”*

**DR K.K. UPADHYAY**

*Dr K.K. Upadhyay is currently Advisor with National Skills Foundation of India. He has over three decades of experience across government, not-for-profits and corporates. He has pioneered several innovative successful models that exist in the development sector today; including Mother Dairy Fruits and Vegetable - “Safal”; an integrated rural water supply, sanitation project for 1,000 villages and 10 towns in Rajasthan – “Aapni Yojana”; Bastar Integrated Development Project for Royal Danish Embassy and Health of the urban poor program for USAID/ PFI. He has been an expert with Indian Institute of Corporate Affairs, was on board of National Trust, Jan Sthirta Kosh, Global Compact Network. He has conducted and commissioned research studies for USAID, UNDP and IIED London. Dr Upadhyay headed the FICCI Aditya Birla CSR Centre for Excellence.*



*“The key for all corporates to maximize return from their CSR investment would be in drastic transformation from “sporadically investing resources here or there, leaving no significant impact behind” to formulating projects with identified outcomes and systems for measuring progress and results. While embarking on this journey, we must recognize that we do not just bring resources but also capacities and skills that enable all the stakeholders to spearhead social change in ways that are beyond the reach of both governmental and social sector organizations alone.”*

**KUMAR ANURAG PRATAP**

***Kumar Anurag Pratap** is the CSR Leader at Capgemini India. Over the past two decades, he has worked with grassroot agencies, donor agencies, UN Agency and Corporates. In his present role, his focus is on designing an overarching strategy and charter for Capgemini CSR and for crafting relevant goals, policies for all programmes, develop and manage the annual budget for CSR programmes and operations, communication with and manage relationship with a broad set of stakeholders including Board, Location CSR committees and leadership, NGOs, Partner communities, industry bodies and local-/national-level government agencies. His core competency lies in long-term strategic planning and vision building among diverse stakeholder groups. On thematic front, he has managed multiple projects on sustainable livelihood, employability, agriculture, rural development, disaster mitigation, sustainability, environment, and women and child protection.*



*“The legislation on CSR has brought together different stakeholders like the government, corporates and civil society on a common platform to deal with some issues that India is struggling with. Areas where efforts are beginning to show results are skilling and Swachh Bharat Mission. The government has resources on a very large scale, while corporates excel at creating models and processes that are efficient, scalable and deliver results. This partnership between government, corporates and NGOs is helping shape a better society.”*

**DR LOVELEEN KACKER**

***Dr Loveleen Kacker** took over the reins of Tech Mahindra Foundation as the Chief Executive Officer in 2012. She redefined the Foundation’s CSR policy and repositioned its work into two key areas – education and employability. She has held several important positions in the Indian Administrative Service including Director, Madhya Pradesh State Council of Educational Research and Training (MPSCERT); Director, Administrative Training Institute, Bhopal; Deputy Secretary and Director, Ministry of Food, Government of India; Collector and District Magistrate, Betul; Resident Commissioner, Government of Madhya Pradesh; Additional Chief Secretary, Ministry of Women and Child Development, Government of Madhya Pradesh; and Joint Secretary, Child Development, Ministry of Women and Child Development, Government of India. Loveleen is also an accomplished writer and has been awarded the national-level Children’s Book Trust Award for children’s writers twice for her literary talents.*



*“Since the act came into place in 2014, most of the corporates have streamlined their CSR activities and made it more structural while focusing on sustainable practices. With few more efforts from corporate as well as from every individual there is a lot which we can do for the betterment of the society. Everyone has to be sensitized with the social issues and should take stronger steps to empower the society in order to build a stronger and a sustainable ecosystem everywhere.”*

**DR LOPAMUDRA PRIYADARSHINI**

***Dr Lopamudra Priyadarshini** is an enterprising leader, a corporate management professional with a dream for sustainable social development having over 20 years of experience in various fields and sectors across the globe. She has been recognized with various awards like Odia Women of Substance 2016-2017 by The Intellect, New Delhi and honored for the constant service of the society, Parampara award for the educational contribution to the society by her teaching to students in institutes, in slum areas as she believes in the saying that “Teaching is a passion not profession”. She was honored by Late President of India Dr. APJ Abdul Kalam during his visit to Athens, Greece and recently from Pranab Mukherjee. Lopa is currently training students of IICA (Indian Institute of Corporate Affairs) on Corporate Social Responsibility ICP in CSR.*



*“The Companies Act is well crafted; the CSR clause urges corporates to go beyond the spirit of the Act and I believe corporate houses and NGOs will find the space within the Act to support projects to bring about a substantial social change. Corporates today can play a huge role in strengthening the capacity of the NGOs, governance through knowledge sharing, technical partnerships much like business incubators that we see today.”*

**MAMTA SAIKIA**

***Mamta Saikia** is the Chief Operating Officer of Bharti Foundation. Before joining Bharti Foundation, Mamta was working with Child Rights & You (CRY), where she held various prestigious positions including Member of the Management Committee, Head-Resource Mobilization and Head-Global Operations. She has worked extensively on the issues of disability, animal rights, women’s issues and HIV-AIDS. Mamta has authored a book titled “Money matters...People Too” which is based on the issue of self-reliance in the Indian NGO sector and was released in Germany in June 2005. She has recently been honoured among the 100 Women Achievers of India, an initiative by the Ministry of Women and Child Development, Government of India. She has also been awarded the Karmaveer Puraskaar - National Citizen Awards for Social Justice and Action for CSR too.*



*“There is a momentum both in terms of the quantum of amount spent and the number of companies spending on CSR. While the focus of a large number of companies continues to remain on education and healthcare, there also seems to be a focus on innovative practices and visibility of efforts. In the future, I see a trend moving towards creating impact at scale through incubation of social enterprises. A significant effort will also be invested in measuring and assessing impact of the money spent.”*

