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FEB, 2015

CATALYSING CHANGE THROUGH CORPORATE SOCIAL RESPONSIBILITY



CATALYSING CHANGE THROUGH  
CORPORATE SOCIAL RESPONSIBILITY





# ABOUT THE BOSTON CONSULTING GROUP (BCG)

BCG is a global management consulting firm and the world's leading advisor on business strategy. We partner with clients from the private, public, and not-for-profit sectors in all regions to identify their highest-value opportunities, address their most critical challenges, and transform their enterprises. Our customized approach combines deep insight into the dynamics of companies and markets with close collaboration at all levels of the client organization. This ensures that our clients achieve sustainable competitive advantage, build more capable organizations, and secure lasting results. Founded in 1963, BCG is a private company with to 81 offices in 45 countries. For more information, please visit [bcg.com](http://bcg.com).

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# ABOUT NASSCOM FOUNDATION

NASSCOM Foundation is a trust registered under the Indian Trust Act 1882. Our vision is to leverage Information and Communication Technologies (ICT) for empowering and transforming the lives of the underserved. One of the primary reasons for the formation of the Foundation was the commitment of NASSCOM and its member companies to promote social development through the application of ICT. The Foundation has two functional program areas - Fostering ICT for development and promoting Business Responsibility (BR) within the IT industry in India.

We believe that ICT helps underserved populations access information, services and opportunities which build their capacities to realize their potential. NASSCOM's member companies have been engaged in various initiatives via the Foundation and we intend to become a catalyst, encouraging these corporates to do more, capturing best practices, and promoting and assisting their replication

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# FOREWORD



**Shri R.S. Sharma**  
Secretary, Department of Electronics & Information Technology (DeitY), Ministry of Communications and IT, Government of India

Indian IT and BPO industry has been at the forefront of growth and development in the country in the last two decades. It has expanded globally to cater to all major markets including US, UK and Europe, across various industries. Indian IT sector has grown in significance by leading transformation and business impact for global companies instead of just being an alternative for lower operational costs.

I am informed that several companies in the IT sector have been engaged in large and meaningful contributions in the area of Corporate Social Responsibility (CSR). The government has been pushing the involvement of the corporate sector in the social development agenda. The Government of India has laid down a mandate to spend 2% of the profits of a company (above a certain size) for CSR initiative, in certain designated areas. This implied that the Indian IT-BPO Industry needs to increasingly focus on areas which benefit a very large cross section of our society, through use of appropriate technology. In this context, the growth in the use of information technology by the masses,

as envisioned in the Digital India Programme, provides a unique opportunity for the IT sector to make a significant impact on the social development of this country through its CSR contributions. Technology can be the game changer to create effective and affordable solutions for the persistent problems that are faced by the masses.

With the development of IT infrastructure in the country and the Government's vision enshrined in the Digital India Programme, I believe this is the right time for technology companies to step up their efforts in CSR space and make a difference to the welfare of our society.

This report showcases the evolving nature of CSR activities inside technology services companies and vision of the industry leaders on various CSR aspects. I sincerely hope that this compilation inspires other corporates from within and beyond the industry.

I commend the effort of NASSCOM Foundation and Boston Consulting Group, in bringing out this publication.

**Shri R.S. Sharma**  
Date : February 2, 2015



**R. Chandrashekhar**  
President, NASSCOM

India Inc. has been undertaking corporate social responsibility (CSR) programs for decades now. Technology companies as well as technology entrepreneurs in India have also been actively undertaking such programs for many years.

At the same time, it is also true that for many companies, CSR so far has been non-existent or quite small and not an integral part of the business. However, the Companies Act, 2013 mandates all organizations above a certain size and profitability to undertake CSR. Not only this, the act also makes CSR, a topic that was often perhaps embedded deep inside an organization, important enough for a company's Board to decide on and take accountability of.

Hence, CSR today is on the agenda for every organization's CEO and the Board. Having said that, most organizations are struggling with this on multiple dimensions -- developing an overall philosophy and strategy; making choices on where to invest, what to invest in and whom to invest with; developing teams and processes, and finally measuring returns from this investment.



**Dr. Ganesh Natarajan**  
Chairman, NASSCOM Foundation

It is in this context that NASSCOM Foundation along with The Boston Consulting Group has developed this report titled 'Catalysing change through Corporate Social Responsibility'. This report lays out the theory of CSR as well as showcases a number of real examples of 'CSR in practice'. It highlights the evolution of CSR globally as well as in India. It helps CSR practitioners identify the questions that they need to answer as well as provides frameworks that could help answer those questions. Most importantly, it showcases a variety of philosophies and strategies that are already in place inside technology companies in India and hence provides a lot of food for thought.

We believe this report can be valuable to all companies – those which have been pursuing social activities for decades as well as newer entrants in this wide and complex area. We hope that this work will be useful for organizations to define more meaningful and impactful CSR strategies, thus taking both the nation as well as the industry forward in a significant manner.

**R. Chandrashekhar**

**Dr. Ganesh Natarajan**



## EXECUTIVE SUMMARY

India has grown at a rapid pace in the last two decades and its global standing is on the ascendancy. Many factors have contributed to this. The role that technology sector has played in this transition is pivotal. It has been one of the key contributors to this growth story through revenues, forex inflow, job creation and the larger multiplier effect that it has created on many industries. An even bigger contribution has been the brand recognition that this sector has earned for India— globally respected leading technology companies of all sizes, breeding ground of talent and now a very vibrant start-up ecosystem. There are even higher expectations that people, both residents and others have from India going forward. However, there are many critical issues to address as the country continues to struggle with wide-scale poverty, illiteracy and malnutrition, which impose both welfare and economic costs. These are problems which need the collective might of everybody to solve.

Against this backdrop, Indian companies have been undertaking social initiatives proactively driven by a desire to give-back to society and sometimes out of business necessity. In the year 2012-13, Indian companies spent \$0.5-\$0.6 billion in social initiatives through donations to NGOs or directly through their own programs.<sup>1</sup> Through the new regulation of Companies Act, 2013, the Government of India now mandates a CSR spend of 2 percent of the

company's profits, for all organizations above a certain size of revenues and profit. This has far reaching implications and opens up new vistas. If all eligible companies spend their mandated budget this year, CSR spend is estimated to grow about four times to \$2.5 billion.<sup>2</sup> Technology companies will likely contribute about 20% or more of this. However, what is even more critical is the fact that technology companies can truly create a virtuous cycle with far reaching impact through this spend. To understand the evolving nature as well as the future possibilities of CSR activities inside technology-services companies, NASSCOM Foundation, in

partnership with BCG, has conducted a joint study. This study captures the thinking and the vision of a set of industry leaders who have been involved in CSR activities for many years. The study also outlines learnings from best global practices on strategy and implementation of CSR inside organizations.

As we interviewed different leaders across the industry, it was refreshing to see the wide array of approaches being deployed. It truly imbibed the spirit of letting a thousand flowers bloom. At the same time, best practices indicate that it is useful to make explicit choices on some critical dimensions. There are three dimensions of choice that we will like to highlight for consideration.

Firstly, companies should sharply decide the balance between breadth and the boldness of their programs. CSR programs are seen to range from focused initiatives, going very deep into one or two specific issues and with operations largely in the geographical vicinity of the organisations; to large scale, multi-year, systemic interventions often in partnerships with the Government. The former allows for guaranteed and visible impact whereas the latter, while more risky in outcomes, allows an organisation to try and participate in nation building in a significant way.

The second dimension organizations should outline is linkage of CSR activities to core business operations. There is a wide continuum on the same and approaches can be classified in three groups - CSR 1.0, 1.5 and 2.0. CSR 1.0 activities are pure philanthropic initiatives that are mostly never linked to business operations of the organization. When organizations start linking philanthropy to business operations, for example, more responsible supply chains, skills training to expand talent pools, etc., this is classified as CSR 1.5. Select organizations have also created entirely new business line(s) based on unmet customer

needs which in turn has large socio-economic benefits. This approach exemplifies 2.0. For example, a food company creating a nutrition product for the bottom of the pyramid would be an initiative that would qualify as CSR 2.0.

As per the new law, spends under CSR 1.0 and perhaps CSR 1.5 are considered as eligible for participation. However, going forward, the real win-win and the big opportunity is in CSR 2.0. Today there are companies working across the entire gamut of choices and some are even straddling multiple positions on this dimension.

The third dimension which technology companies are specifically exploring is the unique role of technology in addressing social issues. Technology can power solutions that break down or significantly lower the barriers in delivering social benefits – be it health, education, nutrition or others. However, finding the right technology solution is not easy - it requires a deep understanding of the issue and its root causes as well as significant strategic thinking to develop a breakthrough solution. Often times, organisations may find themselves being the pioneers in this space. Hence the choice becomes one of adopting and rolling out at scale the conventional tried and tested interventions versus spending significantly more time, management bandwidth and resources on technology based innovations and pilots.

As a part of this exercise, NASSCOM Foundation reached out to a number of NASSCOM members who have been participating in CSR in a significant way even before the new Company's Act. In the nearly 20 interviews conducted, what emerges clearly is that there is no one right answer for a CSR strategy. A range of philosophies have been adopted by the organizations we spoke to. The thematic focus areas, the intervention choices and the operating models are all unique and yet impactful. The point of view on CSR 1.0, 1.5 and 2.0 varies significantly across organizations as does the thinking on

the role of technology in the development space. The inputs from these interviews, hence, make for excellent 'food for thought' for other organizations embarking on their CSR strategies.

Engaging in CSR meaningfully requires a strong understanding of the various options available. A robust plan for choosing CSR positioning, deploying initiatives and tracking is essential for an organization to achieve something meaningful with CSR.

Seven key components need to be thought of to design CSR strategy holistically.

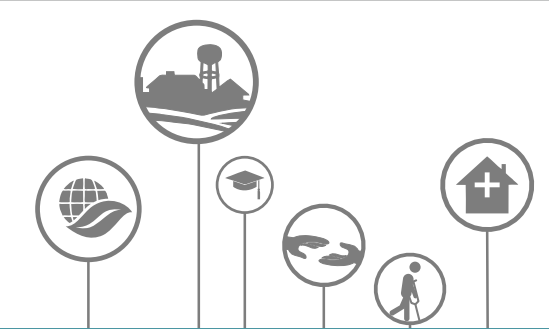
- Overall CSR positioning
- Theme selection and company role
- Developing buy-in: leadership and organization wide
- Intervention model and operationalization methodology
- Monitoring and evaluation
- Communication, outreach and advocacy
- Organizational structure and stakeholder management

We have put together a checklist for companies to evaluate their preparedness.

Technology firms have already made a good start in this area but a lot more is possible. In those who have garnered experience, it is an opportunity to rethink scale and reimagine the possibilities that exist. In those who are less initiated, this is an opportunity to leapfrog. Either way, the possibilities are immense.

**Rumi Mallick Mitra,**  
Vice President,  
NASSCOM Foundation

**Seema Bansal,**  
Head, Social Impact &  
Development Practice,  
The Boston Consulting Group



1.1 EVOLUTION OF CORPORATE SOCIAL RESPONSIBILITY IN INDIA

Post-liberalization, Indian economy has made significant progress across the entire spectrum of industries. Many sectors, especially IT, have grown at a rapid pace, promoting incomes and boosting consumption. Yet, India continues to face many challenges in bridging development gaps. Almost 25 percent of its population i.e. 300 million people live below poverty line. India's 25 percent rate of illiteracy is five times that of China, with the economic cost of illiteracy alone estimated to be \$54 billion annually.<sup>3</sup>

The public sector has been making several efforts to bridge these gaps. Programs such as Integrated Child Development Services (ICDS), Targeted Public Distribution System (TPDS), Sarva Shiksha Abhiyan (SSA), and Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA), are the largest social safety net programs around the world adding up to ~2 lakh crores in annual expenditure by the Government.<sup>4</sup>

Indeed, during the last few years many welfare indicators have shown improvement – from 2000-01 to 2009-10, dropout rates in primary education reduced from 41 percent to 29 percent<sup>5</sup> and percentage population with access to sanitation facilities has gone up from 34 percent to 36 percent.<sup>6</sup> However, the pace of change of these indicators has been slow; suggesting that, going forward, even greater efforts from all concerned stakeholders will be required.

In this context, India Inc. has also been taking steps to meet this challenge and contribute to building a stronger India. Indian companies have been running CSR programs since before the inclusion of the CSR mandate in the Companies Act. In the year 2012-13 alone, corporates donated \$0.5- \$0.6 billion to various initiatives by the Government and NGOs. These efforts have been championed by a few large conglomerates with 50 percent of the funding coming from top 10 donors such as RIL, Coal India, Tata Steel, and SBI.

Education and healthcare have received disproportionate attention with ~80 percent of the companies supporting these two sectors. Many companies are focusing on providing access to quality primary education, supporting mid-

day meals at schools as well as health check-ups or blood donation camps for underprivileged. Other focus areas have been skill development, environment sustainability and women's empowerment.

Analysis of CSR activities of top 100 companies reveals that the mode of giving has primarily been through NGOs and other social organizations. Around 90 percent companies are channelling their funds through these organizations. While majority of companies have established in-house foundations to engage in social activities, around 10 percent of the organizations choose to design and execute activities directly through them.

Besides providing monetary assistance, companies are now also beginning to show greater degree of involvement in social initiatives like volunteering and providing expertise on best practices to NGOs. Participation via employee volunteering program in such collaborative efforts is increasing. Some companies have even started tracking key volunteering metrics like number of employees contributing to CSR and number of man hours spent on these activities, etc.

We also conducted a broad-based survey across NASSCOM members to understand the area of CSR effort, the mode of donation and the presence of any partnerships for support in the social initiatives. Approximately 70 responses were received giving us deep insights into CSR practices at various Information Technology (IT) and Business Process Management (BPM) companies in India.

<sup>3</sup> Cree A., Kay A., & Steward J., *The Economic & Social Cost of Illiteracy: A Snapshot of Illiteracy in a Global Context*, World Literacy Foundation, 2012.  
<sup>4</sup> BCG Analysis  
<sup>5</sup> Basumatary R., *School Dropout across Indian States and UTs: An Econometric Study*, International Research Journal of Social Sciences, 2012  
<sup>6</sup> The World Bank, *Data on Access to Sanitation Facilities and Public Health Expenditure*.

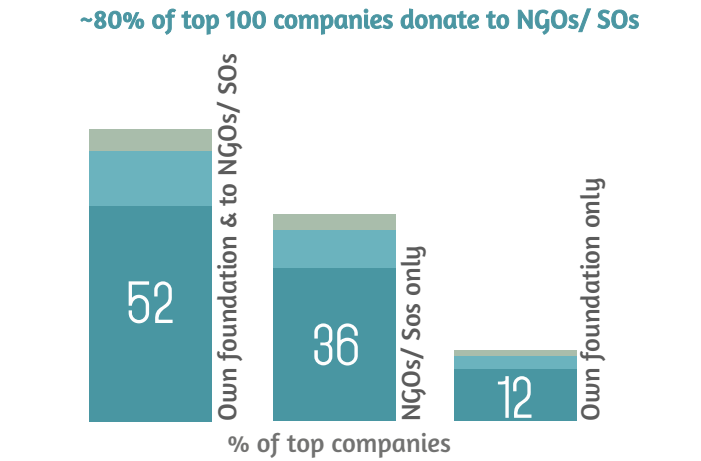
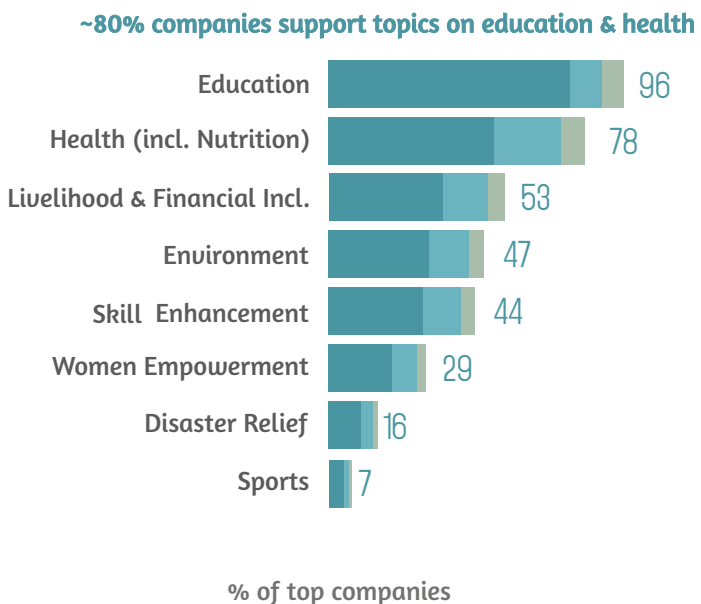
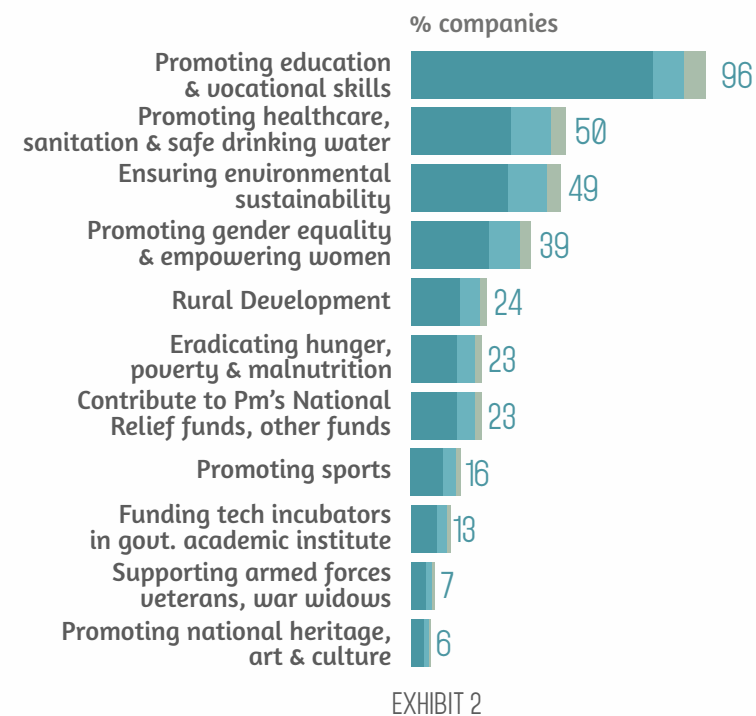
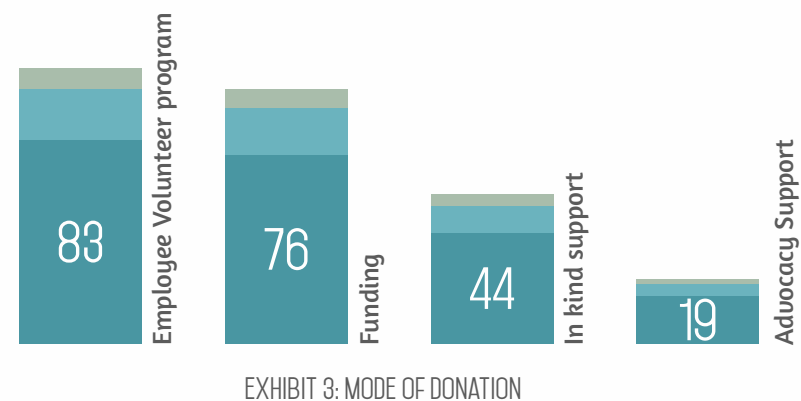


EXHIBIT 1: KEY OBSERVED CORPORATE GIVING TRENDS

Note: Analysis done on top 100 companies  
Source: India CSR report 2013 by Socio Research & Reform foundation,BCG database of top 25 companies by CSR budget



Source: Survey conducted by Nasscom Foundation with responses from ~70 members



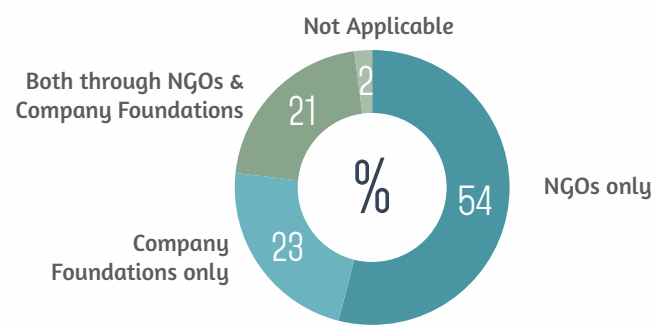
Source: Survey conducted by Nasscom Foundation with responses from ~70 members

## 1.2 WHICH ACTIVITIES LISTED IN SCHEDULE VII OF COMPANIES ACT DOES YOUR CSR PROGRAM FOCUS UPON?

Almost all companies are doing work towards promoting education or vocational skills. Additionally, healthcare, environment and gender equality have significant presence across these companies. Other areas included in the Companies Act are practiced by less than 20% of the companies.

