



# Future Paradigms in CSR

Name:  
Ajit Chaudhuri

Date:  
23<sup>rd</sup> February 2018

# Contents

Key Conclusions	3
The Context: CSR in India post 2013	6
Implications of CSR on India's Social Development	8
What More Can Companies Do?	10
Some Steps in the Tata group	12



# Conclusions

# Key Conclusions – Future Paradigms in CSR – 1

- ▷ Corporate sector has to be involved in the social development of India and a factor in India meeting its SDG targets
- ▷ For this, CSR compliance is not enough
- ▷ We need to –
  - Be strategic on CSR, move from outlays to outcomes
  - Work on problems that fall within the public domain



# Key Conclusions – Future Paradigms in CSR – 2

- ▷ We also need to –
  - Build partnerships with the state and civil society
  - Leverage our own core competencies for CSR
  - Bring in a social focus into core operations
- ▷ In the Tata group –
  - 10 building blocks of CSR
  - CSR Assessment Framework
  - Affirmative Action



# The Context: CSR in India

# The Context: CSR in India

## ▷ The SDGs

- 17 goals, 169 targets, to be achieved by 2030
- India's performance is critical to target achievement
- Within this, the corporate sector is a factor
- And the CSR requirement is an enabler
- Too early to assess its impact
- But, time to ask –
- How can CSR have an effect on India's social development status?
- What more should the corporate sector do?

## ▷ The CSR requirement

- Rs. 9,822 crore in FY16
- First country in the world that has mandated CSR

# Implications of CSR for Social Development

- ▷ The spend and its directions
- ▷ CSR as a Board level conversation
- ▷ Mention of CSR in annual reports
- ▷ The spirit of the law – get involved
- ▷ Utilize expertise in CSR
- ▷ All these contribute to CSR being significant





# What More Can Companies Do?

# What more can companies do?

- ▷ An additional Rs. 10,000 crore is nice but not a game changer
- ▷ Build partnerships with state and civil society
- ▷ Be strategic with CSR
  - Longer term projects
  - Outlays and outputs to outcomes and impact
  - Grapple with 'public domain' problems
- ▷ Bring SDG priorities into core business operations
- ▷ Link CSR with sustainability