**DR MEENU BHAMBHANI**

*Dr Meenu Bhambhani she has been leading Corporate Social Responsibility function for over 10 years now has close to 20 years’ of experience in creating inclusive solutions for the underserved and unrepresented communities at Mphasis. A person with disability herself, prior to joining Mphasis, Meenu spent 10 years working in diverse fields including teaching English Literature, implementing policies as Assistant Commissioner - Disabilities with Government of Rajasthan, consulting with the World Bank and advocating/spearheading policy advocacy for people with disabilities through a non-profit organization. She has been a researcher of disability studies. She has been widely recognized for her contribution to the field of CSR and disability inclusion. In 2010, she won the President’s National Award in the category of Best Individuals Promoting Employment Opportunities for Persons with Disabilities.*



*“CSR in India today is like a young, healthy child who has found its feet, taking small baby steps and exploring in different directions. Much has been achieved: some companies have realized the crying need of inclusive development and have experienced success and made improvement through their CSR initiatives. However, this is the tip of the iceberg; much has to be done.”*

**MOHINI DALJEET SINGH**

*Since 2008, as Founder CEO of Max India Foundation, Mohini Daljeet Singh has been steering the Corporate Social Responsibility agenda for the Max Group. The Foundation focuses on providing quality healthcare to the underprivileged with values of Sevabhav and Caring for Life. MIF has been furthering the national agenda of providing accessible, affordable and quality healthcare. Mohini has received many awards which acknowledge her CSR contribution as a thought leader and practitioner par excellence by IndiaCSR, India International CSR Conclave, Ludhiana Management Association, South Asian Business Awards and Samast Bharat. As thought leader on CSR, Mohini has represented MIF as panellist and anchor at various CSR platforms as well as penned a number of articles. Mohini has worked intensively on a broad range of social development issues including health, education, vocational training, women empowerment, water and environment.*



*“The Corporate Social Responsibility in India is yet to mature. Barring a big public sector enterprises that too big ones and a few private sector middle level organisations, companies are yet to make it part of the organisation. For many, largely private companies, it is a show business.”*

**MEENAKSHI SHAHI**

*Meenakshi Shahi is currently Chief Project Manager of National Super 100, a unit of CSRL Delhi. Under the programme, every year about 30/35 bright students who are poor are provided free residential coaching for admission in IIT/NIT etc. In addition to the students of Delhi, Haryana, Bihar, and Himachal Pradesh, five girl students from Kashmir are also admitted. As of now, the life of about 70 such students has seen a radical transformation. Apart from managing Delhi centre she also takes interest in several charity related activities. She organizes Joy of Giving program for one week every year under which people donate a lot of useful items. Few years ago, when Uttarakhand had faced the worst flood she organized to dispatch a full truck load of materials for the flood affected people.*



*“In India, we have seen CSR evolving rapidly and progressive companies adopting strategic CSR policies and practices which also contribute to the larger purpose of nation building. CSR has also gained legitimacy in its new avatar of being a mandate from a voluntary activity. The future of CSR in India holds lots of opportunities to make definite contribution both in nation building and reputation building. India also offers an opportunity to pilot test few concepts and models which can be replicated to other emerging markets globally.”*

**NAVDEEP SINGH MEHRAM**

*Navdeep Singh Mehram has multi-sectoral and multi-dimensional experience in managing Corporate Social Responsibility (CSR) and Sustainability portfolios in corporate sector, multilateral agency and community based organizations. In his current profile he heads sustainability at Diageo India. He was also part of UNIDO - Cluster Development project as National Expert on CSR for SME sector. While working with Oil & Gas sector he was part of core team, pilot testing the World Bank’s Financial Valuation Tool developed to measure the social and economic impact of CSR activities. He has been instrumental in setting up unique partnerships like: Audio Described Bollywood movies for visually impaired people for their inclusion and mainstreaming in the entertainment space and Public-Private-Community-Partnership (PPCP) projects on Water, Sanitation and Health (WASH) by engaging at more than 100 Village level panchayats in the country.*



*“In the history of humanity, the corporate sector has never had so much resources, influence and promise to make a positive difference to the society. If channeled properly, these attributes can make a sustainable and long-term impact in the lives of ordinary people, nations and the global community at large.”*

**NISHANT PANDEY**

*Nishant Pandey is the Country Director of the American India Foundation (AIF). In this capacity, Nishant provides strategic leadership to AIF’s India operations across 23 states and six signature programmes. He started his career as a banker but soon realised that development sector was his calling. He joined Oxfam as the Programme Officer for South India where he designed and developed value-chain programmes on the theme of ‘power in markets’. Subsequently, he moved to Oxfam’s global HQ in Oxford to lead on programme development and management in 12 countries including Russia, Tajikistan, Georgia, Azerbaijan, Armenia, Albania, Yemen, Egypt, Lebanon, Morocco and Jordan. Nishant led Oxfam’s most complex and challenging country programme in Occupied Palestinian Territory and Israel as the Country Director. The stint included leading Oxfam’s humanitarian response during two wars in Gaza.*



*“I feel most of the corporates do responsive CSR from branding/ protection/ sustainability/ reputation perspective. All these approaches address only the conflict between the business and the community. In future, the CSR will be done from an impact perspective which would be intersection between the expectations of the community from the businesses and vice versa and thus CSR will move from a responsive to a strategic/ competitive phase.”*