Employee volunteering programs and direct funding to NGOs/ beneficiaries have been the major modes of donation across Indian IT & BPM companies. 50 percent companies are also contributing through in-kind support, however, advocacy support is lacking across the board as only 19 percent companies are focussing on making a difference through that channel.

A major chunk (54%) of the IT & BPM companies partner with NGOs and initiatives are routed through these organizations. 23% of the companies run social initiatives only through their own company foundation. A significant portion (21%) of companies have a mix of initiatives run by company foundation and through partnering NGOs.



Source: Survey conducted by Nasscom Foundation with responses from ~70 members

## 1.3 IMPLICATIONS OF THE NEW CSR MANDATE IN COMPANIES ACT

The new CSR mandate in the Companies Act, 2013, applies to all companies with an annual turnover of ~USD 167 million (INR 1,000 crore) and above, or a net worth of ~USD 83 million (INR 500 crore) and above, or a net profit of USD 0.8 million (INR 5 crore). Excluding profits arising from branches outside India). These companies will now be required to spend at least 2 percent of their average net profit in the previous three years on CSR activities. Hence, Indian companies are now, more than ever, strategically placing their CSR programs to achieve best results and maximize business benefits. **The net CSR spending is expected to increase four times if all eligible companies spend their mandated budget this year (equivalent to net budget of USD 2.5 billion spend annually).**

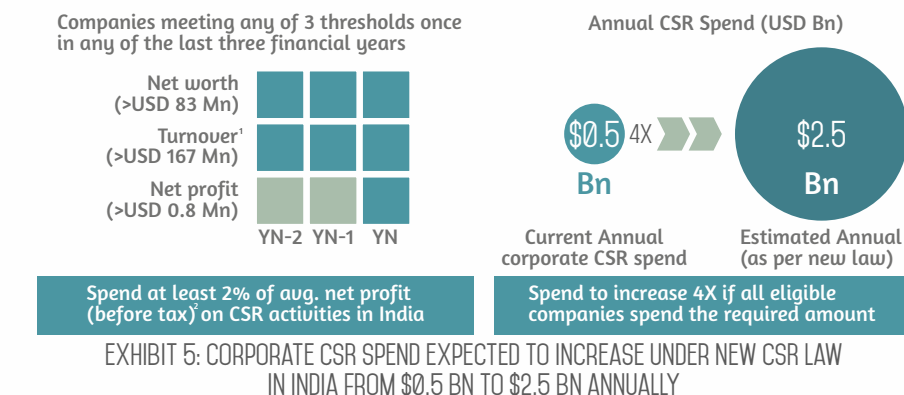
In addition to increased CSR spending, the law has led to greater attention being paid to CSR strategy at the Board-level within companies. Companies are now required to create a CSR committee consisting of their Board members and at least one independent director. This committee will not only plan and monitor the CSR activities with expenditures, but will also define the roles and responsibilities of various stakeholders. The Board of Directors will then approve the CSR policy of the company and officially disclose its contents online.

The Act also indicates that spending on activities meant for employees and their families, and activities undertaken outside India will not qualify as CSR expenditure. Companies are free to implement their CSR activities on their own, through foundations, and other independently registered non-profit organizations. Companies can also collaborate or pool their resources with other companies.

Furthermore, to make spending more relevant and effective, the Ministry of Corporate Affairs regularly updates Schedule VII of the Act to accommodate a broad range of issues concerning social development challenges faced in India. Alignment with the thematic areas listed in the Schedule is necessary for CSR expenditure to be considered eligible. There is also active discussion around including a measurement parameter under the ambit of this law to account for effort deployed on CSR activities, especially volunteering.

New law introduced in India mandates 2% corporate profit to be spent on CSR

Annual corporate CSR spend to increase from \$0.5 Bn to \$2.5 Bn



1. Includes company revenues from India operations only - domestic & foreign companies  
2. Net profit does not include profit from a subsidiary that abides by the CSR law separately, and profits from overseas branches- calculation methodology as defined in sec 198 of the Act Exchange rate -60 INR/ USD  
Source: Government circulars, expert comments, industry reports, BCG analysis.

### SUGGESTED TOPICS IN SCHEDULE VII, CSR RULES 2013 FOR INVESTMENTS IN CSR BY CORPORATES:

- Poverty and hunger eradication, promoting preventive healthcare and sanitation
- Promotion of education
- Promoting gender equality and women's empowerment
- Ensuring environment sustainability
- Protection of national heritage, art and culture
- Measures for the benefit of armed forces veterans, war widows and their dependants
- Training to promote rural sports, nationally recognized sports, Paralympic sports and Olympic sports
- Contributing to PM's relief fund or any other fund set up by the Central/State Government
- Contribution or funds to technology incubators within academic institutions approved by Central Government
- Rural development projects

According to the Indian Institute of Corporate Affairs, a minimum of 6,000 Indian companies will be required to undertake CSR projects in order to comply with the mandate. Many companies will be undertaking these initiatives for the first time and hence will struggle with a number of questions: Where to invest, how to invest, what outcomes to expect, how to track and monitor and how to internally organize for implementing the CSR strategy.



PERSPECTIVES ON CSR:  
CONTINUUM FROM OBLIGATION  
TO OPPORTUNITY

Given the mandated focus on CSR and the amount of funds to be invested, it is important for organizations to clearly define the purpose and the outcomes they want to achieve. BCG's work with various companies highlights that different organizations view CSR differently. There is a wide spectrum of choices that companies make on a number of dimensions. The first dimension on which organizations make a choice is on the boldness of the ambition. Three broad choices emerge:

- **Complier Only:** Most small budget or nascent players define their key motive as that to comply with CSR mandates in order to report it to the regulatory authorities. The potential scale and quality of impact of the programs on the company, areas around it or the society is at times a secondary concern.
- **Social License/Equity Builder:** Many organizations deploy CSR funds in their areas/geographies of operation and influence. This allows for many benefits: greater visibility and hence control over projects, and an opportunity to build relationships with local communities. Volunteering and employee engagement are also far easier if the CSR investments are in the vicinity of business operations.
- **Nation Builders:** Some organizations choose to focus on broader interventions directed toward nation building. These initiatives often have priorities and scale similar to that of the Government. Scalability of solutions to regional, state and national levels is a big criterion for these organizations. In order to achieve that level of scale and impact, companies often choose to work in collaboration with the Government to leverage the infrastructure and the resource base that the Government already has.

The second dimension that the companies need to make choices on is the degree of linkage of the CSR activities with the core business operations. There are broadly three models being observed as of now. They are highlighted below :

	CSR 1.0	CSR 1.5	CSR 2.0
	SOCIAL CONTRIBUTION	OPERATIONAL INTEGRATION	NEW BUSINESS OFFERING
CRITERIA/ DESCRIPTION	<ul style="list-style-type: none"><li>• Broad corporate 'giving' activities</li><li>- In-kind giving &amp; employee volunteering as a main type of giving rather than cash donation</li><li>• Direct beneficiary is someone who receives corporate giving</li></ul>	<ul style="list-style-type: none"><li>• Directly related to business process -eg., supply chain management, manufacturing process,etc</li><li>• Does not necessarily require extra CSR budget to implement</li><li>- Budget is tightly integrated into operation process</li></ul>	<ul style="list-style-type: none"><li>• Product or service which in itself changes the industry norm while addressing important social issues</li></ul>
EXAMPLES	<ul style="list-style-type: none"><li>• Job training for youth in Africa (eg., Client Real Dreams)</li><li>• Unilever India distributes soaps with hygiene education to tea farmers and their families</li></ul>	<ul style="list-style-type: none"><li>• Carbon footprint reduction in the manufacturing process</li><li>• Safe product development</li><li>• E-waste recycling program</li><li>• Disposable cup reduction of Starbucks</li></ul>	<ul style="list-style-type: none"><li>• Tesla Motors</li><li>• Nintendo 'Wii Fit'</li><li>• Toyota Hybrid car 'Prius'</li><li>• Danone fortified yogurt</li><li>• Daimler disaster response all terrain vehicle</li></ul>

EXHIBIT 6: CSR BEING INCREASINGLY INTEGRATED INTO BUSINESS  
Source: BDG Database

CSR 1.0 is based on the concept of social contribution/giving to the society. It is typically linked with the core business of the company. CSR efforts are run as a parallel stream and are funded by the profits from the core business. Companies select themes of CSR activities and focus their funds and efforts on those themes based on filters such as community needs, organizational interest/passion and ability to deliver impact

Examples of such themes include education of underprivileged children, healthcare support of various sections of the society, environmental issues, etc. Most Indian companies are working on this model of CSR.

This kind of giving is operationalized primarily through NGOs and other social organizations, and sometimes through internal foundations.






SELECT EXAMPLES			
APPROACH	Working across programs in multiple sectors to improve access to quality healthcare for underprivileged, e.g., Free Artificial Limbs for Underprivileged	Undertaken flagship projects under its CSR regime - Institute of Driving and Traffic Research - Maruti Driving School	Flagship rural education program- Satya Bharti School Program, providing free quality education to marginalized children
SOCIAL NEED ADDRESSED	Healthcare for the underprivileged	Road Safety and lack of proper driver training school	Quality education for underprivileged children
IMPACT CREATED	Partnership with ~280 NGOs for execution 65,000+ people served through health camps	Trained more than 7,00,000 people	500 Primary and 50 senior secondary schools; 200,000+ underprivileged children
AWARDS & RECOGNITIONS	Golden Peacock Award for CSR, 2013	Global CSR Excellence & Leadership Awards 2014	Global CSR Award for CSR- Education, 2012

EXHIBIT 7: CSR 1.0- PROGRAMS WITH PRIMARY FOCUS ON SOCIAL IMPACT



EXHIBIT 8 CSR 1.5 - TIGHT INTERGRATION OF CSR INITIATIVE INTO OPERATIONS

SELECT EXAMPLES			
FOCUS THEME	Rural Supplier Development	Sustainable Operations	Resource Management
APPROACH	<ul style="list-style-type: none"> <li>Village Women Dairy Development Program: Educate village women regarding best practices to increase milk production</li> <li>Help expand cultivation and quality of chicory &amp; coffee</li> <li>Farmer training on better farming practices</li> </ul>	<ul style="list-style-type: none"> <li>Green Network for reduction in electricity and diesel consumption</li> <li>Fast Forward - energy optimisation project in February 2011 to achieve energy savings by 5%</li> <li>Resolve campaign to manage non-hazardous solid waste</li> </ul>	<ul style="list-style-type: none"> <li>Replenish water conserve and replenish water through community water recharges projects</li> <li>Solid Waste Mgmt in TN, AP and Haryana</li> <li>Partnership with farmers to boost potato production</li> </ul>
SOCIAL NEED	Community well-being-farmer livelihood and productivity	Energy conservation and optimized utilization	Resource depletion farmer livelihood and productivity
BUSINESS IMPACT	Agricultural raw material supply development	Reduction in carbon emission Energy consumption reduced by 5% in 6 circle	Raw material resource supply development-Natural and farming based

Source: Web research ; BCG analysis

CSR 1.5 involves closer alignment with the core business operations of the organization. Initiatives under this model of CSR help companies embed sustainable business practices into their operations. These CSR programs typically are deeply ingrained in business operations and become a part of the normal business practice.

Vodafone's efforts on Green Networks and the ReSolve campaign to manage non-hazardous waste; Pepsico's initiative to replenish water through water recharge projects and Nestle's farmer training initiatives are some examples of CSR 2.0.

Many companies feel that this is an extremely effective way to fulfil their CSR obligations as well as enhance business operations.

However, in India, as per the Companies Act, organizations would need to pressure test whether their specific efforts qualify under the new CSR mandate.

In CSR 2.0, organizations explore very deep links between social needs and business. Often, CSR 2.0 involves creating entirely new business lines and offering products and services with an end use that directly enables improvement of the society while also enhancing the top line and bottom line of the organization.

Nintendo's Wii Fit, Danone's affordable yogurt targeting specific micronutrient malnutrition in Bangladesh and Daimler's G-class modified all-terrain vehicle for disaster response and emergency relief at Chilean-Bolivian border are some examples of CSR 2.0. In India, rural BPOs are an example of well-established CSR 2.0 strategy.

According to the new law, only the expenditure under CSR 1.0 and some of the expenditure under CSR 1.5 is likely to be considered as eligible CSR spend.

Nonetheless, we see examples of companies choosing their CSR strategies across the entire spectrum of obligation to opportunity and not being limited to the ambit of the mandate. This choice is something that every organization needs to make and the answer need not be an either/or but a mix of initiatives.

EXHIBIT 9 CSR 2.0 - NEW BUSINESS MODELS CREATED BY ADDRESSING SOCIAL NEED

Select examples			
SOCIAL NEED	Malnutrition Poverty	Lack of exercise and personal fitness	Disaster response Emergency relief
SOLUTION/ PRODUCT	Fortified yoghurt Micro-Distribution structure	Fitness video games Wii-Fit and successor Wii-fit plus	Modified G-Class all terrain vehicle and its trailer
SOCIAL BENEFIT	Pilot reached ~60000 people daily Proven health benefits	More than 22 million games sold	Cater to special requirements found along the Chilean-Bolivian border
COMPETITIVE ADVANTAGE	Market development and understanding Network	Profitable product New customer segments	Engineering expertise

Source: Web research ; BCG analysis

### 3

## TECHNOLOGY RELATED GIVING CORPORATE SOCIAL RESPONSIBILITY FUNDING TECHNOLOGY FOR SOCIAL GOOD

### Does the twain meet: 'Technology for Good' and Corporate Social Responsibility?

'Technology for Good' is commonly used for initiatives where technology is being used for social improvement and impact. The pervasive nature of Information and Communication Technologies, and its strong potential to increase the reach of development initiatives is well known and accepted. United Nations Millennium Development Goals clearly calls out the role that Information and Communication Technology (ICT) can play in bridging the development gaps in our society. In the last decade, ICT applications have been seen to provide valuable solutions to diverse challenges of social development – to build more effective interventions, processes and tools.

In 2003, the United Nations Development Program (UNDP) and the International Business Leaders Forum (IBLF) put forward a framework for business contributions towards achieving the MDGs.<sup>7</sup> This framework clearly established ICT as one of the target drivers for bridging the “digital divide” and proposed that efforts be focused on delivering five key constituents: access to equipment and appropriate software; telecommunications links with Internet connections; technical assistance and training; access to relevant content; and access to affordable equipment. The critical role that private sector can play in realizing the success of these initiatives has also been repeatedly highlighted by those proposing these policies.<sup>8</sup>

Technology has fundamentally transformed business models across a range of businesses. However, the one place that technology hasn't yet been leveraged fully is perhaps in topics of development. We strongly believe technology can play a substantial role in transforming delivery of social services like education, health, nutrition, employment, etc. and perhaps that is the next frontier which technology needs to conquer.

Globally, quite a large number of firms have been engaged in technology related sustainability and CSR practices. Historically, MNCs have focused development projects in sectors directly related to their business objectives – hence companies operating in core technology areas of hardware and software have been the frontrunners in initiatives designed for bridging the 'digital divide'.

<sup>7</sup> UN Millennium Project, Investing in Development: A Practical Plan to Achieve the Millennium Development Goals, Report to the UN Secretary General, Earthscan, 2005.

<sup>8</sup> Lahiri, A., Pal, J., ICTD in CSR: Changing priorities in International Development Funding, Proceedings of Second Annual SIG GlobDev Workshop, Phoenix, USA December 14, 2009.



Source: Microsoft

Two examples of large global programs are:

- **Microsoft's Unlimited Potential** program initiated in 2007 is aimed at promoting digital inclusion, helping people access affordable technology and building up the technology capacity of NGOs. This is done through financial grants, software donations, curriculum donations and employee volunteering. In terms of both scope and scale of CSR funds, Unlimited Potential is among the most extensive community investment programs globally.
- The **Intel Easy Steps** Program, an initiative for promoting digital literacy, is aimed at improving social and economic self-sufficiency of adult learners with little or no prior computer experience. Similarly, the Intel Learn Program, community-based effort, has helped more than half a million under-served youth aged 8-16 to learn technology, critical thinking, and collaboration skills. The Intel Computer Clubhouse Network, a community-based after-school education program hosted by community organizations, is funded by Intel and other partners. Seven such clubhouses in Asia-Pacific provide poor and disadvantaged children a safe place after school where they can also learn how to use cutting-edge technology. Intel has also developed the Intel Education Help Guide as an interactive, user friendly tutorial for students in non-technical language to help bring out the technology potential and to teach everyday computer tasks.

Another emerging trend in CSR investments which has seen a convergence of technology and giving is 'smart capitalist' philanthropy which involves investing in potentially disruptive technologies inside social enterprises that can be scaled up. According to the Economist, this 'entrepreneurial model of tackling social and environmental problems is likely to stir up the CSR world and may over time produce transformative technologies and creative new business models'. Prahalad and Hammond's influential work on 'Bottom of the Pyramid' markets oriented towards profit-making enterprises investing in technology and human development in emerging markets, reflects similar thinking in strategic giving and encompassed thinking around responsible business practices and 'shared value creation'.<sup>9</sup>

Our interaction with technology and services companies in India has indicated that there is a strong interest in wider development goals and a subtle but growing trend in exploring an ICT linked component with their wider social

<sup>9</sup> Prahalad, C. K., Hammond A., *Serving the World's Poor, Profitably*, Harvard Business Review, Vol. 80(9): 48-59, 2002

initiatives. Those that are embarking in 'strategic philanthropy' are combining pure philanthropy and business sponsorship with CSR programs that are directly or indirectly linked to business goals and objectives.

In India, at the community development level, digital literacy programs, IT based live skills training and e-learning content for school education remain the most predominant 'Technology for Good' CSR initiatives. These programs address the aspirational need of local communities for perceived 'new age' skills and employability skills, while fulfilling corporates' interest to address the 'most desired need' of local communities and stakeholders.

A strong 'Digital India' agenda propagated by the current Government, with strong foundations in 'Digital Literacy' and empowerment has also provided a strong push in favor of computer and internet literacy for the under-privileged, children in schools and more broad-based 'Technology for Good' programs.

Few examples of such initiatives are provided in the following section.

