

CORPORATE SOCIAL RESPONSIBILITY IN VADODARA REGION: A SOCIOLOGICAL STUDY

*Ph.D. Dissertation to be submitted to
The M.S. University of Baroda, Vadodara,
For the award of the Degree of*

**DOCTOR OF PHILOSOPHY
IN
SOCIOLOGY**

By
MS. MINASREE BORGOHAIN
Research Student

DR. M. SREEDEVI XAVIER
Research Guide



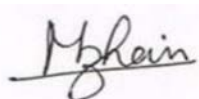
**DEPARTMENT OF SOCIOLOGY
FACULTY OF ARTS
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
VADODARA- 390002
GUJARAT
OCTOBER, 2013**

CERTIFICATE

This is to certify that the thesis entitled “***CORPORATE SOCIAL RESPONSIBILITY IN VADODARA REGION: A SOCIOLOGICAL STUDY***” being submitted by **Ms. Minasree Borgohain** to The Maharaja Sayajirao University of Baroda, Vadodara, for the award of the “**Doctor of Philosophy**” in **Sociology** is record of bonafide research work carried out by her. Ms. Minasree Borgohain has worked under my guidance and supervision and has fulfilled the requirements for the submission of this thesis which, to my knowledge, has reached the requisite standard.

The results contained in this dissertation have not submitted, in part or in full, to any other University or Institute for the award of any degree or diploma.

She has observed and fulfilled the requirements regarding attendance contained in
O.PhD. 3 (i).



(Ms. Minasree Borgohain)
Research Student
Department of Sociology
Faculty of Arts
The M.S. University of Baroda
Vadodara



(Dr. M. Sreedevi Xavier)
Research Guide
Associate Professor
Department of Sociology
Faculty of Arts
The M.S. University of Baroda
Vadodara

Date: 21-10-2013

Date: 21-10-2013

**DEDICATED TO
MY BELOVED PARENTS**

ACKNOWLEDGEMENTS

I would like to express my sincere deep sense of gratitude and respect to my research guide Dr. M. Sreedevi Xavier, Associate Professor, Department of Sociology, Faculty of Arts of The Maharaja Sayajirao University of Baroda, Vadodara. She has always stood for me throughout my work encouraging, supporting, helping, suggesting and most importantly, inspiring me to produce a real means of excellence and quality work. I am fortunate that Almighty gave me this opportunity to work under such a genuine and eminent mentor. Under her immense knowledge, guidance and generosity, I have learned a lot and carried out my work passionately with her noble vision and thoughts.

I would also like to acknowledge Prof. P. S. Choondawat, Head, Department of Sociology, The M. S. University of Baroda for his support. I am truly thankful to all my teachers of the Department of Sociology.

I am highly grateful to all selected Corporations and their management for giving me approval to include their Corporations as a part of my research sample.

I owe a great deal of appreciation to all the respondents from HR, CSR, and other Cross Functional Divisions of the Companies. Despite of their busy schedule and work, they extended warm and positive response and shared information in a good corporative manner which was of a great help in data collection.

I express my deepest gratitude to all the beneficiaries of selected companies from the surrounding villages. It might have been difficult being an outsider to communicate with the village people but they showed tremendous cooperation during my interactions. The way they shared information helped me to get knowledge from the grassroots level which I required the most.

My sincere gratitude is extended to the NGOs and other institutes, especially The Akshaya Patra Foundation, Vadodara and their team for giving me an opportunity to

see the production unit and their excellent work process for Mid-Day Meal program for school children.

I am also thankful to Mr. Ashwini Kumar, Commissioner, Vadodara Municipal Corporation; members of village Panchayats; and other officials for rendering their kind gesture and consideration in providing information.

I would convey my heartiest thanks to all my friends, colleagues and acquaintances Dr. Poonam Gandhi, Mr. DebRanjan Hota, Ms. Minni Harikumar, Ms. Tara Pillai, Ms. Surekha Mehra, Ms. Priyanka Chopra, Ms. Megha Agarwal, Ms. Purvika Dave, Ms. Eesha Thaker, and Ms. Suruchika Chawla, for their encouragement, support and help in a generous manner.

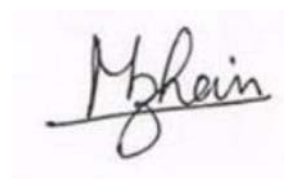
I would sincerely extend my thanks to Bimal Bhatt, CA; Mr. Milind K. Gupte, AGM-NABARD Bank; Mr. Ganga Sharma, Country Head-CSR & Sustainability, TUV Rheinland; and Mr. Sailesh Trivedi, Head, CSR, GSFC for their expertise suggestions and valuable guidelines in helping me to get contacts with other HR/CSR professionals.

I convey my heartfelt thanks to my university, The Maharaja Sayajirao University of Baroda for offering me an ideal platform and giving me exposure with various environments and providing me scholarship to carry out my research work smoothly and successfully.

I would like to thank The M. S. University administrative staff and the library staff for their help in offering me the resources and assistance for the program. I would convey my thanks to Mr. Nilesh Dave, supporting staff of the Department of Sociology, The M. S. University of Baroda.

I extend special thanks to my best friend Trinayan Jyoti Saikia for his infinite support, constant motivation, and encouragement throughout my research. I am also thankful to Jitendra Nath Saikia, Ranjita Saikia and Mohan Jyoti Saikia for their love and support.

Finally, I am immensely and whole heartedly grateful to my father Jatin Ch. Borgohain and mother Binu Borgohain for their love, understanding, encouragement and support in all my pursuits throughout my research. I owe my every achievement to both of them. I also wish to thank to my sister Swapnalee Boruah, brother Bidyut Borgohain, brother in- law Kamakhya Boruah and other family members for their generous support. The blessings of elders, grandparents and the Almighty are being always supportive to carry my work in a consistent way.

A handwritten signature in black ink, appearing to read 'Mghain', is centered on a light pink rectangular background.

Ms. Minasree Borgohain

CORPORATE SOCIAL RESPONSIBILITY IN VADODARA REGION: A SOCIOLOGICAL STUDY

“We know only too well that what we are doing is nothing more than a drop in the ocean. But if the drop were not there, the ocean would be missing something”. -
Mother Teresa

ABSTRACT

The main aim of this study is to understand how the companies at present times have been maintaining their own social responsibility towards the society at large. The study will also examine many significant accounts in order to understand company's responsibility towards the upliftment of the weaker sections of the society by giving them different beneficial programs and initiatives. These initiatives may include education, medical health care, community and rural welfare, self-employment, better environment etc. Different companies of Public sector, Private sector and MNCs of Vadodara region have been practicing their several CSR initiatives/activities for the betterment of their surrounding areas in particular and for building and strengthening the society at large in general.

The main focus of the study is on social norms, ethical values, education, healthcare and environment with respect to Corporate Social Responsibility. The study also focuses on how these CSR activities work for sustainable development which includes the stakeholders.

In order to have intense understanding of the role of Corporates towards the Corporate Social Responsibility initiatives and its link to social concern of beneficiaries, fieldwork methodology has been used. Fieldwork methodology is the guiding idiom of this study. The research study includes both qualitative and quantitative methods of collecting data which would mean, applying them wherever they are appropriate for

the purpose of the study. Direct and indirect observation, interviews, interview schedules, case studies are some of the techniques which are used to collect the data.

Several theoretical frameworks have been used to examine Corporate Social Responsibility. Due to limitations of all other theories, for the present study the researcher has used stakeholder theory to analyze the data. Stakeholder is an entity that can be affected by the results of that in which they are said to be stakeholders, i.e. in which they have a stake. The stakeholder concept was first used in 1963 internal memorandum at the Stanford Research Institute. It defined stakeholders as "those groups without whose support the organization would cease to exist". The theory was later developed and championed by R. Edward Freeman in the 1980s. The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. In short, it attempts to address the "Principle of Who or What Really Counts".

The main objectives of the study are -

I. Nature, Development and Effectiveness of Corporate Social Responsibility

To study the history, nature and development of CSR, to examine the effectiveness of Corporate Social Responsibility in the Vadodara Region, to understand the main aims and motives of companies towards the CSR, to study the impact of CSR on present socio-economic life of the beneficiaries, to understand the corporate approach to deal with social, community welfare and environment issues, to examine whether the society at large has been benefited by the CSR initiatives.

II. CSR activities in Public Sector, Private Sector and MNC Sector companies with respect to Manufacturing Industry

To study the various production activities, practices taken by companies and their investment, to understand the strategy, implementation, allocation of the resources for the betterment of society, to examine the relationships of stakeholders, to understand the mechanism installed for CSR and the response of employees and employers towards CSR.

III.CSR activities in Public Sector, Private Sector and MNC Sector companies with respect to Service Industries

To study the various service activities, practices undertaken by companies and their investment, to examine the relationships of stakeholders, to understand the strategy, implementation, monitoring of CSR activities, to find out the allocation of the resources for the betterment of society.

IV.The role of government and its policies, international Codes and Standards and its implementations

To examine the link between CSR and the role of government, policies and its implications, to understand various guidelines, codes, standards, accreditations, CSR Certifications laid down based on the local, national and global trends.

The thesis has been divided into four parts:

Part I

Deals with the introduction of the study, starting with various definitions of CSR, history and development of CSR of few Asian countries in general and then history and development of CSR in India, Gujarat and Vadodara in particular, introduction of the Vadodara region and its history and the work of visionary Maharaja Sayajirao Gaekwad, brief out line about Vadodara's commerce and industry, where the study has been conducted; the aim and focus of the study, the hypotheses and key terms (Chapter 1); review of literature which would give a brief idea of the studies conducted till now by international, national and local scholars and various organizations, the justification of the present study (Chapter 2); the conceptual framework includes theoretical approaches, methodology, tools and techniques used, strategy of enquiry with the help of which the issues could be studied/analyzed scientifically/sociologically and the objectives of the study undertaken (Chapter 3).

Part II

Deals with the relevant data collected from the Vadodara region's public sectors, private sectors and MNC sectors of both manufacturing and service industries; various issues and aspects pertaining to CSR (Chapter 4), their corporate social initiatives of public sectors (Chapter 5), private sectors (Chapter 6) and MNC sectors

(Chapter7) of both manufacturing and service industries towards the upliftment of society along with analysis and interpretations of the major findings.

Part III

Deals with the various policies of CSR and their implications; the role of Government towards its implication; relevant national, international CSR codes, standards, guidelines; and latest CSR Certifications and Accreditations (Chapter 8).

Part IV

Deals with the Concluding Reflections and also proposes certain suggestions for future research in this area (Chapter 9).

CONTENTS

	Page No.
CERTIFICATE	
ACKNOWLEDGEMENT	
ABSTRACT	
PART- I	
CHAPTER: 1. INTRODUCTION	1-50
1.1 The Concept of Corporate Social Responsibility (CSR)	3-6
1.2 CSR: Definitions and Opinions of Various Organizations	6-9
1.3 CSR: Definitions and Opinions of Various International Scholars	9-11
1.4 CSR: Definitions and Opinions of various Indian Scholars, Corporate Honchos and Leaders	11-13
1.5 The History and Development of CSR: Globally	13-17
1.6 The History and Development of CSR: Asian Countries	17-26
1.7 History and Development of CSR: India	26-38
1.8 The History and Development of CSR: Gujarat	38-42
1.9 The History and Development of CSR: Vadodara Region	42-47
1.1 Definitions of Key Terms	47-49
1.11 Aim and Focus of the Study	49-49
1.12 Hypotheses	49-50
 CHAPTER: 2. REVIEW OF LITERATURE	 51-83
INTRODUCTION	51-51
2.1 CSR - International Studies	52-60
2.2 CSR - National Studies	60-77
2.3 CSR - Gujarat Studies	77-82
2.4 CSR – Vadodara Studies	82-82
2.5 Justification	82-83

CHAPTER: 3. CONCEPTUAL FRAMEWORK AND STRATEGY OF INQUIRY **84-102**

INTRODUCTION	84-84
3.1 Theoretical Perspectives	84-91
3.2 Stakeholder Theory	91-94
3.3 Research Methodology	95-99
3.4 Strategy of Enquiry	100-100
3.5 Objectives of the Study	100-101
3.6 Framework of the Study	101-102

PART- II

CHAPTER: 4. CORPORATE SOCIAL RESPONSIBILITY: ISSUES AND ASPECTS **103-121**

INTRODUCTION	103-103
4.1 Various Issues And Aspects of CSR	103-105
4.2 Data Analysis And Interpretations	105-121

CHAPTER: 5. CORPORATE SOCIAL RESPONSIBILITY: PUBLIC SECTOR CORPORATIONS **122-169**

INTRODUCTION	122-123
5.1 History and Development of Public Sector in India	123-127
5.2 Data Analysis of Public Sector Corporations: CSR Activities are carried out in Vadodara Region	127-158
5.3 Data Analysis of Public Sector Corporations in Vadodara Region: CSR Activities are carried out Elsewhere	159-165
5.4 Major Findings And Interpretations	165-166
5.5 Photographs	167-169

CHAPTER: 6. CORPORATE SOCIAL RESPONSIBILITY: 170-231
PRIVATE SECTOR CORPORATIONS

INTRODUCTION	170-170
6.1 History and Development of Private Sector in India	170-173
6.2 Data Analysis of Private Sector Corporations: CSR Activities are carried out in Vadodara Region	173-210
6.3 Data Analysis of Private Sector Corporations in Vadodara Region: CSR Activities are carried out Elsewhere	210-223
6.4 Major Findings And Interpretations	223-225
6.5 Photographs	226-231

CHAPTER: 7. CORPORATE SOCIAL RESPONSIBILITY: 232-263
MULTINATIONAL SECTOR CORPORATIONS

INTRODUCTION	232-233
7.1 History and Development of Multinational Sector in India	233-234
7.2 Data Analysis of Multinational Sector Corporations: CSR Activities are carried out in Vadodara Region	235-252
7.3 Data Analysis of Multinational Sector Corporations in Vadodara Region: CSR Activities are carried out Elsewhere	252-258
7.4 Major Findings And Interpretations	260-260
7.5 Photographs	261-264

PART-III

CHAPTER: 8. CORPORATE SOCIAL RESPONSIBILITY: POLICIES, INTERNATIONAL CODES AND STANDARDS	265-289
INTRODUCTION	265-266
8.1 Guidelines on CSR and Sustainability Development for Central Public Sector Enterprises in India	267-268
8.2 United Nations Global Compact (UNGC)	269-270
8.3 OECD Guidelines for Multinational Enterprises	270-271
8.4 SA 8000 - Social Accountability International	271-273
8.5 Global Reporting Initiative (GRI)	273-275
8.6 ISO 26000: Guidance on Social Responsibility	275-279
8.7 AccountAbility 1000	279-280
8.8 Worldwide Responsible Accredited Production (WRAP)	280-281
8.9 Business Social Compliance Initiative (BSCI)	281-282
8.10 Ethical Trade Initiative (ETI)	282-283
8.11 The Caux Round Table (CRT)	283-286
8.12 Data Interpretations	287-289
8.13 Major Findings and Interpretations	289-289

PART-IV

CHAPTER: 9. CONCLUDING REFLECTIONS	290-294
9.1 Concluding Remarks	290-294
9.2 Suggestions for further Research	294-294
BIBLIOGRAPHY	295-312
APPENDICES	
ANNEXURES	

PART- I

CHAPTER: 1. INTRODUCTION

CHAPTER: 2. REVIEW OF LITERATURE

CHAPTER: 3. CONCEPTUAL FRAMEWORK AND STRATEGY OF INQUIRY

CHAPTER - 1		Page No.
INTRODUCTION		1-50
1.1	The Concept of Corporate Social Responsibility (CSR)	3-6
1.2	CSR: Definitions and Opinions of Various Organizations	6-9
1.3	CSR: Definitions and Opinions of Various International Scholars	9-11
1.4	CSR: Definitions and Opinions of Various Indian Scholars, Corporate Honchos and Leaders	11-13
1.5	The History and Development of CSR: Globally	13-17
1.5 .i	CSR: Before 1900	14-15
1.5.ii.	CSR: From 1900 to Present	15-17
1.6	The History and Development of CSR: Asian Countries	17-26
1.6. i	Japan	17-21
1.6.ii	Malaysia	21-23
1.6.iii	Bangladesh	23-24
1.6. iv	China	24-25
1.6.v	Saudi Arabia	25-26
1.7	History and Development of CSR: India	26-38
1.7.i	Gandhi's Theory of Trusteeship	27-31
1.7.ii	The Sources of the current concept of CSR	31-33
1.7.iii	CSR Surveys	33-34
1.7.iv	Karmayog CSR Study in India	34-37
1.7 v	New Company Bill 2013 on Corporate Social Responsibility	38-38
1.8	The History and Development of CSR: Gujarat	38-42
1.8.i	A Brief Sketch of Gujarat and its Industrial Development	38-39
1.8.ii	CSR Activities in Gujarat	39-42
1.9	The History and Development of CSR: Vadodara Region	42-47
1.9.i	A Brief Sketch of the Vadodara Region	42-44
1.9.ii	Industry and CSR in Vadodara Region	44-46
1.9.iii	Various types of CSR Activities	46-47
1.10	Definitions of Key Terms	47-49
1.11	Aim and Focus of the Study	49-49

CHAPTER - 1

INTRODUCTION

“We know only too well that what we are doing is nothing more than a drop in the ocean. But if the drop were not there, the ocean would be missing something”.

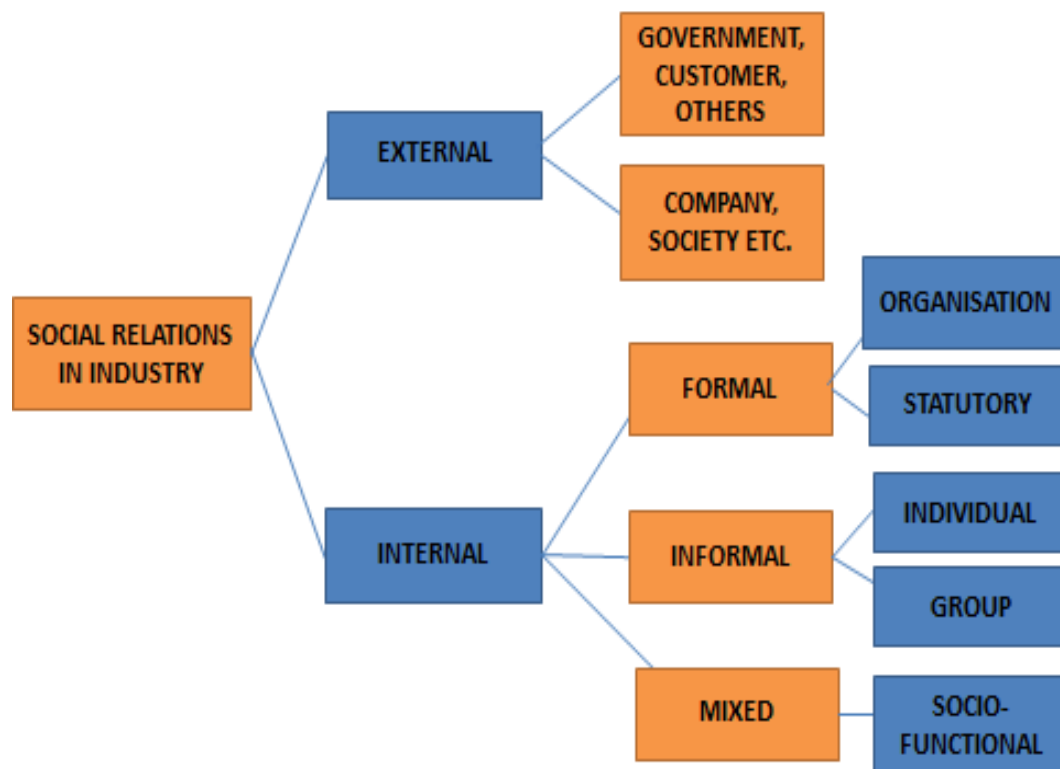
- Mother Teresa

The sociology of work goes back to the classical sociological theorists. Karl Marx, Emile Durkheim, and Max Weber all considered the analysis of modern work to be central to the field of sociology. Marx was the first social theorist to really examine the conditions of work in factories that were popping up during the industrial revolution, looking at how the transition from independent craftwork to working for a boss in a factory resulted in alienation and deskilling. Durkheim, on the other hand, was concerned with how societies achieved stability through norms, customs, and traditions as work and industry changed during the industrial revolution. Weber focused on the development of new types of authority that emerged in modern bureaucratic organizations.

The study of work, industry, and economic institutions is a major part of sociology because the economy influences all other parts of society and therefore social reproduction in general. It doesn't matter if we are talking about a hunter-gatherer society, pastoral society, agricultural society, or industrial society; all are centered on an economic system that affects all parts of society, not just personal identities and daily activities. Work is closely intertwined with social structures, social processes, and especially social inequality. At the macro level of analysis, sociologists are interested in studying things such as occupational structure, global economies, and how changes in technology lead to changes in demographics. At the micro level of analysis, sociologists look at topics such as the demands that the workplace and occupations place on workers' sense of self and identity, and the influence of work on families. No matter what society one lives in, all human beings depend on systems of production to survive. For people in all societies, productive activity, or work, makes up the largest part of their lives: it takes up more time than any other single type of behavior (1, A. 2013).

The process of globalization and the need for CSR is now changing the way in present economy and nations at large. As a result, the roles, relationships, demands and expectations of various stakeholders have changed. With the private sector becoming the primary driver of economies, they are beginning to hold great power to influence social development. At the same time, increased awareness and pressure from consumer groups is making demands on the corporate sector to commit to socially and ethically responsible business practices.

INDUSTRIAL RELATIONS



Source: Industrial Sociology, UB

Business cannot run without society or we can say no business exists in isolation. Society and its people are always directly or indirectly related to production and economy of the nation and world at large. Companies sell products and services to the consumers who are citizens of society or country and even workforce are also part of the community. Corporate Social Responsibility involves a commitment by a company to manage its various roles in society, as producer, employer, customer and

citizen in a responsible manner. How a company meets its corporate responsibility goals is influenced by its history, vision of the founder, culture, experience, philosophy and business laws and regulations.

1.1 THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY (CSR)

We all have a personal responsibility to each other and to the world around us. Everything we do has an effect on other people. It is also the same for businesses, large or small; public or private, or MNC. Their actions affect a large number of stakeholders. Such stakeholders include customers, shareholders, employees, suppliers and society in general. With growing scrutiny of business operations, organizations are increasingly being driven to satisfy the expectations of opinion formers, governments, customers, and communities in order to thrive (Thornton, 2008).

The relationships between business and society have been studied for decades influenced by the prevailing economic paradigm at a specific point in time (Moir, 2001). If the idea that business has duties towards society, and more specifically towards identified constituents (i.e., the stakeholders), is widely acknowledged, it is only since the 1950s and 1960s that society's expectations have dramatically changed and increased broadly (Carroll, 1999; Lantos, 2001).

Although the debate on CSR and the relationships between business and society and the implied responsibilities has been continuing till this present time, there is still no consensus on a commonly accepted definition of CSR (Carroll, 1991; Jones, 1995; 1999; McWilliams and Siegel, 2001). This may be due to the fact that people within and outside the field, less bother on the issue of literary translation, employ, promote and defend different interpretations that have emerged over the past decades. These range from Corporate Social Responsibility to Sustainable Development, from Business Ethics to Corporate Social Contract, from Corporate Accountability to Business in Society and from Corporate Citizenship to Corporate Governance. This variety of themes in itself is interesting and demonstrates the richness of the concept itself as well as the criticality of research (Carroll, 1999; Ougaard and Nielsen, 2002). Yet, this research area still lacks a 'common ground' which is accepted by the

majority and a necessary development to assert legitimacy, credibility and value of research on the social and environmental responsibilities of business towards society (Angelidis and Ibrahim, 1993; Lantos, 2001; Ougaard and Nielsen, 2002).

Therefore, the concepts express society's expectations as to the role and responsibilities of business, but none of them can actually be labeled as 'the' definition of CSR (ORSE, 2004). The concept of CSR by itself is also often put in relation to other concepts such as Corporate Social Responsiveness or Corporate (Social) Performance by academics. On the other hand CSR and/or Sustainable Development are considered central issues by business organizations and civil society's representatives, with the value of partnerships, i.e. stakeholders' involvement (Lépissier, 2001).

The essence of Corporate Social Responsibility is not about the talk or the plans, but the continuous improvements generated through corporate actions, where Corporate Social Responsibility is defined as actions and activities that improve and/or protect social welfare on a local or global level; and where Corporate Social Performance is the 'measurement' of the organizations overall performance in improving and protecting social welfare compared to their leading competitors in the industry, measured over a period of time (Luo and Bhattacharya, 2009).

Luo and Bhattacharya (2009) explained the difference between Corporate Social Responsibility and Corporate Social Performance, where "Corporate Social Responsibility initiatives are related to but different from Corporate Social Performance in several aspects: First, the former refers to firms' programs and investments in responsibility and/or sustainability, while the later represents stakeholders' assessment of the overall quality of those programs and investments (McWilliams and Siegel 2000). Second, the former captures the noncumulative, one-time involvement in corporate pro-social behaviors, while the later can be a proxy for a firm's cumulative, historical involvement in these behaviors (Barnett 2007, p. 797). Third, the former is a non-competition based construct, while the latter is relative to the competition in the industry. While firms invest in Corporate Social Responsibility initiatives; Corporate Social Performance, as the measure of firms' aggregated historical social performance relative to competition, is what stakeholders reward the

firms for and therefore, what is potentially linked to firm financial performance” (p. 201).

The definition of CSR was discussed in edition of The Wall Street Journal’s “Big Issues” forum series where Benjamin W Heineman, a senior vice president for law and public affairs at General Electric Co., described three elements of CSR –

1. Strong, sustained economic performance,
2. Rigorous compliance with financial and legal rules,
3. Ethical and citizenship actions beyond formal requirements, which advance a corporation’s reputation and long-term health (The Wall Street Journal, 2005).

“A Guide to Corporate Social Responsibility” has stated that the entirety of CSR can be discerned from the three words contained within its title phrase: ‘Corporate’, ‘Social’, and ‘Responsibility’.

- Corporate - means organized business;
- Social - means everything dealing with people, the society at large;
- Responsibility - means accountability between the two.

In other definition says “Social Responsibility is the responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior that is consistent with sustainable development and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behavior; and is integrated throughout the organization” (ISO 26000, 2008).

The most popularly used CSR definition by ‘The World Business Council for Sustainable Development’ is “Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large” (WBCSD, 1998).

CSR is denoted by a number of other names such as corporate responsibility, corporate accountability, corporate ethics, corporate philanthropy, corporate

citizenship or stewardship, responsible entrepreneurship or responsible business, and “triple bottom line,” to name just a few. As CSR issues become increasingly integrated into modern business practices, there is a trend towards referring to it as “responsible competitiveness” or “corporate sustainability”.

1.2 CSR: DEFINITIONS AND OPINIONS OF VARIOUS ORGANIZATIONS

- **CSR Europe (2003):** Corporate Social Responsibility is the way in which a company manages and improves its social and environmental impact to generate value for both its shareholders and its stakeholders by innovating its strategy, organization and operations.
- **Business for Social Responsibility (BSR) (2003):** CSR is defined as “achieving commercial success in ways that honor ethical values and respect people, communities, and the natural environment”.
- **International Labour Law (2007):** A way in which enterprises give consideration to the impact of their operations on society and affirm their principles and values both in their own internal methods and processes and in their interaction with other actors. CSR is a voluntary, enterprise-driven initiative and refers to activities that are considered to exceed compliance with the law.
- **Organization for Economic Co-Operation and Development (OECD) (2003):** Corporate Responsibility involves the ‘fit’ businesses develop with the societies in which they operate. The function of business in society is to yield adequate returns to owners of capital by identifying and developing promising investment opportunities and, in the process, to provide jobs and to produce goods and services that consumers want to buy. However, corporate responsibility goes beyond this core function. Businesses are expected to obey the various laws which are applicable to them and often have to respond to societal expectations that are not written down as formal law.

- **ISO 26000 (2011):** The responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparency and ethical behavior that:
 - Contribute to sustainable development, including health and welfare of society,
 - Takes into account the expectation of stakeholders,
 - Is in compliance with applicable law and consistent with international norms of behavior,
 - Is integrated throughout the organization and practices in its relationship.
- **Amnesty International-Business Group (UK) (2002):** Companies have to recognise that their ability to continue to provide goods and services and to create financial wealth will depend on their acceptability to an international society which increasingly regards protection of human rights as a condition of the corporate license to operate.
- **The Corporate Responsibility Coalition (CORE) (2003):** As an ‘organ of society’, companies have a responsibility to safeguard human rights within their direct sphere of operations as well as within their wider spheres of influence.
- **The European Commission (2011):** CSR is “the responsibility of enterprises for their impacts on society”. Respect for applicable legislation, and for collective agreements between social partners, is a prerequisite for meeting that responsibility. To fully meet their Corporate Social Responsibility, enterprises should have in place a process to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders, with the aim of maximizing the creation of shared value for their owners/shareholders and for their other stakeholders and society at large identifying, preventing and mitigating their possible adverse impacts.
- **Novethic (2003):** Linked to the application by corporations of the sustainable development principle, the concept of CSR integrates three dimensions: an economic dimension (efficiency, profitability), a social dimension (social

responsibility) and an environmental dimension (environmental responsibility). To respect these principles, corporations must pay more attention to all the stakeholders which inform on the expectations of civil society and the business environment.

- **The Canadian Centre for Philanthropy (2010):** CSR is “a set of management practices that ensure the company minimizes the negative impacts of its operations on society while maximizing its positive impacts”. This definition therefore provides the link between the decisions tied to the social responsibility and “the business” derived from the respect of the lawyer instruments, the population, the communities, and the environment.
- **Unilever (2003):** We define social responsibility as the impact or interaction we have with society in three distinct areas: (i) voluntary contributions, (ii) impact of (business’s direct) operations, and (iii) impact through the value chain.
- **World Bank (2003):** The World Bank defined CSR as the commitment of business to contribute to sustainable economic development, working with employees, their families, local community and society at large to improve the quality of life in ways that are both good for business and good for development.
- **Wikipedia (2007):** CSR is a concept that organizations, especially (but not only) corporations, have an obligation to consider the interests of customers, employees, shareholders, communities, and ecological considerations in all aspects of their operations”. It further clarifies that this obligation extends beyond the corporation’s statutory obligation to comply with legislation. Therefore, most of what is called the ‘license to operate’ or legal argument for CSR would not pass the test for CSR.
- **The Institute of Directors-UK (2002):** CSR is about businesses and other organizations going beyond the legal obligations to manage the impact they

have on the environment and society. In particular, this could include how organizations interact with their employees, suppliers, customers and the communities in which they operate, as well as the extent they attempt to protect the environment.

- **Harvard Kennedy School (2008):** Corporate Social Responsibility encompasses not only what companies do with their profits, but also how they make them. It goes beyond philanthropy and compliance and addresses how companies manage their economic, social, and environmental impacts, as well as their relationships in all key spheres of influence: the workplace, the marketplace, the supply chain, the community, and the public policy realm.

1.3 CSR: DEFINITIONS AND OPINIONS OF VARIOUS INTERNATIONAL SCHOLARS

- **Bowen (1953):** CSR refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society.
- **Carroll (1979):** The social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at a given point in time.
- **Davis and Blomstrom (1966):** Social responsibility refers to a person's obligation to consider the effects of his decisions and actions on the whole social system.
- **Frederick (1960):** Social responsibility in the final analysis implies a public posture toward society's economic and human resources and a willingness to see that those resources are used for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms.

- **Friedman (1962):** There is one and only one social responsibility of business to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud.
- **Jones (1980):** Corporate Social Responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract.
- **Mallen Baker (2003):** CSR is about how companies manage the business processes to produce an overall positive impact on society.
- **Warren Buffett (2012):** Companies need to throw their full weight behind sustainability strategies and consider the impact of all their actions on the environment. "Taking shortcuts is not the pathway to achieving sustainable competitive advantage, nor is it an avenue toward satisfying customers". "It takes 20 years to build a reputation and five minutes to ruin it".
- **McIntosh et al (1998):** Corporate citizen is concerned with the relationship between companies and society both the local community which surrounds a business and whose members interact with its employees and wider increasingly worldwide community which touches every business through its products, its supply chain, its dealer network, its advertisement and so on.
- **McWilliams and Siegel (2001):** CSR is defined as "Situations where the firm goes beyond compliance and engages in 'actions that appear to further some social good, beyond the interests of the firm and that which is required by law'".
- **Michael McComb (2002):** The notion of companies looking beyond profits to their role in society is generally termed Corporate Social Responsibility. It refers to a company linking itself with ethical values, transparency, employee relations, compliance with legal requirements and overall respect for the

communities in which they operate. It goes beyond the occasional community service action, however, as CSR is a corporate philosophy that drives strategic decision-making, partner selection, hiring practices and, ultimately, brand development.

1.4 CSR: DEFINITIONS AND OPINIONS OF VARIOUS INDIAN SCHOLARS CORPORATE HONCHOS AND LEADERS

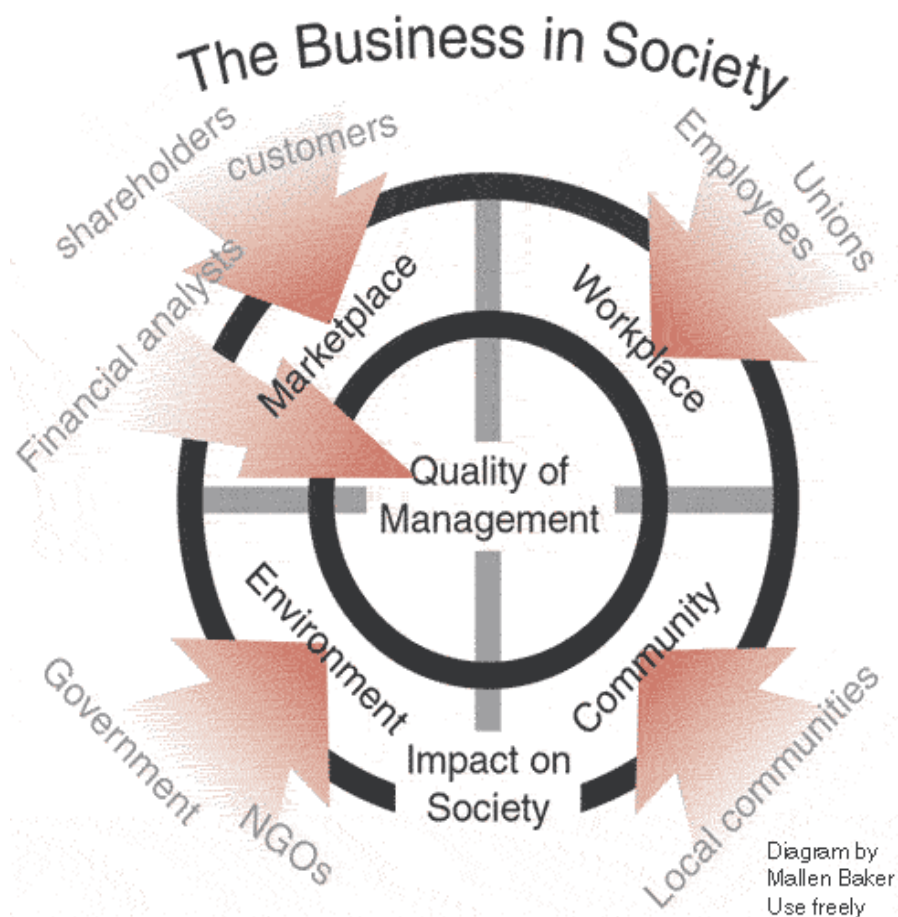
- **Dr. Abdul Kalam, Former President of India (2012):** Sustainable development refers to a mode of human development in which resource use aims to meet human needs while preserving the environment so that these needs can be met not only in the present, but also for the generations to come.
- **Azim Premji, Chairman of Wipro Limited (1998):** Corporate Social Responsibility aims at fundamental social development. In Indian context, it means an attempt to realize the vision of a just, humane and equitable society and when every action, however small, is driven by this larger vision, that is real social action.
- **Anil Agarwal, Vedanta Group, Chairman (2013):** Each of us is doing exactly what we're supposed to do. I am doing the best in my position just as another person is doing the best in his. When we give back to society, we must think about the betterment of society and not about getting brownie points with God. After all, even our mythological epic teaches us to help the society without expecting things in return.
- **Indu Jain, Chairperson, The Times Group (2013):** Corporate Social Responsibility Practices in India sets a realistic agenda of grassroots development through alliances and partnerships with sustainable development approaches. At the heart of solution lies intrinsic coming together of all stakeholders in shaping up a distinct route for an equitable and just social order.

- **J.R.D. Tata, Founder of Tata Group (2012):** The wealth gathered by Jamsetji Tata and his sons. The whole of that wealth 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.
- **Ratan J. Tata, Chairman, Tata Group (2012):** The developing world has two options. The first is to sit back and react only when the problems arise. The second is to act as conscious citizens and rise above our vested interests for the sake of future generations, so that history does not record that we deprived them of their livelihood.
- **Narayana Murthy, Infosys Founder (2012):** Social responsibility is to create maximum shareholders value working under the circumstances, where it is fair to all its stakeholders, workers, consumers, the community, government and the environment.
- **Rajashree Birla, Chairperson, The Aditya Birla Centre for Community Initiatives and Rural Development (2012):** CSR is to actively contribute to the social and economic development of the communities in which we operate. In so doing, build a better, sustainable way of life for the weaker sections of society and raise the country's human development index.
- **Sachin Pilot, Minister of Corporate Affairs (2013):** “As important actors in national and global economies, Corporates enjoy and capitalize on natural, social, human and economic resources. They need to look beyond shareholder value and make sustainability a core driver of their strategy. This is important to embed entrepreneurship more firmly into social realities of the day, to ensure that they use these resources judiciously and without discounting prospects of the future generations”.

Baker (2004) stated that the definitions have framed by various organizations, although there is considerable common ground between them. Companies need to answer to two aspects of their operations.

1. The quality of their management - both in terms of people and processes (the inner circle).
2. The nature and quantity of their impact on society in the various areas.

It is noticed, outside stakeholders are taking an increasing attention in the activity of the company. Most look to the outer circle - what the company has actually done, good or bad, in terms of its products and services, in terms of its impact on the environment and on local communities, or in terms of how it treats and develops its workforce. Out of the various stakeholders, it is financial analysts who are predominantly focused as well as past financial performance - on quality of management as an indicator of likely future performance.



1.5 THE HISTORY AND DEVELOPMENT OF CSR: GLOBALLY

The history of CSR is as old as the history of business itself, even though the concept was not formally formulated until recently. Even then as we saw in the review of the

meaning of CSR, the concept is still evolving and there isn't complete agreement as to what the concept is all about. Victorian Philanthropy could be said to be responsible for considerable portions of the urban landscape of older town centers today. In the global context, the recent history goes back to the seventeenth century when in 1790s, England witnessed the first large scale consumer boycott over the issue of slave harvested sugar which finally forced importer to have free-labor sourcing.

The emergence of large corporations during the late 1800's played a major role in hastening movement away from the classical economic view. As society grew from the economic structure of small, powerless firms governed primarily by the marketplace to large corporations in which power were more concentrated questions of responsibility of business to society surfaced.

We can divide the history on CSR into two broad periods (Spring 2007):

- Before 1900 and
- From 1900 to present

1.5.i CSR: Before 1900

The history of social and environmental concerns about business is as old as trade and business itself. It is studied that laws to protect forest and commercial logging operations can both be traced back almost 5,000 years. Around 1700 BC, King Hammurabi of Ancient Mesopotamia is known to have introduced a code in which builders, innkeepers or farmers were put to death if their negligence caused the deaths of others, or major inconvenience to local citizens. Meanwhile, history has equally recorded the grumblings of Ancient Roman senators about the failure of businesses to contribute sufficient taxes to fund their military campaigns. In 1622 disgruntled shareholders in the Dutch East India Company, are said to have started issuing pamphlets complaining about management secrecy and "self-enrichment" (BRASS Centre, 2007).

Talking to individuals, thinkers and business people in Africa, it is found out that the CSR concept is very much part of their business history. The research showed that hunters in the Southern Cameroons, as well as other parts of Africa were expected to bring part of their catch to the chief (traditional rulers). Farmers in Eastern Nigeria

(Igboland) brought their first harvest for the famous communal “New Yam Festival”. Professional craftsmen were seen as custodians of history and many of their artworks were kept in the palaces of the chiefs (they were not paid for such pieces of art).

In all parts of Africa found out that vital professionals such as doctors were not allowed to charge exorbitant fees for their services. In fact their fees were normally so nominal that no one was unable to pay. All these point to the fact that in traditional African societies, businesses were seen first and foremost as providing benefits for the whole society, and the individual businessperson came only second place.

A parallel view of business is presented in the Bible, where there is condemnation for charging interests on debts. In addition, Jesus in some of his parables, such as the Prodigal Son and the Good Samaritan, exemplifies the sharing of wealth. The beatitudes too also foster that sense of community. Indeed, CSR can be seen as a very Christian concept. Many of the social teachings of the Catholic Church support CSR. The concern on the part of the Catholic Church for the poor and underprivileged has continued even to the 20th and 21st centuries. For example the most recent Popes John of Business and Public Policy History of CSR (Benedict XVI and his predecessor, John Paul II) are known to be supporters of corporate philanthropy. The Catholic Church in Latin America developed “Liberation Theology” in the 1960s to address the social needs of the ‘wretched of the earth.’ Although the theology later ran into conflict with Church authorities in Rome because of its use of Marxist theories, it emphasized the fact that Christ had a ‘preferential option for the poor.’ The Catholic Church also supports sustainable development, a concept which we earlier saw to be closely linked with CSR. With rapid industrialization, the impacts of business on society and the environment edged an entirely new dimension. The “corporate paternalists” of the late 19th and early 20th centuries used some of their wealth to support philanthropic ventures (BRASS Centre, 2007).

1.5.ii CSR: From 1900 to Present:

As early as the 1920s, discussions about the social responsibilities of business had evolved into what could be recognized as the beginnings of the “modern” CSR movement. In 1929, the Dean of Harvard Business School, Wallace B. Donham, commented in an address delivered at North Western University as: “Business started

long centuries before the dawn of history, but business as we now know it is new – new in its broadening scope, new in its social significance. Business has not learned how to handle these changes, nor does it recognize the magnitude of its responsibilities for the future of civilization” (BRASS Centre, 2007).

The concept of social responsibility that prevailed in the US during most of the history was fashioned after the traditional or classical economic model. The classical view held that a society could best determine its needs and wants through the marketplace. If the business is awarded on this ability to respond to the demands of the market the self-interested pursuit of that reward would result in society getting what it wants. Thus, the invisible hand of the market transforms self-interested into societal interest. Years later, when laws constraining business behavior began to proliferate it might be said that a legal model emerged. Society’s expectations of business changed from being strictly economic in nature to encompassing issues that have been previously at business’s discretion. Over time, a social model or stakeholder model has evolved. A modification of the classical economic model was seen in practice in at least three areas: philanthropy – contributions to charity and other worthy causes, voluntary community obligations and paternalism – appeared in many forms and one of the most visible was the company town (Georgeta Nae, 2008).

The notion of CSR assumes corporate behavior that goes beyond legal requirements. CSR is the detailed ‘issues’ which an organization may be taking into account when developing strategies and on which an organization exceeds its minimum required obligations to stakeholders (Johnson, 1999). Traditionally, these issues are both internal and external to the organization i.e. employee welfare, working conditions, green issues, products etc. Today, the Corporate Social Responsibility ‘handbook’ extends to human rights, workplace practices, globalization practices, corporate power, environmental impact, corruption, community affairs and effective stakeholder dialogue (Cowe, Porritt, 2002). By meeting its legal obligations, an organization should not necessarily assume socially responsible behavior.

CARROLL PYRAMID OF CSR

The below pyramid of CSR is intended to illustrate that the total social responsibility is composed of distinct components that, when taken together, make up a whole. They are not mutually exclusive. It is important to note that this pyramid and its definition represent a stakeholder model (Carroll: 2006, 41). Each of the four components of responsibility addresses different stakeholders in terms of varying priorities in which the stakeholders are affected.



Source: Carroll 2006

1.6 THE HISTORY AND DEVELOPMENT OF CSR: ASIAN COUNTRIES

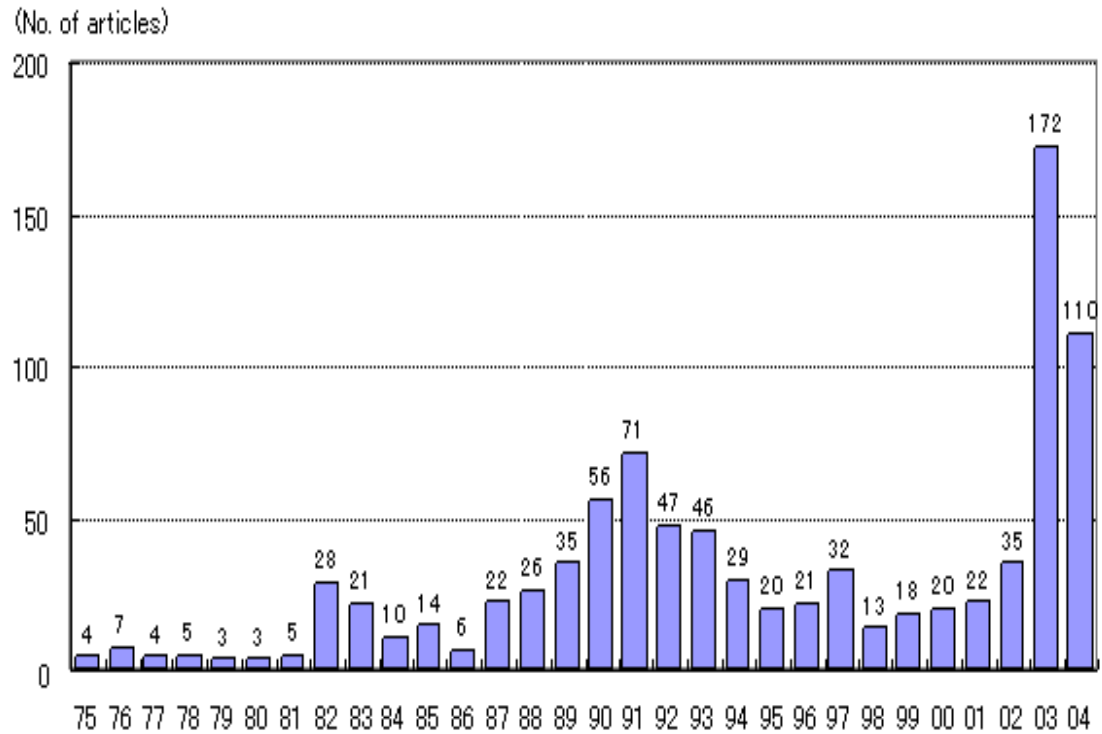
Following are the examples of a few Asian countries' History and Development of Corporate Social Responsibility –

1.6.i Japan

Corporate Social Responsibility is both a new concept and an old one in Japan. While the English term has grown widespread in recent years, the concept itself has actually

been debated in the Japanese context for almost 50 years. As the newspaper article count for CSR shows, CSR tends to engage the media roughly once every decade. This coincides with a repeating pattern among Japanese companies to commit abuses and scandals, followed by reflection and corrective measures (Figure - 1).

Figure - 1 Number of Newspaper Articles on CSR in Japan



Source: Compiled from Nikkei Telecom 21.

The five phases of evolution of Corporate Social Responsibility in Japan is shown below (Figure – 2)

Figure - 2 Five Phases of evolution of CSR in Japan

Phase	Year	Description
Phase I	1960s	Industrial pollution creates distrust of companies and anti-business sentiment Civic movements arise, problems resolved case-by-case.
Phase II	1970s	Criticism of supremacy of corporate profits in post-oil

		shock era. Companies set up anti-pollution departments and foundations to return profit.
Phase III	1980s	Excess liquidity, bubble economy expands, land prices soar Corporate citizens practice philanthropy and mecenat (support for the arts).
Phase IV	1990s	Bubble collapses, business ethics becomes a problem, global warming worsens Keidanren formulates Charter for Good Corporate Behavior Companies set up global environment departments, engage in social contribution.
Phase V	2000s	Corporate scandals emerge, stakeholders face crisis SRI funds emerge, CSR ratings become widespread Companies establish CSR departments 2003 is recognized as start of CSR management era.

Overview of the Five Phases of CSR (Masahiko Kawamura, 2004)

Phase I (1960s): During Japan's rapid growth era, as companies single-mindedly pursued profit, industrial pollution and other social problems emerged mainly in heavy and chemical industries. These included air and water pollution from factory waste water and sulfurous acid gas (causing the Minamata mercury poisoning and other diseases), food contamination (PCB poisoning in the Kanemi rice oil incident), and malformation of infants due to mothers using the sedative thalidomide during pregnancy. These incidents raised the issue of liability without fault, and triggered protest movements by residents and victims. A strong anti-business sentiment emerged that regarded companies as inherently evil. In 1967 the Basic Law for Environmental Pollution Control was enacted.

Phase II (1970s): A second land price surge occurred against the backdrop of the new plan to remodel the Japanese archipelago, and land speculation and rampant commodity speculation of trading companies became social issues. In particular, after

the first oil shock of 1973, price hikes in the oil industry prompted opportunistic price hikes and market cornering elsewhere, causing inflation in daily necessities, while the problem of defective products also added to the anti-business sentiment. With the single-minded pursuit of profit by companies under fire, the Diet also conducted intensive debate on runaway inflation. CSR was cited as part of a Diet resolution attached to the Commercial Code revision of 1974. Responding to corporate criticism at its peak in 1973, Keidanren (Japan Federation of Economic Organizations) proposed ideals for corporate NLI Research 6 2004.05.24 behavior. At the company level, new departments were set up to deal with pollution, and foundations were hastily formed to return some of the profits back to society. Another key development in 1973 was the introduction of the floating exchange rate system, which along with the above developments symbolized the end of Japan's rapid growth era. The self-righteousness that companies acquired from rapid growth as well as corporate criticism both culminated at this time, and companies subsequently had little choice but to recognize CSR. Incidentally, CSR also first appeared in that year's edition of the Encyclopedia of Contemporary Words.

Phase III (1980s): The CSR debate subsided rapidly from the late 1970s to the early 1980s, due in part to the voluntary restraint of companies in Phase II. But while CSR was downplayed, a spate of sokaiya racketeering occurred. Following the 1985 Plaza Accord and the yen's surge, Japanese companies began to expand operations overseas, ushering in the era of globalization. In particular, companies entering the U.S. market experienced a culture shock due to differences in corporate culture and lifestyles. Domestically, while excess liquidity was fueling the imminent bubble economy, Japan's low standard of living "rabbit hutch" dwellings, long work hours, and the unequal treatment of men and women raised social issues which directly involved companies and employees. In response, the idea of the "good corporate citizen" was introduced as companies actively financed social contributions in areas such as academics, the arts, welfare, and international exchange. The Japan Association of Charitable Organizations compiled the first edition of the Japan Directory of Grant-Making Foundations. In addition, corporate philanthropy and mecenat (support for the arts) flourished in the form of sponsored events and chair endowments. The Association for Corporate Support of the Arts was formed in 1989, and the Keidanren "1% Club" in 1990.

Phase IV (1990s): Land prices surged for a third time from the late 1980s as Japan's economy entered the bubble era, but plunged in 1991 when the bubble collapsed. Companies suffered a series of blows in the post-bubble 1990s: Yamaichi Securities and Hokkaido Takushoku Bank fell into bankruptcy, Toshiba Machine violated COCOM regulations, and contract rigging scandals surfaced among construction companies. Distrust of Japanese companies swelled to international proportions. Keidanren was prompted to compile a Charter for Good Corporate Behavior, which can be interpreted as the prototype for today's CSR. Meanwhile, global warming, destruction of tropical rainforests, destruction of the ozone layer, and desertification were becoming serious global environmental problems. Two key developments symbolizing the response to environmental problems were the U.N. Conference on Environment and Development (UNCED) in 1992, and issuance of the ISO 14001 standard for environmental management systems in 1996.

Phase V (2000s): A new era of CSR began in 2000. Socially Responsible Investment (SRI) had reached Japan in the summer of 1999 with the emergence of Japan's first eco funds, and Japanese companies were bombarded with intrusive surveys by Western research agencies for SRI screening purposes. While eco funds initially focused on the environmental stance of companies, the scope of SRI gradually expanded to corporate governance and social contribution. Since the surveys influenced corporate valuations in capital markets, Japanese companies grudgingly complied. Meanwhile, a series of corporate scandals erupted including Snow Brand and Nippon Meat Packers, causing the scope of CSR to expand to corporate ethics, compliance, accountability, and disclosure. Ricoh became the first of several companies to set up a CSR department in 2003, and Japanese companies began to implement new CSR initiatives from the perspective of risk management and sustainability.

1.6.ii Malaysia

Malaysia is recognized as being among the most active emerging economies in relation to corporate responsibility. Companies in Malaysia have expanded their annual reports beyond the traditional reporting by incorporating elements of environmental, social, product and employee information. The Malaysian government's increasing focus on CSR has resulted in the development of several new

initiatives. The most significant of these is still the "The Silver Book", published by the Putrajaya Committee for GLC Transformation (PCG) in September 2006. The Silver Book contains CSR guidelines for Government Linked Companies (GLCs). Khazanah Nasional Berhad, a management authority for government investments, has the responsibility for monitoring that the GLCs implement CSR measures in accordance with the framework. However, there is no information on what possibilities for sanctions Khazanah holds if the guidelines are not followed. Moreover, in September 2006, Bursa Malaysia, the country's stock exchange, launched a framework for implementation and reporting of CSR activities by listed companies. In accordance with this, all listed companies are required to disclose their CSR activities, but it is stressed that all activity occurs on a voluntary basis.

In the above framework the CSR concept is used to describe actions that go beyond philanthropy or compliance with applicable laws. CSR describes the activities that safeguard the environment, communities, employees, shareholders and other affected parties' interests as an integral part of the operation, to the extent that it lays the foundation for long-term, sustainable value creation. Such an understanding of CSR corresponds largely with the Norwegian definition, as it emerges from Stortingsmelding.

In a recent Malaysian survey, CSR practices among local companies are regarded as something commendable when a significant number of activities have been reported for CSR purposes. The Global Compact Network Malaysia (GCNM) is a network that works to promote the United Nations Global Compact (UNGC) ten principles concerning human rights, rights of workers, the preservation of the environment and anti-corruption, among companies operating in Malaysia. Through this network, businesses are given opportunities to showcase their CSR activities internationally. It also functions as an arena for interaction with both NGOs and other businesses. By August 2010, 62 companies and organizations had joined the GCNM, of which the majority was multinational companies. DiGi Communications, in which Telenor has a controlling stake, is one of the companies that is affiliated with the network. As emphasized by GCNM, DiGi is the only Malaysian company that has signed the "Caring for Climate" initiative (Vision Care Foundation, 2012).

Activities pertaining to CSR in Malaysia are also based on seasons. Festive seasons, for example Eid al-Fitr (3) and the Chinese New Year, are the active seasons when many companies, especially Bhumiputra (indigenous)-controlled companies give donations to the old and poor people as well as orphans. As most of these functions are normally made public by the media, it can be inferred that the purpose of CSR is to preserve and elevate a company's image and the argument can be made that companies follow CSR practices if they can get something in return.

1.6.iii Bangladesh

The current agenda for Corporate Responsibility (CR) in Bangladesh is driven by three factors, of which the main impetus for change is an increasing scrutiny of the local practices of subsidiaries of MNCs. The continuing incidents of pollution, exploitation, and increasing local appreciation and buy-in to world-class CR closely underpin the case for change to a wider adoption of CR practices. The increased social consciousness of western consumers, brought about through high-profile cases of corporate exploitation, has been a strong impetus for companies to focus on CR practices. This has placed pressure on local subsidiaries of international MNCs to be held accountable and responsible. One sector where this is increasingly evident is the garment sector in Bangladesh. Here companies tend to perform better on CR practices relative to other sectors, due to increased scrutiny and standard setting by their parent companies.

In Bangladesh, the ability to hold companies accountable has also been facilitated to some extent, by the significant growth in the number of local NGOs (non-governmental organizations). In 1970, it was estimated that there were around 40 NGOs operating in Bangladesh. By 1999, the figure was estimated at 22 000, of which around 150 are of foreign origin. In Bangladesh, as elsewhere in the world, out of the trend towards privatization and market liberalization policies, a discourse has emerged on the imperative for business to take up wider social responsibilities, which would both complement the role of the state and fill in the space created through possible retreat of the state.

An example of this is the HIV/AIDS (Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome) initiative kicked off in 1998 by FICCI (Foreign

Investors' Chamber of Commerce and Industry) in Bangladesh and UNAIDS (the Joint United Nations Program on HIV/AIDS), so as to form a business coalition on AIDS in the country. The imperative for CR is also the continuing evidence of issues and incidents relating to the wasteful use of scarce resources and pollution caused by industries, as well as by consumers in Bangladesh. Some examples of these include the struggle between shrimp farmers and rice growers over land usage, the deforestation of the Chittagong hill tracts due to gas and oil prospecting, and the pollution of the Gulshan-Baridhara Lake in Dhaka from the dumping of industrial waste from the Tejgaon, Badda, and Mohakhali industrial areas. These incidents have been reported in the international press as well as on international business and human rights websites, and have resulted in greater international and local demands for CR practices (Ritu Kumar, D.M., 2004).

1.6.iv China

The history of Corporate Social Responsibility in China has as many variations and understanding those variations and definitions is the key to realizing the assorted ways that companies and consumers have interacted in the past and how they will do so in the future. CSR has gained a critical mass of attention in China in the last half decade. ChinaCSR.com, an online publication started in 2003, reports on a wide variety of CSR programs, conferences, and publications in China for both Western and Chinese companies. But many researchers point either to China's opening up in the late 1970s or even to the Communist revolution of 1949 as the start of China's commitment to connecting the ascendancy of industry with the social good. For the former viewpoint, China's reforms in the 1980s and 1990s created an environment where businesses were held to higher standards and made to comply with new laws.

While perhaps there was some fearful hesitancy a few years ago within the Chinese government to fully embrace a more updated idea of CSR, such as additional costs to exports, the situation has now changed. Not only there are new proposed regulations that would require foreign companies to submit their own sustainability reports within China, but various sectors within the Chinese economy have embraced both domestic and international standards to help Chinese businesses to greater heights around the world. There has been a push recently to influence Chinese companies to comply with the International SA8000 standard for ethical workplace conditions, and in 2005,

agencies in China worked with the European Union to formulate the China Social Compliance standard (CSC9000T) for the textile industry.

But while it is important to understand some of the varying ideas of how and when CSR developed in China, it is critical to understand where CSR is heading in the future. With Chinese firms like Haier, Lenovo, and Chery making advances into foreign countries, companies who were once reticent about embracing CSR as a business fundamental are now faced with a global supply chain that can easily cause havoc everywhere in the world if one small link is broken. Companies are proactively reaching out to engage government, consumers, investors, and suppliers in multifaceted initiatives to bolster legal compliance, create better brand equity, strengthen financial oversight, and ensure manufacturing principles.

The biggest CSR hurdles for Chinese companies will continue to be the same problems that plague their Western counterparts. First, as Chinese companies grow they will have more suppliers around the world. Each supplier is a potential weak point, and so continual oversight is necessary. Next, every company runs the risk of greenwashing. Finally, full commitment from a company's executive management and board of directors is intrinsic to encouraging Corporate Social Responsibility to be deeply ingrained in all the business processes. Even during recessions, companies must focus on the long-term benefits of CSR (Qiye Shehui Zeren, 2009).

1.6.v Saudi Arabia

There are close to 10,000 firms registered in Saudi Arabia of which only 1% is joint stock companies. Among the Top 100 list of Saudi companies about 50% are listed on the Saudi stock market. In terms of size, the Saudi Arabian Market is the biggest in the Arab world, and ranks among the top 10 emerging markets. The most distinctive feature of the Saudi private sector is probably the extensive prevalence of family ownership within the top ranking companies. Government ownership is also evident among many of the Top 100 list of firms.

The term Corporate Social Responsibility has attracted considerable attention lately in Saudi Arabia particularly within regional business and media circles. In Saudi newspapers, the frequency of reporting on 'social responsibility' in connection with business increased seven-fold between 2005 and 2006. Issues such as employment,

safe products, and environmentally friendly production methods beyond regulations are some of the well-publicized issues of this corporate social agenda. Further expectations are seen in light of the opportunities for businesses to contribute to the development of the society in which they operate and benefit society in areas where Governments need to help. Increasingly Governments are seeking partnerships with business and civic society to work out solutions for these challenges. The mere fact that companies create jobs and wealth is in itself one of the key pillars for contributing to a healthy society in a market economy. Governments supposedly create the framework conditions for efficient operation and growth of private enterprises. This includes ensuring efficient market regulations, fair competition, protection of workers' rights and the environment. Companies working within the spirit of the law, focusing on core business and wealth creation are supposedly fulfilling their responsibilities (Tamkeen, 2007).

1.7 HISTORY AND DEVELOPMENT OF CSR: INDIA

The study reveals that in India, the term Corporate Social Responsibility might be new but the concept is not. It has been there since the earliest times, going back to an age when society itself was in its formative stages. It has been incorporated in the various religious laws where a part of one's earnings are donated for the benefit of the poor and community welfare. The Hindus call it 'Dharmmada', the Muslims 'Zakatah', the Sikhs 'Dashaant'; call it by different names, but the concept has been seen in the society from the very beginning. As individuals joined hands to form organizations, the same concept became embedded in the corporations or organizations (Baxi, et al 2005).

India has a rich history of close business involvement in social causes for national development. In India, CSR is known from ancient time as social duty or charity, which through different ages is changing its nature in broader aspect, now popularly known as CSR. From the origin of business, which leads towards excess wealth, social and environmental issues have deep roots in the history of business. India has had a long tradition of corporate philanthropy and industrial welfare has been put to practice since late 1800s. Historically, the philanthropy of business people in India has resembled western philanthropy in being rooted in religious belief. Business

practices in the 1900s that could be termed socially responsible took different forms: philanthropic donations to charity, service to the community, enhancing employee welfare and promoting religious conduct. Corporations may give funds to charitable or educational institutions and may argue that they are the great humanitarian deeds, when in fact they are simply trying to buy community good will. The ideology of CSR in the 1950s was primarily based on an assumption of the obligation of business to society (Richa & Anju, 2010).

In initial years there was little documentation of social responsibility initiatives in India. Since then there is a growing realization towards contribution to social activities globally with a desire to improve the immediate environment. It has also been found that to a growing degree companies that pay genuine attention to the principles of socially responsible behavior are also favored by the public and preferred for their goods and services (Shinde, 2005).

Though Gandhian model and Nehru model still tends to exist but due to continuous impact of western culture the Friedman model can be more influential compared to all previous models. Now the CSR activities by corporates are not limited to families but they have become “Globally local”. In a survey done by IIM Bangalore more than 70% participants believe that social responsibility is not only a government role but it is also a corporate one and a very small proportion (17%) agrees that its social obligations are responsibility of government, not corporations. This is a strong indication that social responsibility is an integrated process which has to be implemented by government and corporate as well. Nearly 80% corporations suggest that the codes of conduct are necessary to encourage accountability and transparency. Both these responses suggest a significant variation from the Friedmanite view of “business being in business for business” (Sanjeev & Rohit, 2007).

1.7.i Gandhi’s Theory of Trusteeship

Theory of Trusteeship is a socio-economic philosophy that was propounded by Mahatma Gandhi. It provides a means by which the wealthy people would be the trustees of trusts that looked after the welfare of the people in general. This concept was condemned by socialists as being in favor of the landlords, feudal princes and the capitalists. Gandhi believed that the rich people could be persuaded to part with their

wealth to help the poor. Putting it in Gandhiji's words "Supposing I have come by a fair amount of wealth either by way of legacy, or by means of trade and industry, I must know that all that wealth does not belong to me; what belongs to me is the right to an honorable livelihood, no better than that enjoyed by millions of others. The rest of my wealth belongs to the community and must be used for the welfare of the community." Gandhiji along with his followers, after their release from the prison formulated a "simple" and a "practical" formula where Trusteeship was explained (Wikipedia).

Gandhian economics is essentially the collection of Gandhi's thoughts on various economic systems. Any discussion on the role of the corporate in the society will remain incomplete without reference to the theory of trusteeship propounded by Mahatma Gandhi. Based on his deep understanding of the Indian society, Gandhi had propounded his philosophy which is different from the western concepts of capitalism or socialism. He had advocated for the system of trusteeship, which requires that property should be under the control of a private person, who should regard himself as its protector not its master. This is derived from the ideal of non-possession (Aparigraha) given in the Upanishad.

The theory of trusteeship visualizes economic equality in the ideal state. Based on the concept "In the world, there is enough for meeting every body's need but not greed", Gandhi had advocated that any superfluous wealth should be held in trust. Gandhi was not in favor of restricting growth of intellectual attainments of the people and wanted them to make full use of their talent in the interest of the community. Trusteeship is based on the change of heart or mindset of the rich property-owners for considering themselves not as the absolute lords of what they possess, but as the custodians of social wealth or trustees utilizing the property for the good of the whole community. Expressing his reservation on the capitalist system and concept of inheritance, Gandhi advocated that the choice of a trustee or successor should be subject to the final approval of the community. He had suggested that the state should make a law for checking of any misuse of trust property, regulating private property system, or confiscating it with minimum use of violence.

Gandhi's theory of trusteeship is often criticized as being utopian and not pragmatic in the contemporary society, where man's love for wealth is so ingrained that he may forget as to who had killed his father but not as to who usurped his property. Even Jawaharlal Nehru had questioned "Is it reasonable to believe in the theory of trusteeship to give unchecked power and wealth to an individual and to expect him to use it entirely for the public good? Are the best of us so perfect as to be entrusted in this way?" Notwithstanding this debate, theory of trusteeship propounded by Gandhi will continue to be an important milestone in the history of Corporate Social Responsibility in the years to come (Panda, 2010). The philosophy of Trusteeship believes in inherent goodness of human beings. It involves the capitalists and landlords in the service of society without any element of coercion. It doesn't want the destruction of capitalists. Gandhi himself believed that their destruction would result in the end of the workers.

According to "Altered Images: the 2001 State of Corporate Responsibility in India Poll", a survey conducted by Tata Energy Research Institute (TERI), the evolution of CSR in India has followed a chronological evolution of 4 thinking approaches (Poornima, 2011) -

1. Ethical Model (1930s –1950s): One significant aspect of this model is the promotion of "trusteeship" that was revived and reinterpreted by Mahatma Gandhi. Under this notion the businesses were motivated to manage their business entity as a trust held in the interest of the community. The idea prompted many family run businesses to contribute towards socioeconomic development. The efforts of Tata group directed towards the wellbeing of the society are worth mentioning in this model.

2. Statist Model (1950s –1970s): Under the aegis of Jawaharlal Lal Nehru, this model came into being in the post-independence era. The era was driven by a mixed and socialist kind of economy. The important feature of this model was that the state ownership and legal requirements decided the corporate responsibilities.

3. Liberal Model (1970s –1990s): The model was encapsulated by Milton Friedman. As per this model, Corporate Responsibility is confined to its economic bottom line.

This implies that it is sufficient for business to obey the law and generate wealth, which through taxation and private charitable choices can be directed to social ends.

4. Stakeholder Model (1990s – Present): The model came into existence during 1990s as a consequence of realization that with growing economic profits, businesses also have certain societal roles to fulfill. The model expects companies to perform according to “triple bottom line” approach. The businesses are also focusing on accountability and transparency through several mechanisms.

By late 1990s, the concept was fully recognized; people and institutions across all sections of society started supporting it. This can be corroborated by the fact that while in 1977 less than half of the Fortune 500 firms even mentioned CSR in their annual reports, by the end of 1990, approximately 90 percent Fortune 500 firms embraced CSR as an essential element in their organizational goals, and actively promoted their CSR activities in annual reports (Boli and Hartsuiker, 2001).

After Independence, JRD Tata who always laid a great deal of emphasis to go beyond conducting themselves as honest citizens pointed out that there were many ways in which industrial and business enterprises can contribute to public welfare beyond the scope of their normal activities. He advised that apart from the obvious one of donating funds to good causes which has been their normal practice for years; they could have used their own financial, managerial and human resources to provide task forces for undertaking direct relief and reconstruction measures. Traditionally, it had discharged its responsibility to society through education, medical facilities, and scientific research among other objects. The important change at that time was that industry accepted social responsibility as part of the management of the enterprise itself. The community development and social welfare program of the premier Tata Company, Tata Iron and Steel Company was started the concepts of "Social Responsibility" (Gupta, 2007). The Gandhian notion of trusteeship has been followed by TATAs and BIRLAs ever since their inception.

The last decade of the twentieth century witnessed a swing away from charity and traditional philanthropy towards more direct engagement of business in mainstream development which concern for disadvantaged groups in the society. This has been

driven both internally by corporate will and externally by increased governmental and public expectations. This was evident from a sample survey conducted in 1984 reporting that of the amount companies spent on social development, the largest sum of 47 percent was spent through company programs, 39 percent was given to outside organizations as aid and 14 percent was spent through company trusts (Working Document of EU India CSR, 2001). In India as in the rest of the world there is a growing realization that business cannot succeed in a society which fails. An ideal CSR has both ethical and philosophical dimensions, particularly in India where there exists a wide gap between sections of people in terms of income and standards as well as socio-economic status (Bajpai, 2001).

In India, in the pre- independence era, the businesses which pioneered industrialization along with fighting for independence also followed the idea. They put the idea into action by setting up charitable foundations, educational and healthcare institutions, and trusts for community development. The donations either monetary or otherwise were sporadic activities of charity or philanthropy that were taken out of personal savings which neither belonged to the shareholders nor did it constitute an integral part of business. The term CSR itself came into common use in the early 1970s although it was seldom abbreviated.

1.7.ii The Sources of the current concept of CSR

The current form of CSR emerged in the 1990s and represents a convergence of ideas and developments. The most significant source for the current CSR concept comes from concern over the environment. It is related to the idea of sustainable development, developed by the Brundtland Commission in the late 1980s and accepted by the Rio Earth Summit in 1992. Trade unionists played a major role in linking the environmental with the social during this period. They also succeeded in obtaining dimension to sustainability. This became an integral part of the sustainable development concept. One of the most important drivers of CSR is the idea that there is a “business case” for social responsibility. Behind this idea lies the widely accepted belief that measures that are good for the environment can also be good for the financial performance of a company.

Another aspect of the environmental influence on the concept of CSR was that the non-financial performance of an enterprise could be objectively measured, reported, audited and certified in ways similar to those that are used to measure, report, audit and certify the financial performance of a company. This thinking lay behind rapid and widespread acceptance of the term “triple bottom line” which links the financial, environmental and social performance of companies.

Yet another aspect of the environmental influence was the ecological approach to social issues represented in the concept of “stakeholders”. Stakeholders are considered to be any person or group affected by the activities of an enterprise. Corporations are expected to approach social issues by identifying the “impact” of their activities, just as environmentalists demand that corporations identify the impact (the “footprint”) of their activities on the environment.

A second important source of the current concept of CSR can be traced to the consequences of liberalization, deregulation and privatization policies in the last 20 years. Embraced by governments seeking “low-cost, low-maintenance policy”, CSR fits in well with the growth of public private partnerships and the increasing use of NGOs as service providers for new forms of philanthropy. A widely held view was that, as business assumed more of the tasks that society had previously expected governments to perform, the expectations of business with respect to its social responsibilities would increase.

A third source of the current concept of CSR relates to the codes of conduct adopted by companies and meant to be applied to the labour practices of their suppliers and subcontractors. These “supplier codes” were a response to negative publicity related to exploitation and abusive labour practices in the production of famous brand-name goods. These codes raised questions as to how the companies that were adopting them could implement them – and how they could prove to the public that these codes were actually being respected. The search for answers to these questions motivated a lot of private standard- setting in the social area and led to the creation of an industry of private labour inspectors, or social auditors, as well as related multi-stakeholder initiatives which came to have a profound impact on the CSR phenomenon. The supplier codes were important to the evolution of the CSR concept because they

addressed questions of business responsibility raised by two significant and long-term developments. The first was the impact of the new forms of business organization and relationships, brought about in large part by outsourcing and subcontracting. Increasingly elaborate international chains of production (value chains) were making it easier for business to avoid its responsibilities at the same time that various pressures were making it difficult for many governments, especially in developing countries, to fulfill their responsibilities. A second and related development was the increasing importance of intangibles, including brand names and reputation, in determining the worth of an enterprise. The supplier codes became a means of “risk management” for brand reputation. Codes and management systems addressing other reputation risks, such as possible bribery and corruption scandals, were also developed. Risk management became one of the strongest components the business case for CSR and codes of conduct became a central feature of CSR.

Another source for the present concept of CSR is the incorporation of ideas drawn from human resource development (HRD) concerning the retention or training of the workforce. Existing thinking and practices in this area fit well with the CSR concept. Companies came to describe their HRD policies as an aspect of their social responsibility towards their employee “stakeholders”, and as evidence that they were taking the “high road” to being competitive. Industrial relations and collective bargaining are hardly ever mentioned, even where the subject is the company’s relations with its employees. Of course, the impact of successful employee retention on society is less significant for companies that outsource most of their work. Moreover, these kinds of HRD policy cannot have much of a role in low-skill, labour intensive industries operating in environments where basic human rights are not respected (Justin, D. 2003).

1.7.iii CSR Surveys

In the context of India, CSR studies were few and limited. Singh and Ahuja in 1983 conducted a study in India on CSR of 40 Indian Public sector companies for the years 1975-76 and found that 40 percent of the companies disclosed more than 30 percent of total disclosure items included in their survey. This study concluded that the Indian companies placed emphasis on product improvements and development of human resources.

According to a survey done by Partners in Change 2000, which covered 600 companies and 20 CEOs for judging Corporate Involvement in Social Development in India 85 percent agreed that companies need to be socially responsible; only 11 percent companies had a written policy; over 60 percent of the companies were making monetary donations; health, education and infrastructure were most supported issues. From 2000 onwards, 4 important surveys have been conducted, which give significant macro level conclusions about Indian corporate. The first and second surveys were carried out in 2001 and 2002 by Business Community Foundation for TERI-Europe. The survey sought to explore the perception of workers, company executives and general public about social, economic and environmental responsibilities. It was found that all companies irrespective of size or sector have awareness of CSR and its potential benefits. Many companies were collaborating with NGOs, have labor and environmental policy guidelines in place. A third survey was jointly conducted in 2002 by CII, United Nations Development Program (UNDP), British Council (BC) and Price Water Coopers (PWC). The most striking features of the responses to the survey is that the respondents are in near unanimity that CSR is very much a part of the domain of corporate action and the passive philanthropy is no longer sufficient. A significant proportion of respondents, recognize CSR as the mean to enhance long-term stakeholder value. The fourth survey, the Karmayog CSR Rating 2007-08 is for the largest 500 companies in India. Karmayog is a platform for the Indian non-profit sector providing research on CSR activities of Indian companies. It rated the 500 largest Indian Companies based on their CSR activities. The companies were rated on 0 to 5 levels based on criteria like products and services, reach of CSR activities, expenditure on CSR, harmful processes etc.

1.7.iv Karmayog CSR Study in India

Karmayog research (fourth survey) was kept as base and further research was extended to find out the current scenario of CSR activities in India. For this, firstly the social aspects by organizations like OHSAS, GRI, and ISO etc. were streamlined for compilation and better understanding. Then, a list of 500 companies taken by Karmayog from Dun and Bradstreet's 2006 edition of 'India's Top 500 companies' was made. Karmayog rated these companies on a '0-5' scale based on information from the company's website and latest annual report. Out of 500 companies, 229

companies got a '0' rating and thus were filtered out for not showing any CSR activity or producing cigarettes/tobacco products and liquor. For the rest 271 companies annual reports/CSR reports were downloaded and its content analysis was done. It was found that around 26 companies are reporting on environment in the name of CSR. These were dropped out from the list, so a final list of 245 companies was obtained on which the further work was performed like downloading CSR related reports from the websites and studying the same, etc. The assessment of 245 companies was done by mapping their reported aspects against the 18 GRI social aspects which are globally accepted and most widely used. The GRI social aspects were clubbed as Society Performance Indicators, Human Rights Performance Indicators, Labor Practice and decent work Indicators, and Product Responsibility indicators. The CSR reports (245 companies) were thoroughly examined and its content analysis was done to find out the use of GRI aspects, CSR initiatives and special innovations. A binary code of '0' and '1' was allocated for 'not using' and 'using' the particular indicator respectively. The assessment was based on four criteria: the social indicators tracked by the company, the innovativeness in CSR on a 5 point scale, linkage of CSR initiatives to business, and focus area of CSR in each company.

It was observed that 46% companies got zero rating (no reporting), around 8% scored 3/5 and 4/5 Karmayog rating. Around 49% companies out of 500 largest Indian companies were reporting on CSR. Most of the companies report on donations, renovating schools in villages, mid-day meals etc. It is expected from a company to at least spend a minimum of 2% of income on CSR activities annually. But in most reports there is no mention of the amount spent in any of their balance sheets or annual reports. Well defined expenditure on CSR has been shown by very few companies. Companies reach for CSR activities was also unsatisfactory in the sense CSR activities of only 25% companies were for employees and rest were focusing on vicinity and society at large. Many companies are only making token gestures towards CSR in tangential ways such as donations to charitable trusts or NGOs, sponsorship of events, etc. believing that charity and philanthropy equals to CSR. Most companies use CSR as a marketing tool to further spread the word about their business, for instance, donation of a token amount to some cause on purchase of a particular product. The fact that companies are hiring advertising agencies for their CSR further

highlights this. Companies hesitate to state the processes followed by them, the damage caused by these processes, and the steps taken to minimize this damage.

Very few companies have a clearly defined CSR philosophy. Most implement their CSR in an adhoc manner, unconnected with their business process. Most companies spread their CSR funds thinly across many activities, thus somewhere losing the purpose of undertaking that activity. Special CSR initiatives were taken by some companies like structured CSR etc. Generally speaking, most companies seem either unaware or don't monitor their company's CSR. However, all companies can be considered to be an upward learning curve with respect to CSR. The overall approach still seems to be driven by philanthropy rather than integrating it with business as has been happening in the world.

According to Shrivastava and Venketeshwaran (2000) there are two extreme views - companies that comply with the laws of the country they operate in are considered as 'socially responsible'; in the other extreme view, the CSR activities of a company are considered as purely philanthropic, in which case money is given for charity without expecting anything in return.

The results suggest that CSR is often guided by the commitment of the top management. With compliance and enforcement slack, employee's care is just employers' benevolence, environment care and total quality management are driven by market forces and legislation, CSR is considered as an additional activity of Human relation and public relation department. CSR is qualitatively different from the traditional concept of corporate philosophy. It acknowledges the debt that the corporation owes to the community within which it operates, as a stakeholder in corporate activity. It also defines the business corporation's partnership with social action groups in providing financial and other resources to support development plans, especially among disadvantaged communities (Jagdish Gulati, 2005).

The problems and issues that confront society today are too large and complex to be solved by government and NGOs alone. Sustainable solutions to society's problems can only be found through the collaboration and involvement of all who are part of it. Companies have tremendous strengths; they have extremely capable people,

technology, access to money, the ability of geographical reach, etc. Thus Corporates are important stakeholders in society. Corporate Social Responsibility helps to define the contribution of a company beyond economic value and creating employment, and weighs this contribution against the damage done by the company through its products and processes (Karmayog, 2009).

The corporate India has focused their CSR activities across 20 states/UTs, out of which, Maharashtra received maximum attention from Indian industrialists for initiating their CSR activities with a share of 35.68%. It is followed by Gujarat (11.62%), Delhi (9.66%), Tamil Nadu (9.17%) and Andhra Pradesh (7.04%) among others.