**COL (RETD) PRAKASH TEWARI**



*Col (Retd) Prakash Tewari is currently the Executive Director CSR of DLF Ltd. Prior to this; he was the Executive Vice President of Education and CSR of Jindal Steel and Power Limited and Head Rehabilitation, Resettlement and CSR of Tata Power Company Limited. He was in the Board of Global Alliance for Disaster Reduction, USA and Member Working Group Indian Ocean, University of Melbourne, Australia. He was the Chairman of CSR Committee of Bombay Chambers of Commerce and Industry and Ministry representative in the National Board for Wild Life, Indian National Trust for Arts and Cultural Heritage and National Afforestation Ecology Board. He has been awarded the United National Educational Scientific and Cultural Organisation (UNESCO) - 2005 Award for distinguished professional leadership and personal commitment to programmes in Asia. He served in the armed forces prior to joining the corporate world.*



*“The journey so far looks credible. Education and skill development is the choice for approximately 50 per cent companies, which is a national agenda of drive also. There is no need to reinvent the wheel. Projects in line to supplement SDGs and government programmes should be implemented as per the need of the geography and community. Networking, partnership, pooling of resources, application of good practices, joining hands for innovation and scale, leveraging strength and attaining sustainability are the keys of success in CSR.”*

**PRAVEEN KARN**

*Praveen Karn is the Head Group CSR at Spark Minda, Ashok Minda Group. His experience includes working with Gond, Santhal and Paharia tribes in Jharkhand and Madhya Pradesh. He has played a pivotal role in the implementation of Polio Immunization Project with UNICEF and WHO; Menstrual Hygiene, Family Planning and Reproductive health initiatives for India in due consultation with UNDP and Pathfinder International. He was also instrumental in developing Resettlement and Rehabilitation plan for a few steel and power industries in India. At Spark Minda, Ashok Minda Group, he plans, develops and monitors CSR projects for over 20 project locations across the country and abroad through its CSR umbrella named Spark Minda Foundation. He also takes care of the sustainability projects for the group like Water Conservation, 3R, Plantation, Waste Management and Renewable Energy.*



*“Reports show that there has been substantial growth in CSR spending since the Companies Act came into force. However, at a strategic level, issues such as fair trade, supply chain, human rights, regulations on land acquisition and rehabilitation, environment and energy related issues have also played a pivotal role, building a strong business case for CSR. There are several CSR initiatives that are directly in convergence with government policies. There is no doubt that business both through their CSR initiatives as well as the corporate strategy will remain a key stakeholder in achieving the UN Sustainable Development Goals or in making a success of the Paris Agreement.”*

**P.V. NARAYANAN**

*P.V. Narayanan is currently heading corporate social responsibility for General Electric Company (GE), as CSR Leader – GE South Asia. Prior to his role in GE, he served Alstom, Bharti Foundation, Dalmia Bharat, UNDP and TERI. During his role with United Nations Development Programme (UNDP), he played a foundational role in planning and implementing nationally the PPP/private sector initiatives for National AIDS Control Organisation, a role that he found deeply satisfying working on a public health project. He played a central role in establishing the CSR function and the corporate foundation in Dalmia Bharat Group. He led the CSR function for Alstom Group in India, covering Alstom’s energy and transport businesses, in addition to managing Alstom Foundation’s initiatives. Following the takeover of Alstom’s energy businesses by GE, he moved on to lead CSR for GE in South Asia.*



*“CSR in India as understood by a large number of corporations is all about ‘numbers and spend’ rather than on ‘quality and investment’. CSR must be strategic and contribute toward a ‘just society’, where quality should replace quantity. Such CSR initiatives after assessing community needs, will lend toward impacting communities in a ‘positive and responsible’ manner with philanthropic models being replaced by sustainable models. It is in ‘beyond business’ activities built on the pillars of mutual ‘respect’ and ‘trust’ that will directly impact the third ‘P’ of CSR – ‘Profit.’”*

**BRIG (RETD) RAJIV WILLIAMS**

After taking premature retirement from the Indian Army, **Brigadier (Retd) Rajiv Williams** joined the development sector and currently heads CSR for the Jindal Stainless Limited Group of companies. His focus has been Corporate Community Connect through various projects initiated by him like education and skill training, integrated healthcare, women empowerment and livelihood generation, environment, rural development, business and human rights. He is a member of the CII National CSR Council and several other CII Committees like Water, Backward District and Affirmative Action Committees. He is also an advisor to advocacy groups and Academic Institutions and member Governing Council of UN Global Compact Network India (GCNI). He is a member of various boards and has been an Independent Director of CSR Committee. He is also a member of the UN Women Empowerment Principles Leadership Group, New York.



*“When business managers make business related investments, there is a rigor around the returns and a KPI focus, which is lacking in CSR spends. It is imperative for companies to come forward for cross-sector collaboration and progress towards a shared goal. It is desirable that companies and stakeholders collectively find appropriate local solutions that are equitable, scalable and sustainable. The ecosystem of CSR in India should evolve from a mere individual corporate responsibility and mandate to collectively creating sustainable social impact and shared value.”*

**SHUBHA SEKHAR**



**Shubha Sekhar** is at present heading CSR and sustainability for Coca-Cola’s India and South West Asia Business Unit with responsibility to shape the vision and implement the sustainability and CSR framework across Coca Cola Business Units and bottling system. She is part of several committees such as Federation of Indian Chambers of Commerce and Industry (FICCI) Water Mission, FICCI CSR Committee, American Chamber of Commerce’s (AMCHAM) CSR Committee and Member of Confederation of Indian Industry (CII) - India@75 Task Force on Pro Bono Volunteering. She was invited by UN Global Compact Network India to be Member of the Sub-Committee on Business and Human Rights (2010-2012). Prior to joining Coca-Cola, she has worked with the Supreme Court of India and the Indian Government as a civil servant before joining Norton Rose, a leading British firm of Solicitors.