# Mega-trends driving sustainability

**Climate Change  
is firmly on the  
global agenda  
and business will  
have to do more  
...**

**Investors will get  
more active on  
ESG ...**

**Competition for  
water will increase ...**

**Extreme climate  
events will be the  
new normal ...**

**Regulations will get  
tighter ...**

**Expectations of  
companies will go  
beyond providing  
goods and services  
to solving societal  
problems ...**





## Some Steps in the Tata group



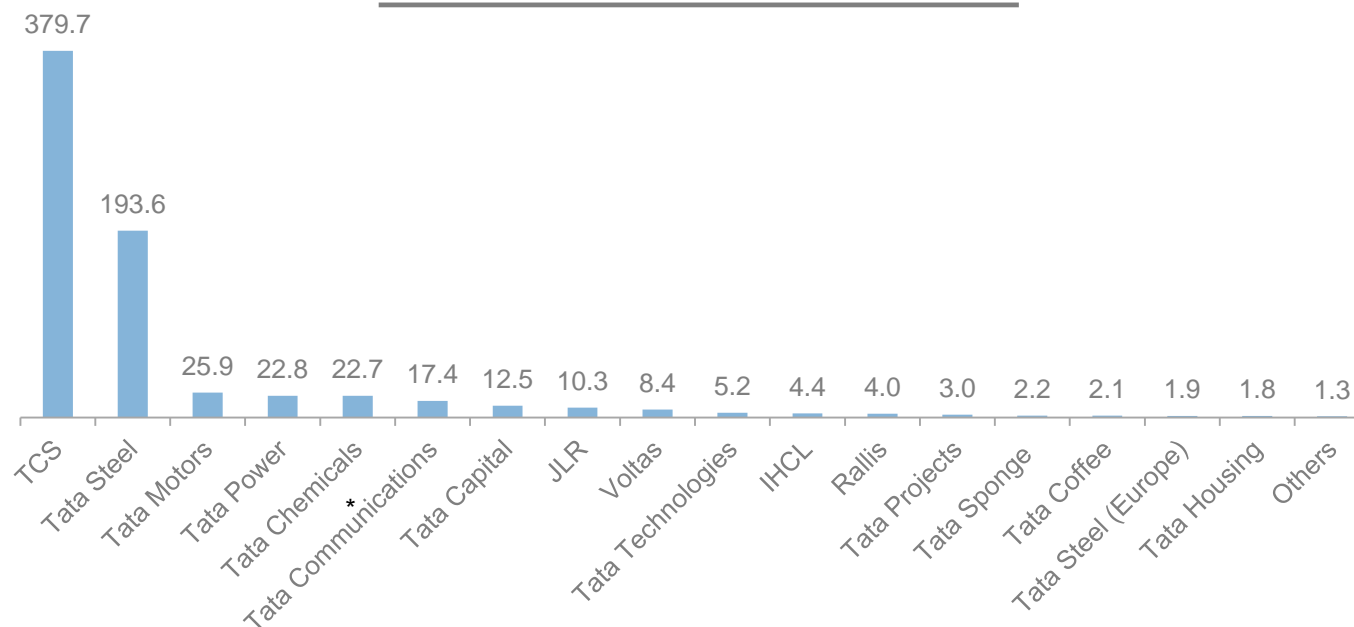
# Some Steps in the Tata group

- ▷ CSR and the Tata group
- ▷ Volunteering
- ▷ Affirmative Action
- ▷ Disaster Response
- ▷ Building Blocks of CSR
- ▷ CSR Assessment Framework

# Tata Group CSR Spend – FY 2016 -2017

## COMPANY WISE SPEND (Rs. Crores)

Total Spend: Rs. 719.3 Crores

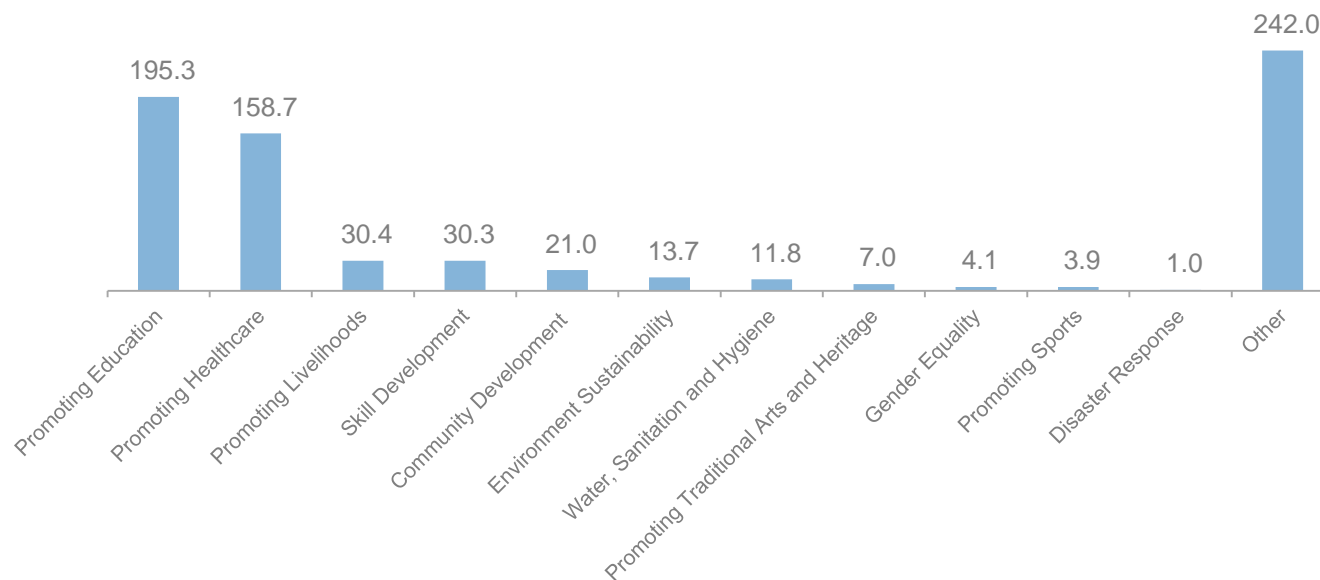


\* Includes international spends

# Tata Group CSR Spend – FY 2016 -2017

## FOCUS AREA WISE SPEND (Rs. Crores)

Total Spend: Rs. 719.3 Crores



Others includes :

- Rs 200 Crore contribution by TCS to TCS foundation. Split not available
- Rs. 16 Crore administrative costs