## 3.1 MODELS OF 'TECHNOLOGY FOR SOCIAL GOOD' IN CSR

E-learning has emerged as a major area in which technology companies are deploying solutions. These initiatives span across school education to higher education. Some examples are:

- WNS runs Digital Literacy as Life Skill (DLLS) Program, through which a Computer Aided Literacy (CAL) program is conducted for primary and secondary school children from underprivileged backgrounds. The CAL project uses a project based approach to ensure that students carry out activities that develop context specific life skills along with computer literacy.
- Syntel has developed an online tutorial in partnership with Khan Academy. It gives 24x7 access to 3,800 classroom lectures on various subjects. Underprivileged students can access these tutorials at the eight computer learning centers that have been set up.
- Target Corporation has developed a 'Library Software' that is deployed in schools for underprivileged children. The software allows the schools to maintain records and track books in a structured manner.



Source: Intel



- Many companies are actively working towards Digital Literacy initiatives, such as Capgemini, Cyient, Zensar, Cognizant, HP, IBM etc.

Livelihood enhancement is another area which various technology companies have pursued. This primarily involves imparting skills training for improving employability in the technology space. Some examples include:

- Accenture works in partnership with many NGOs to use technology to impart life skills to disadvantaged youth, such as retail skills and basic oral English. They have also developed an e-learning platform for easy access to learning material.
- JSW Foundation actively works in Bellary to leverage and capitalize the potential of village girls for betterment of the village community. It focuses on empowerment of village women through employment in their rural BPO (Data Halli BPO).

In addition to education and livelihood enhancement, a few others examples demonstrating use of technology for social good are:

- Biocon Foundation, with the integration of existing mobile application PoiMapper, has developed a mobile based early detection system of oral cancer through community screening. The mobile phone based management platform for cancer screening and surveillance enables the creation of electronic health records and facilitates targeted screening for Oral Cancer. The project design is aimed at empowering health workers who are the front line healthcare providers with mobile phones equipped with decision based algorithm for early detection of oral cancer. This mHealth program provides a platform to connect specialists with rural population for diagnosis and also creates an opportunity for follow up and referrals.
- Cisco Systems India Pvt Ltd adopted a village after floods. In the rehabilitation work, networking capabilities were added in a cost effective manner to enable the village to get access to remote education and remote health projects.

## 3.2 KEY PROGRAMS DRIVEN BY NASSCOM FOUNDATION TO ENABLE COMPANIES LEVERAGE TECHNOLOGY FOR BENEFIT OF SOCIETY

NASSCOM Foundation's vision is to enable member organisations to leverage Information and Communication Technologies (ICT) for empowering and transforming the lives of the underserved. The Foundation has two focus areas - Fostering ICT for development and promoting Business Responsibility (BR) within the IT industry in India. In line with the theme of 'Technology for Good', NASSCOM foundation has developed four key programs.

### 3.2.1 NASSCOM SOCIAL INNOVATION FORUM

The NASSCOM Social Innovation Forum aims to enable and strengthen innovations that empower and impact lives at the bottom of the pyramid, enhance delivery of basic services like education and healthcare to rural populations and the underserved communities. The forum empowers NGOs, social enterprises and citizens - the vehicles of social change and helps them refine their innovations to achieve deeper and broader social impact. The platform does this through special thematic challenges, awards, seed grants and mentoring.

The program's strategic interventions in key areas include -

1. Through national level searches and awards, identify high impact and high potential innovations from across the stakeholder spectrum and from across the country and create visibility for them
2. Through a 'support to scale' program, online and offline interaction with development experts, help innovation solution providers cultivate a deeper understanding of the development landscape and social challenges. The 'support to scale' program hosts workshops and industry led mentoring to build capacities of individuals, social enterprises and NGOs to help them refine their processes, plans and products and provide testing grounds for pilot projects
3. Through impact metrics, monitor and guide innovative projects to increase reach and augment beneficiary impact



Source: NSIF



Source: Cisco

The program receives more than 400 applications each year from which, through very rigorous levels of selection, eight good projects are selected in the support to scale program. The program, with support from its corporate partners, and working with NGO and not-for-profits, aims to impact one lakh beneficiaries in 2015. Genpact India CSR has supported this platform to grow and scale since its inception in 2009. This is also being supported and championed by Mphasis.

### 3.2.2 SKILLS INITIATIVE

NASSCOM Foundation's Skills Initiative aims to increase employability while encouraging micro-entrepreneurship amongst underserved communities by providing access to training and investment. The program facilitates employment of youth by providing access to technology (hardware and software) and curriculum content (BPM, Animation and IT) through its NGO partners. The Foundation also works with member companies and NGOs to place the skilled candidates. Corporates can get access to skilled youth from underserved communities and exercise their corporate social responsibility.

NASSCOM Foundation has partnered with Genpact and NASSCOM Sector Skills Council to start the 'Reach Higher' Initiative which provides vocational skills in the field of BFSI to the youth. The program is in line with the National Skills Development Council's goal of getting 150 million individuals skilled by 2022.

Delivered through identified vocational training companies - NIIT and Global Talent Track (GTT), the program equips aspirants with skills in specialized areas such as finance and accounting, banking, and analytics and also trains them in job-related essentials such as English communication, soft skills and computer literacy. The program is fully sponsored by Genpact, at no cost to the aspirants, and is driven through both on-campus and off-campus models across West Bengal, Odisha, Telangana and Andhra Pradesh.

### 3.2.3 NATIONAL DIGITAL LITERACY MISSION (NDLM)

National Digital Literacy Mission is a dynamic and integrated platform of digital literacy awareness, education and capacity programmes that will help rural communities fully participate competitively in the global digital economy. NDLM is aligned to the Government of India's vision of making one person in each household in the country digitally literate by 2020. NASSCOM

Foundation, as the industry's Secretariat for NDLM is enabling digitally empowered communities via digital literacy centers that are housed in a unique community, with the objective to impart digital literacy to at least one member per household in that community.

In order to accomplish the above goal, the National Digital Literacy Mission aims to build an eco-system of stakeholders that are working towards building capacity in rural and urban areas for digital literacy training, specifically:

- Empower communities with capacity building and training programs and make them digitally literate using ICT as an outreach platform
- Create an opportunity for collaboration of industry bodies to enhance digital literacy in the country
- Facilitate deployment of rural citizen services through digital means, thus reducing frictional losses suffered by under-served communities in trying to meet their basic human needs

NASSCOM Foundation has entered into a partnership with Government of India to collaborate and accomplish the first phase goal for NDLM program by making 10 lakh individuals digitally literate by March 2015. To facilitate participation of industry, NASSCOM Foundation is leveraging existing CSR initiatives of NGOs and corporate partners, thus making implementation faster and more effective. Several industry leaders are now actively participating in this platform. Partners include Cognizant, Capgemini, Cyient, Zensar and Amdocs and content contributing partners include Intel, Microsoft and GTT .

### 3.2.4 DISABILITY INITIATIVE

Since 2010, NASSCOM Foundation has been working towards the goal of creating a sustainable ecosystem for promoting inclusion of persons with disabilities and making ICTs accessible to all. The Disability Initiative encourages inclusion of persons with disabilities in the IT-BPM industry by sensitizing the sector about accessibility (barrier free workplace and assistive technology) and employment. There are approximately between 5 and 5.5 million people with disabilities who are in the 12-24 years age group in India. More often than not, they face discrimination right from getting access to education to finding suitable employment opportunities. As a result, one of the key goals of the Disability Initiative is "To promote 'Equal Opportunity



Employment' within the IT-BPM industry”.

Based on findings from an unreleased survey that the Foundation carried out with CMR in 2012, the adoption of inclusive practices is still at a very nascent stage in the IT-BPM industry. According to the survey, percentage of disabled employees with respect to the total workforce is below 1% in the industry.

NASSCOM Foundation is working to develop a 'marketplace for inclusion' that will include training programs (in IT-BPM roles) to skill persons with disabilities and bridge training modules and curriculum that will support employment opportunities for them. In addition, the Foundation is working to build an assistive technology marketplace that will engage PwDs, experts, developers, industry (IT) and the Government in promoting and implementing web accessibility and creating effective indigenous software and solutions that are Assistive Technologies (AT). AT enables Persons with Disabilities to compensate for the limitations they experience and promotes independence. It can help them learn, work, access information through computers and participate in full community life.

NASSCOM Foundation reached out to a number of organizations who have been active in the CSR space for years, much before the new Companies Act. We interviewed the chief executives of these companies on a variety of aspects around their CSR strategy. We explored various topics with them like focus areas on CSR and individual CSR model and its evolution, effect of the new mandate, role of technology in CSR space, key tenets for success and advice to other firms. We also examined their existing projects and initiatives. In the following pages, you will find excerpts from these rich interactions. These interviews will give you an indication of the wide breadth of philosophies and guiding principles on CSR being followed by technology companies today; along with thoughts of veterans in CSR space on the evolving nature of CSR models and their impact. The profiled industry leaders and companies are:

- Aruna Jayanthi, CEO, Capgemini
- R Chandrasekaran, Executive Vice Chairman, Cognizant India
- Mohan Reddy, Executive Chairman, Cyient
- Saru Saravanan, VP and MD, India Centre of Excellence, EMC
- Mohit Thukral, Senior Vice President and Global Business Leader, Genpact
- Anant Gupta, President and CEO, HCL Technologies Limited
- Neelam Dhawan, Managing Director, Hewlett-Packard India Sales Pvt. Limited
- Vanitha Narayanan, Managing Director, IBM India
- Sudha Murthy, Chairperson, Infosys Foundation
- Debjani Ghosh, Vice President Sales & Marketing, Managing Director, Intel South Asia
- Bhaskar Pramanik, Chairman, Microsoft India
- Krishnakumar Natarajan, CEO and Managing Director, Mindtree Ltd.
- Ganesh Ayyar, CEO and Executive Director, Mphasis
- Vijay Ratnaparkhe, President and MD, Robert Bosch Engineering and Business Solutions Private Limited
- N Chandrasekaran, CEO and MD, Tata Consultancy Services
- Anurag Behar, Chief Sustainability Officer, Wipro and CEO, Azim Premji Foundation
- Keshav R. Muruges, CEO, WNS Global Services and Chairman NASSCOM BPM Council
- Dr. Ganesh Natarajan, Vice Chairman and CEO, Zensar Technologies

## INSIGHTS FROM PROMINENT INDUSTRY LEADERS

4

# CAPGEMINI

## SELECT CAPGEMINI CSR INITIATIVES

### Education – Reaching to 2,50,000 children by 2019

- Capgemini School Adoption Program – intensive school capacity building
- Capgemini Girl Child Sponsorship – educational inclusion from marginalized communities
- Capgemini Scholarship for Technical & Medical Education – Meritorious students from economically disadvantaged background supported for higher education
- Digital literacy program – to facilitate access to e-governance
- Current results - Provided education to 13,000 girls; Computer center setup in orphanage catering to 300 girls; Engineering and Medical education scholarship to 90 students

### Employability – Training 5,000 youth by 2016

- LEAP Program (Livelihood Education through Action against Poverty)
- Making youth equipped with employable skills
- Current results - Vocational training with soft skills enhancement being imparted to 450 youth

### Environment – Reaching 5,000 households

- Decentralized Waste Management System – multi stakeholder engagement for managing waste at source (pilot project in Bangalore)
- Digital Platform for Environmental Awareness and Capacity Building – one stop destination for environment related resources
- Current Project- Waste Management structure being designed at Bangalore
- Current results Vocational training with soft skills enhancement imparted to 450 youths

For more information on Capgemini's CSR initiatives, visit the following link:  
<http://www.capgemini.com/about/corporate-responsibility/our-corporate-responsibility-sustainability-approach>



Capgemini's CSR efforts are focused on topics that impact the overall well-being of society. It is currently working primarily on providing quality education to girl child. Capgemini is also working with the NASSCOM Foundation on digital literacy mission through NDLM centres in Trichy and Salem. Other areas include improving employability through skill development and improving and harnessing environment.



**ARUNA JAYANTHI,**  
CEO, CAPGEMINI

Capgemini is a French multinational corporation headquartered in Paris, France which provides IT services and is one of the world's largest consulting, outsourcing and professional services companies operating in over 40 countries. It operates out of 9 cities in India being of society. It is currently working primarily on providing quality education to girl child. Capgemini is also working with the NASSCOM Foundation on digital literacy mission through NDLM centres in Trichy and Salem. Other areas include improving employability through skill development and improving and harnessing environment.



I think the real value addition will come with more involvement

We have decided to set up evaluation metrics to ensure that results are being delivered in the right way

We should pick up two-three topics to focus upon for effective implementation



### Q. What is your vision for company's CSR program? How do you see your programs evolving?

Going forward, we want to be more involved in these initiatives and run an inclusive and strategic program instead of charity missions. In the girl child education space, we have been working with an NGO, but it is important to also mentor the programs instead of just giving monetary support.

I think the real value addition will come with even more involvement. We plan to run NDLM Centres through more involvement of our employees. We plan to be more participatory and ensure that money is being utilized the right way. We have decided to set up evaluation metrics to ensure that results are being delivered in the right way.

### Q. What role could technology companies play in building a stronger India?

Technology companies can address the development gap in a big way. There are four levels on which this can be achieved. Enhancing digital literacy of the masses is the basic level on which we can work upon. The Government is also running the "Digital India" mission in which we all can certainly play a crucial part. We can also focus on improving the infrastructure in Government education institutes by adopting schools.

Second level is to educate citizens on how to utilize advanced technology in the best way and enhance their ability to use them. Level three will be to use social media to drive change in India. And the next is around systematic enterprise level change through e-governance initiatives.

Startups can contribute by offering innovative low cost technology solutions. There is a huge technology opportunity; while it may not be all labeled under CSR, it should be the large projects that companies should ideally take up.

### Q. What advice would you give to other companies in order to maximize impact from their CSR funds?

Companies should pick up two-three topics to focus upon for effective implementation. They should evaluate the needs and opportunities for CSR spend in the right manner in order to provide the right benefit to the right people. They also need to have a robust operating structure with involvement across the firm. Also, there has to be clear thinking around how business knowhow can be leveraged for these programs.



# COGNIZANT

## SELECT COGNIZANT CSR INITIATIVES

### Education and Livelihood

- **Project Outreach** - Project Outreach aims to promote quality education and employment enhancing vocational skills. Project Outreach channelizes the energy, passion and expertise of Cognizant associates towards volunteer activities. **4,00,000 lives impacted through 120+ partner schools. 1000 infrastructure projects through this programme.**
- Through Cognizant Foundation, educational infrastructure facilities are made available to schools catering to the underprivileged and rural children, including setting up science laboratories, computer centers and reading rooms. **16,500 underserved and rural children impacted through 20 education projects since April 2014.** These address key issues such as inequitable access, quality of teaching input and poor infrastructure that prevent marginalized sections of the community from reaping the benefits that education offers in their quest for a better life.
- More than 45,000 students across 85 campuses benefited by Campus Connect programmes.
- Through Cognizant Foundation we provide access to livelihood skills to the underprivileged to leverage better employment opportunities. 1500 people have benefitted from 8 livelihood programs since April 2014. They received vocational training in different sectors aimed at employment for disadvantaged youth and the differently abled.

### Digital Literacy

- Cognizant in partnership with NASSCOM Foundation has set up NDLM centers in Dodaballapura, a suburb in Bangalore and Munchintala village in Telangana, in order to bridge the digital divide in the community by providing access to digital literacy. Cognizant volunteers have translated the course content in Kannada and Telugu to have an impact on a wider rural population and also actively volunteer to drive digital literacy in neighboring communities.

### Quality Healthcare for Underprivileged

- Support diagnostic, surgical equipment, research and technology needs of institutions that cater to healthcare for the underserved.
- Support visually impaired through appropriate interventions in diagnostic, surgical needs and high-end medical equipment for ophthalmic research.
- Over 38,000 lives impacted through 9 healthcare projects since April 2014 with interventions such as provision for medical equipment, simulation training center for emergency response training in hospitals, mobile medical unit and support towards community health initiatives.

### Environment

- **Go Green:** 4,000 employee volunteers are involved in grassroots clean-up efforts, recycling campaigns and awareness-raising activities in their communities. More than 85,000 Cognizant employees follow Go Green efforts via social media.

For more information on Cognizant's CSR initiatives, visit the following link: <http://www.cognizant.com/company-overview/sustainability>



Cognizant believes that the way to make progress is to keep challenging the status quo. In its day-to-day business, that belief means helping clients challenge traditional ways of thinking and operating, in order to achieve superior performance and deliver greater value. In the area of sustainability and corporate responsibility, it means challenging itself to be a part of the solution to vital issues facing various communities, society and planet. As part of its CSR effort, Cognizant strives to empower underprivileged people in the communities around it to make a meaningful impact in their lives and in their quest for a better future. Its focus areas are education, healthcare, skills for livelihood, and environment. Cognizant yearns to bring to this challenge its talent, expertise, passion, and a commitment to making a difference.



**R CHANDRASEKARAN,**  
EXECUTIVE VICE CHAIRMAN,  
COGNIZANT INDIA

Cognizant is a leading provider of information technology, consulting, and business process outsourcing services, dedicated to helping the world's leading companies build stronger businesses. Headquartered in Teaneck, New Jersey (U.S.), Cognizant combines a passion for client satisfaction, technology innovation, deep industry and business process expertise, and a global, collaborative workforce that embodies the future of work. It has over 75 development and delivery centers worldwide.

“

Cognizant engages and leverages the passion, skills and experience of our associates such that their vast knowledge and technical and managerial skills add value to our CSR initiatives

”

**Q. Could you please give us some examples of CSR initiatives in the chosen themes?**

Cognizant focuses on the following themes: Quality Education, Healthcare and Livelihood for the underprivileged and Healthy Environment for long-term sustainable development of the communities around us. We are running various initiatives in each of these themes, some of which are: Outreach by Cognizant volunteers, Cognizant Digital Literacy Program, Cognizant Foundation's Educational Program, Project Campus Connect, Cognizant Foundation's Healthcare Program, Cognizant Foundation's Livelihood Program and Go Green.

**Q. How could technology companies use their core competencies for effective social programs?**

Technology companies are uniquely positioned to leverage their core competencies to enable NGO partners. Their strong experience in project selection, monitoring, and governance, supported by technology expertise, can help these programs drive larger societal impact. Cognizant engages and leverages the passion, skills and experience of our associates such that their vast knowledge and technical and managerial skills add value to our CSR initiatives. Being part of an industry with a vast pool of knowledge workers gives us immense opportunities to play a key role in driving digital literacy as well as selecting and supporting technology-focused projects.

**Q. What do you think could be the impact of the new mandate on the CSR landscape?**

Even before the new legislation was introduced, large corporations were already driving CSR initiatives. The new legislation will bring in a sizeable number of medium sized companies under its ambit. In general, the societal impact is expected to be positive with the added CSR participation of such mid-sized companies spread across the country.

**Q. Could you share the major learnings from last few years of successfully running CSR initiatives?**

Leverage the core strengths of your organization (be it technology or people) in developing CSR programs and initiatives. Secondly, work on a limited number of focused initiatives, either directly or through NGOs (selected carefully) to maximize impact.