*“With India ratifying the Paris accord in 2016, the role of CSR gains more relevance. The CSR arm of the business will no longer be a silo operation whose remit is to ensure mandatory spend. With increasing emphasis on monitoring, CSR initiatives or projects will need to have a more sustainable life cycle. The law is still at a nascent stage. Some more concrete reforms will ensure that CSR is not just about a tick box exercise but is fully integrated in the system.”*

**RINIKA GROVER**

**Rinika Grover** is Head, CSR at Apollo Tyres and started her career as a volunteer and then as a special educator for differently abled children, where she taught them and also counselled their parents. She later moved to Manchester, United Kingdom, to pursue her Masters. She spent a substantial part of her career working with one of the oldest and biggest Children’s Charity in the UK, NSPCC. After working for over a decade with the NGO sector overseas, she moved back to India in a new role with Apollo Tyres. Corporate Social Responsibility at Apollo Tyres is a key business practice for over 17 years and deep rooted in organisation. In the last three years, she has concentrated the work in the area of health for truck drivers, waste-sanitation management, and women empowerment.



*“CSR is a good move for companies to go beyond their regular businesses. It has helped the businesses and the society to grow together. CSR should not be seen as expenditure or money flow from the company’s end but as an investment for developing innovative solutions to address critical human development issues. After the Companies Act, 2013, it has significantly evolved with more companies coming forward with innovative, sustainable, scalable and effective initiatives by applying thought, expertise and the best technology that they can offer.”*

**DR. Y. SURESH REDDY**

**Dr Y. Suresh Reddy** is an Aspire Fellow, CSR Lead – SRF Ltd and Head of SRF Foundation. Prior to this, he has been with Byrraju Foundation, Hyderabad; Dr Reddy’s Foundation, Hyderabad; CARE India (International NGO), New Delhi and State Council of Educational Research and Training (SCERT), New Delhi. He is a specialist in school education, vocational skills and a very practical CSR leader. He has skills in the entire Project Cycle Management and building institutions. He has also authored couple of books titled “Co-operatives & Rural Development” and “Child Labor in India” and has many research papers to his credit. His areas of interest include CSR, school education for deprived, ICT for development, public private community partnerships for education, child labour, vocational skills and rural development.



*“Many companies are moving towards creating sustainable growth models in different ways. Companies are taking long-term projects and not just charity. The future will see more and more companies building deeper CSR strategies which will seek to external impact and not just mitigate internal impacts. Companies will be able to prioritise the issue or problem they want to work on through CSR. In coming days, CSR and sustainability will have greater impact on social and economic development of rural India.”*

**UPENDRA SONTAKKE**

**Upendra Sontakke** is currently heading CSR of Astarc Group of Companies. He started his career with USA-based International Development Agency CRS\_USCCB and has also worked with Landmark Group, EMCO Ltd and Lavasa Corporation Ltd as CSR Head. He has been awarded an honorary position of Regional Director by CASI New York, an institute of CSR & Sustainability certification. He has been appointed as member of the Advisory Board of studies of Ramoji Krian University, Hyderabad for its Center for E-learning and Development Communication. Upendra has been awarded with CSR professional of the Year by INDIA CSR & BIMTECH on August 27, 2016, at INDIA CSR Award event in Bengaluru. He has been awarded citation of 100 Most Impactful CSR Leaders (Global Listing) by World CSR Day and World sustainability in February 2016.



*“I have had the privilege to witness the transformation of CSR from being philanthropic to more of being strategic to businesses. To my mind that’s a very welcome shift. Before 2014, there weren’t many Boardrooms where CSR was listed amongst other business agendas, except for a few where it was passionately driven from the top. This now happens in a very large number of companies. With CSR roadmaps being integrated into the strategic blueprints of the companies, we are surely going to see some serious, innovative and impactful CSR initiatives in future.”*

**VISHAL BHARDWAJ**

**Vishal Bhardwaj** is a Deputy Executive Director and Group Head, CSR, at Dalmia Bharat Limited. He has been in the social development and CSR circuit for the last 20 years and has worked with Government of India, a leading NGO and two leading cement companies before joining the Dalmia Bharat Group. He holds a Master’s degree in Social Work and a Diploma in CSR from the Swedish Institute of Management, Stockholm. He has also undergone a Management Development Program at the SP Jain Institute of Management and Research, Mumbai. He is a Certified Sustainability Assessor of the CII-ITC Centre of Excellence for Sustainable Development. He has been awarded the Responsible Business Leader Award at the Responsible Business Summit and has also been amongst the 100 most impactful CSR leaders (Global Listing) listed by World CSR Day and World Sustainability.



*“The CSR sector is still in the nascent stage, and most of the companies are just managing CSR while actual spirit of the Act was to ingrain the CSR into the DNA of the company so that the companies should consider society/community as an important stakeholder of the business and adopt CSR as part of the regular business activities. Many new companies have started reporting on CSR. Within next couple of years more companies will come into the purview of CSR and will start implementing CSR.”*

**VIVEK PRAKASH**

**Vivek Prakash** has been the Associate Vice President, Corporate Social Responsibility at Jubilant Life Sciences since May 2006. He started his career as a Welfare Officer in Gujarat with Ambuja Cements and went on to provide his valuable inputs on community initiatives in the whole of Rajasthan for tenure of eleven years. In his current role at Jubilant, Vivek spearheads the operations of Jubilant Bhartia Foundation. He also extends his expertise to CII Northern Council in the capacity of a Co-Chairman of CII’s CSR Committee and Affirmative action committee, Member in National Council on CSR, PHDCCI CSR Task Force and into the mentor committee of CIIE (Centre for Innovation Incubation and Entrepreneurship) promoted by IIM Ahmedabad, member Business Advisory Board at SRCC Delhi, member Academic Council BIMTECH.