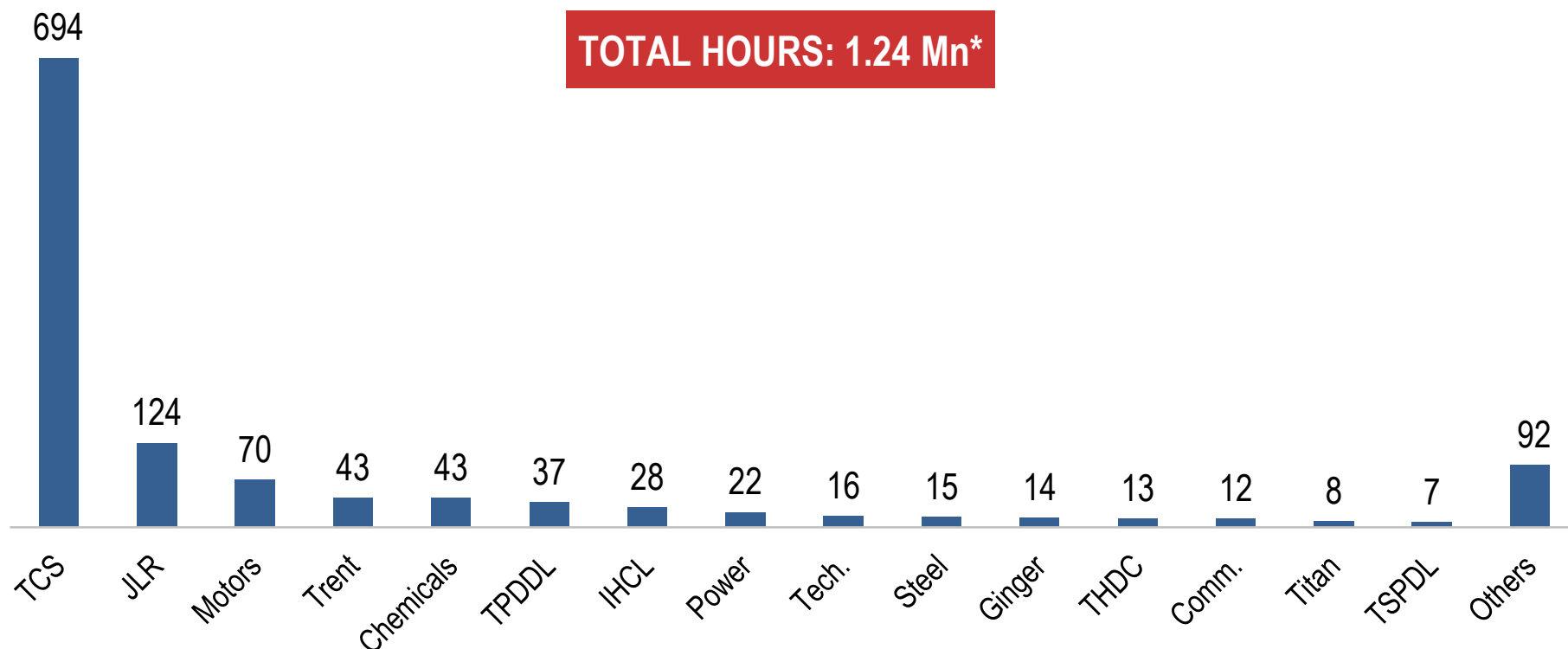
# Top 3 contributors to the group's performance were TCS, JLR & Tata Motors



## TATA GROUP:

### COMPANY WISE PERFORMANCE FY17, Top 15 (‘000 volunteering hours)

**TOTAL HOURS: 1.24 Mn\***



\* - Total hours include volunteering hours contributed by family members and retirees through company facilitated activities/ projects