Percentage of CSR activities among the Indian States

Rank Share	CSR Areas	Percentage (%)
1	Maharashtra	35.68
2	Gujarat	11.62
3	Delhi	9.66
4	Tamil Nadu	9.17
5	Andhra Pradesh	7.04
6	West Bengal	6.71
7	Karnataka	6.55
8	Rajasthan	3.27
9	Punjab	2.13
10	Uttar Pradesh	1.96
11	Orissa	1.31
12	Dadra & Nagar Haveli	0.98
13	Haryana	0.65
14	Kerala	0.65
15	Madhya Pradesh	0.65
16	Goa	0.49
17	Jharkhand	0.49
18	Assam	0.33

19	Chandigarh	0.33
20	Uttarakhand	0.33

Source: ASSOCHAM Research Bureau

1.7. v New Company Bill 2013 on Corporate Social Responsibility

Very recently the new Company bill has passed by both the parliament houses. Under Companies Act, 1956 there is no provision for Corporate Social Responsibility but the Companies Bill, 2012 incorporates a provision of CSR under Clause 135. This Clause states that every company having net worth of Rs. 500 crore or more, or turnover of Rs. 1,000 crore or more or net profit of Rs. 5 crore or more during any financial year, shall constitute a CSR Committee of the Board consisting of three or more Directors, including at least one Independent Director, to recommend activities for discharging Corporate Social Responsibilities and the company would spend at least 2 per cent of its average net profits of the previous three years on specified CSR activities (India CSR, 2013). With the new legislation, India would possibly become the first country to have Corporate Social Responsibility spending through a statutory provision.

1.8 THE HISTORY AND DEVELOPMENT OF CSR: GUJARAT

1.8.i A Brief Sketch of Gujarat and its Industrial Development

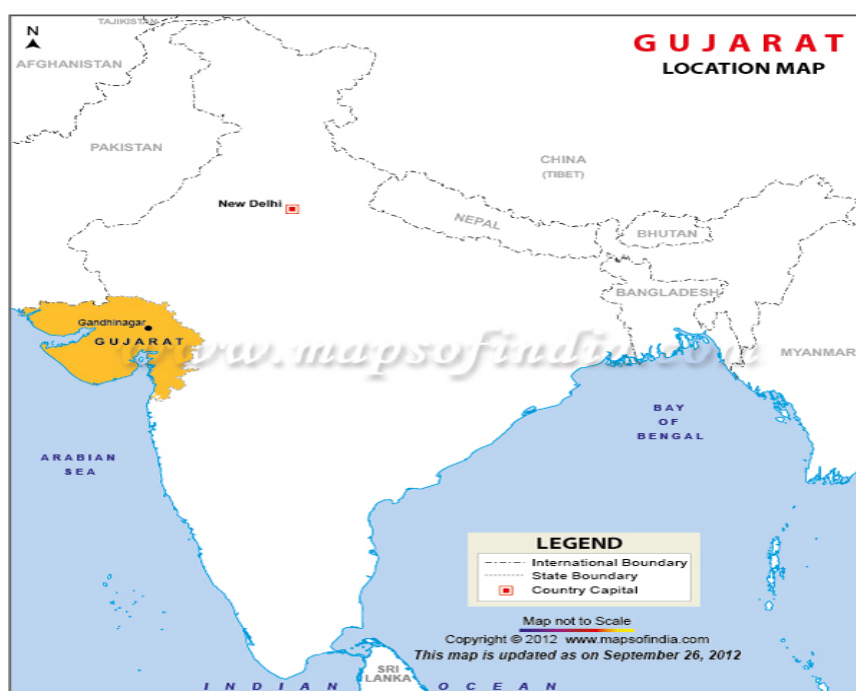


Figure: State of Gujarat in India

Gujarat is one of India's most industrialized states maintains a variety of industries. The principal ones being general and electrical engineering, the manufactures of textiles, vegetable oils, chemicals, soda ash, and cement. New industries include the producers of fertilizers and petrochemicals.

Major resources produced by the state include cotton, peanuts, dates, sugarcane and petrol. The state is rich in calcite, gypsum, manganese, lignite, bauxite, limestone, agate, feldspar and quartz sand and successful mining of these minerals is done in their specified areas. Gujarat produces about 91% of India's required amount of soda ash and gives the country about 66% of its national requirement of salt. Chemical Industries in Gujarat count for more than 35% of Indian Chemical production. It is one of the most prosperous states of India, having a per-capita GDP significantly above India's average. Kalol, Khambhat and Ankaleshwar are today known for their oil and natural gas production. 'Dhuvaran' has a thermal power station, which uses coal, oil and gas. On the Gulf of Khambhat, 50 kilometers southeast of Bhavnagar, is the Alang Ship Recycling Yard (the world's largest). General Motors produces the 'Astra' car at Halol near Vadodara. Jalalpur is a large town of Gujarat, where several small and large textile industrial units have been established. Surat, a city by the Gulf of Khambhat, is a hub of the global diamond trade.

Global Prosperity Index 2012 released by the Legatum Institute finds Gujarat to be scoring highest on social capital in India. Gujarat is ranking 15th when it is compared among the 142 nations. It ranks alongside Germany and scores better than several developed nations. This is the recognition of the development in Gujarat under the leadership of Shri Narendra Modi, following the Mantra of 'Sabka Saath, Sabka Vikas'.

1.8. ii CSR Activities in Gujarat

Gujarat is known for its rapid industrialization, has also emerged as one of the most suitable platforms for launching Corporate Social Responsibility initiative. A study conducted by The Associated Chamber of Commerce and Industry of India (ASSOCHEM) is anything to go by, the state is the second most sought after by the India Inc. for the CSR play. It stands second with share of 11.62% in total CSR activities, while Maharashtra tops the chart with total share of 35.68%. Delhi (9.66%),

Tamil Nadu (9.17%) and Andhra Pradesh (7.04%) are the other states with the highest CSR activities.

Figure: Map of Gujarat



The study "India Inc. and CSR areas" further reveals that from the 300 Indian companies, which had been grouped under 18 broad sectors based on their economic activity, the maximum initiatives have been undertaken by almost 74 companies engaged in chemical sector, accounting for a share of 12.11%. The 62 companies in FMCG (Fast Moving Consumer Goods) and consumer durable space are placed at second position with a CSR initiative's contribution to the extent of 10.15%. With 53 companies, the textile sector occupied third place with effective CSR initiatives, contributing a share of 8.57%. Releasing the study report, ASSOCHAM president Sajjan Jindal said, "Out of the total 26 activities, community welfare perceived to be the top priority area on the corporate sector's list with a share of 21.93%" (Kumar Sachin 2009).

The government of Gujarat has, in its newly announced industrial policy, refrained from making Corporate Social Responsibility mandatory. It has also rechristened CSR

as “Wealth with Social Health”. Previously the Gujarat government had made it mandatory for state-run public sector enterprises to contribute 30% of profit before tax for social causes as part of their CSR that is now optional in the new industrial policy. This report states that the policy now reads “Business entities should synergize with the state to improve social health in surrounding areas, so we intend to develop a flexible and optional arrangement between the state and business”. Principal Chief Industrial Advisor R J Shah said, "Corporate Social Responsibility has been made optional in the new industrial policy" (CSR Asia, 2009).

In Vibrant Gujarat 2013 Summit, the Government of Gujarat was organized a Discussion Forum on “Corporate Social Responsibility: Moving from Dialogue to Action”. Vibrant Gujarat is a biennial investors' summit held by the government of Gujarat, India. The event is aimed at bringing together business leaders, investors, corporations, thought leaders, policy and opinion makers; the summit is advertised as a platform to understand and explore business opportunities in the State of Gujarat. The business case for CSR is gaining momentum as companies around the world are realizing that what is good for the employees, their community and environment is also good for the business. The panel discussion was focused on importance of aligning CSR initiatives with business objectives and corporate values and hence, integrating corporate responsibility across the business functions and enhancing business reputation; necessity of proper auditing mechanism through which CSR initiatives could be measured and the role of government in providing necessary legislative support for promoting CSR further; making CSR an integral part of companies' way of doing business.

Mr. S Jagadeesan, IAS, MD, Sardar Sarovar Narmada Nigam Ltd. while discussing in the forum, said that “the Government can play an important role to aid the process of making resources available to the people in need. The government is trying to make the corporate sector as a partner in making the change”. Mr. S. Jagadeesan stressed on highlighting the three main aspects:

1. The need to benchmark CSR activities,
2. Transparent reporting system, and
3. Third party auditing on the nature of CSR expenditure to ensure the use of CSR resources for intended purposes.

He recalled the fact that Gujarat has always been a pioneer in the CSR Activities even without any obligation from the government due to historical and cultural heritage. Even some of the most leading companies have been actively participated in the development of societies of Gujarat. For example, as part of Rs.10 million Corporate Social Responsibility project, India's largest private company, Mukesh Ambani-led Reliance Industries (RIL), has built a market and created a garden for commercial plants in a Gujarat village. The market, set up by Reliance as part of a project to develop the village Moti Khavdi in the state's Jamnagar district, will accommodate shops for eatables, vegetables, spices, clothes and cutlery and shoes. The shops will provide 46 hawkers a permanent place to sell their goods. A RIL spokesman said the project would give the village, some 350 km from here, a new look. Reliance group company Reliance Petroleum is setting up a 29-million-tonne per annum high-complexity petroleum refinery in the Jamnagar special economic zone. Moti Khavdi village is adjacent to the plant site.

1.9 THE HISTORY AND DEVELOPMENT OF CSR: VADODARA REGION

1.9. i A Brief Sketch of the Vadodara Region:



Figure: Map of Vadodara Region

District	Vadodara
State	Gujarat
Country	India
Zone	21
Ward	21
Total Area	148.95km ² (51.51 sq mi)
Population (2012)	1,602,424
Rank	24
Sex Ratio	919 Females per 1000 Males
Density	10,335/km ² (26,770/sq mi)
Languages	Gujarati, Hindi, Marathi, English
Talukas	12
Literacy Rate	81.21%
Nearest City	Anand, Bharuch
Legislature type	Municipality
Legislature Strength	84
Climate	Tropical Savana
Mayor	Shrimati Jyotiben Pandya
Municipal Commissioner	Ashwini Kumar

Vadodara, also known as Baroda, is the third largest and most populated city in the Indian State of Gujarat, after Ahmedabad and Surat. Vadodara is also known as "Sanskari Nagari" because of its rich culture and traditions and is also an Industrial and Cultural capital of Gujarat. During the days of the British Raj, Baroda state was a Maratha Princely state ruled by the royal Gaekwad dynasty, entitled to 21 Gun Salute, and was one of the largest and richest Indian Princely states. Historical and archaeological findings date this place back to the 9th century when it was a small town called Ankottaka (present Akota) located on the right bank of the river Vishvamitri (whose name is derived from the great saint Rishi Vishwamitra). Ankottaka was a famous centre of Jainism in the 5th and 6th century AD. Some of the Akota bronze images can be seen in the Vadodara Museum. The city was once called Chandanavati after its ruler Raja Chandan of Dor tribe of Rajputs, who wrested it from the Jains. The capital had also another name "Virakshetra" or "Virawati" (a land

of warriors). Later on it was known as Vadpatraka or Wadodará, which according to tradition is a corrupt form of the Sanskrit word Vatodar means 'in the heart of the banyan tree'. It is now almost impossible to ascertain when the various changes in the name were made; but early English travelers and merchants mention the town as Brodera, and it is from this that the name Baroda is derived. Again in 1974 the name changed to Vadodara.

Vadodara is surrounded by the beautiful Lakshmi Vilas Palace and The Maharaja Sayajirao University of Baroda which is the largest university in Gujarat. It is famous for the Science, Arts, Fine Arts, Performing Arts, Technology, Management, Psychology, Social Work, Law and Medicine streams.

1.9.ii Industry and CSR in Vadodara Region:

Vadodara is known as the 'Gateway to the Golden Corridor', as all rail and road arteries that link Delhi, Mumbai and Ahmedabad also connect Vadodara, including the Delhi Mumbai Industrial Corridor (DMIC). In Vadodara, various large-scale industries such as Gujarat State Fertilizers and Chemicals (GSFC), Indian Petrochemicals Corporation Limited (IPCL, now owned by Reliance Industries Limited) and Gujarat Alkalies and Chemicals Limited (GACL) have come up in the vicinity of Gujarat Refinery and all of them are dependent on it for their fuel and feedstock. Other large-scale public sector units are Heavy Water Project, Gujarat Industries Power Company Limited (GIPCL), Oil and Natural Gas Corporation (ONGC) and Gas Authority of India Limited (GAIL). In addition to these public sector enterprises, a number of other large-scale enterprises have come up in the private sector such as Bombardier Transportation, a Canadian company manufacturing the Delhi Metro from its site in Savli. Baroda also has quite a few established manufacturing units such as; General Motors, Siemens, Alstom, ABB, Philips, Panasonic, FAG, Apollo Tyres, Sun Pharmaceuticals, L&T, Schneider and Alstom Grid, Bombardier, and GAGL (Gujarat Automotive Gears Limited). There are also a number of glass manufacturing companies in and around Vadodara, including HNG Float Glass, Philips Glass, Piramal Glass etc.

➤ Main Industry Sectors (03):

- Chemicals and Petrochemicals

- Pharmaceuticals
- Biotechnology
- **Special Economic Zones (03):**
 - Nipiam Infrastructure Ltd.
 - Suzlon SEZ
 - Savli SEZ
- **Industrial Estates (13):**
 - Sehra
 - Savli Biotech Park
 - Savli
 - PCC
 - Makarpura
 - Waghodia
 - Nandesari
 - Por Ramangamdi
 - Limda
 - Ranoli (Autonagar)
 - Dabhoi
 - Jetpur Pavi
 - Sankheda

The visionary Maharaja Sayajirao Gaekwad III is also very renowned for his reforming initiatives in the socio-economic development of this region. Maharaja Sayajirao Gaekwad III established the Bank of Baroda in the year 1908 and the bank has successfully developed as one of the leading banks in India as well as internationally and helped in industrial growth. The Maharaja supported in the establishment of railway transport system in his region. He took many other initiatives like improving the state of education, uplifting the conditions of the oppressed and deprived people and various other agricultural, social and judicial



Sayajirao Gaekwad III

reforms. Sayajirao III played a vital role in the expansion of textile industry in Baroda. He primarily focused on social and educational reforms such as spread of education, removal of untouchability, ban on child marriage, advancement of Sanskrit, legislation of divorce, religious education and ideological studies and the improvement of fine arts as well.

The concept and movement of CSR has been growing rapidly in Vadodara. Now, more and more corporations are being engaged in various CSR activities at Vadodara, e.g. charity, donation, or relief action to affected communities, education, medical assistance, health awareness programs. But if we look at the activities that are practiced as CSR, they are primarily of a short-time and response, rather than proactive activities. This means that corporation's interaction in the field primarily focuses on relief type, and it only has to do with physical reconstruction and recovery. Therefore, it may not have a lasting effect on the community or capacity building to its residents, resulting in short-lived impacts of the activities. Without appropriate approaches at pre-disaster and precautionary level, a truly lasting impact from CSR activities will not be seen. And it certainly is not a wise option to only invest corporate capital and human resources to post and responsive-relief activities. With proper precautionary involvement and activities, communities will be more resilient and better prepared for the future disaster and environmental hazards. What we believe is that the corporate sector has much more to offer for better disaster and environmental management, beyond the level of CSR activities.

1.9.iii Various types of CSR Activities

Among currently practiced CSR activities, broadly five types of CSR activities are recognized. They are -

- (1) Philanthropic or charity
- (2) Contractual
- (3) Collaborative
- (4) Adversarial and
- (5) Unilateral.

Philanthropic activities are concerned with donations and grants to those organizations and people dedicated to social and environmental cause. Under

contractual type, corporation contracts out other organizations or groups. Adversarial type of activities concerns more on public relations than actual benefit to affected people and unilateral type does not, by definition, work together with other stakeholders. It is very rare that such CSR activities are involved in proactive activities, and almost all cases are focused on responsive and post-disaster level. The characteristics of CSR activities are consisted of three general traits. They are: (1) one-off intervention, (2) 'responsive' action and (3) non-involvement of community.

The chairman of Gujarat Industries Power Company Limited (GIPCL) of Vadodara commented on CSR as 'Companies such as yours are organs of society, using significant societal resources. Therefore, apart from the financial parameters, the value that created by them need to be measured by the contribution they make to improve the quality of life of our society. The company's CSR activities are being undertaken through Society for Village Development in Petrochemicals Areas (SVADES) and Urja Foundation at Vadodara and Development Efforts for Rural Economy and People (DEEP) at SLPP (Surat Lignite Power Plant).'

The Alembic management firmly believes that CSR is a long-term commitment, not short-term investment. It is not just about philanthropy but about changing business ethos. The endeavour to make a positive contribution to underprivileged communities by supporting them in a wide range of socio-economic, educational, health, fine arts and rural development activities.

1.10 DEFINITIONS OF KEY TERMS

CSR

Corporate Social Responsibility is a process with the aim to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered as stakeholders.

Vadodara Region

Vadodara, also known as Baroda, is the third largest and most populated city in the Indian State of Gujarat, after Ahmedabad and Surat. Occupying an area of 7,794 sq

km. in the east of Gujarat with population density 9,527 per sq km. Vadodara is divided into 12 talukas.

Sociological Study

Sociological study includes all the social aspects which are related to CSR are analyzed and examined sociologically.

Public Sector

The public sector, sometimes referred to as the state sector or the government sector, is a part of the state that deals with either the production, ownership, sale, provision, delivery and allocation of goods and services by and for the government or its citizens, whether national, regional or local/municipal.

Private Sector

The part of the economy that is not state controlled, and is run by individuals and companies for profit. The private sector encompasses all for-profit businesses that are not owned or operated by the government.

MNC Sector

Multinational Corporation is a form of “capitalist enterprise in which the financial structure, managerial control, an integration of productive activity span national boundaries and are oriented to international markets”. A Corporation that has its facilities and assets at least in one country other than its own country; and has offices and/or factories in different countries is termed as Multinational Corporation. They usually have a centralized head office where they co-ordinate global management. Very large multinationals have budgets that exceed those of many small countries.

Manufacturing Industry

Manufacturing is the production of goods for use or sale using labor and machines, tools, chemical and biological processing, or formulation. The term may refer to a range of human activity, from handicraft to high tech, but is most commonly applied to industrial production, in which raw materials are transformed into finished goods on a large scale.

Service Industry

An industry that provides services rather than tangible objects is referred as service industry. Service industries include: banking, communications, wholesale and retail trade; all professional services such as engineering, computer software development, and medicine; nonprofit economic activity, all consumer services, and all government services including defense and administration of justice.

1.11 AIM AND FOCUS OF THE STUDY

The main aim of this study is to understand how the companies at present times have been maintaining their own social responsibility towards the society at large. The study will also examine many significant accounts in order to understand company's responsibility towards the upliftment of the weaker sections of the society by giving them different beneficial programs and initiatives. These initiatives may include education, medical health care, community and rural welfare, self-employment, better environment etc. Different companies like public sector, private sector and MNCs of Vadodara region have been practicing their several CSR initiatives/activities for the betterment of their surrounding areas in particular and for building and strengthening the society at large in general.

The main focus of the study is on social norms, ethical values, education, healthcare and environment with respect to Corporate Social Responsibility. The study also focuses on sustainable development which includes the stakeholders.

1.12 HYPOTHESES

- The companies in Vadodara region are doing CSR initiatives for the development of the people and their surrounding villages in particular and society at large.
- The corporate houses believe that through the CSR initiatives they can build a good and responsible business entity which will help them in sustainable growth.
- The top management gives regular support and encouragement to employees to get involved in CSR activities of the company.

- More and more companies of all sizes and sectors are recognizing the importance of their role in society and the real benefits of adopting a proactive approach to CSR.
- The companies have built structured CSR programs with CSR team/professionals to implement and monitor the activities.
- Companies' CSR activities are not limited to particular community. Cutting across the various caste, creed, class and religions, the companies do target the society at large.
- The companies are eager to implement innovative and creative concepts in CSR programs with the help of consultants and other organizations.

CHAPTER - 2
REVIEW OF LITERATURE

Page No.

	INTRODUCTION	51-83
2.1	CSR - International Studies	52-60
2.2	CSR - National Studies	60-67
2.2.i	Kautilya's Arthashastra and CSR	68-70
2.2.ii	The Importance of Trust	70-71
2.2.iii	The Recognition of the importance of Trust in India	71-71
2.2. iv	Criteria for Ranking India's most respected companies	71-75
2.2.v	Drivers of CSR	75-77
2.3	CSR - Gujarat Studies	77-80
2.3. i	Special Economic Zones (SEZs) in Gujarat	80-81
2.3. ii	Sector wise SEZs in Gujarat	81-82
2.4	CSR - Vadodara Studies	82-82
2.5	Justification	82-83

CHAPTER - 2

REVIEW OF LITERATURE

INTRODUCTION

Milton Friedman, Nobel Laureate in Economics wrote in 1970 in the New York Times Magazine that "the social responsibility of business is to increase its profits" and "the business of business is business". This represented an extreme view that the only social responsibility a law-abiding business has is to maximize profits for the shareholders, which were considered the only stakeholders for the company. However, time has given the term 'stakeholder' wider connotations (FICCI, SEDF).

These ideas have given rise to the concept of CSR. The emerging concept of CSR goes beyond charity or philanthropy and requires the company to act beyond its legal obligations and to integrate social, environmental and ethical concerns into its business process. Business for Social Responsibility defines CSR as "achieving commercial success in ways that honor ethical values and respect people, communities, and the environment. It means addressing the legal, ethical, commercial and other expectations that society has for business and making decisions that fairly balance the claims of all key stakeholders. In its simplest terms it is: "what you do, how you do it, and when and what you say". The concept of CSR is constantly evolving. What is generally understood by CSR is that the business has a responsibility towards its stakeholders and society at large that extends beyond its legal and enforceable obligations. The triple bottom line approach to CSR emphasizes a company's commitment to operating in an economically, socially and environmentally sustainable manner. The emerging concept of CSR advocates moving away from a 'shareholder alone' focus to a 'multi-stakeholder' focus. This would include investors, employees, business partners, customers, regulators, supply chain, local communities, the environment and society at large (FICCI, SEDF).

2.1 CSR - INTERNATIONAL STUDIES

Zeinab A. Karake (1999) describes the organizational restructuring and corporate downsizing can have a significant impact on the perceived social responsibility and responsiveness of any firm. He analyzes the phenomenon by identifying the nature and types of structural or functional relationships that exist between downsizing and organizational performance variables, on the one hand and organizational social responsiveness on the other. It looks at changes in the use of various restructuring techniques to improve efficiency and effectiveness and the effects of these changes on the organizational citizenship standing in the community. It goes on to add to the understanding of the general phenomenon of downsizing by examining its relationship to the level and pervasiveness of Corporate Social Responsibility.

Steven Voien (2000) provides a comprehensive overview of every major area of Corporate Social Responsibility, describing business benefits, recent developments, external standards, implementation steps, real-life leadership examples, sample policies, award programs and contact information. Issues covered include: mission, vision and values; business ethics; governance and accountability; community economic development; community involvement; environment; human rights; marketplace practices; and workplace policies.

Michael McComb (2002) writing in the South China Morning Post: The notion of companies looking beyond profits to their role in society is generally termed CSR. It refers to a company linking itself with ethical values, transparency, employee relations, compliance with legal requirements and overall respect for the communities in which they operate. It goes beyond the occasional community service action, however, as CSR is a corporate philosophy that drives strategic decision-making, partner selection, hiring practices and, ultimately, brand development.

Henry J. Aaron (2002) has written that Corporate Social Responsibility provides a comprehensive overview of experiences and practices at the local level. It illustrates that partnerships provide a powerful mechanism for helping firms become more socially responsible.

Ronald R. Sims (2003) writes to enhance understanding of the causes of ethical debacles in an era when ethical missteps can often lead to corporate bankruptcies or worse. Sims offers practical solutions for mitigating damage and preventing such problems from happening in the first place. He also explains how to institutionalize ethics throughout an organization and asserts that organizations wishing to behave ethically must do more than harbor good intentions. Such companies must implement policies that inculcate the corporate culture with ethical values. They must also commit to ethical behavior in all interactions with internal and external stakeholders, including investors, customers, employees, and the community.

Philip Kotler and Nancy Lee (2004) stated that corporations are expected to give something back to their communities in the form of charitable projects. They explained that why charity is good for both Public Relations and for business. They show business leaders how to choose social causes, design charity initiatives, gain employee support, and evaluate their efforts. They also provide all the best practices and cutting-edge ideas that leaders need to maximize their contributions to social causes and do the most good.

Adrian Henriques, Julie Richardson (2004) have described the concept of the "triple bottom line" (TBL), the idea that business activity can simultaneously deliver financial, social and environmental benefits, was introduced in the early 1990s. It brings together the world's leading experts on corporate responsibility to assess the implications, benefits and limitations of the TBL. It provides a review of what has already been achieved in stimulating change in corporate culture and bringing businesses to appreciation of the importance and benefits of CSR and good environmental performance. It further explores the conceptual and practical limits of the metaphor of the TBL and sets out what can be achieved through regulation and legislation, presenting detailed professional procedures for environmental accounting and management and social auditing.

Porter and Kramer (2006) do see the license to operate as one of the 'traditional reasons' for CSR, although they argued that the real importance of CSR is in the "shared value" that businesses have with society. The basic premise of the argument

is that businesses operate in societies and societies need these businesses that are, there is a mutual benefit.

William C. Frederick (2006) has described that the story of Corporate Social Responsibility what it means, where it came from, where it is going, what it requires of business. It lays bare the values that drive corporate culture, explores the motivational depths of corporate strategy and policy, demonstrates how biological impulses can lead business decision makers astray, questions the relevance and ethical commitment of business school education, reveals the spiritual side of management life, and holds out hope that the New Millennium will see improvement in the ethical performance of business.

Jan Jonker, Marco C. de Witte (2006) have described about implementation strategies for Corporate Social Responsibility is a risky business. In current global conversations, CSR tends to be as much about semantics as substance. They examine the fundamental idea that drivers should be found primarily within the heart of organizations and expressed through various implementation strategies. It discusses emerging organizational perspectives on CSR, and considers the changes and consequences of implementing CSR.

Mette Morsing, Andrew Kakabadse (2006) explained about what Corporate Social Responsibility could be, how to communicate effectively the benefits of CSR initiatives, and how critical it is to have CSR on the corporate agenda, not to do so means CSR remains something "nice to have" rather than making the desired difference to our lives.

David E. Hawkins (2006) has described that many companies recognize the importance of Corporate Social Responsibility, but seek to understand how this can be harmonized with current profitability. This new approach, drawing upon many contemporary examples, demonstrates the importance of balancing short term profitability with long term sustainability and shows how this relates to many business issues and aspects including environmental change, ethical trading, corporate governance, risk management, sustainable development and competitive balance.

D. Crowther and R. Jatana (2007) have explained about the concept of social responsibility and defined it as the obligation of business community for the well-being of the people, the state and the environment in which they operate. The business community is required to safeguard the health and well-being of the society. The business organizations are required to produce to the maximum extent possible. The business people should have concerns to the public. They should give priority to the goals set by the government for the betterment of the people. They are required to solve many social and ecological problems such as urban congestion, environmental pollution, industrial discharges to river waters, depletion of natural resources, etc. It is also the responsibility of the business people to cooperate with the government in the eradication of poverty, unemployment, regional backwardness, etc. They have certain responsibilities with regard to consumers, investors, employees and the government.

Frank Den Hond (2007) focuses on different aspects of managing CSR in action to capture differences between discourse and practice. By examining the question from three angles - talking about CSR, doing CSR and measuring CSR, attempt to make sense of the difference between practice and reality.

Radu Mares (2007) explains that the responsible business practices of leading companies are significant not only as isolated instances of self-regulation, but that they also contribute to a broader rule-making process which has been underway in the last decade and is aimed at making business more responsive to human rights and environmental concerns. The flexibility of existing laws as well as the emergence of new regulations relevant to Corporate Social Responsibility is highlighted. As CSR increasingly interacts with public policy, some insufficiently understood effects of CSR appear that can help us advance toward more systemic solutions in the business and human rights area. This study identifies variables that states can stimulate through a wide range of interventions ranging from capacity-building measures to policy to hard law so that responsible practices get diffused more broadly and deeply in the business community. The intended audiences are legal experts with an interest in enhancing the protection of human rights in developing countries, and CSR theorists and practitioners mindful of the broader social dynamics that surround the implementation of CSR commitments.

Andrew Crane, Dirk Matten, Laura Spence (2007) summarized that modern business is obliged to meet increasingly demanding ethical, environmental, legal, commercial and public standards as defined by wider society. Corporate Social Responsibility has therefore become an important consideration for managers at all levels, as well as one of the most vibrant areas of study and research in the field of business and management.

Josep M. Lozano, Laura Albareda, Tamyko Ysa (2008) have written on an analytical framework for understanding how governments develop policies of Corporate Social Responsibility. The research analyses CSR public policies in 15 European Union countries. It defines four models of governmental approach from a relational perspective that encompasses the relationships between all the various stakeholders like governments, businesses and civil society. It also takes into account the socioeconomic context in which these relationships stand.

Jon Burchell, Milton Park, Abingdon, Oxon (2008) included key articles and original perspectives from academics, NGOs and companies themselves. They address the changing relationships between business, state and civil society, the challenges to business practice, what businesses should be responsible for, and why, issues of engagement, transparency and honesty, the boundaries of CSR, Can businesses ever be responsible? While case studies examine major international corporations like Coca Cola and Starbucks, broader articles discuss thematic trends and issues within the field.

Michael Hopkins (2008) writes that the business of business is business. So then why should corporations be involved in development? This groundbreaking makes the case that governments and their international agencies grouped under the umbrella of the UN, have failed in their attempts to rid the planet of under-development and poverty. If development is the objective then it seems that the solution and the responsibility lies with the private sector, particularly through the Corporate Social Responsibility programs of large corporations, with their tremendous power and economic strength. It spells out what corporations are doing on development, what more they could do and how CSR can be a useful tool to promote economic development via corporations.

Christina Keinert (2008) has described about CSR, a concept aimed at determining the amount of responsibilities to be shouldered by private business toward stakeholder groups and society at large, deserves to be dealt with in considerable detail and not simply as another "PR fuzz" or marketing gag. As a model, CSR epitomizes the old saying "business is business"; offering broader stakeholder management which can be seen as a competitive advantage. Increased financial performance and employee commitment are among the benefits the CSR model can offer corporations. It discusses how CSR addresses business concerns of feasibility, barriers and drivers of internal and external practice; and whether a CSR program is likely to constitute a success or failure.

Bruce Kibler (2008) wrote about the international aspects of corporate governance (CG) and Corporate Social Responsibility. Specifically the impact of an overemphasized shareholder value construct in the privatization process in Germany on the examples of Deutsche Telekom AG and Deutsche Post AG.

Pricewaterhousecoopers Ohrlings Pricewaterhousecoopers (2008) describes CSR as becoming a strong movement within the business community, among investors and governments because research has shown that CSR is actually value impacting. Management's handling of the physical environment, the work environment and human rights have a major affect on value sustainability, particularly during general economic downturns and generational changes in management. He discusses the need for sustainability reporting on the manner in which companies comply with their declared principles and behavioral guidelines, a practice that has begun to be seriously established among the larger corporations, but is applicable to all.

Geoffrey Heal (2008) explains a comprehensive examination of how social and environmental performance affects a corporation's profitability and how the stock market reacts to a firm's social and environmental behavior. He looks at Socially Responsible Investment (SRI), reviewing the evolution of the SRI industry and the quality of its returns. He also draws on studies conducted in a wide range of industries, from financial and pharmaceuticals to Wal-Mart and Monsanto, and focuses on the actions of corporations in poor countries. In conclusion, Heal analyzes how social and environmental performance fits into accounting and corporate

strategy, presenting an executive perspective on the best way to develop and implement these aspects of a corporation's behavior.

Andrew Crane, Abigail McWilliams and Dirk Matten (2009) have pointed out that business schools, the media, the corporate sector, governments, and non-governmental organizations have all begun to pay more attention to issues of Corporate Social Responsibility in recent years. These issues encompass broad questions about the changing relationship between business, society and government, environmental issues, corporate governance, the social and ethical dimensions of management, globalization, stakeholder debates, shareholder and consumer activism, changing political systems and values, and the ways in which corporations can respond to new social imperatives.

Philipp Schreck (2009) stated that in recent times, scholars and practitioners have equally been attracted by the notion that Corporate Social Responsibility need not merely be a costly obligation to private business but can sometimes be in the very interest of companies themselves. CSR is thereby understood as a multi-dimensional and multi-relational concept which relates to the responsibilities ascribed to companies by various stakeholders. In contrast to the mainly normative discussions on CSR in Germany, this study analyses empirical antecedents and financial impacts of Corporate Social Performance (CSP). It adds to the long lasting research tradition on the business case for CSR by employing hitherto unused data on CSR. The study proposes additional statistical analyses to account for the widely neglected econometric problem of endogeneity due to simultaneous causality. Although the results indicate that CSR can be in line with economic goals in some cases, they do not support the assumption of a generic or even universal business case for CSR.

Samuel O. Idowu and Walter Leal Filho (2009) described about being socially responsible on the part of corporate entities is now no longer an option, it is part of their normal business obligations to all their stakeholders regardless of whether these are primary or secondary stakeholders. Modern societies around the world now expect corporate entities of all shapes and forms to be socially responsible in whatever they do; the "Global Practices of Corporate Social Responsibility" is a first attempt at bringing together in one book experts' accounts of how corporate entities in twenty

independent nations around the world are dealing with the issue CSR. The world today faces diverse social problems. These become apparent as one moves from one country to the next, interestingly, society now expects corporations to help in finding solutions to these problems. The problem of global warming affects us all, modern corporations can no longer continue to assume that the problem will go away, if nothing is done by them. We can all make a little difference by our actions.

Sarah A. Soule (2009) examines anti-corporate activism in the United States, including analysis of anti-corporate challenges associated with social movements as diverse as the Civil Rights Movement and the Dolphin-Safe Tuna Movement. Using a unique dataset of protest events in the United States, he shows that anti-corporate activism is primarily about corporate policies, products, and negligence. Although activists have always been distrustful of corporations and sought to change them, until the 1970s and 1980s, this was primarily accomplished via seeking government regulation of corporations or via organized labor. Sarah A. Soule traces the shift brought about by deregulation and the decline in organized labor, which prompted activists to target corporations directly, often in combination with targeting the state. Using the literature on contentious and private politics, which are both essential for understanding anti-corporate activism, understanding of the changing focal points of activism directed at corporations.

Wayne Visser, Dirk Matten, Manfred Pohl, Nick Tolhurst (2010) have written a unique publication and is the culmination of over a hundred of the world's leading thinkers, opinion formers, academic and business people providing an easy-to-use guide to CSR: from general concepts such as sustainability, stakeholder management, business ethics and human rights to more specific topics such as carbon trading, microfinance, biodiversity etc.

Kao Raymond and Raymond W. Y. Kao (2010) have described how Corporate Social Responsibility is linked to long-term sustainability of an economy and that the activities of an organization should not be only for its self-interest, but must also be improved for the benefit of common good. A major approach the book advocates is corporate decision-makers in an organization should work towards earning the trust of stakeholders rather than focus on short-term profitability. It also emphasizes the

importance of recognizing and rewarding the contribution and commitment by participants of an organization.

Wayne Visser and Nick Tolhurst (2010) have written comparable national profiles that describe the evolution and practice of Corporate Sustainability and Responsibility for 58 countries and 5 global regions. Each regional and national profile includes key information about the relevant CSR history, country-specific issues, trends, research and leading organizations. The purpose is to give CSR professionals (including managers, consultants, academics and NGOs focusing on the social, environmental and ethical responsibilities of business) a quick reference guide to CSR in different regional and national contexts.

Céline Louche, Samuel O. Idowu and Walter Leal Filho's (2010) study aims to explore, inspire and support creative, innovative and strategic CSR. 'Innovation' means new products, services and technologies and, in addition, new organizational and institutional systems, structures and new business models that empower the organization to advance strategically in an ever more competitive business world. With contributions from a *crème de la crème* of scholars from 12 countries, Innovative CSR gathers together a cornucopia of innovative practices that will be essential reading for academics and practitioners alike.

Dinah Rajak (2011) says that under the banner of Corporate Social Responsibility, corporations have become increasingly important players in international development. These days, CSR's union of economics and ethics is virtually unquestioned as an antidote to harsh neoliberal reforms and the delinquency of the state, but nothing is straightforward about this apparently win-win formula.

2.2 CSR - NATIONAL STUDIES

C. Gopala Krishna (1992) has written that CSR as social responsibility is not a new concept of philosophy to Indian businessmen. It is a philosophy that looks at the social interest of business over the long run as compared with the short run self-interest. However, modern industrial civilization has created a new environment of challenge and struggle in which business has come to be viewed as business only. His

book makes a significant contribution to this field by providing rich empirical data on the attitudes of managers at the top and middle levels of large scale public and private enterprises in India. It identifies their attitudes towards various aspects of social responsibility. It gives a detailed account of how managers perceive the concept of social responsibility, the social areas of importance, the implementation process and problems, and the need for and methods of social audit. Also, the study examines the impact of sectoral differences and management hierarchy differences on the attitudes of managers.

R. Natarajan's (2003) study examines the role of Social and Societal Responsibility as a core Value of the University and Corporate sector. The pilot study of Rajiv Gandhi University of Health Sciences, Bangalore has developed tools and techniques, and has utilized them to study the existing status of social accountability of the medical colleges in Karnataka. He indicated a rational model for initiating and sustaining University-Industry collaboration.

Dipankar Gupta (2005) stated that in order to make CSR sustainable, it is necessary to develop an ethical perspective in corporate manner. Corporate Social Responsibility must also be in tune with these imperatives and that is why all initiatives on this score must be stakeholder oriented and driven by business interests if they are sustainable. According to him, there are three models of CSR - (1) competency driven, (2) community driven and (3) consumer driven.

Ravi Puranik and Viraf Mehta (2005) have made an attempt in encouraging business to embrace and practice CSR that is relevant to India. The relevance is rooted in our understanding that business can and indeed ought to contribute to "equitable development in society", and thereby impacting on poverty including processes both in their domain of operations and generally in society.

Ajit Prasad (2005) has noted that in the contemporary debate on the modern corporation and its impact on the economy, society and nation, the focus has shifted from growth with only profitability to growth with sustainable development, which includes the stakeholders. While there is considerable debate on the corporations' obligations to civil society in the Western world, in the developing countries the

debate is sporadic; an effort to initiate a nationwide discourse on the concepts and practices of corporate social action in India.

Atul Sood and Bimal Arora (2006) have stated that the overall socio-economic development experience in India under different economic governance frameworks since the 1950s has given rise to a large number of interrelated concerns, including impacts on employment and distribution of income, emergence of new forms of vulnerabilities, weakened state structures, imbalanced demographics with sub-national disparities, environmental and biomass degeneration and dismal performance on several human development indicators. However, all the institutional actors, including private sector corporations, have responded to these challenges in different ways. Also, the increased focus and pressures by campaigners on corporations to not only minimize harm but also maximize benefits emanating from their operations has put many leading corporations globally in the line of fire and have had a profound influence in many countries including India.

Jayanta Bhattacharya (2007) explores the contemporary knowledge of the aspects of CSR. Interestingly, as administrative and political governance worldwide is finding it difficult to deal with the problems of the people to its dismay, there is an increasing dependence on the corporate world as one having some solutions to the problems—certainly not without the dichotomy, dispute, debate and doubt of their capability related to wealth distribution, creation of opportunities of the marginalized people and the sustenance of the natural environment. What once started as a moral plea for the corporate to share their wealth for the society and community is today, showing the signs of maturity as one being part of the business process and strategy formulation. In addition, this CSR activism is in line with the thinking of one dominant group of thinkers who believe that corporate are in better position to solve the local and also may be global problems than the politics and policies in general.

Sanjay Agarwal (2008) uses Indian examples, case studies and CSR role models from the Indian industry to explain the gap between Indian business needs and current practices. Practices and researches in economically developed countries have also been used extensively. As the Indian industry begins to enter international markets, it is going to be imperative to integrate CSR with business goals for long-term

sustainability and healthy economic, social and environmental impact. He tries to understand the meaning of business beyond financial numbers and to explain how even CSR can be used as a marketing tool and for business benefits. It dwells comprehensively upon the concept of CSR, from its inception as philanthropy till its journey to a form where now it is mandatory to be sensitive about CSR in businesses.

Ramya Sathish (2008) defined Corporate Social Responsibility as “the ethical behavior of a company towards the society” to manifest itself in the form of such noble programs initiated by for profit organizations. CSR has become increasingly prominent in the Indian corporate scenario because organizations have realized that besides growing their business it is also vital to build trustworthy and sustainable relationships with the community at large.

Mahabir Narwal and Tejinder Sharma (2008) stated that due to the liberalization of economy, the corporate sector is making an increased effect on the rapidly transforming Indian society. The findings reveal that in a market-led economy, society holds both positive and a skeptic view of CSR activities and expects a responsible and ethical behavior from the corporations. The process of further integration of the society and business is required and the business has to reinforce the positive momentum to strengthen the confidence in the society.

According to Balakrishnan Muniapan and Mohan Dass (2008), Business is viewed as legitimate and an integral part of society according to Vedic philosophy but essentially it should create wealth for the society through the right means of action. ‘sarva loka hitam’ in the Vedic literature referred to ‘well-being of stakeholders’. This means an ethical and social responsibility system must be fundamental and functional in business undertakings. Put in simple business sense, the organisation would sustain long-term advantages and obtain profits if it conducts its businesses ethically and be socially responsible. Vedic literature on business profoundly states - “May we together shield each other and may we not be envious towards each other. Wealth is essentially a tool and its continuous flow must serve the welfare of the society to achieve the common good of the society” (Atharva-Veda 3-24-5). The Vedic philosophy insists that quality of work and service needs to be achieved in the business process model for long-term sustainability, besides an equitable

redistribution of wealth after having acquiring it. This core principle of Corporate Social Responsibility expounded by the Vedic literature is being reengineered in the modern business models, namely, Total Quality Management (TQM), Business Process Reengineering and Triple Bottom-Line Sustainability.

In the Bhagavad-Gita, the key principles of Vedic philosophy is re-cemented in the Indian mind on the basic moral understandings required to achieve salvation through transcendental knowledge, the obedience to law of karma, self-realization, and the performance of actions under the framework of Vedic sciences. The Bhagavad-Gita is accepted as a universal body of knowledge and remains as a lifelong scientific and spiritual model for mankind. It triggers the search for self-realization and appropriate right action in the material driven world. Sri Krishna says in the Bhagavad-Gita (3–13), that all sorrows from the society would be removed if socially conscious members of a community feel satisfaction in enjoying the remnants of their work performed in yagna spirit (selfless welfare of others). In short, the Indian philosophy on business management is to inculcate Corporate Social Responsibilities.

V.V.S.K. Prasad's (2009) study deals with the nature and extent of CSR initiatives under taken by Indian companies and to study its relevance in business. Even much before the issue became a global concern, India was aware of CSR, due to the efforts of organizations such as the Tata Group (Around 66 per cent of Tata Sons, the holding group of the Tata Group, is today owned by a trust). Corporate companies like ITC have made farmer development a vital part of its business strategy and made major efforts to improve the livelihood standards of rural communities.

Sanjay Kumar Panda (2009) explains the concept of CSR, its global scenario and the Indian scene. This is followed by its chronological history and present status among Indian Corporates. For ages, much before the advent of corporate form of organizations, the rich in India had discharged their social responsibility through philanthropy as enjoined by their religions. Most of the bigger Corporates have also joined the CSR bandwagon on their own volition or forced by legal and societal pressures. He lays out priority areas, attention to which would help Corporates themselves and also the nation in the long run.

Mira Mitra (2009) described the role of Corporate Social Responsiveness in society has always engaged social theorists and activists. Her work engages with the historical, political, social and developmental issues relevant to this debate in an Indian context using both cases from Indian industry and relevant International perspectives. Mitra also argues for a reassessment of the roles of business, government and civil society engagement.

V. Balachandran and V. Chandrasekaran (2009) highlighted a number of high profile scandals involving Corporates coming to light in recent times, the need for transparency, accountability and corporate responsibility to the society has become more crucial than ever before. More so because, with the liberalization and globalization of the business, companies have to establish a good corporate governance system to satisfy their stakeholders, shareholders, the management, the employees, and the public, realizing that, in the ultimate analysis, Corporates have continuing responsibility towards the nation and its people. They addressed the contemporary ethical, legal and environmental issues and concepts in the corporate business world. Their study highlights the various codes of conduct, concepts, guidelines, rules and regulations of various legislations in relation to good ethical business practices. Besides, it deals with various issues and factors underlying corporate governance and suggests their remedies. It gives an account of the CSR practices by Indian Corporates, various legislations governing corporate social responsibility. It highlights contributions made to CSR by Corporates through NGOs. It also provides guidelines for ethics to be maintained by various professionals.

Nihar Mohapatra, Tapas Ranjan and Arjuna Charan Behera (2009) explained that an innovation model is being implemented by corporate world to build brands in the rural market. Organizations are instigating social responsibility campaigns in the rural areas, which also exhibit the potencies and the values that a brand illustrates. These campaigns create valuable words of mouth publicity for the brand in the oral socialist culture of rural India, which the short ten second commercial advertisements are not in a position to do. Corporate world needs to build a social responsibility campaign around the business model of the organization and strengths and values that are depicted by the brand. Then only the campaign can be useful to build brand in the rural areas. Rural people can become a viable market for the corporate with a

developmental approach of social marketing. Organization can launch social responsibility initiatives in order to build brands in the rural areas. The social responsibility initiatives are far more effective in building brands in rural market than the commercial advertisements.

Ashwani Singh and Prema Sagar (2009) have explained with quotation of Bhagawat Gita, Chapter 2:

“On action alone be thy interest,
Never on its fruits.
Let not the fruits of action be thy motive,
Nor be thy attachment to inaction”.

They argued that Spirituality and Corporate Social Responsibility have had a deep-rooted connection in India. A phenomenon that has preceded the coining of the term ‘CSR’, the link between the ‘karma’ as espoused by sacred Indian texts and initiatives anchoring Corporates as responsible citizens has been amply evident in India since the early days. Viewed from this perspective, public relations professionals are the custodians of trust for the corporate world. While the global spotlight today focuses on debates on corporate trust, India can proudly flaunt a head start in this arena.

Suresh Kumar Prammar (2009) explained how the current global financial crisis has impacted Corporate Social Responsibility in India adversely. Business house, trying to restructure their resources, have run the red line through CSR budgets. CSR managers claim that managements have issued instructions to put on hold all new CSR projects. Budgets for many ongoing projects have also been curtailed. The global financial crisis has helped strengthen the belief that CSR, for most Indian business houses, was not a very serious issue.

Madhumita Chatterji (2011) explored the core concepts of CSR and explained them through numerous examples, mini cases, exhibits, and case studies. This study explores the role of various institutions, the processes of integrating CSR into the strategic framework of organizations, and sustainability and its challenges. Further, it provides a framework for CSR reporting, an insight into the CSR practices prevalent in India, and a thematic representation of the global scenario.

Bidyut Chakrabarty (2011) examined Gandhi's philosophical moorings that inform India's approach to CSR, and the role of civil society in setting an agenda for championing the rights of the stakeholders. The study focuses on the role of the government in grooming the Indian business to be sensitive of its social concerns.

C. B. Bhattacharya, Sankar Sen and Dr. Daniel Korschun (2011) wrote that the corporate social and environmental responsibility movement, known more generally as Corporate Responsibility (CR), shows little sign of waning. Almost all large corporations now run some form of corporate responsibility program. Despite this widespread belief that CR can simultaneously improve societal welfare and corporate performance, most companies are largely in the dark when it comes to understanding how their stakeholders think and feel about these programs. They argue that all companies must understand how and why stakeholders react to such information about companies and their actions. It examines the two most important stakeholder groups to companies - consumers and employees - to comprehend why, when and how they react to CR. Armed with this insight, it shows how companies can maximize the value of their CR initiatives by fostering strong stakeholder relationships to develop, implement and evaluate compelling social responsibility programs that generate value for both the company and its stakeholders.

Pushpa Sundar (2013) explained that Business Community is a historical narrative which highlights emerging critical issues and the achievements as well as deficits of Indian CSR. Its objectives are threefold:

- To enhance public knowledge, understanding and appreciation of what Indian business has contributed to society.
- To study the business community as a whole, especially the younger generation, by highlighting exemplary history of Indian CSR.
- To identify the factors which inhibit or encourage CSR so as to enable business and government to take appropriate action.

It shows that CSR in India cannot be conceptualized in ethnocentric terms. Arguing that it is not about 'the typical Indianness' of the articulation, it emphasizes the point that CSR in India needs to be conceptualized in a wider perspective by taking into

account its philosophical roots with reference to the prevalent socio-economic and political context.

2.2.i Kautilya's Arthashastra and CSR

Kautilya's Arthashastra is one of the ancient Indian literatures which had provided some insights to CSR, although the context was written for his King (Chandragupta Maurya) to govern the state. The roots of the Arthashastra can be traced from the Rig Veda. The Arthashastra deals primarily with economics and politics. In chapter 59 of Santiparva, of the Mahabharata, the details of state administration in an organized society are provided. It is called Niti Sastra, which was composed by Brahmadeva and summarized by Sukracarya. Other sages such as Bharadvaja, Gaurisira, Yajnavalkya and Manu also stated this science. In Santiparva, the subjects of Rajadharma, mentioning the duties of the kings are elaborated (Kodandaramayya, 2004 cited in Muniapan and Shaikh, 2007).

R. Shamashastry was the librarian of Oriental Library in Mysore found a copy of the Sanskrit text of the Arthashastra in a palm-leaf book, edited, and brought out an English "Corporate Social Responsibility: a philosophical approach" 417 versions in 1909. It created waves in the western world. It was discovered that the Arthashastra written hundreds of years earlier provides a complete manual for running the state efficiently in all the branches, legislature, executive and judiciary. It also includes all aspects of state administration such as establishing a governing hierarchy, selecting people, levying taxes, to laying down laws, to decide punishments for breaking the law, etc. (Muniapan and Shaikh, 2007). In his Arthashastra, Kautilya maintained that a king (leader or CEO in the context of organization) should have no self-interest, happiness and joy for himself, his satisfaction lies in the welfare (happiness) of his people, i.e. he has to submerge his personality into the larger personality of his people. This is based on the cultural ethos of self-abnegation. Kautilya states in the happiness of his subject lies the happiness of the king; and in their welfare lays his welfare. He shall not consider as good only that which pleases him but treat as beneficial to him, whatever pleases his subjects.

"Bahujana Sukhaya Bahujana Hitayacha" – the welfare of many is the happiness of many. In fact the concept of happiness of many, need to be integrated into the area of

corporate management as the basic principle. This ancient wisdom is also reflected in other languages. Two thousand years ago, Thiruvalluvar in Tamil Nadu wrote the Thirukkural and just like Kautilya's Arthashastra, he also dealt with the characteristics of a well-run administration or socially responsible organizations. For instance, when talking about the responsibility of a king (leader), Thiruvalluvar says: "*Murai saithu kapatrum mannavan makkalkku iraiyentru vaikkapadum*" (the king who administers justice and protects his people will be considered of divine quality; Vittal, 2004). Thiruvalluvar also says: "*Irai kakkum vayyakam ellam avanai murai kakkum muttacheyin*" (the king protects the world and if he acts according to justice or dharma, then justice itself will protect him). If a person rules according to dharma, that dharma itself will protect him (*dharmo rakshati rakshitaha*). In the Indian context, this example can be seen in Ramayana, when Sri Rama (King) had to make the painful decision to banish Sita (Queen) from Ayodhya. Sri Rama as an ideal king had to uphold the honor of his dynasty. He needed to set examples for all generation to follow. Although Sri Rama's decision to banish Sita may seem to be harsh, the king sometimes needs to be harsh, as the first duty of the king is to rule his people while other considerations are secondary, even if they affect personal happiness (Muniapan, 2005b; Muniapan and Shaikh, 2007).

There are also similar advices in Shantiparva of the Mahabharata, wherein the public interest (welfare) is to be accorded precedence over his (leader's) interest. A leader (king) should, without doubt, look upon the subjects as his children. In determining their disputes, however, he should not show compassion. In performance of his duties, he is enjoined to be impartial. In the ancient India, the leader (King) is often compared to the rain clouds, which bestow benefit, through rain (actions), to all and sundry, equally. In the context of corporate management, the organization's (state) leader is a catalytic change agent. The Arthashastra views are wider and more comprehensive in this regard. The leader (King) is the maker of his time. The important qualities and duties of the king are obtaining what has yet to be obtained, protecting what has been obtained, and increasing and properly using what has been obtained. Kautilya laid down three main responsibilities of a leader (king), they are *raksha* which means security, *palan*, which means growth and *yogakshma*, which means welfare. The meanings and the context of the three responsibilities differ

depending upon the environmental context (Balakrishnan Muniapan, Mohan Dass, 2008).

2.2.ii The importance of Trust

Research by Burson Marsteller, called “Building CEO Capital” reveals dramatic findings. After speaking with more than 1,100 business influential, CEOs and other senior executives, financial analysts, institutional investors, the business media and government officials in the United States, the research infers that the CEO’s reputation is a key factor in a company’s reputation. In fact, the research data reveals that -

- CEO reputation accounts for a staggering 48 per cent of a company’s reputation.
- Companies whose CEOs were rated “most admired” achieved a 13 per cent compound annual shareholder return over a three-year period. Companies with CEOs who were rated less favorably delivered a negative return.
- Eighty-eight per cent of respondents said that the CEO’s reputation would influence whether they would recommend a company as a good place to work. Ninety-four per cent would believe the company if under media pressure. Ninety-two per cent would maintain confidence in the company when share price is lagging.

The growing importance of trust is also embedded in a number of other developments:

- The rise in the number, influence and sophistication of non-governmental organizations that monitor, track and inspect global corporate players. Less than 30 years ago, there were 1,400 NGOs. In 1995, there were nearly 30,000. Today that number has grown 10 fold.
- An increase in shareholder activism. Of the 700 shareholder resolutions filed in the US in 2002, more than one third of them were based on social issues.
- Greater disclosure requirements of social and environmental performance as part of their “new economic regulations” by Governments, particularly in Europe.

Just three years ago, the concept of triple bottom line reporting, that means assessing and providing an accounting of a company's social, environmental and economic impact and performance was embraced by only an enlightened few. Today, such reporting is embraced by the majority to prove they are acting responsibly.

2.2.iii The recognition of the importance of Trust in India

Respect is, in some ways, an intrinsic part of Indian culture. The Indian ritual of touching the feet of elders is a good example of how respect manifests itself in everyday life. This transcends into the corporate world. For decades now, since Independence, corporate majors such as the Tata and Birla group companies have led the way in making Corporate Social Responsibility an intrinsic part of their business plans. These companies have been intensely involved with social development initiatives in the communities surrounding their facilities. Jamshedpur, one of the prominent cities in the northeastern state of Bihar in India is also known as Tata Nagar and stands out as a beacon for other companies to follow.

Respect is a much sought after tag in the Indian corporate world. This is one of the reasons for the immense popularity of The Most Respected Companies of India survey, initiated by one of India's premier business magazines, Business World in 1983, long before skeletons began toppling out of the corporate closets around the globe. In fact, the magazine admitted in a cover feature following its first survey that the overwhelming reader response to its first ever ranking of corporate reputations indicated that "there is a great deal of interest within the management community in the subject of corporate reputations" and that this interest was "more than academic". Respect, as viewed by the survey was an aggregation of two broad parts of a company's deliverables: quantitative (like profitability) and qualitative (like community responsibility). The parameters for corporate respect in this survey are wide ranging: Overall quality, top management leadership, depth of talent, belief in transparency, ethics, social responsiveness and environmental consciousness.

2.2. iv Criteria for ranking India's most respected companies

The survey clearly reveals that impressive financials are not enough to earn respect. You were respected not because you were big and powerful, but because you were transparent, your stakeholders trusted your policies, your HR guidelines were fair, you

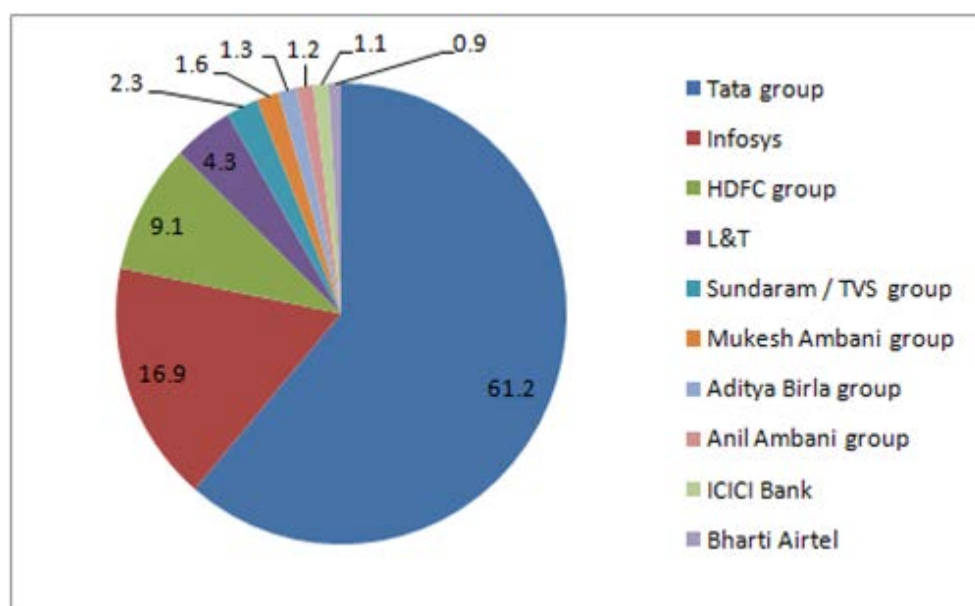
were ethical, and you contributed to society. Transparency and ethics were the most important factors of contribution. “Respect is the first thing we look for when doing anything” says N.R. Narayana Murthy, Founder of Infosys Technologies, the company that was crowned one of the Most Respected Companies in the survey. “At the end, respect comes to people who do desirable things and who can be trusted. When you make a statement, people should say, we believe”. It is no surprise that Narayana Murthy holds J.R.D. Tata in great esteem as an icon. The first name that comes to any Indian on the subject of CSR is that of the Tata Group.

Criteria for ranking CSR Activities

No. of times chosen by respondents	Overall quality	Top management leadership	Depth of talent	Ability to attract talent
Belief in transparency	Ethics	Social responsiveness	Environmental consciousness	Quality of products/services provided
Belief in customer satisfaction	Track record of company	Dynamism	Speed of response to change	Continuous innovation
Global competitiveness	Consistent corporate performance	Returns to shareholders	Value for stakeholders	Ability to cope with recession

Source: Businessworld, January 2003

10 Most Trustworthy Indian Corporate Groups



Posted by: Ankit Agarwal, Equitymaster Survey, India, 2011

There has been a long history of CSR in India and the TATAs have been the role models on this path. The chairman of the TATA Group, Ratan N. Tata, explains “We do not do it for propaganda. We do not do it for publicity. We do it for the satisfaction of having really achieved something worthwhile”. The TATA Business Excellence Model integrates social responsibility into the framework of corporate management wherein social responsibility is encapsulated as Key Business Process. In fact all social service departments in TATA companies have annual programs and budget and all this is aligned to the MD’s Balanced Score Card. Corporate Social Responsibility programs at the TATA group of companies extend across a wide spectrum including rural development, community development and social welfare, family initiatives, tribal development and water management.

About 7000 villages around Jamshedpur and Orissa benefit from development programs run by the Tata Steel Rural Development Society (TSRDS). Programs of TSRDS cover issues like education, irrigation, afforestation, adult literacy, vocational training, handicrafts and rehabilitation of the handicapped persons. The Community Development and Social Welfare Department (CDSW) at Tata Steel carries out medical and health programs, blood donation drives, mass screening of Tuberculosis patients immunization camps and drug de-addiction. In 1999, Tata Steel embarked on an AIDS awareness program, which has now become an integral part of all training programs. Routine activities like immunization programs, sterilization operations and mother and child health care programs are conducted through 9 family welfare centers, 9 child clinics and 6 community-based clinics. In fact, Tata Steel’s Centre for Family Initiatives (CFI) was successful in influencing 59 per cent of Jamshedpur’s eligible couples practicing family planning, compared to the national figure of 35 per cent. A commitment to the welfare of the community has long been central to the value system of companies in the Tata Group. To build upon this heritage the Tata Council for Community Initiatives (TCCI) has created the Tata Guidelines on Community Development, an effort of over three years from the field evolved into a framework of best practices (Singla A. et al 2009).

The Birla group of companies is also among the pioneers in the field of Corporate Social Responsibility in India. As part of the Aditya Vikram Birla Group’s Social Reach, the Birla group runs as many as 15 hospitals in India and also includes Adult

education conducting as many as 78 schools all over India, rehabilitates handicapped persons having touched more than 5000 physically challenged individuals. More than 1,00,000 patients have been examined under the Group's medical programs. Over 15,000 children along with 2000 pregnant women have been immunized, over 500 cataract patients operated, 2000 TB patients provided medical care, 100 leprosy-afflicted attended to free of cost (Singla A. et al 2009).

It also provides Vocational Training, having provided training to over 3000 women and having distributed over 1400 tool kits in a variety of areas like electrical, auto repair, electronic equipment maintenance and repair and tailoring. It has adopted several villages under its Village Infrastructure Development program and has provided extensive training to over 10,000 villagers in its Carpet Weaving Center.

Beyond the Private sector, corporate players in India's public sector too have been actively involved in Corporate Social Responsibility initiatives. Most public sector units in the heavy engineering industry have not only set up a township around the plant, but also established a school, a hospital and several other civic facilities for its employees and those that live in that area. Private sector companies have been encouraged to undertake rural development programs down the years through fiscal incentives by the government. For instance, special benefits are offered in the industrial policy to companies that set up industries in backward areas and tax incentives are also offered to companies that set up water purification projects. In India, it has also been noticed that when it comes to individual CSR activities, the 'anonymous' donor mentality prevails. That most people tend to keep a low profile was confirmed by The Economic Times, a leading business daily in India. It conducted a straw poll and talked to several professionals involved in the field and NGO circuit to get an idea about the leading lights.

With the intense spotlight on the subject, the interest in Corporate Social Responsibility is spreading in India as well. The Corporate Social Responsibility Survey 2002 - India, jointly conducted by the United Nations Development Program, British Council, Confederation of Indian Industry and PricewaterhouseCoopers, covering 19 industry sectors reveals that this interest is growing as more and more companies in India are keen to project themselves as good corporate citizens. This

was the most important factor driving CSR in India, according to the survey. Good corporate citizenship and CSR initiatives are inextricably linked with improved brand reputation, which is one of the most important drivers of CSR identified by the respondent companies. The other key drivers of Corporate Social Responsibility in India were diverse ranging from stated philosophy of founding fathers to improving relationship with local communities to enhanced shareholder value.

As part of the survey, over 100 companies ranging from large to mid-sized corporations responded to questionnaires sent to around 1,000 companies during September-October 2002. Besides, a group of researchers conducted an in-depth study of CSR programs in top business houses. The respondents unanimously acknowledged that social responsibility was no longer an exclusive domain of the government and CSR is much more than “passive philanthropy”. “India has a strong tradition of philanthropy”, states the foreword to the survey, “It is encouraging to note that many are beginning to make a shift from a tunnel vision on Corporate Social Responsibility to an integrated model that mainstreams through business vision and processes”. In fact the most striking feature of the survey was the overriding response that ‘passive philanthropy’ alone no longer constitutes CSR.

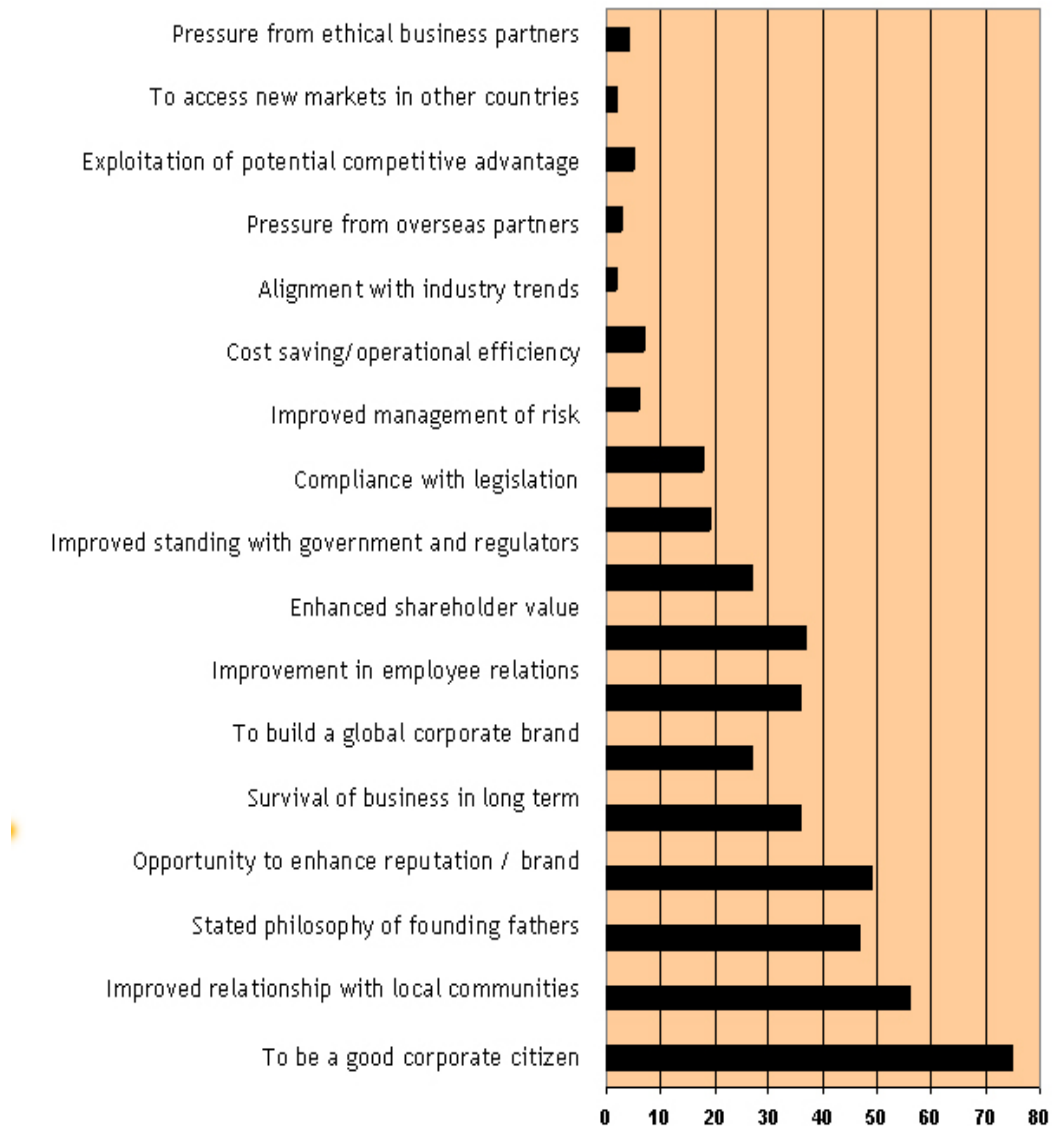
2.2.v Drivers of CSR

The Survey broadly categorizes the main types of CSR activities undertaken by Indian Corporates as under: This is a reflection of the role that public relations play in generating trust through Corporate Social Responsibility. Public relations, in fact, is the social face of an organization driving stakeholder relationships. This connect has only reinforced this role, often lost in the myopic vision of media relations, as companies are focusing on communicating their CSR initiatives through multiple platforms, transforming their websites, issuing reports and signing up to speak on conference panels.

As professionals who have been avid observers of Corporate Social Responsibility initiatives in India and intensely involved as they link in with public relations, it is extremely important to point out the need to take into account the sensitivities and sensibilities of the Indian populace while undertaking such programs. The importance accorded to respect for elders, relationships and family values are the pillars

upholding the symbiotic relationship between the community and businesses in India. The deeply engrained belief in karma as espoused by the Bhagwad Gita extends into the role of business in this society breaking across the barriers of culture, religion and language. Well-advised multinationals operating on Indian soil like Ford India and Cargill have shown deep respect for local sensitivities and pride.

Figure - Drivers of CSR



Source: Corporate Social Responsibility Survey 2002 – India (United Nations Development Programme, British Council, CII, Price Water House Coopers)

Navigating this sometime difficult environment presents businesses with new challenges yet also offers new opportunities. But sound practices and relationships

with stakeholders better prepare to deal with unique issues thrown up by distinct regions. It is however important to ensure that at every level, employees involved in CSR activities understand their role in making certain the company follows through on its commitments. This is where public relations come in. Formally or informally, it has been bridging the gap between trust and CSR initiatives in India, making the Indian experience a success.

According to a survey carried out in June 2008 by TNS India (a research organization) and the Times Foundation, over 90 per cent of all major Indian organizations surveyed were involved in CSR initiatives. In fact, the private sector was more involved in CSR activities than the public and government sectors. The leading areas that corporations were involved in were livelihood promotion, education, health, environment, and women's empowerment. Most of the CSR ventures were done as internal projects while a small proportion were as direct financial support to voluntary organizations or communities.

2.3 CSR - GUJARAT STUDIES

The state of Gujarat, known as the Growth Engine of India, is now moving towards leadership in knowledge advancements based on the pillars of innovation and sustainability. Gujarat, known for its rapid industrialization, has also emerged as one of the most suitable platforms for launching Corporate Social Responsibility initiative. A study conducted by The Associated Chamber of Commerce and Industry of India (ASSOCHAM) is anything to go by, the state is the second most sought after by the India Inc. for the CSR play. It stands second with share of 11.62% in total CSR activities, while Maharashtra tops the chart with total share of 35.68%. Delhi (9.66%), Tamil Nadu (9.17%) and Andhra Pradesh (7.04%) are the other states with the highest CSR activities.

The study "India Inc. and CSR areas" further reveals that from the 300 Indian companies, which had been grouped under 18 broad sectors based on their economic activity, the maximum initiatives have been undertaken by almost 74 companies engaged in chemical sector, accounting for a share of 12.11%. The 62 companies in FMCG (Fast Moving Consumer Goods) and consumer durable space are placed at

second position with a CSR initiative's contribution to the extent of 10.15%. With 53 companies, the textile sector occupied third place with effective CSR initiatives, contributing a share of 8.57%.

According to industry officials, blue print of the industrial policy draft also found mention about CSR, but due to vehement opposition from the industry body the government was compelled to step down from its stance on the issue. "There were also apprehensions amongst the industrialists that CSR could be made mandatory for the Corporates and industry associations here. But that has not happened", industry sources said. The policy said that investors should participate in efforts of all round development and improvement of quality of life. Releasing the study report, ASSOCHAM president Sajjan Jindal said, "Out of the total 26 activities, community welfare perceived to be the top priority area on the corporate sector's list with a share of 21.93%".

The government of Gujarat has, in its newly announced industrial policy, refrained from making Corporate Social Responsibility mandatory. It has also rechristened CSR as "Wealth with Social Health". Previously the Gujarat government had made it mandatory for state-run public sector enterprises to contribute 30% of profit before tax for social causes as part of their CSR that is now optional in the new industrial policy. This report states that the policy now reads "Business entities should synergize with the state to improve social health in surrounding areas, so we intend to develop a flexible and optional arrangement between the state and business. Principal Chief Industrial Advisor R J Shah said, "Corporate Social Responsibility has been made optional in the new industrial policy".

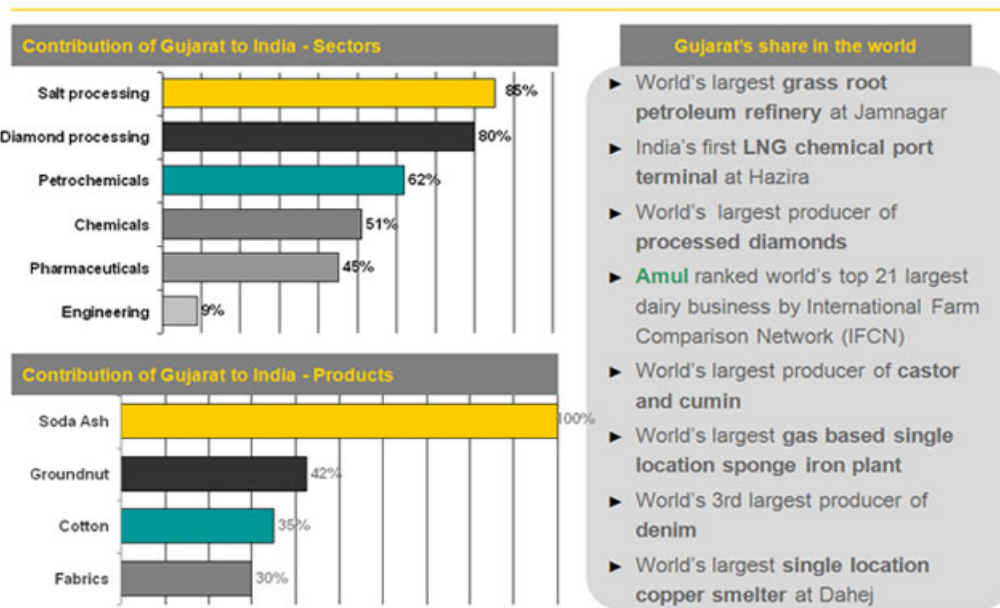
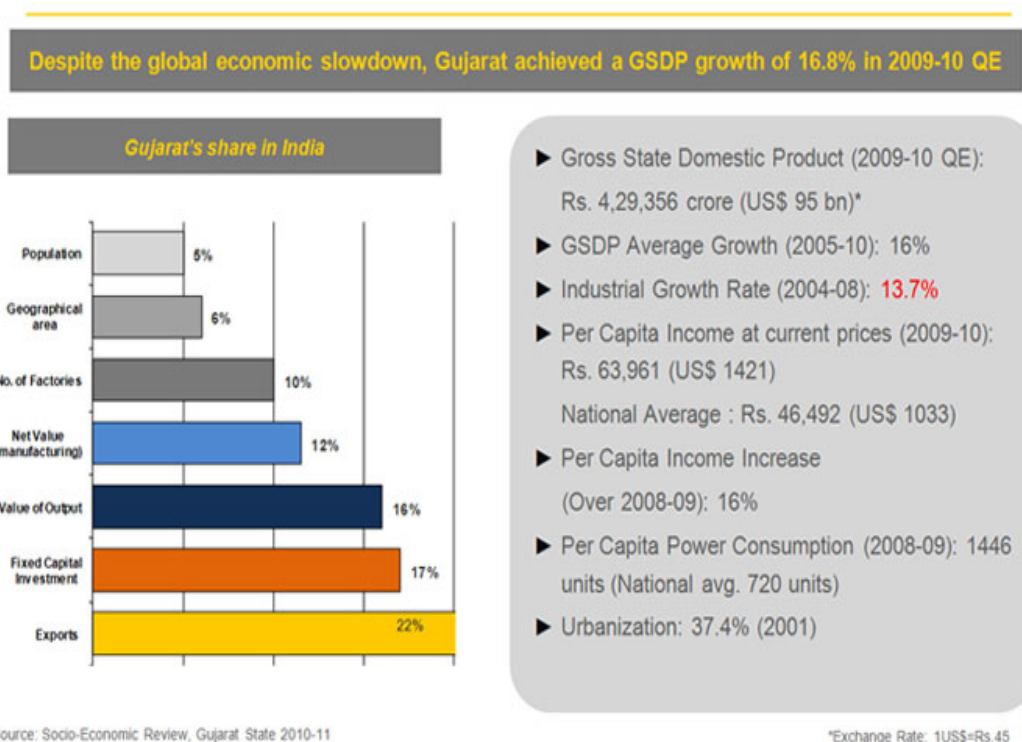
Mihir R. Bhatt (2002) explained that Corporate Social Responsibility can potentially act as a responsible partner that works towards evolving a capable and efficient disaster management system in the Gujarat state is gaining currently. However this too necessitates serious documented studies on the strengths, weaknesses, opportunities and threats that the sectors is posed with as well as bring along while working in the field of disaster management.

Even some of the most leading companies have been actively participated in the development of societies of Gujarat. For example, as part of Rs.10 million Corporate Social Responsibility project, India's largest private company, Mukesh Ambani led Reliance Industries (RIL), has built a market and created a garden for commercial plants in a Gujarat village. The market, set up by Reliance as part of a project to develop the village Moti Khavdi in the state's Jamnagar district, will accommodate shops for eatables, vegetables, spices, clothes and cutlery and shoes. The shops will provide 46 hawkers a permanent place to sell their goods. A RIL spokesman said the project would give the village, some 350 km from here, a new look. Reliance group company Reliance Petroleum has set up a 29-million-tonne per annum high-complexity petroleum refinery in the Jamnagar special economic zone. Moti Khavdi village is adjacent to the plant site.

Gujarat Chief Minister Shri Narendra Modi (2013) recently stated that funds for CSR usually go for development of hospitals, making dams or other purposes, Modi said, "I think some percentage of CSR funds should directly go towards promoting Research and Development and innovation. We will try and start from the state PSUs like GNFC on how they can contribute in setting up a capital fund to promote innovation", while addressing an Innovation Symposium as a part of the Vibrant Gujarat summit. Highlighting the importance of innovation, Modi said, "An idea can change things dramatically, and scientific way of doing things can bring about a change." There are over a dozen PSUs of which six - GNFC, GMDC, GFSC, GIPCL, GACL, GSPL are listed companies of the Gujarat government on bourses and a few of them have been among the top tax payers from the state.

Earlier in 2008, Gujarat PSUs were directed by the government to shell out 30 per cent of their profit before tax (PBT) as part of their CSR. The contribution was for Gujarat Socio Economic Development Society, a body formed to utilize the PSU funds towards social development. The move had triggered uproar as shareholders of the listed PSUs had opposed it, alleging that their profit share was not meant for "charity".

Figure – Socio-economic Review



2.3. i Special Economic Zones (SEZs) in Gujarat:

There are 55 SEZs present in Gujarat, covering an area of approximately 27,125 hectares. Gujarat has 3 operational SEZs, covering an area of 506 hectares, which are-

1. Kandla SEZ
2. SUR SEZ

3. Surat Apparel Park
 - ✓ 7 Notified and Operational SEZs, covering an area of 9,810 hectares
 - ✓ 15 Notified SEZs are present, covering an area of 6,114 hectares
 - ✓ 22 formally approved SEZs in Gujarat, covering area of 7,702 hectares
 - ✓ 8 In-principle approved SEZs covering an area of 2,993 hectares

These SEZs are involved in several sectors such as - Biotechnology, Power, Handicraft/Artisan, Gems and Jewellery and Port based multiproducts.

2.3. ii Sectorwise SEZs in Gujarat:

IT/ITes (15): Electronic SEZ(GIDC), Million Minds SEZ (Ganesh), Shivganga Real Estate Holders, City Gold Realtors Pvt. Ltd., Adani Township & Real Estate Co. Pvt. Ltd., 3rd Eye Voice SEZ (Calica), Nipiam Infotech Pvt. Ltd., DLF SEZ, Tata SEZ, IT/ITes SEZ(GIDC), Aqualine Properties SEZ (Raheja), SGV Infrastructure, L&T Ltd., Strength Real Estate (Raheja), Gaurinandan Property Holder.

Multi-Product (10): Kandla SEZ, SUR SEZ, Dahej SEZ, Reliance SEZ, Dholera SEZ(Adani), Essar SEZ, Sterling SEZ, Mundra Ports & SEZ Ltd(SEZ-1), Indian Infrastructure Corporation Ltd., Mundra Ports & SEZ Ltd(SEZ-2).

Engineering (9): Gallopse SEZ (NG Realty), Essar Hazira SEZ, Suzlon SEZ, Dishman SEZ, Ruchi Flat Steel SEZ, PSL Limited, Welspun Anjar (SEZ-1), E Complex Private Limited, Welspun Anjar (SEZ-2).

Others (8): Biotech Savli SEZ(GDIC), Adani Power SEZ, Gems & Jewellery SEZ, Ceramic SEZ, LMJ Warehousing Pvt. Ltd.(FTZW), Gujarat Finance City Development(GIFT) Company Ltd, GGDCL Handicraft & Artisan(GIDC), Non-conventional energy.

Textiles and Apparels (4): Surat Apparel Park SEZ, Ahmedabad Apparel Park SEZ, Pradip Overseas Ltd, Jindal Worldwide Limited.

Chemical (4): Jayant SEZ, Jubilant Chem SEZ, Gujarat Hydrocarbon & Energy SEZ Ltd., Asia Pacific Corporation Ltd.

Pharmaceuticals (4): Pharmez (Zydus), Phaez (CPI), Dishman Pharma SEZ, JB SEZ.

Port Based (1): Kandla Port Trust SEZ.