In the process of putting this list together, presented alphabetically, the editors have also tried to show the pulse of the CSR landscape today. Each profile contains an insight by the featured CSR leader on some of the most pressing issues facing CSR today. From identifying a strategy that marries CSR to the core business, to finding the right implementation partners.

Needless to say that the list not exhaustive and should not be. If CSR has to grow, it has to find greater number of leaders to take the responsibility of leading the communities on behalf of the corporates. Towards this there is a role for established leaders like those featuring here to train a full cadre of such CSR personnel who identify with the cause of community development. Without that commitment to the cause, CSR may get implemented in words but would never take off in spirit.

# Striving to achieve ecological efficiency in flight operations

*Wolfgang Will, Senior Director, South Asia, Lufthansa Group, in an interview with CSR TIMES spoke about the Group's CSR programmes which focused on education and enabling, life and health as well as rehabilitation post natural disasters.*

**Lufthansa has been in India for more than five decades now, long before CSR was made mandatory by the law of the land. When was the first social responsibility initiative undertaken in India?**

Lufthansa Group Airlines have been present in India for over half a century and are committed to building partnerships on strong foundations of quality, innovation and reliability. Our philosophy is being 'More Indian than you think'.

Sustainable business has been the cornerstone of our commitment globally as well as to the Indian market. We have been supporting eight projects across the country for over 15 years in partnership with Help Alliance, an initiative founded by Lufthansa employees as well as sustainable initiatives by our group airlines present in the market. We initiated our support to India in 2001 when Help Alliance partnered with Bangalore Rural Education and Developmental Society (BREADS) to aid education and skilling of children from streets and slums of the city.

Further, Lufthansa India marketing initiatives also align with CSR. Diwalisurprise was one such project that was rolled out in 2015. This first all-digital campaign globally in partnership with Help Alliance supported children in need through Help Alliance projects in India. These include Sunshine Project in Delhi, BREADS in Bengaluru, Child Sponsoring Circle in Khandwa and Prana Project in Pondicherry.

From 2012 to 2017, Swiss International Air Lines, part of the Lufthansa Group, supported various projects of SOS Children's Villages in Delhi. For the past two years, funds raised from SWISS passengers have been channeled for a complete refurbishment of the SOS Children's Village Bawana.



bishment of the SOS Children's Village Bawana.

**How would you define/describe sustainability?**

Lufthansa Group has a tradition of leading the industry in technology, quality as well as sustainability. Sustainable business is the basis for success at Lufthansa Group and we are committed to act sustainably and responsibly in all areas.

Our understanding of corporate responsibility does not stop at climate and environmental responsibility. It goes further to community engagement, economic sustainability, corporate governance and compliance, product responsibility as well as social responsibility reflective in our 'comprehensive sustainability agenda'. The agenda aims to create added value for all our stakeholders as well as meet our responsibilities toward the environment and society.

**Social issues in South East Asian countries are more or less similar. Tell us about some of your common CSR programmes executed in the region.**

South East Asia is a region of vast social, economic and political diversity operating in a global market environment. Yet the region is affected with similar social issues such as poverty, lack of proper education and health care facilities.

In India, Lufthansa German Airlines in partnership with Help Alliance have supported the following projects:

- **Aasraa Trust in Dehradun:** Help Alliance in collaboration with Aasraa Trust in 2015 set up a computer lab that helped over 170 children from the age of 5-18 years with educational opportunities such as computer courses and pre-vocational training courses.

- **The Sunshine Project in Delhi:** A part of Help Alliance since 2002, the Sunshine project supports needy children from Delhi slums

with education, nutrition and medical care.

- **BREADS in Bangalore:** Supporting street children as well as child labour within the city by providing them with computer literacy and professional training.

- **Child Sponsoring Circle in Khandwa:** Help Alliance partnered with Child Sponsoring Circle in 2004 to help provide access to education and medical help to children of poor and rural families by assisting in establishment of boarding schools and health awareness programme.

- **Prana Project in Pondicherry:** Help Alliance extended its support to The Prana Project in 2011 to provide health and education support to children of distressed farmers and fishermen affected by Tsunami in 2004. The project also skills rural women from Pondicherry enabling them to be financially independent.

- **The Banyan in Chennai:** Banyan has been supported by Help Alliance since 2008 with an aim to stabilize the patients with psychological disabilities and bring them back to their families and skill them so that they can find employment.

In addition to above, Lufthansa Group in collaboration with Help Alliance has aided projects in Thailand and Vietnam that support underprivileged children with disabilities. Help Alliance has enabled farmers and their children in Indonesia by imparting knowledge on natural forestation and organic farming.

**Swiss International Air Lines supports the following projects:**

- **SOS Children's Village in Bawana:** Earlier this year, Swiss International Air Lines (SWISS) and its passengers enabled the refurbishment of 20 village houses and other facilities at SOS Children's Village in Bawana, near Delhi.

- **SOS Children's Village in Faridabad:** Since 2015, SWISS employees are covering the annual expenses of one SOS family in Faridabad.

- Another SWISS employee project is in the SOS Children's Village in Phuket, where the annual expenses of one family is met.

**What is Lufthansa's primary area of focus regarding CSR and who are your target groups?**

"Closer to the world; closer to its people" is the guiding principle of the Lufthansa Group's 40 initiatives all over the world bundled together under the umbrella of Help Alliance. In India, Lufthansa Group along with Help Alliance as well as its partner airlines have been providing support in a wide variety of causes such as education and training to underprivileged children and youth, enabling entrepreneurship as well as health care.