# CYIENT

## SELECT CYIENT CSR INITIATIVES

### Cyient Foundation School support program – Adopt-a-School Initiative

- Cyient Associates volunteer to conduct various meetings with children, parents and the local community in bringing awareness on education and its social impact for a child's future
- Volunteers conduct career guidance programs to show sustainable earning sources to the students after completing their SSC
- Provide assistance to the needy to continue their higher education through scholarships, fellowships, grants etc. Provide nutritious food supplements and supply snacks to the children who attend the extra classes to keep them agile
- The overall Dropouts reduced to 4% from 15% and new admissions improved to 21% from 13%

### Cyient Foundation's Support to social innovation aligned to Business Innovation:

- Cyient Foundation is supporting Innovation Centre at LV Prasad Eye Institute.
- Vision to provide infrastructure to support research, develop new practices, tools, capabilities in the field of Ophthalmology
- Cyient Foundation committed to donate Rs. 2,50,00,000 over a period of five years.
- Cyient also leverages engineering capabilities to support in developing new products for diagnosing eye diseases

### Cyient Foundation in Digitally Empowering Neighborhoods

- Cyient Foundation NDLM Centers aim to empower neighborhood communities with digital literacy, currently operational in two centres aiming to impact 2000 community members.
- 500+ community members have been trained on basic level IT Literacy Training, including accessing government services

### Cyient Foundation Skill Development Initiative

- Aims to groom engineering students on a large scale, through high-quality training programs
- Identified 3,500 students from 19 engineering colleges in the vicinity of Hyderabad
- 1st phase to focus on training students in communication and life skills. In 2nd phase, a select group of students would undergo foundation program in technical skills. Advanced technical training will be given and live projects will be assigned to a smaller group in 3rd
- Cyient will also recruit a select number of candidates at the successful completion of training

For more information on Cyient's CSR initiatives, visit the following link:  
<http://www.cyient.com/who-we-are/corporate-social-responsibility-csr/>



In recent times, Cyient has started exploring areas where it can use their skills set – specifically on public healthcare systems and digital literacy. It leverages its engineering capabilities to develop low cost technology products for diagnosing eye diseases. It is also running NDLM centres to empower neighbourhood communities with digital literacy. Through Skill Development initiative, Cyient Foundation takes the lead in making more engineers employable. Intent is to groom engineering students and help them acquire industry-relevant skills



**MOHAN REDDY**  
EXECUTIVE CHAIRMAN, CYIENT

Cyient is a company focused on engineering, networks and operations with 12,000+ employees across 38 global locations. The company also operates out of six cities in India.

As a responsible corporate, Cyient is as committed to impacting society positively as it is to creating value for its clients. Cyient's focus has largely been primary education where it has adopted 13 schools thus far.

“ Indian technology companies can definitely be the agent of change in rolling this (government initiatives leveraging tech) out to the remotest areas and reaching out to the poor

As long as you remain focused on few areas and make these impactful, there are going to be more benefits to be reaped

”

**Q: Could you share some success stories on your CSR initiatives? What were the challenges that you faced and how did you overcome them?**

Schools that we adopted were suffering from high dropout rates, low pass rates and dismal girl child population. To solve these issues, we applied business principles that we use for our customers – the "Why, Why, Why" approach to identify root causes. After implementation of our solution over a number of years, the girl child population has now increased to 52% and the dropout rate has reduced from 15% to 4%. We are very strong in impact evaluation and that helps us drive value in our social initiatives as well.

**Q: What role could the technology companies play in building a stronger India?**

Today the Government is running several initiatives leveraging technology such as "Digital India" and several e-governance initiatives. Indian technology companies can definitely be the agent of change in rolling this out to the remotest areas and reaching out to the poor. Some organizations have already started working on this theme. NASSCOM is working with the Ministry of Health and Family Welfare for NatHealth to create electronic records for patients. We all have done similar projects for our clients and can surely help the Government on the same. This technical knowhow should be leveraged for greater good of society in India. Once advanced systems have been put in place by the Government, citizens needs to be made aware of how to best utilize them.

**Q. What is the potential for companies to collaborate and achieve scale and impact?**

So much needs to be done, that any effort is welcome. But as the CSR budget increases and initiatives become larger, various collaboration models will emerge. Companies may not partner with each other upfront – some may start and develop a successful model and others may replicate the same in their geographies or get inspired to do something similar. For example, Zensar and Cyient are both working on the NDLM mission. Another way can be to donate to NASSCOM Foundation so that they can go ahead and execute.

**Q: What guidance will you give to other companies to run successful CSR programs?**

Please pick up one topic and focus on that initiative. As long as you remain focused on few areas and make these impactful, it will be more beneficial. Also, it is important for the company to identify the reasons for choosing a particular program and how they will monitor its impact. The program should be structured well and should also involve employees at all levels.



## SELECT EMC CSR INITIATIVES

### School Adoption Program

- 10 school/orphanages/institutes adopted
- School Adoption Program has been extremely successful. Through this program EMC was able to make a difference in the lives of 1000 underprivileged children
- Effort of EMC employees is critical for success. They work closely with NGO's and do baseline assessment to understand the requirements of schools.
- The primary focus is on English, Computer and Extracurricular Activities. If required, volunteers go to schools, take classes on above mentioned subjects and engage with students.

### Responsible Recycling

- The program is aimed at spreading awareness amongst students of over 100 schools about consequences of growing volumes of eWaste and measures for effective mitigation. EMC collects eWaste from schools every quarter. For collection of eWaste it has partnered with Saahas, non-profit organisation, that helps in collecting eWaste from schools and sends it to recycling units.
- 25 schools participated on the day program was launched

EMC works with various healthcare software and hardware providers to run programs leveraging our technological expertise in cloud service, big data, etc. EMC has formed a group - Center for Transformation and Innovation - comprising of people with relevant expertise in social space. The company runs a program in the private healthcare space to bring medical services inside in the homes of people on their mobile devices and make remote medical diagnosis more affordable. EMC also runs a program in the public healthcare space to transform the delivery in primary healthcare, extend reach of quality care and accurately measure impact. Currently, the company is working with an NGO to pilot it in 35 villages near Mysore and also in talks with a state Government.

For more information on EMC's CSR initiatives, visit the following link: [www.emc.com/corporate/sustainability/](http://www.emc.com/corporate/sustainability/)



EMC's core theme for social interventions is education. EMC believes that as the amount of work that needs to be done to educate everyone is immense, there is tremendous opportunity in this one area alone. It focused all its resources around one cause - education for the underprivileged. EMC started with slum children in collaboration with Youth for Seva, an NGO founded by their alumni. Volunteering is an asset which EMC leverages. Employees are also highly involved in contributing to funding children's annual education.



**SARV SARAVANAN**  
VP AND MD,  
INDIA CENTRE OF EXCELLENCE, EMC

EMC Corporation is a US based MNC which offers data storage, information security, virtualization, analytics and other products and services that enable businesses to store, manage, protect and analyze data. EMC is considered world's largest provider of data storage systems.

“

If we connect at a program level and see interest in the same areas, there is a lot we can do to optimize efforts and gain scale

It will take a couple of years to get the rhythm going so I urge companies to be patient and run longer term projects

”

### Q. Could you share some highlights from the initiatives in your chosen field of education?

Last year we sponsored 350+ kids. We mentor the kids, monitor their performance, meet them few times in a year and also bring them to the office. This gives our employees a platform to get involved very closely with the beneficiaries/ society. We have also adopted 10 institutes for underprivileged and create good infrastructure in schools like drinking water, toilets and computer labs to fight high female dropout rate. Women employees teach girls how to take care of themselves and mentor and coach them. Within our organization, each division has to adopt one school. We target Government schools located in remote areas which lack proper infrastructure.

### Q. What is the model for selecting particular projects or target institutes?

Our partner NGOs spot the schools and then we evaluate them. Our volunteers go and talk to the principal, teachers and students to understand their requirements and also if it is in line with our philosophy of child education. We create programs in collaboration with the NGO and schools. During the project, these three teams regularly track impact and make necessary changes.

### Q. How could technology companies use their core competencies for effective social programs?

As a large infrastructure provider, we think of environmental sustainability in a very different way. We have increased focus around the design of our products to find out ways to reduce energy consumption. This has become a global topic at EMC and we are considering possibility of coming up with green data centres. We also work globally on digitizing heritage information in places like libraries as it can help protect rich historical data. We are also looking at possibilities of similar programs in India. We also effectively leverage our core competencies in our shared value initiatives.

### Q. What is the potential for companies to collaborate and achieve scale and impact?

If we connect at a program level and see interest in the same areas, there is a lot we can do to optimize efforts and gain scale. I will be very open to working with other companies. We are working on shared values with many companies like GE, software players in healthcare and local device manufactures, etc.

### Q. What would be your advice to companies who are trying to maximize impact based on the funds at their disposal?

It will take a couple of years to get the rhythm going so I urge companies to be patient and run longer term projects. Secondly, one should only get involved in areas which they feel passionate about, else it will not be sustainable.

# GENPACT

## SELECT GENPACT CSR INITIATIVES

### Genpact strives to address the Education Ecosystem through a multi-pronged approach

- a) Various projects in partnership with NGOs focus on support for education of underprivileged from primary to graduation:
  - College and Higher Education of underprivileged girls and youth leading to graduation and employability – with Udayan Care in NCR, Kolkata and Jaipur; and Vidya & Child in NCR
  - Education and Vocational skills for abandoned/street children – with Don Bosco Institution in Hyderabad.
  - Supporting quality Primary education in under-privileged schools with Teach for India and other organisations in NCR and Hyderabad.
  - Support initiatives that address some key issues to help retain children in schools to complete their primary education – eg. mid-day meals in schools with Akshaya Patra in Jaipur and setting up toilets and infrastructure in schools with United Way at Hyderabad
- b) Skill Building for Employability of unemployed and underemployed youth
  - Work with NASSCOM Sector Skills Council and NASSCOM Foundation to jointly create and launch “Reach Higher,” a vocational skill-building program to align with the GOI aspiration to train 500 million people by 2022. This is a strategic part of Genpact's CSR efforts to generate sustainable impact through continuous training and employability for the under-served community at large. Delivered through India's leading vocational training companies NIIT and Global Talent Track (GTT), the program will equip aspirants with skills in specialized areas such as finance and accounting across multiple industries and customer service for the high tech, banking, and insurance industries. .
- c) Genpact will also focus on building centres of Excellence in Learning and Leadership, in partnership with leading academic institutions in the country. Institution building for Education in India is a critical social need for our country and will provide aspiring youth with World Class education within India. Currently no Indian University features in the World's top 200 University Rankings – QS 2014

For more information on Genpact's CSR initiatives, visit:  
<http://www.genpact.com/home/about-us/leadership/corporate-citizenship>



Genpact has been working on various social initiatives for a number of years. However, over the last year, we have adopted three main pillars around which we have built our CSR activities: Education and Employability, Environment and Sustainability, and Inclusion. A dedicated team of five employees drives CSR centrally and works with a network of volunteers across geographies



**MOHIT THUKRAL,**  
 SENIOR VICE PRESIDENT AND  
 GLOBAL BUSINESS LEADER, GENPACT

Genpact is a multinational BPO and IT services company spread across 25 countries. Genpact began in 1997 as a business unit within General Electric. The company has offices in 6 cities across India.



The core foundation of a sustainable social impact program is a strong and motivated volunteer base

Collaboration among companies has a long way to go. Significant scale can be achieved leveraging synergies between partners



### Q. Could you please share some success stories on these CSR initiatives?

One of the biggest success stories for us has been being able to build a culture of volunteering in the organization. We are proud of our network of over 12,000 people worldwide who support the various activities we undertake, aligned to our pillars. In fact, Genpact is the number one company in the Give India Payroll Giving Program for the last four years and the first company in India with over 10,000 people donating from payroll. In the sphere of Education and Employability, a notable achievement has been training ~450 individuals in Andhra Pradesh, Jharkhand, Rajasthan and West Bengal through the 'Reach Higher' program. We continue to establish partnerships with various educational institutes to bring our world-class training programs and culture of learning to the youth of the country to make them more employable and help the industry with a ready pool of talent. As far as the environment is concerned, our volunteers got together to plant 15,000 trees in the Delhi NCR region through the 'Plant a Million Trees' initiative over the last four years

### Q. What is Genpact's CSR vision? How do you see your projects evolving and achieving scale?

We are extremely clear about our vision – which is to help create employability in India. One of the ways we do this is by training and up-skilling unemployed and underemployed youth, enabling them to get jobs and sustain themselves for life. Not only does this help with their career progression, but helps us fight the proverbial 'war for talent' in a meaningful and constructive manner. The Government of India is driving a goal to build skilled capacity of 500 million people by 2022. Genpact has taken the lead to partner with NASSCOM Foundation and Sector Skills Council (SSC) to launch the innovative 'Reach Higher' program, which is directly aligned to this objective with key focus areas of increasing employability and creating new job opportunities.

### Q. What role could technology companies play in building a stronger India?

There are three key ways in which technology companies can leverage their unique advantages to create higher impact: Firstly by supporting innovation at a grass-root level, like the way Genpact supports NASSCOM Foundation on innovation led initiatives through NASSCOM Social Innovation Forum. We look out for technology build-ups and innovations across the country and help them



scale up; Secondly by, partnering with technology-enabled firms focusing on rural areas – example, Genpact partners with rural BPOs and enables them with our internal / domestic work. Thirdly, by introducing various products that directly create inclusive social impact. For example, we acquired a technology platform based business called Atyati a couple of years ago, focused on financial inclusion of people in rural areas. The concept revolves around creating a data base of individuals in remote areas, collaborating with large PSU banks and providing accounts to those individuals.

**Q. What is the potential for companies to collaborate and achieve scale and impact?**

Collaboration among companies has a long way to go. It can grow sustainably only if objectives of the partnering companies are aligned. Genpact has various programs running in pilot phase; once successful, we would be partnering with like-minded IT/ ITeS companies. Significant scale can be gained leveraging synergies between partners. For example, we have collaborated with NASSCOM and National Skill Development Corporation to create a large robust structure for enhancing employability in the country

**Q. Could you share the major learnings from your years of running successful CSR initiatives?**

At the risk of repeating myself, I want to reiterate that the core foundation of a sustainable social impact program is a strong and motivated volunteer base. Companies need to engage and encourage more and more employees to get involved in CSR initiatives. These volunteers can create significant impact with the on-ground execution. A successful program requires massive amount of human resources. This drive needs to become a part of the DNA and culture of the organization. I believe that the time and effort spent by volunteers needs to be included in the 2% mandate, as it is critical to the success of these programs.



## SELECT HCL TECHNOLOGIES CSR INITIATIVES

**Project Samudhaya:**  
Initially plan to adopt and transform 100 villages with scalable models, impacting village communities in five areas: water, women's welfare, education, health and malnutrition and sanitation.

### HCLT Youth Centers

- Programs include coaching (tuitions to help students excel), skill development (basic computer applications, soft skills, home care, nursing, retail, etc.), IT labs (access to computer training), mentoring and psycho-social support for youth.

### Bridge schools

- School dropouts from the community are enrolled in this open school and receive after school coaching and training on extra-curricular activities.

### Project Udaan

- Program provides training and skill development to youth of Jammu and Kashmir in partnership with NSDC, Government of India (Ministry of Home Affairs) and State Government of J & K.

### Project Shiksha

- Program leverages technology and interactive content to impart education to young children in schools with severe shortage of teachers.

For more information on HCL's CSR initiatives, visit the following link:  
<http://www.hcltech.com/investors/corporate-social-responsibility-hcl> and  
<http://www.hcltfoundation.org>



At HCL, Corporate Programs in CSR have largely focussed on the areas of improvement in education, employability and livelihood opportunity for the disadvantaged. These three areas are seen as a sustainable cycle leading to improvement of household incomes of the communities HCL is focussed on. HCL believes that a focussed push on education and employability skills will have an unparalleled impact on a community's overall progress due to their direct co-relation with household incomes.



**ANANT GUPTA**  
PRESIDENT AND CEO, HCL TECHNOLOGIES LTD.

HCL Technologies is a global IT services company with facilities in over 35 countries. The company offers services including software consulting, enterprise transformation, remote infrastructure management, engineering, and R&D services, and business process outsourcing.

“

I believe Corporate Social Responsibility is the conscience of an organization. Besides its intended impacts on the community and related stakeholders, it has an important role in defining the culture of a company and giving a sense of larger purpose to the employees

”

## Q. What is your long-term vision for what CSR has the potential to accomplish in your company and the society?

I believe CSR is the conscience of an organization. Besides its intended impacts on the community and related stakeholders, it has an important role in defining the culture of a company and giving a sense of larger purpose to the employees. At HCL Technologies therefore we address this important responsibility through two prisms - Individual Social Responsibility and Corporate Programs. To enable the former we have launched a program called 'Power of One' that encourages, enthuses and enables employees to engage in social causes of their choice. This program has achieved tremendous success with close to 50,000 employees today working passionately on causes they hold dear to their heart. From a Corporate Program perspective, we have been investing in developing urban slums through various community development and advocacy initiatives, and now are priming our focus on rural development. Our long-term vision is to partner with rural India for holistic community development. We will also continue to empower youths in semi-urban areas through education, health and creating sustainable livelihood opportunities.

## Q. What are the key initiatives that you have planned for this year?

Our core focus for this year is to play a catalytic role in the development of 200 villages in India and impact 2 million people in the states of Uttar Pradesh and Tamil Nadu. Our efforts will be targeted towards achieving holistic community development, including economic and social development of rural areas, across five parameters – Education, Employability, Health, Infrastructure and Water Availability. We will be aiming to build model villages in partnership with Central and State Governments, village communities, NGOs, knowledge institutions and allied partners. We will also focus on community mobilization for creating self-governed councils thereby transferring accountability for nurturing the programs to them. Additionally, we will continue to equip semi-urban youths with a range of skills that make them employable and entrepreneurial.

## Q. With the new legislation implementation underway, what is your take on how corporate India is approaching this?

The pioneering move to mandate CSR by law has indeed rejuvenated the development sector with a promise of huge new sources of funding. I believe some companies are doing exceptionally good work encouraged by this legislation while others are slowly picking up. I also believe we need to focus on collaboration to avoid duplication of efforts. All in all, this legislation, I believe, will mark a watershed moment in the social progress of our nation.



**Q: What would be your advice to companies who are trying to maximize impact based on the funds at their disposal?**

Firstly, I think companies should choose the causes closely aligned to their business and philosophical DNA to ensure there is a whole-hearted adoption and implementation of the program across stakeholders. Secondly, impact metrics need to be significantly evolved to ensure serious adherence to intended goals. Lastly, it is imperative for companies to understand that sustainability actions must become part of everyday operations. Creating an effective programme is just the beginning. The ongoing success of the programme depends on a consistent and sustainable vision, ease and flexibility in implementation and most importantly employee engagement.



Volunteers with school children  
Source : HCL



# HEWLETT PACKARD

## SELECT HP CSR INITIATIVES

### eHealth Centers

- Together, HP and the Council of Scientific & Industrial Research (CSIR) in India have developed the eHealth Center (eHC). The eHC is a powerful, cloud-enabled, healthcare solution housed in a standard shipping container or existing clinic. Each eHC is equipped with cloud-integrated diagnostic equipment; an electronic medical record system; and a telemedicine studio, laboratory, and pharmacy. Paramedics who staff the eHC have access to expert medical advice provided through remote consultation using built-in videoconferencing tools - enormous benefit for isolated locations with no access to skilled doctors.
- The eHealth Centers initiative is poised to have both local and global impact. By providing quality healthcare to rural populations, they play a critical role in contributing to healthy, vibrant communities and spurring economic growth. They are also assisting governments in their efforts to maintain and expand regional and global healthcare initiatives.
- eHealth Centers provide the tools and technology governments need to proactively mitigate the threat of an epidemic with real-time disease surveillance and helps policymakers build databases from patient health information to assist their efforts in creating future healthcare policies.
- Significant results: 12 eHCs operational, more than 55,000 patient visits recorded, 25-30 patients/day, covering 10 states

### HP LIFE e-Learning

- Cloud-based business and IT training program for entrepreneurs and small-business owners that has reached more than 2 million entrepreneurs and social innovators since 2007.
- Students, entrepreneurs, and small-business owners can access free, cloud-based training that enables them to develop their IT and business skills anytime, anywhere.
- Currently offers 25 interactive courses available in the areas of finance, marketing, operations, communication, and special topics such as social entrepreneurship, energy efficiency, effective leadership and strategic planning.
- Platform is available in multiple languages, including English, Spanish, French, Portuguese, Arabic, Hindi, and Simplified Chinese. Also includes features such as certification, advice, and access to a global online community.