2.4 CSR - VADODARA STUDIES

Many studies have been done by scholars on industries of Gujarat regarding CSR initiatives. A few studies have been found in the context of Vadodara region on CSR. Mona A. Nargolwala (2006) deals with CSR activities of major industries in Gujarat with respect to community development programs.

Sailaja S. Raijada's (2008) work deals with factors affecting CSR undertaken among the multinational companies of Gujarat, perceptions of employees about the performance of CSR process undertaken in companies.

Bimal Bhatt (2008) has written that Social Responsibility has emerged as a major concern in a global economy. Globalization, liberalization and the shrinking of governments have changed perceptions on how the greater common good can be achieved. The relationship between companies and civil society has migrated from paternalistic charity to a repositioning of the roles, rights and responsibilities of business in society.

Kedar Shukla's (2011) study examines the approaches to Corporate Social Responsibility of selected companies of Air conditioning industry in India. The researcher found out that the air-conditioning industry executives are very clear on their perception about the desirability of ethical behavior towards stakeholders and challenges to work towards healthy atmosphere with socially responsible manner.

2.5 JUSTIFICATION

Available literature on Corporate Social Responsibility is mainly dealing with the corporate governance, business operations and policies, integrating the interests of stakeholders, etc. A scanty research was undertaken to focus the social values, norms,

corporate ethics, proactive initiatives, etc. No known research has been found to study the Corporate Social Responsibility sociologically. Hence, here, an effort has been made to study how the corporate world in this part of the country, that is, Vadodara, meeting the needs of the needy sections of the society in particular and society at large.

CHAPTER - 3
CONCEPTUAL FRAMEWORK AND
STRATEGY OF INQUIRY

	Page No.
INTRODUCTION	84-102
3.1 Theoretical Perspectives	84-84
3.1.i Philosophical Approach	84-85
3.1.ii Instrumental Theories	85-86
3.1.iii Political Theories	86-87
3.1.iv Integrative Social Contract Theory	88-88
3.1.v Corporate Citizenship	88-89
3.1.vi Integrative Theories	89-89
3.1.vii Ethical Theories	89-89
3.1.viii Normative Stakeholder Theory	89-90
3.1.ix Resource Based View (RBV) Theory	90-91
3.2 Stakeholder Theory	91-94
3.2.i Examples of Various Stakeholders	94-94
3.3 Research Methodology	95-95
3.3.i Sample	95-95
3.3.ii Number of Respondents Interviewed in Vadodara	96-96
3.3.iii Number of Respondents Interviewed from outside Vadodara	96-97
3.3.iv Flowchart of the Study	97-99
3.3.v Tools and Techniques	99-99
3.4 Strategy of Enquiry	100-100
3.5 Objectives of the Study	100-101
3.6 Framework of the Study	101-102

CHAPTER - 3

CONCEPTUAL FRAMEWORK AND STRATEGY OF ENQUIRY

INTRODUCTION

Several theoretical frameworks have been used to examine Corporate Social Responsibility. The agency theory perspective has been challenged by many researchers, such as Preston (1978) and Carroll (1979), who outline a Corporate Social Performance (CSP) framework. As explicated by Carroll (1979), this model includes the philosophy of social responsiveness, the social issues involved, and the social responsibility categories (one of which is economic responsibility). An empirical test of the CSP framework is presented in the work of Waddock and Graves (1997), who report a positive association between CSP and financial performance. The CSP model has much in common with the stakeholder perspective, which is the most widely used theoretical framework.

3.1 THEORETICAL PERSPECTIVES

The first stream of literature is embedded in the neo-classical approach that adapts to the contemporary economic environment. The famous Milton Friedman's (Friedman, 1970) statement is that the social responsibility of the firm is to make profits. The second stream refers to a neo-contractualist approach, mainly developed by Lorenzo Sacconi (2004, 2005), that can be considered as an insightful application of incomplete contracts theory, strongly characterized by a contractualist-oriented ethical perspective. The third stream is the relational approach developed by Bruni and Zamagni (2004), which takes the issue of social reproduction into account in the description of the economic system, thereby looking at firms as producers of socially provided goods (Sacco, 2007).

3.1.i Philosophical Approach

A review of literature in CSR shows that there are thousands of articles which have been written by several scholars on this subject from numerous perspectives, but

limited articles were written about CSR from the philosophical, historical and the ancient perspectives. In the Indian context, the origin of CSR can be traced from the Vedic literatures such as the Valmiki Ramayana, the Mahabharata (includes the Bhagavad-Gita) and the Puranas. These literatures were written more than 5,000 years ago in Sanskrit language. However, the CSR philosophy from Kautilya's Arthashastra, which was also written in Sanskrit in the 4th century BC based on hermeneutics, a qualitative research methodology which involves study, understanding and interpretation of ancient or classical text. In nutshell, the Kautilya's Arthashastra provides an inside-out approach to CSR, which is development of the individual leader's self conscience, contrary to the western approach that takes an outside-in perspective. The leaders and the role they play in corporations are crucial in ensuring transparency, good conduct and governance towards the ultimate aim of achieving CSR.

3.1.ii Instrumental Theories

In this group of theories CSR is seen only as a strategic tool to achieve economic objectives and, ultimately, wealth creation. Representative of this approach is the well-known Friedman view that “the only one responsibility of business towards society is the maximization of profits to the shareholders within the legal framework and the ethical custom of the country”. Instrumental theories have a long tradition and have enjoyed a wide acceptance in business so far. As Windsor has pointed out, “a leitmotiv of wealth creation progressively dominates the managerial conception of responsibility” (Windsor, 2001, p. 226).

Concern for profits does not exclude taking into account the interests of all who have a stake in the firm (stakeholders). It has been argued that in certain conditions the satisfaction of these interests can contribute to maximizing the shareholder value (Mitchell et al., 1997; Odgen and Watson, 1999). An adequate level of investment in philanthropy and social activities is also acceptable for the sake of profits (McWilliams and Siegel, 2001). In practice, a number of studies have been carried out to determine the correlation between CSR and corporate financial performance. Of these, an increasing number show a positive correlation between the social responsibility and financial performance of corporations in most cases (Frooman, 1997; Griffin and Mahon, 1997; Key and Popkin, 1998; Roman et al., 1999; Waddock

and Graves, 1997). However, these findings have to be read with caution since such correlation is difficult to measure (Griffin, 2000; Rowley and Berman, 2000).

Three main groups of instrumental theories can be identified, depending on the economic objective proposed. In the first group the objective is the maximization of shareholder value, measured by the share price. Frequently, this leads to a short-term profits orientation. The second group of theories focuses on the strategic goal of achieving competitive advantages, which would produce long-term profits. In both cases, CSR is only a question of enlightened self-interest (Keim, 1978) since CSRs are a mere instrument for profits. The third is related to cause-related marketing and is very close to the second. Maximizing the shareholder value approach is that which takes the straightforward contribution to maximizing the shareholder value as the supreme criterion to evaluate specific corporate social activity. Any investment in social demands that would produce an increase of the shareholder value should be made, acting without deception and fraud. In contrast, if the social demands only impose a cost on the company they should be rejected.

Friedman (1970) is clear giving an example about investment in the local community: “It will be in the long run interest of a corporation that is a major employer in a small community to devote resources to providing amenities to that community or to improving its government. That makes it easier to attract desirable employees, it may reduce the wage bill or lessen losses from pilferage and sabotage or have other worthwhile effects”. So, the socio-economic objectives are completely separate from the economic objectives. Currently, this approach usually takes the shareholder value maximization as the supreme reference for corporate decision-making.

3.1.iii Political Theories

A group of CSR theories and approaches focus on interactions and connections between business and society and on the power and position of business and its inherent responsibility. They include both political considerations and political analysis in the CSR debate. Although there are a variety of approaches, two major theories can be distinguished -

1. Corporate Constitutionalism and Corporate Citizenship.
2. Corporate constitutionalism

Davis (1960) was one of the first to explore the role of power that business has in society and the social impact of this power. In doing so, he introduces business power as a new element in the debate of CSR. He held that business is a social institution and it must use power responsibly. Additionally, Davis noted that the causes that generate the social power of the firm are not solely internal of the firm but also external. Their locus is unstable and constantly shifting, from the economic to the social forum and from there to the political forum and vice versa. Davis argued the assumption of the classical economic theory of perfect competition that precludes the involvement of the firm in society besides the creation of wealth. The firm has power to influence the equilibrium of the market and therefore the price is not a Pareto optimum reflecting the free will of participants with perfect knowledge of the market. Davis formulated two principles that express how social power has to be managed: (i) “the social power equation” and (ii) “the iron law of responsibility”. The social power equation principle states that “social responsibilities of businessmen arise from the amount of social power that they have” (Davis, 1967, p. 48). The iron law of responsibility refers to the negative consequences of the absence of use of power. He said “whoever does not use his social power responsibly will lose it. In the long run those who do not use power in a manner which society considers responsible will tend to lose it because other groups eventually will step in to assume those responsibilities” (1960, p. 63). So if a firm does not use its social power, it will lose its position in society because other groups will occupy it, especially when society demands responsibility from business (Davis, 1960).

According to Davis, the equation of social power responsibility has to be understood through the functional role of business and managers. In this respect, Davis rejects the idea of total responsibility of business as he rejected the radical free-market ideology of no responsibility of business. The limits of functional power come from the pressures of different constituency groups. This “restricts organizational power in the same way that a governmental constitution does”. The constituency groups do not destroy power. Rather they define conditions for its responsible use. They channel organizational power in a supportive way and to protect other interests against unreasonable organizational power (Davis, 1967, p. 68). As a consequence, his theory is called “Corporate Constitutionalism”.

3.1.iv Integrative Social Contract Theory

Donaldson (1982) considered the business and society relationship from the social contract tradition, mainly from the philosophical thought of Locke. He anticipated that a sort of implicit social contract between business and society exists. This social contract implies some indirect obligations of business towards society. This approach would overcome some limitations of deontological and teleological theories applied to business. Afterwards, Donaldson and Dunfee (1994, 1999) extended this approach and proposed an ‘‘Integrative Social Contract Theory’’ (ISCT) in order to take into account the socio-cultural context and also to integrate empirical and normative aspects of management. Social responsibilities come from consent. These scholars assumed two levels of consent. Firstly a theoretical macro-social contract appealing to all rational contractors, and secondly, a real micro-social contract by members of numerous localized communities. According to these authors, this theory offers a process in which the contracts among industries, departments and economic systems can be legitimate. In this process the participants will agree upon the ground rules defining the foundation of economics that will be acceptable to them. The macro-social contract provides rules for any social contracting. These rules are called the ‘‘hyper-norms’’; they ought to take precedence over other contracts. These hyper-norms are so fundamental and basic that they ‘‘are discernible in a convergence of religious, political and philosophical thought’’ (Donaldson and Dunfee, 2000, p. 441). The micro-social contracts show explicit or implicit agreements that are binding within an identified community, whatever this may be: industry, companies or economic systems. These micro-social contracts, which generate ‘authentic norms’, are based on the attitudes and behaviors of the members of the norm-generating community and in order to be legitimate, have to accord with the hyper-norms.

3.1.v Corporate Citizenship

Although the idea of the firm as citizen is not new (Davis, 1973) a renewed interest in this concept among practitioners has appeared recently due to certain factors that have had an impact on the business and society relationship. Among these factors, especially worthy of note are the crisis of the Welfare State and the globalization phenomenon. These, together with the deregulation process and decreasing costs with technological improvements, have meant that some large multinational companies have greater economic and social power than some governments. The corporate

citizenship framework looks to give an account of this new reality, as we will try to explain here. In the 80s the term “corporate citizenship” was introduced into the business and society relationship mainly through practitioners (Altman and Vidaver-Cohen, 2000). Since the late 1990s and early 21st century this term has become more and more popular in business and increasing academic work has been carried out (Andriof and McIntosh, 2001; Matten and Crane).

3.1.vi Integrative Theories

This group of theories looks at how business integrates social demands, arguing that business depends on society for its existence, continuity and growth. Social demands are generally considered to be the way in which society interacts with business and gives it a certain legitimacy and prestige. As a consequence, corporate management should take into account social demands, and integrate them in such a way that the business operates in accordance with social values. So, the content of business responsibility is limited to the space and time of each situation depending on process, the values of society at that moment, and comes through the company’s functional roles (Preston and Post, 1975). In other words, there is no specification that management is responsible for performing throughout time and in each industry. Basically, the theories of this group are focused on the detection and scanning of, and response to, the social demands that achieve social legitimacy, greater social acceptance and prestige.

3.1.vii Ethical Theories

This group of theories or approaches focuses on the ethical requirements that cement the relationship between business and society. They are based on principles that express the right thing to do or the necessity to achieve a good society.

3.1.viii Normative Stakeholder Theory

Stakeholder management has been included within the integrative theories group because some authors consider that this form of management is a way to integrate social demands. However, stakeholder management has become an ethnically based theory mainly since 1984 when Freeman wrote *Strategic Management: a Stakeholder Approach*. In this book, he took as starting point that “managers bear a fiduciary relationship to stakeholders (Freeman, 1984, p. xx)”, instead of having exclusively

fiduciary duties towards stockholders, as was held by the conventional view of the firm. He understood as stakeholders those groups who have a stake in or claim on the firm (suppliers, customers, employees, stockholders, and the local community). In a more precise way, Donaldson and Preston (1995, p. 67) held that the stakeholder theory has a normative core based on two major ideas:

(1) Stakeholders are persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity (stakeholders are identified by their interests in the corporation, whether or not the corporation has any corresponding functional interest in them) and

(2) The interests of all stakeholders are of intrinsic value that is, each group of stakeholders merits consideration for its own sake and not merely because of its ability to further the interests of some other group, such as the shareowners. Following this theory, a socially responsible firm requires simultaneous attention to the legitimate interests of all appropriate stakeholders and has to balance such a multiplicity of interests and not only the interests of the firm's stockholders.

Supporters of normative stakeholder theory have attempted to justify it through arguments taken from Kantian capitalism (Bowie, 1991; Evan and Freeman, 1988), modern theories of property and distributive justice (Donaldson and Preston, 1995), and also Libertarian theories with its notions of freedom, rights and consent (Freeman and Philips, 2002). A generic formulation of stakeholder theory is not sufficient. In order to point out how corporations have to be governed and how managers ought to act, a normative core of ethical principles is required (Freeman, 1994).

3.1.ix Resource Based View (RBV) Theory

As introduced by Wernerfelt (1984) and refined by Barney (1991), borrows from earlier research by Penrose (1959), this theory presumes that firms are bundles of heterogeneous resources and capabilities that are imperfectly mobile across firms. Barney (1991) maintains that if these resources and capabilities are valuable, rare, inimitable and non-substitutable, they can constitute a source of sustainable competitive advantage. Firms engage in Corporate Social Responsibility because they consider that some kind of competitive advantage accrues to them. Resource-Based Perspectives (RBP) are useful to understand why firms engage in CSR activities and disclosure. From a resource-based perspective CSR is seen as providing internal or

external benefits, or both. Investments in socially responsible activities may have internal benefits by helping a firm to develop new resources and capabilities which are related namely to know-how and corporate culture. In effect, investing in social responsibility activities and disclosure has important consequences on the creation or depletion of fundamental intangible resources, namely those associated with employees. The external benefits of CSR are related to its effect on corporate reputation. Corporate reputation can be understood as a fundamental intangible resource which can be created or depleted as a consequence of the decisions to engage or not in social responsibility activities and disclosure. Firms with good social responsibility reputation may improve relations with external actors. They may also attract better employees or increase current employees' motivation, morale, commitment and loyalty to the firm.

Each theory mentioned above have some or others limitations, hence the stakeholder theory is found appropriate to analysis the data.

3.2 STAKEHOLDER THEORY

Stakeholder is an entity that can be affected by the results of that in which they are said to be stakeholders, i.e., that in which they have a stake. A corporate stakeholder is that which can affect or be affected by the actions of the business as a whole. The stakeholder concept was first used in a 1963 internal memorandum at the Stanford Research Institute. It defined stakeholders as "those groups without whose support the organization would cease to exist". The theory was later developed and championed by R. Edward Freeman in the 1980s. Since then it has gained wide acceptance in business practice and in theorizing relating to strategic management, corporate governance, business purpose and corporate social responsibility (CSR). The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. It was originally defined by R. Edward Freeman in the book *Strategic Management: A Stakeholder Approach*, and identifies and models the groups which are stakeholders of a corporation, and both describe and recommends methods by which management can give due regard to the interests of those groups. In short, it attempts to address the "Principle of Who or What Really Counts".

The basic proposition of the stakeholder theory is that the firm's success is dependent upon the successful management of all the relationships that a firm has with its stakeholders - a term originally introduced by Stanford Research Institute (SRI) to refer to "those groups without whose support the organization would cease to exist" (Freeman, 1983, p.33). When viewed as such, the conventional view that the success of the firm is dependent solely upon maximizing shareholders' wealth is not sufficient because the entity is perceived to be a nexus of explicit and implicit contracts (Jensen and Meckling, 1976) between the firm and its various stakeholders. Furthermore, in contrast with the institutional theory where norms are imposed to the firms, the stakeholder theory assumes that firms have the ability to influence not just society in general but its various stakeholders in particular.

CSR is one area in which the stakeholder theory has been commonly applied (Ullmann, 1985; Roberts, 1992; Clarkson, 1995; Davenport, 2000) because the changing nature of the business environment created a demand for firms to acknowledge their responsibility to a broader constituency than their shareholders/owners and to help solve important social problems especially those they have helped to create. CSR commonly includes, but is not limited to such things as the firm's community involvement, acknowledgement of concern for employees, energy conservation, making products safer, pollution abatement and other environmentally related issues.

In the traditional view of the firm, the shareholder MH (Majority Holder) view (the only one recognized in business law in most countries), the shareholders or stockholders are the owners of the company, and the firm has a binding fiduciary duty to put their needs first, to increase value for them. In older input-output models of the corporation, the firm converts the inputs of investors, employees and suppliers into usable (salable) outputs which customers buy, thereby returning some capital benefit to the firm. By this model, firms only address the needs and wishes of those four parties: investors, employees, suppliers, and customers. However, stakeholder theory argues that there are other parties involved, including governmental bodies, political groups, trade associations, trade unions, communities, associated corporations, prospective employees, prospective customers, and the public at large. Sometimes even competitors are counted as stakeholders.

The stakeholder view of strategy is an instrumental theory of the corporation, integrating both the resource-based view as well as the market-based view and adding a socio-political level. This view of the firm is used to define the specific stakeholders of a corporation (the normative theory (Donaldson) of stakeholder identification) as well as examine the conditions under which these parties should be treated as stakeholders (the descriptive theory of stakeholder salience). These two questions make up the modern treatment of Stakeholder Theory.

There have been numerous articles and books written on stakeholder theory. Recent scholarly works on the topic of stakeholder theory that exemplify research and theorizing in this area include Donaldson and Preston and Mitchell, Agle, and Wood (1997), Friedman and Miles (2002) and Phillips (2003).

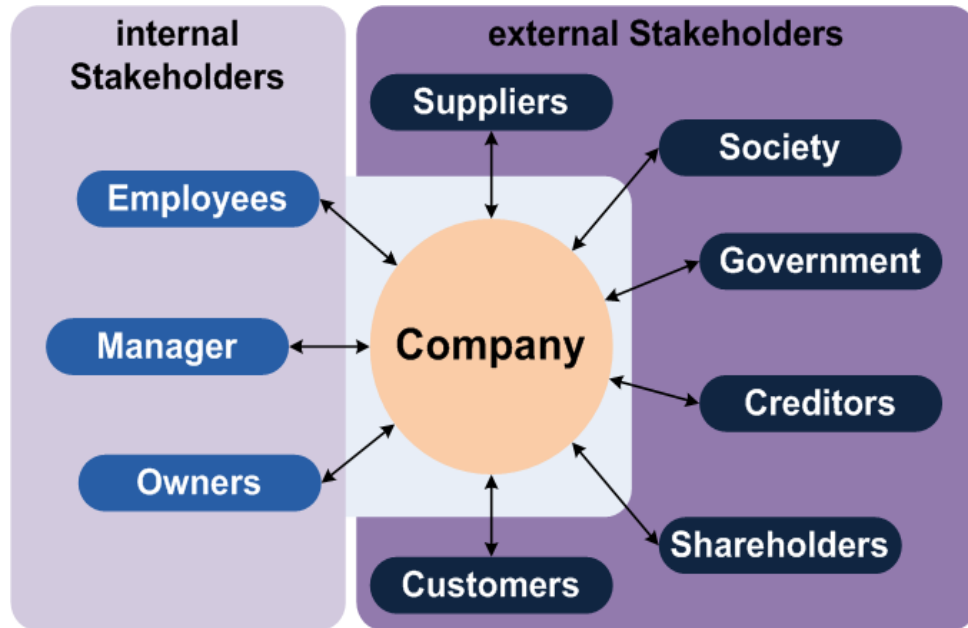
Donaldson and Preston argue that the normative base of the theory, including the "identification of moral or philosophical guidelines for the operation and management of the corporation", is the core of the theory. Mitchell, et al. derive a typology of stakeholders based on the attributes of power (the extent a party has means to impose its will in a relationship), legitimacy (socially accepted and expected structures or behaviors), and urgency (time sensitivity or criticality of the stakeholder's claims). By examining the combination of these attributes in a binary manner, 8 types of stakeholders are derived along with their implications for the organization. Friedman and Miles explore the implications of contentious relationships between stakeholders and organizations by introducing compatible/incompatible interests and necessary/contingent connections as additional attributes with which to examine the configuration of these relationships.

The political philosopher Charles Blattberg has criticized stakeholder theory for assuming that the interests of the various stakeholders can be, at best, compromised or balanced against each other. Blattberg argues that this is a product of its emphasis on negotiation as the chief mode of dialogue for dealing with conflicts between stakeholder interests. He recommends conversation instead and this leads him to defend what he calls a 'patriotic' conception of the corporation as an alternative to that associated with stakeholder theory. Stakeholder theory is defined by Rossouw et al. in

Ethics for Accountants and Auditors and by Mintz et al. in Ethical Obligations and Decision Making in Accounting.

3.2.i Examples of various stakeholders:

Figure – Examples of various Stakeholders



Freeman (1984) asserts that firms have relationships with many constituent groups and that these stakeholders both affect and are affected by the actions of the firm. Stakeholder theory, which has emerged as the dominant paradigm in CSR, has evolved in several new and interesting ways. Jones and Wicks propose "converging" the social science (instrumental) and ethics (normative) components of stakeholder theory to arrive at a normative "theory" that illustrates "how managers can create morally sound approaches to business and make them work" (1999: 206). The instrumental aspect and its relationship to conventional theories in economics and corporate strategy have also received considerable attention in the literature. For instance, Jones (1995) developed a model that integrates economic theory and ethics. He concluded that firms conducting business with stakeholders on the basis of trust and corporation. There are various selected theoretical papers on CSR and various theoretical papers with methodology (Annexure 1).

3.3 RESEARCH METHODOLOGY

In order to have intense understanding of the role of Corporates towards the Corporate Social Responsibility initiatives and its link to social concern of beneficiaries, fieldwork methodology has been used (Annexure – 2). Fieldwork methodology is the guiding idiom of this study. The research study has included both qualitative and quantitative methods of collecting data which would mean, applying them wherever they are appropriate for the purpose of the study. Direct and indirect observations, interviews, interview schedules, case studies (Appendix - 1) are some of the techniques which are used to collect the data.

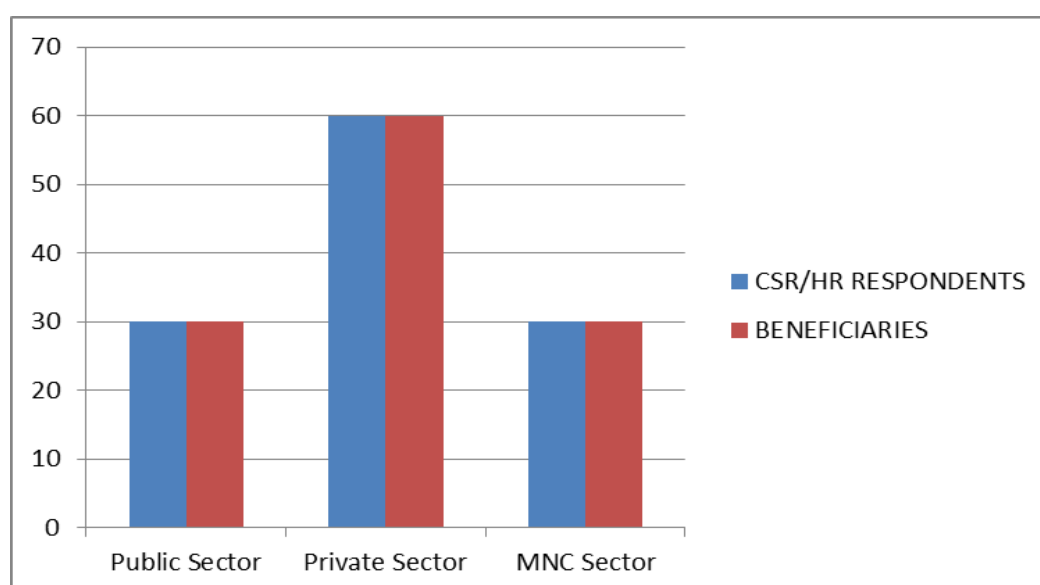
3.3.i Sample

The research consists of three main Industrial Sectors of Vadodara region - a) Public Sector Companies b) Private Sector Companies and c) Multinational Companies which are dealing with CSR activities in their respective areas to fulfill the societal needs. The present research represents two other categories within these sectors like a) Manufacturing industries and b) Service industries of Public sector, Private sector and Multinational sectors. These industries chemical industries, pharmaceutical industries, engineering industries, IT technology, textiles, plastic industries, electronics industries, etc. play a significant socio-economic contribution to Vadodara

For this research study, Simple Random Sampling design is used for sampling the subjects. Simple Random Sampling gives each element in the population an equal chance of being included in the sample. The research sample consists of ninety companies (90) (Appendix - 2) with total two hundred seventy respondents (270) of Public sector, Private sector and Multinational sectors. Within this list 240 respondents are selected from the 60 Corporates of Vadodara region and 30 respondents from 30 Corporates whose CSR activities are carried out elsewhere. The respondents list includes HR officials dealing with CSR and their beneficiaries. The beneficiaries have been selected from the companies located in Vadodara region.

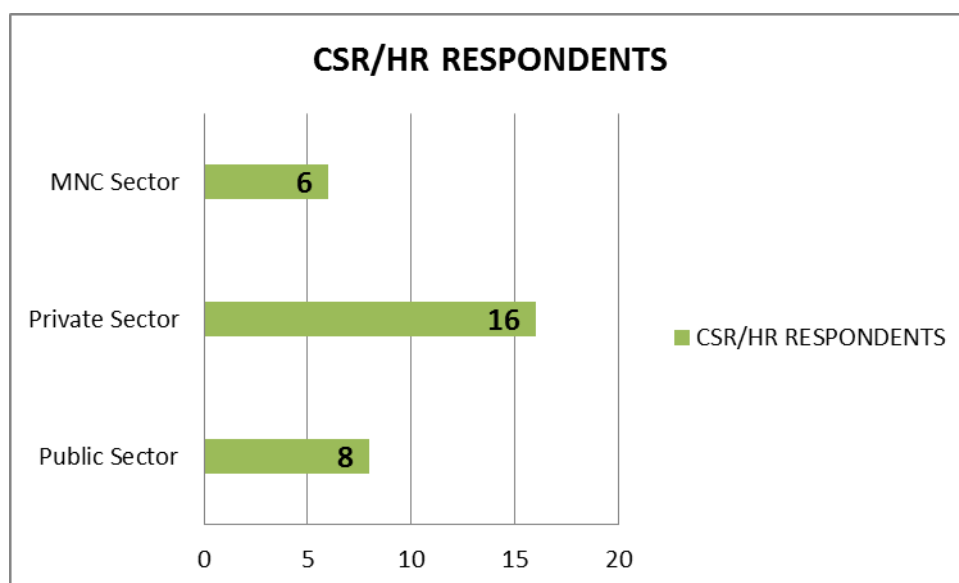
3.3.ii Number of Respondents interviewed in Vadodara

CORPORATES	CSR/HR RESPONDENTS	BENEFICIARIES	TOTAL
Public Sector (15)	15 x 2 = 30	15 x 2 = 30	60
Private Sector (30)	30 x 2 = 60	30 x 2 = 60	120
MNC Sector (15)	15 x 2 = 30	15 x 2 = 30	60
Total: 60 Corporates	Grand Total: 240		



3.3.iii Number of Respondents interviewed from elsewhere (but not from Vadodara)

CORPORATES	CSR/HR RESPONDENTS
Public Sector	08
Private Sector	16
MNC Sector	06
Total	30

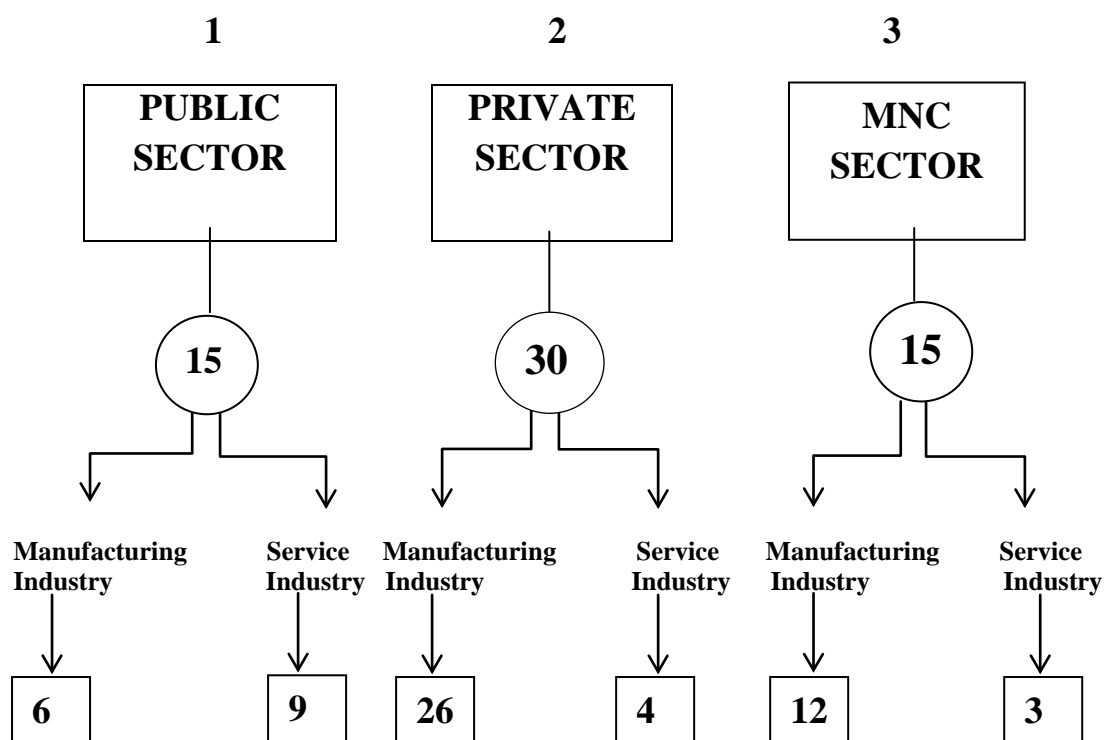


3.3.iv Flowchart of the Study

1.1 FLOW CHART

Flow Chart regarding number and category of selected sample (company)

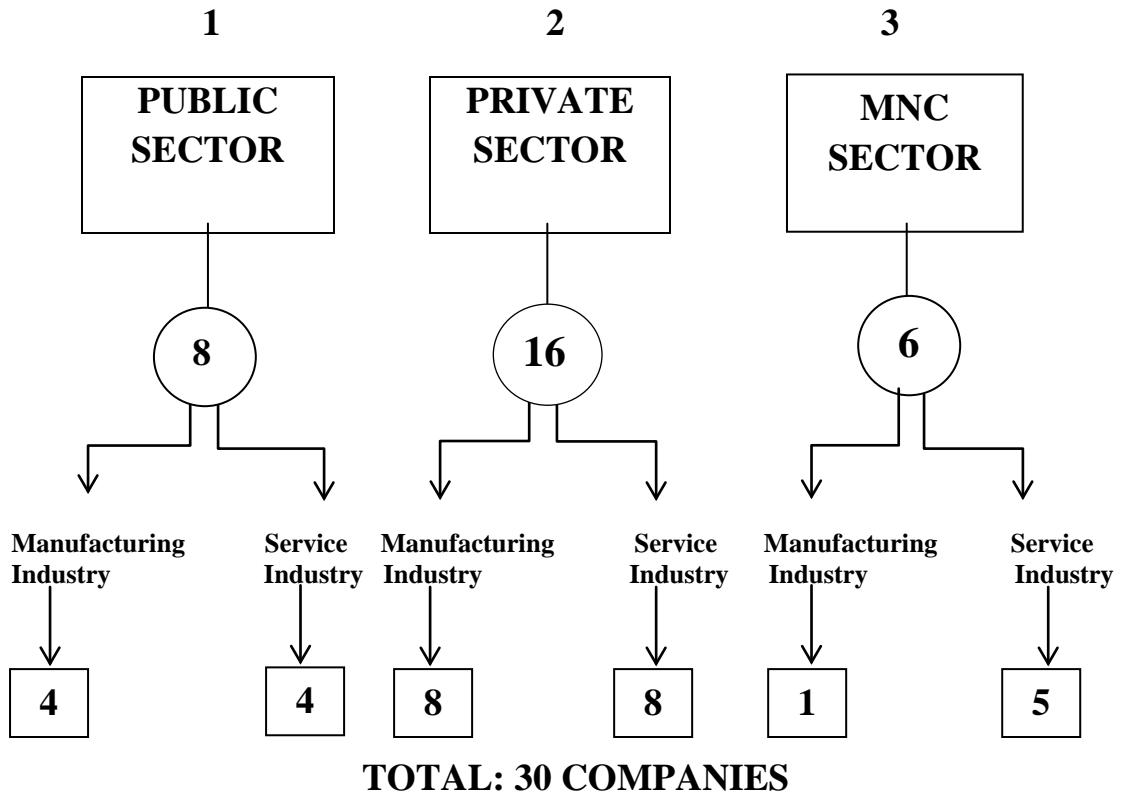
Companies with CSR in Vadodara



TOTAL: 60 COMPANIES

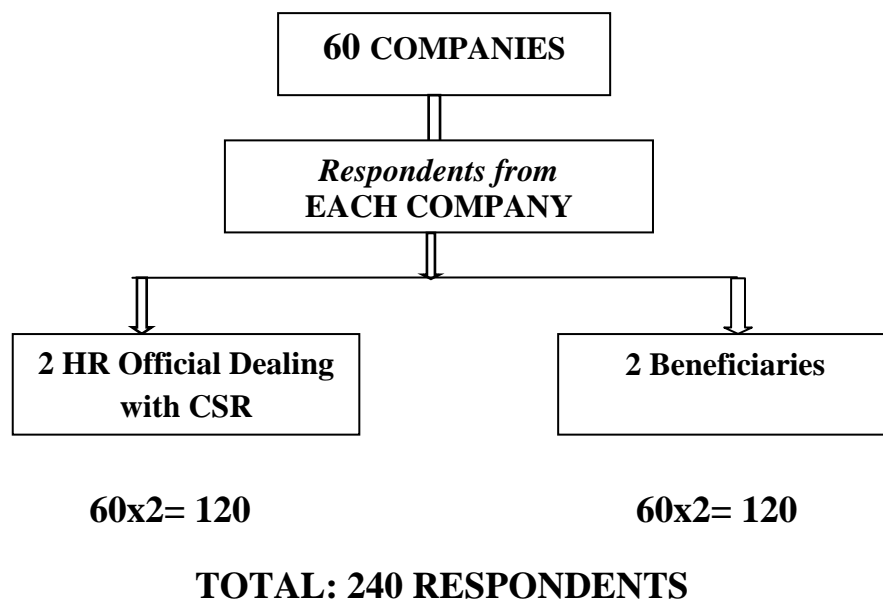
1.2 FLOW CHART

Flow Chart regarding number and category of selected sample (company)
Company's Branches/Plants in Vadodara, but CSR activities are carried at
Head/Corporate Offices or elsewhere



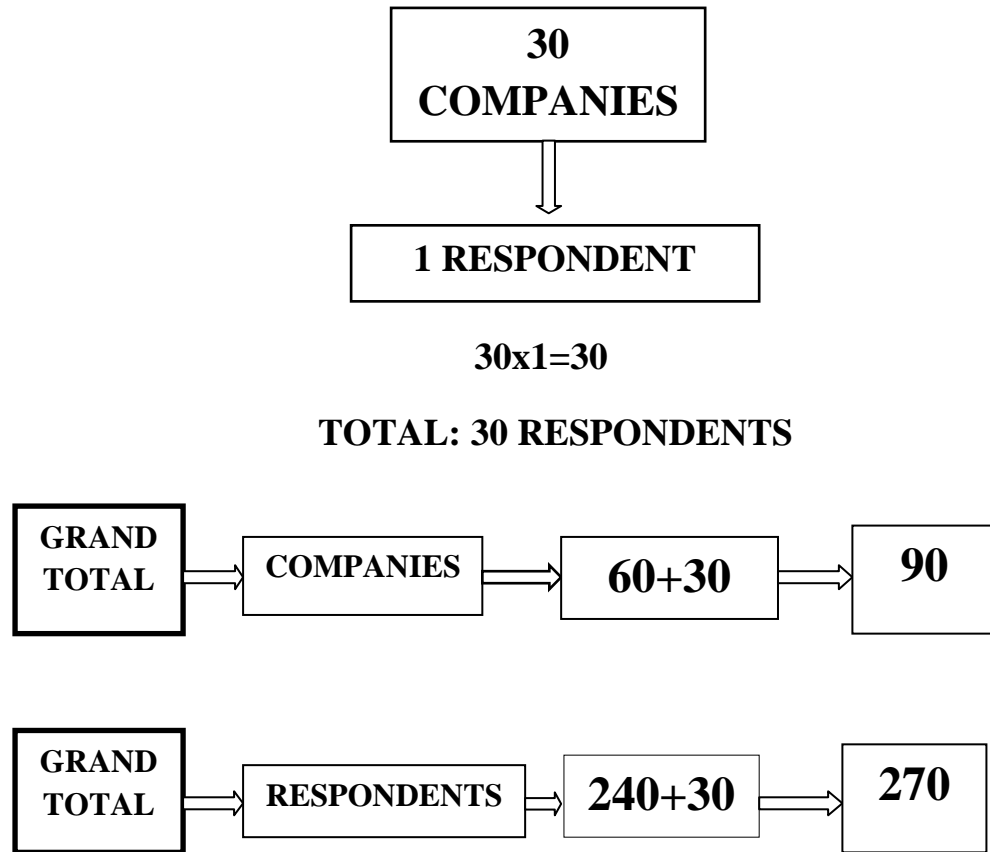
1.3 FLOW CHART

Flow Chart regarding number and category of Interviewed Respondents



1.4 FLOW CHART

Flow Chart regarding number and category of Interviewed Respondents



3.3.v Tools and Techniques

An interview schedule (Annexure - 4) has been prepared for collecting data and an in-depth interview of the HR Official dealing with CSR and the beneficiaries of the particular company or organization are conducted. The researcher made field visits to sites where CSR activities were implemented and the villagers (beneficiaries) which interviewed are also one of the major parts of data collection. Secondary sources of information comprise of different research articles, research papers, books, journals and various works of eminent scholars of the state, national and international reputation (Annexure – 3). Other sources of information include available written material, records, annual/financial reports of the companies, directories, various industrial and management associations, blogs, websites etc.

3.4 STRATEGY OF ENQUIRY

The research study has been approached by identifying certain issues/elements/corporation related to the Corporate Social Responsibility among the Public, Private and MNC belonging to both manufacturing and service industries and then based on these elements the data has been collected, analyzed and interpreted. The main elements identified are - Sources of knowledge about CSR; Stakeholders; Strength of CSR Team; Aspects of CSR implementation; Image building; Major key areas of CSR; Main purpose of CSR; Mechanisms adopted to implement CSR activities; The beneficiaries; Environmental issues; Benefits of CSR; Reports/Publication of CSR; Conflicts with CSR; Respondents' Awareness of CSR; Respondents opinion about Corporates; National and International standards and policies etc.

3.5 OBJECTIVES OF THE STUDY

The main objectives of the study are

V. Nature, Development and Effectiveness of CSR:

To study the history, nature and development and its various approaches; to examine the real effectiveness of Corporate Social Responsibility in the Vadodara Region; to examine the main aim and motive of companies towards the CSR; to study the impact of CSR on present socio-economic life of beneficiaries; to understand the corporate approach to deal with social, community welfare and environment issues; to examine whether the society has been benefited by the CSR initiatives.

VI. CSR activities in Public Sector, Private Sector and MNC Sector

companies with respect to Manufacturing Industry:

To study the various activities, practices under taken by companies and their investment; to examine the relationships of stakeholders; to understand the strategy, implementation, allocation of the resources for the betterment of society; to understand the mechanism installed for CSR and the response of employees and employers towards CSR.

VII. CSR activities in Public Sector, Private Sector and MNC Sector companies with respect to Service Industries:

To study the various activities, practices, investments under taken by companies; to examine the relationships of stakeholders; to understand the strategy, implementation, monitoring of CSR activities, and allocation of the resources for the betterment of society.

IV. The role of government, local administrative bodies and their policies and implementations:

To examine the link between CSR and the role of government, policies and its implications; to understand various guidelines, accreditations, CSR Certifications i.e. GRI Reporting, SA 8000, ISO 26000 etc., in the perspective of local, national and global trends.

3.6 FRAMEWORK OF THE STUDY

The thesis has been divided into four parts:

Part I

Deals with the introduction of the study, starting with various definitions of CSR, history and development of CSR of few Asian countries, then history and development of CSR in India, Gujarat and Vadodara in particular; introduction of the Vadodara region and its history, commerce and industry, where the study has been conducted; the aim and focus of the study, the hypothesis and key terms (Chapter 1); review of literature which would give a brief idea of the studies conducted till now by local, national and international scholars and the justification of the present study (Chapter 2); the conceptual framework includes theoretical approaches, methodology, tools and techniques used, strategy of enquiry with the help of which the issues could be studied/analyzed scientifically/sociologically and the objectives of the study undertaken (Chapter 3).

Part II

Deals with the relevant data collected from the Vadodara region's public sectors, private sectors and MNC sectors of both manufacturing and service industries, the

various issues and aspects pertaining to CSR, their corporate social initiatives towards the upliftment of society along with analysis and interpretations of the findings (Chapter 4, 5, 6 and 7).

Part III

Deals with the various policies of CSR and their implications; the role of Government towards its implications; relevant national, international CSR codes, standards, guidelines, latest CSR Certifications, Accreditations (Chapter 8).

Part IV

Deals with the Concluding Reflections and it also propose certain suggestions for future studies in this area (Chapter 9).

PART- II

CHAPTER: 4. CORPORATE SOCIAL RESPONSIBILITY: ISSUES AND ASPECTS

CHAPTER: 5. CORPORATE SOCIAL RESPONSIBILITY IN PUBLIC SECTOR

CHAPTER: 6. CORPORATE SOCIAL RESPONSIBILITY IN PRIVATE SECTOR

CHAPTER: 7. CORPORATE SOCIAL RESPONSIBILITY IN MULTINATIONAL SECTOR

CHAPTER - 4
CORPORATE SOCIAL RESPONSIBILITY:
ISSUES AND ASPECTS

	Page No.
INTRODUCTION	103-121
4.1 Various Issues and Aspects	103-105
4.2 Data Analysis and Interpretations	105-121

CHAPTER - 4

CORPORATE SOCIAL RESPONSIBILITY: ISSUES AND ASPECTS

INTRODUCTION

In present times, it is found that there is greater awareness of CSR among leading companies in the industry but it remains on the periphery for many other companies. In particular, the business processes and systems needed to manage the complexities of social and environmental performance specifically the coordination across functions responsible for environmental impact, legal issues, procurement, HR, government relations, and community affairs are still lagging behind. Looking ahead, the full integration of CSR into business strategy, functions, and operations by international and national/local companies alike will be critical for successful capital project development and execution. This includes robust management systems that draw from industry-leading practices and deployment of practitioners that understand the intersection of business priorities and societal expectations.

4.1 VARIOUS ISSUES AND ASPECTS OF CSR

The present research dealt with various issues/elements that occur in the system of CSR implementation. The major issues or elements around which the CSR activities/initiatives are revolve are –

- From which kinds of sources have known or come to know about CSR?
- Are the company's stakeholders and the identified stakeholders consulted to assess the development priorities and/or target that the organization supported?
- In planning these activities do they take into consideration the issues and needs of the organization and community?
- Are the CSR activities aligned with planned or on-going organization policies, programmes, processes and products?
- In planning, was there adequate analysis of the differing impact on people and society?

- Are these activities aligned with national and or international standards and policies?
- Are the outcomes and strategies of CSR activities complementing the programmes of other partners/NGOs or other organizations?
- In determining the success/impact of these activities are any formal impact assessments conducted?
- What mechanism is installed for the implementation of the CSR?
- What are the main steps taken by organization to monitor the CSR activities?
- Does top management give regular support and encouragement in making CSR plan more effective?
- Do CSR initiatives create any conflict among top management, middle management and lower management?
- What are the organization's benefits of having CSR initiatives?
- Are Corporates using CSR to build an image of a good and responsible organization?
- Which organizations offer consultancy services to Corporates keen on engaging in CSR work?
- Which is the role model corporate with excellent CSR activities?
- What is the employee strength in CSR team of the company?
- Does the company provide any CSR-related training?
- What are the key areas of CSR in the company?
- What is the company's involvement on sponsorship or other charitable contributions?
- Does the company responsible for environmental pollution?
- What are the steps/ precautions taken care by the company to rectify/ avoid environmental pollution?
- Does the company have environmentally-friendly products?
- Does the company involve in mitigating global warming?
- Who are the beneficiaries of the company?
- Does the company produce reports/publications on any of CSR policies/activities?
- Has the company won/ receive any CSR Award?

- Do the companies have awareness of the current range of Local CSR initiatives?
- Do the companies have awareness of the current range of National CSR initiatives?
- Do the companies have awareness of the current range of Global CSR initiatives?
- Are the reports based on any locally or internationally established standards?

4.2 DATA ANALYSIS AND INTERPRETATIONS

The data has been collected from each public sector, private sector and MNC sector companies comprising of both manufacturing and service industries in Vadodara region. Each sector has been involved partly or fully in CSR activities and having several aspects to carry the work in an efficient way. Data has prepared in a tabulation form to give a clear understanding of the aspects of CSR that deal with their business (Appendix - 3).

The data table clearly shows that majority of these three sectors have come across the sources of knowledge about CSR mostly based on reading of official documents and contacts with other professionals and enterprises. During the course of their interaction with other enterprises they have come to know about CSR in a more focused and systematic way. The respondents said that most of the primary information and knowledge of CSR have acquired through their university/college in curriculum. The source of internet is scored least position among public sector but in private sector companies and in MNC sector, the response is average (Table 4.1).

Table 4.1 Sources of Knowledge about CSR

SOURCES	PUBLIC SECTOR(15)	PRIVATE SECTOR (30)	MNC SECTOR (15)
Reading of official documents	06	23	07
Through surveys or studies	02	10	03
Contacts with other enterprises	07	24	08

or professionals			
Scientific reviews	05	09	05
Internet	02	12	06
Others	05	13	05

The data clearly indicates that among the all three sectors the employees and local communities are the most preferred stakeholders. It is found from the data that within the local communities, villagers, students, women, and children and youth are the most considered stakeholders of the companies. In the other category stakeholders includes Government institutions, NGOs, physically challenged people etc. The respondents are also viewed that shareholders of the company play a vital role and recognized them as one of the most influential stakeholders of the company (Table 4.2).

Table 4.2 Identified Stakeholders

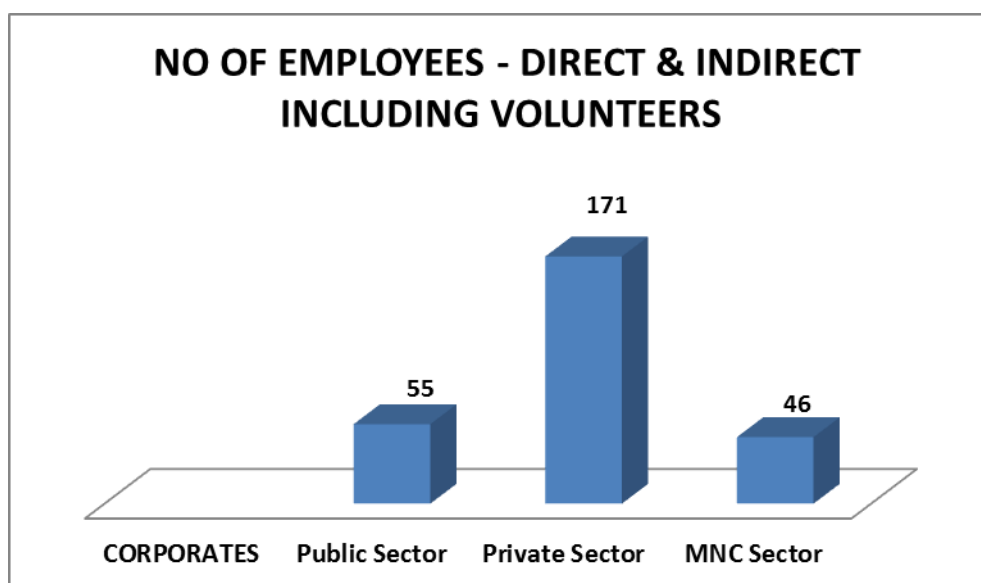
STAKEHOLDER	PUBLIC SECTOR (15)	PRIVATE SECTOR(30)	MNC SECTOR(15)
Employees	14	29	14
Shareholders	12	20	03
Suppliers	09	21	02
Customers	11	24	04
Local Communities	13	25	06
Other	05	08	01

The data reveals that most of these three sector companies in Vadodara region involve HR or CSR personnel to look after the CSR activities. The respondents who have interviewed are having some academic background of Social Work/CSR from the Social Work Faculty, Management faculty (MBA/MHRM/HRD), Family and Community Science Faculty, Sociology Department, Psychology Department of The M.S. University of Baroda. The volunteers are mostly working on temporary basis. Few of public sector and private companies give opportunity to students to work in a project to carry out CSR activities of the company. Majority of these companies are

engaging their CSR duties and responsibilities under the HR department. Sometimes other departments of the company like finance, sales and marketing are also part of the functioning CSR activities (Table 4.3).

Table 4.3 Strength of CSR Team (Permanent, Cross-functional and Voluntary based)

CORPORATES	NO OF EMPLOYEES - DIRECT & INDIRECT INCLUDING VOLUNTEERS
Public Sector (15)	55
Private Sector (30)	171
MNC Sector (15)	46



The data represents that there are various aspects which are related to the implementation of CSR activities. All the HR/CSR officials stated that their top management is supporting and encouraging the employees to do CSR activities in an effective manner. Few of these Corporates have gone through the consultancy services from the outside. The employees who are assigned with CSR work consider that a proper planning and its actual strategic implementation are prime tools to get a

fruitful result. At the same time they shared that the consideration should be more focused which will help the development of local community and society at large. A few public sector companies have conducted assessment (Internal/External) and feedback survey to gauge the opinion of the beneficiaries.

Monthly review meetings, minutes of meetings, meetings with village headman, meetings with board of directors, weekly or monthly visits to the sites where CSR activities are carried out, etc. are important mechanisms which drive the process in a smoother way. Sometime the Corporates send their employees to attend seminars, conferences to enhance their knowledge and to know what others are doing in the same field (Table 4.4).

Table 4.4 Various Aspects related to CSR Implementation

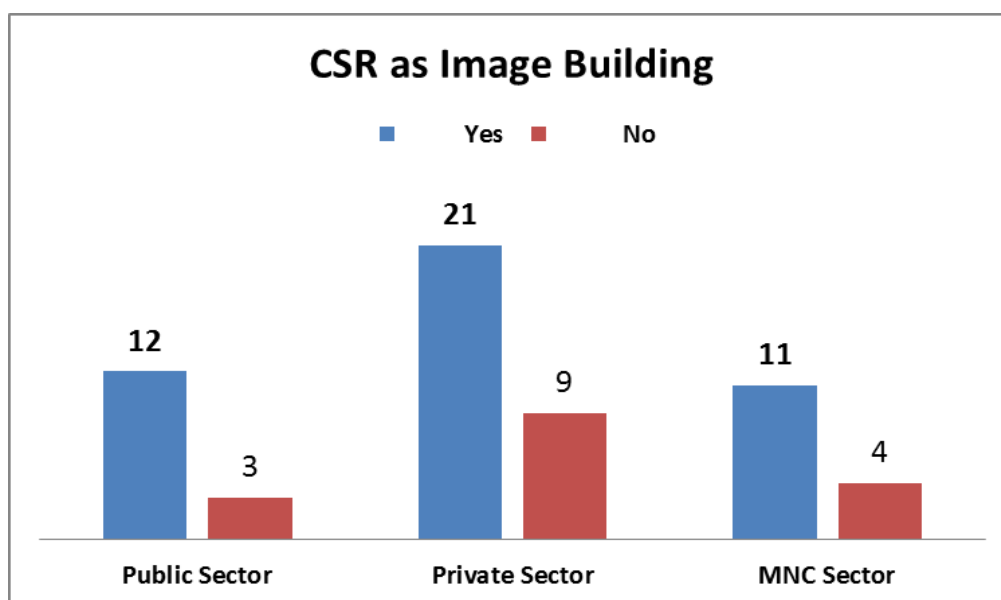
ASPECTS	PUBLIC SECTOR (15)	PRIVATE SECTOR (30)	MNC SECTOR(15)
Planning	12	26	10
Analysis	11	22	09
Strategies	12	24	08
Mechanism	11	20	07
Support	14	27	13
Encouragement	13	26	12
Trainings	09	09	03
Assessment (Internal/External)	10	13	03
Consultancy	06	02	01

The data exhibits that these entire three sector Corporates considered that CSR can be recognized as an image of good and responsible business entity. The CSR activities can represent a transparent and ethical corporate in society because they are concerned for the people of surrounding operation areas. Taking the example of Tata Group, most of these Corporates admired the Tata Group as a responsible company which created a good image through the CSR activities. Few of them are totally

against of propaganda of their CSR activities and viewed that it should not be a marketing tool to enrich products of the business (Table 4.5).

Table 4.5 CSR works for Image Building

CORPORATES	IMAGE BUILDING	
	Yes	No
Public Sector (15)	12	03
Private Sector (30)	21	09
MNC Sector (15)	11	04



The information illustrates the key areas of the Corporates under the purview of CSR. The main focus areas are education, health care, vocational training programs, environment, awareness camps of various social issues, improvement of rural infrastructure, various sponsorship and charitable contributions etc. It is found that all these sectors companies are more concerned on education, health and vocational training programs. Rural infrastructure, renovation work in village and schools, awareness camps on environment, etc. are known activities of these companies. A few known public sector companies are involved in 'The Akshaya Patra Foundation' for providing free mid-day meal to schools.

Among all these three sectors, few of public sector companies are engaging micro financing/credit assistance. Organizing blood donation camps is also seen as a common CSR activity of these Corporates. The employees of the Corporates are the donors of the blood donation camp and they donate the collected blood units to hospitals and other local and government blood banks. Within the higher education program, some Corporates have adopted ITI institutions for enriching technical studies to rural youth. Sponsorship or contributions to religious, cultural and natural calamities are also part of the CSR activities.

In rural infrastructure program, the Corporates have worked to build and renovate schools, village community hall, temple etc. Few of public sector companies have lay down roads in the local villages. The vocational training program is one of the major concern areas of CSR for all these three sectors which includes training on tailoring, beauty parlor, flower making, *mehendi* classes, *papad* and snacks making, mobile and a/c repairing, motor driving etc. (Tables 4.6)

Table 4.6 Major Key Areas of CSR

KEY AREAS	PUBLIC SECTOR (15)	PRIVATE SECTOR (30)	MNC SECTOR (15)
Education	12	25	10
Health Care	10	24	09
Vocational Trainings	8	12	03
Environment	7	21	08
Awareness Camp on various social issues	5	18	04
Sponsorship, Charitable Contribution	6	15	05
Improving Rural Infrastructure	9	14	04
Welfare Programs	3	13	03
Income Generating Programmes	5	10	03
Child Welfare	4	11	08
Literacy Promotion	8	16	08
Rural/Community Development	8	14	03

Economic Empowerment of Women	7	9	03
Higher Education	4	13	04
Micro Financing/Credit Assistance	3	4	0

The data unravels that the main purpose of the CSR is to work for betterment of the local community or society. The CSR activity gives them to share a good time with villagers and that can help to strengthen the bondage with the neighbouring villages and their people. They believe that the purpose behind the CSR is not business oriented or profit making (Table 4.7).

Table 4.7 Main Purpose of CSR

PURPOSE OF CSR	PUBLIC SECTOR (15)	PRIVATE SECTOR (30)	MNC SECTOR(15)
Business Oriented	01	11	08
Profit Making	01	03	05
To work for betterment of local society	14	28	14
Altruism	08	15	06
Tex Reduction	04	11	05

The collected information declares that the companies adopt certain mechanism towards CSR or societal requirement. In public sectors, most of the Corporates carry out CSR activities through NGO/Trust and other government agencies. Few of the public sector and private sector Corporates are having their own registered Trusts or Foundations, under which they carry out their activities. It is also shown that most of these companies assign CSR activities to the HR department and its employees. MNC sector companies are not so involved with NGO or other government agencies (Table 4.8).

Table 4.8 Mechanisms adopted towards societal requirements

MECHANISM	PUBLIC SECTOR (15)	PRIVATE SECTOR (30)	MNC SECTOR (15)
CSR work done through NGO/TRUST	13	15	05
Own Foundation	8	7	01
Directly done by CSR/HR staff	12	25	08
Government Agencies	11	14	03

The data clearly reveals that the beneficiaries of the Corporates are local communities, women and youth, children/students, physically challenged etc. The beneficiaries are mostly belonging to nearby villages of the companies. The development of tribal people and their conditions are not the prime concern for the Corporates in comparison with the other beneficiaries. The CSR program has been designed according to the needs of the beneficiaries if it is approved by the top management. Majority of the public sector Corporates take the need assessment and feedback survey of the beneficiaries during implementation of their programs. Few private sector companies also take the feedback survey to get the effectiveness of the program (Table 4.9).

Table 4.9 List of Beneficiaries

BENEFICIARIES	PUBLIC SECTOR (15)	PRIVATE SECTOR (30)	MNC SECTOR (15)
Local Communities/Society	14	28	12
Villagers	08	23	07
Children/Students	09	25	10
Tribal	06	11	01
Women	11	22	05
Youth	10	20	07
Sports Personnel	06	10	02
Physically Challenged	08	13	02

The data unravels the Corporates' responses to the issues related to environment. Almost all Corporates are taking required precaution and having pollution control board certifications. Majority of the Corporates are having ISO 14000 for environment system certification from accredited company. Some of the Corporates have transformed or adopted green technology in their system to control environmental pollution. Tree plantation and environment day celebration on 5th June are common CSR or environment drives. But their involvement in mitigating global was the least (Table 4.10).

Table 4.10 Environment

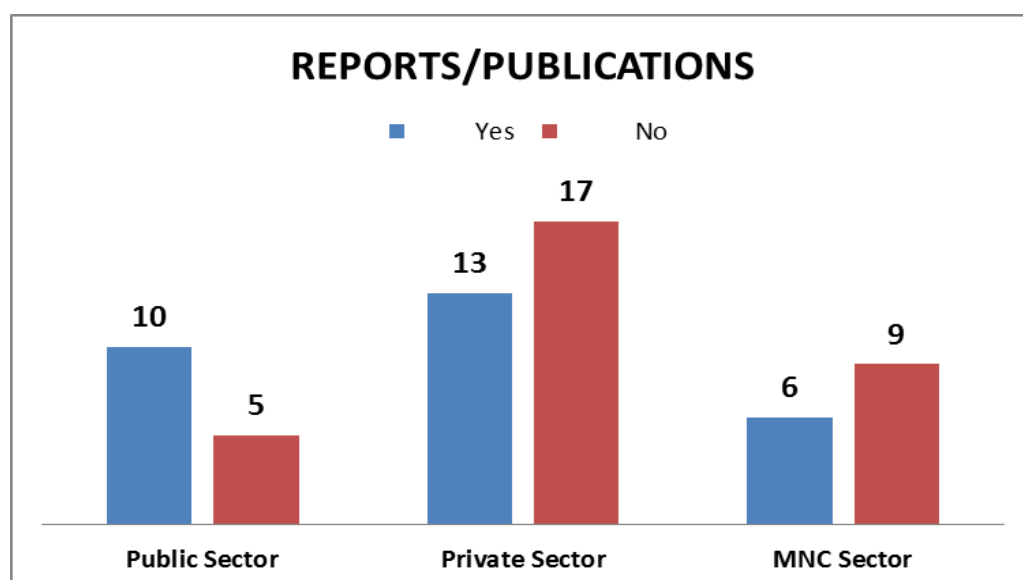
ISSUES RELATED TO ENVIRONMENT	PUBLIC SECTOR (15)	PRIVATE SECTOR (30)	MNC SECTOR (15)
Responsible for Environmental Pollution	12	24	11
Taking required Precaution	14	28	13
Eco- friendly Products	07	18	12
Involvement in mitigating Global Warming	07	08	04

The data indicates that the Corporates' benefits of having CSR are to build good image, good relations with surrounding people, to create a responsible organization etc. Through the CSR activities the Corporates can construct an ethically responsible business and having a nice bonding with nearby people which in turn can strengthen the existing business system in a sustainable manner. To showcasing the CSR activities do not have much link to attract customers and excluding of company tax, it can even maintain a peace and protective environment with the surroundings (Table 4.11).

Table 4.11 Benefits of having CSR

BENEFITS OF CSR	PUBLIC SECTOR (15)	PRIVATE SECTOR(30)	MNC SECTOR(15)
Image Building	13	26	11
Good Rapport	12	27	11
Create Responsible Organization	12	25	12
Philanthropic Contribution	10	20	08
Tax Reduction	07	15	06
Attract Customers	07	13	08

The data illustrates that the public sector Corporates are more active in publishing their CSR activities. The private and MNC sector Corporates are not publishing their CSR activities in regular basis. A common fact of all these three sectors companies are that they publish in their company intranet for all users of the company. Sometimes they publish it in company's quarterly or annual reports including the budgets. Few of the Corporates have separate reports for the CSR activities in annual basis. Those Corporates, who are having their own 'Foundation', have separate Foundation reports in quarterly or annual basis with budget for CSR activities. Few of Corporates publish their sustainability reporting (GRI Reporting) that is disclosure of company's economic, environment, social and governance performance (Table 4.12).

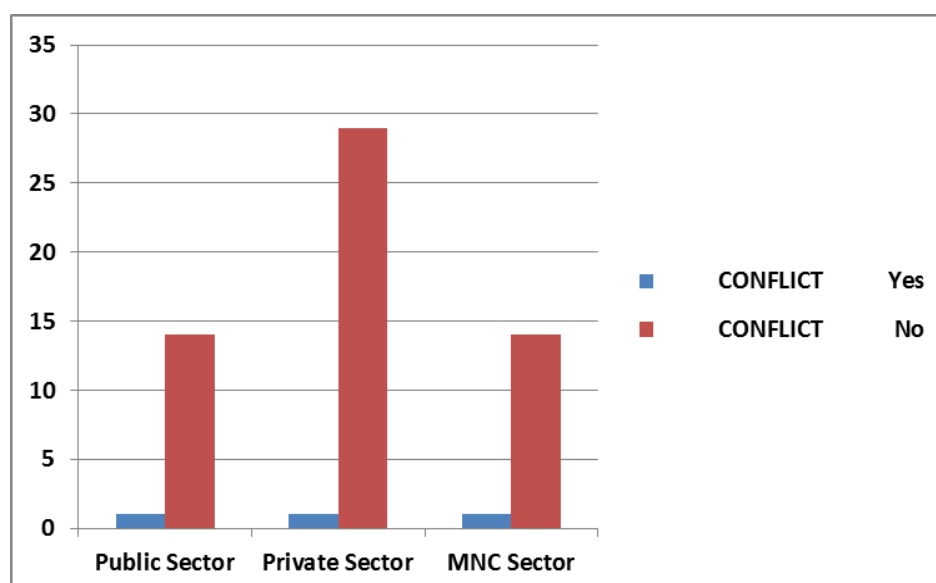
Table 4.12 Reports/Publications of CSR

CORPORATES	REPORT/PUBLICATION	
	Yes	No
Public Sector (15)	10	05
Private Sector (30)	13	17
MNC Sector (15)	06	09

The data declared that there occurs little or no conflict during implementation of CSR activities among the top management, middle management and lower management of these three sectors of companies. Sometimes conflict takes place because of budget allocation and its effective implementation and approvals from the top management (Table 4.13).

Table 4.13 CSR activities create any conflict

CORPORATES	CONFLICT	
	Yes	No
Public Sector (15)	01	14
Private Sector (30)	01	29
MNC Sector (15)	01	14



The rating scale of data precisely exhibits that the awareness of public sector Corporates about CSR in local level marks as good. In the same way the awareness of public sector and MNC sector Corporates about CSR in local level place as good. The rating scale also shows that awareness of all these three public sector, private sector and MNC sector Corporates about CSR in national and global level noted as fair or poor (Table 4.14).

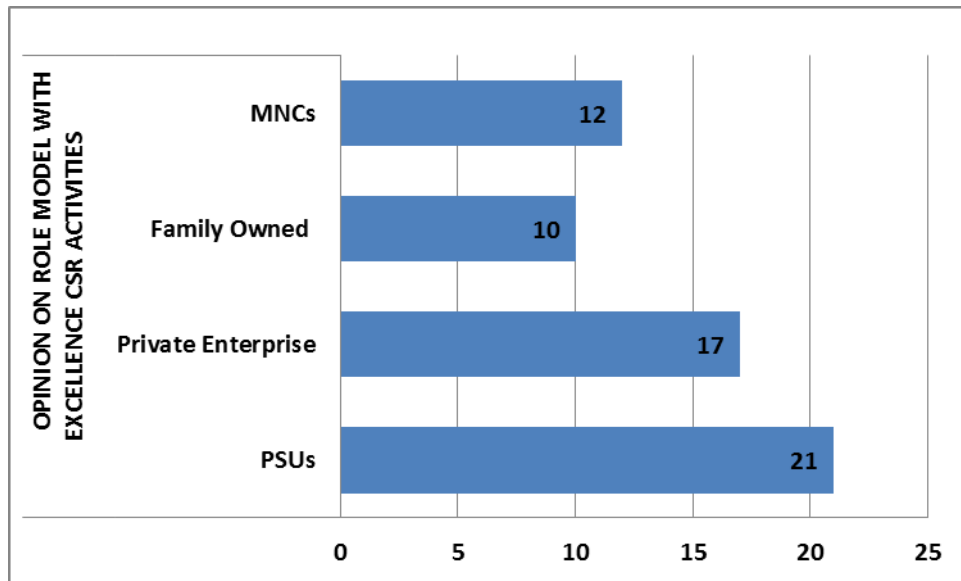
Table 4.14 Respondents' Awareness of CSR

AWAR-NESS LEVEL	PUBLIC SECTOR (15)				PRIVATE SECTOR (30)				MNC SECTOR (15)			
	Ex cell ent	G o o d	Fa ir	P o or	Ex cel lent	Go od	F ai r	P o or	Exc elle nt	G o o d	Fai r	P o or
Local	2	7	1	0	3	13	1	0	0	8	0	0
National	2	7	1	0	3	7	5	0	0	8	0	0
Global	2	7	1	0	2	7	6	0	0	7	3	3

The data reveals that most of the respondents have stated that public sector companies are doing good CSR activities as compared to private sector, family owned and MNC sectors. Most of the respondents explained the example of Tata Group with excellence CSR. Few companies have quoted their own example of doing good CSR work. They have also mentioned the examples of other private companies like Infosys, Birla Group, Reliance Industries Limited for their CSR activities. Percentage wise, PSU (35%) followed by Private Enterprises (28.33%), MNCs (20%) and lastly family owned company/organization (16.66%) are doing good CSR activities (Table 4.15).

Table 4.15 Respondents opinion about Role Model Corporates with Excellence CSR Activities

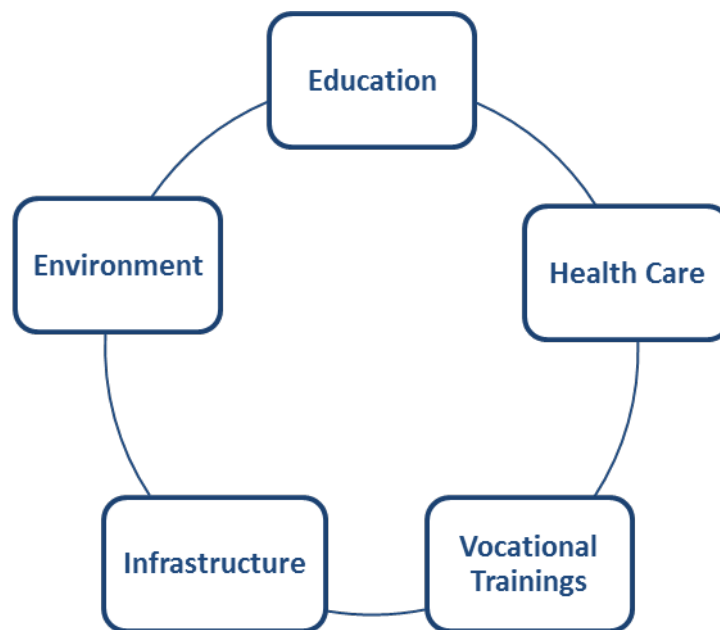
OPINION ON ROLE MODEL WITH EXCELLENCE CSR ACTIVITIES			
PSUs	Private Enterprise	Family Owned	MNCs
21	17	10	12



- Majority of the Public sectors, Private sectors and MNC sector companies are taking help or involve the local NGO to implement their activities. The Reliance Industries Limited in Vadodara work in collaboration with Jan Shikshan Sansthan to impart vocational trainings like computer applications, motor driving, mobile repairing, technician training for youth and beauty parlor course, embroidery, flower making, *mehendi* making for girls and women. The other NGOs who work with Corporates in linking with CSR are SVADES, Pratham, Manav Seva Foundation, Baroda Citizens Council, United Way of Baroda etc.
- Majority of Public sector companies which exist in Vadodara region have fixed budget for implementation of CSR activities for the community development.
- Except a few, majority of the Private sector and MNC sector companies, other companies in Vadodara spend budget for CSR on need basis. Whenever need arises or the village Panchayat, or people of surrounding communities, schools, hospitals etc. are put up an application requesting the companies to support, then the companies may attend their needs by reviewing the request and discuss with officials who are responsible in the field of CSR. If the reason for requesting help is genuinely required for the beneficiaries, the companies would ready to take the issue into consideration.

- The data shows that a few Public sector companies in Vadodara region i.e. IOCL, GACL, ONGC, GAIL, GSFC are making analysis of baseline survey, before implementing the CSR projects. After the completion of program, these companies also do impact assessment survey to gauge the outcome and feedback from the program. Most of these companies taking help in doing survey and report from the students of the various faculties i.e. Faculty of Social Work, Faculty of Family and Community Sciences, Faculty of Management, etc. of The M.S. University of Baroda, Vadodara, Gujarat.
- A few companies have set up their own foundation/trust to work for social development of downtrodden areas and communities. Dipaak Nitrite Limited, Vadodara, a private enterprise produces a spectrum of chemicals had been established their own foundation in 1982, namely “Deepak Foundation”. It involves mainly women and children development, integrated livelihood program, disaster relief and rehabilitation and integrated child development. Another manufacturing division of chemical, Transpek Industries Limited, Vadodara, set up “Shroffs Foundation Trust” to cater the needy by working for community development, natural resource management, drudgery reduction, livelihood security, health program and education program.
- 99% of the companies from all the three sectors stated that, the top management gives regular support and encouragement in making CSR plan effectively. Only 1% viewed that sometimes there is little conflict between the top management, the middle management and the lower management in allocating funds and its effective implementation.
- All companies are having the similar view as CSR initiatives affect the day today work life in a positive way. It gives a sense of belongingness to work for betterment of society and needy people.
- Within the area of health care and environment, organizing blood donation camps and tree plantation seem very common among all Corporates.
- Among the two industrial segment i.e. manufacturing and service, the manufacturing unit in Vadodara is doing more CSR activities than the service unit.
- In some companies corporate communication department is taking care of their CSR activities.

- Majority of the corporate sectors made the HR department of their companies fully responsible for organizing CSR activities. In some companies CSR officials work under the umbrella of HR department.
- It is found that majority of the Public sector companies and large Private sector companies like Reliance Industries Limited and Transpek have separate department/cell for CSR with few regular CSR officials.
- CSR activities of MNC sector in Vadodara are less as compared to Public and Private sectors.
- The study found that the corporate participation among service industries CSR initiatives is not so satisfactory.
- The study shows that all these three sectors companies in Vadodara region have taken major consideration on five 'core' areas. These are:
 - ✓ Education
 - ✓ Health Care
 - ✓ Vocational Trainings
 - ✓ Infrastructure
 - ✓ Environment



- Other kinds of CSR activities include sponsorship/charitable contribution to the various social causes like Vadodara International Marathon, traditional classical music concerts, dance programs, religious and cultural events like Garba celebrations, Kite festivals etc. They are also financially

supporting to preserve historical monuments, helping to provide food and shelter to the people who suffer in natural calamities etc.

- It is shown that all these three corporate sectors try to adopt the nearby villages where their operational plant is located. Some of them are not totally adopting the village but provide necessary amenities of drinking water, donation to school building, road construction to the upliftment of rural people. The public sector companies i.e. IOCL, IOCL, GSFC, GACL etc. adopted the villages of Undera, Koyali, Rampura, Dhanora, Karodia, Ranoli, Bajwa, Dashrath etc. The Private sector companies i.e. Reliance Industries Limited, Alembic Limited, Aditya Birla Insulator etc. adopted the surrounding villages of Bajwa, Koyali, Rampura, Dhanora, Panelav, Sathrota, etc. the MNC sector companies i.e. ABB, FAG, Dupont etc. adopted villages nearby i.e. Maneja, Makarpura, Fatehpura, Manjusera, Nimeshra etc.
- The CSR activities of Private sector and MNC sector banks are mostly centrally controlled. Their head or corporate offices are more involved in CSR than the regional branches. In regional branches the banks are limited to blood donation camp, tree plantation, donations etc.
- The beneficiaries of these companies are mainly youth, women, school children, elderly and local community at large. The beneficiaries are also providing equal support to Corporates in implementation of CSR activities. The beneficiaries feel that these CSR activities are useful and making a observable positive difference in the surrounding villages. The beneficiaries shared that the Corporates should continue these CSR activities in a planned and regular way with more and more involvement of local people.
- Since the last two decades the concern for environment is growing in a fast track. Majority of the Corporates follow the statutory precautions to protect the environment. Most of these companies are having international standard of environmental management system i.e. ISO 14000 which provides practical tools for companies and organizations looking to identify and control their environmental impact and constantly improve

their environmental performance. ISO 14001:2004 and ISO 14004:2004 focus on environmental management systems.

- The Public sector companies like Gujarat Refinery (IOCL), ONGC, GAIL, GSFC etc. the private sector companies like Kemrock, Diamond Power Infrastructure Limited, Jyoti Limited, and the MNC sector ABB, FAG, DuPont etc. are having ISO 1400 standard.
- Under the banner of CSR majority of these companies involve in tree plantation in workplace and surrounding villages, schools etc. Some of these companies are engaged in various environmental awareness camps, establishing and maintaining green parks, tree guards, distribute tree and fruit sapling to farmers, waste land development programs, promoting green environment through different social events.
- The study clearly shows that majority of the Corporates do not publish their CSR activities in national and global level. It is also found from the data that none of these companies have CSR accreditation or management certifications like SA 8000, GRI Reporting etc. in local operational areas. They publish their reports in their quarterly or annual reports, office intranet, etc. Few of these companies have received awards in the field of CSR. E.g. GIPCL has been conferred with two Awards of Excellence 2011 by the Federation of Gujarat Industries (FGI), Vadodara, viz. 1. FGI Award for Excellence in the area of 'Outstanding Contribution in the Field of 'Corporate Social Responsibilities (CSR)'. 2. FGI Award for Excellence in the area of 'Rural Development by Individual, NGO or Institution' conferred to DEEP - Development Efforts for Rural Economy and People, an NGO promoted by GIPCL. The award also carries a cash prize of Rs. 50,000/- (Rupees Fifty Thousand). Each award comprising a Trophy and a Citation were handed over by the Hon'ble Chief Minister of Gujarat, Shri Narendra Modi, at a function held on 10th September, 2012 at FGI Business Centre, Vadodara History and Culture of Vadodara.

CHAPTER - 5		
CORPORATE SOCIAL RESPONSIBILITY: PUBLIC		
	SECTOR CORPORATIONS	Page No.
	INTRODUCTION	122-169
5.1	History and Development of Public Sector in India	123-127
5.2	Data Analysis of Public Sector Corporations: CSR Activities are carried out in Vadodara Region	127-158
5.2.i	Gujarat State Fertilizers and Chemicals Limited(GSFC)	127-130
5.2.ii	Gujarat Alkalies and Chemical Limited (GACL)	130-133
5.2.iii	Indian Oil Corporation Limited - IOCL (Gujarat Refinery)	133-134
5.2.iv	Oil and Natural Gas Corporation(ONGC)	135-137
5.2.v	GAIL (India) Limited	137-139
5.2.vi	IOT Anwasha Engineering and Construction Ltd	139-140
5.2.vii	Gujarat Industries Power Limited (GIPCL)	141-142
5.2.viii	Gujarat UrjaVikas Nigam Limited (GUVNL)	142-143
5.2.ix	Power Grid Corporation of India Ltd.	143-145
5.2.x	Baroda District Co-Operative Milk Producers' Union Ltd.	145-146
5.2.xi	Bank of Baroda (BOB)	147-148
5.2.xii	Vadodara Municipal Corporation (VMC)	148-150
5.2.xiii	Indian Railways	150-151
5.2.xiv	State Bank of India (SBI)	152-152
5.2.xv	National Bank for Agriculture and Rural Development	152-153
	Data Analysis of Public Sector Corporations in Vadodara	
5.3	Region: CSR Activities are carried out Elsewhere	159-159
5.3.i	Engineers India Limited (EIL)	159-160
5.3.ii	ONGC Petro Additions Limited (OPAL)	160-160
5.3.iii	Steel Authority of India (SAIL)	161-161
5.3.iv	Bharat Heavy Electricals Limited (BHEL)	161-162
5.3.v	Life Insurance Corporation of India (LIC)	162-163
5.3.vi	Union Bank of India (UBI)	163-164
5.3.vii	Bharat Sanchar Nigam Limited (BSNL)	164-164
5.3.viii	Central Bank of India (CBI)	164-165

5.4	Major Findings And Interpretations	165-166
5.4.i	Public Sector - Manufacturing Industries	165-166
5.4.ii	Public Sector - Service Industries	166-166
5.5	Photographs	167-169

CHAPTER - 5

CORPORATE SOCIAL RESPONSIBILITY: PUBLIC SECTOR CORPORATIONS

“Service that is rendered without joy helps neither the servant nor the served. But all other pleasures as possessions pale into nothingness before service which is rendered in a spirit of joy”. - Mahatma Gandhi

INTRODUCTION

The public sector is usually composed of organizations that are owned and operated by the government. This includes federal, provincial, state, or municipal governments, depending on where you live. The public sector is that portion of society controlled by national, state or provincial, and local governments (Margaret Rouse, 2010).

Public Sector means the various economic, industrial and commercial activities taken up by the State i.e., Central Government, State Government, Union Territories or local self-governments. The public sector in India has taken up projects involving highly sophisticated technology and difficult construction. It has played a very important role in the economic development of country. They are the medium through which rapid industrial development has resulted. They have helped in producing enough infrastructural facilities (production of electricity, coal, steel, petroleum etc.) so that private sectors may grow. Even in the agricultural field the Green Revolution could be possible through public sector by providing power and fertilizers (Swati Gupta, 2012).