**Airplanes account for about two per cent of global effluence. How do you plan to tackle it?**

The Lufthansa Group's corporate management practices are guided by values, and central to those practices is a sense of responsibility for the climate and environment. By implementing a wide range of measures, Lufthansa and its Group companies

continuously work on increasing their ecological efficiency in flight operations over the long term. Apart from billion-euro investments in a state-of-the-art low-emissions fleet such as Airbus 350, implementation of latest technologies in aircraft maintenance as well as use of alternative fuels with better CO2 footprint are part of this endeavour.

We are proud to share that since 2006, Lufthansa Group has increased the fuel efficiency of its passenger fleet by 12.3 per cent.

**Please throw light on some of your CSR programmes in the west.**

Aiding close to 40 aid initiatives yearly around the world including India, some of the CSR projects being supported by Lufthansa's Help Alliance are as follows:

- **Destination: Education opportunities, Chancenwerk e.V., Dusseldorf, Germany:** The project is aimed at developing a learning community for youth to develop social skills. This is enabled by developing a learning cascade model for pupils of Class IX and X facilitating them to become learning coaches for younger students.

- **Food and Education Programme for the Amazon Children, SEARA e.V., Santarém, Brazil:** The project works towards providing families suffering from extreme poverty living on the outskirts of the city of Santarém with safe and healthy nourishment, hygienic living conditions as well as education and vocational training.

- **Acción Humana, San Francisco de Yojoa, Honduras:** The project was founded in 1994 and became part of Help Alliance in 2015. The project has been supporting street children, especially orphans. In the short term, the children are taken off the streets and find a new home and in the long term through education and schooling they are given the chance to live an independent life in the future. In 2000, the project constructed a children's village, which became a permanent home for around 70 street children.

- **Catch-up School, Azraq, Jordan:** A part of Help Alliance since 2016, the project aims to offer education to children in the Refugee camps in Jordan and provide them education. Catch-up School at present offers space for 100 young refugees and together with Help Alliance, the project is planning to develop the Catch-up School further to enable more children have access to the school.

- **The First-Step Project, Ghana:** Supported by Help Alliance since 2015, the First Step project is a microcredit project of the First Step Foundation. The project supports women, especially single parents, in their entrepreneurial efforts in order to give them the support they need to live a self-determined life and to ensure they can take care of their children.

- **iThemba Primary School, Cape Town, South Africa:** Affiliated with Help Alliance since 2015, the iThemba Pre-School allows poor children access to primary school education and also provide children with long-term, sustainable, educational opportunities. ❖

# ‘There is still a lot of scope for expanding trade ties between India & Kazakhstan’

*In an interview with CSR TIMES, Bulat Sarsenbayev, the Ambassador of Kazakhstan to India, said that Kazakhstan has already initiated a “Green Bridge Partnership” to bring together governments, international organizations and private businesses to find transnational solutions to sustainable growth.*

**India became a full member of Shanghai Cooperation Organisation (SCO) recently. Do you foresee any change in the relationship between India and Kazakhstan?**

India had been an observer of SCO meeting since 2005 and has participated in ministerial-level meetings, which focused on security and economic co-operation in the Eurasian region. As a full member of SCO, India like other member countries, aims to achieve regional and global stability and prosperity, especially in recent times, when international terrorism threatens security throughout the world. Of course, India's accession to the SCO also affects bilateral relations between our two countries, but it will only affect it in the best way. The traditionally developing friendly relations and cooperation between Kazakhstan and India will find their continuation on one more international platform.

As a full member of SCO, India will strengthen its position in Central Asia. Kazakhstan as the main trading partner of India in Central Asia and the second largest partner in the entire post-Soviet region can be a key to Central Asia for India.

It is my considered view that thanks to the political will, desire and a clear understanding of the importance of developing cooperation between Kazakhstan and India as not only major countries but leaders in their region, the leadership of the two countries wishes to do its best to strengthen the friendship

and the stable partnership in all areas of cooperation between our countries.

**India is looking forward to strengthening its trade relations with Central Asian countries. How does Kazakhstan perceive it?**

Both India and Kazakhstan share common perceptions about the need to have mutually advantageous trade-economic relations.

Right now, Kazakhstan is the largest trading and strategic partner of India in Central Asia. The trade turnover between India and Kazakhstan in 2016 was \$618 million. This exceeds the total turnover of India with all the other Central Asian countries. The total Indian direct investments in Kazakhstan have been \$245 million from 2005 to 2017, and Kazakhstan investments in India are \$83 million. Around 400 companies are registered in Kazakhstan today with Indian participation and more than 100 of these have opened accounts in the joint Kazakhstan-India “TengriBank” in Almaty.

However, the trade turnover between the two countries does not match their potential. There is a lot of scope for expanding it, especially through engineering goods, mining, chemical and petrochemical industry, agriculture and services. Also the prospective areas of cooperation between Kazakhstan and India are energy, including atomic energy, information technologies, transport, space

and military-technical collaboration.

Kazakhstan Indian Business Council (KIBC) is doing significant work on finding business partners for Indian businessmen interested in working with Kazakh partners and for Kazakh businessmen looking for partners in India. KIBC is a non-governmental, non-commercial organisation that has been created for expanding and further developing business contacts between Kazakh and Indian business circles in such sectors as banking, finances, manufacturing, construction, transport, technologies, energy, education and medical sector.