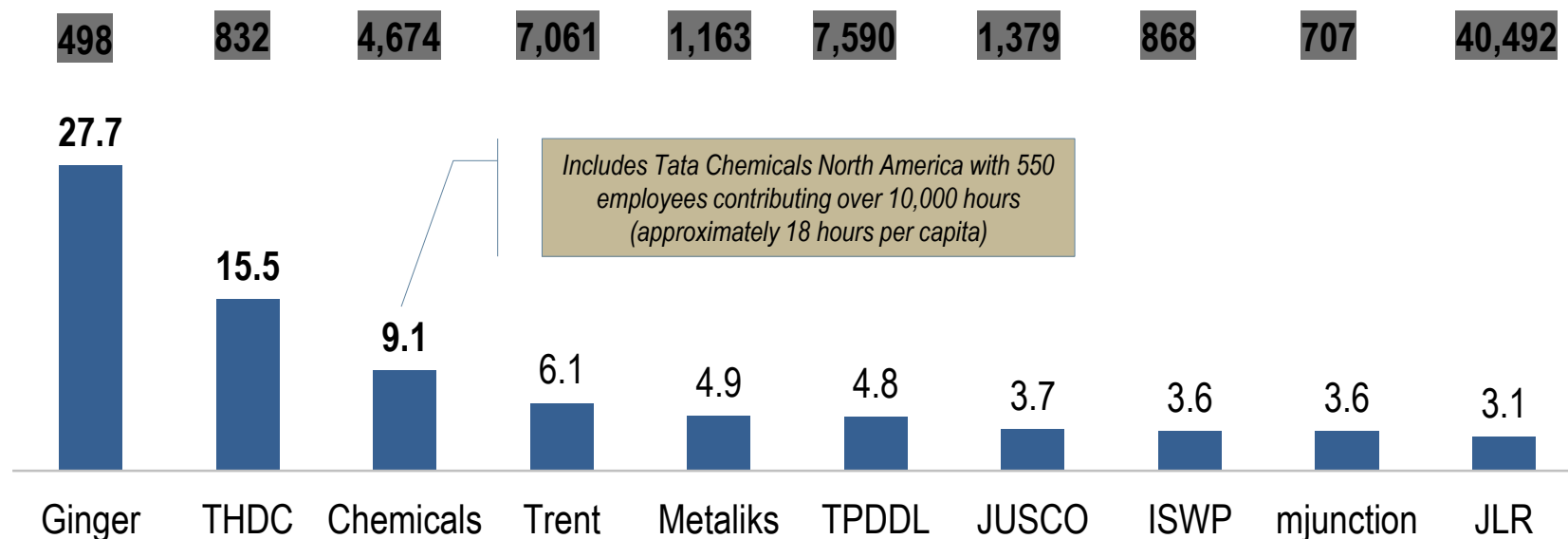


# At the same time, group companies like Roots Corp (Ginger), Tata Housing & Tata Chemicals demonstrated exceptional per capita performance

TATA GROUP: COMPANY WISE PERFORMANCE FY17, Top 10\*  
(Volunteering hours per capita per year)

**GROUP LEVEL: 1.5 Hours per capita**

Employee  
Strength



THDC – Tata Housing & Development Corp

TPDDL – Tata Power Delhi Distribution Ltd.