The public sector enterprises cover all those undertakings which are wholly or partly owned to the extent of at least 51% of the share capital by the state. There are normally 3 forms of public sector companies in India (i) Limited Companies formed under Companies Act in which at least 51 per cent shares are held by the state (ii) Statutory Corporations set up through an Act of Parliament, for example, Food Corporation of India, Life Insurance Corporation, Industrial Finance Corporation, Unit Trust of India etc. and (iii) Holding Companies formed under Companies Act.

These Companies have a hold on the already set up Companies Act as an institutional buffer between the companies and the Government, for example Steel Authority of India, National Textiles Corporation etc. In addition to these forms, there are several Departments of Public Undertaking like Ordinance Factories, Railways, Post and Telegraph, Telephones etc. These Undertakings are directly run by the government and therefore do not normally come under the purview of public sector enterprises.

The public sector referred to as the state sector or the government sector, is a part of the state that deals with either the production, ownership, sale, provision, delivery and allocation of goods and services by and for the government or its citizens, whether national, regional or local/municipal. Examples of public sector activities are range from delivering social security, administering urban planning and organizing national defense. Complete outsourcing or contracting out, with a privately owned corporation delivering the entire service on behalf of government. This may be considered a mixture of private sector operations with public ownership of assets, although in some forms the private sector's control and/or risk is so great that the service may no longer be considered part of the public sector (Barlow et al., 2010). In spite of their name, public companies are not part of the public sector; they are a particular kind of private sector company that can offer their shares for sale to the general public, i.e. to anyone willing to buy them (as opposed to a privately owned company, shares of which can be sold to someone only if the owner of the shares agrees to sell them).

5.1 HISTORY AND DEVELOPMENT OF PUBLIC SECTOR IN INDIA

Since independence, Central and State Public Sector Undertakings (PSUs) play a prominent role in India's industrialization and economic development. A predominantly agrarian economy, a weak industrial base, low savings, inadequate investments and lack of industrial facilities called for state intervention to use the public sector as an instrument to steer the country's underlying potential towards self-reliant economic growth. The macroeconomic objectives of Central PSUs have been derived from the Industrial Policy Resolutions and the Five Year Plans. State-level Public Sectors Enterprises (State PSUs) were established because of the rising need for public utilities in the states. These PSUs operated in public utilities such as railways, post and telegraph ports, airports and power and contributed significantly

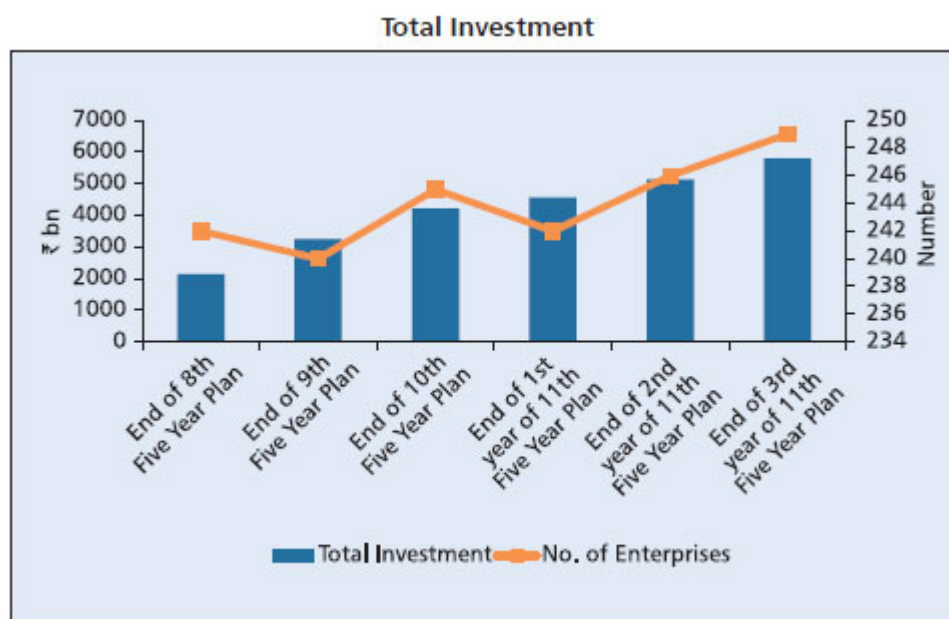
towards infrastructure development in India. Since its inception during the First Five Year Plan, many public sector undertakings performed exceptionally well in wealth creation for the country (Bradstreet, 2011) .

Many Central PSUs, particularly the *Maharatnas*, are already global players matching the best global firms in their field of operations. One of the important reasons for the excellent performances of Central PSUs during the recent years was the empowerment of the boards of such profit making Central PSUs by the Government leading to greater autonomy. Consequently, such PSUs have been able to effectively use this autonomy to enhance their performance and operate on commercial lines.

Public sector enterprises in India have grown from only five enterprises post-independence and with an investment of 0.3 billion in the year 1951 to 249 enterprises as on Mar 31, 2010. Aggregate investment in Central PSUs has been increasing over the years. Total investment, including equity plus long-term loans of Central PSUs went up from 5,135.32 billion in FY09 to 5799.20 billion in FY10, growing 12.93%. As on March 31, 2010, there were 94 mega projects costing 10 billion and above and 44 major projects costing between 1 billion and 10 billion.

The evolution of PSUs can be divided into three distinguished phases - 1) The pre-independence era; 2) The post-independence era; and 3) The post-liberalization period. The fourth period could perhaps be the one following the recent global economic crisis. During the pre-independence era there were few public enterprises, namely the railways, the posts and telegraph, the port trust, All India Radio and the ordinance factories, among few other government managed enterprises. During the post-independence era, the Industrial Policy Resolution 1956 was implemented and several strategies specific to the public sector were defined in policy statements in 1973, 1977, 1980 and 1991. The post liberalization era which commenced from 1991 saw the Government introducing the concept of *Maharatna*, *Navratna* and *Miniratna* to accord greater financial and managerial autonomy with the aim of incurring higher capital expenditure apart from forming JVs within the country as well as outside. The period following the recent global economic downturn was one of Government infusing capital into the economy. In order to boost sectors such as real estate, agriculture and small enterprises, Government of India, through public sector banks,

provided capital at lower interest rates. These initiatives of the Government helped contain serious after effects of the economic meltdown while keeping a tab on inflation.



Source: DPE, Public Enterprises Survey 2009-2010

The Public Sector Undertakings of Indian Government, number more than 200 commercially functioning companies. The Public Sector Undertaking companies are better known by their shorter initial form of PSU. These undertakings are divided into two parts: State and Central. The Indian Public Sector Undertakings are legal business entities. These Undertakings are companies that have their management control with the Indian Government. Majority of the Public Sector Undertakings in India have their shares actively traded in the stock markets of the country. A number of PSU's are highly profitable and denoted as '*Navaratnas*'. A prominent example of a *Navaratna* is ONGC. All Public Sector Undertakings of the Government of India does business with the aim of generating a monetary profit. The management structure of PSU's consists of a dominant partner in the form of the Indian Government. The other partners are usually not government related. A Public Sector Undertaking or PSU has a number of advantages compared to its peer companies in the private sector. The PSU's have ready access to funds when required. The companies usually take the form of large corporations and support people through mass employment.

PSUs contributed significantly to the country's economy. As on Apr 30, 2011, of the total 247 Central PSUs and their subsidiaries only 50 were listed; of these, 47 that were listed at the Bombay Stock Exchange (BSE) constituted 22% of the total market capitalization of 4,946 companies listed on the BSE (Bradstreet, 2011).

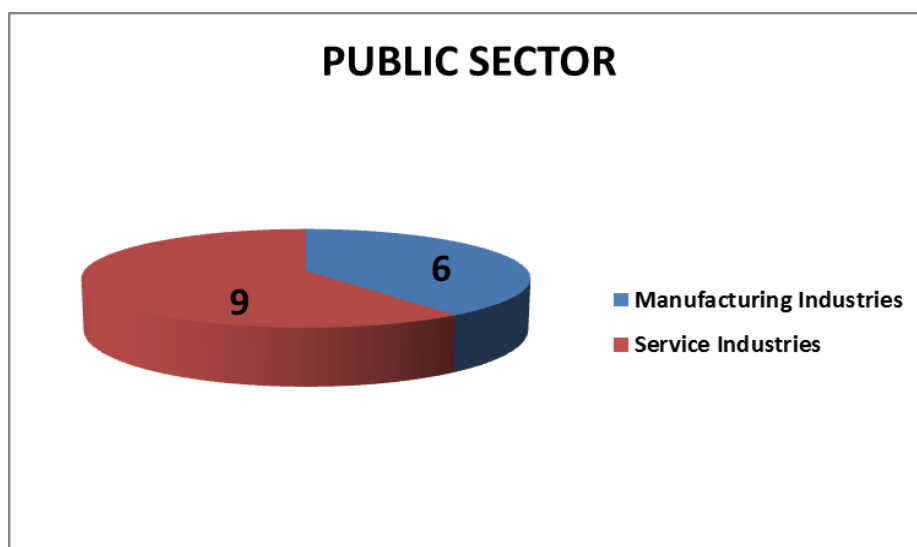
Number of Public Sector Companies selected for data collection:

Public Sector	CSR Activities at Vadodara	CSR Activities not at Vadodara but elsewhere
Manufacturing Industries	09	04
Service Industries	06	04
Total	15	08
Grand Total: 23		

Selected public sector companies in Vadodara region where CSR activities are carried in Vadodara. The following are the list of selected Public Sector Companies (15) located in Vadodara region, comprising both manufacturing sectors and service sectors and carrying out their CSR activities in Vadodara.

Sr. No	Manufacturing Sector	Sr. No	Service Sector
1	Gujarat State Fertilizers and Chemicals Limited (GSFC)	7	Gujarat Industries Power Company Limited (GIPCL)
2	Gujarat Alkalies and Chemical Limited (GACL)	8	Gujarat Urja Vikas Nigam Limited (GUVNL)
3	Indian Oil Corporation Limited (Gujarat Refinery) IOCL	9	Power Grid Corporation of India Ltd.
4	Oil and Natural Gas Corporation(ONGC)	10	Baroda District Co-Operative Milk Producers' Union Ltd. (Baroda Dairy)
5	GAIL India Limited	11	Bank of Baroda (BOB)

6	IOT Anwasha Engineering and Construction Ltd.	12	Vadodara Municipal Corporation (VMC)
		13	Indian Railway
		14	State Bank of India (SBI)
		15	National Bank for Agriculture and Rural Development (NABARD)



5.2 DATA ANALYSIS OF PUBLIC SECTOR CORPORATIONS: CSR ACTIVITIES ARE CARRIED OUT IN VADODARA REGION

5.2. i Gujarat State Fertilizers and Chemicals Limited (GSFC)

Introduction

Gujarat State Fertilizers and Chemicals Limited is an Indian manufacturer of fertilizer. GSFC was founded in 1967. Oil and gas discoveries in Bombay High and South Basin triggered the birth of eight new generation fertilizer plants to fulfill the growing food needs of India. GSFC manufactures fertilizers, plastics, nylons, fibers, industrial gases and varied chemicals including urea, ammonia, ammonium sulfate, sulfuric acid, phosphoric acid and di-ammonium phosphate. The company took their first step in the year 1967 by setting up of 6 plants with an initial investment of Rs 40

crore. These 6 plants started production of Ammonia, Urea, Ammonia Sulphate (AS), Di-ammonium Phosphate (DAP), Sulphuric Acid and Phosphoric Acid. In the year 1969, the company began their phase 2 expansion by expanding the ammonia and urea production. In the year 1974, they began their phase 3 expansion due to diversification of products. GSFC is located in Vadodara, Gujarat, on the Vadodara-Ahmedabad National Highway.

GSFC has created more than 24 brands of fertilizers, petrochemicals, chemicals, industrial gases, plastics, fibers and other products. Industrial Products under this it manufactures Anhydrous Ammonia, Argon Gas, Caprolactam, Melamine, Methyl Ethyl Ketoxime, Nylon-6, Oleum and Sulphuric Acid. In Agro products segment, the company manufactures a range of fertiliser, bio-fuels and seeds. In Biotech products, the company manufactures range of biotech products under various brands such as Sardargib, Sardar Eco Green, Sardarvam, Sardartrap and Sardarlures, Sardarneem, Sardaramin and Sardaramin Granules.

CSR Activities

The CSR policy of GSFC is stated as “We at GSFC are committed to Development, encourage and help various initiatives for sustainable development, water efficiency, optimizing use of water, education and environment improvement, empowerment of physically challenged community and helping society during natural calamities. We recognize that we must integrate our business values and operations to meet the expectation of all our stakeholders i.e. customers, employees, regulators, investors, suppliers, the community and the environment”.

GSFC, a Responsible Care Awarded company contributes towards Mid-Day Meal Scheme run by The Akshaya Patra Foundation. The Akshaya Patra Foundation, which provides nutritious and hygienic food to around 617 schools with 50,000 children in Vadodara city and Talukas. GSFC has put street lights on village roads and has constructed bus-stand and other facilities for nearby villages. GSFC has spearheaded Biogas as an alternative energy source and has installed over 22000 Biogas plants. The company distributed gas stoves to around 5000 Anganwadis in 2010.

Around Rs.1.50 crore has been contributed towards capital expenditure and committed to contribute Rs.3.36 crore for operating expenditure in 3 years. GSFC extends financial support to “Society for Village Development”, NGO working in the field of developing village infrastructure, sanitation, water recharging, education, youth activities, health awareness, etc. GSFC has allocated budget of Rs.1.22 crore for construction of 1750 Household Sanitary Latrines (HSL) for families living in surrounding villages. GSFC has provided computer system, software, 29” colour television and speakers to school in Dashrath village to enable multimedia computer based training for students. GSFC conducts various medical camps in nearby villages like eye check-up camps, blood donation camps, etc. For providing drinking water, the company has built up many overhead tanks and water connections for nearby villages.

GSFC has constructed school and college buildings, donated funds for library facility to the rural youth and encourage young children for primary schooling. GSFC organizes various sports camps and also has job facility on sports quota for upcoming youth talents. In order to create healthy environment, GSFC educates youth about the environment and safety measures and cleanliness. GSFC has promoted many gardens circles and assisted Barodians in maintenance of common infrastructure and spreads awareness on benefits of trees, green surroundings and also distributes seedlings of Banyan, Pipal and Neem trees to NGOs, Panchayats, Schools of nearby villages. So far, they have planted more than 1.5 lakh trees of Banyan, Pipal and Neem in all their 4 units.

Since 1993, every year GSFC imparts knowledge to young people residing in surrounding villages regarding chemicals being handled by GSFC. The training covers areas like safety, environment, civil defense; disaster management etc. creates awareness regarding actions to be taken during unlikely emergency situation.

Beneficiaries Account

School Children, village people, local communities, women and youth are the main beneficiaries who are located in Bajwa, Karachiya, Dashrath, Ranoli, Chhani etc. The beneficiaries said that they are getting water through the water tanks which are constructed by GSFC and also have Household Sanitary Latrine (HSC) constructed by

GSFC for poor villagers. Consultation with village Sarpanches (Village Headman) is also held for CSR implementation by the GSFC officials. The authority of the Akshaya Patra Foundation has stated that GSFC is also contributing to mid-day meal program in Vadodara.

5.2.ii Gujarat Alkalies and Chemical Limited (GACL)

Introduction

Gujarat Alkalies and Chemicals Limited was incorporated on 29th March, 1973 in the State of Gujarat by Gujarat Industrial Investment Corporation Limited (GIIC), a wholly owned company of Government of Gujarat, as a Core Promoter. GACL has two units located at Vadodara and Dahej, both in the State of Gujarat. It has integrated manufacturing facilities for Caustic Soda, Chlorine, Hydrogen Gas, Hydrochloric Acid, Chloromethanes, Hydrogen Peroxide, Phosphoric Acid, Potassium Hydroxide, Potassium Carbonate, Sodium Cyanide, Sodium Ferrocyanide.

Vision and Mission of the Company

Vision: To continue to be identified and recognized as a dynamic, modern and eco-friendly chemical company with enduring ethics and values.

Mission: To manage our business responsibly and sensitively, in order to address the needs of our Customers and Stakeholders. To strive for continuous improvement in performance, measuring results precisely, and ensuring GACL's growth and profitability through innovations. They demand the highest ethical standards from all and to ensure the highest quality products and processes.

CSR Activities

GACL undertakes and sponsors CSR activities in the areas of – Environment, Health and Sanitation, Education, Infrastructure and Sports and Culture. GACL identified 11 Villages around Vadodara complex and collaborated with the NGOs (SVADES and ANARDE) were engaged to undertake the activities. The company maintains DRP (Daily Progress Report) to see the implementation and progress of CSR activities. GACL Foundation Trust (GACL Education Society) is established by GACL.

Environment

First in the country to switchover to membrane cell technology from mercury cell technology, switched over from Naphtha to Natural Gas for Power Plant, received

UN's prestigious Clean Development Mechanism (CDM) projects approval, established 83.75 MW wind mills for renewable green energy. GACL is installed Solar Cooking system for canteen to use green energy and save conventional fuel. Developed Green Belt by growing more than 1, 00,000 trees. Developed and maintaining 'Klori Bird Park' at Dahej Complex.

Health and Sanitation

GACL is contributed for the medical camps organized for salt laborers (Agarias) of Bharuch district, contributed for purchase of 5 Multipara Monitors for Pediatric Intensive Care Unit of Kashiben Gordhandas Patel Children Hospital, Vadodara. Organized blood donation camps at Baroda and Dahej complexes. They organized eye check-up camps with a focus on cataract, both at Ranoli and Dahej villages. The company Co-sponsored the health survey being carried out by Department of Food and Nutrition, Faculty of Family and Community Science, The M. S. University of Baroda under Mid-Day Meal Programme. GACL has taken up new construction and repairing of Ranoli Public Health Center (PHC) and Maternity Home. Sponsored construction of 34 household sanitary latrines for BPL families at Ranoli, 91 Household Sanitary Latrines for BPL families at Dashrath villages of Vadodara district and also co-sponsored construction of 285 HSL for Sardar Sarvoar Punarvasvat Agency.

Education

The company is provided school bags, school kits and toys for Anganwadis' entrants as a part of Kanya Kelavani Mahotsav, sponsored toys for Anganwadis' entrants of tribal areas of Vadodara. They sponsored construction of a modern centralized kitchen and delivery vans for running Mid-Day Meal program by The Akshaya Patra Foundation and Committed to contribute for the operational cost for three years i.e. 2009 to 2012. The benefit has reached to about 50000 students in 118 + 32 Govt. and Government aided schools of Vadodara City and 18 villages surrounding GACL, GSFC and GIPCL, and the donor companies' establishments. Recently the same facility has been extended to Padra Taluka also, with the help of other donors.

Infrastructure

Layed RCC Roads at Sherghi, Karachia and Anagadh Villages of Baroda covering approximately 1443 mts long (4329 Sqm) roads. The company has installed a High-Mast lighting System and Traffic Island at Link Road of Bharuch. GACL has contributed for drinking water under CADP scheme at village Vav, Vagra Taluka of

Bharuch District. It has Co-sponsored construction of 4 lane RCC road along with strengthening of Railway Over-bridge at Ranoli.

Sports and Culture

They Co-sponsored Special Olympics, Bharat, for the Intellectually Disabled youth; National Cricket tournament for the Deaf at Delhi; State Ranking Tournament and National Talent Series in Tennis organized by Bal Bhavan Society, Vadodara; and Lakulish World Open Yogasan Championship - 2010 organized by Yoga and Cultural Association of Maharashtra. Sponsored vocal music programme organized by Swar Vilas, Vadodara. They contributed towards Navaratri Mahotsav for United Way of Baroda and SOS (Serve Our Society) and Co-sponsored Malhar Festival of Classical Music by Komal Nishad, Vadodara.

The policy of CSR is written by GACL as “Integrating social and environmental concerns of its stakeholders with its business operations undertaking and helping others to undertake Community Development Activities with a view to improve quality of their lives”.

GACL has recently signed MoUs during the Vibrant Gujarat Summit 2013, with Gujarat government's education department for modernization of five schools and with the state government's health department for establishment of five medical diagnostic centers.

GACL is honored for 'Best Corporate Social Responsibility Practices' during the BSE's (Bombay Stock Exchange) 7th Social and Corporate Governance Awards celebration on World CSR Day on 18th February, 2013, Mumbai. On behalf of GACL Mr. Y K Shishode, Public Relations Officer presented various CSR initiatives and received the coveted honor from Dr. Alok Bhardwaj, Executive Vice President, Canon, India.

Beneficiaries Account

Internal as well as external stakeholders, local village people, Anganwadis, etc are major beneficiaries located in Ranoli, Dashrath, Vadodara city, Dahej, Vav, Vagra Taluka of Bharuch District, Padra, Sherkhi, Karachia and Anagadh. The authority of the Akshaya Patra Foundation has stated that GACL has contributed to build the

kitchen facility at Vadodara and assisting to mid-day meal program in Vadodara. The beneficiaries said that the company has constructed roads for transportation and Anganwadis for children. Local villagers acknowledge the good will of the GACL.

5.2.iii Indian Oil Corporation Limited - IOCL (Gujarat Refinery)

Introduction

The Gujarat Refinery at Koyali in Vadodara, Gujarat, in Western India is Indian Oil's largest refinery. The refinery was commissioned in 1965-1966. Its facilities include five atmospheric crude distillation units. The major units include CRU, FCCU and the first Hydrocracking unit of the country. Gujarat Refinery is implementing a mega project worth around Rs.7000 crore to comply with the road map for supplying eco-friendly Bharat Stage-III and IV compliant MS and HSD and to upgrade the bottom of the barrel to improve the gross margin of the Refinery. The Indo-Soviet Treaty of Friendship and Cooperation in February 1961, the establishment of this site for 2 million metric ton per annum (mmta) oil refinery was selected on 17 April 1961. Soviet and Indian engineers signed a contract in October 1961 for the preparation of the project. Prime Minister Jawaharlal Nehru laid the foundation stone of the refinery on 10 May 1963.

The refinery was commissioned with Soviet assistance at a cost of Rs.26 crore began production in October 1965. The first crude distillation unit with a capacity of 1 mmta was commissioned for trial production on 11 October 1965 and achieved its rated capacity on 6 December 1965. Throughput reached 20% beyond its designed capacity in January 1966. President Sarvepalli Radhakrishnan dedicated the refinery to the nation with the commissioning of second crude distillation unit and catalytic reforming unit on 18 October 1966.

CSR Activities

IOCL provides vocational training courses on tailoring, beauty parlour, jewelry making, computer training, flower making, mehndi classes, etc. IOCL has built up many water tanks and water connections for nearby villages and tribal areas (Chhota Udeipur). IOCL is spending 25% of yearly allocated fund to development of tribal areas. IOCL has constructed Anganwadis, school and college buildings with donated books, stationeries, funds for the rural children and youth and encourage young

children for education, organizes various medical camps like blood donation camp, eye check-up, safety related trainings etc., also has job facility on sports quota for upcoming youth talents. In order to create healthy environment, educates youth about the environment and safety measures and cleanliness, tree plantation in various plants, townships, schools, allocating funds for various activities etc. Physical assets have been created in villages of Koyali, Karachiya. IOCL has promoted many gardens, circles and assisted Barodians in maintenance of common infrastructure. It established many self-help groups for women in nearby villages for the purpose of income generation. The company contributes to Mid-Day Meal Scheme run by The Akshaya Patra Foundation which provides food to school children in Vadodara city and Talukas. IOCL is being involved into various infrastructure activities like roads, funding schools, public places, etc. Gujarat Refinery or IOCL has given top most priority to tree plantation as a part of air pollution control measures. About 2 lakh trees have been planted over 139 acres land in the periphery of the Refinery. By setting up a pond spread over 3 acres; a home away from home has also been created for birds, both migratory and non-migratory. In an effort to promote and improve the health of communities in the neighborhood of areas of operation, the company runs child and maternity health centers. Child and maternity health camps are conducted at major units with the active partnership of the local communities.

Physical assets like equipment and ambulances are provided to hospitals for the common man. Deserving students from poor and needy families are given financial help through the Indian Oil Scholarship Scheme. The Corporation also supports a variety of endeavors in arts, culture, music and dance, apart from organizing various programs for the citizens.

Beneficiaries Account

Local community people, tribal belt of Chota Udeipur, students, youth and women are major beneficiaries under the CSR activities. The locations of beneficiaries nearby operation are Koyali, Karachiya, Asoj, Undera, Bajwa etc. The beneficiaries shared that they sometime send applications to the company on various issues/problems faced by local communities which were mostly attended by the IOCL authorities. Villagers get benefited from the medical camps organized by the company.

5.2.iv Oil and Natural Gas Corporation (ONGC)

Introduction

ONGC is an Indian multinational oil and gas company headquartered in Dehradun, India. It is one of the largest Asia-based oil and gas exploration and production companies, and produces around 72% of India's crude oil and around 48% of its natural gas. It is one of the largest publicly traded companies by market capitalization in India. ONGC has been ranked 357th in the Fortune Global 500 list of the world's biggest corporations for the year 2012. It is also among the Top 250 Global Energy Companies by Platts. ONGC was founded on 14 August, 1956 by the Indian state, which currently holds a 69.23% equity stake. It is involved in exploring for and exploiting hydrocarbons in 26 sedimentary basins of India, and owns and operates over 11,000 kilometers of pipelines in the country. Its international subsidiary, ONGC Videsh, currently has projects in 15 countries across the Globe.

ONGC was set up under the visionary leadership of Pandit Jawahar Lal Nehru. Pandit Nehru reposed faith in Shri Keshav Dev Malviya who laid the foundation of ONGC in the form of Oil and Gas division, under Geological Survey of India, in 1955. A few months later, it was converted into an Oil and Natural Gas Directorate. The Directorate was converted into Commission and christened Oil & Natural Gas Commission on 14th August 1956. In 1994, Oil and Natural Gas Commission was converted into a Corporation, and in 1997 it was recognized as one of the Navratnas by the Government of India. Subsequently, it has been conferred with Maharatna status in the year 2010.

Over 56 years of its existence ONGC has crossed many a milestone to realize the energy dreams of India. Today, Oil and Natural Gas Corporation Ltd. (ONGC) is, the leader in Exploration & Production (E&P) activities in India having 72% contribution to India's total production of crude oil and 48% of natural gas. ONGC has established more than 7 Billion tonnes of in-place hydrocarbon reserves in the country. In fact, six out of seven producing basins in India have been discovered by ONGC. ONGC produces more than 1.27 million Barrels of Oil Equivalent (BOE) per day. It also contributes over three million tonnes per annum of Value-Added-Products including LPG, C2 - C3, Naphtha, MS, HSD, Aviation Fuel, SKO etc.

CSR Activities

CSR programs are focused on disaster relief management; water management projects include drain water harvesting; and Community Development Programs. ONGC, Vadodara is involved in various community development programs like promoting literacy and higher education by providing grants or scholarships to the economically disadvantaged. Donating money for the construction and renovation of schools, provide benches, water tanks etc. Promoting healthcare by organizing various medical camps i.e. eye checkup camps, general checkup, mobile dispensaries, etc. ONGC participated in promoting sports and cultural events. The company provides help in natural calamities. Awareness events on environment, tree plantation are also major part of CSR. ONGC is especially focuses on nearby operational areas and provide compensation to local people due to land acquisition, provide crop compensation also.

At Vadodara Asset, CSR activities are done in coordination with NGOs, Government Agencies and they try to be associated with government plans/schemes. They have been doing few baseline surveys, need assessment through the MSW students of The M.S. University of Baroda, Vadodara. ONGC helps with 40 lac to Roshni project which is run by Don Bosco for the improvement of slum areas in Vadodara where Self Help Groups (SHG) were formed within that slum. ONGC provided medical ICU/ICCU room facility in SSG hospital, Vadodara by investing approximately one to two crore. ONGC provided assistance to physically disabled people, distributed tri-cycles, organized cricket tournament, vocational training to blind people. Under the project Mokshada, the company and Mokshada Paryavaran Evam Van Suraksha Samaiti expended the canvas to provide Mokshada Green Cremation System (MGCS), uses significantly less wood. 10 MGCS units were established across the cities of Vadodara, Cambay, Ahmedabad and Delhi.

Beneficiaries Account

Students, children, village youth and women, rural villages nearby etc. are beneficiaries located in Makarpura, Tarsali etc. The SSG hospital authority, Vadodara said that they have received good amount of money to construct ICU/ICCU room facility. Interactions with students of The M.S. University under the study project of CSR in the company revealed that they are getting good learning and practical exposure which will be helpful to them in their career.



Source: ONGC Sustainability Report 2011-2012

5.2.v GAIL (India) Limited

Introduction

GAIL (India) Limited is the largest state-owned natural gas processing and distribution company headquartered in New Delhi, India. It has the following business segments: Natural Gas, Liquid Hydrocarbon, LPG Transmission, Petrochemical, City Gas Distribution, Exploration and Production, GAILTEL and Electricity Generation. GAIL has been conferred with the Maharatna status on 1 Feb 2013, by the Government of India. Currently only six other Public Sector Enterprises (PSEs) enjoy this coveted status amongst all central CPSEs. GAIL India Limited was incorporated in August 1984 as a Central Public Sector Undertaking (PSU) under the Ministry of Petroleum and Natural Gas (MoP & NG).

GAIL (India) Limited was incorporated in August 1984 as a Central Public Sector Undertaking (PSU) under the Ministry of Petroleum & Natural Gas (MoP & NG). The company was previously known as Gas Authority of India Limited. It is India's principal Gas transmission and marketing company. The company was initially given the responsibility of construction, operation and maintenance of the Hazira-Vijaypur-Jagdishpur (HVJ) pipeline Project. It was one of the largest cross-country natural gas pipeline projects in the world. Originally this 1800-kilometre-long pipeline was built at a cost of INR1700 crore (US\$260 million) and it laid the foundation for development of market for natural gas in India. GAIL commissioned the 2,800 kilometers (1,700 mi) Hazira-Vijaipur-Jagdishpur (HVJ) pipeline in 1991. Between 1991 and 1993, three liquefied petroleum gas (LPG) plants were constructed and

some regional pipelines acquired, enabling GAIL to begin its gas transportation in various parts of India.

GAIL began its city gas distribution in New Delhi in 1997 by setting up nine compressed natural gas (CNG) stations. In order to secure Gas for its mainstream business Exploration and Production department was created. Today GAIL is a partner in the Dawoo-OVL led consortium in two offshore blocks in Myanmar which has made a gas discovery. Bulk of its blocks are located in India in the prolific basins of Cambay, Assam-Arakan, Mahanadi, Krishna Godavary Deep water and on land, Cauvery on land and deep water and western offshore.

CSR Activities

GAIL has identified seven trust areas of CSR with total allocation as follows:

Sr. No	Trust Areas	Allocation %
1	Environment Protection and Horticulture	20%
2	Infrastructure Development	15%
3	Drinking Water and Sanitation	10%
4	Health Care and Medical Facility	20%
5	Community Development	10%
6	Education and Literacy Enhancement	10%
7	Skill Development and Empowerment	15%

An amount of Rs. 3, 06, 67,000.00 (Three Cr. Six Lac and Sixty Seven Thousands only) was spent under CSR up to the financial year of 2010-11 by Vadodara office. Investment in infrastructure by GAIL includes contribution of Rs. 53.63 Lac for construction of two Bal Gokulam project in Karelibaug, Vadodara - a multipurpose children home for providing shelter to orphan child which was inaugurated by hon'ble chief minister of Gujarat Narendrabhai Modi on 22nd May, 2010. GAIL has purchased one food delivery vehicle with inbuilt utensils for distribution of Mid-Day Meal through The Akshaya Patra Foundation. Rs. 5 Lac spent for conducting Thalassemia Blood Checkup camps and Screening Tests for 2000 school going students in the tribal belt of Chota Udeipur, Kavant and Naswadi in Vadodara by Indian Red Society,

Gujarat State Bank, Ahmedabad (2009-10). An amount of Rs. 2 Lac was spent for providing furniture to Deaf and Dumb College, Karelibaug run by Mook Dhvani Trust (2008-09). Rs. 3.25 Lac for furniture and equipment for setting up Vocational Training Unit for children with Autism Spectrum Disorders, Mental Retardation and other Multi Disabilities to Special School and Autism Centre run Disha Charitable Trust (2008-09). Maintenance of existing traffic island, tree guards at Fatehgunj Circle to United Way Circle, existing green belt and bus shelters in front of Airport and Makarpura bus depot through Sulabh (2008-09).

Rs. 7.20 Lac was spent on providing financial support under Adopt-A-Gran program for basic needs like food, ration, clothing etc. for leprosy cured 100 older persons living in the surrounding villages in Vadodara through HelpAge India, an NGO. Investing Rs. 10 Lac for organizing corrective surgeries and distributed medical appliances like wheel chairs, tricycles, prosthesis to disabled persons etc., with Rs. 3 Lac spent on 6 seated Mobile Toilet Unit for public gathering and slum clusters in Vadodara for clean and green and better environment through Sulabh International Social Service Organization, Ahmedabad (2007-08). GAIL has constructed table tennis court at Bal Bhawan Society, Vadodara for promoting sports facilities.

Beneficiaries Account

Tribal people, physically challenged, village people, patients, children and youth, etc. are beneficiaries situating around Karelibaug, Fatehgunj, Makarpura, Chota Udeipur, Kavant, Naswadi etc. Bal Gokulam project started in Karelibaug, Vadodara providing shelter to orphan children. Tree guards at Fatehgunj Circle to United Way Circle, existing green belt and bus shelters in front of Airport and Makarpura bus depot have seen as part of CSR activities.

5.2.vi IOT Anwasha Engineering and Construction Ltd. (IOTAEC)

Introduction

Founded in 1996, IOT Anwasha Engineering and Construction Ltd. is the company in the field of engineering, construction and manufacturing. It is a subsidiary of IOT Infrastructure and Energy Services Limited, a joint venture of Indian Oil Corporation Limited and Oil Tanking GMBH. It is a mechanical construction with a niche in fabrication and erection of large storage tanks, pressure vessels, silos and small poised

spherical vessels. IOTAEC has two manufacturing Units at Savli, Vadodara and the third State of the Art Unit is also commissioned to serve the growing needs of Clients in the Refinery, Petrochemical, Fertilizer, Chemicals, and Power and Energy industries.

CSR Activities

IOT Anwesha has establishment IOT Aatmiyata Trade Training Centre. IATTC inputs Vocational Training in Carpentry, Plumbing, Welding and gardening to the “Not so fortunate”. While the training school has commenced operations, the MSF has taken up a Project at Sindhrot Village, Vadodara to build state of the Art infrastructure suitable for providing Vocational Training for the under privileged and weaker sections of society. The training institute has started giving different trainings w.e.f. 1st August, 2011 in Carpentry, Grinding, Gardening, Welding, Massonery, Fittering and Gas Cutting.

The company once initiated activity of paper bags making and distributed to local vegetable venders. It has its own foundation named as “Manav Seva Foundation”. Manav Seva has established Gyan Mandir to promote Yoga, Meditation, Ayurvedic Treatment and other “Art of Living” Courses. Gyan Mandir is a huge hall wherein all the activities of Manav Seva take place. Art of living courses are taken by volunteers from Sri Sri Ravi Shankar’s The Art of Living Foundation. The foundation distributes food and clothes to the underprivileged families and the families affected through natural calamities. It gives educational grant and scholarship to needy students every year. So far such educational grants/scholarship given to 50 students out of which during 2010 they have given scholarship to 12 students. Manav Seva Foundation is organizing Ayurvedic and Homeopathic medical camp every week.

Beneficiaries Account

Youth and women, under privileged families, children and students etc. are beneficiaries located mainly near Sindhrot, and in and around Vadodara. The beneficiaries said that they have received scholarship when they have scored good result in Board examinations.

5. 2.vii Gujarat Industries Power Company Limited (GIPCL)

Introduction

GIPCL was incorporated in 1985 as Public Limited Company under the auspices of Government of Gujarat. The company is engaged in business of Electrical Power Generation. The total present capacity of Vadodara and Mangrol plants is 815 MW. The company is having its registered office at P.O. Petrochemical, Vadodara. It commissioned its first power project; a 145 MW gas based Combined Cycle Power Plant in February, 1992 at Vadodara. Power from this plant is distributed to its promoters in proportion to their original equity holding. Nearly 63% shares in the company are held by the State Government Companies and GUVNL.

CSR Activities

GIPCL is co-sponsoring a Mid-day Meal Scheme run by The Akshaya Patra Foundation at Vadodara. GIPCL has adopted ITI's in the remote tribal belts of Jhankhvav (Dist: Surat-Gujarat) and Dediapada (Dist: Rajpipla- Gujarat). Development Efforts for Rural Economy and People (DEEP) is a Trust, promoted by GIPCL to undertake Social Developmental Activities which are basically aimed at Infrastructure and Community Development program in its operational areas. CSR activities focus on school infrastructure, Anganwadis, drinking water with water cooler and RO System, sanitation facilities, drainage system, toilet sanitary blocks for individual and schools, Bal Ghar development, dairy Co-operative buildings, recreational park, computer system, sponsorship to meritorious students etc. The other CSR activities are organizing various free health camps like General Checkup, Sickie Cell, and Eye camp and also organized tricycle distribution to physically challenged, infrastructure facilities to Primary Health Centre (PHC) and Community Health Centre (CHC). GIPCL also contributed to green belt development of mining land periphery, in and around power station and township. They have formed many Self Help Groups of micro finance and skill development for self-employment. Self-development includes trainings on tailoring, beauty parlour, lace patti embroidering, home decoration, Jari work (Silk industry). Livelihood programs include training to youth in behavioral, computer and technical, English class, animal husbandry, agri productivity. Under Capacity building, activities are Panchayat Raj Institutions (PRIs), strengthening Mahila Sammelan (women empowerment) etc.

GIPCL has been conferred with two Awards of Excellence 2011 by the FGI.



Awards	Donor
Outstanding Contribution in the Field of Corporate Social Responsibilities (CSR)	Federation of Gujarat Industries (FGI)
Rural Development by Individual, NGO or Institution	Federation of Gujarat Industries (FGI)

The award also carries a cash prize of Rs. 50,000/- (Rupees Fifty Thousand). Awards were given by the Hon'ble Chief Minister of Gujarat, Shri Narendra Modi, at a function held on 10th September, 2012 at FGI Business Centre, Vadodara.

Beneficiaries Account

Local communities, children, students, residents, women and youth, physically challenged etc. are main beneficiaries located in Vadodara and Surat operational areas. The authority of Akshaya Patra Foundation shared that the company contributed to build the kitchen facility and other facilities.

5.2.viii Gujarat Urja Vikas Nigam Limited (GUVNL)

Introduction

The Gujarat Urja Vikas Nigam Limited is an electrical services umbrella company in the state of Gujarat. It was set up in May 1999 and is registered under the Companies Act, 1956. The Company was created by the Gujarat Electricity Board (GEB) as it's wholly owned subsidiary in the context of liberalization and as a part of efforts

towards restructuring of the power sector with the aim of improving efficiency in management and delivery of services to consumers.

CSR Activities

The CSR activities of GUVNL include renovation of Bhaili Government Primary School, Vadodara; construction of Exhibition Hall at Vadodara Community Science Center; construction of class rooms and Miscellaneous civil work for primary school at Dhinod (Kosamba); Lalpur Primary school Development in Mehsana; sponsoring certain activities for citizens; awareness campaign for energy conservation; accident prevention; conducting various competitions for school children; allowing students for project work etc.

Beneficiaries Account

Citizens, school children, employees are main beneficiaries of the company. The interactions with employees shared that they are getting all basic facilities and welfare schemes which under government sector employees get.

5.2.ix Power Grid Corporation of India Ltd.

Introduction

Power Grid Corporation of India Ltd. is an Indian state-owned electric utilities company headquartered in Gurgaon, India. Power Grid wheels about 50% of the total power generated in India on its transmission network. Power Grid was incorporated in 1989 and based on its impeccable performance. Government of India categorized it as the Miniratna Category - I PSU w.e.f. Oct'98. Further, recognizing the role of POWERGRID in the overall development of Indian power sector and its consistent performance as per benchmark parameters stipulated by Department of Public Enterprise (DPE) "Navratna status" was conferred to POWERGRID w.e.f. 1 May 2008.

In 1980, the Rajadhyaksha Committee on Power Sector Reforms submitted its report to the Government of India suggesting extensive reforms in the Indian power sector. Based on the recommendations of the Rajadhyaksha Committee, in 1981 the Government of India took the policy decision to form a national power grid which would pave the way for the integrated operation of the central and regional

transmission systems. Pursuant to this decision to form a national power grid, Power Grid was incorporated on 23 October 1989 under the companies Act, 1956 as the National Power Transmission Corporation Limited, with the responsibility of planning, executing, owning, operating and maintaining the high voltage transmission systems in the country. The company received a certificate for commencement of business on 8 November 1990. Subsequently, the name of the company was changed to Power Grid Corporation of India Limited with effect from 23 October 1992. As on 30 September 2010, the total number of holders of Equity Shares of our Company is 792,096.

CSR Activities

All Sub-stations actively participated to undertake activities in their neighborhood areas with a focus on different thrust areas like Education, Health-care, Infrastructure Development, Ecology and Environment Conservation, Developmental Programmes in Tribal areas etc. Health checkup, vaccination camps to school children were organized at Village Bamhorisheikh and in nearby villages. The patients were inspected and free medicines worth Rs. 27000/- were distributed and all other medical services extended to the patients free of cost. Total 550 patients were responded from the villages. A Veterinary health checkup camp was organized for the domestic animals like Cows, Buffaloes, Dogs, Sheeps etc. Power Grid assisted the villagers specially the scheduled castes and scheduled tribes for mitigating their problems by treating their live stocks. Total 120 animals were treated and injected/provided medicines free of cost. Beneficiaries were residents of 7 villages. Fifteen (15) Ceramic Steel Green Chalk Boards were supplied and installed to 10 schools of nearby 7 villages. These schools are located in SC/ST villages. Other CSR activities include installation of Solar LED lights with 56 Watts Solar LED lights having operating hours of 12 hours and guaranteed for 10 Years. Free Computer Training Programs organized at Damoh Sub-station through M/s SACT, distribution of computers, construction of water tank, installed 500 ft bore well at Industrial Training Institute, Bargi, toilet for school, repairing of roads, tree plantation at surroundings of sub-stations, around 700 plants were planted in nearby schools 300 plants were distributed to the villagers and farmers, distributed benches, tables, chairs to schools, sponsorship for sports event “KHEL UTSAV – 2011” etc. Scholarships are provided to 8 girl students of 10th and 12th class from Scheduled Castes /Scheduled Tribes and

other backward class families. Total Rs. 30000/- were distributed equally among the 8 students.

Beneficiaries Account

Beneficiaries included are women, youth, poor villagers of SCs/STs, backward families, students etc. located all nearby sub stations i.e. Bamhorisheikh, Gungi, Gungitola, Dhanora, Basahari, Bamhorisheikh, Ghai, Belai, Harsoli, Addupura, Shahpura, Damoh, Khaijra etc. Beneficiary schools are - Primary school Bhoi, Vadodara; Sardar Vidyarthi Ashram, Dehgam; Primary school, Vatva and Primary school Ganeshpura. The women who have trained under empowerment program said they have gone through the trainings conducted by Power Grid and few of them started their own small business.

5.2.x Baroda District Co-Operative Milk Producers' Union Ltd. (Baroda Dairy)

Introduction

It is a district level milk processing industry established in the year 1957 registered under Gujarat State Co-Operative Societies Act. The farmers elected their representatives from the village societies and the district union. They employ professionals to operate the dairy and manage its business. The aim is to provide remunerative returns to the milk producers and serve the interest of Indian consumers by providing quality milk products through federation M/S Gujarat Co-Operative Milk Marketing Federation Limited. The dairy is having ISO 14001 and ISO 22000 Standards.

The credit of the establishment and development of the Vadodara Sangh, goes to Dr. Varghese Kurien, the guiding light of the 'White Revolution'. He backed the efforts of the Sangh with a generous declaration that any losses incurred by the Sangh in its initial years will be borne by the Amul Dairy. With the development and enlargement of the institution, 26-acre land of the Makarpura, Tarsali Road, which was acquired with co-operation from the VMC and 50,000 liter capacity plant, was setup in 1962. With increasing milk production, a modern dairy plant inaugurated by Shri Morarji Desai was set up on 26th April 1965.

CSR Activities

The Sangh has taken up projects of various self-leadership programs like VMS, women's leadership programs and also projects for educating farmers about hygienic milk production. Tree plantation program in Vadodara district through affiliated primary village Co-operative milk societies, total 71,970 trees have been planted (April 2012 to Feb 2013). Baroda Dairy has set up Animal Breeding Centre (ABC) with the objective of developing genetically superior milk breeds to rising per animal productivity. Integrated dairy development project (Vanbandhu Kalyan Yojana), which is chief minister's ten point program was offered to Baroda Dairy. This project was implemented by the union for 5 years i.e. 2007 to 2012. BPL families having score 0-16 particularly the schedule tribes, are selected for this project. Government has allotted the grant of Rs.17.20 crore, out of which Rs.15.94 crore were utilized for the purpose of milk giving cattle purchase and other related infrastructures. During these years total 11,208 beneficiaries were identified out of which 9,255 beneficiaries were approved for loan by GTDC, out of which finally 8,545 beneficiaries were got benefitted. The beneficiaries were given training before the procurement of milk animals i.e. buffalo or cow, then provided the cattle, utensils' set, hand operated chaff cutter, fodder seeds, and 3 years cattle insurance with the help of government subsidy.

Under New Gujarat Pattern Yojna, grants were provided to tribal talukas like Chhota Udeipur, Jetpurpavi, Kawant, Naswadi and Shakeda. There are 3 heads such as 2403-pashupalan, 2404-dairy vikas, 2425-sahkar, under which they are given the grant for purchase of MTM, AMCS, electronics weigh scale, electric chaff cutter, dudhghar, animal health kits, utensils set, water trough (HAWADA) etc. as per their planning.

Beneficiaries Account

Village people, farmers, tribal belt, women etc. are included as major beneficiaries located in and around Vadodara District i.e. Waghodia, Chhota Udeipur, Jetpurpavi, Kawant, Naswadi, Shakeda, Tarsali etc. The farmers who have been contributing to provide milk are pretty happy and shared that they are benefitted for their community as well. Sometime they have received subsidiary or free treatment facility for their animals.

5.2.xi Bank of Baroda (BOB)

Introduction

Bank of Baroda is an Indian state-owned banking and financial services company headquartered in Vadodara. It offers a range of banking products and financial services to corporate and retail customers through its branches and through its specialized subsidiaries and affiliates in the areas of retail banking, investment banking, credit cards and asset management. Its total global business was Rs. 7,003 billion as of 30 Sep 2012. In addition to its headquarters in its home state of Gujarat it has a corporate headquarter in the Bandra Kurla Complex in Mumbai. Based on 2012 data it is ranked 715 on Forbes Global 2000 list. BOB has total assets in excess of Rs. 3.58 trillion (short scale), or Rs. 3,583 billion, a network of 4261 branches (out of which 4168 branches are in India) and offices, and over 2000 ATMs.

The bank was founded by the Maharaja of Baroda, H. H. Sir Sayajirao Gaekwad III on 20 July 1908 in the Princely State of Baroda, in Gujarat. The bank, along with 13 other major commercial banks of India, was nationalized on 19 July 1969, by the Government of India and has been designated as a profit-making Public Sector Undertaking (PSU).

CSR Activities

Bank of Baroda has established Baroda Swarozgar Vikas Sansthan (Baroda R-SETI) for imparting training to unemployed youth, free of cost for gainful self-employment and entrepreneurship skill development which help them improve their family economic status and also gives a boost to various regional economies within these locations. All the Lead Districts of this Bank have R-SETI. About 46 such Sansthans have been established by the Bank in which more than 1, 22,000 youth have been trained and around 75,000 have been gainfully self-employed.

Bank has established 52 Baroda Gramin Paramarsh Kendra for knowledge sharing, problem solving and credit counseling for rural masses across the country. In order to spread awareness among the rural mass on various financial and banking services and to speed up the process of financial inclusion, this Bank has also established 21 Financial Literacy and Credit counseling Centers (FLCC) during FY12 taking the total number of FLCCs to 39.

Beneficiaries Account

Rural people, employees, school children are major beneficiaries of the bank. One major stakeholder i.e. an employee of the branch shared that sometimes they also voluntarily contribute to the CSR activities and they are also getting satisfactory facilities by the bank.

5.2.xii Vadodara Municipal Corporation (VMC)

Introduction

The "Vadodara Mahanagar Seva Sadan" or Vadodara Municipal Corporation or VMC, established in July 1950 under the Bombay Provincial Corporation Act, 1949, is responsible for the civic infrastructure and administration of the city of Vadodara.

The governing structure of VMC consists of political and administrative wings. The political wing is an elected body of councilors headed by a Mayor. The Commissioner from the IAS cadre heads the administrative wing and is responsible for strategic and operational planning and management of the Corporation. The Commissioner takes decisions on behalf of the Board or the Standing Committee formed from the elected councilors to perform the duties of the Corporation.

Services of VMC

As per the section 63 and 66 of the Bombay Provincial Municipal Corporation Act, the VMC is responsible for certain obligatory and discretionary services. Activities are as follows:

Obligatory Services	Discretionary Services
Erection of boundary of city defining city limits	Construction and maintenance of maternity homes and infant welfare houses
Watering, Scavenging and Cleansing of all public streets and places	Maintenance of central laboratories
Sewage services	Swimming pool and other public health services
Drainage services	Tree plantation on road sides
Fire services	Construction and maintenance of public parks and gardens

Health and Medical services	The holding of exhibition, athletics or games
Street Lighting services	The maintenance of an ambulance services
Maintenance of a monuments and open spaces	Construction and maintenance of theatres, community halls and museums etc.
Identification of streets and houses	Building or purchase of staff quarters
Regulation and abatement of offensive and dangerous trades or practices	Construction and maintenance of public transport facilities
Maintenance of burial houses and funeral homes	Construction and maintenance of educational institutes
Construction or acquisition of public markets and slaughter houses	Construction and maintenance of infirmaries and hospitals
Construction or acquisition of cattle-pounds	The destruction of animals and birds causing a nuisance
Primary education services	Construction and maintenance of factory for the disposal of sewage
Health and hygiene services	The building or purchase and maintenance of suitable dwellings for the poor and working classes
Construction, maintenance and alternation of bridges	Provision of shelter to homeless persons and poor relief
Water supply services	Surveys of buildings or lands
Preventing and checking the spread of dangerous diseases	Measures to meet any calamity affecting the public in the city any measure to promote public safety, health, convenience or instruction
The securing or removal of dangerous buildings and places	
Construction of conservancy staff quarters	
Maintenance of relief works in scarcity, floods etc.	

Vadodara Mahanagar Seva Sadan got the first ever declared National Award for 'Energy Conservation in Street Lighting' by BEE in 2008, for saving energy in street lighting with better service and using latest technology for energy saving. The award was given by Honorable Power Minister Shree Shushil Kumar Shinde. Vadodara Municipal Corporation (VMC) repeat the history again in 2010 by acquiring second national award for 'Energy Conservation in Street Lighting' declared by BEE.

Beneficiaries Account

Development of city and Citizen of Vadodara is major concern for imparting services. Most of people said that VMC is catering good services to the Vadodara region but more can be done to keep the city clean in a systematic manner. The authority of the Akshaya Patra Foundation stated that VMC has contributed to mid-day meal program in Vadodara.

5.2.xiii Indian Railways (IR)

Introduction

Indian Railways (IR) is an Indian state-owned enterprise, owned and operated by the Government of India through the Ministry of Railways. It is one of the world's largest railway networks comprising 115,000 km (71,000 mi) of track over a route of 65,000 km (40,000 mi) and 7,500 stations. Railways were first introduced to India in 1853 from Bombay to Thane. In 1951 the systems were nationalized as one unit, the Indian Railways, becoming one of the largest networks in the world. IR operates both long distance and suburban rail systems on a multi-gauge network of broad, meter and narrow gauges. It has operations cover twenty four states and three union territories and also provides limited international services to Nepal, Bangladesh and Pakistan.

The history of rail transport in India began in the mid-nineteenth century. In 1849, there was not a single kilometer of railway line in India. A British engineer, Robert Maitland Brereton, was responsible for the expansion of the railways from 1857 onwards. The Allahabad-Jabalpur branch line of the East Indian Railway had been opened in June 1867. Brereton was responsible for linking this with the Great Indian Peninsula Railway, resulting in a combined network of 6,400 km (4,000 mi). Hence it became possible to travel directly from Bombay to Calcutta. This route was officially opened on 7 March 1870 and it was part of the inspiration for French writer Jules

Verne's book *Around the World in Eighty Days*. At the opening ceremony, the Viceroy Lord Mayo concluded that “it was thought desirable that, if possible, at the earliest possible moment, the whole country should be covered with a network of lines in a uniform system”.

CSR Activities

The prime CSR activities focus on employees and their families having a separate welfare department which looks after all the related activities. These welfare activities include residential (quarters) place, school building in staff colony, conducting children's recreational camp, medical camp and having own railway hospital to provide health care facilities with 24 hours doctors availability, safety and environment related trainings, canteen facilities for employees, own clubs and sports ground, training school etc. It has two recognized unions and 34 unrecognized unions. Railway Staff College, Vadodara, the national training academy of the Ministry of Railways, caters to the in-house training requirements of all railway officers at various levels. As part of the training curriculum, railway managers are exposed to men and women of excellence from outside the railway environment so that they learn about success stories from different walks of life and imbibe the elements of compassion, leadership and team management. The Indian Railways is 150 years old and believed to be the lifeline of the country since it is the biggest civilian employer in the world with over 17 lakh employees. CSR has always been an integral part of the Indian Railway's functioning and the activities range from transportation of drinking water and fodder free of cost to drought affected areas, enhanced fare compensation for cancer patients, senior citizens, free fare for the freedom fighter and their widows, catering to more than 10,000 shelter less people and investments in IIT-Kharagpur to develop the largest research center.

Beneficiaries Account

Citizens of India, employees and their families, children etc. are the key beneficiaries. Catering services to each corner of society through reasonable, comfortable and convenient mode of transportation is their main concern. The employees shared that they have a department for the welfare activities which takes care the employees and his/her families. They have free and subsidized rate of ticketing facility to travel.

5.2.xiv State Bank of India (SBI)

Introduction

State Bank of India is a multinational banking and financial services company based in India. It is a government-owned corporation with its headquarters in Mumbai, Maharashtra. As of December 2012, it had assets of US\$501 billion and 15,003 branches, including 157 foreign offices, making it the largest banking and financial services company in India by assets.

The roots of the State Bank of India lie in the first decade of 19th century, when the Bank of Calcutta, later renamed the Bank of Bengal, was established on 2 June 1806. The Bank of Bengal was one of three Presidency banks, the other two being the Bank of Bombay (incorporated on 15 April 1840) and the Bank of Madras (incorporated on 1 July 1843). All three Presidency banks were incorporated as joint stock companies and were the result of the royal charters. On 1 July 1955, the Imperial Bank of India became the State Bank of India.

CSR Activities

The SBI in Vadodara region is providing donation and other charitable contribution or financial help to various organizations. They are involved into tree plantation and green environment. SBI has provided school uniform, books, stationary etc. to rural villages. They have come up with various rural banking schemes for the rural and poor people.

Beneficiaries Account

Citizens, employees, school children especially girl child, patients etc. are important beneficiaries of the bank. Donations have received by many cultural and social events/institutions from SBI. Tree plantation has also noticed in and around Vadodara region.

5.2.xv National Bank for Agriculture and Rural Development (NABARD)

Introduction

National Bank for Agriculture and Rural Development is an apex development bank in India having headquarters based in Mumbai and other branches are all over the country. The Committee to Review Arrangements for Institutional Credit for

Agriculture and Rural Development (CRAFICARD), set up by the Reserve Bank of India (RBI) under the Chairmanship of Shri B. Sivaraman, conceived and recommended the establishment of the NABARD. It was established on 12 July 1982 by a special act by the parliament and its main focus was to uplift rural India by increasing the credit flow for elevation of agriculture and rural non-farm sector and completed its 25 years on 12 July 2007.

CSR Activities

The bank sanctioned two Rural Entrepreneurship Development Programmes (REDPs) like driving and auto mechanic training and tailoring with the duration of six weeks each, conducted by Kawant Education Society. Three years' program is designed in formation and credit linkage of 100 Self Help Groups (SHGs) to NGO 'BHASHA'. In Vadodara, the branch works for livelihood-enhancing schemes collaborated with corporate house i.e. Jubilant Life Sciences Limited, Savli.

Beneficiaries Account

An interaction with Father Gregory and Mr. Ramesh, NGO Kawant Education Society shared that NABARD bank has organized 6 week of driving and auto mechanic training and tailoring programs for the youth of the villages, which was endorsed by the villagers.

DATA INTERPRETATION

Following data with few diagrams show the CSR and its relevant information of public sector industry in Vadodara -

The CSR/HR officials of Public sector, companies provided views on the sources of information or knowledge of CSR from the contacts with other enterprises or professionals (46.66%); Internet (13.33%) and survey or studies least response (13.33%) and others categories (33.33%) of the companies said that most of them acquired it from their curriculum when they were in colleges/universities or since the company inception they were aware of CSR and its implementation process (Figure 1).

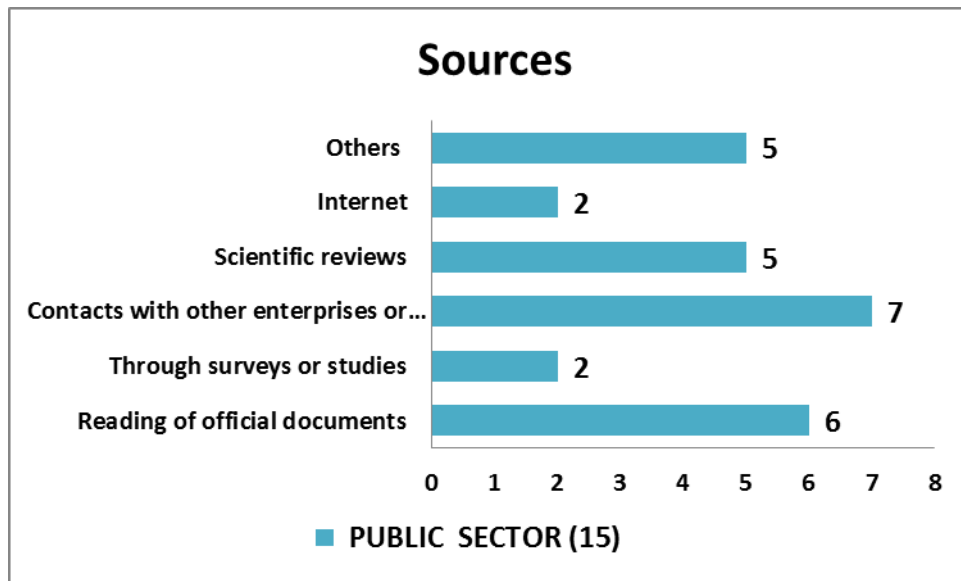


Figure 1 Sources of Knowledge about CSR

The diagram shows that employees (93.33%) and local communities (86.66%) are most considered and influential stakeholder of the organisation. 80% says on shareholder. Within other category (33.33%) says NGO, local government, volunteers etc. are their stakeholder (Figure 2).



Figure 2 Identified Stakeholders

Several aspects affects in the process of planning and implementation of CSR. The Public sector companies commented that support (93.33%) and encouragement (86.66%) from top management regularly, responses given on following aspects both planning and strategies 80%, analysis and mechanism 73.33%. Least commented on trainings 60% and consultancy 40% (Figure 3).

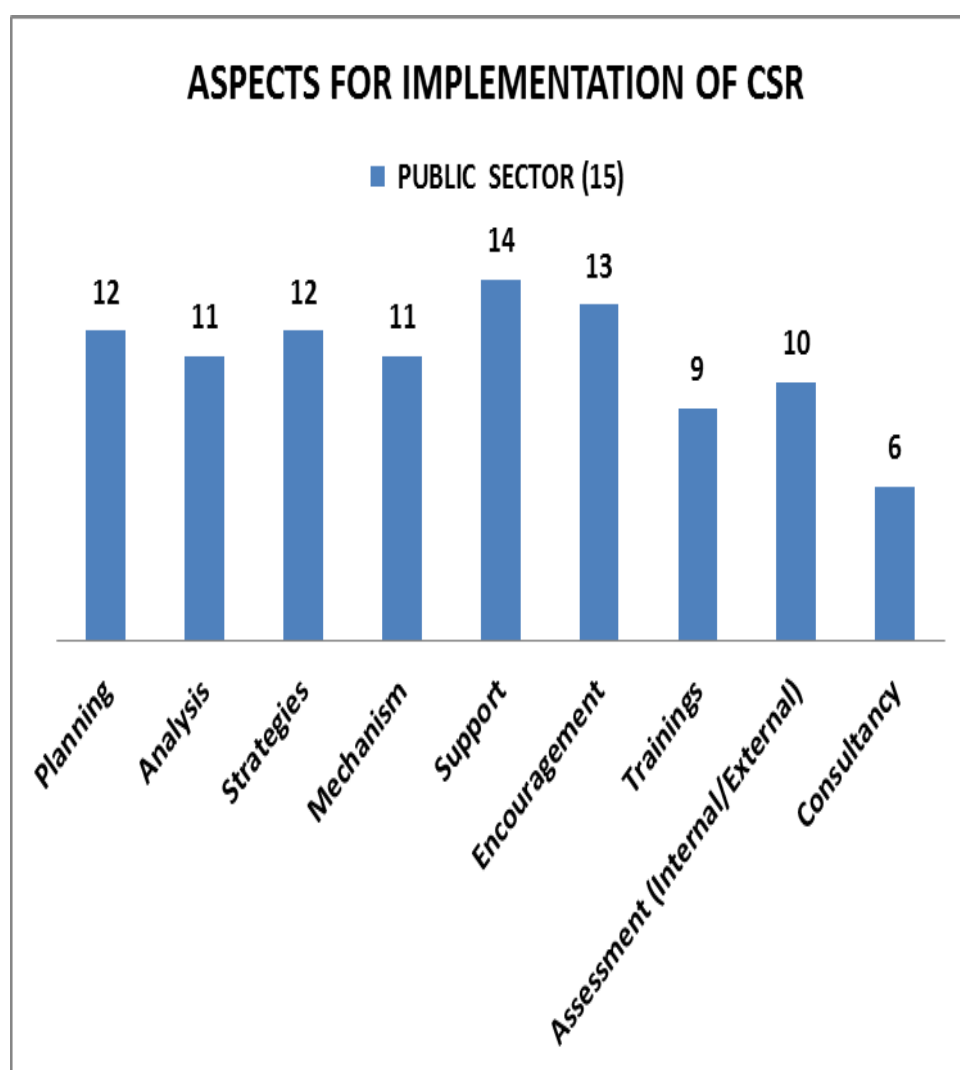


Figure 3 Various Aspects related to CSR Implementation

In Public sector, the key area education (80%), health care (66.66%), improving rural infrastructure (60%), community development (60%), vocational trainings (60%), empowerment of women (46.66%) and environment (46.66) provide more focus than the other areas (Figure 4).

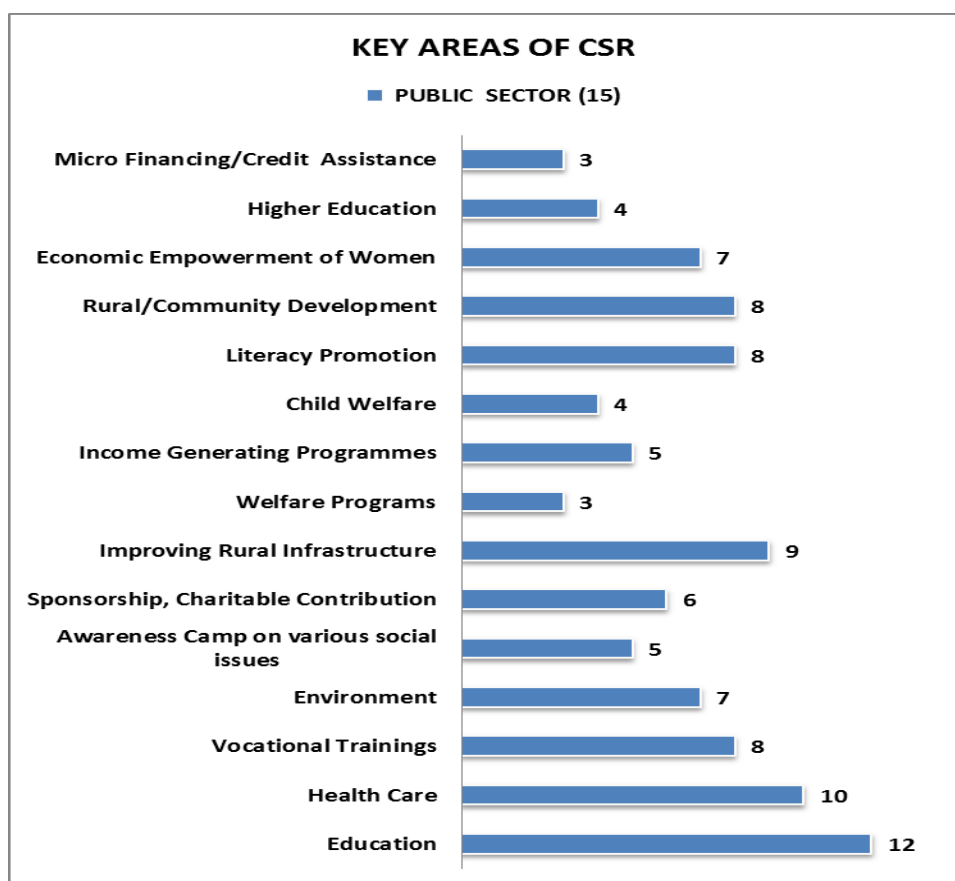


Figure 4 Key Areas of CSR

In Public sector, 93.33% said the purpose of CSR is to work for betterment of local society. They felt that it gives self satisfaction for doing CSR activities for community or vulnerable group or people. They stated that CSR is not business oriented and profit making drive (Figure 5).

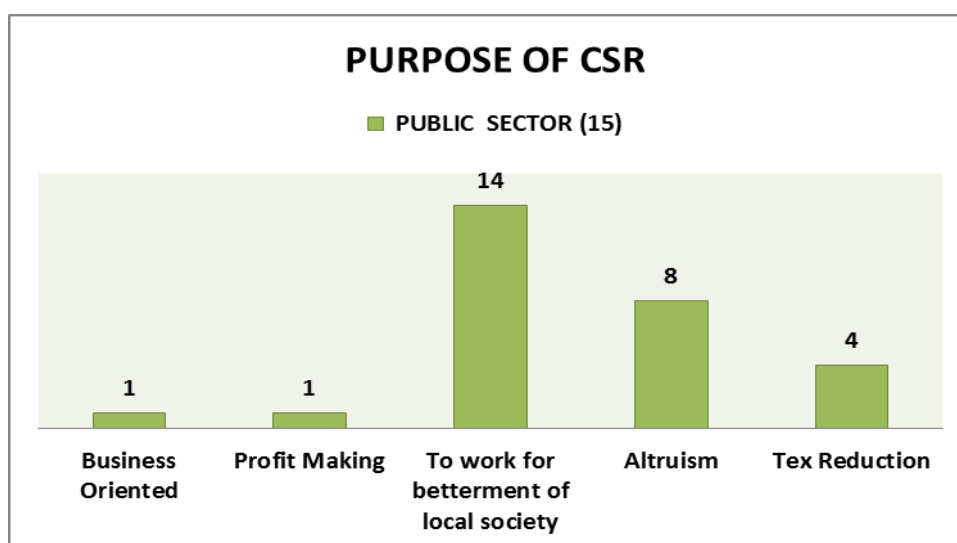


Figure 5 Purpose of CSR

In Public sector, 13 corporates stated that mechanism towards CSR activities are done through NGO/Trust. 12 companies said that they execute CSR activities directly through their CSR/HR personnels. Government agencies like local administrative body, DRDA, VMC etc. are also played a vital role. 8 corporates said they have their own foundation but it is running effectively by their corporate offices (Figure 6).

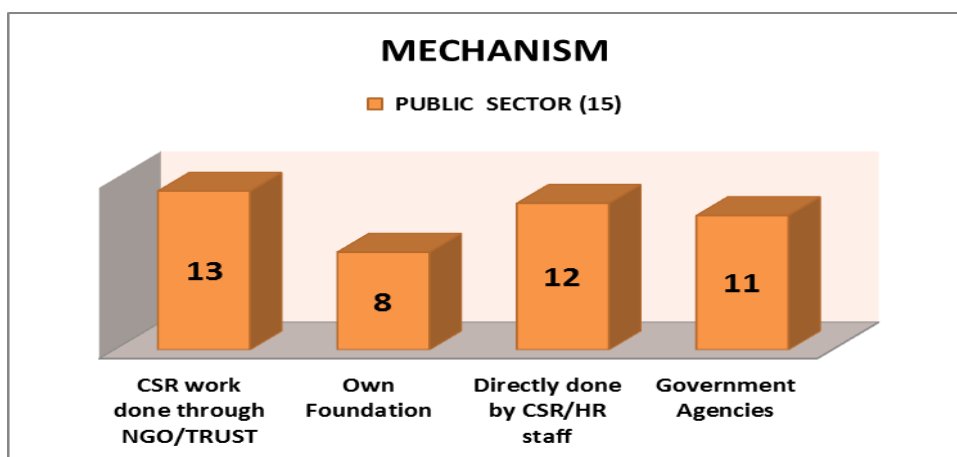


Figure 6 Mechanisms for CSR

In Public sector, 93.33% said the most important beneficiaries are local communities following women (73.33%), youth (66.66%), children/students (60%). Both tribal and sports personnel (40%) have received less response than other mentioned beneficiaries (Figure 7).

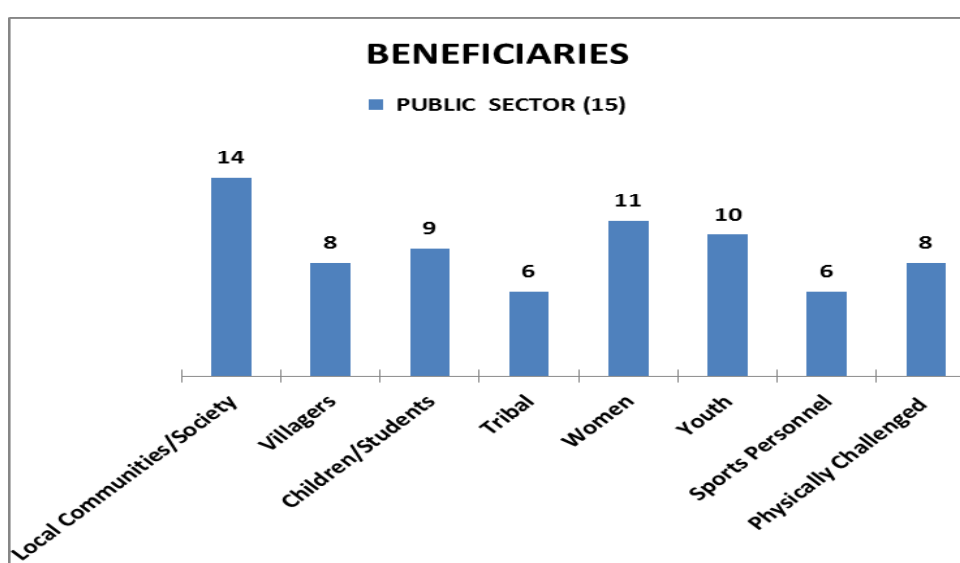


Figure 7 Lists of Beneficiaries

In Public sector, most of the corporates (12) said that they are responsible for environmental pollution and high response on taking care statutory precaution to maintain environment (Figure 8).

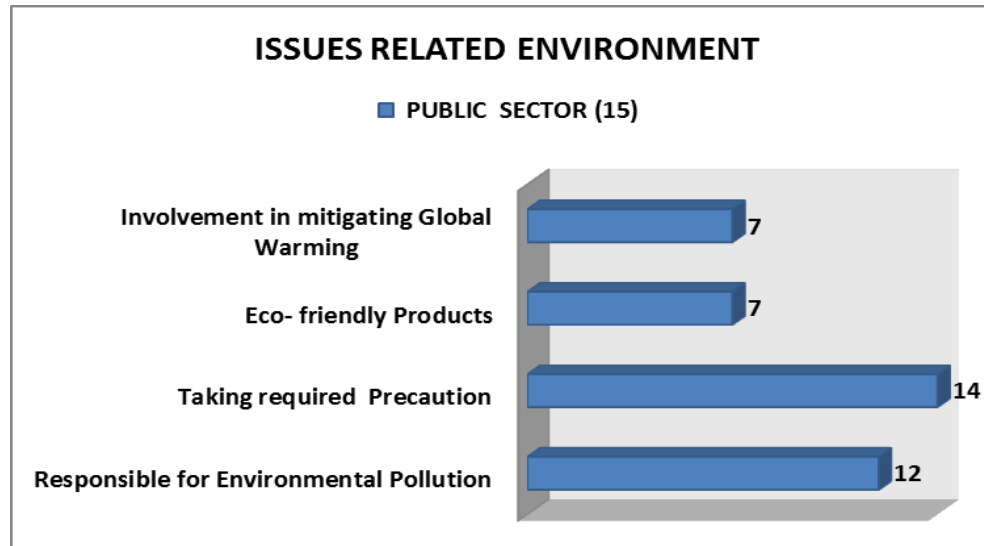


Figure 8 Issues related to Environment

In Public sector, the responses on the benefits of having CSR or doing CSR activities can help in image building (86.66%), good rapport (80%), create responsible organisation (80%). They gave least response on the tax reduction and attract customers as organisation benefits (Figure 9).

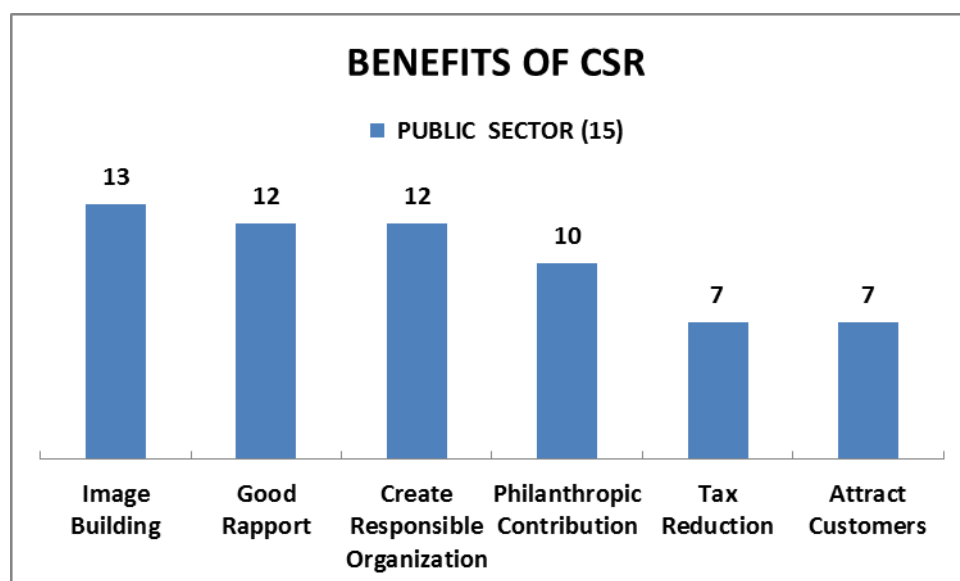
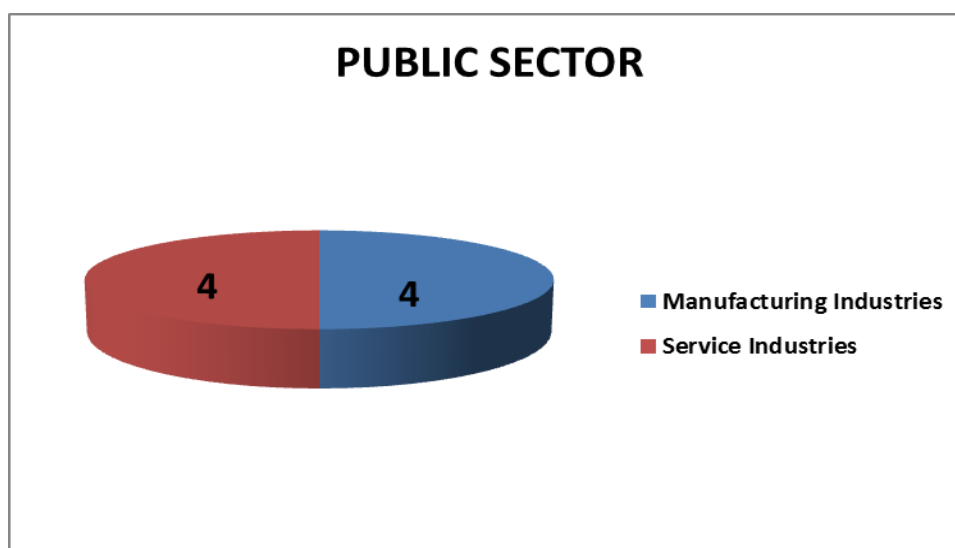


Figure 9 Benefits of CSR

5.3 DATA ANALYSIS OF PUBLIC SECTOR CORPORATIONS IN VADODARA REGION: CSR ACTIVITIES ARE CARRIED OUT ELSEWHERE

The following are the selected Public Sector Corporations (8) in Vadodara, but their CSR activities are carried out not in Vadodara but in other branch offices elsewhere.

Sr. No.	Manufacturing Sector	Sr. No.	Service Sector
1	Engineers India Limited (EIL)	5	Life Insurance Corporation of India (LIC)
2	ONGC Petro Additions Limited (OPAL)	6	Union Bank of India (UBI)
3	Steel Authority of India (SAIL)	7	Bharat Sanchar Nigam Limited (BSNL)
4	Bharat Heavy Electricals Limited (BHEL)	8	Central Bank of India (CBI)



5.3.i Engineers India Limited (EIL)

Introduction

Engineers India Limited is a public-sector undertaking of the Government of India under the Ministry of Petroleum and Natural Gas. It was initially set up in 1965 to

provide engineering and related technical services for petroleum refineries and other industrial projects. The current chairman and managing director of the company is A K. Purwaha. EIL has its Head Office at Bhikaji Cama Place, New Delhi with regional offices at Kolkata, Chennai, and Vadodara.

CSR Activities

The company sponsored education of 50 students of SOS children's village at New Delhi from economically weaker sections of society, provided a school bus to SOS children's village at Bawana. Sponsored infrastructural facilities of educational institutes at Assam for facilitating quality education among the rural and urban poor like Industrial Training Institute, Rameshwar Higher Secondary School, Barbaruah Girl's High School. Sponsored education, physical and psychological rehabilitation of child victims of communal, caste, ethnic or terrorist violence of the 50 students, 25 each in Assam and Jammu & Kashmir, Provided summer and winter uniforms to underprivileged girl children for St. Mary's School project of informal education 'Naya Daur', Provided Mobile Medicate Unit at Guwahati, Ahmedabad and Pune to serve aged people and slum areas on a weekly basis, rural electrification through Solar Power, distribution of wheel chairs to disabled sports persons etc.

5.3.ii ONGC Petro Additions Limited (OPaL)

Introduction

ONGC Petro additions Limited a multibillion joint venture company was incorporated in 2006, as a Public Limited Company under the companies Act, 1956, promoted by Oil and Natural Gas Corporation (ONGC) and co-promoted by GAIL and GSPC. OPaL is setting up a grass root mega Petrochemical project at Dahej, Gujarat in PCPIR/SEZ. The corporate office is located in Vadodara, Gujarat.

CSR Activities

Medical camps, drinking water supply schemes supported to Luvara and Ambheta villages. School bags were distributed to the children of the same villages. School uniforms were distributed to all the children and teachers of Ambheta village, three bus stops/shelters in Ambheta village has been constructed, celebrate various cultural functions, tree plantation etc.

5.3.iii Steel Authority of India (SAIL)

Introduction

SAIL is India's largest steel producing company. With a turnover of Rs. 50,348 crore, the company is among the five *Maharatnas* of the country's Central Public Sector Enterprises. SAIL has five integrated steel plants, three special plants, and one subsidiary in different parts of the country. It is a public sector undertaking which trades publicly in the market is largely owned by Government of India and acts like an operating company. Incorporated on 24 January 1973, SAIL has more than 100,000 employees. During 2010–11, the manpower of SAIL reached a level of 110794 (as on 31 March 2011) from 116950 (as on 1.4.2010). The company's current chairman is C.S. Verma. With an annual production of 13.5 million metric tons, SAIL is the 14th largest steel producer in the world.