**Kazakhstan is a long-term supplier of uranium to India. Any plan with India on renewable energy?**

Kazakhstan is not only the long-term but also the largest uranium supplier to India. Our uranium cooperation started in January 2009, when the “National atomic company Kazatomprom” and “Nuclear Power Corporation of India” signed a MoU. In November 2009, a contract was signed for the supply of 2.1 thousand tonnes of uranium concentrate by 2014. On its expiry, a new contract was signed between “Kazatomprom” and the Indian Department of Atomic Energy for supply of 5,000 tonnes of uranium concentrate by 2019.

Nowadays reducing our dependence on energy from hydrocarbons and their impact on the environment is at the centre



of our transition to a “green” economy. Both Kazakhstan and India have enormous potential in renewable energy, particularly in wind and solar.

Kazakhstan has already initiated a “Green Bridge Partnership” to bring together governments, international organizations and private businesses to find transnational solutions to sustainable growth. The programme was initiated by the Republic of Kazakhstan at the meeting of the 66th Session of the UN General Assembly and approved at the United Nations Conference on Sustainable Development. The programme is aimed at promoting cooperation between countries, the business community and the general public to support the transition to a green economy.

A catalyst in this process is the EXPO 2017 on the theme of “Future Energy” which is being hosted in Astana currently. The theme is aimed to concentrate on the future of energy, and on innovative and practical energy solutions and their impacts.

India's participation in EXPO 2017 has become more significant due to Prime Minister Narendra Modi's recent visit to Astana. During his two-day visit, he attended the SCO summit and inaugural ceremony of exhibition

where he lauded the theme “Future Energy” and invited Kazakhstan to join international Solar Alliance.

**Tell us about Kazakhstan's policy on CSR? How has it contributed in the growth of the nation and its people?**

In Kazakhstan, the tradition of social responsibility of the state takes roots from Soviet times. The government took responsibility for the provision of public goods and social services. Trade unions, assistance to socially vulnerable groups and state subsidies in healthcare, education and employee welfare were an important function of the state.

Nowadays, CSR has become an ever-increasing topic of interest among researchers and practitioners in Kazakhstan. Strategy “Kazakhstan 2050” sets a goal for the country to become one of the thirty top world economies. It envisages development based on innovative economic and social principles taking into account modern global, regional and local challenges. Numerous CSR related public and private initiatives have been established in response.

In 2008, the first National Forum on Corporate Social Responsibility was held to foster dialogue between business and the government on RBC.

The President of Kazakhstan Nursultan Nazarbayev launched the Paryz award at the Forum to recognise leading enterprises in the field and to provide incentives for integrating responsibility into decision-making processes. Another main outcome was the signature of an agreement between the Ministry of Labour and Social Protection of Population and socially-focused 15 organisations that aims to promote UN Global Compact Principles, particularly in the area of social and labour relations. In addition to the National Chamber of Entrepreneurs of Kazakhstan (formerly National Economic Chamber of Kazakhstan Atameken Union), Eurasian Natural Resources Corporation, and Union of Producers and Exporters of Kazakhstan, more than 226 enterprises have signed this agreement.

In 2012, the Board of Directors of Samruk-Kazyna, Kazakhstan's sovereign wealth fund, adopted its own CSR policy. This policy focuses on social and labour relations, training and development, safety measures in the workplace, environmental sustainability, and social projects spending. The fund manages the shares of more than 400 companies, mostly partly or fully state-owned. Samruk-Kazyna is the largest investor in Kazakhstan. ❖

# Honouring the High Fliers

During the 43rd Indian Achievers Award ceremony held at New Delhi recently, the Indian Achievers' Forum and CSR TIMES also organised a seminar which saw eminent speakers deliberating on "India's role in the Contemporary Global Economy".

The 43rd Indian Achievers Award and a seminar on "India's role in the Contemporary Global Economy", was held on August 10, 2017, at the India Habitat Centre, New Delhi. The annual event organised by The Indian Achievers' Forum and CSR TIMES saw the participation of people from all walks of life, including government sector, corporates, entrepreneurs, educationists, health, social, CSR etc. who were also felicitated for their hard work, excellence and contribution in their respective fields. Member of Parliament Laxmi Narayan Yadav was the chief guest while Shamil Sultangozhin, the Minister Counsellor of Kazakhstan to India, was the guest of honour. Kazakhstan was also the partner country of the event.

Among the other eminent speakers and guests at the seminar were Sanjeeb Pattjoshi, Joint Secretary, Ministry of Panchayati Raj; Professor Rajesh Sharma, Member, National Board for Micro, Small, Medium Enterprises, Ministry Micro, Small and Medium Enterprises (MSME); and Sidharth Mishra, President, Centre

for Reforms, Development and Justice. The event started with the national anthem and lighting of lamp followed by discussions and deliberations on the status of the Indian economy today and its increasing role in the global market. Giving the keynote address, Rahul Hakoo, Secretary, Indian Achievers Forum, said that India was and will continue to play a key role in the global economy but we have to rethink about our role and be bigger and stronger.

Minister Counsellor of Kazakhstan, Shamil Sultangozhin made a presentation on the business opportunities in his country and welcomed the Indian entrepreneurs willing to do business in Kazakhstan. He said that there are not enough trade relations between the two countries now. However, Kazakhstan's new incentives since 2014 and a single window system for investors, exemption from customs duty on certain products, liberalisation in visa rules will ease doing trade with the country.

Sanjeeb Pattjoshi, Joint Secretary, Ministry of Panchayati Raj, said that India is growing and by 2022 we would see a corruption free India. Doing business in India would be easier and that would elevate India's role in global economy, he said and

added that the government is concentrating on digitization of the panchayats. The development of the country would not be possible without the development of the villages and digitisation is helping small traders in rural areas market their products which was earlier not possible. He gave the example of websites like eNAM which is helping villagers to market their produce directly. Similarly, the Good Services tax (GST) which is very convenient, understandable and easy to implement, will help traders in doing business easily. Pattjoshi also expressed happiness that agriculture produce has gone up in the country. "Rural India is prospering," he said.