For more information on HP's CSR initiatives, visit the following link:  
[http://h41112.www4.hp.com/pdf/HP\\_India\\_CSR\\_Policy\\_document-Final\\_draft\\_06062014.pdf](http://h41112.www4.hp.com/pdf/HP_India_CSR_Policy_document-Final_draft_06062014.pdf)



HP's corporate social responsibility strategy is reflected in HP Living Progress, its framework for thinking about how the company does business. It is an integrated approach to business that drives human, economic, and environmental progress as they develop products; manage operations and interact with customers, employees, and communities around the globe. Examples of HP Living Progress include eHealth Centers, which leverage cloud-based IT and data-sharing systems healthcare services and medical diagnostics remotely; and HP LIFE e-Learning, a cloud-based business and IT training program for entrepreneurs and small-business owners.



**NEELAM DHAWAN**  
 MANAGING DIRECTOR,  
 HEWLETT PACKARD INDIA SALES PVT. LTD.

HP creates new possibilities for technology to have a meaningful impact on people, businesses, governments, and society. With the broadest technology portfolio spanning printing, personal systems, software, services, and IT infrastructure, HP delivers solutions for customers' most complex challenges in every region of the world.

HP's founders firmly believed that it should not only create value for customers and shareholders—but also for society. Dave Packard once said: "The betterment of our society is not a job to be left to a few. It is a responsibility to be shared by all." This commitment is fully ingrained in HP's strategy and culture, as it creates new possibilities for technology to have a meaningful impact on people, businesses, governments, and society.



We believe the IT industry is uniquely positioned to address many of the big challenges facing our world

HP believes this new legislation will help India improve the well-being of its citizens



### Q. How can technology companies use their competencies for effective social programs?

We believe the IT industry is uniquely positioned to address many of the big challenges facing our world, including a rapidly growing population, effects of climate change, economic instability, and global health crises. For example, using technology to address some of the very basic issues that citizens face—like access to healthcare and education—is key to improving the overall welfare of human beings and enabling them to rise out of poverty.

### Q. In what ways do you see CSR models evolving across companies going forward?

Sustainability has been embedded in HP's DNA. In 2013, HP launched HP Living Progress, which is our framework for thinking about how we do business. To us it means creating a better future for everyone through our actions and innovations. It's how we advance the overall health and well-being of people, help businesses and economies thrive, and work to strengthen the environment as we grow. Putting purpose at the heart of strategy inspires companies to think differently about innovation; to reach beyond incremental improvements to create transformative solutions; to confront biases and constraints that obscure possibilities; and to connect customer needs with human, economic, and environmental impact. The result can be game-changing innovation that creates new market opportunities.

### Q. What do you think could be the impact of the new mandate on the CSR landscape?

HP believes this new legislation will help India improve the well-being of its citizens in many ways, including improving access to healthcare, increasing educational opportunities, protecting the environment, and providing support to those affected by natural disasters.

### Q: What guidance will you give to other companies to run successful CSR programs?

It is important to fully understand the problems and related challenges. Companies must set clear metrics to help determine success and measure them on a regular basis—adjusting the solution as needed. They should also look for strategic linkages with the core business across the organization. Another critical enabler is partnering with local businesses, governments, NGOs, and other organizations that can help with solution design, deployment, and ongoing support and management.

## SELECT IBM INDIA CSR INITIATIVES

### IBM helps in capacity building for NGOs

Introduced in 2010, Impact Grants help recipient educational and not-for-profit organizations to enhance their IT infrastructure, leadership and technology skills. The grants provide consultations with IBM experts and access to IBM technology. The tailored solutions are developed in collaboration with organizations in the not-for-profit sector, and are specifically designed to support them in their efforts to serve our communities.

### IBM uses technology to help young learners

From remote areas to underprivileged areas of towns and cities across India, the IBM KidSmart program is using technology to inspire young learners Worldwide. The program is for children three to seven years of age and includes the Young Explorer, a computer housed in brightly coloured, kid-friendly Little Tikes furniture and equipped with award-winning educational software to help children learn and explore concepts in math, science and language. In India, IBM supports government schools through our KidSmart program. In India, the program started in 2003 and since its inception, the KidSmart Program has positively impacted approximately 1,00,000 children's lives. The program is successfully running in 10 states and more than 30 cities in India, including, Tamil Nadu, Karnataka, Andhra Pradesh, Delhi / NCR, Rajasthan, Gujarat, Maharashtra, Uttar Pradesh, Haryana. In 2014, the program has been implemented across 10 cities in India and will positively impact the lives of approximately 10,000 children.

For more information on IBM's CSR initiatives, visit the following link: <http://www-07.ibm.com/in/ibm/responsibility/>



IBM has always been committed to being a good corporate citizen. Back in the 1960s, Thomas J. Watson, Jr., then CEO of IBM, established this commitment as one of IBM's Principles. Corporate Responsibility has been embedded in the company through its corporate policies, its management systems by which those policies are implemented, its business conduct guidelines and IBM's values. The programs and responsibilities for meeting our Corporate Responsibility objectives are integrated throughout the business.

The primary focus of IBM's corporate citizenship activities is on developing initiatives to address specific societal issues, such as the environment, community economic development, education, health, literacy, language and culture. IBM employs its most valuable resources, technology and expertise, in order to create innovative programs in these areas to assist communities around the world.



**VANITHA NARAYANAN**  
MANAGING DIRECTOR, IBM INDIA

IBM is a global technology and consulting corporation, which manufactures and markets computer hardware and software, and offers infrastructure, hosting and consulting services in areas ranging from mainframe computers to nanotechnology. In India, IBM has offices in over 22 cities, with headquarters in Bangalore and regional offices in New Delhi, Mumbai, Kolkata and Chennai.

“ We have a vibrant CSR program in India that pre-dates the legislation by many years and we continue to offer our technology and expertise to assist the community. Companies should align their programs to the unique capabilities so that they leverage for maximum impact. ”

### Q. What are the key CSR initiatives you have planned for this year and beyond?

We continue to invest in the community through our various programs such as: Corporate Services Corps (helping communities around the world solve critical problems), Smarter Cities Challenge (working with city municipalities worldwide), Impact Grants (for educational and not-for-profit organizations), Teachers TryScience (Teacher Professional Program), SME Toolkit (Developing entrepreneur ecosystem and helping business scale up), Emphasis on skill based volunteering and leveraging our skills in the Cloud, Analytical, Mobile, Social and Security.

### Q. How could technology companies use their core competencies for effective social programs?

We believe that our clients benefit most when we go beyond just problem solving to adding measurable value to their business. The same is true for the communities we live in - real value results when we work towards innovative solutions that drive significant, scalable, sustainable change. By transforming our schools, our cities, our response to disasters, our efforts to foster active and engaged citizens, and our ability to create economic growth, we can go beyond incremental success and help achieve game-changing solutions that make our planet smarter. Another area could be digital literacy which involves enabling citizens in digital age and empowering rural communities with capacity building and training programs.

### Q. Could you share some examples of initiatives that IBM has led to leverage technology for social good?

IBM works extensively in the areas of Education, Cities and Citizen Engagement, Economic Development and Social Service. IBM strives to infuse technology and add expertise to convert inefficient systems such as wasted energy, gridlocked traffic, inefficient supply chains, wasteful food chains, unhealthy healthcare, unmanaged climate systems and eroding water supply into smarter systems.

### Q. What would be your major learnings from last many years of successfully running CSR initiatives?

Companies should align their programs to their unique capabilities for maximum impact. For example, a company working in the software application domain can do wonders in developing mobile applications to solve a visible community problem.



## SELECT INFOSYS CSR INITIATIVES

### Infosys Foundation aims to create a more equitable society

#### Healthcare Initiatives

- Contributed funds for the research work at the Center for Translational Medicine at the Institute of Bioinformatics and IIT Bombay for cancer research.
- Contributed towards the corpus for Bangalore Kidney Foundation to be used for providing free dialysis to the poorest of the poor.
- Helped cancer patients by sponsoring the Mobile Clinic for cancer detection in rural areas through HCG Foundation.
- Constructed the Infosys super-specialty hospital on the campus of Sassoon Hospital in Pune.

#### Education Initiatives

- More than 60,000 libraries made accessible to government schools in various states of India.
- Long term contribution for development of schools in the north-east and tribal children.
- Contributed towards the upliftment of rural schools so they can buy computers and help children learn soft skills. Also donated money to schools such as Shivaganga Grama Vikasa Parishad for maintenance.
- Contributed towards an affordable model to teach mathematics & science to low income students.

#### Recent successful projects

- Education and Hunger: A large mid-day meal program with The Akshaya Patra Foundation which we support in Karnataka, Rajasthan and Orissa
- Health Care: We have established three 'Dharmashalas' in medical institutes.
- Art and Culture, Rural: Revived a traditional dying art of Gamaka in Karnataka and a form of puppet show
- Destitute Care: Approximately 3,000 sex workers have been rehabilitated thus far. It has been one of the toughest and most challenging initiatives of them all.

For more information on Infosys' CSR initiatives, visit the following link:  
<http://www.infosys.com/investors/corporate-governance/Pages/social-responsibility.aspx>



Infosys Foundation is 18 years old now. Since the beginning, Infosys has been focusing on beneficiaries who are not related to the company. Hence, employees do not come in purview of targets of its initiatives. For example, Infosys has built a 'Dharamshala' in a cancer hospital for poor people to reside. It primarily works in six areas: destitute care, education, art and culture, health care and rural.

Infosys Foundation operates mainly in states where Infosys offices are present as it feels morally responsible for that area. Very recently, it expanded to Arunachal Pradesh to address some of the needs especially the lack of good hospitals in the area.



**SUDHA MURTHY**  
CHAIRPERSON, INFOSYS FOUNDATION

Infosys is a global consulting, technology, outsourcing and next-generation solutions company, with offices in more than 30 countries across the world. Infosys has a presence in 12 cities across India.



Understand who the beneficiary is and ask for their opinion as they know exactly what they want

Infosys Foundation acts as social consultants to our employees



### Q. How is Infosys Foundation structured? Could you tell us more about your operations?

We are a team of five people currently. We have extremely robust project selection, management and tracking systems to assist us in finding out where our contribution is going and measure effectiveness. It is because of these processes that such a small team is able to manage a very large set of projects. We shortlist various initiatives and evaluate them for support. I travel for more than 200 days in a year and am involved in the selection of each project personally. We partner with various organizations to run these initiatives on the ground but the tracking and reporting mechanisms are controlled by the Foundation.

### Q. How has the CSR mandate in the Company's Act changed the way Infosys thinks about CSR?

By and large, the methodology has remained the same, but now we are getting a significantly larger funding for our initiatives. The number of projects has also increased and we are putting that into place right now.

### Q. What advice would you give to companies to maximize impact from their CSR funds?

A few key elements of social work which Infosys Foundation has imbibed and would be beneficial for others are:

1. Choose a team that is passionate about helping the society; Successful initiatives are not possible without a compassionate leader
2. Understand who the beneficiary is and ask for their opinion as they know exactly what they want and need
3. Do not get attached to caste, language, religion, political party, etc.
4. Do not expect great appreciation for your work

### Q. How do you engage Infosys employees to work across these initiatives?

There are many employees across the organization who work for us only on the weekends as they have regular duties during weekdays. Many others participate during emergencies like Tsunami, Gujarat earthquake and others. Each Infosys development center has at least one volunteer group. Employees also donate various items like old refrigerators, computers, books or anything else that can be reused. Hence, Infosys Foundation acts as social consultants to our employees.



## SELECT INTEL CSR INITIATIVES

- **Transforming Education:** Intel's model for education transformation focusses on systemic teacher professional development, reformative content, curriculum and assessment practices, use of relevant technologies, continuous research and evaluation, sustainable resourcing plans and a dynamic policy to ensure student success
- **Digital Literacy:** Intel India, along with NASSCOM Foundation, leads the National Digital Literacy Mission that supports the objective of National Policy on Information Technology— to make one person from each household in India digitally literate by 2020
- **Empowering Girls and Women:** Intel launched a pilot project to create livelihoods linked to Information Technology for women in insurgency-affected “Red Corridor” districts of India. They are also working to create sustainable market linked enterprises for disadvantaged women affected by the devastating floods in Uttarakhand. Intel is a strategic partner of Girl Rising, a global social action campaign and film that is driving awareness and action to address the lack of education for millions of girls around the world.
- **Advancing Innovation:** Initiative for Research and Innovation in Science (IRIS) National Fair and Intel International Science and Engineering Fair (Intel ISEF) provide a platform for school children to showcase their brilliance. Competitions like the Intel India Embedded Challenge motivate college students and budding entrepreneurs to use technology to unlock ideas and take them to reality

For more information on Intel's CSR initiatives, visit the following link:  
<http://www.intel.com/content/www/us/en/corporate-responsibility/corporate-responsibility.html>



Intel has been committed towards advancing innovation in India, accelerating digital literacy, transforming education and empowering communities focusing on women and girls; to create a smarter and connected technological ecosystem. It aims to establish applicability and relevance for the right absorption of technology in our society at large to make it relevant for users.



**DEBJANI GHOSH**  
 VICE PRESIDENT SALES & MARKETING  
 MANAGING DIRECTOR, INTEL SOUTH ASIA

Intel is a US-based technology company primarily into designing and manufacturing semiconductors. It is the largest player in the PC processor market in terms of number of employees.

“ Technology companies can also come together and channelize their collective technology expertise

What makes the most amount of difference is choosing a cause which ties in with your vision and where you can make a considerable contribution ”

## Q. What are the key CSR initiatives planned for this year and beyond?

Intel India, in the beginning of Dec'14, launched its 'Digital Skills for India' Program. Through the program, Intel India will work with the Government to impact five million citizens by the end of 2015 with skills to compete in the global digital economy. Intel also announced 'Innovate for India Challenge' to be launched in 2015 for driving technology innovation for pervasive technology adoption.

## Q. Could you highlight some inspiring success stories from your campaign?

Over the last 15 years, Intel has trained over 18 lakh teachers through Intel Teach and has impacted over 1.8 lakh youth from under-served communities through Intel Learn. Over 2.35 lakh students and 4500 faculty across 750 institutes have been impacted through the Intel® higher education program. In 2012, Intel launched National Digital Literacy Mission along with NASSCOM Foundation through which over 16,500 youth were trained in seven days during the Digital Literacy Week in Dec 2012. Intel adopted three villages, one each in Tripura, Andhra Pradesh and Rajasthan, and set up digital literacy training camps to achieve 100% Digital Literacy across 54,000 hours of training.

## Q. In what ways will CSR models evolve going forward in terms of business integration?

There is no doubt that the CSR model needs to evolve over time. At Intel, we have embedded corporate responsibility into our vision, strategy, management systems, and long-term goals. Without this approach, CSR initiatives will be ad-hoc and will not be as impactful as they can be. It is an investment which must be made with the involvement of senior management.

## Q. What role could technology companies play in building a stronger India?

It is really up to each individual industry or company, what they want to do. For example at Intel, we have two core areas of strength. One is innovation, without doubt. Secondly, we have invested a lot in education and it is something we are passionate about. With the expertise that each organization has, there comes a responsibility of channelizing that expertise towards the greater cause of nation building and working in tandem with the Government to make the vision of a developed and digital India come alive. It is with this intent that Intel and NASSCOM Foundation came together to form the National Digital Literacy Mission.



Another area where technology companies can create impact is creating content. It is important to ensure that the solutions are affordable and technology is accessible. Local content and relevant opportunities will make the use of technology more acceptable. Raising awareness through impactful messaging and initiatives is vital to push for the adoption of technology.

**Q. With the new legislation implementation underway, what is your take on how corporate India is approaching this? What do you think could be the impact of this initiative?**

India is the first country to mandate a minimum spend on CSR initiatives. The dominant paradigm underlying CSR is centered on the idea of creating “shared value.” Corporate India is looking at this as an opportunity to work with the ambition to scale up the Indian ecosystem, as the industry understands that it is important to build a sustainable ecosystem for the future.

**Q: What guidance will you give to other companies to run successful CSR programs?**

Choosing a cause which ties in with your vision makes the most difference. We at Intel have played to our strengths, which are innovation and skill development, and as a result we have success stories today that we are extremely proud of. Organizations should utilize their funds in working for causes where their expertise can play a role and make change happen.





# MICROSOFT

## SELECT MICROSOFT INDIA CSR INITIATIVES

Microsoft invests in the future of communities by empowering youth with greater access to technology

- **Project Jyoti** is centered on the concept of the Community Technology Learning Center (CTLC), a venue where people of all ages and abilities can learn about computers, use the internet, explore careers, participate in community activities, and develop technology skills, free of charge. There are over 1425 CTLCs across India. The program has trained over 5,00,000 young adults, 70% of who are in gainful employment or self-employed.
- In order to lower the barrier for people who prefer computing in their native tongue, **Project Bhasha** promotes local language computing. This project is Microsoft India's commitment to provide local language interface packs for flagship Microsoft products. The initiative also looks at building vibrant local language communities that define and contribute to these efforts.
- **Partners in Learning** works in association with governments and education leaders around the world at the national, state and local levels to deliver a portfolio of professional development, curricula, tools and resources designed to advance 21st century teaching, learning, and digital inclusion.
- This ties in with India's goals of enhancing education and employability through skill building using ICT. The first phase of Partners in Learning was Project Shiksha where over 7,45,000 government school teachers have been trained so far, impacting a total of more than 37.2 million students across the country.

For more information on Microsoft's CSR initiatives, visit the following link:  
<http://www.microsoft.com/en-in/about/> and <http://www.microsoft.com/en-in/news/citizenship.aspx>



Microsoft is committed to being a global leader in corporate responsibility - complying with local laws and regulations, demonstrating ethical business standards, mitigating risks to the environment, and protecting human rights. More importantly, corporate citizenship is core to Microsoft's overall corporate vision and business strategy. Microsoft's Community Affairs program reflects its standalone commitment to fostering digital inclusion and ensuring that the benefits of technology reach underserved communities. Microsoft's CSR programs have evolved along with India's national priorities. They have helped the company to create a substantive real impact in the communities within which we operate.



**BHASKAR PRAMANIK**  
CHAIRMAN, MICROSOFT INDIA

Microsoft India is a subsidiary of Microsoft Corporation, and began its India journey in 1990. Since then, it has worked closely with the Indian Government, the IT industry, academia and the local developer community to usher in some of the early successes in the IT market.



Our fundamental belief is that technology can change the world and improve people's lives.

The new mandate will enable companies to effectively channel their resources and make a difference to communities, as well as to adopt effective and sustainable business models



**Q. How can technology companies use their competencies for effective social programs?**

Our fundamental belief is that technology can change the world and improve people's lives. With more than 250 million Indians using Internet-connected devices today, there is an incredible opportunity for technology companies to partner with the Government, industry, academia to bring wide and sustainable change. With the new government's vision of a 'Digital India', there are tremendous opportunities for PPP (private public partnerships) in many areas such as providing access to a billion plus Indians to technologies that can make them more productive in what they do, or taking the benefits of the cloud to every citizen in India.

