# CHAPTER - VII

CASE STUDIES OF SELECT COMPANIES

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CHAPTER - VII

CASE STUDIES OF SELECT COMPANIES

7.1 Introduction

In the course of this study, the researchers observed that some companies are undertaking serious education initiatives through their CSR activity. On the basis of extent of involvement of the management, the functioning of the CSR department, the type of education CSR activity, innovative approach and the sincerity with which they are engaged in education CSR 10 organizations are selected to be quoted as cases in this study. In alphabetical order these are:

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<th>Name of the Company</th>
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7.2 Bajaj Auto Ltd

- **Company Profile**: This Indian multinational company was established in 1926 by Jamnalal Bajaj. Today it is the largest two wheeler manufacturer in India. Bajaj has a strong tradition of corporate philanthropy which it now being recognized as the
corporate social responsibility. The CSR activities of Bajaj Group are guided by the vision and philosophy of its founding father, Shri Jamnalal Bajaj, who enunciated the value of trusteeship in business and laid the foundation stone for its ethical and value-based functioning. Today under the leadership of Mr. Rahul Bajaj, CSR activities are undertaken to benefit all sections of the society.

- **Corporate Social Responsibility: Governance & Policy**

The company does not have a written CSR policy but incorporates its CSR intent in the Code of Conduct as:

1. 'The Company affirms that its competitiveness is interlinked with the well being of all sections of the Indian society.'

2. 'The Company may have a partnership program with educational institution/s to support and aid students from socially disadvantaged sections of society.'

It also has a written environmental policy, Safety, Health & Environment Policy besides Quality and TPM (Total Productive Maintenance).

- **The company does not publish sustainability report but has the mention of its CSR endeavors in its annual report.**

- **Structure of CSR Implementation**:

![CSR Implementation Structure](image)

*Fig. 1: CSR Implementation Structure*

The CSR activities in Bajaj Auto are undertaken by Janakidevi Bajaj Gramvikas Sanstha (JBGVS) which operates for the group of companies and HR department of the company where the CSR responsibility is entrusted with a separate person.
**CSR Issues**


Sustainable and Inclusive growth is the guiding principle in CSR of Bajaj Auto and believes in: Educate, Encourage and Spread where one can reach, care for the down trodden and sustain the environment.

**Education is given immense importance in its CSR priority areas.**

![CSR in Education](image-url)

*Fig. 2 CSR in Education*
CSR in Education:

- Formal Education

**Shiksha Mandal Wardha:** In 1914, Jamnalalji established the Shiksha Mandal for propagating education. It has three commerce colleges, one each at Wardha, Nagpur and Jabalpur, a Science College and Agricultural and Rural Institute and a Polytechnic at Wardha (Maharashtra), are all run by the Mandal. These impart education to nearly 10,000 boys and girls for a nominal fee.

**Kamalnayan Bajaj School- Chinchwad:** Commenced in 1976 has 24 fully furnished class rooms - labs, computer room 1400 students from lower KG to 12th standard (age range 3 to 18 years). 26400 students have so far passed out (10th standard) of this institution. Junior college is started in 2007.

**Nursing College for boys and girls** is also established by the company

- Non Formal Education

**On field Experience:** Students from college of Agriculture stay in villages, extend services, gain experience in extension activities.

**Upgradation of ITI:** Under the central government initiative of Public Private Participation (PPP), company has adopted 3 ITIs (Industrial Training Institute): ITI Mulshi, ITI Haveli (both in Maharashtra), ITI Ramnager, near the Pantnagar Plant (Uttaranchal). A new ITI at Kille Arch in Aurangabad (Maharashtra) primarily for SC, ST and Nava Buddha students is also a part of PPP program.

**Education of eligible bright backward students:** The company has launched a program that would help SC / ST students achieve academic excellence. During the year 2009-2010, one student with brilliant academic record was identified from the underprivileged and low-income group, for reimbursement of complete fees for the preparation of IIT entrance test under the guidance of IITians Prashikshan Kendra.

**School Children:** Bajaj Science Centre in Wardha: an innovative initiative which is the Science centre has been implemented
spending over 5 crores at Wardha. It aims to inculcate the habit of ‘Try and do’ in the students form std 5 to 9. They can do research there at nominal fees of Rs100 per month. The ratio of students to teacher is 1:10 and basic understanding and science experiments is enabled.

In the Jankidevi Bajaj Gramvikas Santha the approach to primary education is the non formal training so that the kids generate themselves an interest to learn. This is primarily required to deviate from the family concept of “one more member to work in the field”.

Women and Children: The company has organised literacy classes for women with the Indian Institute of Educations’ active support; Child Training Centre (balwadis) in many villages with Vanasthalis (NGO) assistance, arranged short-term tuition for students to improve their performance; proposes to train teachers so that they continue to perform well. JBGVS undertakes several educational initiatives for women, youth and children in the rural areas. (61 selected villages in Pune, Aurangabad and Wardha)

Youth: Organises leadership programs.

Advocacy: Community Awareness Campaign & Health Camp: The foundation carried out people-to-people base awareness programmes about population control, usage of toilet, health, hygiene etc. and organised health camps for women and handicapped persons.

Infrastructure Support and development: The company undertakes development of infrastructure of the primary schools like building school rooms, providing furniture, providing clean drinking water, sanitary units and learning equipments.

Vocational Training and entrepreneurship development: Training is given in tailoring, dairy, goatery, backyard poultry, agro and food processing and two wheeler repairing and maintenance. Small enterprises are promoted by providing seed capital.