JUSCO – Jamshedpur Utilities

Company

ISWP – Indian Steel & Wire Products

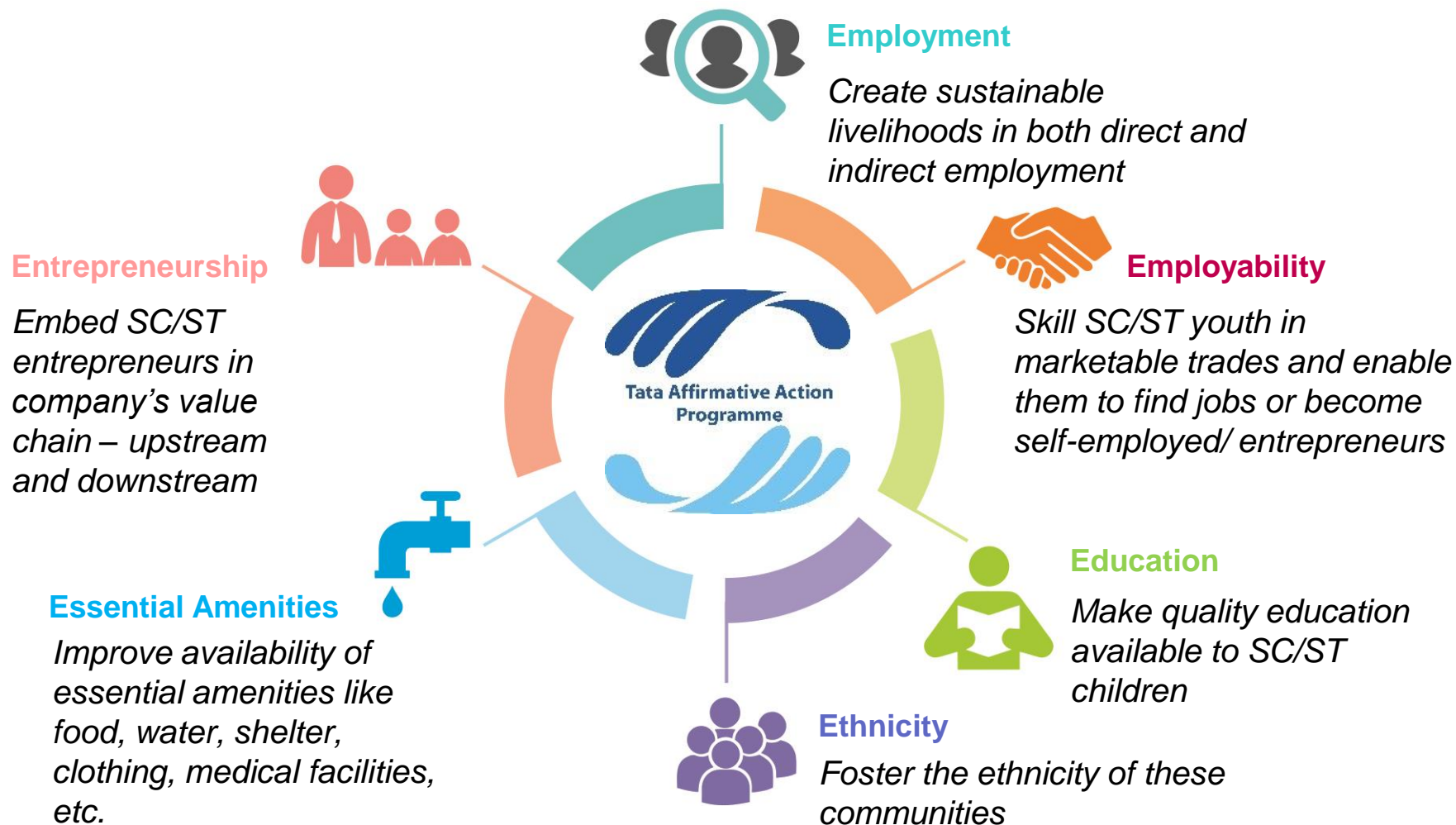
# Tata Engage



← Tata family – employees' family members, retirees →

← Tata group employees →

## Tata Affirmative Action Programme : The How



## Employment

Overall SC/ST share

~8% of employees

→ ~50,000  
employees  
from SC/ST in  
workforce

Share of  
incremental

employment ~12%



## Entrepreneurship

~ 350 SC/ST

entrepreneurs

associated with 15

companies



Business given in FY

15:

Rs 118 Cr.