**Q. Could you share some examples of initiatives that Microsoft has led to leverage technology for social good?**

We have demonstrated our long-standing commitment to transform communities by leveraging our expertise in information and communication technology through a robust network of NGO partners.

Some examples include YouthSpark-Project Jyoti through which we have helped over half a million students get job placements, helped develop 700 micro-businesses and enabled NGOs to leverage technology to become more impactful.

**Q. With the new CSR mandate, what do you think could be the impact of this initiative?**

The new mandate will enable companies to effectively channel their resources and make a difference to communities, as well as to adopt effective and sustainable business models. If implemented well, the new legislation has tremendous potential for creating stronger synergy among businesses, to support the government's efforts in building sustainable and long-term strategies to address some of our most complex social, economic and environmental challenges.

**Q. Could you share the major learnings from last few years of successfully running CSR initiatives?**

One should firstly understand the social issues and developmental challenges faced by communities where you operate. It is also critical to ensure that any initiatives we plan in this direction are replicable and scalable, to ensure sustainability. Another important aspect is to build the right partnerships with local community, government, not-for-profit partners and businesses to ensure that your initiatives are successful on the ground.

# MINDTREE

## SELECT MINDTREE CSR INITIATIVES

### Mindtree pioneers technology based development for the disadvantaged

Improving the lives of children with disabilities has been one of the key facets of Mindtree's CSR charter. To build awareness about the developments in the field of Assistive Technology, the MindTree Foundation joined hands with Indian Institute of Technology, Madras (IIT-M), Spastics Society of Tamil Nadu (SPASTN), and Vidya Sagar in Chennai. Through this partnership, Mindtree has utilized multiple technologies to address the needs of such individuals. The Engineering voluntary group within Mindtree currently anchors most of the AT development activities on behalf of MindTree Foundation.

#### Project Udaan

MindTree Foundation launched a program named "Udaan" to promote medical education for rural children. The aim was to create doctors from children in rural areas. Students in rural areas are unable to support expensive higher education. MindTree Foundation initiated the Udaan program in which 1,438 students from 9th class across 34 government schools participated. 55 students from 26 government schools were selected who are now part of this medical education program.

For more information on Mindtree's CSR initiatives, visit the following link:  
<http://www.mindtree.com/about-us/sustainability>



Since the beginning, Mindtree has had three key principles: Focus and being unique, creating shared wealth and being an organization which is socially conscious. Mindtree has decided to focus on benefit of the differently-abled, promoting education and creating sustainable livelihood opportunities



**KRISHNAKUMAR NATARAJAN**  
 CEO AND MANAGING DIRECTOR  
 MINDTREE LTD.

Mindtree is a Global IT and outsourcing company headquartered in Bengaluru and New Jersey. Founded in 1999, the company has offices in 14 countries.

“

Technology companies can and should run interventions to solve large societal problems through the prudent deployment of technology

...companies should work across the entire spectrum of CSR 1.0, 1.5 and 2.0

”

### Q. Could you share some examples of your CSR initiatives?

Our CSR initiatives include around 17 projects in promotion of education, eradication of hunger and poverty, and women empowerment. We have partnered with NGOs to support 50 Government schools in Kanakapura district in Karnataka to promote quality education- we impact 5769 students from rural government primary and secondary schools through this program. To support People with Disabilities, we collaborated with an NGO in Karnataka to help 132 children with wheelchairs and mobility aids that can assist them in their functional and mobility needs. We work with another NGO in Tamil Nadu to support 300 people with disabilities through early intervention and livelihood programs. We develop Assistive Technology solutions for people with cerebral palsy and autistic children to help them use computers and to communicate with others.

### Q. Could you highlight some inspiring success stories from your campaign?

In the year 2007, in Somanahalli Government Primary School (a remote village located in Dharmapuri District of Tamil Nadu), we started a program named "Dream to Reality" to ensure that high capability children are not dropping out from schools due to poverty. We identify such children and place them in residential schools and colleges according to their dreams. This program was started with 8 children and has now expanded to 21 children studying in Engineering Colleges, Polytechnics, and in Nursing Colleges.

We launched a program named "Udaan" to promote medical education amongst rural children. Students in rural areas are unable to support expensive higher education. So far, in the Udaan Program 1,438 students from 9<sup>th</sup> class across 34 Government schools have participated. 55 students from 26 Government schools were selected who are now part of this medical education program.

### Q. How could technology companies use their competencies for effective social programs?

Technology companies can and should run interventions to solve large societal problems through the prudent deployment of technology. Some problems are difficult to solve without technology. MindTree Foundation explores areas where technology can be leveraged to change lives of people. To build awareness about the developments in the field of Assistive Technology, MindTree Foundation joined hands with Indian Institute of Technology, Madras (IIT-M), Spastics Society of Tamil Nadu (SPASTN), and Vidya Sagar in Chennai. The engineering volunteers within Mindtree currently anchor most of the AT development activities on behalf of MindTree Foundation.



ADITI is a computer access switch device that helps children with cerebral palsy to type in computers that was developed with IIT-M. Mindtree added engineering expertise, reduced costs and made it into a full product. Through computer knowledge, these children can later on earn their livelihood. The product has made an impact on lives of many children, including over 200 children in Chennai.

KAVI-PTS was developed for children with autism, especially kindergarten children who were unable to converse. This solution helps them communicate with their teachers and parents in any language. KAVI-PTS is being used in special schools.

I am very excited about our recently launched initiative called “I Got Garbage” with an aim of enabling dignified livelihood for rag-pickers and reducing the number of landfills. It's a first-of-its-kind initiative in the country where around 50 engineers are developing real-life customized technology solutions, enabling each rag-picker to get access to professional tools and operate in a robust marketplace. Please visit [www.igotgarbage.com](http://www.igotgarbage.com) and hire a rag-picker if you are in Bangalore.

**Q. What do you think about choices that companies should make across CSR models?**

I believe that companies should work across the entire spectrum of CSR 1.0, 1.5 and 2.0. Different initiatives can lie on different points on this spectrum. Apart from donating and engaging on various themes, companies can leverage and engage ecosystem partners and help them grow. I think CSR is beyond obligation; it can positively impact the brand image and direct you to the right way of doing business.

**Q. What advice would you give to companies to maximize impact from their CSR funds?**

There are four key elements companies should take care of for effective CSR implementation:

1. Drive CSR agenda at Board level and run it in a structured way
2. Align on areas where you can make difference and allow for at least five years for impact
3. Drive broader organizational energy; internal forums to share and get more people to engage
4. Run these programs with internal intensity and passion; do not look at it as an obligatory initiative



Skills training of Persons with Disabilities



# MPHISIS

## SELECT MINDTREE CSR INITIATIVES

### Select Mphasis CSR initiatives

#### Mphasis supports an innovative idea to help the disadvantaged

- **Kickstart Cabs**, one of the latest transport start-ups, is aimed at providing taxi services to Bangalore's physically disabled, as well as the growing number of elderly Indians who are moving to the city for its temperate climate. The company was launched in November 2013, and has three cabs that are remodeled to suit the needs of persons with limited mobility. Two of these cabs have a front passenger seat that extends out of the car and one even transforms into a wheelchair. The third cab is larger and has a ramp so that passengers can roll into the vehicle.
- The company is mainly funded by Mphasis Ltd. India's new company's law requires many firms to spend 2% of those profits on corporate social responsibility. That is a boon for start-ups like Kickstart. Demand for Kickstart's cab services is rising and the company is planning to expand the fleet of cars to 10 and open the service in new cities in next 12 to 18 months.

#### Mphasis provides financial literacy to disadvantaged groups

- **Aalamba through Headstreams:** 'Aalamba' (help & support) is a livelihood initiative working towards empowerment of women through Self-Help Groups. The programme provides a platform for sharing livelihood needs, identification of interests, aptitude and skills and a centre for training and equipping the members for various livelihood units, coupled with the practice of micro-savings and internal lending. Mphasis F1 Foundation has been supporting Aalamba since 2009. Financial literacy and financial inclusion for 358 women has been achieved through financial literacy trainings and opening of savings accounts for women in scheduled banks through 22 self-help groups.

For more information on Mphasis' CSR initiatives, visit the following link: <http://csr.mphasis.com/>



Mphasis's core philosophy is balance across four stakeholders: customers, employees, shareholder and the society. Mphasis believes that IT industry is built on talent supported by educational institutes. Hence, education has become one of its core focus areas. One large talent pool which is not tapped sufficiently is the talent with disability. Mphasis helps such students become a part of regular schools and join the workforce through its CSR initiatives.



**GANESH AYYAR**  
CEO AND EXECUTIVE DIRECTOR, MPHISIS

Mphasis is a Bangalore based IT services company majority owned by Hewlett-Packard. The company provides infrastructure technology and applications outsourcing services. Mphasis operates out of 13 cities across the length and breadth of India.

“

Just like business strategy, CSR strategy cannot remain static. It evolves with time and type of problem

Companies should look at three key elements - Clarity of roles, Ask for help, Don't think of profit as a bad word

”

### Q. Could you share examples of CSR initiatives you run?

We started our journey by focusing on education and gradually moved to employability and entrepreneurship targeting youth, women and children. One area where we felt innovation is required and genuinely missing is the area of disability. We started with focusing on disability employability but gradually realised that employability is dependent on inclusion of people with disabilities in all areas that affect them – whether it is education (primary, middle or higher), transport, services and so on. This made us think that we could use CSR to create pilots in the space of disability inclusion which could then be replicated, adopted and scaled up. Some of these include – Nanagu Shale (mainstreaming children with disabilities in regular schools), Kickstart Cabs – accessible transport solution for persons with disabilities and senior citizens, Office of Disability Services and so on.

### Q. How do you think about your CSR strategy?

Just like business strategy, CSR strategy cannot remain static. It evolves with time and type of problem. For Mphasis, change came when we started thinking about ways to differentiate ourselves. We wanted to create a new identity and created a mental image of the company depicted by tagline 'Unleash the next'. Our CSR also evolved similarly, and we started thinking about leveraging technology to solve newer, far more difficult problems. We believe technology lets us anticipate new problems and also proactively solve them. It helps us bring global impact through local actions.

### Q. Could you give an example of leveraging technology for CSR programs?

We are working in the field of digital education in coordination with companies who can provide remote education. We are in advanced stage of developing talking books for children with disability. Literacy is currently a hurdle restricting a large chunk of the population from being a part of the digital economy. This solution goes beyond the need of persons with disabilities - it has the potential to bridge the literacy gap in a significant way. I believe this product can be extremely useful in India as well as globally to enhance technology inclusion. We have also partnered with NASSCOM Foundation for the NASSCOM Social Innovation Forum, where we are supporting tech-based solutions for people with disabilities to live and work. This is also a way to support social enterprises that are creating innovative solutions to scale impacts on the grassroots. Tech driven community development is now a core focus of the company. We aim to use tech to enable, empower and mainstream underprivileged section of the society, mainly disabled people.

### Q: What guidance will you give to other companies to run successful CSR programs?

Companies should look at three key elements in their CSR strategies.

1. Clarity of role – Understand the purpose of the initiative and the role you are playing
2. Ask for help – Seek for help - not only funding, but also knowledge and skill
3. Don't think of profit as a bad word – Think of social initiatives as solving problems of those at the bottom of the pyramid



## ROBERT BOSCH ENGINEERING AND BUSINESS SOLUTIONS

### SELECT ROBERT BOSCH ENGINEERING AND BUSINESS SOLUTIONS CSR INITIATIVES

#### Child Health Development Project (CHDP)

- Health and hygiene program initiated by Bosch CSR under which medical camps are held at government schools in the neighbourhood of Bosch's facilities. The project aims to improve children's school attendance by addressing their health problems and improving basic health; reducing school dropout rate through measures like clean washrooms, drinking water facilities, midday meal scheme, creating a learning ambience and supplementing environment education.
- The Bosch Bangalore plant has also adopted the Munichnappa Primary Government School where it provided for the renovation of buildings, upgrading of sanitation facilities, and a comprehensive health check-up.

#### War on Waste (WoW)

- Bangalore's problems with tackling its waste are well-documented. Bosch is helping the civic authorities tackle this issue in its own way – through awareness of waste segregation at source. The War on Waste campaign (WoW) is an ongoing effort to tackle Bangalore's waste management problems. The program aims to implement proper practices of waste segregation at the source in the immediate vicinity of the Bangalore plant. It involves an assessment of the area along with working with the Bruhat Bengaluru Mahanagara Palike (BBMP), the city's civic body, to implement norms more effectively and calls for the active participation of citizens in the battle against waste.

For more information on Robert Bosch Engineering and Business Solutions's CSR initiatives, visit the following link:  
[http://www.bosch-india-software.com/en/company/corporate\\_social\\_responsibility/corporate\\_social\\_responsibility.html](http://www.bosch-india-software.com/en/company/corporate_social_responsibility/corporate_social_responsibility.html)



At RBEI, CSR is aligned to a vision of extending 'Smart Solutions' to create long lasting value to the society. Its initiatives are mainly in the areas of education and environment. CSR is an integral part of Bosch's Business Strategy wherein programs are built around active participation of the company's team members by fostering meaningful engagement and sustainable development for the society and environment. The Bosch slogan, "Invented for life," stands for technology and innovations that make life safer, more comfortable and environmentally friendly.



**VIJAY RATNAPARKHE**  
PRESIDENT AND MD,  
ROBERT BOSCH ENGINEERING AND  
BUSINESS SOLUTIONS PVT. LTD.

Robert Bosch Engineering and Business Solutions Private Limited is a 100% owned subsidiary of Robert Bosch GmbH, one of the world's leading supplier of technology and services, offering end to end Engineering, IT and Business Solutions. With over 15,000 associates, RBEI is the largest software development centre of Bosch outside Germany, and has five state of the art facilities spread across Bangalore and Coimbatore in India.

“ I see organizations increasingly having integrated CSR into a sustainable business strategy

Companies need to keep two things in mind – key stakeholder needs that can be addressed through their efforts and core competencies

”

#### Q. Could you highlight some success stories from your CSR efforts?

In an initiative to support literacy, RBEI and Rotary joined hands to create a model school in Agara, Bangalore, which has over 1000 students. Volunteers from the company were able to revise teaching material and evaluation mechanisms; and increase the involvement of school teachers to ensure sustained mentoring.

Three science laboratories and a computer science facility lab was set-up within two months. The usual notion that Government schools are in poor condition, and that they have constrained space for classrooms, with no proper facilities like labs and library, was broken by our initiative.

RBEI's efforts to provide 'Clean and uninterrupted quality energy' through Solar Power to approximately 63 households and public utilities around Chakan/Maval in Pune District in the state of Maharashtra resulted in improved quality of life for rural community – such as lighting within homes, school, temples, inner roads, Panchayat building, health centre, etc., thereby providing better security and safety.

#### Q. In what ways will CSR model be evolving going forward in terms of business integration?

The concept of CSR has always been evolving as it now encompasses all related concepts such as triple bottom line, corporate citizenship, philanthropy, strategic philanthropy, shared value, corporate sustainability and business responsibility. I see organizations increasingly having integrated CSR into a sustainable business strategy and incorporating them as part of their goals; and programs being put into practice by associates who are crucial to the process.

#### Q. How could technology companies use their core competencies in ICT as a game changer?

There are various fields in which technology companies can contribute. Augmented reality offers good opportunities in areas like healthcare, education, training, infotainment, and so on. Technology enables “Do it Yourself” (DIY) concepts for low skilled technicians in service and maintenance operations to provide reliable support. It can transform theory intensive education delivery system in BRIC countries to an experiential education using smart devices.

#### Q. Could you share the major learnings from last few of years of successfully running CSR initiatives?

The activities chosen should be in areas listed in Schedule VII of the Companies Act, 2013 and should be structured as programs or projects and not as one-off activities. Companies need to keep two things in mind – key stakeholder needs that can be addressed through their efforts and core competencies that can be leveraged to create meaningful social impact. They could also explore collaborative initiatives with other companies.

## SELECT TCS CSR INITIATIVES

### Adult Literacy Program

- Since 2000, TCS has been using its expertise in IT to conceptualize and develop modules for achieving functional literacy among adults. Its Computer Based Functional Literacy (CBFL) software is available in 9 Indian and 3 foreign languages.
- Reaching out to over 2,00,000 beneficiaries since inception, including prison inmates in New Delhi and Lucknow, this program has enabled marginalized communities in remote areas experience the power of IT.

### Advanced Computer Training Center (ACTC)

- Addressing skill deficit leading to unemployment among visually impaired in India, TCS created IT-enabled vocational courses that are in sync with the industry requirements in addition to providing training in personality development and corporate etiquette. The Advanced Computer Training Center for Visually Impaired (ACTC) has trained 136 individuals while facilitating employment for over 100 candidates across multiple companies.

For more information on TCS' CSR initiatives, visit the following link:

[http://www.tcs.com/about/corp\\_responsibility/corporate-social-responsibility/Pages/default.aspx](http://www.tcs.com/about/corp_responsibility/corporate-social-responsibility/Pages/default.aspx)



TCS leverages its wealth of human capital which allows it to nurture and invest in the neighboring communities in the areas of health, education and environmental sustainability. Using core competence in technology-led solutions, in the volunteering efforts of TCSers as well as its financial investments, the stated aim is to create impact in the community through empowerment.



**N CHANDRASEKARAN**  
CEO AND MD, TATA CONSULTANCY SERVICES

Tata Consultancy Services Limited (TCS) is an Indian multinational IT service, consulting and business solutions company. TCS operates in 46 countries and have 90+ offices across 19 cities in India.

“

At TCS, it (CSR) is a part of what we do and who we are

This (new CSR mandate) will encourage more companies to address the needs of the communities within which they operate and run holistic long-term engagements instead of mere monetary contribution

”

### Q. Could you share examples of CSR initiatives in your chosen areas of work?

Our skilling program, UDAAN, was launched with the National Skills Development Council for youth from J&K and BPS Employability Program designed to promote employment for rural youth.

We use our core competencies in technology to create sustainable solutions for organizations devoted to providing health services to marginalized and affected groups. TCS has chosen to work with issues such as cancer treatment, free surgery for cleft palate, and the health of rural communities specifically, with organizations such as Impact India Foundation, Operation Smile, Cancer Hospital, Chennai and Tata Medical Centre, Kolkata.

Our pledge of Rs.100 crore to the Swachh Bharat Abhiyan intends to create durable sanitation facilities for school girls, educate them on health and sanitation and make them 'change agents' for the campaign.

We are extremely particular about our environmental footprint and have set annual targets to reduce it. Our campuses are designed to maintain an extensive variety of biodiversity. For example, our Banyan Park facility in Mumbai provides a home to the Indian Flying Fox “Pteropus giganteus”. This largest bat colony in Mumbai accommodates around 6000-8000 bats during summer months.

### Q. What are the key initiatives that you have planned for this year?

We will continue with existing initiatives while building deeper connectivity between health, education and environment. Key current initiatives include Adult Literacy Program, BPS Employability Program (Skill development with a focus on promoting IT/ITeS), IT Employability Program and BridgeIT (demonstrate use of IT in school education, adult literacy and creation of entrepreneurs).

### Q. In what ways will CSR models evolve going forward in terms of business integration?

There is no dichotomy in the ethos and philosophy of the way we run our business and the way we work in the community. At TCS, it is a part of what we do and who we are. For example, just as we like to create a high quality experience for our clients, similarly we aim to create and implement social programs that allow individuals from the community to experience certainty about a positive future, which, in turn, empowers them. We have teams delivering IT projects to clients and use those same competencies for social organizations.