Major plants owned by SAIL are located at Bhilai, Bokaro, Durgapur, Rourkela, Burnpur (near Asansol) and Salem. SAIL is investing Rs 210 billion in West Bengal, to set up a wagon factory. Besides, it has R&D centre for Iron & Steel (RDCIS), Centre for Engineering and Technology (CET), Management Training Institute (MTI) and SAIL Safety Organization (SSO) located at Ranchi capital of Jharkhand.

CSR Activities

SAIL has established 61 Primary Health Centres, 12 Reproductive and Child Health Centres, 18 Hospitals and 6 Super-Specialty Hospitals (2008-09), 24 MMUs /ambulances have been provided to various NGOs like HelpAge India, Bharat Sewashram Sangha, Anugraha Drishtidaan, etc. A special project 'Akshaya' for providing free investigation to TB patients of under privileged sections; project 'Chetna' for treatment of sickle cell anemia are run in Rourkela; contributing in infrastructure, water supply, sports, culture and heritage, eco-friendly disposal, tree plantation, The Akshaya Patra mid-day meal scheme, various free health camps, solar power, vocational training etc.

5.3.iv Bharat Heavy Electricals Limited (BHEL)

Introduction

It is an Indian state-owned integrated power plant equipment manufacturer and operates as engineering and manufacturing company based in New Delhi, India.

BHEL was established in 1964, ushering in the indigenous Heavy Electrical Equipment industry in India. The company has been earning profits continuously since 1971-72 and paying dividends since 1976-77. It is one of the only 7 mega Public Sector Undertakings (PSUs) of India clubbed under the esteemed '*Maharatna*' status. On 1 February 2013, the Government of India granted *Maharatna* status to Bharat Heavy Electricals Limited.

CSR Activities

BHEL has developed a CSR Scheme and its Mission Statement on CSR is "Be a Committed Corporate Citizen, alive towards its Corporate Social Responsibility". BHEL's contributions toward CSR include adoption of villages, free medical camps/charitable dispensaries, schools for the underprivileged and handicapped children, ban on child labour, disaster/natural calamity aid, employment for handicapped, widow resettlement, employment for Ex-serviceman, irrigation using treated sewage, pollution checking camps, plantation of millions of trees, energy saving and conservation of natural resources through environmental management. BHEL provides financial assistance to various NGOs/Trusts/Social Welfare Societies that are engaged in social welfare activities throughout the country. 56 villages having nearly 80,000 inhabitants have been adopted. BHEL shares the growing concern on issues related to Environment and Occupational Health and Safety (OHS) and is committed to protecting environment and to providing safe and healthy environment to all its employees.

5.3.v Life Insurance Corporation of India (LIC)

Introduction

Life Insurance Corporation of India is the largest insurance group and investment company in India. It is a State-owned corporation where the Government of India has 100% stake. It has assets estimated of ₹13.25 trillion (US\$240 billion). It was founded in 1956 with the merger of 245 insurance companies and provident societies (154 life insurance companies, 16 foreign companies and 75 provident companies). Life Insurance Corporation of India headquartered in Mumbai, India; currently it has 8 zonal offices and 113 divisional offices located in different parts of India. It has around 3500 servicing offices including 2048 branches, 54 Customer Zones, 25 Metro Area Service Hubs and a number of Satellite Offices located in different cities and

towns of India and has a network of 13,37,064 individual agents, 242 Corporate Agents, 79 Referral Agents, 98 Brokers and 42 Banks (as on 31.3.2011) for soliciting life insurance business from the public. The slogan of LIC is "Yogakshemam Vahamyaham" which translates from Sanskrit to "Your welfare is our responsibility".

CSR Activities

LIC Golden Jubilee Foundation Scholarship is started for economically backward families for higher studies. The Foundation has supported projects ranging from construction of hospitals, mid-day meal program with The Akshaya Patra, school buildings and classrooms, library, computer centre, old age homes, hostel buildings for children in tribal areas, vocational training centers for differently abled persons. LIC Foundation has also provided funds for purchase of school buses for transportation of differently abled children, provide mobile ambulances. The Foundation has supported cochlear implant program for children from economically weaker sections of the society spread across the country through KEM Hospital, Pune. LIC Golden Jubilee Foundation has helped people where the natural calamities have devastated human life and provided infrastructural support to orphan children through NGO's.

5.3.vi Union Bank of India (UBI)

Introduction

Union Bank of India is one of the largest public sector banks of India (the government owns 55.43% of its share capital remains public, private organizations and foreign companies), is listed on the Forbes 2000. It has assets of USD 13.45 billion and all the bank's branches have been networked with its 4129 ATMs. Union Bank of India was registered on 11 November 1919 as a limited company in Mumbai and was inaugurated by Mahatma Gandhi.

CSR Activities

Farmers' club is an initiative to encourage farmers in villages catered by rural branches. Basic idea is to bring farmers together and discuss their problems, solutions and new agricultural practices. Any farmer can become a member of a Farmers' Club. Union Mitr is especially designed for the rural population. It facilitates financial education to all strata of people. Village Knowledge Centre (VKC) serves as

information dissemination centre providing instant access to farmers to latest information/knowledge available in the field of agriculture, starting from crop production to marketing. A “VKC In-charge” who looks after the operations of the VKC mans every VKC.

5.3.vii Bharat Sanchar Nigam Limited (BSNL)

Introduction

Bharat Sanchar Nigam Limited is an Indian state-owned telecommunications company headquartered in New Delhi, India. It is the largest provider of fixed telephony and fourth largest mobile telephony provider in India, and is also a provider of broadband services. BSNL is India's oldest and largest Communication Service Provider (CSP). It had a customer base of 95 million as of June 2011. BSNL, was known as the Department of Telecommunications, had been a near monopoly during the socialist period of the Indian economy. During this period, BSNL was the only telecom service provider in the country.

CSR Activities

BSNL provides voluntary services during natural calamities and it has a provision of ambulance services. Rajasthan BSNL CSR distributed free mobile handsets and free SYM cards to 1000 BPL families; Vilapuram donated computers with free unlimited broadband usage for Physically Challenged Government Special Schools and also donated free table, chair, modem and telephone; project to maintain and clean some long distance Rajdhani trains; special concession for senior citizens, tree plantation, tri-cycle/rickshaw for physically challenged, irrigation facility, infrastructure, health and welfare etc.

5.3.viii Central Bank of India (CBI)

Introduction

Central Bank of India, a government-owned bank, is one of the oldest and largest commercial banks in India. It is based in Mumbai. The bank has 4100 branches and 270 extension counters across 27 Indian states and three Union Territories. At present, Central Bank of India has one overseas office, which is a joint venture with Bank of India, Bank of Baroda, and the Zambian government.

CSR Activities

The Bank has formulated schemes under financial inclusion for financially weaker excluded persons of society. The Bank has donated a sum of Rs.95.30 lakhs during the year 2010-11 to various Trusts, NGOs, Associations, Charitable Institutions etc. The Bank has Implemented Youth Finance Facility in collaboration with Commonwealth Secretariat in 4 backward districts. The aim is to provide integrated financial assistance to youth for setting up micro enterprise. Bank provided Technical Assistance through capacity building on Micro-finance in St. Lucia in West Indies. The Bank had organized inclusive and integrated program on Small Business Competitiveness Development Program in Jaipur in collaboration with Commonwealth secretariat. In order to develop rural entrepreneurship, the Bank launched a Rural Development and Self Employment Training Institute (RUDSETI) at Ambikapur (Chattisgarh), Chhindwara (Madhya Pradesh), Jabalpur (Madhya Pradesh), Jalpaiguri (West Bengal) and Ratlam (Madhya Pradesh). This will provide entrepreneurship training to the rural youth, to enable them to take to vocational activities. The Bank has already set RUDSETIs at Kota, Muzaffarpur and Hoshangabad.

5.4 MAJOR FINDINGS AND INTERPRETATIONS

5.4.i Public Sector - Manufacturing Industries

The major findings of the CSR activities of selected 6 Public sector Manufacturing industries in Vadodara are as follows:

- All these companies' most concern areas are Education, Health, Rural Infrastructure, Empowerment programs especially for women and youth, and maintaining green environment and conducting regular awareness camps on safety and environment.
- It was found that all these selected companies are having management policy for CSR.
- GSFC, GIPCL and GACL are prime patrons for Mid-Day Meal program of The Akshya Patra Foundation.
- All these above companies are adopting nearby 2-3 villages (approx.) of their operation area and provide necessary amenities.

- These companies are targeting to develop village schools and their students, village PHC (Public Health Centre), construction of village roads, drinking water facility by building water tanks, water pumps/bore wells etc.
- It is found that all these companies have fixed budget for CSR activities, do review their CSR activities monthly or quarterly by CSR Officials or management.
- These companies organize various school level competitions taking the theme of environment, tree plantation, save water etc. and to motivate school children they provide scholarship or other financial help to meritorious students to go for higher studies.

5.4.ii Public Sector - Service Industries

The major findings of the CSR activities of selected 9 Corporates of service industries are as follows:

- The main concern areas of CSR activities are health care, infrastructure, empowerment program, tree plantation, and environment awareness.
- Except industrial service sector rest of the corporations are not very actively doing CSR for community development.
- The Vadodara division Indian Railway, Bank of India, State Bank of India, Baroda Dairy, and GUVNL etc. are not actively engaged into community development or they do not have specific or structured CSR program for this respective region.
- The two power sector companies like Power Grid and GIPCL having own management policy regarding CSR, are undertaking CSR activities in a continuous manner and allot resource and budget regularly focusing on area of education, health care, rural infrastructure and empowerment/income generating program.

5.5 PHOTOGRAPHS

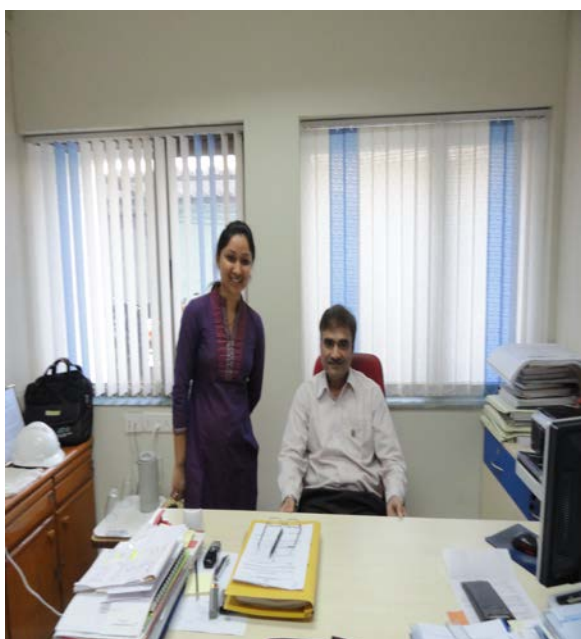
Respondents (HR/CSR Officials) from Public Sector Companies in Vadodara



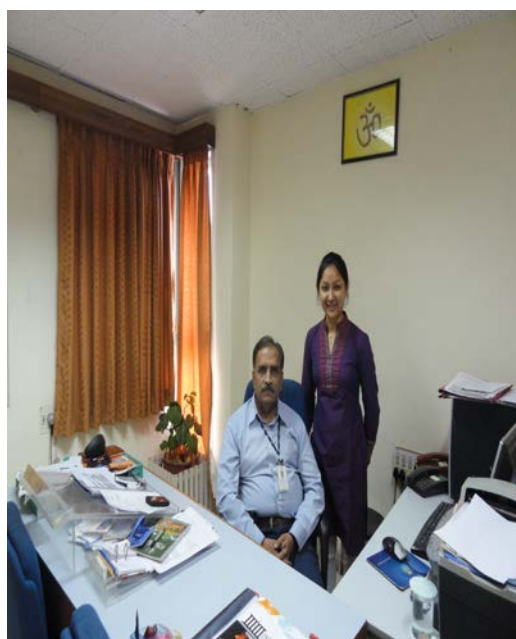
Mr. J.P. Kujur, Sr. Manager (HR)
GAIL (India) Limited, Vadodara



Mr. J.G. Bhatt, Dy. Manager (A&W)
Gujarat Refinery (IOCL), Vadodara



Mr. S.H. Purohit,
Dy. General Manager (HR/Admn.)
Gujarat Industries Power Company Ltd.
(GIPCL), Vadodara



Mr. Nikhil Patel, Dy. General Manager
Gujarat Alkalies & Chemical Limited
(GACL), Vadodara

Various CSR Activities Undertaken by Public Sector Companies at Vadodara



Eye Checkup camp by GACL



Household Sanitation Latrine in Ranoli Village, by GACL



Aanganwadi Construction by GACL



Street Light installed by GACL



Water Tank constructed by Power Grid



Tree Plantation by Power Grid

WITH BENEFICIARIES



Beneficiaries of SHGs at Chhota Udepur Tribal village Jeher & Chilarwant



Beneficiaries of SHGs at Chhota Udepur Tribal area village Jeher & Chilarwant



Mr. Milind K. Gupte Asst. General Manager, NABARD, at Chhota Udepur village



Girl Child Education at The Adivasi Academy, Tejgadh, Vadodara



NABARD training program for Women at Kawant Village



An interaction with village youth and Panchayat, Vadodara

CHAPTER - 6
CORPORATE SOCIAL RESPONSIBILITY:
PRIVATE SECTOR CORPORATIONS

		Page No.
	INTRODUCTION	170-231
6.1	History and Development of Private Sector in India	170-173
6.2	Data Analysis of Private Sector Corporations: CSR	
	Activities are carried out in Vadodara Region	173-210
6.2.i	Reliance Industries Limited (RIL)	174-177
6.2.ii	Jubilant Life Sciences Limited	177-178
6.2.iii	Synefra Engineering and Construction Limited	178-180
6.2.iv	Alembic Limited	180-181
6.2.v	Transpek Industry limited	181-183
6.2.vi	Kemrock Industries and Exports Ltd.	183-184
6.2.vii	Deepak Foundation (Deepak Nitrate Group)	184-187
6.2.viii	Cosmo Flims Pvt. Ltd	187-188
6.2.ix	Jyoti Limited	188-190
6.2.x	Larsen & Toubro Limited (L&T)	190-192
6.2.xi	Conmat Systems Pvt. Ltd.	192-193
6.2.xii	Aditya Birla Insulator (ABI)	193-194
6.2.xiii	Apollo Tyre Limited	194-195
6.2.xiv	Diamond Power Infrastructure Ltd.	195-196
6.2.xv	Inox India Limited (INOXCVA)	196-196
6.2.xvi	Shaily Engineering Plastics Limited	196-197
6.2.xvii	Golden Tobacco Limited	197-197
6.2.xviii	CEAT Limited	198-198
6.2.xix	HNG Float Glass Limited	198-199
6.2.xx	ZydusCadila	199-199
6.2.xxi	R. R. Kabel(Ram Ratna Group)	200-200
6.2.xxii	JCT Ltd.	200-201
6.2.xxiii	Piramal Glass Limited	201-201
6.2.xxiv	COSMOS IMPEX (India) Pvt. Ltd	201-202
6.2.xxv	Rubamin Limited	202-202

6.2.xxvi	Vasu Healthcare Pvt. Ltd.	202-203
6.2.xxvii	Rishabh Software Pvt. Ltd.	203-204
6.2.xxviii	Big Bazaar	204-204
6.2.xxix	Pantaloons Fashion and Retail Limited	205-205
6.2.xxx	HDFC Bank	205-206
6.3	Data Analysis of Private Sector Corporations in Vadodara Region: CSR Activities are carried out Elsewhere	210-223
6.3.i	EMCO Ltd	211-212
6.3.ii	Arvind Mills	212-213
6.3.iii	Thermax Ltd	213-213
6.3.iv	United Phosphorous Ltd	214-214
6.3.v	Gujarat Sidhee Cement Limited (GSCL)	214-215
6.3.vi	Essar Steel Ltd.	215-216
6.3.vii	Manikchand Group	216-217
6.3.viii	Lupin Ltd.	217-218
6.3.ix	Bharti Airtel	218-219
6.3.x	Welcome Hotels (ITC Group)	219-219
6.3.xi	The Gateway Hotel (Taj Group of Hotels) Mahindra & Mahindra Financial Services Limited	219-220
6.3.xii	(MMFSL)	219-220
6.3.xiii	Max India Limited	220-221
6.3.xiv	Make My Trip India Pvt. Ltd.	221-221
6.3.xv	Aviva Life Insurance Company India Ltd.	221-222
6.3.xvi	Sterling Addlife India Limited	222-223
6.4	Major Findings And Interpretations	223-225
6.4.i	Private Sector - Manufacturing Industries	223-224
6.4.ii	Private Sector - Service Industries	225-225
6.5	Photographs	226-231

CHAPTER - 6

CORPORATE SOCIAL RESPONSIBILITY: PRIVATE SECTOR CORPORATIONS

“No success in material terms is worthwhile unless it serves the needs and interests of the country and is achieved by fair and honest means”. – JRD TATA

INTRODUCTION

Private sector can be defined as the part of the economy that is not state controlled, and is run by individuals and companies for profit. The private sector encompasses all for-profit businesses that are not owned or operated by the government. In other words, the private sector is usually composed of organizations that are privately owned and not part of the government. These usually include corporations (both profit and non-profit), partnerships, and charities. An easier way to define of the private sector is by thinking of organizations that are not owned or operated by the government. For example, retail stores, credit unions, and local businesses will operate in the private sector (Investopedia, 2013).

6.1 HISTORY AND DEVELOPMENT OF PRIVATE SECTOR IN INDIA

The importance of private sector in Indian economy over the last 20 years has been tremendous. The opening up of Indian economy has led to free inflow of foreign direct investment (FDI) along with modern cutting edge technology, which increased the importance of private sector in Indian economy considerably.

Previously, the Indian market was ruled by the government enterprises but the scenario in Indian market changed as soon as the markets were opened for investments. This results the rise of the Indian private sector companies, which prioritized customer's need and speedy service. This further fueled competition amongst same industry players and even in government organizations. The post 1990 era witnessed total investment in favor of Indian private sector. The investment quantum grew from 56% in the first half of 1990 to 71 % in the second half of 1990. This trend of investment continued for over a considerable period of time. These

investments were especially made in sectors like financial services, transport and social services.

The late 1990s and the period thereafter witnessed investments in sector like manufacturing, infrastructure, agriculture products and most importantly in Information technology and telecommunication. The present trend shows a marked increase in investment in areas covering pharmaceutical, biotechnology, semiconductor, contract research and product research and development.

The importance of private sector in Indian economy has been very commendable in generating employment and thus eliminating poverty. Further, it also affected the following –

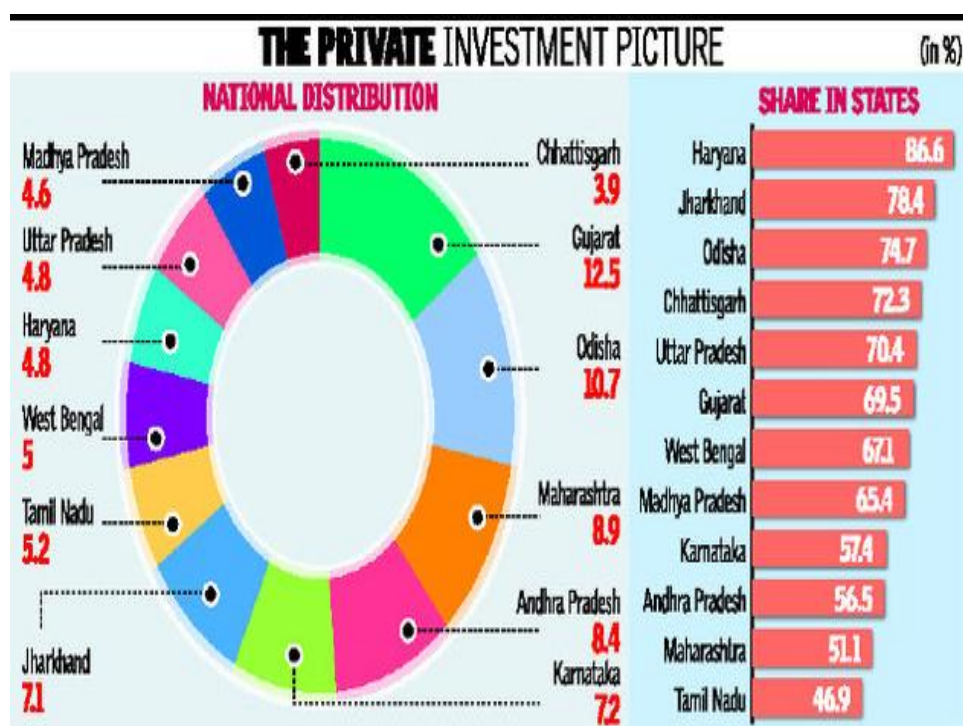
- Increased quality of life
- Increased access to essential items
- Increased production opportunities
- Lowered prices of essential items
- Increased value of human capital
- Improved social life of the middle class Indian
- Decreased the percentage of people living below the poverty line in India
- Changed the age old perception of poor agriculture based country to a rising manufacturing based country
- Effectuated increased research and development activity and spending
- Effectuated better higher education facilities especially in technical fields
- Ensured fair competition amongst market players
- Dissolved the concept of monopoly and thus neutralized market manipulation practices

The importance of private sector in Indian economy can be witnessed from the tremendous growth of Indian BPOs, Indian software companies, Indian private banks and financial service companies. The manufacturing industry of India is flooded with private Indian companies and in fact they dominate the said industry. Manufacturing companies covering sectors like automobile, chemicals, textiles, agri-foods, computer hardware, telecommunication equipment, and petrochemical products were the main driver of growth. The Indian BPO sector is more concentrated with rendering services

to overseas clients. The KPO sector is engaged in delivering knowledge based high-end services to clients.

Gujarat has topped the list of States with the highest share of outstanding private sector investments (including both domestic and foreign private sectors) across India as of June 2012, according to ASSOCHAM study. The State garnered an investment of Rs. 10.34 lakh crore, accounting for 12.5 per cent of the total outstanding private investment of Rs. 82 lakh crore. Gujarat was followed by Odisha (10.7 per cent) and Maharashtra (8.9 per cent) of private investment. This portrays the bureaucratic efficiency, infrastructure facilities and ease of land acquisition in Gujarat which has influenced the inflow of private investments that are mostly driven by profitability considerations.

In this study, the selected samples are those private sector companies which are privately owned by individual or group of individuals not by government undertaken. They are Indian private or locally based private companies including some BSE listed limited companies.



Source: ASSOCHAM, Business Line

Number of private sector companies selected for data collection:

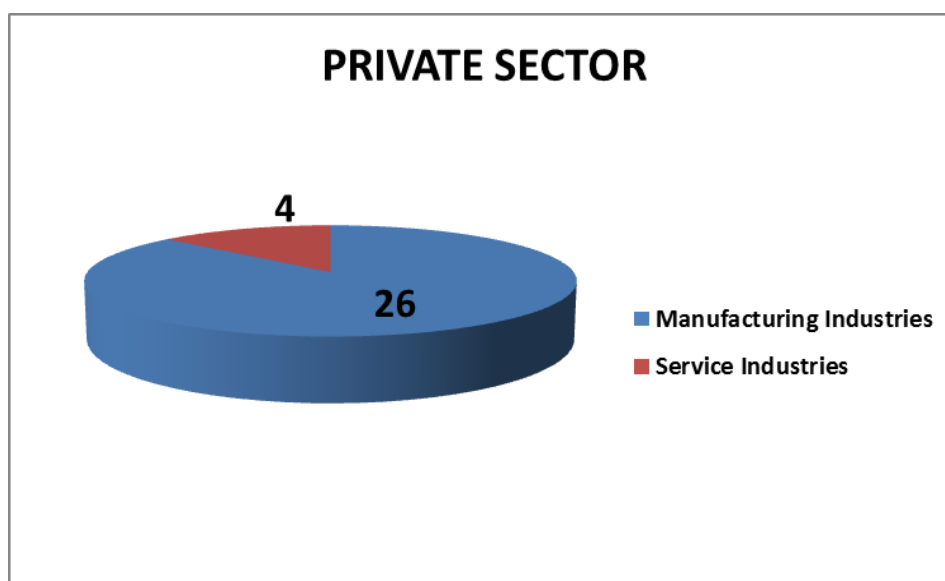
Private Sector	CSR Activities at Vadodara	CSR Activities not at Vadodara but elsewhere
Manufacturing Industries	26	08
Service Industries	04	08
Total	30	16
Grand Total: 46		

6.2 DATA ANALYSIS OF PRIVATE SECTOR CORPORATIONS: CSR ACTIVITIES ARE CARRIED OUT IN VADODARA REGION

The following is the list of selected private sector corporations (30) located in Vadodara region, comprising of both Manufacturing sectors and Service sectors and carrying their CSR activities in Vadodara.

Sr. No.	Manufacturing Sector	Sr. No.	Service Sector
1	Reliance Industries Limited (RIL)	27	Rishabh Software Pvt. Ltd.
2	Jubilant Life Sciences Limited	28	Big Bazaar
3	Synefra Engineering and Construction Limited	29	Pantaloon Fashion & Retail Limited
4	Alembic Limited	30	HDFC Bank Limited
5	Transpek Industry limited		
6	Kemrock Industries and Exports Ltd.		
7	Deepak Nitrate Limited		
8	Cosmo Films Pvt. Ltd		
9	Jyoti Limited		
10	Larsen and Toubro Limited (L&T)		
11	Conmat Systems Pvt. Ltd.		
12	Aditya Birla Insulator		
13	Apollo Tyre Limited		
14	Diamond Power Infrastructure Ltd.		

15	Inox India Limited (INOXCVA)		
16	Shaily Engineering Plastics Limited		
17	Golden Tobacco Limited		
18	CEAT Limited		
19	HNG Float Glass Limited		
20	Zydus Cadila		
21	R. R. Kabel (Ram Ratna Group)		
22	JCT Electronics Ltd.		
23	Piramal Glass Limited		
24	COSMOS IMPEX (India) Pvt. Ltd		
25	Rubamin Limited		
26	Vasu Healthcare Pvt. Ltd.		



6.2.i Reliance Industries Limited (RIL)

Introduction

Reliance Industries Limited is an Indian conglomerate company headquartered in Mumbai, India. The company operates in three segments: petrochemicals, refining and oil and gas. Its other segments include textile, retail business, Special Economic Zone (SEZ) development and telecom/broadband business. RIL, Vadodara Manufacturing Division (VMD) was earlier part of the Indian Petrochemicals Corporation Ltd. (IPCL) with Management control by Government of India. In 2002,

due to divestment of the equity, the management control went in the hands of Reliance Petro investments Limited (RPiL) of RIL Group. On 5 September, 2007, IPCL got merged with RIL. RIL, Vadodara Manufacturing Division (VMD) is multi-product manufacturing portfolio includes Polymers, Synthetic Rubber, Synthetic Fiber and Fiber Intermediates, Solvents and Industrial Chemicals.

CSR Activities

Beauty culture and health care training: 5000 village women/girls from villages in Undera and Bajwa villages are outreached. Dress making, Designing and Embroidery Training: 30 rural women/girls from villages benefited from this training program. Distribution of Sewing Machines: RIL, VMD had distributed twenty five sewing machines to the rural women of Dhanora, Bajwa, Karodia, Undera and Koyali. Tri-cycle distribution to 15 physically challenged Villagers from Poicha, Anghad, Dhanora, Khandi. Adult and Creative Education programs are held in Dhanora, Koyali and Bajwa villages. Jewellery Articles Making Training: Women/Girls from of Karachiya Village were benefited from this training.

Mobile Repairing Training: ten rural youth from Anghad, Dhanora and Koyali villages were given training which in turn will help them in self-employment. Electrical Technician Training: twenty five rural youth were imparted training. 15000 villagers outreached from the training given to rural youth in Computer training, Plumbing and Hand Pump Repairing.

Waste Land Development: 2000 saplings planted in Bajwa, Dhanora and Karodia villages. Fruit Sapling Distribution to Farmers: 750 Saplings are distributed to the farmers of Khandi and Poicha villages. Animal Medical Camp: Medical camp conducted for the benefit of villagers from Poicha and Khandi village whose main source of income depends on their Livestock. Almost 775 animals were checked in the camp which was organized with the help of Baroda Dairy.

Road Safety Awareness Rally: Road safety awareness program organized at Koyali and Undera schools. Around 1200 students participated in the rally. Safety Awareness and Training: Safety awareness and training program organized for the women of Dhanora/Rampura. Over 125 women participated in the awareness program.

Health and Hygiene awareness programs: Several awareness programs organized for the benefit of Rural Women and Youth on health and hygiene. Programs include prevention of Diabetes and Blood Pressure, how to improve Hemoglobin without taking expensive medicines and prevention of Kidney ailments. Tree Plantation: 2500 saplings planted in Surrounding villages and schools in Rampura, Dhanora and Undera, restoration and preservation of precious Artwork at VMD.

Computer Literacy Program: Computer Literacy Program for the students of Vth, VIth and VIIth Standard of Undera School organized in coordination with the students of The M. S. University of Baroda, Vadodara. Dristi Art and Essay Competition: Over 1400 youngsters/school children from VMD Family benefitted.

Water Conservation Awareness program in surrounding villages; provided support to NGO-SVADES for Community Welfare in forty surrounding villages of RIL/IOC/GSFC/GACL; sponsored project for AIDS awareness, hygiene and sanitation, education to villagers in coordination with NGO Society for Village Development in Petrochemicals Area (SVADES), Vadodara. Drug De-addiction Program: It is arranged for those who are addicted with drugs from the nearby villages.

RCC Roads were constructed in ten surrounding villages, water pumps constructed in three villages and Aaganwadis in two villages. The infrastructure development work was carried by RRDT (Reliance Rural Development Trust).

RIL provides scholarship to Meritorious Students under Dhirubhai Ambani Foundation (DAF), organizes summer coaching camps of various Games. RIL, Vadodara is associated in organizing Vadodara International Marathon organized for Cleanliness Drive in Vadodara. Several income generation programs are organized for Sakhi Mandal (SHGs) of surrounding villages in coordination with students of Faculty of Family and Community Sciences, The M.S. University of Baroda. These training programs are carried out in coordination with Jan Shikshan Sansthan (Min. of HRD- GOI, Village Panchayat).

Beneficiaries Account

The beneficiaries include nearby village people that cover children, students, women, youth, and elderly persons located in Anghad, Dhanora, Koyali, Bajwa, Poicha, Khandi, Rampura, Karodia, Karachiya, Shreki etc. An interaction with Panchyat member Pravinbhai Parmar and other ladies i.e. Meenaben Parmar, Gohal Urmilla Ganeshbhai, Madhuben (Bajwa Sarpanch) who attended women empowerment courses like tailoring beauty culture etc. shared nice reviews on courses run by the company and the benefits they have got from such programs.

6.2.ii Jubilant Life Sciences Limited

Introduction

Jubilant Life Sciences Limited is an integrated Pharmaceutical and Life Sciences company. As India's largest Custom Research and Manufacturing Services (CRAMS) player and a leading Drug Discovery and Development Solutions provider out of India, it is constantly engaged in delivering value to its global customers through innovative technologies, products and services. Today, it is well recognized as a 'Partner of Choice' by leading global pharmaceutical and Life Sciences companies. The Company through its presence in India, USA, Canada, Europe and China constantly serves its customers spread across 90 countries.

CSR Activities

Through its non-profit wing, Jubilant Bhartia Foundation (JBF), the company has been with all social initiatives that focus on primary education, basic healthcare and skill development for employability and self-sustenance. The company provides skill development courses (Skill Entrepreneurship Development Program) in collaboration with NABARD Bank which include tailoring, beauty parlour, computer literacy, plumbing, established Self Help Group (SHGs), Day Care centers, Dispensary, Mobile Dispensary and Specialized Health Camps, Blood donation camp, tree plantation etc. Health and environment related awareness programs are organized with the help of Eco-club, Swasthya Prahari and Occupational Health Centre for hygiene and environmental issues for their community mainly School Children and employee's family. In addition to celebrating World Environment Day, Earth Day, World Health Day, the company also organized various awareness programs on: General Health checkup, Tuberculosis, HIV/AIDS, Communicable Diseases like

Swine Flu etc. In Vadodara Unit, weekly community health programs are initiated in three villages namely Juna Samlaya, Karachia and Paswa. 780 patients benefited from this activity during July-September 2009. Under Pratibha Puraskar Program, 95 meritorious students of Gajraula and Samlaya blocks, who topped in Matriculation and Intermediate examinations, are awarded.

Muskaan Project established in 2007 supports rural government Primary Education System. 4 ceiling fans are provided to Juna Primary School, Samlaya. Other accessories like school uniform, bags, stationeries etc. are also provided. The company involves into rural infrastructure in nearby villages.

Beneficiaries Account

School children, women and youth, nearby village people at large located in Juna Samlaya, Karachia and Paswa are beneficiaries of the company. In the Juna Primary School, the teachers said that the students have received bags, uniforms, stationeries and the company also planted many trees in and around the village and school.

6.2.iii Synefra Engineering and Construction Limited

Introduction

Synefra formerly known as Suzlon Infrastructure Ltd., (A Tanti Group Company) was established in 1998 with a focus to conceptualize, invest, develop and maintain hi-tech industrial infrastructure globally. Synefra offers a wide array of specialized services in: Excellence in Project Management (e-PM), Engineering, Procurement and Construction (EPC) and Special Economic Zones Development including integrated Facility Management Services (i-FMS).

CSR Activities

They celebrate of International Days to create awareness among the employees and communities about various issues. World Environment Day is celebrated by planting trees on SEZ, schools and common village lands. Employees, villagers, school teachers and students were participated. During the year 2011-12, 2116 trees were planted in and around the SEZ. Every year on 2nd February, blood donation drive is organized. 76 bottles blood was collected from the donor employees of Synefra and SE Forge and contract staff.

Promotion of Micro Finance and Micro Enterprise: Synefra is implementing Dilse project since 2009 in 6 villages around the SEZ. They work with women by organizing them into groups and introducing savings and credit transactions. Small micro enterprises are established by giving training to those who want to go for it. Formed 20 self-help groups have aggregate savings of Rs. 2.26 lakh. Their credit intake is Rs. 4.22 lakh with a recovery rate of 96%. Project funds have provided Rs. 2.70 lakh towards seed capital for micro enterprises to the women groups with the Government contributing Rs. 35000. The benefits availed through various government schemes facilitated by the project are Rs. 3.01 lakh. Partnered with CEE in 2009 and started Anandshala project in 10 schools in 10 villages around the SEZ. The project completed the implementation phase in 2011-12. There were two components – software and hardware. 1300 students and 52 teachers benefited from the trainings and activities of the project. ‘Best Anandshala Award’ announced and prizes were given in a function to 3 of the 10 schools. Synefra has built a school for Alwa Village. In 2011-12, it was handed over to Gram Panchayat and the children started using the premises. Installation of RO Plant and a Cooler for the Block Resource Centre is part of rural infrastructure.

Suzlon Foundation Day was celebrated in a unique way by 10 employees who gave one hour for cleaning the lagoon on the SEZ. There was also distribution of clothes to the construction laborers at GDA site – the clothes were collected through a ‘Clothes Collection Drive’ from the employees.

Integrated Agriculture Based Livelihood Program (IABLP) has a goal to enhance livelihood through improved agricultural practices like organic farming, cultivation methods and livestock productivity. Vermi composting beds and 12 composting pits were developed and people are using the compost in their fields. 60 farmers implemented SRI method in paddy cultivation. 3000 animals were vaccinated against HS and BQ diseases, 1950 poultry birds against Ranikhet disease, 132 goats against FMD disease, reducing morbidity and mortality and improving production. 1st phase of Agroveter training was given to three staff members of the IGSSS NGO, which is implementing Dilse project.

Beneficiaries Account

The beneficiaries' villages include Alwa, Pipariya, Amodar, Bhadol, Gulabpura, Narmadpura, Kamalapur, Gajadhara, Chipad and Vesaniya around Waghodia SEZ. The inhabitants of the village are not homogenous but consist of different castes such as Rajput, Bharwad, Rabari, Patel, Vankar, Bhaliya and Rathodiya (who are tribal and the poorest). The school authority said that through the project 'Anandshala', both students as well as teachers are getting benefitted from the trainings. Establishment of a primary school by Synefra is seen in Alwa village.

6.2.iv Alembic Limited

Introduction

Established in 1907, Alembic Pharmaceuticals is a pharmaceutical company with manufacturing facilities in Panelav near Halol, Vadodara and Baddi, India. The Company's R&D facilities are spearheading in the areas of Chemistry, Microbiology, Pharmaceutical Technology and Bio-Equivalence. Alembic is a certified ISO-9002, ISO-14001 and ISO 27001 company with manufacturing practices and facilities that conform to WHO-GMP guidelines.

CSR Activities

In the 1980s, the company initiated its rural development program, located near Panelav, close to Vadodara. The Rural Development Society started work amongst villagers in 50 villages. The objective was to provide self-employment and education opportunities for both the villagers and their children. Today, the society provides vocational training and education till the secondary level. The society also conducts health check-up camps and awareness programs for the villagers.

In 1964, Alembic established a hospital in honor of its founder, Bhailalbhai Amin. Now Bhailal Amin General Hospital (BAGH) in Vadodara is rated one of the best in Gujarat. It began as a one-room dispensary to cater to the employees of the company, and has since then grown to accommodate a 165-bed, four ICUs, secondary and tertiary care multi-specialty hospital with 150 doctors. The daily management of BAGH is taken care by family members of the founder to ensure seamless and quality healthcare.

Since 1959, the Alembic group under the aegis of its Uday Education Trust has been providing education through its five schools based in Vadodara and Bangalore with over 5000 students across primary, secondary and higher secondary streams in Vadodara and over 1,500 students in Bangalore. The 'Space Studio' in Vadodara was set up specially to provide a working facility to graduates in fine arts. Other activities and programs initiated by Alembic group consists of health education, health care and HIV/AIDS programs; vocational training; self-employment training; industrial co-operatives; Self Help Groups i.e. Papad and Snack services, hosiery and garment making, carpentry, Acrylics etc.; Yuvati Vikas Kendra i.e. Adolescent Girls center for psycho-social support, school support, adolescent counseling and youth development; Legal AID center; farmer training program and agriculture development; sanitation program etc. Alembic Pharmaceuticals Limited runs some of the reputed schools in Vadodara like Tejas, Alembic Vidhayalaya, Utkarsh Vidyalaya and D.R. Amin Memorial School.

Beneficiaries Account

Students, village people, women and youth, patients, Vadodara citizens etc. are the beneficiaries located in nearby operational areas i.e. Vadodara city, Panelav near Halol, Baddi etc. The members of Self Help Group shared that the company has helped them to form SHGs and started papad and snack services, hosiery and garment making, carpentry etc.

6.2.v Transpek Industry limited

Introduction

Transpek Industry Limited was set up in 1965, Corporate Headquarter at Vadodara initially for manufacturing Transparent Acrylic Sheets. Since then the Company has grown to become one of the leading manufacturers and exporters of a range of chemicals servicing the requirements of customers from a diverse range of industries - Textiles, Pharmaceuticals, Agrochemicals, Polymers, etc.

CSR Activities

Transpek is undertaken community development programs through its non-governmental organization, Shroff's Foundation Trust. Transpek also supports a host of other NGOs who are actively involved in community development. Some of these

are Shroffs Foundation Trust; United Way of Vadodara; Shram Mandir Trust, Sindrot; Bal Bhavan, Vadodara; Shrujan, Kutch; Vivekanand Research and Training Institute (VRTI); and Society for Clean Environment (SOCLEEN), Vadodara.

Transpek has established CSR department focusing on three main areas: Education, Health Care and Skill Enhancement. Training on Tailoring, Wiring, Welding, Plumbing, Mobile repairing are provided. Bus transport facilities to faculty members; tree plantation (around 100 trees planted at river bank temple of Nana Ekalbara); various medical camps at Mujpur village for Skin and Eye; distribution of free medicines which benefited 203 people; yearly awards are provided to meritorious students to encourage them; organized summer workshop for school children of surrounding villages (which is called KALRAV) in 2010-11; provided learning resources like blackboard, vessels, tables, benches with laminated top; distributed school uniform to school children etc. In 2008-09, Transpek Ltd. joined as industry partner under the Public Private Partnership (PPP) Scheme.

Under the Shroffs Foundation Trust, below are the themes of development activities:

Areas	Activities
Community Development	Samrath Program, Capacity Building of Samaj Shilpis, Strengthening of Self Help Groups
Natural Resource Management	Watershed Development, Rain Water Harvesting
Drudgery Reduction	Agro Tool Bank, Agri Resource Center
Livelihood Security	Livelihood Enhancement Team, Kamdhenu, Jute Diversification Program
Health Programs	Jivan Jyot, Preventing HIV/AIDS, CHANGE for Grass root Empowerment, Swami Vivekanand Swasthya Pariseva Prakalp
Education Programs	Training the Tribal Youth, Gyan Jyot, Protecting Children's Rights for Education

Beneficiaries Account

Village people, local community, tribal, youth and women, children are main beneficiaries located in Nana Ekalbara, Mujpur. Under Shroffs Foundation Trust, the

locations spreading into tribal belt of Chhota Udepur Center, Pavi Jetpur, Hodko, Banni, Kutch and Ekalbara in Padra. The youth stated that “we have gone through the trainings like mobile repairing, wiring, welding and have got practical learning”. Few of them got jobs in shops and companies.

6.2.vi Kemrock Industries and Exports Ltd.

Introduction

Established in 1981, Kemrock Industries and Exports Limited is a fully integrated global leader in the manufacture of Fiber Reinforced Composite Materials. Often outperforming traditional materials in the most demanding applications, Kemrock provides engineered solutions made possible by the exhaustive resources and in-house capability of its Vadodara facility.

CSR Activities

Education: Kemrock initiated improving Gram Shala (Primary School) in village Asoj. With the guidance of Shri Kalpesh Patel, CMD a team started to work renovation of a 100 years old school building for strengthening the walls and changing the roofing system. It has now considered as model school in the area which has 350 students from as much as 5 nearby villages. On the 100th anniversary of the school, CMD has distributed uniforms, shoes, bags and study material to the children. New advanced type blackboards have been fitted in the classrooms and a computer has been provided to the school. Company staffs are contributing in providing computer education to the children. The company has also installed RO system for drinking water purification and water cooler of adequate capacity.

ITI, Jabugam: Kemrock has adopted industrial training institute at Jabugam near Bodeli, located in tribal area for uplifting it to Centre of Excellence. Initial emphasis was in improving the confidence level and communication skill of students from the tribal area.

Skill Upgradation for Engineering Students: Kemrock participated in skill upgradation plan jointly by Government of Gujarat and CSM Software, Bangalore for introducing global level skill for equipment design, process development and ship building skills at Faculty of Technology and Engineering, Vadodara, L.D. Engineering College, Ahmedabad and Government Polytechnic, Rajkot.

Rural art to International Level: Kemrock has sponsored an international platform ‘Village India Experience - Gujarat Exhibition’ for the artisans of the tribal, Bhil community, living in the region where this art exhibited. It also provides support to Sahaj, an NGO, which focuses on local tribal women and their livelihood enhancement.

Support to Religious Activities: Kemrock provides basic facilities of snacks, food to pedestrian pilgrimages to Pavagadh, Vadodara and supports the religious and social activities in the surrounding villages during major festivals like Navratri, Ganesh Chaturthi etc.

Help during Emergency Situation: Kemrock arranged to distribute food packets and other requirement to all the villagers in the surrounding villages during heavy floods, provides fire tender along with crew during any situation of fire in the surrounding region free of cost, Ambulance during any health related emergency to surrounding areas.

Beneficiaries Account

School Students as well as technical students, tribal people, local community etc. are the main beneficiaries located in Asoj, Pavagadh, Jabugam etc. Renovation of primary school is seen with installation of RO system for drinking water in the Asoj village.

6.2.vii Deepak Nitrate Limited

Introduction

Deepak Nitrite is a chemical industry manufactures Pharma, Rubber, Colorants and Imaging chemicals headquartered at Vadodara. It has manufacturing facilities at Nandesari, Vadodara, in Gujarat and at Pune, Roha, Taloja in Maharashtra and Hyderabad. All of them are complying with ISO 9001: 2008 standards.

CSR Activities

The Deepak Medical Foundation (DMF) and Deepak Charitable Trust (DCT) formed by the Deepak Group works towards the upliftment of the Quality of life of people living in Nandesari, Vadodara, (Gujarat) and Taloja (Maharashtra). They provide various services which include medical services, vocational training and educational programs. Numerous "Balwadis" (nurseries and day care centers) have also been set

up to ensure a sound and basic foundation for the next generation. Responsible Care Certified Deepak Nitrite Ltd is awarded Business world FICCI CSR Award 2011-12.



The first initiative was a small 15 bedded maternal and child care hospital to provide curative and preventive services for the industrial workers living around 30 villages comprising 40,000 population surrounding the industrial belt, Nandesari, Vadodara. An Emergency Transport Facility was established in 1982. This service assisted government in delivering maternal and child care services in these 30 villages. The Foundation gradually made a foray into sectors like livelihood promoting by setting up first women's dairy cooperative societies and women's self-help groups, disaster relief and rehabilitation, preschool education, HIV prevention and adolescent health. In the early nineties the Foundation started to promote socio-economic development of the communities through Women's Savings, Credit groups and the first Women's Diary Cooperative in 1995. Due to heavy influx of migrant workers in industrial belts, the Foundation initiated HIV/AIDS prevention interventions in 1997. Since 2004-2005 the Deepak Foundation is in partnership with the Department of Health and Family Welfare, Government of Gujarat and it also provides motherhood and child survival in the entire tribal area of Vadodara district. Today, the Organization has evolved into a full-fledged Foundation covering all 1548 villages of Vadodara district in Gujarat. The interventions that initially catered to the needs of only the industrial workers for nearly twenty years today through its multifaceted programs reaches out to nearly 2 million population spread over 1548 villages of Vadodara district to provide services in various development sectors through Public Private Partnership (PPP). The Deepak Foundation operates several projects. The main-focus is on SMCS and KALP-Project.

Safe Motherhood and Child Survival (SMCS)

The SMCS-Project has been implemented since 2005 in cooperation with the government of Gujarat. The project aims to reduce the infant and maternal mortality in the district by the existing government health delivery systems. The key components of the project are:

1. Formation and strengthening of Village Health and Sanitation Committees.
2. Behavior Change Communications through village volunteers i.e. Accredited Social Health Activists (ASHAs).
3. Setting up emergency transport network and two Mobile Health Units in difficult tribal areas.
4. Establishment of Comprehensive Emergency Obstetric and Newborn Care (CEmONC) unit linked to a Community Health Centre covering 9 lakh tribal populations.
5. Setting up Help Desk at district level receiving referral cases from peripheral areas.
6. Providing a comprehensive package of services for anemia prevention and control.

Kawant Livelihood Project (KALP)

Started in 2009, the KALP-Project contains multiple steps to develop livelihood in Kawant. Kawant comprises more than 30,000 households. Holistic development through people's participation calls for integration of services at grass roots level. The project has been implemented in partnership with the Tribal Development Department, Government of Gujarat. The foundation plans to undertake the following:

1. Promote livelihood opportunities in conventional and potential farm and non-farm sectors.
2. Generate additional employment through skills development, extension and credit support and micro entrepreneurship promotion.
3. Mitigate distress migration by the creation of a strong social safety net for the vulnerable groups and create fall back employment sources.
4. Promote community participation in the process of development and establish Kawant Development Corporation under section 25 of the Companies Act.

Beneficiaries Account

Women and children, tribal people, village people located in Kawant, Nandesari are the beneficiaries. They claimed that they have covered 1548 villages of Vadodara district. The beneficiary women shared that they have got treatment during their pregnancy time and the care taken for the child was satisfactory. Mobile health units are also available for tribal people.

6.2.viii Cosmo Films Pvt. Ltd

Introduction

COSMO is the global manufacturer of BOPP Films and after acquiring GBC's Commercial Print finishing business, the Company has become the largest producer of thermal films in the world. A state-of-art manufacturing units in India, Korea and USA helps them in delivering world class packaging and thermal lamination solutions across the globe. COSMO Films established plant in Karjan, Vadodara.

CSR Activities

Computer Literacy Program: Cosmo Foundation initiated Computer Literacy Program based on the needs of the surrounding area. The program has built partnership with 10 government grant-in-aid local schools in 8 neighboring villages of CFL Plant, covers 1801 students from class I to XII, imparts computer skills on Window and Linux based operating systems, has designed curriculum, modules for teachers training and assessment system for teachers and students, Awards Computer to the best adjudged performers, basic computer course for youth in summer holidays.

Cosmo Gyan Vihar Kendra: The major challenge faced by the Computer Literacy Program was lack of reading and writing skills among many students. Based on study only 45.3% students from class V could read class II text books, 43% students could do subtraction and 40.6% students could tell time in Gujarati. The data suggested children lack basic reading and arithmetic skills which subsequently has an adverse effect and hampers their overall learning. To tackle this social issue, Cosmo Gyan Vihar Kendra was set up to strengthen basic reading, writing, arithmetic skills as well as to teach students to explore, experiment and express their thoughts and emotions effectively.

Significant features include:

- building linkages with primary schools in 6 villages;

- identification, enrollment and grading of the students;
- designing of curriculum, teachers training and assessment;
- focus on teaching language, mathematics and computer;
- Enrolment of 469 students representing from class II to VII;
- Bal mela – An activity fair for children to promote joyful learning.

Basic English Learning: Cosmo Foundations works at two levels by providing:

- Systematic English coaching with self-learning material for CF functionaries and
- Special inputs to 5th to 10th class students in selected schools with 334 students covered in 2011

Career Guidance Program: The program seeks to sensitize the students in understanding the importance of 10th grade as a turning point in their career, generating interest in studying the challenging subjects and providing exposures to a range of non-stereotyped careers. The program serves to the students across the schools and villages.

Education Aid to Slum Children: Since 2001, Cosmo Films has partnered with Bhartiya Samaj Seva Kendra, a local non-profit organization. Every year, eight students, from class VI to diploma courses are chosen and awarded educational aid.

COSMO has awarded Africa CSR Leadership Awards, Mauritius on 12th December 2012.

Beneficiaries Account

School students, both boys and girls are the most important beneficiaries located in Karjan and nearby villages. An interaction with computer teacher Gandhi Mittal and Dimpal Patel, Chirag Parmar (cluster coordinator) shared that they have got jobs to impart computer and other courses organized by the company and got good exposure.

6.2.ix Jyoti Limited

Introduction

The Jyoti Group of Companies is a conglomeration of industrial units involved in manufacturing and marketing of electrical and hydraulic engineering equipment used extensively in the vital sectors of national and international economy. Jyoti made a modest beginning, as an engineering department of Alembic Chemical Works Ltd.

Vadodara, under the leadership of late Rajmitra Bhailalbhai Amin. In 1943, the engineering department developed into an independent Private Ltd.

CSR Activities

Education: Jyoti Limited supports Navrachana School, Sama, Vadodara. Founded in 1967 by the Navrachana Education Society, the School draws its strength from a 43 year track record of excellence. Navrachana Vidyani Vidyalaya commenced operations in the year 2000, Nav-Prerna activity was started in the year 2002, Navrachana International School commenced operations in the year 2003. Navrachana University commenced operations in the year 2009.

Community Development: Jyoti Ltd supports NGOs like Society for Clean Environment, Community Science Centre, V-One Society, Citizens Blood Donation Society, Vadodara Marathon, etc. including infrastructure, financial, manpower, etc. As a part of its CSR obligation, Jyoti Ltd. was one of the Co-Sponsors for all the three Marathons held in the city of Vadodara. First Marathon supported the Vadodara Traffic Education Trust formed to help the local police authorities by forming a corpus and recruiting additional contractual manpower to help regular police force in educating and regulating the traffic. Second Marathon was organized with the theme “Clean Vadodara Green Vadodara”. Marathon held in February, 2012 to celebrate the spirit of the city and the 150th Birth Anniversary of Maharaja Sayajirao Gaekwad. The main Marathon event was preceded by events like Laser Show, painting exhibition, etc. and was followed by a grand musical program by noted singer Kailash Kher, Sunidhi Chauhan etc. Jyoti Ltd. has been sponsoring the Annual Essay Writing Competition conducted by Forum of Free Enterprise, Mumbai since 1956.

Environment: Importance of development and popularization of renewable sources of energy and Gujarat Energy Development Agency (GEDA) was set up under the Chairmanship of late Dr. Nanubhai Amin. Sardar Patel Renewable Energy Research Institute (formerly known as Jyoti Solar Energy Institute) was set up in 1979 in response to the need for developing renewable energy based systems particularly relevant to rural areas. The Company has till date manufactured, supplied, installed and commissioned about 400 MW capacity of hydro power equipment in India and abroad. Hydro power is a clean source and the company is striving to develop newer and more efficient models and contribute for cleaner and greener future.

Beneficiaries Account

Students, citizens etc. are the beneficiaries of the company. The organizer of Vadodara Marathon shared that Jyoti Limited is one of the patron donor of the event.

6.2.x Larsen and Toubro Limited (L&T)

Introduction

Larsen and Toubro is also known as L&T, is an Indian multinational conglomerate headquartered in Mumbai, India. The company was founded in Mumbai in 1938 by two Danish engineers, Henning Holck-Larsen and Soren Kristian Toubro. L & T, Vadodara offers single point design, engineering and development solutions for core sector industries mid and downstream hydro carbon projects, power plant and water system technologies including integrated engineering services.

CSR Activities

CSI (Corporate Social Initiatives) set up at Vadodara has expended its activities in the identified trust areas and its ladies club has taken keen interest in education programs and support to specially abled. The CSR areas included are mother and child health, health camp, education, skill building, project 'Neev', distribution of uniforms, donation of education kits to schools in Waghodia village, summer camp for students, prepared teaching material for Balwadi teachers in regional language calls 'Vidya Arambhasanskaram', tailoring courses for women particularly in Ekta Nagar, Slum of Vadodara. L&T Ladies Welfare Association-Vadodara, 'Darshan' is a welfare association started in 1995 by spouses of L&T employees. Members are spouses, lady employees, and mothers of L&T employees. The objectives of this association are to perform work for charity, extend moral, physical and financial support to the underprivileged of our society. It is contributing to the various needs of such institutions like old age homes, schools for the physically and mentally challenged children and giving main focus on women empowerment and children health and education etc.

Social Initiatives by Darshan:

Three Major Projects are undertaken by 'Darshan'

- Project Neev
- Project Samarth
- Project Kiran

Project Neev:

Arpan Special School	School for 125 physically and mentally challenged children, Regular visits by members, creating a good rapport with the children; Darshan provides outlets for their hand-made product, Donated Rs. 150,000 towards furnishing of a new classroom.
Jalaram Old Age Home, Shram Mandir and Leprosy Home	Monthly visits by members to the old age home, Bhajans, festivals and interaction with the senior citizens, Donated a bobbin-winding machine and mattresses to the leprosy home, Celebrated Gandhi Jayanthi with inmates and the kids club for children.
Disha- Autism Centre	Provides therapies and rehabilitative services to children with Autism, Down's syndrome, cerebral Palsy and multiple disabilities, Darshan sponsors 5 needy children, has plans to support more such children, Providing outlet for the handicrafts made by children.

Project Samarth - Women Empowerment:

Project started in August, 2009. Tailoring classes and embroidery classes are conducted for ladies of Ekta Naga Slum area. Mehendi classes are started from March, 2011.
These classes are conducted in Ekta Nagar. Darshan, pays for the training and also finds marketing avenues for the finished product.
Certified beautician courses and housekeeping courses are on the pipeline. This will find new avenues for jobs.
Certified tailoring classes are being conducted at Energy centre. It will become a proper vocational training centre for various activities.

Project Kiran - A RAY of Hope:

Darshan, started working with a Maa Bharti Municipal School, Akota from August 2010. The school has classes from class 1 to class 5 with strength of 300 students. Darshan celebrates Diwali, children's day and Independence day with them. These children are encouraged to participate in Indradhanush Annual Day program. DVD with educational CDs, Music System and Mattresses were provided for the school.

It conducted a complete medical checkup with special attention to Dental and Eyes, follow up treatments are also taken for the kids.
--

Members go to the school regularly to teach English, Hindi Poems, English rhymes, Moral stories and personal hygiene are also taught. Roofing and complete painting of the school premises was taken up.
--

Beneficiaries Account

School children, women, slum children, physically challenged etc. are the main beneficiaries located in Waghodia and around Vadodara. An interaction with spouses of L&T employees shared they feel nice to work for social cause. Conduct of women self-independent courses like tailoring, beauty parlour etc. were also endorsed by women in nearby villages.

6.2.xi Conmat Systems Pvt. Ltd.

Introduction

CONMAT is a group of companies, engaged in designing and manufacturing Construction Equipment, Material Handling Systems, Industrial Storage Systems and Industrial Automation and Service provider for Oil & Gas Pipeline. CONMAT produces Automatic Concrete Batching and Mixing Plants, Transit Mixers, Concrete Pumps and Concrete Paving Machines for Canals and Roads.

CSR Activities

Every year COMMAT organizes “Plantathon” in collaboration with Times of India on Environment Day. The company has distributed more than 30,000 saplings at 9 different gardens in Baroda. A competition was also organized to write about improving the environment, and the winners were awarded with a trip to Himalayas and opportunity to meet Padma Vibhushan Mr. Sunderlal Bahuguna, the famous Chipko Andolan Leader. Creating environmental awareness programs in schools and colleges by associating for various events and competitions like “Conmat Cosmopolitan Tree Garden Award” in collaboration with Rotary Club of Baroda. Organizing and supporting the famous Swastik Rangoli Exhibition for the last several years, in order to revive this non-rewarding and non-commercial art, Eco- Friendly

Immersion of Lord Ganesh. The company provides education to villagers to care for environment in collaboration with AIESEC, an international student organization.

Beneficiaries Account

Students, citizens, local villages etc. are the beneficiaries of the company. The beneficiary AIESEC, an NGO, located in Fatehgunj, Vadodara, shared that they have been associating with the company since a long time and working for the development of nearby villages of the operation area of Pore, Vadodara.

6.2.xii Aditya Birla Insulator (ABI)

Introduction

Aditya Birla Insulators, the Indian manufacturer of high voltage porcelain insulators is a subsidiary of Aditya Birla Nuvo Ltd. World class technology and produce high quality insulators at state-of-the-art manufacturing facilities. Aditya Birla Insulators is the country's largest, and the world's fourth largest manufacturer of electrical insulators and the product range includes hollow, solid core, disc, pin, post insulators, finding applications in substation equipment and in transmission systems. The products are exported to over 58 countries worldwide, with focused markets in Europe, America, Middle East, Africa and China.

CSR Activities

According to the Chairperson of Aditya Birla Group, Mrs. Rajashree Birla, the CSR referred to as “To actively contribute to the social and economic development of the communities in which we operate. In doing so, build a better, sustainable way of life for the weaker sections of society and raise the country's human development index.” The focus areas for CSR are: (1) Education, (2) Health Care, (3) Social Cause, (4) Quality of life improvement and (5) Agriculture.

Aditya Birla Insulator has donated and made boiler operational for girl inmates of Kasturba Gandhi Balika Vidyalaya (KGBV) School, tree plantation in schools, RO plant fixation. Conducted free blood sugar camp by ABI Staff colony club house for residents, around 23 members were participated from Staff Colony. Blood donation camp by Red Cross Society was organized on 14th November 2011, the birth anniversary of founder late Mr. Aditya Vikram Birla at Halol unit where 112 unit

blood has collected. Each donor was given a small gift as a token of appreciation. Pulse Polio: ABI felicitated 41 Polio booths in Halol Taluka and 843 drops were given. The company sponsored one day snacks for the students of Akhil Bhartiya Vidhyathi Parishad, Halol. The company has taken up various activities like developing a park cum garden, renovating a school, constructing four separate ladies bathrooms at ABI workmen colony. Organized two days program on sustainable livelihood covering training of chemical products making like detergent, phenyl, rose water, liquid soap, candle making etc. 45 ladies were participated. Two days program on sustainable livelihood on beauty parlour and health care was organized for 56 ladies. Organized framers meet in collaboration with NABARD-DDM and IFFCO-DAO focusing problems on unavailability of irrigation and water storage covering 72 farmers including Sarpanch and Depty Sarpanch of Sathrota village. Around 202 blankets were distributed to BPL families in Sathrota, Gambhirpura and Heerapura villages.

Beneficiaries Account

Local communities, workmen, colony staff, women, farmers, students etc. are the beneficiaries of the company located mainly nearby Sathrota, Gambhirpura and Heerapura villages. In Kasturba Gandhi Balika Vidyalaya (KGBV) School, the authority said that the company has provided boiler and RO system to the school and also planted many trees in and around the school.

6.2.xiii Apollo Tyre Limited

Introduction

Apollo Tyres Ltd is the world's 15th biggest tyre manufacturer with annual consolidated revenues of Rs 121.5 billion in 2011. It was founded in 1976. Its first plant was commissioned in Perambra, Kerala. In 2006 the company acquired Dunlop Tyres International of South Africa. The company now has four manufacturing units in India, two in South Africa, and two in Zimbabwe and one in Netherlands.

CSR Activities

The biggest and most comprehensive initiative under company's CSR work is on HIV-AIDS prevention and awareness.

Three key stakeholder groups are -

1. Commercial vehicle customers or the trucking community,
2. Employees and
3. Business partners are addressed directly through Apollo's HIV-AIDS program.

Other activities are community infrastructure development, healthcare, education, agriculture empowerment in nearby villages and road safety. In association with the local taluka's development program, Apollo has initiated adult literacy classes for over 60 women in the nearby two villages. These are evening classes, held five days a week in the premises of the local school. The aim is to spread the program to cover all adults in the two villages i.e. Limda and Ishwarpura, Vadodara. Apollo Tyres is supporting an Emergency Medical Service (EMS) for the city. The EMS program is being implemented by a local NGO Lifeline Foundation, with experts in highway rescue and a doctor trained in emergency rescue and care. Through a common four-digit phone number, 24-hour emergency help will soon be available to every Baroda resident cutting down on deaths and casualties due to delays in medical care to a patient.

Beneficiaries Account

Trucking community, local village people located in Limda and Ishwarpura villages. The women who attended evening classes were shared that they attended the evening time classes and learnt many useful things for their living.

6.2.xiv Diamond Power Infrastructure Ltd.

Introduction

Starting in 1970, Diamond Power Infrastructure Ltd. has is integrated manufacturer of power transmission equipment and turnkey services provider (EPC), Power transmission and distribution and a product range that covers nearly 80% of the T&D infrastructure requirements. They have in-house manufacturing facilities for cables, conductors, transformers and transmission towers.

CSR Activities

Diamond Power has supported in school building, school renovation in nearby village. The company supports various social causes such as tree plantation, free

medical checkup for villagers, cleanliness drives (Vadodara International Marathon), traffic sensitivity drives, contribute to religious functions and slum development activities. The company adopted ten Anganwadis as approached by VMC.

Beneficiaries Account

Local communities, villagers, etc. are beneficiaries located around Jarod, Garadiya, and Vadodara etc. School renovation and tree plantation have been seen during the visit to the Jarod village.

6.2.xv Inox India Limited (INOXCVA)

Introduction

INOXCVA, headquartered in Vadodara is an ISO 9001-2000 and OHSAS 18001 certified company focused in design, manufacture and supply of vacuum insulated cryogenic tanks used for storage, distribution and transportation of Industrial Gases such as Liquid Oxygen, Nitrogen, Argon, N₂O, CO₂ and LNG.

CSR Activities

INOX has adopted an ITI in Lunawada, Vadodara under PPP mode for training in the trade of welder. Around 20 trained people were hired from the same institute by the company. Tree plantation, environment awareness, contribution to religious functions etc. are also part of their CSR activities.

Beneficiaries Account

Students, tribal people are the beneficiaries of the company located in Lunawada and Panchmahal. Tree plantation and environment awareness camps have noticed during the visit.

6.2.xvi Shaily Engineering Plastics Limited

Introduction

Shaily Engineering Plastics Ltd (Shaily) established in 1987 with 2 injection molding machines at Halol, Vadodara. In 1994 Shaily setup its second facility at Rania, Gujarat that is now the company's headquarters. It manufactures plastic components from high performance and ultra-high performance polymers. Today the services are

such as pad printing, vacuum metalizing, hot stamping, hot foiling, ultrasonic welding, vibration welding and assemblies.

CSR Activities

The company has organized various events like free medical checkup, education awareness programs, meditation camps by Art of Living trainers, training on corporate managerial skills and campus interviews at various educational institutes. Other activities included are distribution of inspirational book i.e. The Gift of Life, tree plantation, employee get-together including workmen where around 1400 people were participated.

Beneficiaries Account

Local communities, school children are main beneficiaries located in Halol, Rania, GTO etc. The beneficiaries viewed that they have gone through the 'Art of Living classes' organized by the company.

6.2.xvii Golden Tobacco Limited

Introduction

Golden Tobacco Ltd, the flagship of Dalmia group is in the cigarette market and processed tobacco. They manufacture various categories of cigarettes, namely full flavor, lights, ultra lights, menthol, menthol lights and extra menthol lights. The company later diversified into petrochemicals, additives, paper, marine products, etc. The company has manufacturing units, located at Mumbai in Maharashtra and Vadodara in Gujarat.

CSR Activities

The company has organized blood donation camps, yoga classes etc. They give donation to various social and religious events. Other CSR activities are tree plantation, help people in natural calamities, donate one day salary for social causes.

Beneficiaries Account

Poor and village people are the main beneficiaries of the company. An interaction with HR employees as beneficiary shared that they donate one day salary to company's CSR activities and feel good to do this cause.

6.2.xviii CEAT Limited

Introduction

CEAT Limited is a tyre manufacturing company based in Mumbai. CEAT is an abbreviation for Cavi Elettrici e Affini Torino (Electrical Cables and Allied Products of Turin). Founded in Italy as CEAT Tyres by Virginio Bruni Tedeschi, the company established its manufacturing in India in 1958 and was sold to Pirelli by Virginio's heir Alberto Tedeschi (Carla Bruni's grandfather) in the 1970s. The company's Indian division was then taken over by RPG Enterprises in the year 1982 which also got the rights to the CEAT brand and renamed the company as CEAT Limited.

CSR Activities

Under education program the company runs a flagship program called Akshar works for children studying in public schools, started Computer classes for BPL (Below Poverty Line) students at Palej in Gujarat, donates old clothes of employee and contract people to nearby villages, also donated chairs and tables to Tarsali ITI, organized career development program for employees. The company organized blood donation camps where around 84 units of blood were collected. Tree plantation, contribute to social and religious events etc. are other CSR activities of the company.

Beneficiaries Account

School children, local communities etc. are the beneficiaries of the company. The beneficiaries said that they have received clothes which are donated by the company. The company's employees who donated blood informed that nearly 84 units have been collected during the blood donation camps.

6.2.xix HNG Float Glass Limited

Introduction

HNG Float Glass Limited was incorporated in 2006 in Halol, Vadodara under the flagship of the HNG Group to manufacture different varieties of float glass. The company started with a capital outlay of INR 550 Cr and has an installed capacity of 600 TPD. HNG Float Glass Limited was established by the HNG Group for a synergic diversification of their line of business.

CSR Activities

The company CSR activities include distribution of school furniture, stationeries, note books to nearby school and 30 chairs for Panchayat. The company supported in construction of drinking water facility for laborers, donated Rs. 1 lac for furniture to Government Girls School, and donated Rs. 5 lac for gymkhana renovation which is run by government.

Beneficiaries Account

School children, local villagers of Chandrapura are the beneficiaries of the company. The government gym authority near Halol informed that they have got Rs.5 lac to renovate the building and they have renovated and brought a few necessary equipment for the gym.

6.2.xx Zydus Cadila

Introduction

Zydus Cadila is a global pharmaceutical company that discovers, develops, manufactures and markets of healthcare products. In Vadodara, Zydus Cadila's plant at Dhabhasa, in Padra taluka, was commissioned in 1997 by a company called Banyan Chemicals, and acquired by Zydus Cadila in 2002. The plant has a 90 million tonne capacity. It is an FDA-approved facility and also approved WHO GMP guidelines.

CSR Activities

The company in Vadodara organizes free medical camps like ENT, dental, pathological checkups etc. The company distributed school uniforms to nearby village school children. Tree plantation and environment awareness is also part of their CSR.

Beneficiaries account

School children, local communities are the beneficiaries of the company located in Dabhasa, Umraya and Ekalbara. The students of the nearby schools shared that they have received school uniform from the company and also planted many trees in the village and school premises.

6.2.xxi R. R. Kabel Limited

Introduction

RR Kabel Limited manufactures electrical and fire-safe wires and cables. The company provides single/multi core control, armored/unarmored, shielded, braided, and building wires and cables for the insulation and sheathing of halogen free flame retardant, cross linked polyethylene, heat resistant PVC, and flame retardant low smoke PVC polymers. RR Kabel Limited operates as a subsidiary of Ram Ratna Wires Ltd.

CSR Activities

The company is organized free medical camps to the nearby villages. Other CSR activities include celebration of RR Day every year on 5th May, tree plantation and provide tree guards, distribution of slippers to school children. They have constructed Balwadi in Waghodia.

Beneficiaries Account

School children, tribal and local communities are the beneficiaries located near operations area of Waghodia and Silvassa. The beneficiaries of the villages said that the company has organized free medical camps and they have got free treatment and medicines as well.

6.2.xxii JCT Electronics Ltd.

Introduction

JCT Electronics Limited (JCTEL) is a flagship company of the Thapar Group founded in the 1920's. The Thapar Group comprises of 54 companies and 84 manufacturing plants. In 1996, JCTEL set-up a new Greenfield plant near Vadodara in Gujarat. It is engineered in-house with Hitachi's assistance to manufacture one million CPTs per annum which were increased to 4.80 million CPTs over a period of time. The plant has capabilities to manufacture 14", 20", 21" Pure Flat and 21" Ultra Slim tubes.

CSR Activities

The company is made financial help to construct of toilets blocks for APL (Above Poverty Line) and BPL (Below Poverty Line) people. They have conducted awareness

camps on environment, tree plantation; provided free medical camps to nearby villages, helped in upliftment of Anganwadi at nearby villages etc.

Beneficiaries Account

Nearby villages and villagers are the beneficiaries of the company located near Karjan, Kandhari, Kharda. The families of BPL shared that toilet blocks are made by the company and also assisted to nearby Anganwadi renovation.

6.2.xxiii Piramal Glass Limited

Introduction

Piramal Glass, earlier known as Gujarat Glass is glass packaging company providing packaging for pharmaceutical and perfume industry. Prior to acquisition in 1984 by Piramal Group, the company located its manufacturing plant in Kosamba, Gujarat. Piramal Glass invested Rs.100 crore on capacity expansion at its Jambusar unit in Vadodara through a Greenfield project.

CSR Activities

Piramal Glass organizes free medical checkup camps. They are involved into empowerment programs and tree plantation. The company is distributed gifts to meritorious students in nearby schools. They contributed to become part of Bal Bhavan.

Beneficiaries Account

School children, local villages are the beneficiaries located near Jambusar, Gajera, Uchchhad, Masar road. The beneficiaries said that free medical camps were conducted by the company along with tree plantation in the villages.

6.2.xxiv Cosmos Impex (India) Pvt. Ltd

Introduction

COSMOS, headquartered in Vadodara, is a solution provider in the field of Machine Tools comprising Machining Centres, Turning Centres, EDM's, SPM's and allied equipment having its roots in the year 1987 as a startup selling cutting tools.

CSR Activities

Cosmos CSR activities comprise: distribution of notebooks and gift to schools in Laxmipura village and celebration of social and religious functions. The company celebrates tree plantation every on 5th June i.e. Environment Day.

Beneficiaries Account

School children, employees are the beneficiaries of the company. The employees of the company taken as beneficiaries shared that the company celebrated most of the festivals and get a chance to get together with family, received gifts and bonus during Diwali etc.

6.2. xxv Rubamin Limited

Introduction

Rubamin is a chemicals and metals company with operations in India, U.A.E. and Democratic Republic of Congo. Its corporate office is located in Subhanpura, Vadodara. The core business activities comprise manufacturing of Specialty Metal Chemicals, Metal Intermediates and Mineral Exploration.

CSR Activities

The company's CSR activities are tree plantation and green environment, blood donation camp, medical awareness camp, sponsoring various events e.g. Vadodara Marathon, recreational activities, health care and education to nearby villages.

Beneficiaries Account

Local community, citizens, etc. are the main beneficiaries of the company. The organizer of the Vadodara Marathon shared that Rubamin is also one of the sponsors of the event.

6.2.xxvi Vasu Healthcare Pvt. Ltd.

Introduction

The company is established in 1980. Vasu Healthcare has been taking consistent strides in healthcare sector. A privately owned Indian Company, Vasu Healthcare originally focused on patented formulations of herbal/ayurvedic origin. Today Vasu Healthcare is engaged in ayurvedic/herbal formulations of natural origin, active

ingredient enriched, standard extract based natural formulations and natural Over The Counter (OTC) health care products.

CSR Activities

The company organizes free medical camps, offer subsidized medicines to the needy, help people in case of any occurrences of epidemic. They also set up temporary project teams -'Vasudhars' for carrying out the CSR related task, offers cash donations to NGOs and Institutions working, promoting practical training through industrial exposure to students of various pharmacy colleges etc., “Patient Value” by means of creating awareness in the society for certain chronic ailments like Benign Prostatic Hyperplasia (BPH), Arthritis, Osteoporosis by organizing community level programs with social groups like Senior citizens' associations, Pensioners association, Laughing club, Lions club etc. The company has also set up VASU Foundation, provides aid to medical establishments working for the challenged, schools and colleges for education of poor children, victims of natural calamities, for setting up libraries to give vocational guidance to poor students etc.

Beneficiaries Account

Poor people, children, students etc. are the main beneficiaries of the company. The beneficiaries said that they have received free medical treatment and subsidized medicines.

6.2.xxviii Rishabh Software Pvt. Ltd.

Introduction

Rishabh Software is a CMMI Level-3 company that provides offshore software development and business process services since 1999. Through the offices in the US (Silicon Valley), UK (London) and India (Vadodara, Mumbai) it provides service to global clients and executed software development, BPO and Engineering services. The headquarter office is located in Vadodara.

CSR Activities

The company is having own trust called ‘Rishabh Charitable Trust’. Every year the company organizes blood donation camp in the month of February which is a two day program. The company was involved in ‘Cleanathon’ Vadodara where the employees

took part in cleanliness drive to clean 5 km area of operation road alongside Gajanan Complex down to Akota Garden. Rishabh Charitable Trust is started free ambulances.

Beneficiaries Account

Employees, citizens of Vadodara etc. are the beneficiaries of the company. An interaction with employees as main beneficiaries of the company explained that they were part of 'Cleanathon' and served to clean 5 km of cleanliness drive and also donated blood on the occasion of Valentines' Day.

6.2.xxviii Big Bazaar

Introduction

Big bazaar is the largest hypermarket chain in India. As of June 2, 2012 there are 214 stores across 90 cities and towns in India. Big Bazaar is designed as an agglomeration of bazaars or Indian markets with clusters offering a wide range of merchandise including fashion and apparels, food products, general merchandise, furniture, electronics, books, fast food and leisure and entertainment sections. Big Bazaar was introduced by Kishore Biyani, the Future Group in September 2001 with the opening of its first four stores in Kolkata, Indore, Bengaluru and Hyderabad within a period of 22 days.

CSR Activities

Big Bazaar, Vadodara celebrates Diwali, Christmas and other festivals with slum area people, old age home and other nearby downtrodden people. They call CSR as 'Big Bazaar Seva Initiative'. They provide free gifts, lunchbox pack to the people. Water pots for birds were provided. They organize competition i.e. racing among the children of any selected society and distribute free gift hampers to the winners. They have tied up with Swaminarayan Sect to contribute to make awareness on tobacco, cancer etc.

Beneficiaries Account

Employees, customers, slum people etc. are the beneficiaries of the Big Bazaar. The elderly people of the old age home, Jalaram Trust, have stated that they have occasionally received gift hampers from Big Bazaar employees.

6.2.xxix Pantaloons Fashion and Retail Limited

Introduction

Pantaloons is a large Indian retailer, part of the Future Group, and operates in multiple retail formats in both, value and lifestyle, segments of the Indian consumer market. Headquartered in Mumbai, the company has over 1,000 stores across 71 cities in India and employs over 35,000 people, and as of 2010, it was the country's largest listed retailer by market capitalization and revenue.

CSR Activities

The Pantaloons team donates old clothes, toys and other things to poor people. They are collaborating with NGOs like Aadhar, Gunjh etc. for their CSR activities. They provide awareness to public to contribute in donation to the deprived people. Remove of plastic bags from the street is also part of their CSR activities.

Beneficiaries Account

Customers, poor people, employees etc. are the beneficiaries of the Pantaloons. The beneficiaries viewed that clothes, toys and other accessories donated to them and they expect more essential things to be provided to them.

6.2.xxx HDFC Bank Limited

Introduction

HDFC Bank Limited is an Indian financial services company based in Mumbai, Maharashtra was established in August 1994. HDFC Bank is the fifth largest bank in India by assets and the largest bank by market capitalization as of 1 November, 2012. The bank was promoted by the Housing Development Finance Corporation, a premier housing finance company (set up in 1977) of India. As on May 2013, HDFC Bank has 3,062 branches and 10,743 ATMs, in 1,568 cities in India, and all branches of the bank are linked on an online real-time basis.

CSR Activities

A few CSR activities are undertaken by the bank in Vadodara. They organized blood donation camps. The bank contributed to sponsorship or donations to social and cultural events. Tree plantation and environment or other religious day celebrations are also part of the CSR activities.

Beneficiaries Account

Rural people, customers, employees etc. are the beneficiaries of the bank. Donations have received for some social welfare activities by the bank.

DATA INTERPRETATION

Following are few Private sector industries in Vadodara to show the relevant CSR information – In Private sector, 80% of companies said contacts with other enterprises or professionals and reading of official documents are main sources of getting information on CSR. Scientific reviews get least response of 30% than the other sources (Figure 1).

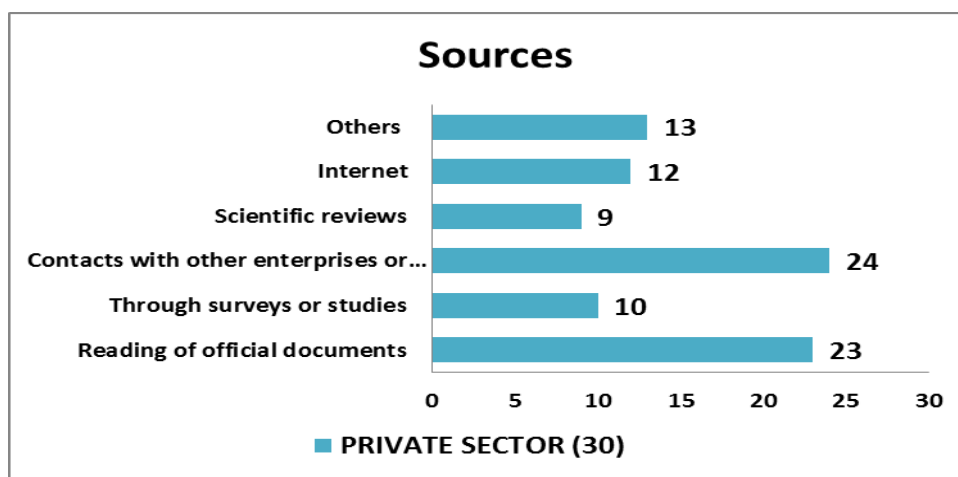


Figure 1 Sources of Knowledge about CSR

In Private sector, 96.66% said employees are the most important stakeholder of the companies followed by local communities 83.33%, customers 80%, suppliers 70%, shareholder 66.66% with least response of 26.66% on others (Figure 2).