## Employability

>200% growth in  
numbers trained over 4  
years



About 50% employed  
of those trained



Rs 45 Cr expenditure  
in last 4 years by 32  
companies



## Education

Rs 29 cr spend in last  
4 years by 34  
companies

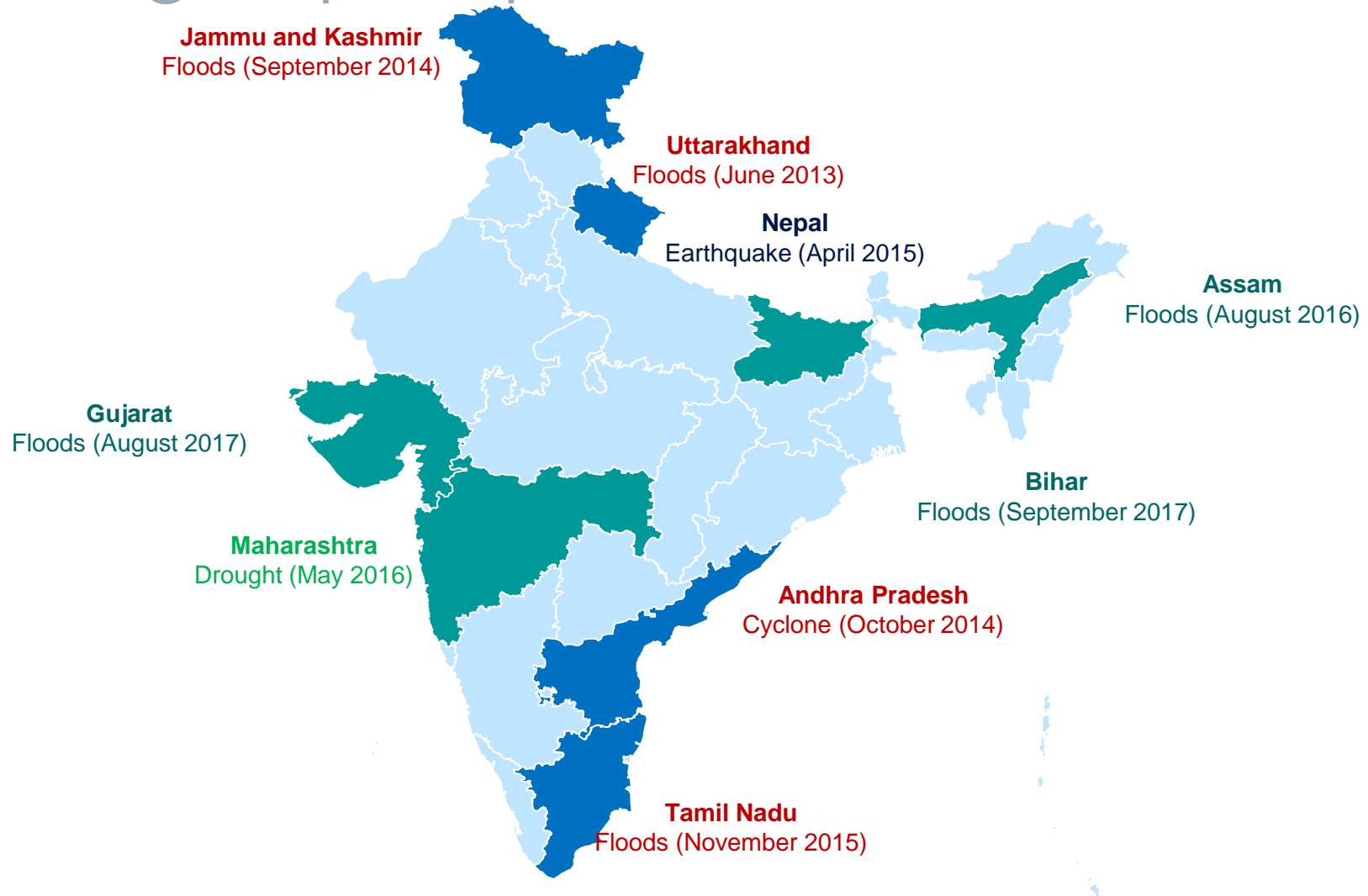


1.8 lakh students  
supported over 4  
years





# Tata group responses



# 10 Core Principles



1. **Beyond compliance:** While all CSR interventions shall fully comply with the relevant laws of the land in which they operate, they will strive to meet core needs, even if it is beyond what is mandated.
2. **Impactful:** Interventions will focus on impact on communities and to this end, all companies will work collaboratively and synergistically on a set of agreed Tata Group CSR Programmes (GCPs).
3. **Linked to business:** All companies may seek business benefits and leverage their core competencies while undertaking CSR activities. However, community benefits will have to be paramount and clearly defined.
4. **Relevant to national and local contexts:** The CSR initiatives must be closely aligned with and relevant to the local and national contexts in which the company is located.

# 10 Core Principles



5. **Sustainable development principles:** All CSR interventions will follow sustainable development principles – they will factor social, human rights and environmental impacts in their design and execution.
6. **Participative and bottom-up:** Communities must be central to the interventions and they must be actively involved in identifying the issues to be addressed and in the management and monitoring of the interventions.
7. **Focused on the disadvantaged:** Special care must be taken to ensure that the needs of the most disadvantaged in the community – in terms of gender, ethnicity, disability and occupation – are addressed.
8. **Strategic and built to last:** By design, all CSR initiatives shall ensure that communities can sustain them on their own, beyond the involvement of the Tata Group. Hence, the initiatives must be part of a long-term CSR strategy.

# 10 Core Principles



9. **Partnerships:** All CSR interventions will be done in partnership with institutions that are close to the ground – community organisations, NGOs, companies (within and outside the Tata group) and government: local, state and central.
10. **Opportunities for Volunteering:** The CSR initiatives will be designed to provide a range of volunteering opportunities for Tata employees.





Leadership with Trust



[www.tatasustainability.com](http://www.tatasustainability.com)



[www.tataengage.com](http://www.tataengage.com)



[www.tatastrive.com](http://www.tatastrive.com)