**Q. How could technology companies use their core competencies as a game changer in the social space?**

Technology companies are uniquely positioned to leverage their core strengths to bring-about a transformational impact in every industry. In our view, this can be achieved by redefining the business processes to deliver higher value, remove wastage, and deliver better service levels as well as challenge the cost to deliver. TCS has worked on various initiatives to leverage technology for social good:

- Education sector where technology is shaping how children and students learn and making the process more inclusive. Manufacturing industries where technology has led to shrinking of the supply chain and make it more participative for the players
- We have used technology and our framework to enable hospitals to deliver superior care to patients across all sections of society
- We have also worked with State and Central Government to drive national priorities like financial inclusion
- Technology solutions developed by us have been used in other social causes like women safety and child protection help lines.

**Q. What do you think could be the impact of the new CSR mandate on corporate India and their programs?**

This legislation is a window of opportunity for corporates to make a difference. This will encourage more companies to address the needs of the communities within which they operate and run holistic long-term engagements instead of mere monetary contribution.

**Q: What guidance will you give to other companies to run successful CSR programs?**

CSR decision making needs to be strategically linked to their nature of business and one's core competence. There has to be a plan with a focus that creates a win-win situation for both the company and the communities they serve. That ensures sustainability of the programs



Adult Literacy Program

# WIPRO

## Wipro Applying Thought in Schools

### Deep, large scale and institutionalized impact on quality and equity of education

- **Partnering with Government:** Collaborate with State Governments to engage with teachers, teacher educators, head teachers, block and cluster level education officials, senior government functionaries and policy makers.
- **State and District Institutes:** The organization has State Institutes in capitals of select Indian states and several District Institutes within these states, each having dedicated teams. The work of State and District Institutes is institutional in nature, recognising that long term and consistent engagement is necessary for educational change. These Institutes work at the grass root level, closely engaging with the government education system. The range of work they do spans capacity building of teachers, head teachers and other functionaries. It also involves work on curriculum, assessment, educational leadership and management, policy issues and advocacy at the state level. These institutes are located at Karnataka (Bangalore, Yadgir, Mandya and Gulbarga), Rajasthan (Jaipur, Sirohi, Tonk, Barmer and Rajsamand), Uttarakhand (Dehradun, Uttarkashi, Udham Singh Nagar and Almora), Bihar (Patna), Chhattisgarh (Raipur and Dhamtari), Madhya Pradesh (Bhopal) and Puducherry.
- **Research:** In many of the states, Wipro is engaged in large scale educational research work that will create new knowledge and also support evidence based policy making
- **Scale and Reach:** Over the next few years, plan to have about 50 District Institutes, 30 schools, with over 4000 employees

For more information on Wipro's CSR initiatives, visit the following link: <http://www.azimpremjifoundation.org/> & <http://www.wipro.com/about-Wipro/sustainability/>

From 2001 to 2004, Wipro went through a significant transition in terms of the way it thought about CSR. It developed a clear philosophy of addressing societal issues and doing things in proportion to its capability. In this context, Wipro created a formal document called "Good citizenship manifesto". Wipro structures its efforts in three concentric circles. The innermost circle looks inside the organization and mandates Wipro to work with integrity, ethically and within the law, as also to treat its partners and employees fairly. The middle circle addresses the communities it can directly engage with - where CSR starts. The outer circle is the larger society outside Wipro's area of work, which it aims to address.

We must focus on fundamental social issues with perseverance and must be patient - transformation in the social sector (unlike the private sector) is more complex and will take longer. We must also be open to the notion that technology as a solution and in itself may not be useful and must always prioritize relevant actions.

- Rishad Premji



**ANURAG BEHAR,**  
CHIEF SUSTAINABILITY OFFICES, WIPRO AND  
CEO, AZIM PREMJI FOUNDATION

Wipro Ltd. is a global information technology, consulting and outsourcing company serving clients in 175+ cities across six continents. It has offices across 17 cities in India.



social issues are much more complicated than business problems"

"... focus on very few areas as social issues are extremely complicated and it is very hard to work on many areas"

"It is my advice for everyone that is not the right starting point to think of only technological solutions for every problem."

"One should not think about ROI of the social initiatives"



### Q. What are the areas in which you work and are the major intervention areas?

During 2001-2002, we agreed that social issues are much more complicated than business problems. Hence, to make any notable contribution, we realized that will have to work in a focussed manner and so decided to do a few things. We chose to work on school education, as it is fundamental to this country and also because it seemed to resonate with us. In 2005-06, we also started work on environment - protecting our nature, electricity, water, etc.

### Q. What role can the technology companies play in building a stronger India?

It is my advice for everyone that is not the right starting point to think of only technological solutions for every problem. It is like having a hammer and seeing everything as a nail. One should focus on deeply understanding the issue and ways to solve it. If one of the ways is pertaining to technology, then you should pursue that. However, it is not effective to think of a solution only from a technology standpoint. Wipro has made a conscious decision to move away from technology in school education because of our experience in leading one of the largest technology based interventions for school education; and the realization that it has only marginal impact in this space, and because of research from many sources.

### Q. Do you think companies could tweak their business processes/ models or create business lines to directly impact the society?

I believe social issues should not be mixed with business objectives. One should be very clear that if you want to help the society, one should not think about the returns and if you want to drive business goals, then you should not expect betterment of society. One should have a focussed objective of each initiative and decide what will it be, either business or CSR. You can always have business that positively impacts society – and deliberately so – and this is great to do – but it is not CSR.

..

### Q. What advice would you give to companies trying to maximize CSR impact?

Don't start your own foundation or initiative unless you understand the nuances of the problem deeply and what it will require to solve the problem. Second thing would be to focus on very few areas as social issues are extremely complicated and it is very hard to work on many areas. Lastly, one should not be fixated on measurement and must not think about ROI of social initiatives.

### Q. What is the potential for companies to collaborate and achieve scale and impact?

We largely work with organizations with a focus on school education. We act like a venture capital fund (not seeking any financial return) in the space of school education. We collaborate with early stage organizations and support them financially and with building a network. However, we do not collaborate significantly with other organizations because of the nature of our work.



## SELECT WNS CSR INITIATIVES

### WNS takes education to the doorstep

- The WNS Cares Foundation (WCF) Mobile Library has been very well-received in Mumbai. The Mobile Library holds a myriad collection of books for children of all ages, and visits them near their homes every day. For many, this is their only access to books.
- The Mobile Library, an old WNS van refurbished in a brand new avatar, has helped WCF generate a higher interest in reading amongst the children it works with. The enrolment figures are nearing the 1000 mark within a few months.
- Launched as part of the Global Impact Day, 'Cast a Spell' is a global spelling contest where WNS employees get the opportunity to mentor and prepare children for a cross-country spelling contest. This contest is held using digital medium and gives children a global exposure to where they stand. The contest witnessed children learning more than 200 words each.
- **Libraries:** WCF has set up as many as 19 libraries and donated a large number of books to equip these libraries. The objective is to ensure that every child in the community has access to books; these libraries are set up in schools that cater to underprivileged children who do not have books of their own, and therefore, cannot enjoy reading outside the classroom.

For more information on WNS' CSR initiatives, visit the following link:  
<http://www.wns.com/About-Us/Corporate-Social-Responsibility.aspx>  
 and <http://www.wnscaresfoundation.org/>



WNS has consciously chosen to make an impact on society by focusing on education through strategic programs run in schools where there is an absolute lack of facilities to teach or healthy sanitation. WNS's long-term vision is to bridge the divide between the haves and the have-nots through a range of age-appropriate programs that build all-round personality of children in schools. WNS Cares Foundation works for lesser privileged children through a two-pronged strategy: Learning centers and active volunteering.



**KESHAV R. MURUGESH,**  
 WNS GLOBAL SERVICES AND CHAIRMAN  
 NASSCOM BPM COUNCIL

WNS is a global Business Process Management company with more than 37 "delivery centers" across the world. The company operates out of seven cities in India. At WNS, CSR is intrinsically woven in the daily lives of employees and senior leadership team. WNS believes in the power of the equation  $1^1=E^3$ . The equation states: Each one has the power to Educate, Empower, Enrich the lives of lesser privileged children.



CSR is intrinsically woven in the daily lives of our employees and senior leadership team

This (new mandate) is bound to bring greater accountability and responsibility on part of corporate bodies towards selection of programs



### Q. Could you share some highlights from the initiatives in the chosen areas of impact?

We engage through various programs such as computer literacy, e-mentoring, reading, remedial education, English speaking and so on. WCF volunteers, known as Trailblazers are role models and an inspiration to these children who have none, since most are first-generation school goers.

### Q. In what ways do you see CSR models evolving across companies going forward?

I can see CSR programs evolving in multiple ways going forward. We will see an increased emergence of strategic programs with clearly defined outcomes. Finally, collaboration between companies having similar CSR objectives will increase (NDLM promoted by NASSCOM Foundation is an example).

### Q. How could technology companies use core competencies for effective social programs?

Technology companies can use their strengths to create IT centric programs which aim at creating a cadre of trained professionals who can be employed in the ever growing IT-BPM space. A lot of rural BPMs are springing up in remote areas in the states of Himanchal Pradesh, Andhra Pradesh and Telangana. These are providing much needed employment options to the educated youth of rural areas. WNS is also playing a role in this by setting up delivery centers in Tier-II cities like Nashik (Maharashtra) and Visakhapatnam (Andhra Pradesh). This combined with enormous volunteering spirit of the youth that make up the bulk of workforce can create wonders. For example, at WNS we promote Active Volunteering, where employees take time out from normal working hours to spare a couple of hours to make difference in a child's life through strategic programs. A small step taken in the right direction can go a long way in creating the 'India of our dreams'.

### Q. With the new legislation implementation underway, what is your take on how corporate India is approaching this?

The CSR Notification by Government of India clearly shows the interest of Government in involving corporate entities in creating a positive social impact. This is bound to bring greater accountability and responsibility on the part of corporate bodies towards selection of programs which will have a meaningful impact. Large financial commitment will make businesses take serious note and have a structured program rather than an ad-hoc approach.

### Q: What guidance will you give to other companies to run successful CSR programs?

Social initiatives should be very well thought through to create significant impact. Some of the best practices include:

- Identify a cause which the entire organization feels passionate about
- Define the problem that you want to solve and identify the tools to address the same
- Shortlist a few far reaching programs rather than a number of low intensity ones
- Define geographies where you want to make an impact based on the severity of the problem
- Identify appropriate local partners who will be implementing the programs to achieve the desired impact
- Put in place a monitoring and feedback mechanism to track the progress of the program



# ZENSAR

## SELECT ZENSAR CSR INITIATIVES

### Community development

- Working in the areas of English proficiency, computer literacy, mentoring, livelihood programs, health clinics, reduction of malnutrition, gender-equity and community mobilization for advocacy
- Targeting urban slum-dwelling population with special focus on children, youth and women
- Significant results seen:
  - 2000 HHs have been benefitted, across the 3 slum communities
  - Ability to converse in English, confidence and other personality traits have vastly improved in school going children
  - Multiplier effect of children educated through Zensar–catalysts for change in entire community
  - Active 'Bal Panchayat' and formation of a women's Self Help Group has led to several instances of the community advocating for its rights
  - Digital Literacy program has led to significantly improved livelihoods and confidence
  - Zensar volunteering programs have resulted in one out of every four Zensarians being a volunteer in terms of time contribution

### Employability Enhancement

- Working on Hardware and Networking courses, Retail/ Administration assistant/Tailoring courses. Internship and training for jobs in the core streams of the IT services sector
- Targeting underprivileged youth in India and South Africa (8th grade Pass, to graduates) and students in Tier 2 & Tier 3 colleges in Maharashtra and AP, in final year of graduation
- Significant results seen:
  - Over 1500 youth trained, with 95% of those seeking placement, getting placed
  - Approximately 1000 students in colleges have been trained in technology & soft skills

For more information on Zensar's CSR initiatives, visit the following link: <http://www.zensar.com/about-us/csr>

**Photo Description:** Environment Sustenance: 2-acre educational biodiversity park, developed and maintained by Zensar Foundation in partnership with PMC



Zensar's CSR strategy is the creation of demonstrable, scalable and replicable models of operation, which can be taken up by other corporates, thus expanding the circle of influence both within and across cities. In the long run, Zensar Foundation aspires to expand its circle of influence outwards to citizenship, governance, and larger systems. Zensar's philosophy and approach is to facilitate sustainable change -empowering communities and individuals to enable and take charge of their own development in the long run. Zensar works on social initiatives in the neighborhood of its offices, in order to live sustainably with the communities around. Employee volunteering is a critical focus area in keeping with Zensar's philosophy of building an aware and socially responsible organization.



**GANESH NATARAJAN,**  
VICE CHAIRMAN AND CEO,  
ZENSAR TECHNOLOGIES

Zensar Technologies is an information technology services and infrastructure services provider with footprint across 29 global locations. Zensar has its headquarters in Pune with ten delivery centers: four locations in India and six across the globe, including the UK, US and South Africa. Zensar believes that true shareholder value is created when an organization focuses on the triple bottomline – Profits, People and the Planet.



Apart from the regular gamut of CSR activities undertaken by Industry, technology companies can, in particular, use technology to connect, to scale and to enable learning

set an inspiring vision and big goals that would motivate all stakeholders to come together



## Q. What are the focus areas for Zensar for creating social impact? Why?

Our approach of facilitating sustainable change in the neighborhood of our offices led us directly to the focus area of (Slum) **Community Development**. This entails working with the same community year after year, thus bringing about long term change. The second focus is that of **Employability Enhancement**. This emerged out of the national need for skills development as well as an alignment with employability needs of our industry. Being an IT company, it made sense to facilitate employability for the IT sector and we started with Hardware and Networking courses. Employability Enhancement is now a large initiative and has moved significantly beyond the benefit to business operations. The third focus area, **Environment Sustenance**, is an outcome of a basic sense of social responsibility as this is an area essential to the wellbeing of the planet.

## Q. What impact will the new legislation have in driving private sector involvement in CSR?

We believe the three key impacts will be: scaling up private sector involvement; strategic CSR - as a result of having to scale up operations, it would be necessary to have a clear strategy in order to guide spending decisions; greater awareness amongst both leadership and volunteers of social issues and platforms available to contribute to the wellbeing of society.

## Q. How could technology service companies best contribute to society?

Apart from the regular gamut of CSR activities undertaken by Industry, technology companies in particular can use technology to connect, to scale and to enable learning. A few examples are:

- Enabling digital literacy through setting up centers/ supporting existing centers/ involving volunteers to teach at least one person
- Massive computer literacy drive for school teachers – free computers given to municipal schools by Government can be used
- Using SMAC technologies in innovative ways to enable development of the underprivileged
- Enabling access to digital devices - smart phones/ computers
- Create national-level websites which enable critical linkages; eg. a national employment portal for underprivileged who need jobs

## Q. What are the critical factors to ensure successful implementation and sustainable impact of CSR projects?

Long term commitment, dedicated and stable CSR team, strategic planning, rigorous monitoring and review; and finally leadership involvement and commitment. Zensar believes in working with the direct implementation approach. However, to ensure quality results, it also collaborates with external individuals or institutions, if needed.

## Q. How could we work alongside the Government and engage external stakeholders to drive catalytic change?

We should work collaboratively and not as adversaries - approach Government and external stakeholders in the spirit of “Appreciative Inquiry”. Companies should set an inspiring vision and big goals that would motivate all stakeholders to come together. For technology companies specifically, one can also leverage NASSCOM Foundation as a platform to work with the Government.



## 5 DESIGNING AND IMPLEMENTING A CSR STRATEGY: A FRAMEWORK

CSR participation is now not only a good business practice but also mandated by the law. It is not only about fund contribution towards philanthropic activities, but it is also a Board level accountability.

Engaging in CSR meaningfully requires a deep understanding of the social issues and the alternative approaches available to address it. A robust plan for choosing themes, deploying initiatives, tracking committed funds and the associated impact is essential for an organization to achieve something meaningful from its CSR investments.

To this end, BCG has developed a framework that outlines seven key components an organization needs to understand in order to design a holistic and effective strategy.

### 5.1 OVERALL CSR POSITIONING

First and foremost, an organization needs to make some key choices around its CSR strategy: the broader ambition of its CSR programs, the geographies it will operate in, the kind of links between its CSR activities and core business; and specifically for technology companies, the role of technology in its social initiatives. This requires deep deliberation followed by company-wide agreement.

An organization could consider operating locally, at the state level, regionally or nationally. The geographical extent of its activities can range from working in the area around the facilities of its operations, to running initiatives impacting beneficiaries across the country and beyond. Each of these choices has implications on the nature of programs, interventions and operating partners that the corporate chooses. Most companies in India run initiatives which fall under CSR 1.0, i.e. their CSR activities run independently with few links to their core business; however, CSR 1.5 and 2.0 are also choices to be made.

Decisions around importance of employee engagement and volunteering in the overall CSR strategy, how closely the organization wants to involve its customers, supply chain etc. in the CSR are also important. Finally thinking through collaboration over platforms such as those provided by NASSCOM Foundation versus controlling initiatives in-house is also a choice that organizations need to make.

Additionally, technology organizations need to decide what is going to be the role of technology in running their CSR initiatives. On one hand, they can leverage their expertise and deliver technological solutions to targeted societal problems through innovative products. On the other, they can keep their technological capabilities restricted to their core business, and engage with other measures to drive social impact.