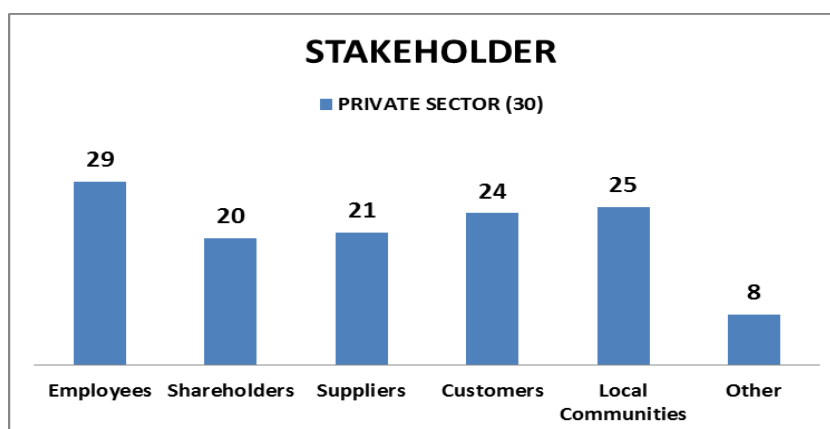


Figure 2 Identified Stakeholders

In Private sector, the data shows the aspects affects in the process of CSR are included support and encouragement from management and planning go simultaneously as 90%, 86.66%. Training (30%) and consultancy (6.66%) for CSR get least response (Figure 3).

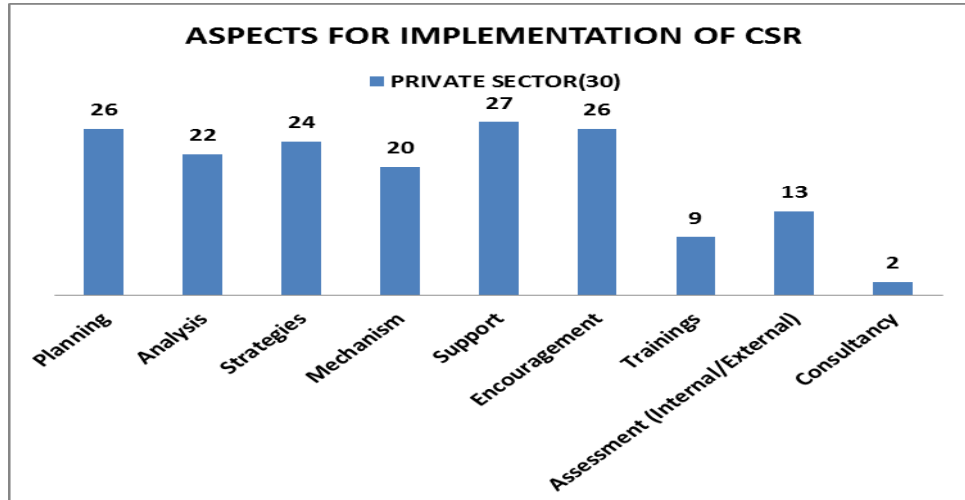


Figure 3 Various Aspects related to CSR Implementation

In Private sector, the key area education (83.33%), health care (80%), environment (70%), organising awareness camps on various social issues (60%) provide more focus than the other areas. Least response on microfinancing and credit assistance (6.66%) (Figure 4).

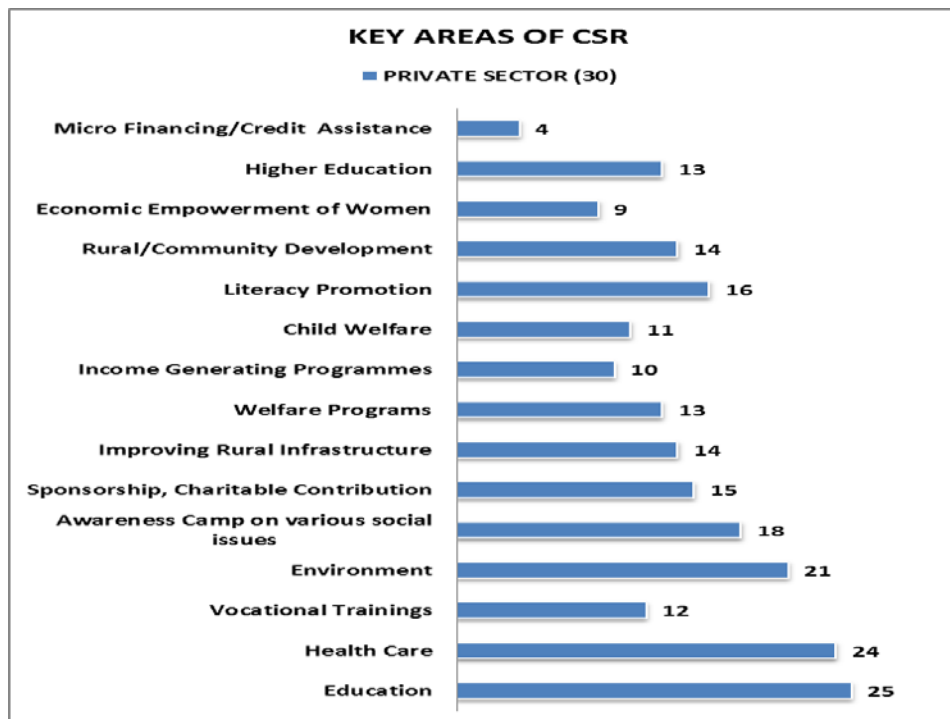


Figure 4 Key Areas of CSR

In private sector, 93.33% stated that the purpose of CSR is to work for betterment of local society. The least response acquired in profit making of CSR (10%) (Figure 5).

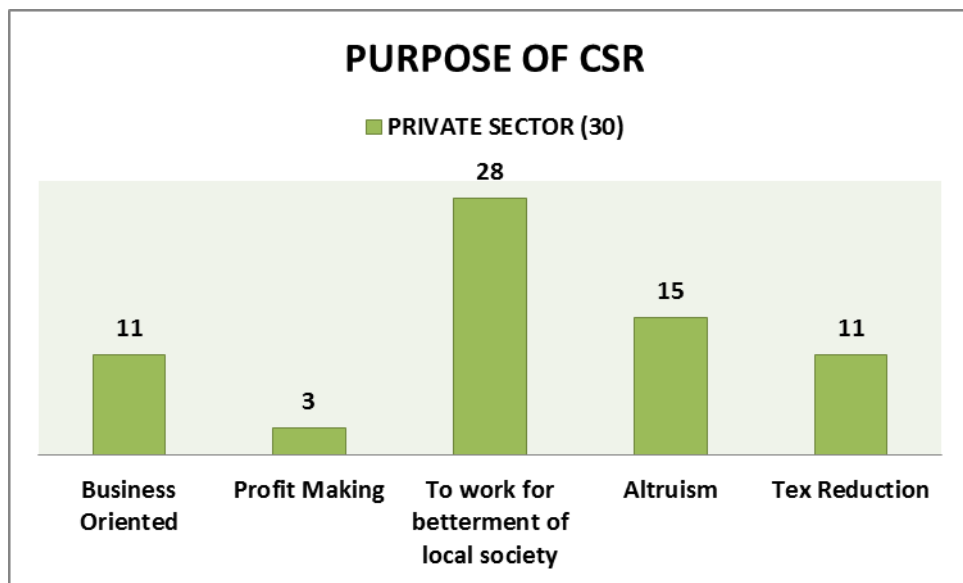


Figure 5 Purpose of CSR

In Private sector, 25 corporates stated that mechanism towards CSR activities are done through directly through their CSR/HR personnels. 7 corporates said they have their own foundation which take care of all the social activities (Figure 6).

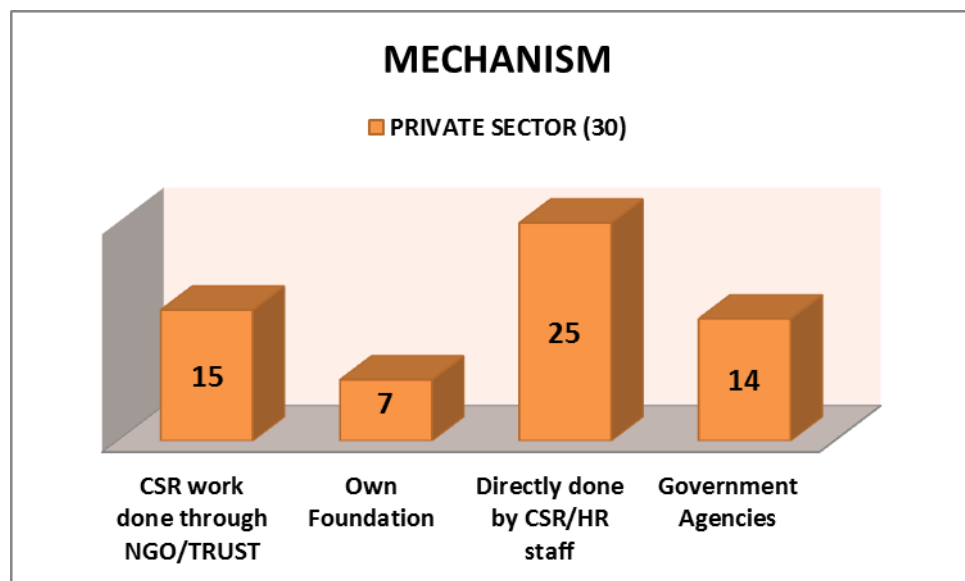


Figure 6 Mechanisms for CSR

In Private sector, 93.33 % said the most important beneficiaries are local communities following children/students (83.33%), villagers (76.66%), women (73.33%). Here also both tribal (36.66%) and sports personnel (33.33%) have received less response than other mentioned beneficiaries (Figure 7).

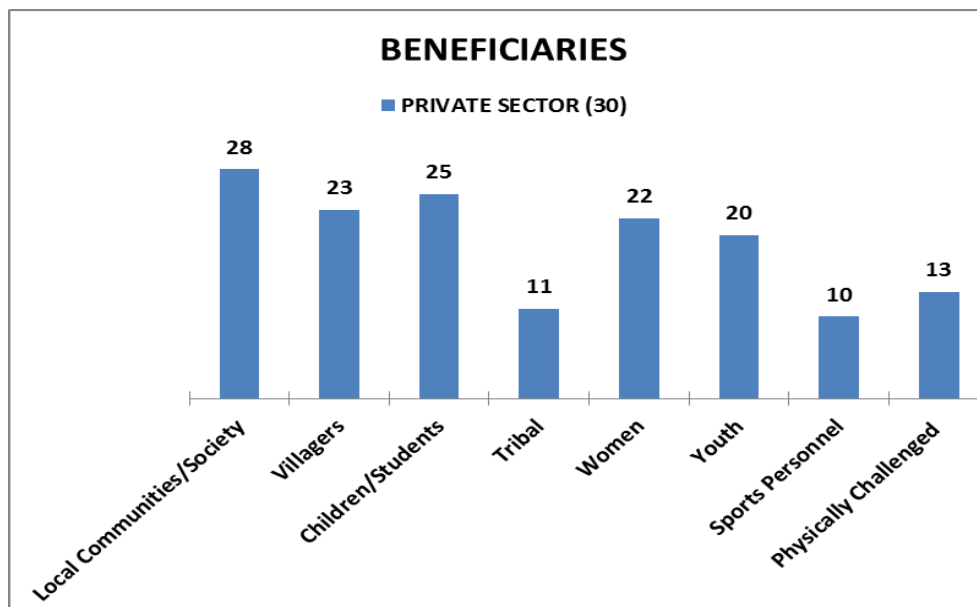


Figure 7 Lists of Beneficiaries

In Private sector, 24 corporates said that they are concern for environmental pollution. Mostly they have stated that required precautions are taken care by the company. Least response received in involvement of mitigating global warming (Figure 8).

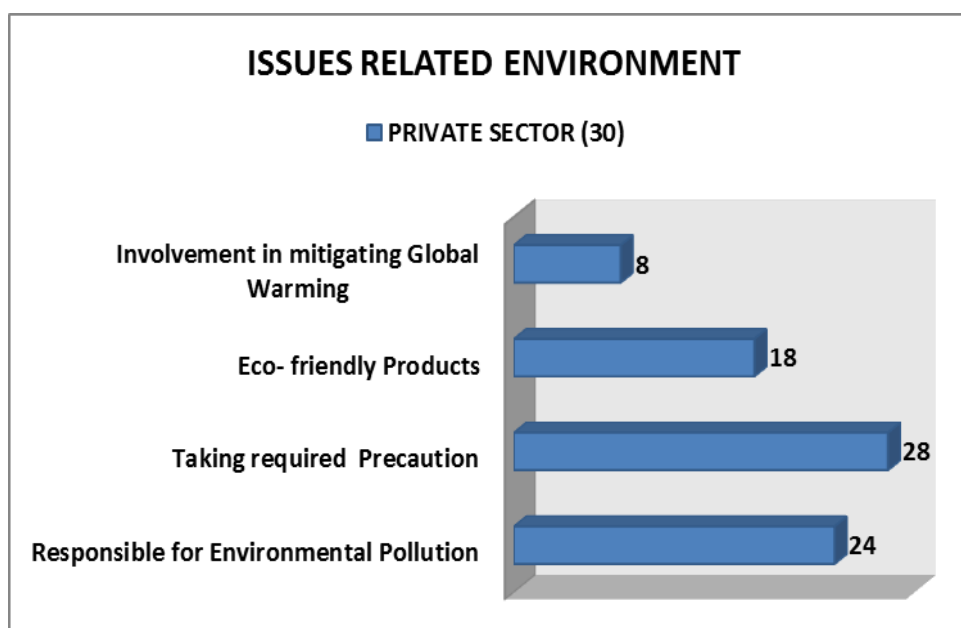


Figure 8 Issues related to Environment

In Private sector, the responses on the benefits of having CSR or doing CSR activities can help in good rapport (90%), image building (86.66%), create responsible organisation (83.33%). They gave least response on attract customers (43.33%) as organisation benefits (Figure 9).

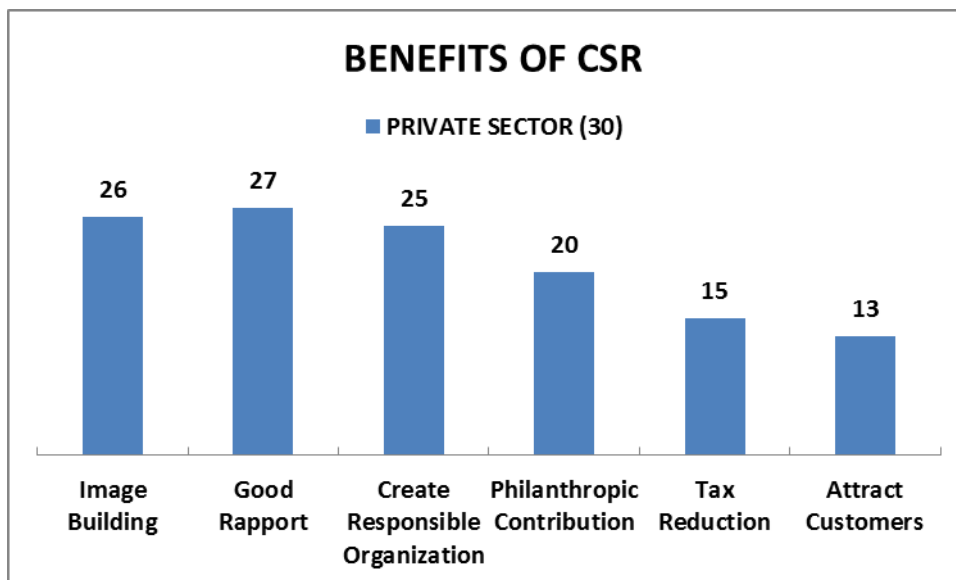


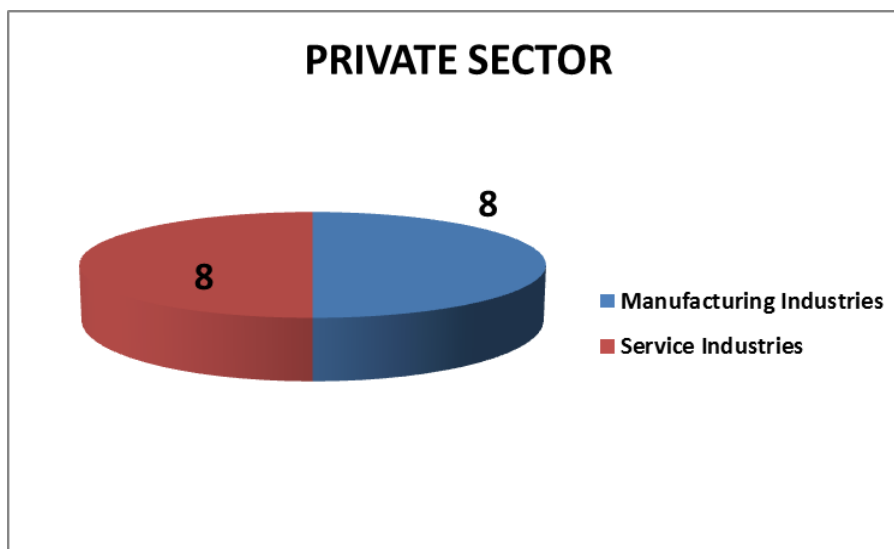
Figure 9 Benefits of CSR

6.3 DATA ANALYSIS OF PUBLIC SECTOR CORPORATIONS IN VADODARA REGION: CSR ACTIVITIES ARE CARRIED OUT ELSEWHERE

The following are the selected Public Sector Companies (16) in Vadodara, but their CSR activities are carried out not in Vadodara but in other branch offices elsewhere.

Sr. No.	Manufacturing Sector	Sr. No.	Service Sector
1	EMCO Ltd.	9	Bharti Airtel
2	Arvind Mills	10	Welcome Group Hotel (ITC Group)
3	Thermax Ltd.	11	The Gateway Hotel
4	United Phosphorous Ltd.	12	Mahindra and Mahindra Financial Services Limited (MMFSL)
5	Gujarat Sidhee Cement Limited (GSCL)	13	Max India Limited
6	Essar Steel Ltd.	14	Make My Trip India Pvt. Ltd.

7	Manikchand Group	15	AVIVA Life Insurance Company India Ltd.
8	Lupin Ltd.	16	Sterling Addlife India Limited



6.3.i EMCO Limited

Introduction

EMCO established in 1964, has evolved in the power sector in India. EMCO has 6 state-of the-art manufacturing plants at Thane, Jalgaon, Dadra, Vadodara, and 15 offices across India. EMCO has in-house R&D and International Advisory Board on Technology (IABT), spearheading various initiatives to optimize power transmission and distribution through cutting-edge technology.

CSR Activities

The company is having its own foundation namely EMCO Foundation (EF) focuses 3 main areas i.e. Education, Environment and Health Care. Education projects under Program “Akshar” through soft skills enhancement, self-confidence building and support (like rewards, scholarship) in school education. Projects “Ankur”, “Amrut” and “Roshni” are environmental initiatives e.g. tree plantation, seed and solar lamp distribution, watershed development. Under health care project “Jeevan” is designed e.g. blood donation camps. Under project Shiksha being implemented in slums of Thane and Jalgaon, children between age group of 6 to 14 years are enrolled in the classes where they are taught basics of English, Marathi, and Mathematics. The

teaching aid includes display cards, charts and interactive teaching methods like games, songs, reading are applied for effective results.

6.3.ii Arvind Mills Limited

Introduction

Arvind Mills, the flagship company of the Lalbhai Group, is one of India's leading composite manufacturer of textiles headquarters in Ahmedabad, Gujarat, India. It manufactures a range of cotton shirting, denim, knits and bottomweights (Khakis) fabrics. It is India's largest denim manufacturer apart from being world's fourth-largest producer and exporter of denim. In the early 1980s, the company brought denim into the domestic market, thus started the jeans revolution in India. Today it not only retails its own brands like Flying Machine, Newport and Excalibur but also licensed international brands like Arrow, Lee, Wrangler and Tommy Hilfiger, through its nationwide retail network.

CSR Activities

Education: Through SHARDA Trust, Arvind is upgrading the standards of municipal schools in Ahmedabad and work towards employable youth. Today, over 900 students each year from five municipal schools benefit from the supplemental English, Mathematics and Computer education provided at three learning centers that are equipped with state of the art facilities.

Urban infrastructure: Development of CG road, Ahmedabad's most popular street in a manner offers the urban dweller and visitor a clean, organized and enjoyable shopping/recreational experience.

Upgrading slums: Arvind in partnership with the Ahmedabad Municipal Corporation developed a model to upgrade the slums of Ahmedabad. These slums house about 30% of the city's population that live in the most disadvantaged circumstances. Its initiatives cover dwelling of over 181 hutments, housing 1200 people and was provided with improved surroundings and access to clean drinking water and proper sanitation facilities in individual houses.

Vocational Training: Arvind initiated vocational training programs to develop the skill of unemployed youth and help them take up Garment Operative jobs within Arvind and other garment manufacturing firms in Ahmedabad. In another initiative,

Arvind has organized Programs in English and Computer Application, equip students with relevant knowledge and skills and find suitable job openings for them.

6.3.iii Thermax Ltd.

Introduction

Thermax Ltd. is an Indian energy and environment engineering company based in India; and in Britain. It manufactures boilers, vapour absorption machines, offers water and waste solutions and installs captive power projects. Thermax came into being by harnessing the power of steam, produced by boilers. The company first started with producing small, once through, baby boilers to cater steam required at that time by the hospitals and the business was established in 1966. It was also the year A. S. Bhathena (father of Ex-chairman Anu Aga) collaborated with a Belgian company, Wanson, to commence business operation as Wanson India Ltd., manufacturing small boilers at a unit in Dadar, Mumbai. The company was renamed Thermax Limited in 1980.

CSR Activities

Under the aegis of Thermax Social Initiative Foundation (TSIF), Thermax has signed a memorandum of understanding (MOU) with the Pune Municipal Corporation (PMC) School Board for a period of 30 years. TSIF, in partnership with the NGO Akanksha, today runs and manages two schools for children from low-income families where they are provided free and quality education. The company established K C Thackeray Vidya Niketan English Medium School and Savitribai Phule English Medium School. In the year 2010-2011 the company supported Akanksha Foundation to work for underprivileged in Pune. 593 donors from Pune and the Savli factory participated in the blood donation camp supported by Sassoon Hospital, Poona Hospital, DY Patil Medical Hospital, Deenanath Mangeshkar Hospital, SSG Hospital Baroda and the Rotary Club of Pune Sports City, partner with CII-Yi initiative, environment etc. Thermax supported and sponsored the 10-month internship programme conducted by Centre for Youth Development and Activities (CYDA) for young graduates belonging to SC/ST and socially deprived sections of society. The internship gives Dalit students' knowledge, skills and practical training to work in the development sector and allied fields such as media, journalism, etc.

6.3.iv United Phosphorous Ltd

Introduction

United Phosphorus Ltd is a global generic crop protection, chemicals and seeds company. The company is engaged in the business of agrochemicals, industrial chemicals and chemical intermediates. They operate in three segments: agro chemical, industrial chemicals and others.

CSR Activities

The GIDC Rajju Shroff Rofel Institute of Management Studies (GRIMS) is a unique partnership between the Rotary Foundation for Education and Learning (ROFEL), Vapi and the State Industrial Development Corporation of Gujarat (G.I.D.C.). The ROFEL Trust was set up in 1985 to provide educational facilities in the region at all levels. In the initial years, the trust organized and awarded scholarships for Vapi students for study outside Vapi in various disciplines, ranging from engineering and medicine to business administration and arts and commerce. The Trust soon branched out to start the first Arts & Commerce College in Vapi in 1990, followed by a Bachelor of Business Administration Course in 1996. This was followed further in 1999 by a Management Institute (GRIMS) to conduct the course in Post Graduate Level and a college of Science and College of Pharmacy.

6.3.v Gujarat Sidhee Cement Limited (GSCL)

Introduction

Gujarat Sidhee Cement Limited (GSCL) was originally set up as a joint venture between the Gujarat Industrial Investment Corporation and The Mehta Group. GSCL's plant is located at Sidheegram in Sutrapada Taluka, District Junagadh, and Gujarat State, India. GSCL's plant uses the latest Dry Process Pre-calcination technology comparable to international standards. The state-of-the art plant makes use of machinery which is sourced from reputed international companies.

Because of its proximity to the Porbandar and Pipavav ports, it has competitive access to the export markets in the Africa, Middle East countries, Sri Lanka and Bangladesh by the economical sea route. Gujarat Sidhee Cement Limited (GSCL) markets cement under the brand name "Sidhee". GSCL product range includes Ordinary Portland

Cement (OPC) 53 Grade and 43 Grade, Portland Pozzolana Cement (PPC) and clinker.

CSR Activities

In his autobiography, Nanjibhai Kalidas Mehta, the founder of the Group, writes- "My greatest joy was in business. But money was not the end, but the means to a better, kinder life. Commerce was a field where I could seek the means for being charitable to the brethren whose love had blessed me".

This concern for society begins, naturally, at home, and the Group has always looked after its employees in every way. It provides them with medical and educational facilities, and in some cases goes further, to provide the entire surrounding community with facilities such as schools, hospitals, good roads, clean water supply, sports facilities and scholarships.

The Mehta Group is especially proud of its public service project 'Arya Kanya Gurukul Girls School' in Porbandar set up in 1937. The school was a brave new experiment in women's education, combining a modern outlook with the spirit of Vedic times, and thus synthesizing the best of East and West. The enrollment to the Gurukul is without any distinction of caste, creed or religion. Girls from devout Muslim families and Christian native girls from Africa have also been trained at the Gurukul. Nanjibhai's homage to the Father of the Nation culminated in the erection of Kirti Mandir, a monument in memory of Gandhiji built over his birthplace in Porbandar.

6.3.vi Essar Steel Ltd.

Introduction

Essar Steel is a global producer of steel with presence in key markets in Asia, Europe, Africa and North America. It has an annual capacity of 14 million tonnes. The product portfolio includes pipes, plate's cold rolling, galvanizing and pre-coated segments. It is India's largest exporter of flat steel with 10 million tons per annum (MTPA) of capacity in India and 4 million tons per annum (MTPA) in worldwide facility. On 11 June 2012, Essar Steel India commissioned a 19 MW heat recovery power plant at Hazira, Surat District, Gujarat.

CSR Activates

The company is having own foundation “The Essar Foundation” was set up to work within the framework of the 3E model: Entrepreneurship, Education and Environment to adopt a future-focused approach to sustainability. The Foundation's activities, divided across six focus areas: livelihoods and entrepreneurship, women's empowerment, health, education, infrastructure and environment. Planting thousands of trees and laying water pipelines, self-supporting schemes for women, schools, roads, and playgrounds and outreach programs at Hazira and its neighboring areas. Others activities include building water pipelines, providing subsidized medical care, installing infrastructure (roads, water tanks, electric connections). Rainwater harvesting ponds, school building renovations and health camps are some of the initiatives undertaken and supported by Essar. Essar Foundation is operating a Community Health Center at Jakhar Village. Two doctors in the health center provide primary health care services to approximately 100 patients a day from 5 nearby villages: Jakhar, Singach, Vadinar, Bharana, and Mithoi. They are operating a Mobile Health Van (MHV) that provides primary health care services to 9 villages of Jamnagar District. The foundation organized Bal Vividha in Timdi in February 2012 and in Vadinar in January 2013. The three day programme focused on the alternative ways of learning besides classroom education, and saw the participation of more than 7,500 children across 21 village schools.

6.3.vii Manikchand Limited

Introduction

Headquartered in Pune, the Manikchand Group is a privately owned group of industries in India. It primarily started out as a company that produced chewable tobacco products called 'Gutka' around six decades ago. The group is diversified into Pan Masala, Mouth Freshner, Packaged Water, Offset Printing, Wedding Cards, Flexible Packaging, Electrical Switches, Flour Mills. Some of the industry products act as a front for surrogate advertising through the audio-video media channels due to strict restrictions or bans on tobacco advertising in India. Its products are exported to more than 30 countries worldwide

CSR Activities

The Manikchand Group has established R M Dhariwal English Medium School in rural area, Shirur, Pune in 1993 and Manikchand Dhariwal Institute of Management and Rural Technology (MDIMRT) is another institute to the rural and economically challenged citizens. The Matoshree Madanbai Dhariwal Hospital is to provide healthcare at Shirur taluka, which provides the modern medical facilities. They engage in helping people during natural disasters, contribute to religious activities etc. The company has set up an old age home - Rasiklal Manikchand Dhariwal Vrudh Ashram - Panshet, Pune, nearly fifty elders are provided free accommodation and food. A similar project of old age home is supported at Tirthdham Manglayatan, Aligarh. Established a full-fledged girls hostel - Shobha Rasiklal Dhariwal Girls Hostel, at Pune provide free food and accommodation to 150 girls. The hostel is well equipped with computer and internet centre, gymnasium, library and conference hall.

6.3.viii Lupin Limited

Introduction

It is the 2nd largest Indian pharmaceutical company by market capitalization; the 14th largest generic pharmaceutical company globally and; the 5th largest generic pharmaceutical company in the US by prescription-led market share. It has the distinction of being the fastest growing generic pharmaceutical player in the two largest pharmaceutical markets of the world, the US and Japan; and is the 5th largest and the fastest growing generic pharmaceutical player in South Africa. The Company has significant market share in key markets in the Cardiovascular (prils and statins), Diabetology, Asthma, Pediatrics, CNS, GI, Anti-Infectives and NSAIDs therapy segments etc. The Company's R&D endeavours have resulted in significant progress in its NCE program.

CSR Activities

Lupin has established the "Lupin Human Welfare & Research Foundation (LHWRF)" on 2 October 1988. LHWRF started with a few small rural development projects covering around 35 villages in Bharatpur District, Rajasthan. Its efforts have touched the lives of over a million people across 2,200 villages in the states of Rajasthan, Madhya Pradesh, Maharashtra and Uttarakhand. Activating training cum production centers for strengthening traditional artisans and developing new skills boost to

services industry and agro-processing financial (including micro financing) resources and marketing. LHWRF helps arrange alternative credit for rural people through SIDBI and RMK, benefiting more than 7400 beneficiaries for establishing micro-enterprises. Extension and infield training, soil conservation, new crop introduction, post-harvest measures, and organic farming including vermin composting, bee-keeping. The soil reclamation program in Bharatpur district is the most important activity for the foundation. LHWRF has focused on strengthening the large network of government healthcare systems and preventive care through safe drinking water immunization programs and health camps. LHWRF is the district training and implementation agency for innovative school education, programs such as Lok Jumbish, Shishika Karmi and the joint UN program of Janshalas. Pre-school and mother care health programs are also an important part of the foundation's work. They screened the film all over India at the clinics of nearly 5,000 leading TB-specialists, 100 TB camps across India in 2002-03, where Lupin sponsored patient diagnosis with sputum testing and X-rays. Public awareness was created through extensive campaigning with the local communities-up to 200 people turned up for single camp in the Indian state of Uttar Pradesh. The company provides Patient education literature in 9 different Indian languages.

6.3.ix Bharti Airtel Limited

Introduction

Bharti Airtel Limited, commonly known as Airtel, is an Indian multinational telecommunications Services Company headquartered at New Delhi, India. It operates in 20 countries across South Asia, Africa and the Channel Islands. It offers its telecom services under the Airtel brand, and is headed by Sunil Bharti Mittal. Bharti Airtel is the first Indian telecom service provider to achieve Cisco Gold Certification.

CSR Activities

Bharti Airtel is having own foundation name 'Bharti Foundation'. The Satya Bharti School Program is the flagship rural education initiative delivering free quality education to over 200,000 underprivileged children. CSR activities included: Blood donation camp, contributing during natural disasters, awareness program on HIV/AIDS, Diabetics, and partner with The Akshaya Patra Foundation Mid-day meal program etc., Airtel Ashiana works for underprivileged children at Mohali Airtel

office. The Bharti Scholarship and Mentorship Program to enable academically bright youth from financially weak families, currently supports 232 scholars across the country and covers courses in management, engineering and agriculture.

6.3.x Welcome Group Hotel (ITC Group)

Introduction

ITC Limited was started with Welcome Group Chola Sheraton. Since then the ITC-Welcome Group brand has encompassed over 60 hotels across more than 50 destinations in India, including super deluxe and five star hotels, heritage palaces, havelies and resorts and full service budget hotels. In Vadodara it is located in R.C. Dutt Road, Alkapuri.

CSR Activities

The group provides employee opportunities for disabled (PWD) people with vocational training and advocacy. They mostly use environment friendly products and systems.

6.3.xi The Gateway Hotel (Taj Group of Hotels)

Introduction

Part of the Taj Group of Hotels, The Gateway Hotels and Resorts are full service upscale hotels and resorts in the South Asia region. The Gateway Hotels and Resorts are located in 21 cities and holiday destinations with plans to open in many more. It is located in Akota, Vadodara.

CSR Activities

They are parting with NGOs to train underprivileged women housewives in hospitality, self-grooming and house-keeping. In association with 'Paramparik Karigar' identifies the artisans and craftsmen across India around all location of Taj hotels and assigns projects to trainees who identify unique arts and craft of India.

6.3.xii Mahindra and Mahindra Financial Services Limited (MMFSL)

Introduction

Mahindra and Mahindra Financial Services Limited is a finance company based in India. It is among the top 500 Indian companies by market capitalization. MMFSL is

focused on providing financing for Utility Vehicles (UVs), Tractors, Commercial Vehicles, Used Vehicles and Cars in the rural and semi-urban sectors. MMFSL is a subsidiary of Mahindra and Mahindra Limited, a leading tractor and UV manufacturer with more than 60 years' experience in the Indian market. Mahindra Finance has a presence spread over 600+ locations across India.

CSR Activities

The company has own foundation named 'Mahindra Foundation'. Within Village Electrification Project across 42 locations in Maharashtra, have installed 168 Solar Street Lights (each location has four streetlights). Employee Social Options (ESOPS) are designed to instill social volunteering in the employees of the Mahindra group. Mahindra Hariyali is a mass tree plantation initiative undertaken by each and every Mahindra location, be it a Plant/factory setting or a corporate office. Project Nanhi Kali was initiated in 1996 by K C Mahindra Education Trust (KCMET) to provide primary education to underprivileged girl children. Life Line Express, a free of cost hospital-on-wheels, is a joint undertaking of Mahindra and Mahindra Automotive and Mahindra Finance to sponsor the Lifeline Express project at Rangia, Assam. It organized blood donation camps and donated ambulances to Echo, Voice of India, Sevak Mental Hospital, Mukth Jeevan and other hospitals.

6.3.xiii Max India Limited

Introduction

Max India was founded in the year 1985 to engage in the business of manufacturing penicillin-based drugs, bulk active pharmaceuticals and packaging films. Over the next 16 years, Max India ventured into businesses across conventional and new age sectors. The business model invariably was JVs with international leaders, including New York Life, Gist Brocades, Elf Atochem, Hutchison Telecommunications etc.

CSR Activities

Having its own foundation calls 'Max India Foundation' it focuses on Health, Children and Environment. The company is provided health care i.e. free artificial limbs, polio calipers to disabled people, vaccinations to children for deadly diseases like Hepatitis B, DPT, MMR, and Measles. Max foundation also provides blood donation camps, health and environment awareness camps; donate clothes and items

for sanitation and hygiene. Max Healthcare set up a hospital for the underprivileged of Madhya Pradesh, Lifeline Express in partnership with Shrimant Madhavrao.

6.3.xiv Make My Trip India Pvt. Ltd.

Introduction

Make My Trip is an Indian online travel agency which is a big part of the market. Indian Railways tickets, domestic bus tickets, international and domestic hotel bookings, car rental, international and domestic holiday packages, MICE (MICE) (Meetings, Incentives, far Conventions, Exhibitions), visa services, B2B (B2B) services and a variety of other kinds of travel related services and product offers. Established in April 2000, MakeMyTrip.com today in addition to several franchise locations across India, and offices in 20 cities in New York and San Francisco International offices.

CSR Activities

The company has a club that is committed towards 'Making A Difference' (M.A.D.) in the lives of the under privileged. The club comprises of Trippers and is chaired by their CEO, Deep Kalra. The focus is towards volunteer work for the various NGOs. They encourage Trippers to take a day off from work to do their bit towards the society. Their "Giving Back" program involves working for causes related to Children - Education and Health and Environment. It is involved with the following: Udayan Care, Million Trees Gurgaon, Parivar Society, Genesis Foundation, Give India Payroll Giving Program and Goonj.

Make My Trip is also the first online travel company to have launched a Carbon Footprint green initiative, which allows air passengers booking tickets on the website to offset their carbon footprint for the journey by contributing towards an afforestation program run under the aegis of GiveIndia by Seva Mandir in Rajasthan.

6.3.xv Aviva Life Insurance Company India Ltd.

Introduction

Aviva India is an Indian life assurance firm, and a joint venture between Aviva plc (Public Limited Company) a British assurance company, and Dabur Group, an Indian conglomerate. Aviva began operations in July 2002 as a joint venture with Dabur

Group, one of India's oldest business houses. As per the Indian insurance sector regulations, Aviva plc (Public Limited Company) has a 26% stake and Dabur has a 74% stake in the JV partnership.

CSR Activities

Aviva India is involved with education of underprivileged children, under the Street to School program, the international Corporate Social Responsibility program of Aviva plc. Within India, it works with NGOs in various parts of India to enable education for street and slum children, and helps them with funds for setting up and running outreach centers. Aviva India also conducts the Aviva Great Wall of Education in various cities each year, which collects books for underprivileged children. Over the last three years, the Aviva Great Wall of Education has collected more than 2 million books, which have been given to more than 500,000 underprivileged children across the country. The Aviva Great Wall of Education collected over 1.1 million books in 2011 alone. The Aviva Great Wall of Education was also listed in the Limca Book of Records for being the 'largest wall of books' for its debut year. It has received multiple awards, including the Bronze award at the inaugural CRY Child Rights Champion Award, 'Highly Commended Award' at the TVE Corporate Sustainability Awards given at BAFTA, London, Gold at Spikes Asia 2010, a Bronze at Effies 2010 and a Silver at the Effies in 2011. It also won an Indy's award in the 'Community and Social Welfare' category in 2011, and was awarded 'Out of the box PR idea' award at India PR and Corporate Communications Awards in 2012. Aviva India employees volunteer time to conduct workshops with children enrolled with its partner NGOs as well.

6.3.xvi Sterling AddLife India Limited

Introduction

Sterling Hospital is one of the largest hospital chains in Gujarat, considered to be the leading one by the levels of independent certification, facilities and equipment, as well as size and capacities. It is owned and managed by Sterling AddLife India Ltd. The specialties in which it provides medical care include: Cardiology, Neurology, GI Medicine, Hematology, Oncology, Reproductive Medicine, Critical and Emergency treatment, Trauma and Orthopedic, Neonatology and General Medicine. Surgery treatments include CVTS, Neuro and Onco-surgeries, Nephrology (with Kidney

Transplant), GI surgeries and General Surgeries. Sterling's multi-specialty hospitals have presence in six major cities of Gujarat: Ahmedabad, Vadodara, Rajkot, Mundra, Bhavnagar and Gandhidham.

CSR Activities

Sterling Hospital has been providing free and concessional Healthcare to the deserving and needy. Social outreach program consists of Free Health Camps, Public Awareness Talks, CMEs for medical fraternity, Outstation OPDs etc. Mega health checkup camp conducted at 33 societies in association with Radio Mirchi where nearly 2000 participants have benefited (2007). Basic Life Support Program for Rotary Members (2007), Participation in Ambaji Camp on 'Bhadarvi Punam', where a Doctors team has seen nearly 18000 pilgrims (2007), Mega health Camp for parents in Association with UCMAS (2008), Free Medical Camp open for all, at Unjha where 1000 participants has taken benefit, First Aid and basic Life Support training Program is organized for Traffic Police personnel, Every year World Kidney Donor's Day is celebrated with series of activities like Walkathon, felicitate Kidney donors by giving them a trophy and Certificate for saving lives, to spread awareness about Kidney Disease and saving lives, on World Heart Day, Sterling hospital take initiatives like organizing Walkathon, colony promotions etc. and involve various associations, corporate house to spread awareness about cardiac Disease and its risk, Outstation OPDs are planned at various places within the Gujarat at regular intervals, Public Awareness Talk is given by eminent doctors on various topics related to heart, Kidney, joints etc. at regular intervals at club, associations like Rotary, lions etc.

6.4 MAJOR FINDINGS AND INTERPRETATION

6.4.i Private Sector - Manufacturing Industries

- The CSR activities of selected 26 Private sector Manufacturing industries in Vadodara are mainly focusing on for village children
- Education
- Health care for poor section of the society
- Infrastructure providing and capacity building program
- Anganwadis, temples, village roads

- Designing women and youth empowerment programs like beauty parlor, tailoring, computer classes, mehendi classes, flower making etc., women and girls;
- Running training courses or computer/personality development, motor driving, technical or plumbing, mobile repairing etc. for rural youth and children.
- Tree plantation and environment day celebration by organizing awareness camps and
- Encouraging competition among school children through environment day celebration
- All the companies are engaged directly through their HR/CSR professionals and indirectly through NGO and other sponsorship or donations.
- Mostly Chemical manufacturing companies are more active in implementing CSR activities or programs.
- Companies like Transpek Industries Limited, Deepak Nitrate Limited, Jubilant Life Sciences etc. are having own foundation/Trust to run social welfare activities.
- Mostly it is seen that CSR activities are done under the umbrella of HR department.
- The target beneficiaries of these companies are the people of surrounding local communities.
- All these companies do follow statutory precaution for factory pollution.
- One of the major concerns of these companies is to keep green environment in the factory premises and celebrating environment day through tree plantation, awareness camps etc.
- Another major concern of majority of these corporations is in the area of health.
- Organizing blood donation camp is one of the common and key events of these companies.
- Many of these companies are involved in sponsorship of International Vadodara Marathon.
- Most of these companies budget for CSR is not fixed and it is need based.

6.4.ii Private Sector - Service Industries

The selected four companies in this category are less actively involved in CSR activities in Vadodara region.

- The activities are included organizing blood donation camps, tree plantations, donations and sponsorship etc.
- Activities are undertaken through HR personnel and influenced by top management.
- They sometimes get involve other cross functional officials to execute their CSR active

6.5 PHOTOGRAPHS

Respondents (HR/CSR Officials) from Private Sector Companies in Vadodara



Ms. Archana Joshi, Director,
Deepak Foundation, Vadodara



Ms. Mamta Baxi, Program Coordinator
Cosmo Foundation, Vadodara



CSR Team, Reliance Industries Limited
(RIL) Vadodara



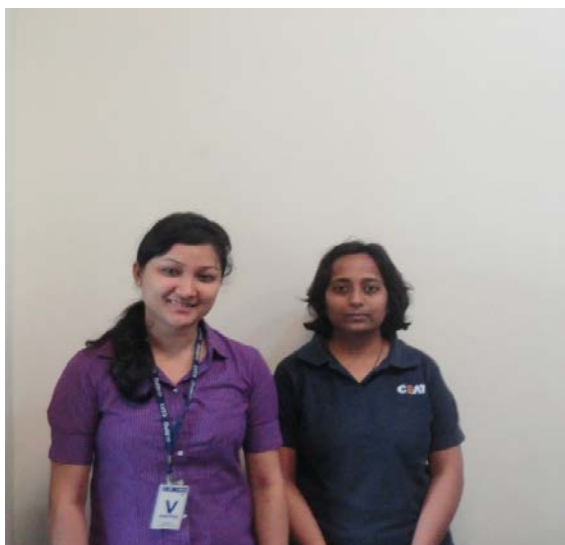
Ms. Dipti Verma, Executive - HR,
Piramal Glass, Vadodara



Mr. Sudhir Sethi, Asst. VP-HR & Admn.
InoxCVA India Limited



Mr. Rajesh Palkar, Head, P&A,
Rubamin Limited, Vadodara



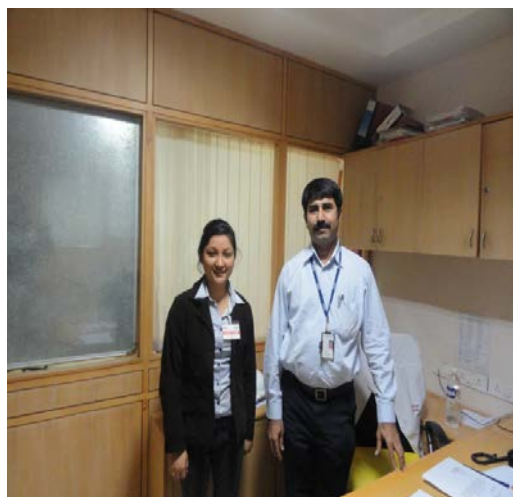
Ms. Krishna Vaidya, Asst. Manager-HR
CEAT Limited, Vadodara



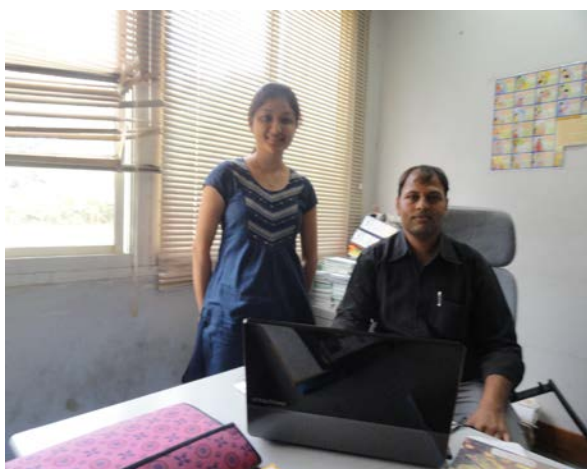
Mr. Anil Kumar Kapoor, General
Manager(CSR), Transpek Industry Ltd.



Mr. Prahladji B. Vihol, Sr. Manager,
CSR, Synefra, Vadodara



Mr. Ruchir R. Someshwar, Manager-HR,
Cadila Zydus, Vadodara



Mr. Sanjay Padiyar, Program Officer-CSR,
Jubilant Bhartia Foundation, Vadodara



Ms. Anjali, Program Coordinator,
Deepak Foundation, Vadodara

Various CSR Activities Undertaken by Private Sector Companies at Vadodara



Computer Training for Children
at Cosmo Foundation, Vadodara



Tailoring Courses to women by Jubilant
Bhartia Foundation, Vadodara



Awareness Rally by school children at RIL
Vadodara



Community Awareness Program by RIL
Vadodara



Drag De-Addiction Program for youth by RIL, Vadodara



Tricycle Distribution to Physically Challenged by RIL, Vadodara



Cleanliness drive by Rishabh Software, Vadodara



Employees of Rishabh Software Cleanliness activity at Akota road, Vadodara

WITH BENEFICIARIES



Computer teachers & students at Cosmo Foundation, Karjan, Vadodara



Beneficiary school at Karjan, Vadodara



Participated in a cleanliness awareness rally by RIL, Vadodara



Interaction with School principal & Panchayat member at Dhanora village, Vadodara



School Children from Dhanora Village, Vadodara



Interaction with beneficiary in Koyali Village, Vadodara



Interaction with beneficiaries at Jeher Village



Youths learning welding training by Transpek Industries Ltd.

CHAPTER - 7
CORPORATE SOCIAL RESPONSIBILITY:
MULTINATIONAL SECTOR CORPORATIONS

	Page No.
INTRODUCTION	232-233
7.1 History and Development of Multinational Sector in India	233-234
7.2 Data Analysis of Multinational Sector Corporations: CSR Activities are carried out in Vadodara Region	235-252
7.2.i Asea Brown Boveri Limited (ABB)	236-236
7.2.ii FAG Bearings India Limited	236-237
7.2.iii E.I. DuPont India Private Limited	237-238
7.2.iv Bombardier Transportation India Ltd.	238-238
7.2.v Transpek-Silox Industry limited	239-240
7.2.vi Gulbrandsen Chemicals Pvt. Ltd	240-240
7.2.vii Huntsman-Baroda Textile Effects Pvt. Ltd	240-241
7.2.viii Sud-Chemie India Pvt. Ltd	241-242
7.2.ix Schneider Electronic India Pvt. Ltd.	242-243
7.2.x Siemens Ltd.	243-244
7.2.xi Linde Engineering India Pvt. Ltd.	244-244
7.2.xii INEOS ABS (India) Limited	244-245
7.2.xiii Domino's Pizza	245-246
7.2.xiv HSBC Bank	246-247
7.2.xv Standard Chartered Bank	247-247
7.3 Data Analysis of Multinational Sector Corporations in Vadodara Region: CSR Activities are carried out Elsewhere	252-258
7.3.i General Motors (GM)	253-254
7.3.ii Vodafone India Limited	254-255
7.3.iii Blue Dart Express Ltd. (DHL)	255-256
7.3.iv TUV Rheinland (India) Pvt. Ltd.	256-257
7.3.v Thomas Cook (India) Ltd.	257-258
7.3.vi City Bank	259-259
7.4 Major Findings And Interpretations	260-260
7.4.i MNC Sector - Manufacturing Industries	260-260

7.4.ii	MNC Sector - Service Industries	260-260
7.5	Photographs	261-264

CHAPTER - 7

CORPORATE SOCIAL RESPONSIBILITY: MULTINATIONAL SECTOR CORPORATIONS

"A good company delivers excellent products and services, and a great company does all that and strives to make the world a better place."

- William Ford Jr., Chairman, Ford Motor Co.

INTRODUCTION

A Multinational Corporation (MNC) or Multinational Enterprise (MNE) is a corporation that is registered in more than one country or that has operations in more than one country. It is a large corporation which both produces and sells goods or services in various countries. It can also be referred to as an international corporation. Multinational corporations are important factors in the processes of globalization. National and local governments often compete against one another to attract MNC facilities, with the expectation of increased tax revenue, employment, and economic activity. To compete, political powers push towards greater autonomy for corporations, or both. MNCs play an important role in developing the economies of developing countries like investing in these countries provide market to the MNCs but provide employment, choice of multi goods etc.

A corporation has its facilities and other assets located in more than one country other than its home country. Such companies have offices and/or factories in different countries and usually have a centralized head office where they co-ordinate global management. Very large multinationals have budgets that exceed those of many small countries. Nearly all major multinationals are American, Japanese or Western European, such as Nike, Coca-Cola, Wal-Mart, AOL, Toshiba, Honda and BMW. Advocates of multinationals say they create jobs and wealth and improve technology in countries that are in need of such development. On the other hand, critics say multinationals can have undue political influence over governments, can exploit developing nations as well as create job losses in their own home countries. According to Howard Perlmutter (1969) Multinational companies may pursue policies

that are home country-oriented or host country-oriented or world-oriented. Perlmutter uses such terms as ethnocentric, polycentric and geocentric. However, "ethnocentric" is misleading because it focuses on race or ethnicity, especially when the home country itself is populated by many different races, whereas "polycentric" loses its meaning when the MNCs operate only in one or two foreign countries.

7.1 HISTORY AND DEVELOPMENT OF MULTINATIONAL SECTOR IN INDIA

According to Franklin Root (1994), an MNC is a parent company that

1. Engages in foreign production through its affiliates located in several countries,
2. Exercises direct control over the policies of its affiliates,
3. Implements business strategies in production, marketing, finance and staffing that transcend national boundaries (geocentric).

The term MNC differs from International Corporation. International Corporation is a company with manufacturing investment or service operation in at least one country, while MNCs have direct investment in several countries and considerable share is in foreign countries. The transnational corporations (TNCs) are incorporated or unincorporated enterprises comprising parent enterprises and its affiliates. TNC is a multinational company in which both ownership and control are so dispersed internationally. There is no principal domicile and no one central source of power. The term global corporation is also often used to mean more or less the same thing as TNC. However there is a view that global corporation is one which considers the entire world as single market in which globally standardized products are sold. A company can be called as a MNC if it fulfills the following criteria (Hub Pages, 2012):

- Corporation/Company's local subsidiaries are managed by nationals.
- Corporation/Company has a multinational central management.
- Company/Corporation maintains complete industrial organizations, including research and development and manufacturing facilities in several countries.
- Corporation/Company has a multinational stock ownership.

- Corporation/Company operates in many countries at different levels of economic development.

The managing headquarters of MNCs are located in one country i.e. home country while enterprise carries out operations in a number of other countries i.e. host country. Below are some of the reasons that motivate a company to go for international investments.

- To reduce the impact of tariffs
- To gain a greater share in a foreign market or to combat competition
- To exploit natural resources of the host country
- To enjoy benefits of tax exemptions
- To reduce the cost of production by using cheap labor and material cost and transport cost
- To reduce the impact of strict trade and industry rules and regulations of home country like pollution laws.

The research sample of MNC companies included for the purpose of data collection are those MNC sector companies whose origins are not grounded in India, but have some joint ventures and branches/business in India. They are not Indian Multinational Corporations. For example, Asea Brown Boveri Limited (ABB), where headquarter is located in Zürich, Switzerland. FAG Bearings, where headquarter is situated in Germany etc.

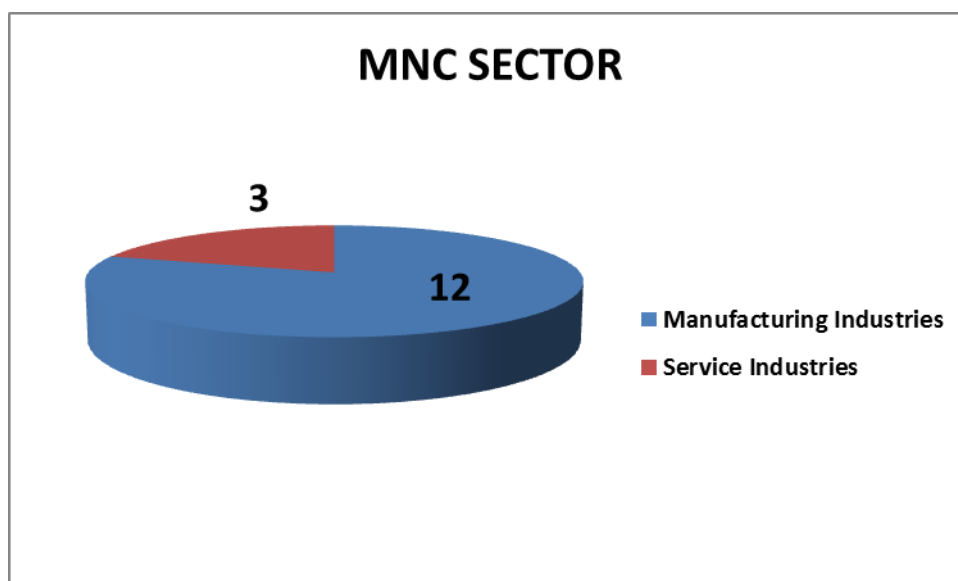
Number of MNC sector companies selected for data collection:

MNC Sector	CSR Activities at Vadodara	CSR Activities not at Vadodara but elsewhere
Manufacturing Industries	12	01
Service Industries	03	05
Total	15	06
Grand Total: 21		

7.2 DATA ANALYSIS OF MULTINATIONAL SECTOR CORPORATIONS: CSR ACTIVITIES ARE CARRIED OUT IN VADODARA REGION

The following are the list of selected Multinational Corporations (15) located in Vadodara region, comprising of both manufacturing sectors and Service sectors and carrying their CSR activities in Vadodara.

Sr. No	Manufacturing Sector	Sr. No	Service Sector
1	Asea Brown Boveri Limited (ABB)	13	Domino's Pizza
2	FAG Bearings India Limited	14	HSBC Bank
3	E.I. DuPont India Private Limited	15	Standard Chartered Bank
4	Bombardier Transportation India Ltd.		
5	Transpek-Silox Industry limited		
6	Gulbrandsen Chemicals Pvt. Ltd		
7	Huntsman-Baroda Textile Effects Pvt. Ltd		
8	Sud-Chemie India Pvt. Ltd		
9	Schneider Electronics		
10	Siemens Ltd.		
11	Linde Engineering India Pvt. Ltd.		
12	INEOS ABS		



7.2.i Asea Brown Boveri Limited (ABB)

Introduction

ABB is a leader in power and automation technologies that enable to improve performance while lowering environmental impact. ABB operations in India include 12 manufacturing facilities with over 10,355 employees. The ABB Group is increasingly leveraging the Indian operations for projects, products, services, engineering and R&D. One power transformer factory is located in Maneja, Vadodara.

CSR Activities

ABB has upgraded school buildings in nearby villages providing basic amenities and electricity to the rural places. ABB organized a visit to Community Science Centre for 309 students from Makarpura and Fathepura Schools. They have organized road safety training to school children and distributed the important safety instruction pamphlets to all attended students. The company has organized teachers' training program through the trainers of Confederation of Indian Industry (CII), Vadodara. ABB started outsourcing parts of its electrical relay assembly in 2005 to the Sevathirth training and rehabilitation center in Vadodara. Since then more than 30 young people have been trained in the work. ABB pays Rs.50 for each assembled electrical relay, and workers at the center earn around Rs. 2,500 - 4,000 per month. They have been maintaining tree guards from Sayaji Garden to Vadodara Airport and built Airport Island, Tarsali Circle near to ABB Maneja, Fatehgunj Circle, Bhavan's School Circle etc.

Beneficiaries Account

Students, nearby village people, youth etc. are the beneficiaries of the company. An interaction with youth who work in electrical relay stated that they have got job opportunities through the outsource work of the company.

7.2.ii FAG Bearings India Limited

Introduction

FAG Bearings India Limited was incorporated in 1962. Since January 2002 FAG has been integrated into a strong network because that is when FAG, together with INA and LuK formed the Schaeffler Group. INA and FAG became the world's second

largest rolling bearing manufacturer. FAG India's headquarter and manufacturing facilities are located in Vadodara, Gujarat, India.

CSR Activities

FAG is involved into effective environment management system with respect to air, water, waste and noise; expansion of medical facility for betterment; certification of Occupational Health and Safety Management System for better and healthy work environment and commitment for safety of people working in the premises; and EU Standards in the areas of Environment Health and Safety. For the betterment of the society, donations are given to schools, providing free lunches to Mother Teresa's Missionaries of Charity at Maneja village, and for the purpose of portable huts for policemen, police commissioner of Baroda for renovation of police chow key at Tarsali, They are running Aanganwadi at Maneja village on monthly basis; blood donated to Blood Bank by employees regularly and V-One Society for providing aids to physically handicapped people.

Beneficiaries Account

School students, physically handicapped people, employees etc. are the beneficiaries of the company. The authority of Mother Teresa's Missionaries of Charity at Maneja village said FAG provides the children for lunches.

7.2.iii E.I. DuPont India Private Limited

Introduction

It is a subsidiary of US-based \$38 billion E. I. du Pont de Nemours Company. DuPont association with India started in 1802 when the first shipment of raw materials for black powder to be used in explosives was imported by India from the U.S. DuPont India. It markets a wide range of products in a variety of market segments including agriculture, food and nutrition; health care; home and construction; electronics; safety and protection; and transportation and infrastructure.

CSR Activities

CSR activities have focused on improving the education facility at the school and upgrading the village infrastructure and creating a hygienic school environment. The employees of DuPont India have contributed to Prayas - sponsoring few village

children at Savli by paying for their education, medical requirements, clothing, food and shelter. CSR activities include donating computers, RO plant at primary school, scholarship scheme to meritorious students, water tank at Manjusar village, drainage line and drinking water line, general health checkup, orthopedic medical camp, public sanitation block at Nimeshra village etc.

Beneficiaries Account

Students, local community people etc. are the beneficiaries of the company. A primary school in Savli has computers, RO system installation for drinking water provided by the company. The school authority informed that scholarship schemes are also available for meritorious students, provided by the company.

7.2.iv Bombardier Transportation India Ltd.

Introduction

Bombardier Transportation is the rail equipment division of the Canadian firm Bombardier Inc. Bombardier Transportation. The division is headquartered in Berlin, Germany. Bombardier Transportation produces a wide range of products including passenger rail vehicles, locomotives, bogies, propulsion and controls, in addition to offering a number of services. André Navarri is the current President of Bombardier Transportation. In January 2011 the company had 34,900 employees, 25,400 of them in Europe, and 59 manufacturing locations around the world.

CSR Activities

Bombardier Transportation is one of the world's largest companies in the rail-equipment manufacturing and servicing industry with need based CSR budget. In the aegis of Tree planting in India, thousands of saplings are planted with the help of Baroda School children. Bombardier supports Disha Project which provides assistance to the people who suffer from natural calamities.

Beneficiaries Account

Students, employees etc. are the main beneficiaries of the company. Tree plantation is seen in and around Vadodara especially in schools like Navrachana school, few primary schools etc.

7.2.v Transpek-Silox Industry limited (TSIL)

Introduction

An Indo-Belgian joint venture between Transpek Industry Limited, India, and Silox, S.A, Belgium, TSIL manufactures inorganic chemicals for a wide range of applications such as Textile, Paper & Pulp, Tyre & Rubber, Paint and Plastics etc. Silox S.A of Belgium, which is a JV between Prayon Group and Cybelle S.A from Belgium, has global presence and manufacturing locations in Europe, North America and Asia. Silox specialises in manufacture of high performance ‘active’ and other Zinc oxide grades, SHS and anti-corrosion pigments.

CSR Activities

The company is organized a creative activity for the students of 4th and 5th standard at Hynapura P. G. Shala and were taught how to make attractive ‘Toran’, wall hangings by using fancy material. They celebrated various occasions like celebration of Republic Day, Rakshabandhan, Sharad Purnima. The company often organizes Rongoli competition, Patriotic song competition, Debate competition, Sports competition, Children’s Workshop, Anganwadi Teachers Training etc. It has opened a library to promote learning attitude and to increase the level of general knowledge among the students. Housekeeping competitions are organized to raise the points like cleanliness, arrangement of decoration, hygiene at nearby selected villages. With the help of active NGOs, short occupational training programs on various skills like Embroidery, Pottery, Beauty treatments and Mehendi application are imparted to young girls. Similarly, women are trained in cottage industry skills like preparation of detergents, washing powders etc. They also provide lectures on preparation of healthy recipes to village women, informative lectures on post pregnancy etc. Periodic Medical Camps like eye checkup, orthopedic, lungs function capacity test etc. are held in villages around its manufacturing locations. Tree plantation is also part of their CSR activity.

Beneficiaries Account

School students, women and youth, local village people etc. are the beneficiaries of the company. An interaction with village women who attended empowerment programs like tailoring, flower making, detergent and washing powder making etc. shared that the trainings were quite useful and now few of them make detergent and

washing powder at home for household purpose and don't need to buy these items from shops.

7.2.vi Gulbrandsen Chemicals Pvt. Ltd.

Introduction

Gulbrandsen Chemicals Pvt. Ltd. is a subsidiary of Gulbrandsen Chemicals, USA. The company manufactures and exports anhydrous aluminum chloride worldwide. Gulbrandsen Chemicals Pvt. Ltd. has a plant for manufacturing of inorganic chemicals, organ metallic compounds and other chemicals located on coastal highway, village Mujpur, Vadodara.

CSR Activities

Gulbrandsen Chemicals provided infrastructure facility to nearby village schools located in Mujpur. The company helped the Public Health Centre (PHC) in terms of infrastructure, medical facilities etc. They constructed and provided water tanks and pumps to village people. They have provided toys, fans, lights to Anganwadis, they also distributed school bags to six nearby villages. Awareness on environment and tree plantation is also included in CSR program.

Beneficiaries Account

Local village people, students, etc. are the beneficiaries of the company. The doctor of Public Health Centre (PHC), near the company said that the company provided financial help to renovate and upgrade medical facilities of the PHC by the company.

7.2.vii Huntsman-Baroda Textile Effects Pvt. Ltd. (BTEPL)

Introduction

Baroda Textile Effects Private Limited earlier known as Baroda Textile Effects Limited was incorporated on 25th June, 2007 as a wholly owned subsidiary of Metrochem Industries Ltd. MIL's demerge its Baroda Unit as an ongoing business entity into BTEPL and subsequently divest the control of the company to Huntsman International (India) Private Ltd (HIIPL). The Baroda unit of MIL was demerged in June 2009 by a demerger scheme approved by the High Court of Gujarat and HIIPL acquired the business of BTEPL. Huntsman International (India) Private Limited (HIIPL) is a part of the Huntsman Corporation of USA.

CSR Activities

The CSR activities include capacity building of Anganwadi teachers through periodic workshops on effectiveness of pre-school education. 8 workshops were conducted till date with 27 Anganwadi workers. Provision of educational material given on periodical basis to 40 children; infrastructure upgradation to 6 Anganwadis; conducted parents-teachers meeting to create awareness on early childhood care etc. The company conducted 10 days summer camps in 2 villages on activity based learning, career guidance program, career guidance program for the kids of BTEPL associates included a test with kids on API model that is Aptitude + Personality + Interest and result sharing with one to one counseling. They have established a science lab in Dabhasa Kumar Shala; distribution of note books, school bags and benches to schools. Celebration of festivals like Kite flying, Janmastami and Diwali, provide academic achievement awards etc. are part of the CSR activities.

Beneficiaries Account

School children are the important beneficiaries of the company. The school authorities informed that the up gradation of six Anganwadis undertaken by the company makes in a better way which makes a comfortable place of learning and provided necessary facilities to the children.

7.2.viii Sud-Chemie India Pvt. Ltd.

Introduction

The company was registered in 1969 as Catalysts and Chemicals India (West Asia) Pvt. Ltd. The name was first changed to United Catalysts India Ltd. and then to Süd-Chemie India Ltd., consequent to change in name of the parent company. Manufacturing operations at Cochin unit has started in 1970. Baroda unit was started in 1978. The company has been catering to the Syngas catalyst requirements of almost all the fertilizer manufacturing companies in India. They are market leaders for Syngas catalysts in India. Refineries and Petrochemical industries are also using catalysts with the introduction of MIDREX catalysts, started meeting the requirements of Sponge Iron Plants also.

CSR Activities

The company helps the school through free health checkup to school children, health checkup for women and villagers. They have often organized drawing and quiz competitions. It has distributed note books and other stationary to deprived school children. They involved into improvement of school infrastructure, tree plantation and environment day celebration, providing vocational training of higher section of schools in the villages of Angadh, Nandesari, Ramgadh, Rampura etc.

Beneficiaries Account

School students, women, local community people etc. are the beneficiaries of the company located in Angadh, Nandesari, Ramgadh, Rampura villages. The school principal shared that the students have received books, stationary etc. in the year 2010-11.

7.2.ix Schneider Electronics India Pvt. Ltd.

Introduction

Schneider Electric SA is a France-based multinational corporation that specializes in electricity distribution, automation management and produces installation components for energy management. It is headquartered in Rueil-Malmaison, France. Baroda Plant Sprawling over 9,000 Sqm of built-up area on 35,000 Sqm, produces Switches, Wiring Accessories and Cable Management Systems for international and domestic markets. All processes, taking place at the plant are ISO 9000-2000 and ISO 14000 certified and products also comply with stringent European standards on quality including ROHS.

CSR Activities

The company has its own foundation called “Schneider Electric Corporate Foundation” established in March 2008. BipBop program is initiated to address three key issues to provide sustainable access to electricity: the lack of appropriate equipment through the development of an adequate offer, the lack of financial resources available for innovative energy entrepreneurs through funding and the skills and expertise shortage through technical and business training. The Vadodara plant celebrated Luli Week from 1st to 5th July 2013 aimed to reduce ‘Carbon Footprints’ and come by walk to the plant. They contributed “shram dan” join hands with United

Way of Baroda to help in packaging of school kits, organized career guidance workshop in village school to guide 10th and 12th standard students. The company conducted blood donation camp within the plant and collaborated with local hospitals. Schneider Electric India Won the Golden Peacock Award for Corporate Social Responsibility on April 28, 2012.

Beneficiaries Account

Local community people, children, employees etc. are the beneficiaries of the company. The employees of the company as prime beneficiaries said that they have participated in Luli week and walked to promote the drive to reduce carbon footprints.

7.2.x Siemens Ltd.

Introduction

Siemens in India is a leading powerhouse in electronics and electrical engineering with a business volume aggregating about Rs. 12,000 crore. Siemens Ltd., in which Siemens AG (Germany) holds 75% of the capital, is the flagship listed company of the Siemens group in India. It is the only Siemens company in the world other than parent Siemens AG and Siemens Inc. in America that is listed on the stock exchanges (NSE: SIEMENS; BSE: SIEMENS). It operates in the core business areas of Industry, Infrastructure and Cities, Energy and Healthcare. It has nation-wide sales and service network, 21 manufacturing plants and employs about 18,000 people.

CSR Activities

Health and education are major concerns in CSR implementation. Siemens India is involved in providing free drinking water and electricity in rural areas, having own ambulance called Sanjivini which runs in villages providing free medicines and doctors to needy villagers. The employees of Siemens get 7 days voluntary leave for doing company's CSR activities. ITI employees are sent to impart technical lectures. The company is renovated Maneja Municipal School and organized drawing competition with the theme of environment, tree plantation, save electricity, save water etc. among students and given prizes to them.

Beneficiaries Account

School children, employees, etc. are the beneficiaries of the company located in Maneja and other sub plants of the company. The teacher of the Maneja Municipal School shared that the company has organized drawing competition among the students of the school.

7.2.xi Linde Engineering India Pvt. Ltd.

Introduction

Linde Engineering, a division of the Linde Group, is a leading world-wide technology partner for plant engineering and construction. Linde's global success is built on Linde's extensive process engineering expertise in the planning, project development and construction of turnkey industrial plants. With more than 1,000 process engineering patents and 4,000 completed plant projects, Linde ranks among the leading international plant contractors. Linde Engineering India Pvt. Ltd. (LEI) was established in 1987 with its Indian operation head office in the banyan city of Vadodara with 900 employees.

CSR Activities

Educational initiatives done by the company in the slum area of Fatehgunj with the help of NGO called Pratham NGO. A donation box is placed in the office reception and the management asks employees to donate money for good cause. The collected money goes to the Pratham NGO and other social causes.

Beneficiaries Account

Slum people, employees etc. are the beneficiaries of the company. A donation box is seen in the office reception to collect donation from the employees. The employees stated that they do contribute to the good cause.

7.2.xii INEOS ABS

Introduction

The Company was originally incorporated as ABS Plastics Limited in the year 1973 then changed its name to ABS Industries Limited. The erstwhile ABS Industries Limited now INEOS ABS (India) Limited (the "Company"™) w.e.f. June 17, 2008, is a pioneer in developing the market for the versatile engineering thermoplastic

material ‘Acrylonitrile Butadiene Styrene (ABS) in India. In early 1997, Bayer Industries Private Limited, a 100% holding company of the German major, Bayer AG acquired a majority share of 51% in ABS Industries Limited.

CSR Activities

The CSR activities of the company included organized free blood donation camps; provide stationaries and other necessary amenities to nearby schools and their children. The company is engaged into some charity and sponsorship to various religious and cultural events. Tree plantation and environment awareness also part of the CSR activities. The company says the employee welfare and safety is also key point in CSR.

Beneficiaries Account

Local village people, employees etc. are the beneficiaries of the company. The beneficiaries of the company mainly villagers from Nandesari, informed that the company conducts blood donation camps, awareness camps in the village.

7.2.xiii Domino’s Pizza

Introduction

Domino's Pizza is an American restaurant chain and international franchise pizza delivery corporation headquartered at the Domino Farms Office Park in Ann Arbor Township, Michigan, United States, near Ann Arbor, Michigan. Founded in 1960, Domino's is the second-largest pizza chain in the United States (after Pizza Hut) and the largest worldwide, with more than 10,000 corporate and franchised stores in 70 countries.

“Domino's Pizza India Private Ltd” started operations in 1996 subsequently changed its name to "Jubilant FoodWorks Ltd" in 2009. The company's and India's first Domino's Pizza outlet was opened in New Delhi in 1996. The company runs 576 Domino's Pizza outlets in 123 cities as of 31 March 2013. India is a major market for Domino's Pizza. Eight out of the top 10 Domino's restaurants in the world by volume (number of pizzas sold) are located in India.

CSR Activities

The Domino's Pizza team in Vadodara provides free fruits and meal to hospitals, slum areas etc. The team provides free fruits to all patients especially women at Jumnabai General Hospital, Vadodara. The team is also provides blankets to poor people during winter season.

Beneficiaries Account

Customers, mothers and children etc. are the beneficiaries of the company. An interaction with 10 women with new born babies in the Jamnabai General Hospital (Gujarat Government undertaken) shared that a team of 12-15 staff of Domino's Pizza has visited the hospital on 30th December 2011, and distributed fruits to all of them.

7.2.xiv HSBC

Introduction

HSBC Holdings P.L.C. is a British multinational banking and financial services organisation headquartered in London, United Kingdom founded in London in 1991 by The Hongkong and Shanghai Banking Corporation. The origins of the bank lie in Hong Kong and Shanghai, where branches were first opened in 1865. The HSBC name is derived from the initials of The Hongkong and Shanghai Banking Corporation Limited. HSBC's origins in India date back to 1853, when the Mercantile Bank of India was established in Mumbai. In India, the Bank offers comprehensive products and services to its corporate and commercial banking clients as personal banking customer base.

CSR Activities

Future first is supporting to set up a 'Khehavigyan Center' (Toy Library) with toys that engage children who otherwise have little access to healthy and educational forms of recreation. Future First is a five-year, US\$ 10 million initiative of the HSBC Global Education Trust led out of HSBC in India. The main focus area: Non-formal Education, Beneficiaries: Children from poor families and Number of beneficiaries: 3000. Rural Urban Development Institute (RUDI) Manager's School in 9 districts in the Western India state of Gujarat is run by SEWA (Self Employed Women's Association) Gram Mahila Haat. It imparts on-going Western India, Gujarat (Rural) managerial and leadership inputs to rural producer groups who are poor, self-

employed women workers in the inform economy. These women are members of SEWA, India's largest movement of over 600,000 self-employed women in urban and rural Gujarat. The objective of HSBC RUDI Manager's School is to enhance skills of women so as to improve marketability of their products by educating them on advanced production techniques and introducing them to economic concepts such as supply-and-demand prediction.

Beneficiaries Account

Rural people, women, customers etc. are the beneficiaries of the bank. The women of the SEWA (Self Employed Women's Association), have got practical exposure and few of them started small income generating business/program in the rural village.

7.2.xv Standard Chartered Bank

Introduction

Standard Chartered PLC is a British multinational banking and financial services company headquartered in London, United Kingdom. It operates a network of over 1,700 branches and outlets (including subsidiaries, associates and joint ventures) across more than 70 countries and employs around 87,000 people. It is one of the India's largest international banks with 99 branches in 42 cities, and have been operating since 1858.

CSR Activities

The Standard Chartered is title sponsor of Mumbai Marathon for the last ten years. The branch in Vadodara conducted blood donation camps especially concerned with thalassemia patients. They are involved into sponsorship and charitable contributions.

Beneficiaries Account

Customers, employees, patients etc. are the beneficiaries of the bank. The authority of the Mumbai Marathon stated that the Standard Chartered Bank is one of the prime sponsors of the mega event.

DATA INTERPRETATION

Following are few diagrams with data (in percentage) of MNC sector industry, Vadodara to show the CSR and its relevant information. In MNC sector, the views

seem to be same as Private sector companies e.g. 53.33% says contact with enterprises or professionals and 46.66% says reading of official documents are major sources of getting information on CSR. Surveys or studies get least response of 20%. Here 40% of companies response says internet source plays one of the key role compared to other two sectors (Figure 1).

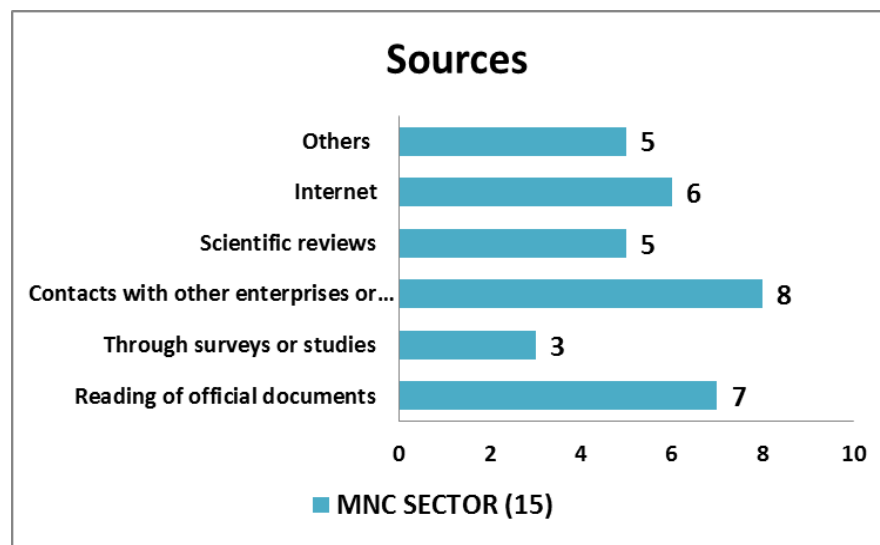


Figure 1 Sources of Knowledge about CSR

In MNC sector, 93.33% says employees are major stakeholder than other stakeholders (Figure 2).

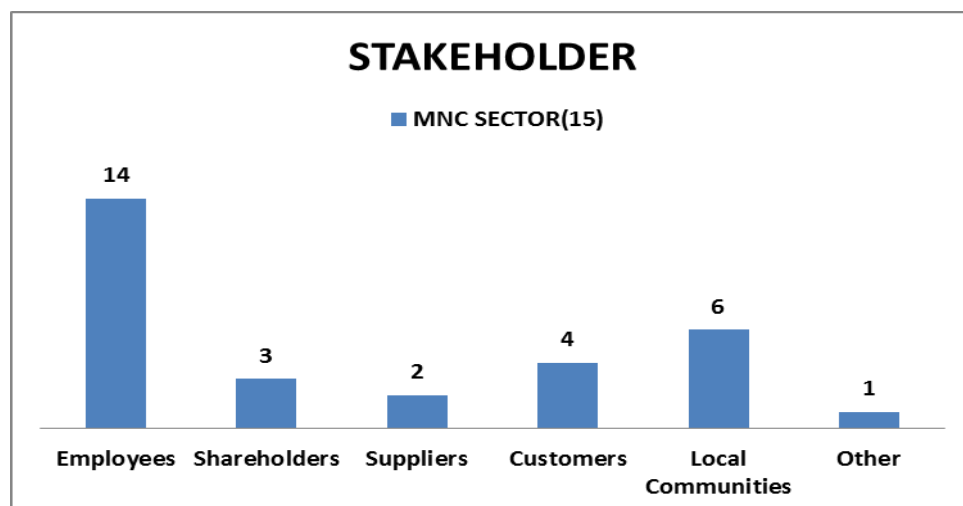


Figure 2 Identified Stakeholders

In MNC sector the responses seem more high on support, encouragement, planning, analysis and least on assessment either internal and external (Figure 3).

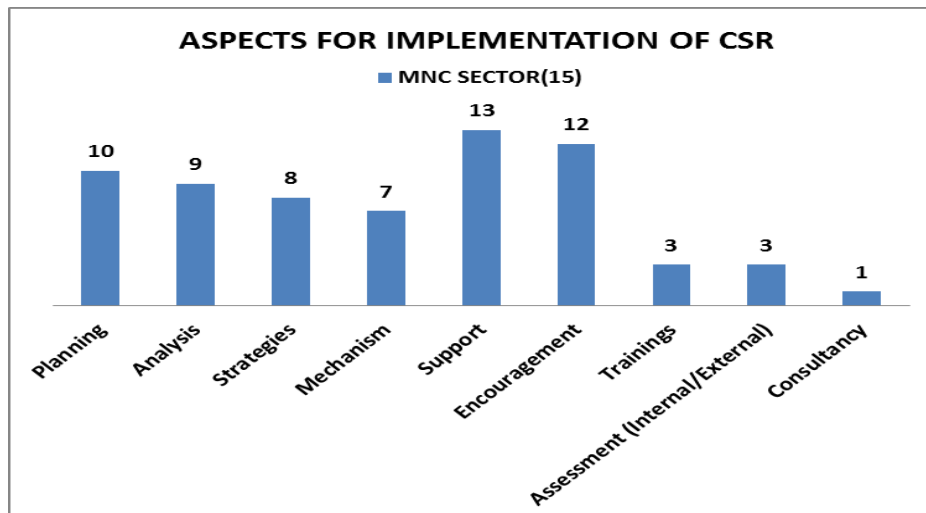


Figure 3 Various Aspects related to CSR Implementation

In MNC sector, the key area education (66.66%), health care (60%), environment (53.33%), child welfare (53.33%) provide more focus than the other areas. The data is not found any provision for microfinancing and credit assistance (Figure 4).