MP Laxmi Narayan Yadav appreciated the Indian Achievers Forum for recognising the good efforts done by people. The government he said is fearlessly taking hard decisions (like demonitisation and GST) as it was required for the country's economy. He said with economic development, India will have a big part to play in the global economy too and the government is confident about it. We have a population of 1.3 billion people, we have the manpower and we can provide manpower to other countries.

Sidharth Mishra, President, Centre for



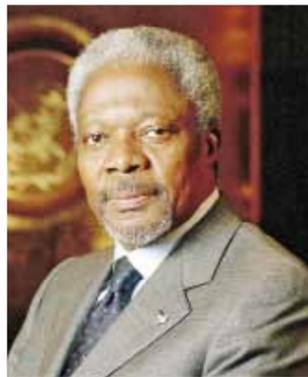
Reforms, Development and Justice, said that the best time for doing business in India is now. We have a decisive leadership at present and every entrepreneur should capitalise on it. Giving the examples of the Tata Football Academy which created Baichung Bhutia and the educational institutes (SRCC, LSR, Hindu College, etc.) established by the Sri Ram group; he said that there is a business sense in spending on corporate social responsibility (CSR). "It is for your good, it is good for your business. No one remembers JRD Tata for manufacturing steel; he is remembered for flying the first Indian commercial airplane from Karachi to India."

Paresh Tewary, Executive Editor of CSR TIMES, opined that when technology becomes obsolete, it creates disruption and if we are not prepared for it, we are nowhere. New jobs are being created and we have to be flexible. "We have to see the disruptions as an opportunity and come out of the mindset of slow, incremental growth."

Harish Chandra, the Managing Editor of CSR TIMES & Executive Director of Indian Achievers Forum, which is an international networking platform focusing on recognising Indians who bring a pride to the country and contribute to the social and economic development of the nation gave the vote of thanks. ❖

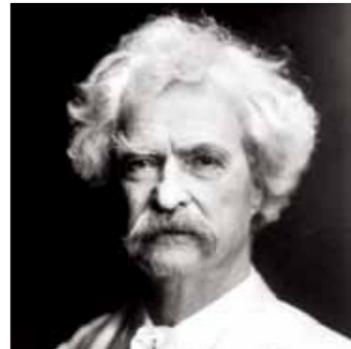
*"Literacy is a bridge from misery to hope. ...the road to human progress and the means through which every man, woman and child can realize his or her full potential."*

— **Kofi Annan**



*"I am part of everything that I have read."*

—**Theodore Roosevelt**

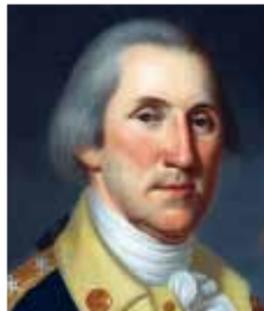


*"The man who doesn't read good books has no advantage over the fellow who can't read a line."*

— **Mark Twain**

*"To encourage literature and the arts is a duty which every good citizen owes to his country."*

— **George Washington**



*"Literacy is one of the greatest gifts a person could receive"*

— **Jen Selinsky**



*Literacy is not a luxury; it is a right and a responsibility. If our world is to meet the challenges of the twenty-first century we must harness the energy and creativity of all our citizens."*

— **Bill Clinton**

*"The link between literacy and revolutions is a well-known historical phenomenon. The three great revolutions of modern European history—the English, the French and the Russian—all took place in societies where the rate of literacy was approaching 50 per cent."*

— **Orlando Figes, A People's Tragedy: The Russian Revolution: 1891-1924**



*"Growing literacy of the heart and mind cultivates the landscape of a child's future."*

— **Clyde Heath**

## Global Achievers' Summit Dubai October, 2017









**HIGHLIGHTS:**

- Presentation of Global Achievers Awards.
- Participation in hundreds from Middle East and Asian Countries.
- Participants from Industries, Trade, Health, Education, Infrastructural Sectors and many more.
- Inclusion of renowned speakers of international repute, senior and corporate leaders, diplomats, CEOs, technocrats, professionals and corporate gurus, and motivational speakers.
- Business representatives and collaborators.
- Instrumental in bringing businesses and industries together for growth and development
- International media coverage.

- Indian Achievers' Forum is a 20 year old international networking platform enhancing business opportunities uniting the global Indian achievers in the same plesary.
- The Forum draws attention to the theme "how the successful achievers can help the social & economic infrastructural development in and around the country."
- The summit is directed towards the objective of discussing areas of common interest among the business communities to enhance the cooperation between the corporate sectors and individuals.
- B2B meetings would also be organized during the summit in Dubai. The meeting will provide a platform to Indian companies, institutions and individuals to discuss possibilities of business engagement with UAE.

India and Middle East countries (particularly in the Gulf) have long enjoyed strategic and mutually beneficial relationships. Interesting facts are India imports 60 per cent of its oil from the Middle East region and around 7 million Indian nationals are working in Middle East and repatriating US\$40 billion remittances annually to India. The United Arab Emirates (UAE) ranks as one of India's top trading partners. India & UAE have agreed to aim for a 60% increase in trade in the next 5 years.

For nomination or any further information regarding this summit please contact:  
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### India's First News & Analysis Portal for CSR in India

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It reaches out to more than 10,000 professionals within the industry every week through information newsletters.

CSR Tree works closely with a network of partners ranging across Corporates, NGO and Government bodies.