### 5.2 THEMES/ ISSUE SELECTION AND COMPANY ROLE

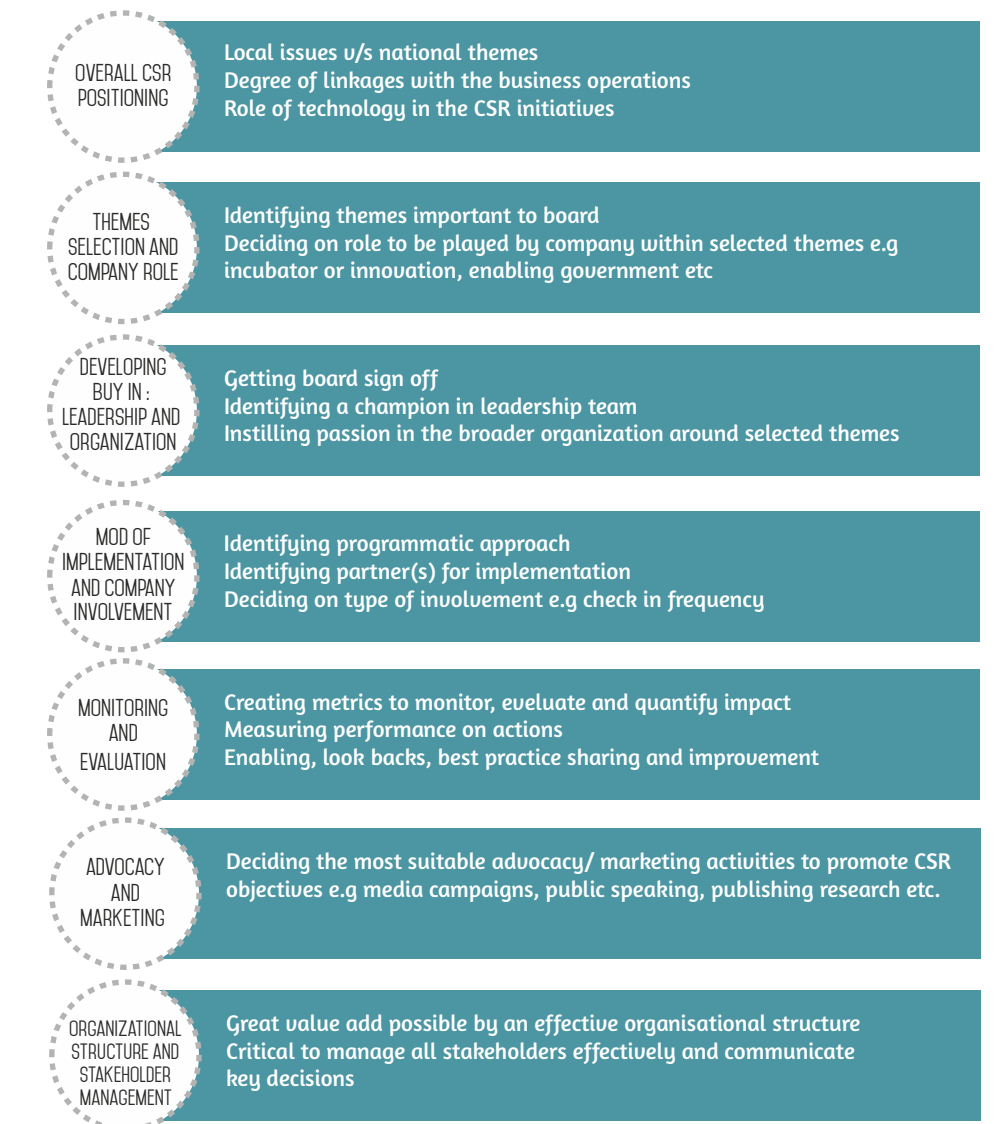
Often, organizations are involved in a number of themes across various geographies, working with a wide variety of partners. This has been seen to dilute the focus and the impact of the CSR investments. Best practice benchmarking indicates that choosing 1-2 central themes and working in a focused manner to create sustainable programs is the most impactful strategy. A set of flagship themes for the CSR program is vital for focused action and impact. Focus enables consolidated effort across all concerned stakeholders. It also ensures greater visibility of effort and impact delivered by an organization. Organizations should select themes after gaining a deep understanding of the external environment as well as the capabilities and the passion of the internal organization. The selection process should be participative for all relevant stakeholders involved in it.

### 5.3 DEVELOPING BUY IN: LEADERSHIP AND ORGANIZATION WIDE

The success of the program is contingent on the buy in the themes have within the leadership as well as in the broader organization. Sponsorship from a key leadership member who feels strongly about the cause and is passionate enough to champion it often makes a significant difference to the success of the program.

It is equally important to instil passion in the organization. It is better to go with fewer themes, picking up ones that evoke a strong response in the organization. The cause may not succeed in developing the organization's affiliation or inspiring the employees to volunteer as needed if there is a lack of passion for the cause.

EXHIBIT9 : A ROBUST SOCIAL IMPACT STRATEGY IS DEPENDENT ON 7 KEY COMPONENTS





## 5.4 MODE OF IMPLEMENTATION AND COMPANY INVOLVEMENT

After the theme selection and buy-in, it is important to identify the intervention model and its operationalization method which the organization would adopt in order to drive the desired change.

The intervention model refers to the theory of change the organization will deploy and the set of activities it will undertake to implement that theory of change. For example, if an organization wants to address the issue of dropouts from schools – will the organization focus on improving quality of education in schools to make attending schools more meaningful or will it undertake community awareness to ensure that parents understand the value of education or will it do both. The theory of change and the intervention model has to emerge from a deep understanding of the issue. This understanding can come from research, engagement with experts and benchmarking exercises. As an organization gets involved in a theme, its own work will add to the understanding and hence the intervention model will get refined over time.

The operationalization method refers to how the interventions will be executed. Will they be done in collaboration with partners like NGOs or will the company deploy its own manpower to do this. What role will the Government play in this, if any at all? Will the CSR team play an activist role in designing the detailed implementation plans or will it operate more as a funder and drive impact through very tight monitoring of the implementation agency/partner.



## 5.5 MONITORING AND EVALUATION

Review through tight monitoring and evaluation process is essential to steer the CSR program towards the right direction and deliver real impact. Organizations must think of the Return on Investment, in this case, the social investment return (SROI) to truly assess the success of the CSR program across the stages of the program.

Both inputs into and output from the program need to be tracked. The extent of financial, human and material resources dedicated for CSR work should be measured as inputs to the program. For example, number of employees or man

days, amount of money invested are some clear metrics which can be utilized in this regard. Output metrics should also be monitored and reported regularly to track visible benefits and improvement in the community. For example, year on year reduction in malaria outbreak, per capita water consumption, etc. Using third party support for monitoring and evaluation is often considered the best practice in terms of truly measuring impact on the ground – even though it can often be costly. Alternate methods used can be social audits or employee volunteers support for program audit.



## 5.6 ADVOCACY AND MARKETING

Effective communication is vital to drive sustainable change and run a successful CSR program. Organizations should build strong communication channels both with their employees as well as target beneficiaries and Government to facilitate multi-stakeholder, two-way communication and foster collaboration.

Within an organization, communication from the senior management can convey to the organization the intent and ensure internal alignment on organizational point of view. Local communities need to be not only involved in the theme selection but made aware of the end objectives and the progress made in achieving them. Organizations must ensure local communities understand the overall agenda being pushed and involve them in the transformation. Strong and active communication channels can also help organizations assess the local communities' perception of the benefits received and identify any unintended negative repercussions.

Communication and outreach with Government and regulators will ensure that they are aligned with the CSR program objectives. Communicating the success of the program and highlighting the best practices followed can ensure wide-scale adoption and sustainable impact.



## 5.7 ORGANIZATIONAL STRUCTURE AND STAKEHOLDER MANAGEMENT

A dedicated CSR team must be created and made responsible for the design, implementation and evaluation of the program. The senior leadership or the Board needs to back the initiative and the CSR team. The structure of the CSR team depends on the size of the organization and its preferred mode of operation. An organization which chooses to work primarily through partners to execute on



ground will need a relatively smaller team, as compared to a company which takes the entire onus of on-ground execution as well. The key team members should display the passion and the intent to have an impact on the society. They should coordinate with other regional/ functional leaders for maximizing the reach and involvement across employees.

## 5.8 CSR READINESS CHECKLIST

We have put together a checklist for companies to evaluate their preparedness for effective social activities. Companies may test their CSR strategy on each of the items of this list for indicative plan of action for their social initiatives:

**A broad indicator of the robustness of the CSR strategy could be as follows:**

9-12 checks indicate that you have a robust CSR strategy and should continue with the implementation of initiatives.

5-8 checks indicate that you might have to recalibrate your strategy and make relevant modifications before further proceeding with social programs.

Less than 5 checks suggest that you should halt, re-strategize and re-position your efforts on development for effective utilization of resources assigned to CSR.



**Neeraj Aggarwal**  
Senior Partner and Director  
The Boston Consulting Group

It is really exciting to see the proactive steps taken by the various technology companies as well as NASSCOM Foundation in the area of CSR. Many of these initiatives are already changing and transforming lives in substantive ways and covering large number of causes viz. Health, Skills, Literacy, Disability, Social Innovation, Environment, NGOs.

The potential of addressal of the challenges that we face as a nation by technology is truly phenomenal. If we take healthcare as an example, India faces the triple challenge of affordability, access and quality. Seventy percent of spend is out of pocket with limited health insurance, there is shortage of doctors and beds and there is limited enforcement of standards and poor performance on key MDG goals. Healthcare in India cannot follow the path of developed countries and there is a need for leapfrogging solutions which provide acceleration and cost-effectiveness. There are many encouraging steps happening across the value chain ranging from prevention, treatment and management of diseases. Work in the area of remote primary care and speciality care at a fraction of the costs using new age technology is very encouraging and opens up many possibilities. Similarly possibilities in the area of public health, clinical records infrastructure are immense.

Similarly, while in education the access challenge has been met, the quality challenge remains. Multi-grade, multi-level classrooms imply a need for personalised teaching and learning inside the school at an affordable delivery cost. However, the country also suffers from poor teacher quality, especially in higher classes, limited systemic accountability towards the academic agenda as

well as limited academic support for children at home. These are the significant challenges inside Government and low income private schools today. Technology based content on a variety of devices and in different interaction formats – as self-paced, home learning, as teaching support materials available to teachers and as standalone interactive distance learning inside schools are all different ways in which these challenges can be addressed. Of course the questions of cost of delivery, implementation feasibility, social acceptance, relevance and hence customisation need to be answered – but the possibilities that technology provide cannot be refuted.

Technology has been an important – if often hidden – shaper of industries and consumer behaviours for decades. But in the more recent times, with the coming together of devices, connectivity, data, cloud and software in mutually reinforcing ways has fundamentally created the ability to alter, disrupt and create business models and sources of competitive advantage. Companies in the technology space will be at the vanguard of bringing products and services to market that will drive this cross-industry transformation.

There is an opportunity for technology firms to be the bellwether for defining the art of the possible. While a good start has already been made, a lot more is possible. For those who have already garnered a lot of experience in this space, it is an opportunity to rethink scale and reimagine the possibilities that exist. For those who are less initiated, this is an opportunity to leapfrog. The industry should certainly think of CSR 1.0 and CSR 1.5 initiatives but it is important to not stop there but define what will be the CSR 2.0 initiatives. When we reach

## CLOSING REMARKS

that level, a virtuous cycle gets created which results in the efforts getting multiplied manifold.

Also, this is the first year of the act for the Government. As the journey unfolds, there will be newer learnings and we will build further. There are some areas which are currently not covered which certainly need consideration – e.g. volunteering activities are currently not covered in the act. The focus is more on project based activities. Going forward, research based activities can also be considered. Similarly as the organizations push the boundaries, Government can also consider if some of the CSR 2.0 activities can also be covered.

Every industry as we imagine today is changing. Cost structures are evolving, customer value propositions are evolving, value chains are evolving and newer models of collaboration are springing up. We have more computing power in the hands of each person than was needed to put a rocket onto moon. There is intent from Government to build the digital highway. Payments, Identity, Access, Micro-credit are all critical areas that are getting addressed. Imagine a world where the technology industry in India innovates at scale to solve some the challenging problems that beset us as a nation. Imagine a world where the solutions we develop to solve the local problems set the standard for solutions for the world at large. Technology offers a once in a lifetime opportunity for these revolutionary changes. It is important for the impressive talent in the leading organizations to focus on these.

The time to act is now.

**Neeraj Aggarwal**  
Senior Partner and Director  
The Boston Consulting Group



**Shrikant Sinha**  
Chief Executive Officer, NASSCOM Foundation

Governments world over have now become acutely aware of the national advantages of having a responsible business community. The same realization has also brought an increasing concern among all stakeholders, who now expect businesses of all types and sizes to function responsibly. NASSCOM Foundation, the social development arm of NASSCOM, has been established with the vision to leverage Information and Communication Technologies (ICT) for empowering and transforming the lives of the underserved. The Foundation is engaged in a number of multifaceted initiatives which leverage the capacities and competencies of the IT-BPM industry in India. Commensurate with our objective to promote 'technology for good', we have four key initiatives - National Digital Literacy Mission (NDLM) which promotes digital literacy amongst the underserved; skilling programs for the underprivileged by providing access to high quality training with measurable impact; supporting social innovations that scalable, empower and impact lives at the bottom of the pyramid; and promoting inclusion of persons with disabilities towards creating an inclusive India.

We derive our strength from our experience, working with our partners and are constantly looking for ways to unite efforts to achieve maximum impact. Through the overlaps of four major stakeholders - NASSCOM member companies, NGOs, emerging social enterprises and Government bodies - we are building platforms for 'technology for good'. Our effort to collaborate with various stakeholders to form mutually beneficial partnerships is based on shared values and objectives. The Foundation is working with Bill and Melinda Gates Foundation for the Global Libraries program in an effort to increase access and knowledge through public libraries; has worked with Rockefeller Foundation to increase long-term employment for those in the

## NOTE FROM THE CEO

marginalized communities; for NDLM, we are the industry partner for The Government of India. Additionally, our corporate partners in the NDLM program include Cognizant, Cyient and Zensar; and content and implementation partners include Intel, Microsoft, GTT, DEF and NIIT. In the skilling space, we are collaborating with Genpact in an innovative skilling model. The Foundation is also partnering with the Telangana State Industrial Infrastructure Corporation (TSIIC) for creating barrier free access for mainstreaming and inclusion of persons with disabilities, and supporting companies for responsible e-waste management.

We provide expertise and collaboration opportunities which companies could leverage for to maximise stakeholders benefits. The Foundation offers opportunities for companies to integrate their business models with social and environmental priorities in order to create shared value and social good.

With this publication, our aim was share the corporate India's CSR vision, to showcase initiatives that are already adopted by companies, and to help you identify the best suited ones for your organisation and help conceptualize your own CSR initiatives.

We value your feedback and suggestions, and look forward to engaging with you on our Inclusive India agenda.

**Best Wishes,**  
**Shrikant Sinha**





# ACKNOWLEDGEMENTS

This report was made possible thanks to the support of many individuals and organizations. NASSCOM Foundation would like to thank BCG India for the overall development of this report.

This report was prepared by Rumi Mallick Mitra from NASSCOM Foundation and Seema Bansal from BCG India, providing strategic direction throughout the process.

Anmol Arora from BCG India, Pratiksha Khanduri and Saurabh Madan from NASSCOM Foundation were instrumental in its successful completion.

The report would not be possible without the constant encouragement and inspiration from Dr Ganesh Natarajan, Chair, NASSCOM Foundation, Shrikant Sinha, CEO, NASSCOM Foundation and Neeraj Aggarwal, Senior Partner and Director, The Boston Consulting Group.

We would like to extend our gratitude to NASSCOM and industry stalwarts and leaders from the IT & BPM sector for sharing their rich experiences with us and enabling others to learn from their knowledge. Their expertise has been invaluable to this exercise.

We also graciously thank NASSCOM member companies who participated in the survey and provided us with deep insights into CSR practices in their organizations.

In particular, NASSCOM Foundation and BCG India would like to thank CSR leaders within these profiled organizations for their invaluable guidance and support. This report could not have been compiled without the cooperation of the following dedicated individuals:

**Capgemini:**

BL Narayan, Corporate Vice President and Convener, India CSR Core Committee  
Kumar Anurag Pratap, Associate Director and Head- India CSR

**Cognizant:**

Archana Raghuram , Leader Outreach  
S Madhavan, CEO, Cognizant Foundation  
Rajashree Natarajan, Leader, Digital Literacy and COO, Cognizant Foundation

**Cyient:**

Krishna Bodanapu, Managing Director & CEO, Cyient Limited, Member CSR Board Committee  
B. Ashok Reddy, President, Corporate Affairs & Infrastructure, Executive Champion CSR Board Committee

**EMC:**

Chandrasekar Krishnamurthy, Vice President - Global Services, Executive Sponsor – P3 (People, Planet and Possibilities), EMC Corporation, India Centre of Excellence  
Beena Govindaraju, Head - Marketing Communication, Functional Head - P3 (People, Planet and Possibilities), EMC Corporation, India Centre of Excellence

**Genpact:**

Amit Aggarwal, SVP- Training, CSR & Diversity/Inclusion at Genpact  
Susmita Malik, Global CSR Leader

**HCL:**

Srimathi Shivashankar, Associate Vice President, HR, Diversity & Sustainability, HCL Technologies.

**Hewlett-Packard India Sales Pvt. Limited**

Sushil Bhatla, Program Manager – Living Progress, HP Corporate Affairs, Asia Pacific & Japan

**IBM:**

Mamtha Sharma - Manager, Corporate Community Relations

**Infosys Foundation:**

Shrutkeerti Khurana, Program Director, Infosys Foundation

**Intel:**

Ashutosh Chadha, Director Corporate Affairs South Asia at Intel India  
Sonia Shrivastava, CSR Head South Asia, Intel

**Microsoft:**

Manju Dhasmana, Lead – Community Affairs, Microsoft India.

**Mindtree:**

Abraham Moses, General Manager and Good Samaritan – MindTree Ltd.

**Mphasis:**

Meenu Bhambhani, AVP and Head, CSR and the Office of Diversity  
**Robert Bosch Engineering & Business Solutions Private Limited**

Shilpa Deodhar, CSR Head at RBEI

Kiran Suryawanshi, Deputy General Manager (Agra School Project Lead)

Gupta Sawan, Deputy General Manager (Solar Project Lead)

**TCS:**

Dr. (Ms.) Joy Deshmukh Ranadive, Global Head, Corporate Social Responsibility, Tata Consultancy Services

**Wipro Limited**

P.S Narayan, Vice President – Head, Sustainability, Wipro Limited

**WNS Global Services**

Tarun Mapara, Manager – CSR, WNS Global Services

Archana Raghuram, Sr. General Manager-Marketing- WNS Global Services (P) Ltd

**Zensar:**

Ruchi Mathur- Head, CSR  
Sharada Singh- Manager, CSR

The Foundation would like to thank the following companies for taking out time to participate in the CSR Survey.

Accelya Kale Solutions Limited  
Adobe Systems  
Aker Powergas Subsea Private Ltd  
Allstate Solution Private Ltd.  
Aptech Ltd.  
Barclays  
British Council Management Services  
BNY Mellon  
Capgemini  
Citius IT Solutions Private Ltd.  
Citrix R&D India Private Ltd.  
Cognizant  
Computer Age Management Services Private Ltd  
Copal Research India Private Ltd.  
Cybage Software Private Ltd.  
Cyient  
DBOI Global Services India  
DuPont Services Centre India  
Enzen Technologies Private Ltd  
Ericsson India Global Services Private Ltd.  
Ernst and Young  
EMC  
Evalueserve  
exl Service.Com India Private Ltd.  
EZ Vidya Private Limited  
Financial Technologies (India) Ltd.  
Firstsource Solutions Ltd  
General Mills India Private Ltd.  
Genpact  
GlobalLogic India Private Ltd.  
GlobeOp Financial Services  
GT US Shared Services Center India Private Ltd  
HCL Technologies  
Hexaware Technologies Ltd.  
HP  
ited  
Zensar  
HSBC  
Huawei Technologies India Private Ltd.  
IBM  
India CyberLearning Private Ltd.  
Intel  
Infosys BPO

Juniper Networks India Private Ltd.  
KPIT  
L&T Infotech  
Magic Software Private Ltd.  
Mahindra Logistics  
Microsoft  
Mindtree  
Ness Technologies India Private Ltd.  
Newgen Software Technologies Ltd.  
NIIT  
Nous Infosystems  
NTT DATA Global Delivery Services Ltd.  
Phoenix IT Solutions Ltd.  
Mphasis  
QuisLex  
RBS Business Services Private Ltd.  
Robert Bosch Engineering & Business Solutions Private Limited  
Scope International Private Ltd.  
Sears Holdings India  
Sears IT & Management Services India Private Ltd.  
Shapoorji Pallonji  
Source HOV India Private Ltd.  
SSP India Private Ltd.  
Steria (India) Ltd.  
Sutherland Healthcare Solutions  
Syntel Ltd.  
TCS  
TAKE Solutions  
Target India  
Tata Business Support Services  
TATA Technologies Ltd.  
TE Connectivity Global Shared Services  
TESCO HSC  
UBS  
UnitedHealth Group  
WNS  
Xchanging  
Xoriant Solutions Private Ltd.  
Yahoo SDC  
Yardi Software India Private Ltd.  
Yes Bank Lim