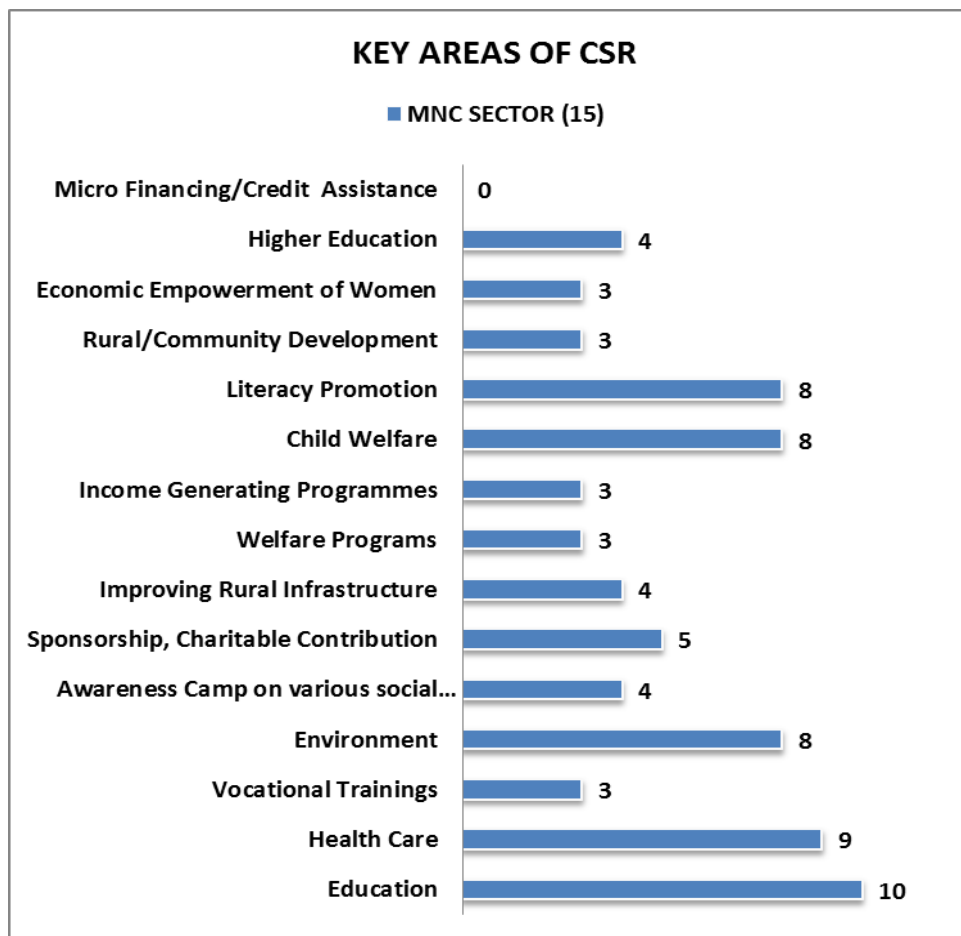


Figure 4 Key Areas of CSR

In MNC sector, 14 companies or 93.33% stated that the purpose of CSR is to work for betterment of local society. They said profit making (33.33%) and tax reduction (33.33%) are least important in the process of CSR implication (Figure 5).

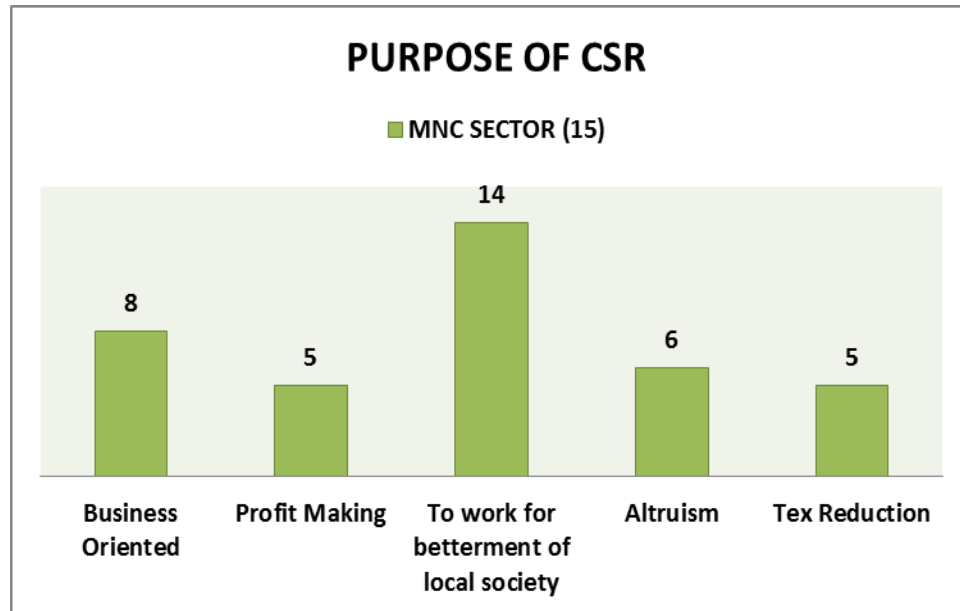


Figure 5 Purpose of CSR

In MNC sector, the mechanism involved for most of their CSR works is done directly through HR personnel and NGO help. There is least response on taking help of government agencies and having their own foundation (Figure 6).

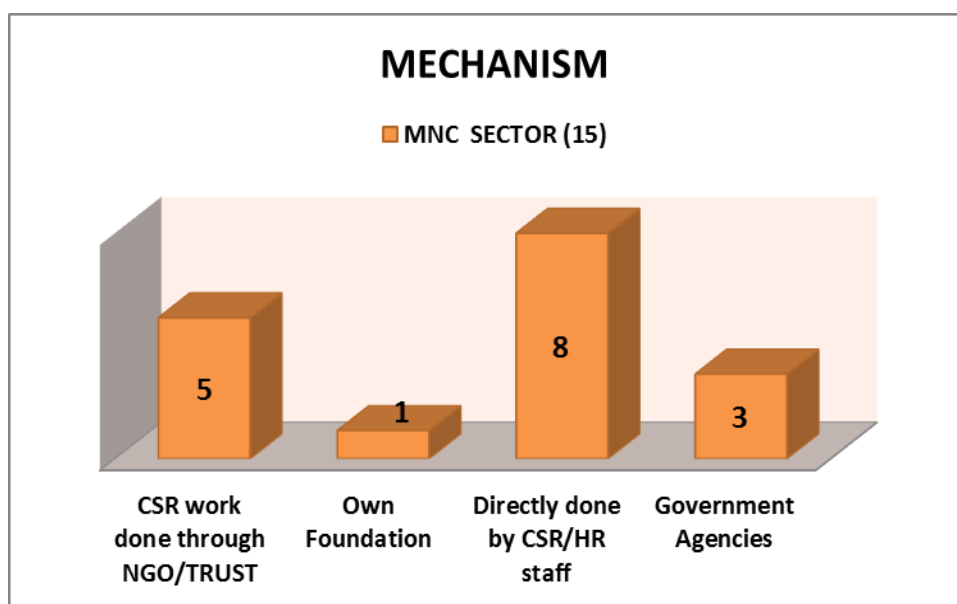


Figure 6 Mechanisms for CSR

In MNC sector, local communities (80%) and children or students (66.66%) are most important beneficiaries. Focusing on tribal community, sports personnel and physically challenged are least concern (Figure 7).

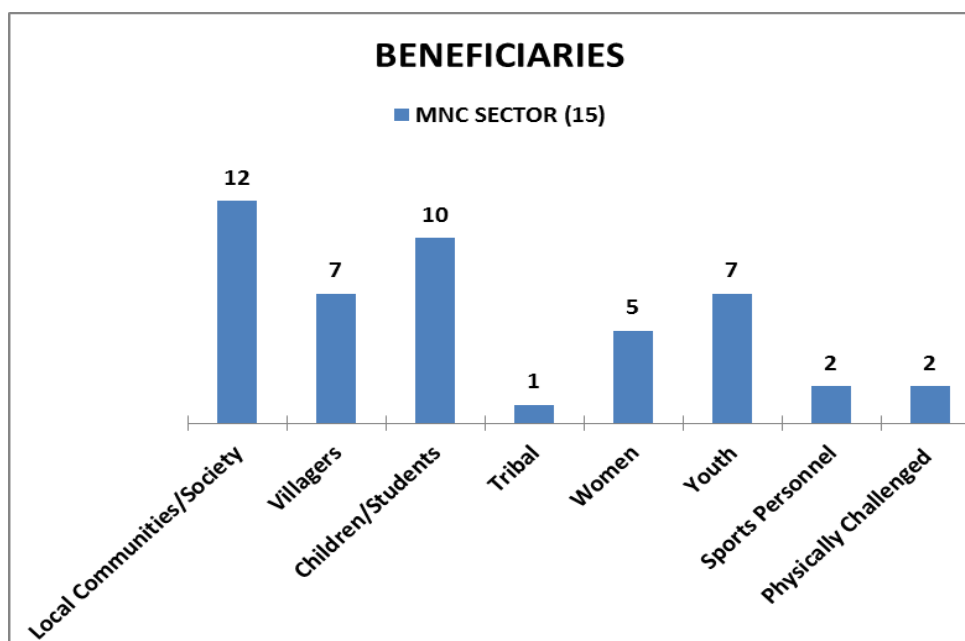


Figure 7 Lists of Beneficiaries

In MNC sector, 13 corporates said that they are taking required precautions for environmental pollution. Least response received in involvement of mitigating global warming (Figure 8).

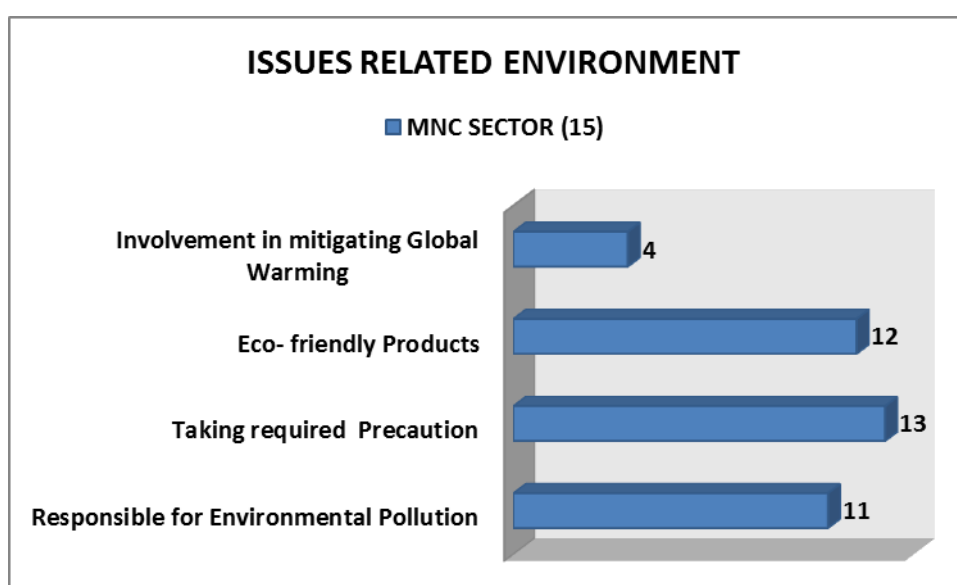


Figure 8 Issues related to Environment

In MNC sector, the responses on the benefits of having CSR or doing CSR activities can create responsible organisation (80%), both good rapport and image building (73.33%) gets equal response. They gave least response on tax reduction (40%) as organisation benefits (Figure 9).

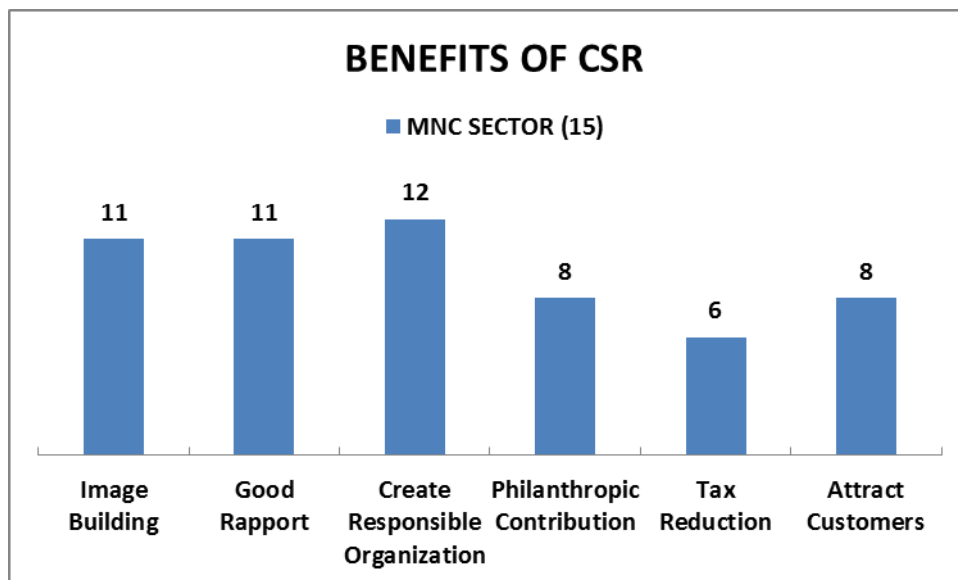
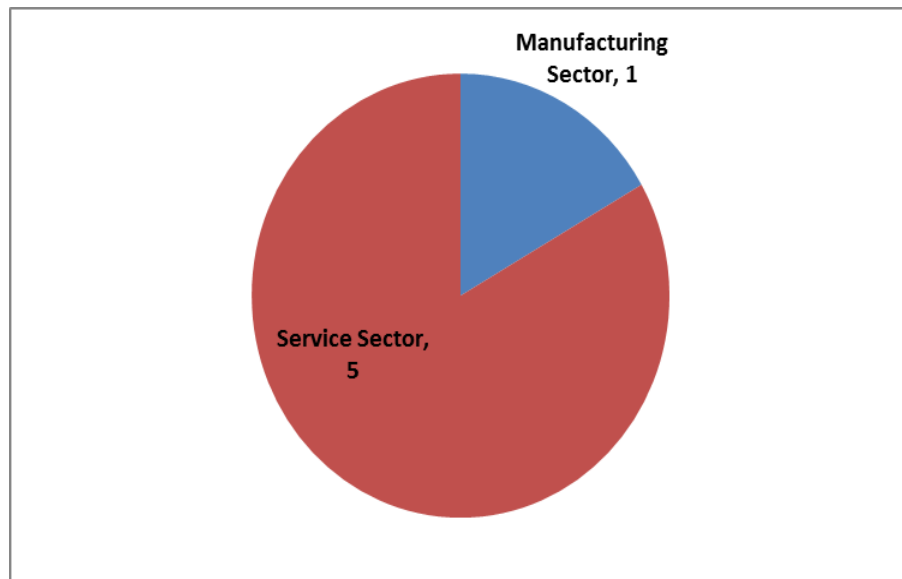


Figure 9 Benefits of CSR

7.3 DATA ANALYSIS OF MULTINATIONAL SECTOR CORPORATIONS IN VADODARA REGION: CSR ACTIVITIES ARE CARRIED OUT ELSEWHERE

The following are the selected MNC Sector Companies (06) in Vadodara, but their CSR activities are carried out not in Vadodara but in other branch offices elsewhere.

Sr. No.	Manufacturing Sector	Sr. No.	Service Sector
1	General Motors (GM)	2	Vodafone
		3	Blue Dart Express Ltd. (DHL)
		4	TUV Rheinland (India) Pvt. Ltd.
		5	Thomas Cook
		6	City Bank



7.3.i General Motors (GM)

Introduction

General Motors Company, Inc., commonly known as GM (General Motors Corporation before 2009), is an American multinational automotive corporation headquartered in Detroit, Michigan, and among the world's largest automakers by vehicle unit sales, employing 202,000 people and doing business in 157 countries. General Motors produces cars and trucks in 37 countries, and sells and services the vehicles through the brands - Chevrolet, Buick, GMC, Cadillac, Baojun, Holden, Isuzu, Jie Fang, Opel, Vauxhall, and Wuling. GM India started its Indian journey in 1996 and offers products under the Chevrolet brand in the country. Its flagship brand, Chevrolet, was introduced in India in 2003, under the banner "For a Special Journey Called Life". One manufacturing unit is located in Halol, Vadodara.

CSR Activities

General Motors Foundation has donated more than \$315 million in grants to support nonprofit organizations within the areas of Education, Health and Human Services, Environment and Energy and Community Development. In 2010, the GM Foundation committed an unprecedented \$27.1 million grant to the United Way for Southeastern Michigan. This was the largest donation in the GM Foundation's history. The funds will create a "Network of Excellence" in seven metro-Detroit high schools: Central High School (Detroit), East Detroit High School, Hamtramck High School, Harper

Woods High School, Henry Ford High School (Detroit), River Rough High School and Madison High School (Madison Heights).

GM and the GM Foundation have contributed more than \$1 million to the American Heart Association and have focused on research and prevention of the major illnesses of heart disease, cancer and diabetes. The Web-based Countdown2Drive program is designed to help parents and teens discuss and reinforce key habits for safely riding with other drivers. Through the program, parents and their teens draft an agreement that reinforces safety behaviors such as always wearing a safety belt, reducing driver distraction and checking in with parents upon arrival or departure. The GM Foundation and General Motors contributed more than \$10 million to the MLK Foundation for the Martin Luther King, Jr. National Memorial that was dedicated on October 16, 2011.

GM Foundation and Earth Force sponsored the inaugural Chevrolet GREEN Educator Awards. In conjunction with the GM GREEN program, 20 educators nationwide were honored with the inaugural Chevrolet GREEN Educator Award. Established by Earth Force Inc. and the General Motors Foundation, the award recognizes exceptional educators who integrate environmental education into their classrooms.

7.3.ii Vodafone India Limited

Introduction

Vodafone Group is a British multinational telecommunications company headquartered in London and with its registered office in Newbury, Berkshire. It is the world's second-largest mobile telecommunications company measured by both subscribers and 2011 revenues, and had 439 million subscribers as of December 2011. Vodafone owns and operates networks in over 30 countries and has partner networks in over 40 additional countries. Vodafone also owns 45% of Verizon Wireless, the largest mobile telecommunications company in the United States measured by subscribers. Vodafone India, formerly Vodafone Essar and Hutchison Essar, is the third largest mobile network operator in India after Airtel and Reliance Communication by subscriber base. It is based in Mumbai, Maharashtra. It has approximately 147.48 million customers as of December 2012.

CSR Activities

Sanchar Shakti project, in partnership with the Department of Telecommunications operates in seven rural areas of India. It aims to improve women's information communication technology skills and supports to know information about health, social issues and government schemes sent to the women, who are members of their local self-help group, over their mobile phones. The Women and Innovation Awards (WIN Awards) celebrate the use of mobile technology to improve the lives of women across India in the areas of education, health and economic empowerment. In partnership with the Digital Empowerment Foundation, the Vodafone Foundation hosted the WIN Awards on Friday 2nd December at the India Habitat Centre in Delhi. Grant of INR 4 million given for best socially empowering mobile initiatives in India. The Vodafone Group Foundation has allocated a total of £150,000 to assist victims across the country through International relief agencies including Oxfam. Red Alert is an emergency SMS fundraising program enabling Vodafone Foundations and Vodafone companies to emergencies and disasters. The program provides the facility for Vodafone employees and customers in 21 countries to give free of charge to appeals via SMS in response to disasters and emergencies.

7.3.iii Blue Dart Express Ltd. (DHL)

Introduction

It is South Asia's premier courier and integrated express package Distribution Company. It has extensive domestic network covering over 33,751 locations, and service more than 220 countries and territories worldwide through group company DHL, the premier global brand name in express distribution services. In 8 November 2004, DHL Express invested €120 million in Indian domestic courier Blue Dart and became the majority shareholder in the company.

CSR Activities

Blue Dart's commitment towards community causes since its inception in 1983. As part of the DHL Group and in line with its CSR platform, Blue Dart's major focus areas are – Education, Environment and Disaster Management.

Education (Go Teach)

In association with Oasis India (NGO) started an initiative called "Blue Edge - Empowering Lives", which is aimed at the lives of young adults from difficult

environment, who have not been able to complete their education. Through this initiative around 50 students every six months have provided training on English Speaking, Computer Skills, Life Skills and Customer Orientation. Since inception, 524 students have successfully completed this program and have felicitated at seven Graduation Ceremonies held in Blue Dart headquarters in Mumbai.

Environment (Go Green)

The company has taken up various steps to sum up as 'Go Green' initiatives like Sapling plantation, Mangrove Clean-up, Recycling Waste, Energy Conservation (Eg. Power Saver: Lights Off Initiative) and Route Optimization.

Disaster management response (Go Help)

In association with Think Foundation (NGO), Sarla Blood Bank and other blood banks regularly hold Blood Donation Drive facilities, to help young Thalassemia patients, who need blood transfusion every 15 days to survive. In October 2009, DHL Team from all business units worked out to send the relief material to the flood affected areas of Karnataka and Andhra Pradesh. They organize the 'Help a Child' initiative to give 'gifts' to deprived children during the festive season of Christmas. The gifts comprised bags of donations - clothes, woolen clothes, toys, books, stationery, school bags, shoes, lunch boxes, water bottles, soaps, shampoos, toothpaste, etc.

7.3.iv TUV Rheinland (India) Pvt. Ltd.

Introduction

TÜV Rheinland is a global provider of technical, safety, and certification services. TÜV Rheinland was founded in 1872 and has its headquarters in Cologne, Germany. It employs more than 16,000 people in 500 locations in 65 countries and generates annual revenues of €1.5 billion till 2012. The group's guiding principle is to achieve sustained development of safety and quality in order to meet the challenges arising from the interaction between man, technology and the environment. TÜV Rheinland has bundled its more than 2,500 services into a portfolio of 42 global business fields. One regional office is located in Gotri, Vadodara.

CSR Activities

Employees donated a day's salary and some of them also volunteered to render social service to people affected by the Tsunami in December 2004. Employees participated

in blood donation camps organized by Lions' Blood Bank in Bangalore for four consecutive years in 2007, 2008, 2009 and 2010. Employees offered a days salary and contributed to the Deccan Herald Flood Relief Fund for people affected in the floods in Bihar (Eastern India) and North Karnataka during 2008 and 2009 respectively and provided tables, chairs and school benches to the children of about 7 villages which were badly affected. TUV Rheinland India helped a Tent School at Kundalahalli, near Whitefield, Bangalore (meant for children of construction workers in the unorganized sector) and provided the school with Chairs and Furniture apart from providing school books and sweets during the visit of Mr. Ulrich Feitz in May 2009.

7.3.v Thomas Cook (India) Ltd.

Introduction

Thomas Cook Group is a British global online/offline travel company created on 19th June 2007 by the merger of Thomas Cook AG and MyTravel Group. Thomas Cook India Ltd. (TCIL), earlier a subsidiary of Thomas Cook group. Currently Thomas Cook (India) Limited is promoted by Fairfax Financial Holdings Limited through its wholly owned subsidiary, Fairbridge Capital. Presently operates in over 101 cities across 250 locations, including 28 airport counters. Thomas Cook (India) Ltd. is one of the largest integrated travel and travel related financial services company in the country offering a broad spectrum of services that include Foreign Exchange, Corporate Travel, Leisure Travel, and Insurance. The Company launched its Indian operations in 1881 and is celebrating its 133 years of world-class service in India in 2012 (at the time of data collection). Thomas Cook India ltd. is listed both on Bombay Stock Exchange as well as National Stock Exchange.

CSR Activities

The Key elements of CSR are -

Customers: In the sustainability report, Thomas Cook stresses that the company is obsessed with customer service and that the keyword for them is “satisfied customers”. All staff with direct contact to customers goes through customer service training programmes to assure the best and highest standard of service. That is why Thomas Cook proudly received many awards, e.g. Favourite Package Holiday Company in 2010.

Employees: Thomas Cook works to engage and motivate its employees in order to create a sustainable competitive advantage. It is also reached by completing employee surveys and by having an open communication where employees can raise concerns without fear of retribution. Thomas Cook makes sure to acknowledge employees who have demonstrated exceptional commitment and it rewards high levels of performance and loyalty.

Suppliers: Thomas Cook wants to influence its suppliers to improve their sustainability performance and to show best practices in the industry. In order to do so, Thomas Cook sends an electronic magazine to the suppliers with inspiration from previous sustainability projects in other destinations and hopefully, it can inspire the suppliers to do the same. Managers and staff from the hotels are sent to training to be more responsible and implement sustainability measures. For instance, hotels should measure its energy, water, fuel and towel use. With some simple changes, the overall consumption can be reduced significantly.

Environment: One of the main points in the company's environmental management is to reduce and report on carbon emission from aircrafts. Thomas Cook tries to keep a high load factor on all aircrafts to lower the emissions per passenger per kilometre. The pilots also take different measures to be more fuel efficient, e.g. the aircrafts are equipped with light-weight items in the cabin and the pilots choose the more direct route to save fuel. Reducing and recycling waste is another focus area for Thomas Cook. For instance paper and expired brochures from the offices and catering waste from the aircrafts are recycled and the airports are also encouraged to make some changes.

Communities: The fifth and last focus area is their community that means both home communities and destination communities. One cause that is particularly important is projects to help sick and disadvantaged children. Thomas Cook asks its customers to make donations if they wish to support the cause and the company also collects unwanted currency on return flights to the United Kingdom. In Northern Thailand, Thomas Cook works hard to overcome problems concerning child labour, child trafficking and child prostitution. Thomas Cook has built a 'School for Life' that gives education to children and furthermore, it gives money to many organisations that struggle to overcome negative impacts of tourism.

7.3.vi City Bank

Introduction

Citibank is the consumer banking division of financial services multinational Citigroup. Citibank was founded in 1812 as the City Bank of New York, later First National City Bank of New York. As of March 2010, Citigroup is the third largest bank holding company in the United States by total assets, after Bank of America and JPMorgan Chase.

CSR Activities

The Citi Foundation supports the economic empowerment and financial inclusion of low to moderate-income people in communities where the banks operate. They work collaboratively with a range of partners to design and test financial inclusion innovations with potential to achieve scale and support leadership and knowledge building activities. The core focus areas included are -

Financial Capability and Asset Building – Increases in the number of low to moderate income adults/youth who learn financial behaviors and accumulate and preserve financial assets.

Microfinance – Increases in the supply and use of financial products, supplied by microfinance institutions that improve and accelerate the financial inclusion of low to moderate income individuals.

Enterprise Development – Increases in the number of micro or small enterprises that provide new income generation and/or employment opportunities for low to moderate income individuals.

College Success– Increases in the number of low- to moderate income secondary school students who are meeting the academic, financial and social milestones to enroll in and complete postsecondary education.

Youth Education and Livelihoods– Increases in the number of low-income youth, ages 13-25, who complete secondary school, become employed, start their own income-generating business or obtain postsecondary education or training.

Neighborhood Revitalization – Increases in the number of small businesses, affordable housing units or community facilities that contribute to the economic and/or environmental sustainability of low- to moderate-income communities.

Disaster Response – Supporting preparedness, immediate response, and rebuilding efforts, that all contribute to the long-term economic recovery of communities

7.4 MAJOR FINDINGS AND INTERPRETATIONS

7.4.i MNC Sector - Manufacturing Industries

The CSR activities of selected 12 MNC sector Manufacturing industries in Vadodara are involved into education, health care, renovation of schools, vocational training courses for youth and children.

- Tree plantation and environment day celebration are most common CSR activities.
- The CSR activities are done under the aegis of HR department.
- All these companies follow statutory precaution to maintain factory free from pollution.
- Few of these companies' are involved in sponsorship and charitable donations.
- Most of these companies budget for CSR is not fixed and the CSR activities are not implemented in structured and regular way.
- They stated that central head office is more responsible in doing CSR activities.

7.4.ii MNC Sector - Service Industries

The selected 3 MNC sector service industries are not so actively involved in CSR activities in Vadodara region.

- One main CSR activity included is organizing blood donation camps.
- Tree plantations, fruits distribution to patients, donations and sponsorships etc. are few concerns of corporations.
- Activities are mostly run under the HR personnel.

7.5 PHOTOGRAPHS

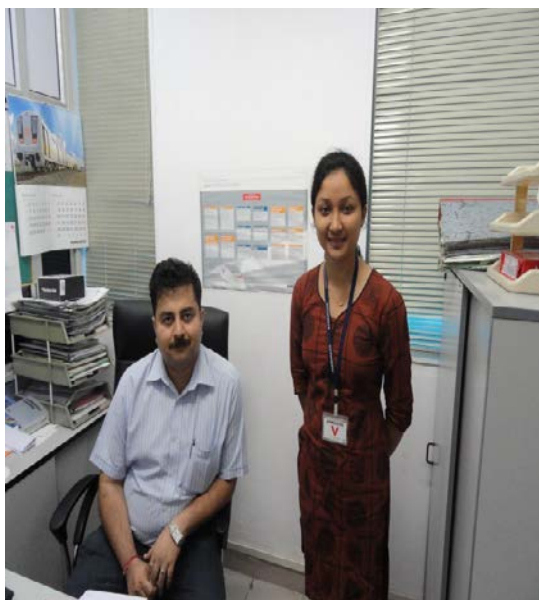
Respondents (HR/CSR Officials) from MNC Sector Companies in Vadodara



Mr. Amit Arora (HR Specialist)
Mr. Prashant Paralikar (HR Executive)
E.I. DuPont India Pvt. Ltd. Vadodara



Mr. Jayprakash Nair, Executive (T&D)
FAG Bearings India Limited



Mr. Dibyendu C. Thakur
Head - HR, Bombardier Transportation,
Vadodara



Mr. Amarjit Singh Atthwal,
Asst. General Manager – HR,
Sud Chemie India Pvt. Ltd., Vadodara

Various CSR Activities Undertaken by MNC Sector Companies at Vadodara



Health checkup camp by Transpek-Silox, Vadodara



Beauty Parlor courses to girls by Transpek-Silox, Vadodara



Luli Week by employees of Schneider Electronics to reduce carbon footprint



Work Station at Seva Tirth by ABB



Tree guards provided by ABB



Fatehgunj Circle maintained by ABB



Training Course on flower pot making by Transpek-Silox, Vadodara



Fruit distribution by Domino's Pizza Employee

WITH BENEFICIARIES



A mother at Jamnabai General Hospital, Vadodara



Team of Domino's Pizza, Vadodara



Jamnabai Hospital at Mandvi, Vadodara



Akshaya Patra Foundation, Vadodara

PART- III

CHAPTER: 8. CORPORATE SOCIAL RESPONSIBILITY: POLICIES, INTERNATIONAL CODES AND STANDARDS

CHAPTER - 8
CORPORATE SOCIAL RESPONSIBILITY: POLICIES,
INTERNATIONAL CODES AND STANDARDS

	Page No.
INTRODUCTION	265-289
8.1 Guidelines on CSR and Sustainability Development for Central Public Sector Enterprises in India	267-268
8.2 United Nations Global Compact (UNGC)	269-270
8.3 OECD Guidelines for Multinational enterprises	270-271
8.3.i Content	271-271
8.3.ii Core Issues	271-271
8.4 SA 8000	271-272
8.4.i Overview of SA 8000 Standard	272-273
8.5 Global Reporting Initiative (GRI)	273-275
8.6 ISO 26000: Guidance on Social Responsibility	275-279
8.7 AccountAbility 1000	279-280
8.7.i The AA 1000 Series of Standards	280-280
8.8 Worldwide Responsible Accredited Production (WRAP)	281-281
8.9 Business Social Compliance Initiative (BSCI)	281-282
8.10 Ethical Trade Initiative (ETI)	282-283
8.11 The Caux Round Table (CRT)	283-286
8.12 Data Interpretations	287-289
8.13 Major Findings and Interpretations	289-289

CHAPTER - 8

CORPORATE SOCIAL RESPONSIBILITY: POLICIES, INTERNATIONAL CODES AND STANDARDS

INTRODUCTION

Corporate Social Responsibility is not only an act of good practices for humanity but also to provide good working environment to an organization's employees, to pay just remuneration, to give regular leave, to care as a human beings and to care environment of the society. Business organizations in the society are accountable to implement different socially desirable activities not only for stakeholders concerned but also for different external parties. Corporate Social Responsibility is not the only ethical dilemma that financial institutions face in an atmosphere of corrupt corporate practice (Azim et al. 2011) but also these institutions are concerned with commitment for sustainable development but execution of such development procedural function's through compliance with CSR guidelines is difficult.

In present days the Government and other International Organizations have come up with specific policies and guidelines to pay more attention on social and environment issues. The government and other recognized organizations are more focusing on the sensitivity issues of the environment and local community. A key lesson from the recent recession and business scandals in financial sector is that responsible, transparent and ethical leadership is needed in order for companies to develop and maintain a long term commitment to corporate responsibility for the benefit of multiple stakeholders. In addition, the enforcement and monitoring mechanisms to oversee these expectations range from the barely existent to well-resourced government agencies (Ravi Raj Atrey, 2012). Corporate Social Responsibility focuses on creating social and environmental value in addition to economic performance, commonly denominated as the people, planet and profit or Triple P dimensions. Businesses themselves decide to what extent they are willing to assume responsibility for developmental processes that taking place within and beyond the company. Public authorities are increasingly supporting companies that choose to do so. In today's global economy, Corporate Social Responsibility has also become one of the top priorities for trade and commerce. Decreasing tolerance of poor working conditions

represents a huge challenge for manufacturers, retailers, and suppliers who must balance these ethical concerns with the need to produce high-quality products at low prices. The certification inspects factories and goods in the countries of origin across the whole supply chain, on behalf of clients and consumers located in the products' final market. Now these standards for social and environment are set to verify compliance to quality, safety and ethical standards.

Social movements, NGO activity and pressure groups during the 70s and 80s led to the mobilization of public opinion demanding from corporations to demonstrate a socially responsible stance. Government is in a unique position to convene necessary stakeholders in order to address social problems through a CSR agenda. In one way or another, governments can partner with foundations and corporations to support business responsibility initiatives. It plays a key role in facilitating meaningful stakeholder dialogue with the business community for example, by building the capacity of civil society actors or by directly facilitating dialogue and multi-stakeholder processes. In India, two dialogue forums directly relevant to CSR policy developments were initiated (Eva, 2007). First, the Coordination Committee to Promote Affirmative Action in the Indian Industry comprises the relevant government ministry offices (mainly the Ministry of Commerce and Industry), Associated Chambers of Commerce and Industry of India, Federation of Indian Chambers of Commerce and Industry, as well as senior representatives of industry. The aim of the partnership is to finalize a Code of Conduct on Affirmative Action and to set up regulator with regional benches to monitor the compliance of the voluntary code of conduct by its members. Another forum is the India Partnership Forum (IPF) which is also involved in this multi-stakeholder dialogue forum. IPF has a more CSR focused brief and addresses issues other than affirmative action, its areas of interest being the adoption and operationalization of a social code for business, the formulation of CSR, providing support to public policy measures on CSR, ensuring the mainstreaming of CSR education in business schools, capacity building for community development, capacity building for sustainable reporting processes and indices, building a CSR knowledge base, and providing communication and advocacy on CSR.

In some cases, governments require companies to enter into stakeholder engagement through mandatory legislation. In many cases, governments can harness the

community development potential of corporate philanthropy and social investment through dialogue to optimize their alignment with community needs. In certain cases, they can mandate corporate contributions in return for a license to operate. Such partnerships also aid in raising awareness of specific social problems and link to the engagement of business, as well as the expertise of stakeholders in other sectors. Furthermore, a business-NGO partnership can provide leverage for the availability of private resources to be directly channeled to meet social and environmental solutions. Government can promote pro-CSR production practices through business, technical and advisory services, and research. This can be achieved through a variety of means. Governments may choose to include CSR-related requirements in public procurement practices; that is, linking their actions as consumers to promotion of pro-CSR production. Other interventions by governmental agencies in some developing countries have included capacity building activities designed to help domestic producers meet CSR standards. Outlines of a broadly complementary initiative in India serve as a good example. The Indian Textiles Committee, part of the Ministry of Textiles, has taken up a national campaign to sensitize the textile and clothing industry, particularly in the SME sector, to address emerging challenges resulting from the forthcoming liberalization of the Indian textile and clothing industry. The Committee is working with the Ministry of Commerce, state governments, and local industry and trade associations on the campaign. Approximately 7,500 company representatives will have taken part in 25 workshops. The aim is to disseminate information on various standards and compliance mechanisms including ISO 9000 QMS, ISO 14000 EMS, and Social Accountability (SA8000) standards, as well as offer technical assistance to encourage implementation.

8.1 GUIDELINES ON CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY DEVELOPMENT FOR CENTRAL PUBLIC SECTOR ENTERPRISES IN INDIA

Department of Public Enterprises (DPE) issued guidelines on Corporate Social Responsibility for Central Public Sector Enterprises (CPSEs). In the revised guidelines, CSR and Sustainability agenda is perceived to be equally applicable to internal stakeholders (particularly, the employees of a company), and a company's Corporate Social Responsibility is expected to cover even its routine business operations and activities. The thrust of CSR and Sustainability is clearly on capacity

building, empowerment of communities, inclusive socio-economic growth, environment protection, promotion of green and energy efficient technologies, development of backward regions, and upliftment of the marginalized and under-privileged sections of the society. Making it mandatory in the revised guidelines for CPSEs to take up at least one major project for development of a backward district has the potential of contributing significantly in the long run to socio-economic growth in all the backward regions of the country. In the revised guidelines, the utility of a baseline survey in any need assessment study before taking up a CSR and Sustainability project is recognized, but keeping in view the vocal protests of several CPSEs against making it a mandatory provision, baseline survey is not insisted upon in every case. The CPSEs have been granted the flexibility to opt for other methods, including use of their own in-house expertise and resources for need assessment studies.

Some changes have been made in the financial component of CSR and Sustainability agenda. One, there is no separate allocation of budget for sustainable development, as was mandated earlier. Two, the slab of budgetary expenditure on CSR and Sustainability activities for the CPSEs having PAT over Rs.500 crore in the previous year, would now be from 1% - 2%. This is only a marginal change because, in any case, CPSEs are now advised to maximize their expenditure on CSR activities and move towards the higher end of their respective slabs of budget allocation for this purpose. Third, in the earlier guidelines there was a provision of a minimum expenditure of Rs.3 crores on CSR activities for CPSEs having a net profit of Rs. 100 - 500 crores. This created an anomalous situation vis-à-vis the CPSEs placed in the higher slab, having a net profit of over Rs.500 crore, for which no minimum expenditure was specified in the earlier guidelines. The requirement of a minimum expenditure of Rs.3 crore has been removed in the revised guidelines. However, these CSR guidelines and especially the suggested slabs of budgetary allocation for CSR and Sustainability activities would stand modified as and when the new Company Law brings in provisions in this regard, which would need to be followed by all companies including the CPSEs (Guideline, 2013). The data shows that the few of public sector corporations are following the guideline of Central Public Sector Enterprises (CPSEs) like ONGC, GAIL, IOCL etc. and produce reports for shareholders.

8.2 UNITED NATIONS GLOBAL COMPACT (UNGC)

The UN Global Compact is a strategic policy initiative for businesses. This policy is committed to aligning with ten universally accepted principles in the areas of Human Rights, Labour, Environment and Anti-Corruption. By doing so, business as a primary driver of globalization, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies. The United Nations Global Compact, also known as Compact or UNGC, is a United Nations initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The Global Compact is the world's largest corporate citizenship initiative with two objectives: "Mainstream the ten principles in business activities around the world" and "Catalyse actions in support of broader UN goals, such as the Millennium Development Goals (MDGs)".

The Union Compact was announced by the then UN Secretary-General Kofi Annan in an address to The World Economic Forum on January 31, 1999, and was officially launched at UN Headquarters in New York on July 26, 2000. The Global Compact Office is supported by Six UN agencies:

1) The United Nations High Commissioner for Human Rights, 2) The United Nations Environment Programme, 3) The International Labour Organization, 4) The United Nations Development Programme, 5) The United Nations Industrial Development Organization and 6) The United Nations Office on Drugs and Crime.

The UN Global Compact's set of core values in the areas of human rights, labour standards, the environment and anti-corruption are as follows (UNGC Website, 2013):

Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights
	Principle 2: Make sure that they are not complicit in human rights abuses
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
	Principle 4: The elimination of all forms of forced and compulsory

	labour
	Principle 5: The effective abolition of child labour
	Principle 6: The elimination of discrimination in respect of employment and occupation
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges
	Principle 8: Undertake initiatives to promote greater environmental responsibility
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

8.3 OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES

The OECD (Organization for Economic Co-operation and Development) Guidelines for Multinational Enterprises are recommendations addressed by governments to multinational enterprises. The mission of the OECD is to promote policies that will improve the economic and social well-being of people around the world. The Guidelines aim to ensure that the operations of these enterprises are in harmony with government policies, to strengthen the basis of mutual confidence between enterprises and the societies in which they operate, to help improve the foreign investment climate and to enhance the contribution to sustainable development made by multinational enterprises. The Guidelines are part of the OECD Declaration on International Investment and Multinational Enterprises which relate to national treatment, conflicting requirements on enterprises, and international investment incentives and disincentives. The Guidelines provide voluntary principles and standards for responsible business conduct consistent with applicable laws and internationally recognized standards. However, the countries adhering to the Guidelines make a binding commitment to implement them in accordance with the Decision of the OECD Council on the OECD Guidelines for Multinational Enterprises. Furthermore, matters covered by the Guidelines may also be the subject of national law and international commitments. The OECD Guidelines for

Multinational Enterprises are far reaching recommendations for responsible business conduct that 44 adhering governments, representing all regions of the world and accounting for 85% of foreign direct investment, encourage their enterprises to observe wherever they operate. The OECD Guidelines for Multinational Enterprises are non-binding recommendations covering all major areas of business ethics addressed by governments to multinational enterprises operating in or from adhering countries. The Guidelines were adopted on 21 June 1976 by OECD member states. The last update of the OECD Guidelines was adopted in May 2011. The new text introduces provisions on human rights, workers and wages, and climate change. It establishes that enterprises should avoid causing or contributing to adverse impacts through their own activities or through business relationships, and it recommends that companies exercise due diligence to ensure they live up to their responsibilities (OECD Guideline, 2011).

8.3.i Content

The OECD Guidelines provide voluntary principles and standards for responsible business conduct in the following areas - Information disclosure, Human Rights, Employment, combating bribery, bribe solicitation and extortion, Consumer interests, Science and technology, Competition and Taxation.

8.3.ii Core issues

The core issues included in the OECD Guidelines are Respect for labour standards, Contribution to sustainable development, Respect for human rights, Environment protection, Combating Bribery and corruption, Whistle-blower protection and Supply chain responsibility.

8.4 SA8000 - SOCIAL ACCOUNTABILITY INTERNATIONAL (SAI)

SA 8000 is a human rights organization founded in 1996 that seeks to improve workplace conditions and communities around the world by developing and implementing socially responsible standards. To fulfill its mission, SAI convenes all key sectors, including workers and trade unions, companies, government, non-governmental organizations, socially responsible investors and consumers, to operate consensus based voluntary standards; accredits qualified organizations to verify compliance; and promotes understanding and implementation of such standards

worldwide. SAI systems feature certification of compliance at the facility level and support for companies seeking to implement standards. SAI leverages the power of responsible consumers and investors by identifying companies and other organizations that adopt and implement standards (SA 8000 Standard).

8.4.i Overview of SA8000 Standard

SAI's first social accountability system is SA8000. It is prepared as a tool for retailers, brand companies, suppliers and other organizations to assure good and decent working conditions in the supply chain. SA8000 is a leading workplace standard and verification system because it offers a unique combination of attributes that make it highly credible and efficient. SA8000 is based on international workplace norms in the ILO conventions and the UN's Universal Declaration of Human Rights and the Convention on Rights of the Child.

Following are main features of SA8000 standard (SA8000 Guideline):

- 1. Child Labor** – No workers under the age of 15; minimum lowered to 14 for countries operating under the ILO Convention 138 developing-country exception; remediation of any child found to be working.
- 2. Forced Labor** – No forced labor, including prison or debt bondage labor; no lodging of deposits or identity papers by employers or outside recruiters.
- 3. Health and Safety** – It provides a safe and healthy work environment; takes steps to prevent injuries; regular health and safety worker training; system to detect threats to health and safety; access to bathrooms and potable water.
- 4. Freedom of Association and Right to Collective Bargaining** – Respect the right to form and join trade unions and bargain collectively where law prohibits these freedoms, facilitate parallel means of association and bargaining.
- 5. Discrimination** – No discrimination based on race, caste, origin, religion, disability, gender, sexual orientation, union or political affiliation, or age; no sexual harassment.
- 6. Discipline** – No corporal punishment, mental or physical coercion or verbal abuse.
- 7. Working Hours** – Comply with the applicable law but, in any event, no more than 48 hours per week with at least one day off for every seven day period; voluntary overtime paid at a premium rate and not to exceed 12 hours per week on a regular basis; overtime may be mandatory if part of a collective bargaining agreement.

8. Compensation – Wages paid for a standard work week must meet the legal and industry standards and be sufficient to meet the basic need of workers and their families; no disciplinary deductions.

9. Management Systems – Facilities seeking to gain and maintain certification must go beyond simple compliance to integrate the standard into their management systems and practices.

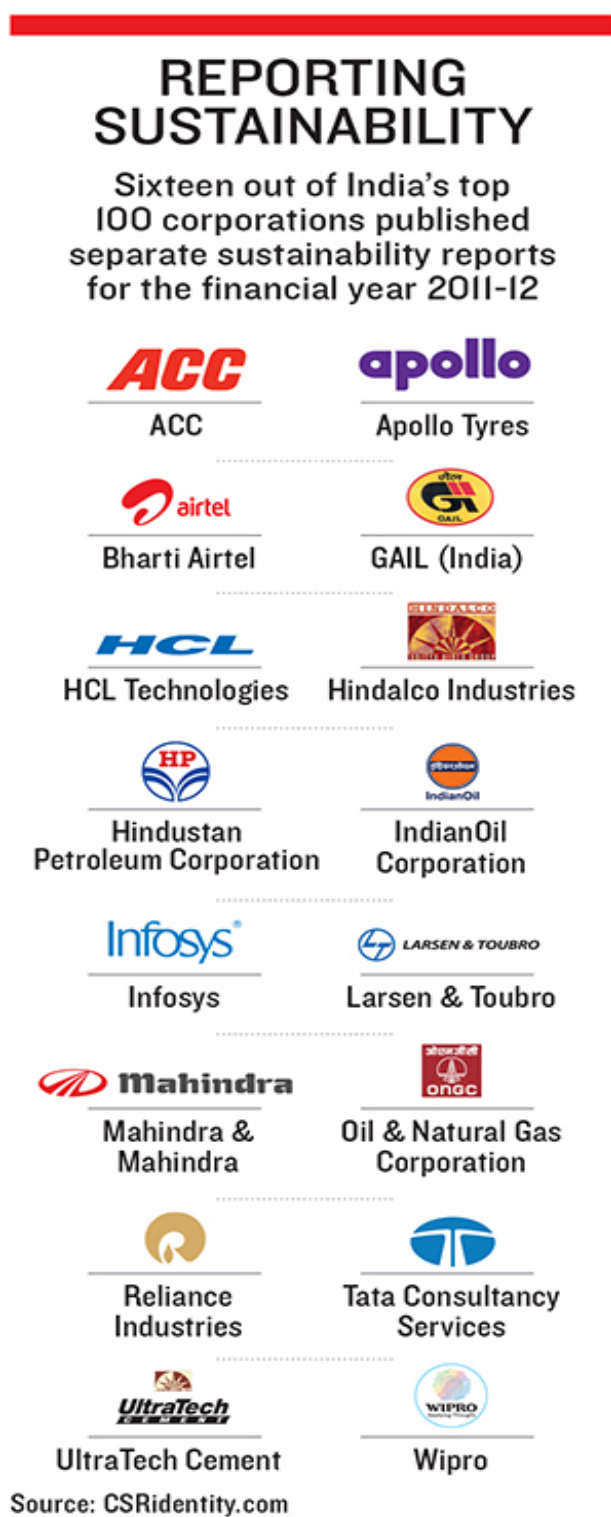
8.5 GLOBAL REPORTING INITIATIVE (GRI)

The Global Reporting Initiative (GRI) is a non-profit organization that promotes economic sustainability. GRI was founded in Boston in 1997. Its roots lay within the US non-profit organizations the Coalition for Environmentally Responsible Economies (CERES) and the Tellus Institute. It produces one of the world's most prevalent standards for sustainability reporting also known as ecological footprint reporting, Environmental Social Governance (ESG) reporting, Triple Bottom Line (TBL) reporting, and Corporate Social Responsibility (CSR) reporting. GRI seeks to make sustainability reporting by all organizations and comparable to financial reporting. A sustainability report is an organizational report that gives information about economic, environmental, social and governance performance.

Launch of GRI Guidelines	Year
First Version	2000
Second Version (G2)	2002
Third Version (G3)	2006
Fourth Version (G3.1)	2011
Latest Version (G4)	2013

GRI Guidelines are regarded to be widely used. More than 4,000 organizations from 60 countries use the Guidelines to produce their sustainability reports. GRI Guidelines apply to corporate businesses, public agencies, smaller enterprises, NGOs, industry groups and others. For municipal governments, they have generally been subsumed by similar guidelines from the UN ICLEI. GRI's inclusive, multi-stakeholder

approach was established early, when it was still a department of CERES. In 1998 a multi-stakeholder Steering Committee was established to develop GRI's guidance. A



pivotal mandate of the Steering Committee was to “do more than the environment”. On this advice, the framework’s scope was broadened to include social, economic and governance issues. GRI’s guidance became a Sustainability Reporting Framework, with Reporting Guidelines. Corporate Social Responsibility reporting focuses vary by business, by size, by sector and even by geographic region. The area of CSR reporting is quite big and it includes all the good practices that increase the business profitability and can preserve interest of all stakeholders.

Sustainability reporting can be considered as synonymous with other terms for non-financial reporting; triple bottom line reporting, Corporate Social Responsibility reporting, and more. It is also an intrinsic element of integrated reporting; a recent development that combines

the analysis of financial and non-financial performance. Since 1999, GRI has provided a comprehensive Sustainability Reporting Framework that is widely used around the world. The cornerstone of the Framework is the Sustainability Reporting

Guidelines. As a result of the credibility, consistency and comparability it offers, GRI's Framework has become a de facto standard in sustainability reporting (GRI site).

Major providers of sustainability reporting guidance include:

- The Global Reporting Initiative (The GRI Sustainability Reporting Framework and Guidelines)
- Organization for Economic Cooperation and Development (OECD Guidelines for Multinational Enterprises)
- The United Nations Global Compact (the Communication on Progress)
- International Organization for Standardization (ISO 26000, International Standard for social responsibility)

8.6 ISO 26000: GUIDANCE ON SOCIAL RESPONSIBILITY

ISO defines a standard as a document, established by consensus and approved by a recognized body that provides for common and repeated use, rules, guidelines or characteristics for activities or their results, aimed at the achievement of the optimum degree of order in a given context (ISO 26000, 2010-11). ISO, the International Organization for Standardization, has launched an International Standard providing guidelines for Social Responsibility (SR) named ISO 26000 or simply ISO SR and was released on 1 November 2010. ISO 26000 is an international guidance document on social responsibility. It provides an organisation with an outline of the principles and core subjects that it should be managing to ensure it identifies and manages a number of societal risks and impacts. The guidance covers 7 core subject areas as presented below (ISO 26000, 2012):



Seven (7) Core Areas

This clause provides guidance on seven principles of social responsibility.

1. Accountability

This principle suggests that an organization should accept appropriate scrutiny and also accept a duty to respond to this scrutiny. Accountability involves an obligation on management to be answerable to the controlling interests of the organization and on the organization to be answerable to legal authorities with regard to laws and regulations. Accountability for the overall impact of its decisions and activities on society and the environment also implies that the organization's answerability to those affected by its decisions and activities, as well as to society in general, varies according to the nature of the impact and the circumstances. An organization should account for -

- The impacts of its decisions and activities on society, the environment and the economy, especially significant negative consequences and
- The actions taken to prevent repetition of unintended and unforeseen negative impacts.

2. Transparency

The principle of transparency does not require that proprietary information be made public, nor does it involve providing information that is privileged or that would breach legal, commercial, security or personal privacy obligations.

An organization should be transparent regarding -

- The purpose, nature and location of its activities.
- The identity of any controlling interest in the activity of the organization.
- The manner, in which its decisions are made, implemented and reviewed, including the definition of the roles, responsibilities, accountabilities and authorities across the different functions in the organization.
- Standards and criteria against which the organization evaluates its own performance relating to social responsibility.
- Its performance on relevant and significant issues of social responsibility.
- The sources, amounts and application of its funds.
- The known and likely impacts of its decisions and activities on its stakeholders, society, the economy and the environment and
- Its stakeholders and the criteria and procedures used to identify, select and engage them.

3. Ethical Behaviour

The principle said an organization should behave ethically. An organization's behaviour should be based on the values of honesty, equity and integrity. These values imply a concern for people, animals and the environment and a commitment to address the impact of its activities and decisions on stakeholders' interests.

An organization should actively promote ethical behaviour by -

- Identifying and stating its core values and principles.
- Developing and using governance structures that help to promote ethical behaviour within the organization, in its decision making and in its interactions with others.
- Identifying, adopting and applying standards of ethical behaviour appropriate to its purpose and activities and consistent with the principles outlined in this International Standard.
- Encouraging and promoting the observance of its standards of ethical behavior.
- Defining and communicating the standards of ethical behaviour expected from its governance structure, personnel, suppliers, contractors and, when appropriate, owners and managers, and particularly from those that have the opportunity, while preserving local cultural identity, to significantly influence the values, culture, integrity, strategy and operation of the organization and people acting on its behalf.
- Preventing or resolving conflicts of interest throughout the organization that could otherwise lead to unethical behavior.
- Establishing and maintaining oversight mechanisms and controls to monitor support and enforce ethical behaviour.
- Establishing and maintaining mechanisms to facilitate the reporting of unethical behaviour without fear of reprisal.
- Recognizing and addressing situations where local laws and regulations either do not exist or conflict with ethical behaviour.
- Adopting and applying internationally recognized standards of ethical behaviour when conducting research with human subjects and

- Respecting the welfare of animals, when affecting their lives and existence, including by providing decent conditions for keeping, breeding, producing, transporting and using animals.

4. Respect for Stakeholder Interests

The principle is an organization should respect, consider and respond to the interests of its stakeholders. Although an organization's objectives may be limited to the interests of its owners, members, customers or constituents, other individuals or groups may also have rights, claims or specific interests that should be taken into account. Collectively, these individuals or groups comprise the organization's stakeholders. An organization should -

- Identify its stakeholders.
- Recognize and have due regard for the interests as well as the legal rights of its stakeholders and respond to their expressed concerns.
- Recognize that some stakeholders can significantly affect the activities of the organization.
- Assess and take into account the relative ability of stakeholders to contact, engage with and influence the organization.
- Take into account the relation of its stakeholders' interests to the broader expectations of society and to sustainable development, as well as the nature of the stakeholders' relationship with the organization and
- Consider the views of stakeholders whose interests are likely to be affected by a decision or activity even if they have no formal role in the governance of the organization or are unaware of these interests.

5. Respect for the Rule of Law

The principle is says an organization should accept that respect for the rule of law is mandatory. An organization should -

- Comply with legal requirements in all jurisdictions in which the organization operates, even if those laws and regulations are not adequately enforced.
- Ensure that its relationships and activities comply with the intended and applicable legal framework.
- keep itself informed of all legal obligations and
- Periodically review its compliance with applicable laws and regulations.

6. Respect for International Norms of Behaviour

The principle is that an organization should respect international norms of behaviour, while adhering to the principle of respect for the rule of law -

- In situations where the law or its implementation does not provide for adequate environmental or social safeguards, an organization should strive to respect, as a minimum, international norms of behaviour.
- In countries where the law or its implementation conflicts with international norms of behaviour, an organization should strive to respect such norms to the greatest extent possible.
- In situations where the law or its implementation is in conflict with international norms of behaviour and where not following these norms would have significant consequences, an organization should, as feasible and appropriate, review the nature of its relationships and activities within that jurisdiction.
- An organization should consider legitimate opportunities and channels to seek to influence relevant organizations and authorities to remedy any such conflict.
- An organization should avoid being complicit in the activities of another organization that are not consistent with international norms of behaviour.

7. Respect for Human Rights

An organization should respect human rights and recognize both their importance and their universality. An organization should -

- Respect and, where possible, promote the rights set out in the International Bill of Human Rights.
- Respect the universality of these rights, that is, that they are indivisibly applicable in all countries, cultures and situations.
- In situations where human rights are not protected, take steps to respect human rights and avoid taking advantage of these situations and
- In situations where the law or its implementation does not provide for adequate protection of human rights, adhere to the principle of respect for international norms of behaviour.

8.7 ACCOUNTABILITY 1000

AccountAbility is an independent, global, not-for-profit organization promoting accountability, sustainable business practices and corporate responsibility. It is a self-managed partnership, governed by its multi-stakeholder network. AccountAbility was established in London, United Kingdom in 1995 with the stated aim to “develop new tools, thinking and connections that enable individuals, institutions and alliances to respond better to global challenges”. The organization has offices in London, New York, Washington D.C., Johannesburg, São Paulo and Beijing. AccountAbility's work is closely related but not limited to the Corporate Social Responsibility field.

AccountAbility's AA1000 series are principles-based standards to help organizations become more accountable, responsible and sustainable. They address issues affecting governance, business models and organizational strategy, as well as providing operational guidance on sustainability assurance and stakeholder engagement. The AA1000 standards are designed for the integrated thinking required by the low carbon and green economy, and support integrated reporting and assurance. It describes how to establish commitment to stakeholder engagement; how to integrate stakeholder engagement with engagement with governance, strategy and operations; how to determine the purpose, scope and stakeholder; and the processes that will deliver quality and inclusive engagement practice, and valued outcomes.

8.7.i The AA1000 Series of Standards

- The AA1000 AccountAbility Principles Standard (AA1000APS) provides a framework for an organization to identify, prioritize and respond to its sustainability challenges.
- The AA1000 Assurance Standard (AA1000AS) provides a methodology for assurance practitioners to evaluate the nature and extent to which an organization adheres to the AccountAbility Principles.
- The AA1000 Stakeholder Engagement Standard (AA1000SES) provides a framework to help organizations ensure stakeholder engagement processes are purpose driven, robust and deliver results.

8.8 WORLDWIDE RESPONSIBLE ACCREDITED PRODUCTION (WRAP)

Worldwide responsible accredited production is a not-for-profit 501(c)(6) organization dedicated to promoting ethical, humane, and lawful conditions and practices in manufacturing facilities all around the world. The WRAP certification program mainly focuses on the apparel, footwear and sewn products sectors and is expanding into all labor-intensive sectors, such as hotels, jewelry, furniture, construction and more.

The organization is chartered to develop a series of codes and practices governing manufacturing conditions worldwide and is also tasked with licensing independent auditing firms to conduct audits based on those codes and practices. It is not a membership organization, and does not certify brands or businesses, only facilities. WRAP is an independent, objective, non-profit team of global social compliance experts dedicated to promoting safe, lawful, humane, and ethical manufacturing around the world through certification and education. The WRAP Principles are based on generally accepted international workplace standards, local laws and workplace regulations which encompass human resources management, health and safety, environmental practices, and legal compliance including import/export and customs compliance and security standards.

8.9 BUSINESS SOCIAL COMPLIANCE INITIATIVE (BSCI)

In 2003, BSCI was established by the Foreign Trade Association (FTA) in order to create consistency and harmonization for companies wanting to improve their social compliance in the global supply chain. The ultimate goal of BSCI is to improve the working conditions in the global supply chain worldwide. The Business Social Compliance Initiative is business-driven initiative for companies committed to improving working conditions in factories and farms worldwide. They unite more than 1000 companies around a development-oriented system applicable to all sectors and sourcing countries. BSCI aims to establish a common platform for the various European companies Codes of Conducts and monitoring systems, it also lays the groundwork for a common monitoring system for social compliance. The experience and the know-how gained by companies and associations from their monitoring

systems were the foundations of the BSCI approach and management instruments. In 2004 the development phase was achieved and the system has since been implemented worldwide. The BSCI monitoring system offers a common CSR approach for European retailers, importers, and manufacturers. The initiative's goal is to continuously improve the social performance of suppliers, leading to best practices such as SA8000 certification or equivalent and sustainably enhancing working conditions in factories worldwide.

Within the scope of options for action and appropriate measures, these supplier companies have to aim at the implementation of certain criteria in a development approach. These criteria are -

1. Freedom of Association and the Right to Collective Bargaining are respected
2. Prohibition of Discrimination
3. Child labour prohibited
4. Legal minimum and/or industry standards wages are paid
5. Working hours are compliant with national laws and do not exceed 48 hours regular + 12 hours overtime
6. No forced labour
7. The workplace is safe and healthy
8. The environment is respected
9. Policy for Social Accountability
10. Policy for anti-bribery and anti-corruption

8.10 ETHICAL TRADE INITIATIVE (ETI)

The Ethical Trading Initiative (ETI) is a ground-breaking alliance of companies, trade unions and voluntary organisations. They work in partnership to improve the lives of poor and vulnerable workers across the globe who make or grow consumer goods everything from tea to T-shirts, from flowers to footballs. Their vision is a world where all workers are free from exploitation and discrimination, and work in conditions of freedom, security and equity. The corporate members' ethical trade activities touched the lives of over 9.8 million workers. Established in 1998 with the backing of the Department for International Development (DFID), ETI now has over 70 member companies with a combined turnover of over £107 bn. Trade union

members represent nearly 160 million workers around the world in every country where free trade unions can operate. NGO members range from large international development charities such as Oxfam and CAFOD, to specialised labour rights organisations such as Anti-Slavery International.

Ethical trade means that retailers, brands and their suppliers take responsibility for improving the working conditions of the people who make the products they sell. Most of these workers are employed by supplier companies around the world, many of them based in poor countries where laws designed to protect workers' rights are inadequate or not enforced. Companies with a commitment to ethical trade adopt a code of labour practice that they expect all their suppliers to work towards. Such codes address issues like wages, hours of work, health and safety and the right to join free trade unions. The issues in the ETI Base Code are -

- Employment is freely chosen
- Freedom of association and the right to collective bargaining are respected
- Working conditions are safe and hygienic
- Child labour shall not be used
- Living wages are paid
- Working hours are not excessive
- No discrimination is practiced
- Regular employment is provided
- No harsh or inhumane treatment is allowed

8.11 THE CAUX ROUND TABLE (CRT) PRINCIPLES FOR RESPONSIBLE BUSINESS

The Caux Round Table (CRT) Principles for Responsible Business set forth ethical norms for acceptable businesses behaviour. Trust and confidence sustain free markets and ethical business practices provide the basis for such trust and confidence. But lapses in business integrity, whether among the few or the many, compromise such trust and hence the ability of business to serve humanity's needs.

The Caux Round Table's approach to responsible business consists of seven core principles as detailed below. The principles recognize that while laws and market forces are necessary, they are insufficient guides for responsible business conduct. The principles are rooted in three ethical foundations for responsible business and for a fair and functioning society more generally, namely: responsible stewardship; living and working for mutual advantage; and the respect and protection of human dignity.

Principle 1 - Respect Stakeholders beyond Shareholders

- A responsible business acknowledges its duty to contribute value to society through the wealth and employment it creates and the products and services it provides to consumers.
- A responsible business maintains its economic health and viability not just for shareholders, but also for other stakeholders.
- A responsible business respects the interests of, and acts with honesty and fairness towards, its customers, employees, suppliers, competitors, and the broader community.

Principle 2 – Contribute to Economic, Social and Environmental Development

- A responsible business recognizes that business cannot sustainably prosper in societies that are failing or lacking in economic development.
- A responsible business therefore contributes to the economic, social and environmental development of the communities in which it operates, in order to sustain its essential 'operating' capital – financial, social, environmental, and all forms of goodwill.
- A responsible business enhances society through effective and prudent use of resources, free and fair competition, and innovation in technology and business practices.

Principle 3 – Build Trust by going beyond the Letter of the Law

- A responsible business recognizes that some business behaviors, although legal, can nevertheless have adverse consequences for stakeholders.
- A responsible business therefore adheres to the spirit and intent behind the law, as well as the letter of the law, which requires conduct that goes beyond minimum legal obligations.
- A responsible business always operates with candor, truthfulness, and transparency, and keeps its promises.

Principle 4 – Respect Rules and Conventions

- A responsible business respects the local cultures and traditions in the communities in which it operates, consistent with fundamental principles of fairness and equality.
- A responsible business, everywhere it operates, respects all applicable national and international laws, regulations and conventions, while trading fairly and competitively.

Principle 5 – Support Responsible Globalisation

- A responsible business, as a participant in the global marketplace, supports open and fair multilateral trade.
- A responsible business supports reform of domestic rules and regulations where they unreasonably hinder global commerce.

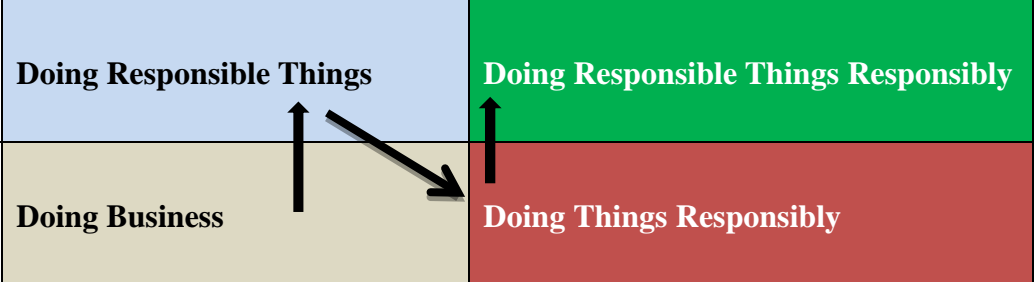
Principle 6 – Respect the Environment

- A responsible business protects and, where possible, improves the environment, and avoids wasteful use of resources.
- A responsible business ensures that its operations comply with best environmental management practices consistent with meeting the needs of today without compromising the needs of future generations.

Principle 7 – Avoid Illicit Activities

- A responsible business does not participate in, or condone, corrupt practices, bribery, money laundering, or other illicit activities.
- A responsible business does not participate in or facilitate transactions linked to or supporting terrorist activities, drug trafficking or any other illicit activity.
- A responsible business actively supports the reduction and prevention of all such illegal and illicit activities.

	Traditional Method	Responsible Method
CSR Activities	Doing Responsible Things	Doing Responsible Things Responsibly
Traditional Activities	Doing Business	Doing Things Responsibly



Source: SCHEME, 2007

The European Commission and other international organisations encourage enterprises to base their approach to Corporate Social Responsibility on internationally recognised CSR guidelines and principles. This is especially the case for larger enterprises and for enterprises seeking to adopt a more formal approach to CSR. These all Standards contributes to the efforts of multiple stakeholders seeking to improve global working conditions through a combination of research and direct engagement strategies emphasizing the importance of measuring social and environmental performance when evaluating corporate accountability.

As governments noted the role of the business sector has become vital in the process of globalisation and efforts to promote sustainable development. Decisions by business have a direct impact on all levels of society: economic, social and environmental. Expectations of the business sector to contribute at all levels will continue to grow. For business, this poses a number of challenges (Paul Hohnen, 2008). These include how to -

- understand and use the evolving landscape of instruments and initiatives relevant to CSR for developing internal programs and management systems that underpin their commitment to good corporate citizenship and good business and employee conduct.
- help contribute to the CSR landscape for further development and improvement, and ensure that CSR instruments are available for organisations of all sizes, operating in all regions and languages.
- help monitor implementation of corporate responsibility standards and norms, and measure their contribution to global public goods and compliance with national laws and
- maximize the operational benefits (and minimize the transaction costs) involved for itself and society in general in using CSR instruments.

A central consideration for business organisations must be how well private CSR initiatives reflect and reinforce government agreements on labour, social and environmental standards. This nexus with agreed international norms is essential to guarantee that the instrument has solid foundations, and provides a basis for “level playing field” operations across supply chains and investment relations worldwide.

8.12 DATA INTERPRETATIONS

Following are few tables and diagrams of all three sectors of public, private and MNC companies in Vadodara region - The data shows that the public sector companies (86.66%) have written CSR policy and based on the policy the companies try to reach their goal in an effective manner. In private sector companies only 40% said that they have written policy for CSR. In MNC sector, 60% stated that they have policy on CSR, but their pan India office/Head office outside India is doing CSR activities in a proper way (Table 1 & Figure 1).

CORPORATES	CSR POLICY	
	Yes	No
Public Sector (15)	13	03
Private Sector (30)	12	18
MNC Sector (15)	09	06

Table 1 CSR Policy

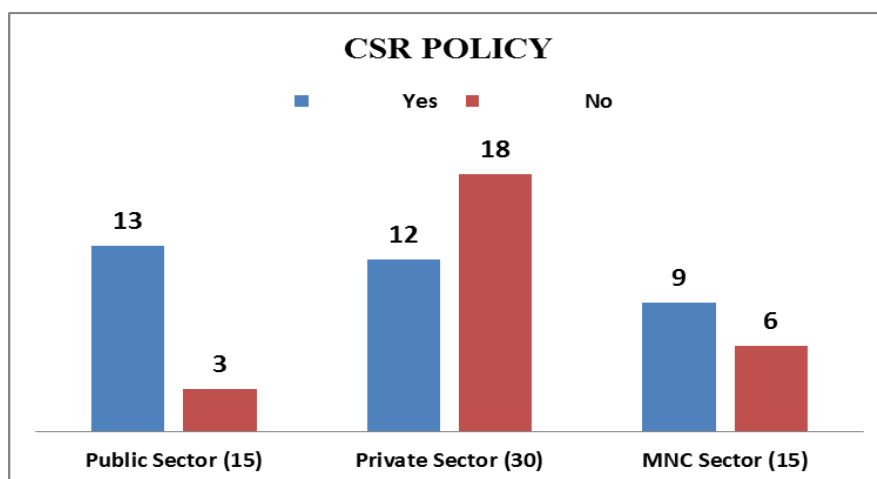


Figure 1 CSR Policy

The data shows that only a few number of companies have received awards in the field of CSR. 53.33% of Public sector companies said that they had been bestowed with CSR awards. The view upon CSR award received of Private sector (23.33%) and MNC sector (20%) is least. (Table 2 & Figure 2).

CORPORATES	CSR AWARDS	
	Yes	No
Public Sector (15)	08	07
Private Sector (30)	07	23
MNC Sector (15)	03	12

Table 2 CSR Awards

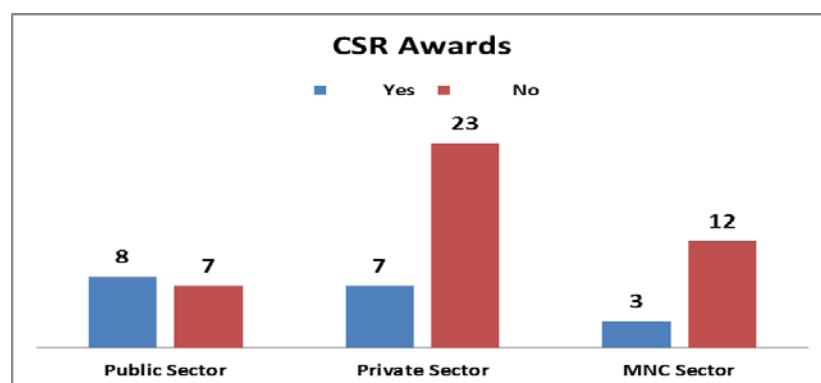


Figure 2 CSR Awards

The data represents that most of the public sector companies reports of CSR are national as well as locally based. Majority of the private sector companies said their CSR reports are locally based and the MNC sector companies stated that their CSR reports are based on both nationally and internationally (Table 3 & Figure 3).

CORPORATES	CSR REPORTS BASEDED		
	Local	National	International
Public Sector (15)	12	13	10
Private Sector (30)	22	13	09
MNC Sector (15)	06	08	10

Table 3 CSR Reports Based

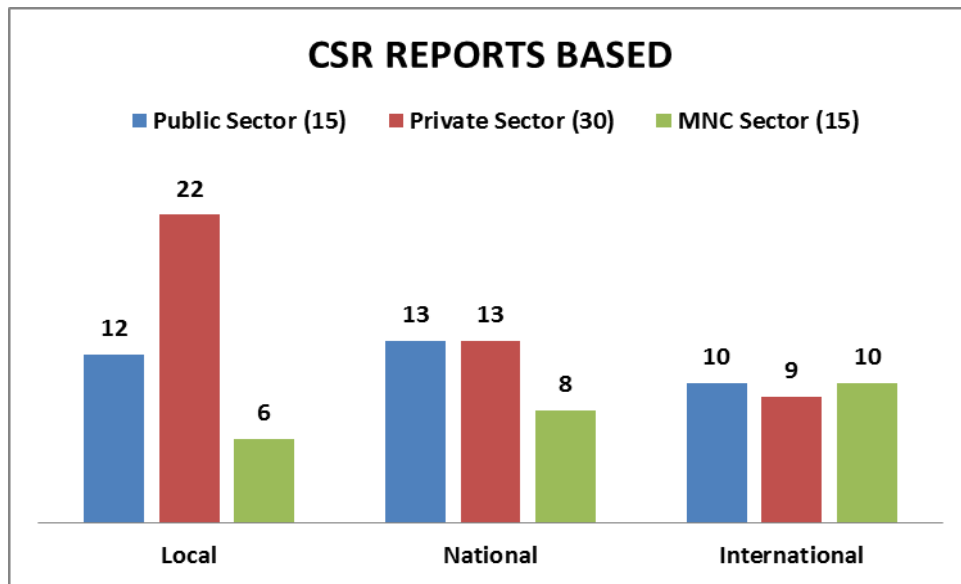


Figure 3 CSR Reports Based

8.13 MAJOR FINDINGS AND INTERPRETATIONS

The data collected from the three sectors of corporations clearly indicates that only few of the corporates are following the written guideline and international codes and standards although each standard is not applicable to other sector of industry. For example, Guidelines on Corporate Social Responsibility and Sustainability Development for Central Public Sector Enterprises is only applicable to public sector companies in India. ONGC, IOCL, GAIL etc. are following the guidelines effectively. The data is also found that SA 8000 is regarded as one of the vital and popular standard for CSR. The public sector companies like ONGC, IOCL, GAIL etc. are publish their GRI Reporting in a regular way to describe company's economic, environment, social and social performance. Besides these public sectors, Reliance Industries Limited, one of the largest private companies in India, also produces GRI Reporting. It is also found that most of these sectors people whom interviewed are not so aware of all these standards which have developed to work in an effective way. The data has found that the corporates are willing to know about the CSR guidelines and would interest to avail later course of time.

PART- IV

CHAPTER: 9. CONCLUDING REFLECTIONS

CHAPTER - 9	
CONCLUDING REFLECTIONS	Page No.
9.1 Concluding Remarks	290-294
9.2 Suggestions for further Research	294-294

CHAPTER - 9

CONCLUDING REFLECTIONS

9.1 CONCLUDING REMARKS

The concept of CSR is new and developing in a considerable way. The study mapping highlights that the corporate sector in Vadodara region is taking newfangled steps and showing major concern in initiating the following issues of social development under the purview of CSR.

- The activities mainly focus on education, health care, rural infrastructure, youth and women empowerment and environment.
- They design and implement social development activities in the vicinity of their operation, keeping the entire community in mind.
- Most of the CSR initiatives target nearby villages and communities.
- The programs involve the welfare of village children, youth, women and elderly people as their major beneficiaries.
- The main aim/motive to implement the CSR activities is to build a good rapport and maintain harmony with the neighboring communities/villages, and doing good deeds for the society or community development as a whole.
- It is found that the Public Sector companies in Vadodara are utilizing their 2% of their net profit in a planned and regular ways as compared to private and MNC sectors. According to Central Public Sector Enterprises (CPSEs), all CPSEs having PAT above Rs. 500 Crores in a year, the range of budgetary allocation for CSR and Sustainability activities has been raised to 1%-2% (effect from 1st April, 2013). All CPSEs shall strive to maximize their spending on CSR and Sustainability activities and move towards the higher end of their slabs of budgetary allocation.
- Majority of the large Public Sector enterprises have separate management policy for their CSR implementation i.e. GSFC, IOCL etc. But most of the private and MNC sectors have CSR initiatives on need based, if they allocate a fixed budget for CSR initiatives, they can really uplift the poorer sections of society and be a part of sustainable development.

- The corporates are integrating their business values and operations to meet the expectation of all stakeholders i.e. customers, employees, regulators, investors, suppliers and the community.
- Companies which are actively involved into CSR, participate in 'need identification' either through a survey/baseline/need assessment or through discussion with the representatives of the local self-government, Panchayat or village headman, or other influential groups in the area. Based on this process of need identification, they are planning and implementing CSR programs.
- They are sometime making efforts to involve elderly experienced persons in these discussions.
- One might see a wide spectrum of activities ranging from agricultural development, construction of school buildings, giving donations; providing the drinking water; arranging health check-up camps; providing mobile health services; conducting income generating activities for youth and women; establishing children's education and women literacy program etc.
- It is found that these programs are with some interventions affecting the beneficiaries in the area of primary education, Anganwadi, nutrition, health and vocational training for adolescent girls and boys.
- The corporate sectors identified their stakeholders as employees, customers, shareholders, suppliers, local communities etc.
- As CSR point of view the major stakeholders are employees and local communities at large.
- The data shows that some corporates take the stakeholder into confidence to assess the development priorities/or target the organization supported.
- Majority of respondents shared that in the planning of these activities they take into consideration the issues and needs of the organization and community.
- CSR activities are also aligned with planned or ongoing organization policies, programs, and processes.

CSR in Vadodara region is in an evolutionary stage. It should be very strategic, system oriented and interwoven with the main business strategy of the organization. It is shown that the phenomenon of decision making and budget approval for CSR depends on board members or top management or the founder/the CEO. Even though

a majority of the CSR initiatives follow more of the philanthropic approach to work, stakeholder oriented model of work is also witnessed.

Whatever the nature of model being followed and how much ever the scale of operations be one thing is very clear that more and more corporations would like to either start or continue with their CSR initiatives because the corporate bodies believe in certain philosophy towards CSR. As a result they view CSR as:

- ✓ a sense of giving back to society
- ✓ is an intrinsic value
- ✓ being a “good thing to do”
- ✓ can help to build good rapport with surrounding communities
- ✓ can help to establish an image of good and responsible organization

It is being increasingly realized that the government alone cannot address all the issues and problems facing by a region or the nation at large. The corporate sector with vast resources in financial, human, technological or knowledge, at its command, has an important role to play in this regard of development. If this is accepted as a premise, then, it is all the more important that CSR initiatives start moving away from cheque book type charity and philanthropic initiatives to more strategic and long term initiatives. The long term initiatives should also be well aligned with the national priorities and should have inbuilt monitoring and impact measurement systems.

It must also be very clear that the proposal for CSR initiatives is not to replace or take over the functions of the Vadodara by the corporate sector. On the contrary, the proposal is to reinforce and strengthen the efforts of the Vadodara region and other civil society organizations, so that it could lead to a sustainable, replicable and measurable impact on the national priorities. This raises another important issue - how would beneficiaries benefit from this increased sensitivity to developmental issues? How would these talks of booming economy, healthy stock markets, increasing corporate profits translate into substantial gains for the society at large? As seen from the study the social development or CSR issues do not get adequate attention as compared to the magnitude of the problem either in the state agenda or in the corporate agenda. Very few CSR initiatives craft out programs specifically targeted to surrounding community welfare and even there, with certain notable exceptions, the

marginalized or village people are mere recipients of aid rather than as active participants in the development process.

Although the term CSR is new but the meaning and concept of CSR is known to all corporates and its officials. The concept and movement of CSR has been growing rapidly in Vadodara. Now, more and more corporations are being engaged in various CSR activities. Corporates in Vadodara region put the concept of CSR into action by setting up charitable foundations, educational and healthcare institutions, and trusts for community development. The donations either monetary or otherwise are sporadic activities. Corporates, in the purview of CSR, brought a variation towards the upliftment of local people and their surroundings of society by contributing to education, distributing free medicines, arranging free medical checkup, empowering women and youth by various skill development programs, spreading awareness on environment by tree plantation, recycling process, etc. The concept of CSR is definitely meeting the needs of economically and socially backward people, cutting across the boundaries of all communities. But a lot can be done by the Corporates if they allocate fixed percentage of their profits for CSR initiatives. They shall adopt one to two surrounding villages, tribal belt and provide basic amenities like drinking water, education, health care facility, electricity, proper RCC roads, hygienic surroundings, drainage system etc.

But if we look at the activities that are initiated under the umbrella of CSR, they are primarily of short-time initiatives, rather than long term proactive activities. This means that corporations' interaction in the field primarily focuses on relief type, and it only has to do with physical reconstruction and recovery. Therefore, it may not have a lasting effect on the community or capacity building to its residents, resulting in short-lived impacts of the activities. Without appropriate approaches and precautions, a truly lasting impact from CSR activities will not be seen. And it certainly is not a wise option to only invest corporate capital and human resources to post and responsive relief activities. With proper precautionary involvement and activities, communities will be more resilient and better prepared for the future disaster and environmental hazards. What we believe is that the corporate sector has much more to offer for better CSR activities. Such initiatives in a long run definitely bring positive over all change

in the larger society. The upliftment of needy people and stable living conditions of our society in turn acts as a catalyst for development of Indian society at large.

9.2 SUGGESTIONS FOR FURTHER RESEARCH

The present research study concentrated on the activities and its effective implementation of CSR in Public sector, Private sector and MNC sector companies in Vadodara region. The study also examined how the companies are maintaining their social responsibility towards the society's development and rendering help to the beneficiaries of surrounding villages.

- As the present research is concerned to companies which are located in and around Vadodara region and their CSR activities, a study can be conducted at Gujarat level considering a comparative study among various sectors.
- An elaborative study could be taken on more impact assessment programs of CSR activities and utilization in a progressive manner which can be more helpful for the grassroots level of society.
- Perception towards CSR in the context of sustainable development model could be a better field of research area which will be helpful to both companies and society at large.
- A research can be taken to understand CSR as a national agenda and its effective planning and implementation in a transparent manner and how the non-financial reporting could be a vital tool for their sustainability growth and development.
- A study can be done on how CSR could be more effective tool for development in local and national level and how the pressure of media, NGOs and other governmental institutions in present time reacts on the development part of corporates under the purview of CSR.

Field Experiences and Observations:

- Finding the right company and concerned respondents who undertake CSR functions was a task in itself.
- Mostly companies are located in remote or isolated areas and to find out exact geographical location and mode of transportation to reach that place was difficult, expensive and time consuming.
- During data collection, I visited such a remotest places where there is least or no transportation facility.
- It was always hard to get the appointments of respondents from the company, but once I get it, the responses were positive.
- Being a non Gujarati, to communicate with beneficiaries of local villages was a tough challenge, but I could overcome it gradually through the help of village headmen and the companies' executives.
- I participated most of the CSR activities conducted by the company in various villages of Vadodara which helped me to know how the companies are planning and conducting CSR activities at village level.
- Participating in the CSR activities that helped me to know the view and effectiveness of CSR towards the community development.
- Sometimes it was difficult to get the approval of the management to study the company's CSR and had to wait for 4-5 months or more with long follow-up of emailing, letter drafting, communicating through Skype, telecommunications, meetings and even troubling my Research Guide to convince them to give permissions or to respond to my research queries.
- Interacting with various beneficiaries i.e. women, youth, children, students, elderly people, government officials etc. in villages was really helped me to understand grass root level initiatives of corporate social responsibility.
- I have visited all the villages where the CSR activities are undertaken by the companies and not only spoken to the beneficiaries but also observed whether their initiatives are implemented or not. I have seen that most of the claims on CSR by the companies are implemented.
- List of the villages visited:

Koyali, Undhera, Ranoli, Bajwa, Alwa, Kawant, Chota Udeipur, Wagodia, Kadodia, Manjalpur GIDC, Makarpura GIDC, Dashrath, Halol GIDC, Savli village, Gotri (Akshya Patra), Asoj, Gorwa, Por, Sherkhi, Limda, Karjan, Karachiya, Samlaya, Poicha, Sankheda, Pipaliya, Rania, Chandrapura, Dabhasa, Umraya etc.

BIBLIOGRAPHY

BIBLIOGRAPHY

- Aaron, H. J. (2002). *Corporate Social Responsibility: Partners for Progress*. Paris: Oecd Publishing.
- Abowd, J., Milkovich, G., & Hannon, J. (1990). *The Effects of Human Resource Management Decisions on Shareholder Value*. *Industrial and Labor Relations Review*, 43: 203-236.
- Agarwal, A. (2011). *Top 10 Trustworthy Indian Corporate Groups*. The India Biz-Tch Buzz. Retrieved on March 5, 2011 from <http://trak.in/tags/business/2011/07/27/top-10-trustworthy-corporate-houses/>.
- Agarwal, S. K. (2008). *Corporate Social Responsibility in India*. New Delhi: SAGE Publications.
- Altman, B. W. (1998). *Corporate Community Relations in the 1990s: A Study in Transformation*. *Business and Society* 37 (2), 221–228.
- Andriof, J., & M., McIntosh. (2001). *Perspectives on Corporate Citizenship*. Sheffield UK: Greenleaf.
- Angelidis, J.P., & Ibrahim, N.A. (1993). *Social Demand and Corporate Supply: A Corporate Social Responsibility Model*. *Review of Business*, Vol. 15, Iss. No. 1
- Asongu, J. (2007). *Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility that The Real Importance of CSR is in the "shared value"*. USA: Greenview Publishing Company.
- Asongu, J. J. (2007). *Strategic Corporate Social Responsibility in Practice*. Atlanta, GA: Greenview Publishing Company.

- ASSOCHEM. (2008). *Corporate Social Responsibility –Towards a Sustainable Future*, New Delhi: KPMG and ASSOCHAM.
- Aupperle, K., Carroll, A., and Hatfield, J., (1985). *An Empirical Examination of the Relationship Between Corporate Social Responsibility and Profitability*, Academy of Management Journal, 28: 446-463.
- Bajpai, G.N. (2001). *Corporate Social Responsibility in India and Europe: Cross Cultural Perspective*. Retrieved on April 17, 2011 from <http://www.ficci.com>.
- Balachandran, V., & Chandrasekaran, V. (2009). *Corporate Governance and Social Responsibility*. New Delhi: Prentice-Hall of India Pvt.Ltd.
- Barney, J. (1991). *Firm Resource and Sustained Competitive Advantage*. Journal of Management 17, 99–120.
- Baron, D. (2001). *Private Politics, Corporate Social Responsibility and Integrated Strategy*. Journal of Economics and Management Strategy, 10: 7-45. 149-171.
- Baxi, C.V., & Prasad, A. (2005). *Corporate Social Responsibility-Concepts and Cases*. New Delhi: Excel Books.
- Bhatt, B. (2008). *Corporate Governance - Challenges and Necessity for Emerging India*. Gujarat: Shabd Publication.
- Bhattacharya, J. (2007). *Corporate Social Responsibility: Ethical and Strategic Choice 1st Edition*. Asian Books.
- Boli, & Hartsuikar. (2001) *Theory of Corporate Social Responsibility: Its Evolutionary Path and the Road Ahead*, International Journal of Management Review, Vol 5, 34-45.
- Bowie, N. (1991). *New Directions in Corporate Social Responsibility*. Business Horizons 34 (4), 56–66.

BRASS Centre (2007). *History of Corporate Social Responsibility and Sustainability*. Retrieved on January 9, 2010 from http://www.brass.cf.ac.uk/uploads/History_L3.pdf

BSCI, (2013). *Principles of BSCI*. Retrieved on March 13, 2013 from <http://www.bsci-intl.org/about-bsci/principles-of-BSCI>

BSCI, (2009). *Code of Conduct*. Brussels: Foreign Trade Association.

Burchel, J., Park, M., & Oxon. (2008). *The Corporate Social Responsibility Reader: Context and Perspective*. New York: Routledge.

Business Dictionary, (2013). *Corporate Social Responsibility Definition*. Retrieved on December 10, 2009 from <http://www.businessdictionary.com/definition/corporate-social-responsibility.html>

Carroll, A.B. (1999). *Corporate Social Responsibility*. *Business and Society*, Vol. 38, Iss. No. 3, pp.268–295.

Carroll, A.B. (1991). *The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders*, *Business Horizons*, Vol. 34, Iss. No. 4, pp.39–48.

Carroll, A.B., Bucholtz, & Ann, K. (2006) *Business and Society: Ethics and Stakeholder Management*. South-Western: Thomson.

Chahoud, T. (2007). *Corporate Social and Environmental Responsibility in India: Assessing the UN Global Compact's Role*. Bonn: Tulpenfeld.

Chaitanya, (2008). *Trusteeship - Corporate Social Responsibility. Understanding and Applying Gandhi* (Blog) retrieved on March 11, 2013 <http://appliedgandhi.blogspot.in/2008/06/trusteeship-corporate-social.html>

- Chakrabarty, B. (2011). *Corporate Social Responsibility in India*. New Delhi: Routledge.
- Chatterji, M. (2011). *Corporate Social Responsibility*. UK: Oxford University Press.
- CII-ITC, Centre of Excellence for Sustainable Development, (2012). *Certified Training on Guidance on Social Responsibility as per ISO 26000*. New Delhi.
- Clarkson, M. B. E. (1995). *A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance*. Academy of Management Review, Vol. 20, No. 1, pp. 92 – 117.
- Clinebell, S., & Clinebell, J. (1994). *The Effect of Advanced Notice of Plant Closings On Firm Value*, Journal of Management, 20: 553-564.
- Cowe, R., & Porritt, J. (2002). *Government's Business – Enabling Corporate Sustainability*, Forum for the Future, p 3.
- Crane, A., Matten, D., & Spence, L. (2007). *Corporate Social Responsibility Readings and Cases in a Global Context*. US: Routledge.
- Crane, A., McWilliams, A., & Matten, D. (2008). *The Oxford Handbook of Corporate Social Responsibility*. USA: Oxford University Press.
<http://sociology.about.com/bio/Ashley-Crossman-38827.htm>
- Crossman, A. (2013). *Sociology of Work and Industry*. Retrieved on March 16, 2011 from about.com sociology
- Crowther, D., & Jatana, R. (2007). *Corporate Social Responsibility: Theory and Practice with Case Studies*. New Delhi: Deep & Deep Publications Pvt. Ltd.

- CSR Malaysia, (2012). *Corporate Social Responsibility in Malaysia*
[http://www.norway.org.my/News_and_events/Business/Bedriftenes Samfunnsansvar/](http://www.norway.org.my/News_and_events/Business/Bedriftenes_Samfunnsansvar/)
- Davenport, K. (2000). *Corporate Citizenship: A Stakeholder Approach for Defining \ Corporate Social Performance and Identifying Measures for Assessing It*. Business and Society, Vol. 39, No. 2, pp. 210-219.
- Davis, K.(1960). *Can Business Afford to Ignore Corporate Social Responsibilities?* California Management Review 2, 70–76.
- Davis, K. (1967), *Understanding The Social Responsibility Puzzle*. Business Horizons 10 (4), 45–51.
- Davis, K. (1973). *The Case For and Against Business Assumption of Social Responsibilities*. Academy of Management Journal 16, 312–322.
- Devarani,L. & Basu, D. (2012). *Corporate Social Responsibility -Some Basic Dimensions*. West Bengal
- Donaldson, T. (1982). *Corporations and Moralit*. New Jersey: Prentice- Hall, Englewood Cliff.
- Donaldson, T.,& Dunfee, T. W. (1999). *Ties That Bind: A Social Contracts Approach to Business Ethics*. Boston: Harvard Business School Press.
- Donaldson, T.,& Dunfee, T. W. (2000). *Precise for Ties that Bind*. Business and Society 105 (Winter), 436–444.
- Donaldson, T., & Preston, L. E. (1995). *The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications*. Academy of Management Review 20 (1), \ 65–91.
- Eva, M. N. (2007). *India in the CSR Navigator: Public Policies in Africa, the*

Americas, Asia and Europe.ND: GTZ.

Evan, W. M., & Freeman, R. E. (1988). *A Stakeholder Theory of the Modern Corporation: Kantian Capitalism*. Ethical Theory and Business Prentice Hall, Englewood Cliffs, pp. 75–93.

Feddersen, T., & Gilligan, T. (2001). *Saints and Markets: Activists and the Supply of Credence Goods*. Journal of Economics and Management Strategy, 10

FICCI, (2012). *Components of Corporate Social Responsibility*. FICCI Socio Economic Development Foundation retrieved on February 5, 2010 from <http://www.ficci-sedf.org/compo-csr.htm>.

Frederick, & C, William. (2006). *Corporation Be Good! The Story of Corporate Social Responsibility*. New York: Dog Ear Publishing.

Freeman, R. (1983). *Strategic Management: A Stakeholder Approach*. Advances in Strategic Management, I, pp. 31-60.

Freeman, R. (1984). *Strategic Management: A Stakeholder Perspective*. Englewood Cliffs, NJ: Prentice Hall.

Freeman, R. (1984). *Strategic Management: A Stakeholder Approach*. Marshall: Pitman.

Friedman, M. (1970). *The Social Responsibility of Business is to Increase its Profits*. New York Times Magazine, p 32–33, 122, 126.

Friedman, M. (1970). *The Social Responsibility of Business is to Increase its Profits*. New York Times Magazine. September, 13.

Frooman, J. (1997). *Socially Irresponsible and Illegal Behavior and Shareholder*. Business and Society 36(3), 221–250.

- Gautam, R., & Singh, A., (2010). *Corporate Social Responsibility Practices in India: A Study of Top 500 Companies*, *Global Business and Management Research: An International Journal*, Vol 2, PP- 41-56.
- Goldstein, M. (2011). *The Difference Between the Private and Public Sector*. PrivacySense retrieved on October 15, 2009 from <http://www.privacysense.net/difference-between-private-public-sector/>
- Gopala, C. (1992). *Corporate Social Responsibility In India: A Study Of Management Attitudes*. New Delhi: Mittal Publications.
- Griffin, J. J. (2000). *Corporate Social Performance: Research Directions for the 21st Century*. *Business and Society* 39(4), 479–493.
- Griffin, J. J., & Mahon, J. F. (1997). *The Corporate Social Performance and Corporate Financial Performance Debate: Twenty-five Years of Incomparable Research*. *Business and Society* 36(1), 5–31.
- Gupta, S. (2012). *Essay on Public Sector in India – Its Achievements and Shortcomings*. Retrieved on May 7, 2011 from http://cbse.meritnation.com/cbse/signup5?mncid=Adwords_DCO_1_Generic&gclid=Clejn828iboCFfFg4godoDAABw
- Hart, S. (1995). *A Natural Resource-Based View of the Firm*. *Academy of Management Review*, 20: 986-1014.
- Hawkins, & David, E. (2006). *Corporate Social Responsibility: Balancing Tomorrow's Sustainability and Today's Profitability*. China: Palgrave Macmillan.
- Heal, G. (2008). *When Principles Pay: Corporate Social Responsibility and the Bottom Line*. New York: Columbia Business School Publishing.
- Henriques, A., & Richardson, J. (2004). *The Triple Bottom Line: Does It All Add Up?*

Assessing the Sustainability of Business and CSR. London: Earthscan Publications Ltd.

Hillman, A., & Keim, G. (2001). *Shareholder Value, Stakeholder Management, and Social issues: What's the Bottom Line?* Strategic Management Journal, 22: 125-139.

Hohnen, P. (2008). *Overview of Selected Initiatives and Instruments Relevant to Corporate Social Responsibility*, OECD.

Hond, & Den, F. (2007). *Managing Corporate Social Responsibility in Action: Talking, Doing and Measuring*. England: Ashgate Publishing.

Hopkins, M. (2008). *Corporate Social Responsibility and International Development: Is Business the Solution?* UK: Bath Pree.

Idowu, S., & Filho, W. (2009). *Global Practices of Corporate Social Responsibility*. UK: Springer.

Investopedia, (2013). *Definition of Private Company*. Retrieved on March 14, 2012 from <http://www.investopedia.com/terms/p/private-sector.asp>

Jain, A. (2013). *Corporate Social Responsibility Practices in India*. New Delhi: Times Foundation, The Times of India Group

Jennings, P., & Zandbergen, P. (1995). *Ecologically Sustainable Organizations: An Institutional Approach*. Academy of Management Review, 20: 1015-1052.

Johnson, G., & Scholes, K. (1999). *Exploring Corporate Strategy*. London: Fifth Edition, Prentice Hall,

Jones, T.M. (1995). *Instrumental Stakeholder Theory: A Synthesis of Ethics*. The Academy of Management Review, Vol. 20, Issue No. 2.

- Jonker, J., & C, Marco. (2006). *The Challenge of Organizing and Implementing Corporate Social Responsibility*. USA: Palgrave Macmillan.
- Jones, T.M. (1999). *The Institutional Determinants of Social Responsibility* *Journal of Business Ethics*, Vol. 20, Iss. No. 2, pp.163–179.
- Jones, T. (1995). *Instrumental Stakeholder Theory: A Synthesis of Ethics and Economics*. *Academy of Management Review*, 20: 404-437.
- Justice, D. (2003). *Corporate Social Responsibility: Challenges and Opportunities for Trade Unionists*. *Labour Education*
- Kakabadse, N., Rozuel, C., & Davies, L. (2005). *Corporate Social Responsibility and Stakeholder Approach: A Conceptual Review*. *International Journal Business Governance and Ethics*, Vol. 1. No. 4.
- Kao, & Raymond, W.Y. (2010). *Sustainable Economy: Corporate, Social and Environmental Responsibility*. Singapore: World Scientific Publishing Company.
- Karake, & A, Zainab. (1999). *Organizational Downsizing, Discrimination, and Corporate Social Responsibility*. UK: Praeger.
- Kawamura, M. (2009). *The Evolution of Corporate Social Responsibility in Japan (Part 1) -Parallels with the History of Corporate Reform*, Social Development Research Group-NLI Research.
- Keim, G. D. (1978). *Corporate Social Responsibility: An Assessment of the Enlightened Self-Interest Model*. *Academy of Management Review* 3 (1), 32-40.
- Keinert, C. (2008). *Corporate Social Responsibility as an International Strategy*. Heidelberg: Physica-verlag Hd.

- Kibler, B. (2008). *The Role of Corporate Governance and Corporate Social Responsibility in International Business*. USA: Bruce Alan Kibler.
- Kotler, P. (2004). *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause*. Hoboken: John Wiley & Sons.
<http://www.merineews.com/cj/Krishna%20Yadav>
- Krishna Y. (2013) *Narendra Modi Urges Corporate World to Handover CSR responsibility to women*. Retrieved on September 9, 2011 from
<http://www.merineews.com/article/narendra-modi-urges-corporate-world-to-handover-csr-responsibility-to-women/15883861.shtml>
- Lantos, G.P. (2001). *The Boundaries of Strategic Corporate Social Responsibility*. Journal of Consumer Marketing, Vol. 18, No. 7, pp.595–630.
- Lea, R. (2002). *Corporate Social Responsibility: IoD Member Opinion Survey*. The Institute of Directors, UK, p. 10.
- Lépissier, J. C. (2001). *Manager, une responsabilité sociale – Ethique et performance*, Paris: Ed. Liaisons.
- London, M., & Morfopoulos, R. (2009). *Social Entrepreneurship: How to Start Successful Corporate Social Responsibility and Community- Based Initiatives for Advocacy and Change*. NY: Routledge.
- Louche, C., Idowu, S., & Filho, W. (2010). *Innovative CSR*. UK: Greenleaf Publishing.
- Lozano, J., Albereda, L., & Ysa, T. (2008). *Governments and Corporate Social Responsibility: Public Policies Beyond Regulation and Voluntary Compliance*. The University of California: Palgrave Macmillan.
- Luo, X., & Bhattacharya, C.B. (2009). *The Debate over Doing Good: Corporate Social Performance, Strategic Marketing Levers, and Firm-Idiosyncratic*

- Mackay, A.D.D. (2007). *Corporate Social Responsibility- Kellogg Company*. Retrieved On January 2, 2010 from:
<http://www.kelloggcompany.com/social.aspx?id=56>
- Mahakud, S.R. (2009). *Corporate Social Responsibility- Indian Perspective*. Indian Institute of Planning and Management, New Delhi retrieved on August 14, 2010 http://www.indianmba.com/Occasional_Papers/OP194/op194.html.,.
- Mares, R. (2007). *The Dynamics of Corporate Social Responsibilities*. Netherland: martinus nijhoff publishers/brill academic.
- Mathews, P.G. (2012). *Making a Difference*. New Delhi: Tata McGraw Hill Education Private Limited.
- McComb, M. (2002). *Profit To Be Found in Companies That Care*. South China MorningPost, April 14, 2002, p. 5.
- McGuire, J., Sundgren, A., & Schneeweis, T. (1988). *Corporate Social Responsibility And Firm Financial Performance*. Academy of Management Journal, 31: 854-872.
- McWilliams, A., & Siegel, D. (2001). *Corporate Social Responsibility: A Theory of the Firm Perspective*, Academy of Management Review 26(1), 117–127.
- McWilliams, A., & Siegel, D. (2001). *Corporate Social Responsibility: A theory of the Firm Perspective*. Academy of Management Review, 26: 117-127.
- McWilliams, A., Van Fleet, D.D., & Cory, K. (2002). *Raising Rivals' Costs Through Political Strategy: An Extension of the Resource-Based Theory*. Journal of Management Studies, 39: 707-723.
- McWilliams, A., & Siegel, D. (2000). *Corporate Social Responsibility and Financial*

Performance: Correlation or Misspecification? Strategic Management Journal, 21: 603-609.

McWilliam, A., Siegel, D., & Wright, P. (2005). *Corporate Social Responsibility: Strategic Implication*. USA: Rensselaer Working Papers in Economics.

Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). *Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts*. Academy of Management Review 22(4), 853–886.

Mitra, M. (2009). *It's Only Business!: India's Corporate Social Responsiveness in a Globalized World*. USA: Oxford University Press.

Mohapatra, N., Ranjan, T., & Behera, A.B. (2009). *CSR Campaign of Corporate Sectors: A Study on Rural India*, Bhubaneswar retrieved on September 28, 2011 http://www.indianmba.com/Faculty_Column/FC986/fc986.html,

Moir, L. (2001). *What do we mean by Corporate Social Responsibility?* *Corporate Governance*, Vol. 1, No. 2, pp.16–22.

Morsing, A., & Kakabadse, A. (2006). *Corporate Social Responsibility: A 21st Century Perspective*. USA: Palgrave Macmillan.

Muniapan, B., & Dass, M. (2008). *Corporate Social Responsibility: A Philosophical Approach From an Ancient Indian Perspective*. International Journal of Indian Culture and Business Management, Vol.1, No.4, pp.408 - 420.

Nae, G., & Grigore, C. (2008). *An Overview of CSR Practices of European Multinational Corporations: An Overview of CSR in the EU*, Romania: University of Pitesti

Nargolwala, M. A. (2006). *A Study on Impact Assessment of Corporate Social Responsibility with Respect to Community Development Programmes of*

Industries of Gujarat(An Unpublished Ph.D. Thesis), Department of Social Work, The M.S. University of Baroda, Vadodara.

OECD, (2011). *OECD Guideline for Multinational Enterprises 2011 Edition*. Paris: OECD Publishing.

Ogden, S., & R., Watson. (1999). *Corporate Performance and Stakeholder Management: Balancing Shareholder and Customer Interests in the U.K. Privatized Water Industry*. NY: Academy of Management Journal 42(5), 526–538.

Oliver, P. (2008). *Writing Your Thesis- 2nd Edition*. New Delhi: SAGA Publications India Pvt. Ltd.

ORSE. (2004). *Presentation – Definition of Corporate Social Responsibility*. Retrieved on August 18, 2012 <http://www.orse.org/gb/home/index.html#csr>.

Ougaard, M., & Nielsen, M.E. (2002). *Beyond Moralizing: Agendas and Inquiries in Corporate Social Responsibility*, retrieved on August 13, 2012 from http://www.cbs.dk/centres/cvr/pdf/morten_ougaard_beyond_moralizing.pdf.

Panda, S. K. (2009). *Corporate Social Responsibility In India-Past, Present and Future*. Delhi: ICFAI University Press.

Panda, S. K. (2010). *CSR and Trusteeship*. Corporate Social Responsibility (Blog) retrieved on February 12, 2011 from <http://sanjaypanda.wordpress.com/2010/07/16/csr-and-trusteeship/>

Perlmutter, H. V. (1969). *The Tortuous Evolution of the Multinational Corporation*. Columbia Journal of World Business, 1969, pp. 9-18.

Phillips, R. A., Freeman, E., & Wicks, A. C. (2003). *What Stakeholder Theory Is Not*. Business Ethics Quarterly 13 (1), 479–502.

- Porter, M., & Kramer, M. (2006). *Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility*. Harvard Business Review
- Pramar, S. (2009). *Time to Make CSR More Strategic*. *Development Crossing.com* (Blog) retrieved on March 25, 2012 from <http://csrdigest.wordpress.com/2009/02/19/time-to-make-csr-more-strategic>
- Prasad, C. V. (2005). *Corporate Social Responsibility"- Concepts and Cases (The Indian Experience)*. New Delhi: Excel Books.
- Prasad, V.V.K. (2009). *CSR Initiatives of Indian Companies - A Study*, The Hindu College-MBA retrieved on May 14, 2012 from http://www.indianmba.com/Faculty_Column/FC955/fc955.html
- Preston, L. E. (1975). *Corporation and Society: The Search for a Paradigm*. *Journal of Economic Literature* 13(2), 434–454.
- Preston, L. E., & Post, J. E. (1975). *Private Management and Public Policy -The Principle of Public Responsibility*. Englewood Cliffs, NJ: Prentice Hall.
- Pricewaterhousecoopers, P. O. (2008). *CSR- From Risk to Value*. USA: Professional Publishing SVC.
- Raijada, S. (2008). *Corporate Social Responsibility by Selected Multinational Companies in Gujarat* (An Unpublished Ph.D. Thesis), Department of Social Work, The M.S. University of Baroda, Vadodara.
- Rajak, D. (2011). *In Good Company: An Anatomy of Corporate Social Responsibility*. California: Stanford University Press.
- Ram, P. (2013). *Corporate Social Responsibility Activities by the Aditya Birla Group*. Retrieved on March 16, 2013 from http://www.adityabirla.com/archive/social_projects/overview.htm

- Raman, R. S. (2006). *Corporate Social Reporting in India - A View from the Top*, UK: GlobalBusiness Review, Vol. 7 No. 2, pp. 313-324.
- Roberts, R.W. (1992). *Determinants of Corporate Social Responsibility Disclosure: An Application of Stakeholder Theory*. Accounting, Organizations and Society, Vol. 17, No. 6, pp. 595-612.
- Russo, M., & Fouts, P. (1997). *A Resource-Based Perspective on Corporate Environmental Performance and Profitability*. Academy of Management Journal, 40: 534-559.
- Sacco, P. L. (2007). *Corporate Social Responsibility: Theoretical Perspectives in the Italian Debate*. Italy: RePEc:ris:aiccon.
- SAIL India, (2009). *Making a Meaningful Diference in People's Lives*. New Delhi.
- Satija, & Chandraprakash, K. (2009). *Corporate Social Responsibility in Construction in UK and India*. Social Science Research Network, 67.
- Satish, R. (2008). *Corporate Social Responsibility in India - Putting Social-Economic Development on a Fast Track*. Chilly Breez, 55.
- Schreck, P. (2009). *"The Business Case for Corporate Social Responsibility: Understanding and Measuring Economic Impacts of Corporate Social Performance"*. Germany: Physica-verlag Heidelberg.
- Sheth, N. (1982). *Industrial Sociology In India*. New Delhi: Allied Publisher Private Limited.
- Shinde, S. (2005). *Social Responsibility Corporate Style*. Retrieved on February 3, 12 <http://www.expresscomputer online.com/20050502/technologylike01.shtml>
- Shrivastava, H., & Venkateswaran, S. (2000). *The Business of Social Responsibility: The Why, What and How of Corporate Social Responsibility in India*. New

Delhi: Books for Change.

- Shukla, K. (2011). *Approaches to Corporate Social Responsibility of Selected Companies of Air Conditioning Industry in India* (An Unpublished Thesis), M.S. Patel Institute of Management Studies, Faculty of Management Study, The M.S. University of Baroda, Vadodara
- Silverman, D. (2010). *Doing Qualitative Research-A Practical Handbook, 3rd Edition*. New Delhi: SAGA Publications India Pvt. Ltd.
- Sims, R. R. (2003). *Ethics and Corporate Social Responsibility: Why Giants Fall*. USA: Praeger
- Singla, A., & Sagar, P. (2009). *Trusts and Corporate Social Responsibility: Lessons From India* retrieved on August 9, 2012 from <http://www.reputare.in/related-articles/corporate-social-responsibility-articles/trust-and-corporate-social-responsibility-lessons-from-india>,
- Sood, A., & Arora, B. (2006). *The Political Economy of Corporate Social Responsibility in India*. Geneva: United Nations Research Institute for Social Development.
- Soule, S. A. (2009). *Contention and Corporate Social Responsibility*. New York: Cambridge University Press.
- Sundar, P. (2013). *Business and Community: The Story of Corporate Social Responsibility in India*. New Delhi: SAGE Publications Pvt. Ltd.
- Sunder, P. (2000). *Beyond Business: From Merchant Charity to Corporate Citizenship*. New Delhi: Tata Mcgraw Hills.
- Tamkeen, & IIIIEE. (2007). *Saudi Companies & Social Responsibility-Challenges and Ways Forward*. Saudi Arabia: Royal Press.

- Tata Group, (2012). *Journey Towards an Ideal- Co-Creating Sustainable Value*.
Mumbai: Tata Council for Community Initiatives.
- Teoh, S., Welch, I. & Wazzan, C. (1999). *The Effect of Socially Activist Investment Policies on the Financial Markets: Evidence from the South African boycott*.
Journal of Business, 72: 35-89
- The Wall Street Journal, (2005). *Big Issue #2: Debating Corporate Social Concerns*.
Page R6.
- Ullmann, A. (1985). *Data in Search of a Theory: A Critical Examination of the Relationship Among Social Performance, Social Disclosure and Economic Performance*. Academy of Management Review, Vol. 10, No. 3, pp. 540-577.
- UNGC, (2013). *Overview of UN Global Compact*. Retrieved on January 12, 2013 from
<http://www.unglobalcompact.org/AboutTheGC/index.html>
- United Nations Global Compact, (2013). *Overview of the UN Global Compact*.
Retrieved on May , 2013
<http://www.unglobalcompact.org/AboutTheGC/index.html>
- Vedanta Khushi (2013), *Anil Agarwal: The New Face of Corporate Philanthropy*.
New Delhi; ICMR: IIPM Thank Tank Publication
- Verma, S., & Chauhan, R. (2007). *Role of Corporate Social Responsibility in Developing Economies*. International Marketing Conference on Marketing & Society, IIMK.
- Vibrant Gujarat, (2013). *Corporate Social Responsibility - Discussion Forum – Comes out with Pointers for Moving from Dialogue to Action*. Vibrant Gujarat Conference, Gandhinagar retrieved on April 14, 2013 from
<http://www.vibrantgujarat.com/DisplayNewsUpdate.htm?NewsUpdateId=40>

- Visser, W.,Matten, D., Pohl, M., & Tolhurst, N. (2010). *The A to Z of Corporate Social Responsibility*.NJ:Wiley.
- Visser, W., &Tolhurst, N. (2010). *The World Guide to CSR: A Country-by-Country Analysis of Corporate Sustainability and Responsibility*.London: Greenleaf Publishing Limited.
- Waddock, S. A.,& Graves, S. B. (1997). *The Corporate Social Performance-Financial Performance Link*. Strategic Management Journal 18 (4), 303-320.
- Waldman, D., Siegel, D., & Javidan, M. (2005). *CEO Transformational Leadership and Corporate Social Responsibility*.USA: Mimeo.
- WBCSD(1998). *Stakeholder Dialogue on CSR*. The Netherlands.
- Wernelfelt, B. (1984). *A Resource Based View of the Firm*. Strategic Management Review 5, 171–180.
- Windsor, D. (2001). *The Future of Corporate Social Responsibility*,International Journal of Organizational Analysis, Emerald UK, 9(3), p 225–256.
- Worrell, D., Davidson, W., & Sharma, V. (1991). *Layoff announcements and stockholder wealth*. Academy of Management Journal, 38: 662-678.
- Zeren, Q. S. (2009). *Corporate Social Responsibility, Berkshire Encyclopedia of China*, Vol 5, Page 2667, Berkshire Publishing Group LLC.
- Zulkifli, Norhayah, Amran & Azlan,(2006). *Realising Corporate Social Responsibility in Malaysia: a view from the accounting profession*. The Journal of Corporate Citizenship.

APENDICES

APPENDIX - 1

CASE STUDY –1

BENEFICIARY OF RELIANCE INDUSTRIES LIMITED (RIL)

Introduction

- Reliance Industries Limited (RIL), Vadodara Manufacturing Division (VMD) was earlier part of the Indian Petrochemicals Corporation Ltd. (IPCL) with Management control by Govt. of India. In 2002, due to divestment of the equity, the management control went to the hands of Reliance Petroinvest Co. of RIL group. On 5 September, 2007, IPCL got merged with RIL.
- Accredited earlier for Best performance award among petrochemicals companies worldwide (CI London), FICCI Awards, ICMA Awards, National Energy Awards and several awards from National Safety Council, USA and British Safety Council, UK. Infact it has Integrated Management System in place comprising of ISO-9001, ISO-14001 and OSHAS-18001 Certification for all the plants and departments of the Site.
- Vadodara Manufacturing Division received the CII Environment Best Practices Award 2012 for “Most Innovative Environmental Project”.

Business

- RIL, Vadodara Manufacturing Division multi-product manufacture portfolio includes Polymers, Synthetic Rubber, Synthetic Fibre and Fibre Intermediates, Solvents and Industrial Chemicals

Mission

- Create value for all stakeholders
- Grow through innovation
- Lead in good governance practices
- Use sustainability to drive product development and enhance operational efficiencies
- Ensure energy security of the nation
- Foster rural prosperity

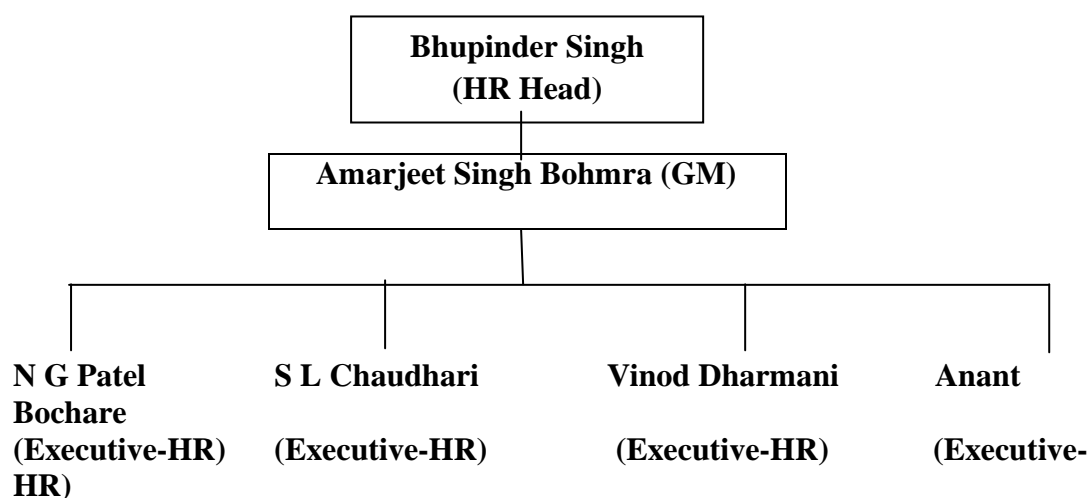
Vision

Through sustainable measures, create value for the nation, enhance quality of life across the entire socio-economic spectrum and help spearhead India as a global leader in the domains where we operate.

Values

Our growth and success are based on the ten core values; Care, Citizenship, Fairness, Honesty, Integrity, Purposefulness, Respect, Responsibility, Safety and Trust.

Organisation Structure of Corporate Communications/CSR Group, VMD



- Since last many years, RIL, VMD,CCG Group has been participating for development of surrounding villages. Various activities, such as, agricultural, educational employment, women empowerment, health and sanitation, help to handicapped, etc. are being carried out in the interest of rural development in particular and country at large.
- Efforts are put in for the self-employment of youngsters and women of rural areas.
- The Gram Panchayat members, Sarpanch and people of villages are sources of inspiration for carrying out the above activities.

Case Study No. 1
Subject: Women Empowerment cum self-reliant
Location: Undhera, Vadodara
Team: CCG, RIL.VDM with the help of Jan SikshanSansthan
Venue: Undera Village

Title: Self Reliant, special case on KALAVATIBEN NARENDRABHAI CHAVDA

Main Aims of CSR(CCG), Reliance VMD

RD and CWC known as Reliance CSR (CCG) although with different objectives and different programs, share common goals of capacity building and development of community and surrounding areas at large. The cell believes that when youth are given the opportunity to empower themselves, development will occur naturally.

Activity implemented

As a part of CSR activity, CSR(CCG) cell organized a training program on Tailoring in the Undhera village near RIL, VMD with the help of Jan SikshanSansthan (Ministry of Human Resource Development, Government of India). After successful completion of training, participants are given certificates by the Jan SikshanSansthan.

- Duration: 6 months**
- Time: 12-30pm to 4-30pm**
- Number of participants: 20 (All girls belong to Undhera village)**

Challenges faced:

1. Convince their parents or elderly person in the family.
2. Hesitation to go out of the village.
3. To understand behavioral and communication pattern of participant.
4. Financial matter.

Results/ Benefits:

After successful completion of Training course on tailoring, few of them are now running their own business to earn income to their family. They are now more confident and motivated to take challenges in life. The girls are now becoming important bread earners of the family. Girls feel respected for contributing something valuable to their family.

In order to quote an example here, would like to mention Mrs. KalavatibenNarendrabhaiChavda, a talented participant from the Undhera village near RIL, VDM. After completion of training, she got appointed as an instructor in training courses on “Dress making, Designing and Embroidery” by Jan ShikshanShanthan (Ministry of Human Resource Development, Government of India). Now she gets invitation from different organizations to impart training on dress making course or tailoring. Kalavatiben’s monthly income is Rs.1500-2000 (per day two hours, weekly 5 days). She builds a good rapport with villagers as well as CCG/CSR members. After completion of training, sewing machines are also distributed to the potential participants with the help of 50% of subsidy.Kalavatiben was one of the potential participants who awarded of sewing machine.

Some File Photos of KalavatibenChadva



Kalavatiben attending training on “Dress-making at Undhera village with Jan Sikshan Sansthan



Kalavati Chavda working an “instructor”and Tailoring”

CASE STUDY – 2

BENEFICIARY - THE AKSHAYA PATRA FOUNDATION

Introduction

The history of Akshaya Patra Foundation begins with vision of Bhaktivedanta Swami Prabhupada when one day he saw a group of children fighting with street dogs over scraps of food in Mayapur, a village near Calcutta. From this incident, he came to the determination that: No one within a ten mile radius of our center should go hungry. It is his inspiration which helped to create The Akshaya Patra Foundation. They began this initiative with the vision that *“No child in India shall be deprived of education because of hunger”*.

In June 2000, they started our mid-day meal program in Bangalore by feeding 1500 children in 5 schools. At that time there was no State run school meal program in Karnataka. Now they are reaching out to 1.3 million children every day in 9 states with 20 kitchens.

Akshaya Patra in Vadodara –

In Vadodara, the Akshaya Patra Foundation is established in 2009. Akshaya Patra centralized kitchen capacity and feeding 1, 33,000 children daily. Cooking takes place in mechanized, steam heated cauldrons custom built to reduce the cook to consume time. Mechanization has also helped us meet the standards of hygiene by minimizing human handling of food. Mr. Bhagyavan J. Shetty, Asst. Manager Operation, Akshaya Patra, Vadodara said that freshly cooked food is packed in stainless steel containers and transported to governmental and municipal schools with 39 custom built vehicles. They are providing meal to Anganwadis with 4 custom built vehicles.

- Location of Kitchen Facility: Gotri, Vadodara
- Schools: 617
- Anganwadis: 137
- Feeding Children Daily: 1,33,000
- Daily cost of Vadodara Unit: 5 Lakhs (5 rupees 50 paisa per children)
- Employee Strength: 255

Most of the companies in Vadodara including Public sector, Private sector and MNC sector stated that they all have contributed to Akshaya Patra through smaller or substantial way. Their contribution included monetary donations as well as other help like providing vehicle, maintenance to the foundation. Gujarat Alkalies and Chemical Limited (GACL), Gujarat State Fertilizers and Chemicals Limited (GSFC), Gujarat Industries Power Limited (GIPCL) and Vadodara Municipal Corporation (VMC) provided support to set up the kitchen facility in Vadodara.

File Photos of the Akshaya Patra Foundation, Vadodara



Special Thanks to Contributors



Chapati (Roti) making Machine produces 50,000 Chapatis in an hour



With custom built vehicle for meal carrier



A worker making hygiene food wearing cap, mask and gloves

APPENDIX-2

LIST OF SELECTED SAMPLES












➤ **Companies with CSR in Vadodara**

Sr. No	COMPANY'S NAME	SECTOR	LOGO	ADDRESS
1	Gujarat State Fertilizers and Chemicals Limited(GSFC)	Public		P.O. Fertilizernagar -391 750, Dist. Vadodara, Gujarat, India
2	Gujarat Alkalies and Chemical Limited (GACL)	Public		P.O. Petrochemical – 391 346Dist.: Vadodara Gujarat - India
3	Indian Oil Corporation Limited - IOCL (Gujarat Refinery)	Public		P.O. Jawaharanagar, Karachiya, Vadodara- 391 320
4	Oil and Natural Gas Corporation(ONGC)	Public		Western Onshore Basin, Makarpura Road, Vadodara – 390 009, India
5	GAIL India Limited	Public		Manisha Circle, Old Padra Road, Vadodara – 390 015 Gujarat
6	IOT Anwasha Engineering and ConstructionLtd.	Public		"IOT Anwasha House", Senate square, A - Tower, Vuda Road, Gotri,Vadodara- 390021.
7	Gujarat Industries Power Limited (GIPCL)	Public		P.O. Petrochemical – 391346 Dist.: Vadodara Gujarat - India
8	Gujarat UrjaVikas Nigam Limited (GUVNL)	Public		Sardar Patel VidyutBhavan,Race Course, Vadodara 390 007

9	Power Grid Corporation of India Ltd.	Public		4 th , 5 th & 6 th Floor, VudaBhavan, L & T Circle, VIP Road, KareliBaug, Vadodara – 390 018
10	Baroda District Co- Operative Milk Producers' Union Ltd. (Baroda Dairy)	Public		Makarpura Road, Vadodara – 390 009
11	Bank of Baroda (BOB)	Public		Regional Office, 5 th Floor, Suraj Plaza-III, Sayajigunj, Vadodara – 390 005
12	Vadodara Municipal Corporation (VMC)	Public		Palace Road, Vadodara – 390 209, Gujarat
13	Indian Railway- Employee	Public		Plot No.7, Lalbaug, Pratap Nagar, Vadodara-390004 Gujarat
14	State Bank of India (SBI)	Public		DayanandBuilding, Opp : Sardar Patel Statue,Sayajiganj,Vadodara 390005
15	National Bank for Agriculture and Rural Development (NABARD)	Public		27-C, Vagheshwari Society, Behind S.B.I., VIP Road, Karelibaug, Vadodara - 390 018
16	Reliance Industries Limited (RIL)	Private		P.O. Petrochemicals Township – 391 345 Vadodara Gujarat – India
17	Jubilant Life Sciences Limited	Private		Block-133, Savli, Samlaya, Vadodara - 391 520, Gujarat, India
18	Synefra Engineering and Construction Limited	Private		Survey No. 26, Village Pipaliya,Taluka:Waghodia, Vadodara – 391 760, Gujarat










19	Alembic Limited	Private		Alembic Road, Gorwa, Gorwa Vadodara – 390003Gujarat, India
20	Transpek Industry limited	Private		Reg. Office, 6th Floor, Marble Arch, Race Course Circle, Vadodara -390007, Gujarat, India
21	Kemrock Industries and Exports Ltd.	Private		Village Asoj, Vadodara- Halol Express Way, Tal. Waghodia, Vadodara - 391 510
22	Deepak Foundation (Deepak Nitrate Group)	Private		Nr Laxmi Studio, Adjoining L & T Knowledge City, NH -8, Vadodara - 390 019
23	Cosmo Films Pvt. Ltd	Private		Vermardi Road, Village NaviJithardi, Near Inox, Off: N H 8, TalukaKarjan, Vadodara 391 240, Gujarat
24	Jyoti Limited	Private		Nanubhai Amin Marg, Industrial Area, P.O. Chemical Industries, Vadodara - 390 003 Gujarat.
25	Larsen & Toubro Limited (L&T)	Private		L&T Knowledge City, IT/ITES SEZ, NH- 8, Ajwa-Waghodia Crossing, Vadodara -390 019
26	Conmat Systems Pvt. Ltd.	Private		845 GIDC Makarpura, Vadodara – 390010 Gujarat, India
27	Aditya Birla Insulator	Private		P.O. Meghasar, Taluka: Halol- 389 330 Gujarat
28	Apollo Tyre Limited	Private		Village Limda, TalukaWaghodia, Vadodara – 391 760, Gujarat, India


29	Diamond Power Infrastructure Ltd.	Private		Village: Vadadala, Phase - II, Tal. Savli, Dist.: Vadodara, Gujarat, India.
30	Inox India Limited (INOXCVA)	Private		4th Floor, ABS Towers, Old Padra Road, Vadodara - 390 007, Gujarat, India
31	Shaily Engineering Plastics Limited	Private		Survey No. 364 & 366, Rania, Ta.-Savli, Baroda, Gujarat, India- 391 780
32	Golden Tobacco Limited	Private		At. Darjipura, Post. Amaliyara, Dist. Vadodara -390 022
33	CEAT Limited	Private		At. Getmuvala, PO- Chandrapura, Tal: Halol- 389 350 Gujarat, India
34	HNG Float Glass Limited	Private		GIDC Phase III, Champaner Road Halol – 389351, Gujarat, India
35	ZydusCadila	Private		Plot No 26-29 & 31, Dabhasa- Umaraya Road, Padra, Vadodara – 391440
36	R. R. Kabel(Ram Ratna Group)	Private		305/A, Windsor plaza, R. C. Dutt road, Alkapuri, Vadodara – 390007.
37	JCT Ltd.	Private		NH-8, Village - Kandhari Taluka -Karjan, Vadodara -- 391 210 Gujarat, India
38	Piramal Glass Limited	Private		Off MasarChowkadi, MasarGajera Road, Vill- Ucchad, Jambusar – 392 150, Gujarat
39	COSMOS IMPEX (India) Pvt. Ltd	Private		COSMOS HOUSE, 85/2, Atladara, Padra Road, Vadodara-390012, Gujarat, India

40	Rubamin Limited	Private		Synergy House, Subhanpura, Vadodara - 390 023, Gujarat, India
41	Vasu Healthcare Pvt. Ltd.	Private		967/4, G. I. D. C. Makarpura, Vadodara 390 010, Gujarat, India
42	Rishabh Software Pvt. Ltd.	Private		306/311, 3rd Floor, Gajanan Complex, Old Padra Road, Vadodara – 390020, Gujarat, India.
43	Big Bazaar	Private		7 Seas Mall, Opp. Diamond Jubilee Girls Hostel, Fatehgunj, Vadodara, Gujarat, 390002
44	Pantaloon Fashion and Retail Limited	Private		Ellora Park, Race Course Road, Vadodara
45	HDFC Bank	Private		Midway Heights, Nr. Panchmukhi Hanuman Temple, Lokmanya Tilak Road. Vadodara- 390 001
46	ABB Limited	MNC		Maneja, Vadodara – 390 013 Gujarat, India
47	FAG Bearings India Limited	MNC		Maneja, Vadodara – 390 013, Gujarat, India
48	E.I. DuPont India Private Limited	MNC		Plot No. 11, Savli GIDC Village, Manjusr District, Vadodara – 391775
49	Bombardier Transportation India Ltd.	MNC		ERDA Road, Maneja, Vadodara – 390 013, Gujarat
50	Transpek-Silox Industry limited	Joint Venture		Kalai Road, Atladara, Vadodara-390 012, Gujarat

51	Gulbrandsen Chemicals Pvt. Ltd	MNC		On Coastal Highway, P.O.: Mujpur- 391 440, Padra, Vadodara, Gujarat
52	Huntsman-Baroda Textile Effects Pvt. Ltd	MNC		P.O. Umraya, Padra, Vadodara – 391440, Gujarat
53	Sud-Chemie India Pvt. Ltd	MNC		A-1/2 & 3, GIDC, Nandesari Industrial Area, Nandesari 391340, Vadodara
54	Schneider Electronic India Pvt. Ltd.	MNC		328/23 Rasulabad Road, Jarod, Ta. Waghodia, Vadodara – 391 510 Gujarat
55	Siemens Ltd.	MNC		Near Makarpura Railway Station, Vadodara - 391110
56	Linde Engineering India Pvt. Ltd.	MNC		Opp. VUDA Office, VIP Road, Karelibaug, Vadodara - 390 018, Gujarat, India.
57	INEOS ABS (India) Limited	MNC		51, G I D C Industrial Estate, Nandesari, Vadodara-391 340
58	Domino's Pizza	MNC		Shop No A/10, Near Akshar Chowk, Munjmohda, Vadodara – 390020
59	Standard Chartered Bank	MNC		Gokulesh Complex, R.C. Dutt Road, Alkapuri, Vadodara- 390 007
60	HSBC Bank	MNC		Benison Complex, Opp. Rajlaxmi Complex, Old Padra Road, Vadodara – 390012

➤ **Company's Branches/Plant in Vadodara, but Head/Corporate Offices or other branches are doing CSR activities:**

SR. NO.	COMPANY NAME	SECTOR	LOGO	ADDRESS
1	Engineers India Limited (EIL)	Public		Engineers India Bhawan, 1, Bhikaiji Cama Place, New Delhi – 110066, India
2	ONGC Petro Additions Limited (OPAL)	Public		1st Floor, Omkaara Building, Near Sai Chowkdi, Manjalpur, Vadodara – 390011 Gujarat
3	Steel Authority of India (SAIL)	Public		Ispat Bhawan, Lodi Road, New Delhi - 110 003
4	Bharat Heavy Electricals Limited (BHEL)	Public		BHEL House, Siri Fort, New Delhi – 110049, India.
5	Life Insurance Corporation of India (LIC)	Public		Yogakeshema, Jeevan Bima Marg, P. B. No. 19953, Mumbai– 400021
6	Union Bank of India (UBI)	Public		Union Bank Bhavan, 239, Vidhan Bhavan Marg, Mumbai - 400 021,
7	Bharat Sanchar Nigam Limited (BSNL)	Public		Bharat Sanchar Bhavan Harish Chandra Mathur Lane Janpath, New Delhi-110 001
8	Central Bank of India (CBI)	Public		Chander Mukhi, Nariman Point Mumbai – 400 021
9	EMCO Ltd	Private		1st Floor, Piramal Tower, Peninsula Corporate Park, Mumbai - 400 013

10	Arvind Mills	Private		Naroda Road, Ahmedabad – 380025 Gujarat, India
11	Thermax Ltd	Private		14 Mumbai-Pune Road Wakdevadi, Pune 411 003
12	United Phosphorous Ltd	Private		117, G.I.D.C., Ankleshwar City - Bharuch District, 393 002,Gujarat.
13	Gujarat Sidhee Cement Limited (GSCL)	Private		104-105, RaijiBaug Shopping Centre, Nr MotiBaug, NanjiKalidas Mehta Marg, Junagadh - 362 002
14	Essar Steel Ltd.	Private		27th KM SuratHazira Road, District – Surat, Hazira 394 270 Gujarat
15	Manikchand Group	Private		“Manikchand House” 100 101,D.Kennedy Road, Pune-411 001.
16	Lupin Ltd.	Private		B/4 Laxmi Towers, BandraKurla Complex, Bandra (E), Mumbai 400 051. India
17	BhartiAirtel	Private		5th, 6th & 7th Floor, Interface Building No7, Mumbai-400064
18	Welcome Hotels (ITC Group)	Private		25, Community Shopping Centre, BasantLok, VasantVihar, New Delhi – 110 057
19	The Gateway Hotel (Taj Group of Hotels)	Private		Oxford House, 15/17 N.F. Road, Apollo Bunder, Mumbai 400 001
20	Mahindra & Mahindra Financial Services Limited (MMFSL)	Private		4th Floor, Mahindra Towers, P.K. KurneChowk, Worli, Mumbai

21	Max India Limited	Private		1, Dr. JhaMarg, Okhla Phase III, New Delhi 110020, India
22	Make My Trip India Pvt. Ltd.	Private		103, UdyogVihar, Phase I Gurgaon,
23	Aviva Life Insurance Company India Ltd.	Private		Aviva Tower, Sector Road, DLF Phase V Sector 43, Gurgaon 122 003, Haryana
24	Sterling Addlife India Limited	Private		Sterling Hospital Road Memnagar, Ahmedabad- 380 052 Gujarat, India
25	General Motors (GM)	MNC		Block B, Chandrapura Industrial Estate, Halol - 389351
26	Vodafone India Limited	MNCs		Peninsula Corporate Park, GanpatraoKadamMarg, Lower Parel, Mumbai - 400013 India.
27	Blue Dart Express Ltd (DHL)	MNC		Blue Dart Centre, Sahar Airport Road, Andheri East, Mumbai - 400099
28	TUV Rheinland (India) Pvt. Ltd.	MNC		82/A West Wing, 3 rd Main Road, Electronic Phases I, Bangalore- 560 100, India
29	Thomas Cook (India) Ltd.	MNC		Thomas Cook Building, Dr. D.N. Road, Fort, Mumbai - 400001
30	City Bank	MNC		Citibank, N.A., Pelican, Opposite to Race Course Towers, Gotri Road, Vadodara - 390 007

APPENDIX - 3

LIST OF TABLES

Sr. No.	TITLE OF THE TABLE
1	Number of Respondents interviewed in Vadodara
2	Number of Respondents interviewed from elsewhere (but not from Vadodara)
3	Sources of Knowledge about CSR
4	Identified Stakeholders
5	Strength of CSR Team (Permanent, Cross-functional and Voluntary based)
6	Various Aspects related to CSR Implementation
7	CSR works for Image Building
8	Major Key Areas of CSR
9	Main Purpose of CSR
10	Mechanisms adopted towards societal requirements
11	List of Beneficiaries
12	Environment
13	Benefits of having CSR
14	Reports/Publications of CSR
15	CSR activities create any conflict
16	Respondents' Awareness of CSR
17	Respondents opinion about Role Model Corporates with Excellence CSR Activities
18	Number of public sector companies selected for data collection
19	Selected public sector companies in Vadodara region
20	Selected public sector companies in Vadodara, but their CSR activities are carried out elsewhere
21	Number of private sector companies selected for data collection
22	Selected private sector companies in Vadodara region
23	Selected public sector companies in Vadodara, but their CSR activities are carried out elsewhere
24	Number of MNC sector companies selected for data collection
25	Selected MNC sector companies in Vadodara region
26	Selected MNC sector companies in Vadodara, but their CSR activities are carried out elsewhere
27	Launch of GRI Guidelines
28	CSR Policy
29	CSR Awards
30	CSR Reports Based

APPENDIX – 4

LIST OF PHOTOGRAPHS

Sr. No.	TITLE OF THE PHOTO
	<i>With Interviewed Respondents (HR/CSR Officials) from Public Sector Companies in Vadodara</i>
1	Mr. J.P. Kujur, Sr. Manager (HR), GAIL (India) Limited, Vadodara
2	Mr. J.G. Bhatt, Dy. Manager (A&W), Gujarat Refinery (IOCL), Vadodara
3	Mr. S.H. Purohit, Dy. General Manager (HR/Admn.), Gujarat Industries Power Company Ltd. (GIPCL), Vadodara
4	Mr. Nikhil Patel, Dy. General Manager, Gujarat Alkalies & Chemical Limited, (GACL), Vadodara
	<i>Various CSR Activities Undertaken by Public Sector Companies at Vadodara</i>
5	Eye Checkup camp by GACL
6	Household Sanitation Latrine in Ranoli Village, by GACL
7	Aanganwadi Construction by GACL
8	Street Light installed by GACL
9	Water Tank constructed by Power Grid
10	Tree Plantation by Power Grid
	<i>With Beneficiaries</i>
11	Beneficiaries of SHGs at Chhota Udepur Tribal village Jeher & Chilarwant
12	Beneficiaries of SHGs at Chotta Udepur Tribal area village Jeher & Chilarwant
13	Interaction with beneficiaries and Mr. Milind K. Gupte, Asst. General Manager, NABARD, at Chhota Udepur village
14	Girl Child Education at The Adivasi Academy, Tejgadh, Vadodara
15	NABARD training program on Tailoring to Women at Kawant Village
16	An interaction with village youth and Panchayat, Vadodara
	<i>With Interviewed Respondents (HR/CSR Officials) from Private Sector Companies in Vadodara</i>
17	Ms. Archana Joshi, Director, Deepak Foundation, Vadodara
18	Ms. Mamta Baxi, Program Coordinator, Cosmo Foundation, Vadodara
19	CSR Team, Reliance Industries Limited (RIL), Vadodara

20	Ms. Dipti Verma, Executive - HR, Piramal Glass, Vadodara
21	Ms. Krishna Vaidya, Asst. Manager-HR, CEAT Limited, Vadodara
22	Mr. Anil Kumar Kapoor, General Manager (CSR), Transpek Industry Limited, Vadodara
23	Mr. Prahladji B. Vihol, Sr. Manager-CSR, Synefra, Vadodara
24	Mr. Ruchir R. Someshwar, Manager-HR, Cadila Zydus, Vadodara
25	Mr. Sanjay Padiyar, Program Officer-CSR, Jubilant Bhartia Foundation,

	Vadodara
26	Ms. Anjali, Program Coordinator, Deepak Foundation, Vadodara
	<i>Various CSR Activities Undertaken by Private Sector Companies at Vadodara</i>
27	Computer Training for Chidren at Cosmo Foundation, Vadodara
28	Tailoring Courses to women by Jubilant Bhartia Foundation, Vadodara
29	Awareness Rally by school children at RIL, Vadodara
30	Community Awareness Program by RIL, Vadodara
31	Drag De-Addiction Program for youth by RIL, Vadodara
32	Tricycle Distribution to Physically Challenged by RIL, Vadodara
33	Cleanliness drive by Rishabh Software, Vadodara
34	Employees of Rishabh Software Cleanliness activity at Akota road, Vadodara
	<i>With Beneficiaries</i>
35	Computer teachers & students at Cosmo Foundation, Karjan, Vadodara
36	Beneficiary school at Karjan, Vadodara
37	Participated in a cleanliness awareness rally by RIL, Vadodara
38	Interaction with School Principal & Panchayat member at Dhanora village, Vadodara
39	School Children from Dhanora Village, Vadodara
40	Interaction with beneficiary in Koyali Village, Vadodara
41	Interaction with beneficiaries at Jeher Village
42	Beneficiary Youths learning welding training by Transpek Industries Ltd.
	<i>With Interviewed Respondents (HR/CSR Officials) from MNC Sector Companies in Vadodara</i>
43	Mr. Amit Arora (HR Specialist)&Mr. Prashant Paralikar (HR Executive), E.I. DuPont India Pvt. Ltd., Vadodara
44	Mr. Jayprakash Nair, Executive (T&D), FAG Bearings India Limited, Vadodara
45	Mr. Dibyendu C. Thakur, Head - HR, Bombardier Transportation, Vadodara
46	Mr. Amarjit Singh Atthwal, Asst. General Manager – HR, Sud Chemie India Pvt. Ltd., Vadodara
	<i>Various CSR Activities Undertaken by MNC Sector Companies at Vadodara</i>
47	Health checkup camp by Transpek-Silox, Vadodara
48	Beauty Parlor courses to girls by Transpek-Silox, Vadodara
49	Luli Week by employees of Schneider Electronics to reduce carbon footprint
50	Work Station at Seva Tirth by ABB
51	Tree guards provided by ABB
52	Fatehgunj Circle maintained by ABB
53	Training Course on flower pot making by Transpek-Silox, Vadodara
54	Fruit distribution by Domino's Pizza Employee

	<i>With Beneficiaries</i>
55	A mother at Jamnabai General Hospital, Vadodara
56	Team of Domino's Pizza, Vadodara
57	Jamnabai Hospital at Mandvi, Vadodara
58	Akshaya Patra Foundation, Vadodara
	<i>Case Studies</i>
59	Kalavatiben attending training on "Dress-making and Tailoring" at Undhera village
60	Kalavati Chavda working as an "instructor" with Jan Sikshan Sansthan
61	Special Thanks to Contributors
	With custom built vehicle for meal carrier
62	
63	A worker making hygiene food wearing cap, mask and gloves

Sr. No.	LIST OF GRAPHS & FIGURES
	Chapter 1- Introduction
1	Industrial Sociology, UB
2	The Business in Society by Baker
3	Carroll Pyramid of CSR
4	Source: Compiled from Nikkei Telecom 21.
5	State of Gujarat in India
6	Map of Gujarat
7	Map of Vadodara District
8	Sayajirao Gaekwad III
	Chapter 2- Review of Literature
9	Equitymaster Survey, India, 2011
10	Drivers of CSR
11	Socio-Economic Review of Gujarat State 2010-11
	Chapter 3- Conceptual Framework & Strategy of Enquiry
12	Examples of various stakeholders
13	Number of Respondents interviewed in Vadodara
	Chapter 4- Corporate Social Responsibility: Issues & Aspects
14	Number of Respondents interviewed from elsewhere (but not from Vadodara)
15	Strength of CSR Team (Permanent, Cross-functional and Voluntary based)
16	CSR works for Image Building
17	Reports/Publications of CSR
18	CSR activities create any conflict
19	Respondents opinion about Role Model Corporates with Excellence CSR Activities
	Chapter 5- Corporate Social Responsibility: Public Sector Corporations
20	DPE Public Enterprises Survey 2009-10
21	Pie-Chart on Public Sector - Number of companies in Vadodara
22	ONGC Sustainability Report 2011-2012
23	Figure 1 Sources of Knowledge about CSR
24	Figure 2 Identified Stakeholders
25	Figure 3 Various Aspects related to CSR Implementation
26	Figure 4 Key Areas of CSR
27	Figure 5 Purpose of CSR
28	Figure 6 Mechanisms for CSR
29	Figure 7 Lists of Beneficiaries
30	Figure 8 Issues related to Environment
31	Figure 9 Benefits of CSR
32	Pie-Chart on Public Sector - Number of companies, CSR not in Vadodara
	Chapter 6 – Corporate Social Responsibility: Private Sector Corporations
33	ASSOCHAM, Business Line
34	Pie-Chart on Private Sector- Number of companies in Vadodara
35	Figure 1 Sources of Knowledge about CSR

36	Figure 2 Identified Stakeholders
37	Figure 3 Various Aspects related to CSR Implementation
38	Figure 4 Key Areas of CSR
39	Figure 5 Purpose of CSR
40	Figure 6 Mechanisms for CSR
41	Figure 7 Lists of Beneficiaries
41	Figure 8 Issues related to Environment
43	Figure 9 Benefits of CSR
44	Pie-Chart on Private Sector - Number of companies, CSR not in Vadodara
45	Pie-Chart on MNC Sector- Number of companies in Vadodara
	Chapter 7 Corporate Social Responsibility: MNC Sector Corporations
46	Figure 1 Sources of Knowledge about CSR
47	Figure 2 Identified Stakeholders
48	Figure 3 Various Aspects related to CSR Implementation
49	Figure 4 Key Areas of CSR
50	Figure 5 Purpose of CSR
51	Figure 6 Mechanisms for CSR
52	Figure 7 Lists of Beneficiaries
53	Figure 8 Issues related to Environment
54	Figure 9 Benefits of CSR
55	Pie-Chart on MNC Sector - Number of companies, CSR not in Vadodara
	Chapter 8- Corporate Social Responsibility: Policies, International Codes And Standards
56	Seven (7) Core Areas of ISO 26000
57	SCHEME
58	CSR Policy
59	CSR Awards
60	CSR Reports Based

ANNEXURES

ANNEXURE – 1

- Selected Theoretical Papers on CSR

Authors	Nature of Theoretical Perspective(s)	Key Argument/Result
Friedman (1970)	Agency Theory	CSR is indicative of self-serving behavior on the part of managers, and thus, reduces shareholder wealth.
Freeman (1984)	Stakeholder Theory	Managers should tailor their policies to satisfy numerous constituents, not just shareholders. These stakeholders include workers, customers, suppliers, and community organizations.
Donaldson (1990)	Stewardship Theory	There is a moral imperative for managers to “do the right thing,” without regard to how such decisions affect firm performance.
Donaldson and Preston (1995)	Stakeholder Theory	Stressed the moral and ethical dimensions of stakeholder theory, as well as the business case for engaging in CSR.
Jones (1995)	Stakeholder Theory	Firms involved in repeated transactions with stakeholders on the basis of trust and cooperation have an incentive to be honest and ethical, since such behavior is beneficial to the firm.
Hart (1995)	Resource-Based View of the Firm	For certain companies, environmental social responsibility can constitute a resource or capability that leads to a sustained competitive advantage.
Jennings and Zandbergen (1995)	Institutional Theory	Institutions play an important role in shaping the consensus within a firm regarding the establishment of an “ecologically sustainable” organization.

Baron (2001)	Theory of the Firm	The use of CSR to attract socially responsible consumers is referred to as strategic CSR, in the sense that firms provide a public good in conjunction with their marketing/business strategy.
Feddersen and Gilligan (2001)	Theory of the Firm	Activists and NGOs can play an important role in reducing information asymmetry with respect to CSR on the part of consumers.
McWilliams and Siegel (2001)	Theory of the Firm	Presents a supply/demand perspective on CSR, which implies that the firm's ideal level of CSR can be determined by cost benefit analysis.
McWilliams, Van Fleet and Cory (2002)	Resource-Based View of the Firm	CSR strategies, when supported by political strategies, can be used to create sustainable competitive advantage.
Waldman, Siegel, and Javidan (2005)	Theory of the Firm/Strategic Leadership Theory	Certain aspects of CEO leadership can affect the propensity of firms to engage in CSR. Companies run by intellectually stimulating CEOs do more strategic CSR than comparable firms.

- Selected Theoretical Papers with Methodology on CSR

Author(s)	Methodology	Nature of CSR Event/Action	Key Results
Abowd, Milkovich and Hannon (1990)	Event Study	Human Resource Decisions	No consistent pattern of increased or decreased stock price.
Worrell, Davidson and Sharma (1991)	Event Study	Layoff Programs	Investors react negatively to layoff announcements, especially when they are due to financial distress.
Clinebell and Clinebell (1994)	Event Study	Plant Closures	Longer periods of advance notice of plant closings result in greater losses in shareholder wealth.
Posnikoff (1997) Event Study	Event Study	Divestment From South Africa	Divestment enhanced shareholder value.
Wright and Ferris, (1997)	Event Study	Divestment From South Africa	Divestment had a negative effect on shareholder value.
Teoh, Welch, and Wazzan (1999)	Event Study	Divestment From South Africa	Divestment had a neutral effect on shareholder value.

Aupperle, Carroll, and Hatfield (1985)	Regression Analysis	An Overall Firm-Level Index of CSR	There is a neutral relation between CSR and profitability.
McGuire, Sundgren, and Schneeweis (1988)	Regression Analysis	An Overall Firm Level Index of CSR	Prior profitability was more closely related to CSR than was subsequent performance.
Russo and Fouts (1997)	Regression Analysis	Environmental Performance	There is a positive relation between environmental performance and financial performance.
Waddock and Graves (1997)	Regression Analysis	Overall Firm-Level Index of CSR –KLD Data	An CSR results in an improvement in firm performance.
McWilliams and Siegel (2000)	Regression Analysis	Overall Firm-Level Index of CSR –KLD Data	There is a neutral relation between CSR and profitability.
Hillman and Keim (2001)	Regression Analysis	“Social Issues” CSR and “Stakeholder Management” CSR – KLD Data	“Stakeholder Management” CSR is positively correlated with shareholder wealth creation (market value added); “Social Issues” CSR is not.

Source: Rensselaer Working Papers

ANNEXURE – 2
PERMISSION LETTER FOR DATA COLLECTION



DEPARTMENT OF SOCIOLOGY
FACULTY OF ARTS
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
VADODARA- 390 002

Dr. M. Sreedevi Xavier
Associate Professor

TO WHOM IT MAY CONCERN

Ms. Minasree Borgohain is a Ph.D. student of this Department working under my guidance. Her Ph.D. topic is: “Corporate Social Responsibility in Vadodara Region: A Sociological Study”. May I request you to kindly provide her with the preliminary information required for the study? Once we finalize the corporate sectors to be studied, we would like to come back to your organisation in order to collect the data in detail.

Your corporation is appreciated.

Thanking you,

Yours truly,

(Dr. M. Sreedevi Xavier)
Research Guide

(Ms. Minasree Borgohain)
Research

ANNEXURE – 3

PERMISSION LETTER FOR AVAILING LIBRARY FACILITIES



DEPARTMENT OF SOCIOLOGY
FACULTY OF ARTS
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
VADODARA- 390 002

Dr. M. Sreedevi Xavier
Associate Professor

TO WHOM IT MAY CONCERN

Ms. Minasree Borgohain is a Ph.D. student of this Department working under my guidance. Her Ph.D. topic is: “*Corporate Social Responsibility in Vadodara Region: A sociological Study*”. May I request you to allow her to use your library facilities provided by the library/institute for the purpose of her research study? If it is required to pay, she will do the same. I request you to provide, if possible, some concessional rates for Xeroxing. Your corporation is appreciated.

Thanking you,

Yours truly,

(Dr. M. Sreedevi Xavier)
Research Guide

(Ms. Minasree Borgohain)
Research Student

ANNEXURE - 4

INTERVIEW SCHEDULE

General Information

Name of the person interviewed: Mr. / Ms. /.....
Sex: Age:
Designation:.....Dept.:.....
Tel. No.:
Mob. No.:
Email ID:
Address:
.....

1. Name of the Corporation?
2. Year of Establishment (Local Branch):
Year of Establishment (Head Office):
3. Type of Corporation:
 - (a) Public
 - (i) Industrial (ii) Banking (iii) Software/ Telecommunication/
Others
 - (b) Private
 - (i) Industrial (ii) Banking (iii) Software/
Telecommunication/Others
 - (c) MNCs
 - (i)) Industrial (ii) Banking (iii) Software/
Telecommunication/Others
4. Type of Business:
5. Complete Address of the Corporation:

Tel. No.:

Email ID:

Website:

Fax No.:

6. Head Office Address of the Corporation:

Tel. No.:

Email ID:

Website:

Fax No.:

7. Name of the CMD/ CEO/ MD/ Owners: Mr./Ms/

Tel. No.:

Email ID:

Website:

Fax No.:

8. Various Branches located in Vadodara / Gujarat/ India and Abroad and their Number:

No. of branches/ Location	Vadodara	Gujarat	India	Abroad	Total
Production units					
Regional Offices					
Zonal Offices					
Sales & Service Offices					
Branches					
Total:					

9. Number of employees at Vadodara / Gujarat/ India and Abroad:

No. of Employees	Vadodara	Gujarat	India	Abroad	Total
Male					
Female					
SC/ ST/ SEBC/ OBC					
Physically Disabled					
Total:					

10. What is the percentage of women at board level and senior management level?

.....

11. Annual Turnover of the Corporation:

At Vadodara: Rs.

All over: Rs.

12. Budget allocation for CSR initiatives:

At Vadodara: Rs.

All over: Rs.

13. Please provide the Internal Organizational Structure of your Corporation:

CORPORATE SOCIAL RESPONSIBILITY IN VADODARA REGION: A SOCIOLOGICAL STUDY

Interview Schedule

1. Does your organization have CSR policy? Yes: ☐ No: ☐
2. How do you define CSR?
3. From which kinds of sources have you known or come to know about CSR?
Reading of official documents Contacts with other enterprises or professionals... ☐ Participation at surveys or studies about this topic ... Internet
☐
Reading of scientific reviews Other (to specify)
4. What initiatives are included in CSR policy?
5. Since when CSR policy is implemented?
 - a) At Vadodara Office:
 - b) Head Office/ Corporate Office:
6. Have you identified your stakeholders? If yes, who do you think they are?
Employees ... Customers ... Shareholders ... Local Community ... others
7. Were the identified stakeholders consulted to assess the development priorities and/or
target that the organization supported? Yes: ☐ No: ☐ If yes, explain
8. In planning these activities do you take into consideration the issues and needs of the organization and community? Yes: ☐ No: ☐ If yes, explain
9. Were these activities aligned with planned or on-going organization policies, programmes, processes and products? Yes: ☐ No: ☐ If yes, explain.....
10. Were these activities aligned with national and or international standards and policies? Yes: ☐ No: ☐ If yes, explain
11. In your planning, was there adequate analysis of the differing impact on people and society a Vadodara? Yes: ☐ No: ☐ If yes, explain
12. In determining the success/impact of these activities were any formal impact
Assessments conducted? Yes: ☐ No: ☐

If yes, External assessment ☐

Internal assessment ☐

How was this success reflected?

If no, how did the organization determine its success?

13. How have these activities/programmes contributed to the wider development of Vadodara?

14. What is the mechanism installed for the implementation of the CSR policies?

.....

15. What are the main steps taken by your organization to monitor the CSR activities?

.....

16. Does your top management give regular support and encouragement in making CSR plan more effective? Yes: ☐ No: ☐ If yes, how?

17. Does CSR initiatives affect the day to-day work life of your organization?

Yes: ☐ No: ☐ If yes, positively.... negatively How?

18. Does CSR initiative create any conflict between top management and middle management? Yes: ☐ No: ☐ If yes, explain

19. Does CSR initiative create any conflict between top management and lower management? Yes: ☐ No: ☐ If yes, explain

20. How much budget do you spend on CSR initiatives? Rs.

21. What percentage of annual profits is allocated as funds for CSR?

22. Does your organization spend money either on yearly basis or on monthly basis?

.....

23. How many areas are taken care by your organization for the CSR initiatives?

.....

24. Has your organization been taken any special area for CSR initiatives?

.....

25. How much budget do you spend for each of these CSR activities?

.....

26. Does your organization get any benefit through CSR initiatives?.....
27. What is your organization's new plan for the CSR initiatives in the current financial year?
28. What is your organization's plan for CSR initiatives down the line of 5 years?
.....
29. Does your organization highlight contributions made to CSR by Corporate through NGO?
30. Do the Corporates often use CSR to build an image of a good and responsible organization? Yes: ☐ No: ☐ If yes, explain
31. Does your organization offer consultancy services to Corporates keen on engaging in CSR work? Yes: ☐ No: ☐
32. Which in your opinion is role model Corporate with excellent CSR activities?
PSUs..... Private Enterprises Family-Owned Enterprises MNCs ☐
33. Does CSR make business sense for Corporates? Does it enable an organization to raise its bottom-line or is it just altruism that drives CSR?
34. How many employees work in your CSR team?
35. Does your organization provide, or has it conducted, any CSR-related training?
Yes: ☐ No: ☐

If yes, then, please provide details:

Year	Training

For Local Communities/ Society/ Nation Building:

36. Does your organization have the responsibility towards the community development through CSR initiatives? Yes: ☐ No: ☐
- If yes, give details:
37. Have there been any negative impacts on the local community/society/environment as a result of the organization's operations?

Yes: ☐ No: ☐

If yes, give details:

38. Have CSR initiatives been effective in creating a positive ripple in the development sector? Yes: ☐ No: ☐

If yes, give details:

39. What is the mechanism adopted to assess societal requirements and identify community needs by your organisation?

Please provide a brief outline of this mechanism. Indicate if there is an established trust/foundation /NGO set up/link established by the organization to implement social activities:

40. What are the key positive impacts provided by the organization, which benefit the community (e.g. employment for the differently abled/poor, infrastructure, environmental protection, etc.)?

41. What are the kinds of partnerships that are created with civil society/NGOs for social development? Indicate the sectors:

Health care <input type="checkbox"/>	Literacy Promotion <input type="checkbox"/>
Improving Rural Infrastructure <input type="checkbox"/>	Rural/Community Development
Welfare Programmes <input type="checkbox"/>	Economic Empowerment of Women
Income Generating Programmes <input type="checkbox"/>	Higher Education Child welfare

Community relations: involving employees in community development, providing social amenities, / sub-contracting to community groups, micro-financing, credit assistance. Any other

42. Please attach a profile of your activities/projects/ highlighting the following:

- Partners in the project (e.g. local NGOs, clubs or associations, local government, etc.)
- Impacts on the beneficiaries (quantify, if possible)
- Other

43. Has your organization conducted a feedback survey to gauge public perception/ customer satisfaction of its products/services/ operations, with a view to assessing the social and environmental impacts of its activities? Yes: ☐ No: ☐

If yes, what is the frequency/periodicity of the feedback?

44. Does your organization provide, support, or finance any social projects for local communities, or for communities (e.g. tribal people) affected by your products or production processes? Yes: ☐ No: ☐

If yes, then, please describe:

45. Has your organization worked with local government to identify, design, finance & build local infrastructure projects such as wells, schools, clinics, roads, houses, etc.? Yes: ☐ No: ☐

If yes, then, please give details:

Year	Project	Location

46. In the last five years, was your organization involved in any social or development programmes? Yes: ☐ No: ☐

Yes (If yes,) explain:

If No, state reasons:

47. In the future, will your organization pursue the same activities/geographical areas? If not, what will be the major changes?

48. Who decides the social & development programmes that your organization pursues?

MD/ CMD/ CEO.... HR Head Top Management Employees ☐

Cross-Functional Teams Based on Need Assessment Others

49. Has your organization ever conducted any assessments of the health and safety effect of your products and services on the wellbeing of customers?

Yes: ☐ No: ☐

If yes, please give details:

50. Has your organization ever conducted any surveys/enquiries to determine customer satisfaction? Yes: ☐ No: ☐

If yes, please explain:

For Weaker Section/ Physically Handicap:

51. What strategies has your organization adopted to undertake developmental activities for the marginalized/ underprivileged/poor communities?

Philanthropic initiatives/donations Corporate community investments/socially responsible investments Public-private partnerships Any other

Environment:

52. Does your organization responsible for environmental pollution?

Yes: ☐ No: ☐

If yes, please explain:

53. What steps are taken by your organization to rectify/ avoid environmental pollution?

54. Does your organization have environmentally-friendly products? Yes: ☐ No: ☐ If yes, then, which are those and what is their share of total sales?

55. Is your organization involved in mitigating global warming? Yes: ☐ No: ☐

☐ If Yes, What are the measures taken?

Concluding Questions (CQ):

56. Who are your beneficiaries? Name them:

.....

57. Do they have any objection against the initiatives made by your organization?

Yes: ☐ No: ☐

58. How does the organization propose to meet future economic, environment and social challenges? Within the organization Within the supply chainWithin the community

59. Has your organization produced reports/publications on any of your CSR policies/ activities? Yes: ☐ No: ☐

If yes, list them:

Report Name	Year of Publication	Website
1)		

60. Do you believe that publicizing your CSR activities can be an effective way of raising standards in your sector, mobilizing public opinion in favor of CSR, and boosting your organization's profile? Yes: ☐ No: ☐ If yes, why?

61. Has your Organization won/ received any CSR Award? Yes: ☐ No: ☐

62. Name of the award and year.

Name	Year	Donor

63. Do all employees give full support to operate CSR programmes? Yes: ☐ No: ☐

64. How would you assess your organization's awareness of the current range of local CSR initiatives? Excellent.... Good Fair Poor

65. How would you assess your organization's awareness of the current range of Global CSR initiatives? Excellent Good Fair Poor

66. Is your organization currently active in developing or supporting voluntary CSR instruments/ initiatives? Yes: ☐ No: ☐ If yes, please describe:

67. Does your organization have a policy on accountability towards CSR? If so, how could this be best summarized?

68. Looking at environmental and social issues over the next decade, do you think the role of voluntary? CSR instruments and initiatives will: Become less important..... Remain unchanged Become more important

Please explain your reasons, and/or which specific CSR instruments will be more or less important:

69. Does your organization 's overall stance concerning civil society is an active one?

Yes: ☐ No: ☐

70. Do you feel that civil society is friendly and accommodating to your organization?

Yes: ☐ No: ☐

71. Are there any quarterly or annual reports produced by your organization for stakeholder (financial, non-financial, otherwise)? Yes: ☐ No: ☐

If yes, please give details:

72. Are your reports based on any locally or internationally established standards?

Yes: ☐ No: ☐

73. What are your biggest CSR/sustainability opportunities in India?

74. Please provide some material and photos regarding CSR initiatives by your organization.