Samaj Seva Kendra (SSK) (as part of JBGVS) provides facilities for social development of the residents of Akurdi, Nigdi and adjoining townships, with the aim of improving their quality of life,
through skill development training, hobby centre, nursery education, health care, sports, music, dance and cultural programmes. Programmes are also organised for senior citizens. Events like making of christmas craft, earthen pots, summer camps and trekking were conducted during the year.

Donation to IIT Powai, Mumbai: Donated Rs5 cr to IIT Powai for Kamalnayan Bajaj Innovation centre.

- **Review Mechanism for the CSR activities in Education**

  The activities under JBJVS are reviewed by monthly meetings and quarterly meetings where the education scores, drop out & training programs are assessed. For ITI there is a system of assessment specified by the department and the Key Performance Areas are defined.

- **CSR Best Practices in Bajaj Auto**

  1. Education is a priority CSR area as the founder’s of the company believe in the relevance of education for the development of the society.

  2. CSR in Bajaj is guided by the strong will, vision and philosophy of its founding members. CSR is a part of Code of Conduct.

  3. Involvement of many entities like the trusts, NGO’s, Local authorities, neighborhood communities, Business association and civil society in undertaking CSR.

  4. CSR in education is need based and encompasses the complete spectrum of education. It focuses on programs for children, youth and women;

  5. Their education programs are expanding to include more innovative program

  6. There is coordination between the trust (JBGVS) and the CSR department in the company in undertaking CSR activities. The trust has its CSR thrust on rural development

  7. Separate trusts for rural development, Management education, Health projects and colleges.
7.3 Bharat Forge Ltd

- **Company Profile**: an Indian multinational with its global presence has strong commitment to corporate social responsibility. Established in 1966, it is the flagship company of Kalyani group of companies. Today it is among the largest and technologically most advanced manufacturer of forged & machined components in India.

- **CSR in Bharat Forge**: CSR presence is obvious on the website under the head 'Commitment', which mentions, 'At Bharat Forge, we believe that as a corporate citizen, we should reciprocate and give back to the society that has given us so much. The company is therefore, morally committed to addressing issues such as Education, Quality, Environment and Community'. This demonstrates an explicit written policy of CSR to encompass the focus on Education.

- **The company does not publish sustainability report but has the mention of its CSR endeavors in its annual report.**

- **CSR Focus Areas**: Education, Environment and Community Development

- **CSR Implementation structure**: Bharat Forge does not have a separate CSR department but Human Resource Department takes the responsibility of its CSR. A trust, Pratham Pune Foundation has been formed to undertake non formal education for children and women. A distinct structure exists for implementing CSR.
**CSR in Education**: The management believes that the Industry should be partners in the educational process. The company has experienced lack of industry skills in the new employees and has realized the importance of bridging the gap between the academic curricula and practical application. The company has no CSR in formal education. In non-formal education it undertakes the following activities -

**School Education**: Pratham Pune Education Foundation (PPEF) Bharat Forge is closely involved with activities of the India Education Initiative and PPEF. Mr. B. N. Kalyani is the Founder and Chairman of PPEF, which is engaged in providing primary education to children in the age group of 3-14, belonging to the most underprivileged sections of the local community. Over the past 4 years, PPEF has touched the lives of over 50,000 children in Pune, and has become an important catalyst for women empowerment. PPEF operates through an extensive network of Balsakhis, Balwadis, bridge courses and outreach programme. PPEF's contributions have resulted in Pune achieving almost 100% literacy.

**Teachers Training**: The Kalyani Group has initiated a teacher's training programme for teachers from schools situated at Mundhwa, Hadapsar and Vadgaonsheri near Pune, Maharashtra.
Women Development - A Community Initiative: Bharat Forge community relations program consists of a dynamic combination of associate volunteer efforts and corporate giving / community activities. Community centres are mainly for the training and development of employee families and children. This initiative aims at empowerment. For twenty-five years, three community centres are functioning in full-fledged manner. The activities of the community centre include:

- Income generation activities for women: women stitch uniforms including shirts, trousers, boiler suits, aprons, and handgloves which cater to the in-house requirements of Bharat Forge. A variety of vocational training is imparted to them and their products are exhibited and sold in exhibition. Along with this they have formed saving groups among themselves.

- Personality development camps: training in communication skills, health / nutrition, time management, bank / postal transactions, dealing with alcoholism, yoga, visit to social institutions / industry.

- Skill development programmes: in cookery, painting, embroidery, purse / bag making, ceramic painting.

- Advocacy: Awareness programs in various aspects of health.

Youth Development: personality development camps during vacations, include: writing and elocution skills, dramatics, art and craft, leadership qualities, environmental awareness.

School dropouts after 8th class are trained in forging and heat treatment.

Home management course for adolescents are conducted to teach adolescents basic skills of home management. The topics include: Intra-family interaction, discipline at home, home management / budgeting, health / senior citizen care / nutrition, sex education.

Technical Training through ITI (PPP): BFL has provided significant contribution by starting an ITI at Khed, Maharashtra. The company also supports engineering colleges and promotes formal education for the employees by having tie-ups with different
educational institutes and universities

**Higher Education** : For the role elevation of the present employees, they are given an opportunity to do post graduation in BITSPilani. Talent Pipeline Initiative : students from the engineering colleges in rural regions are given technical and soft skill training in the industry.

![Diagram](image)

**fig. 4 CSR activities in education**

- **Review Mechanisms** : Meeting and reports from the centres and crossfunctional team is a common way of reviewing the activities.

- **CSR Awards** : Bharat Forge is the recipient of India Shining Star CSR Award by Wockhardt Foundation.

- **Best Practices**
  1. Definite budget for CSR: 1% p.a of profit after tax allotted
  2. Education is the priority CSR area
  3. A systematic implementation mechanism exists for CSR activities
  4. Technical and vocational training is given utmost importance

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5. There is total commitment of Management for CSR.
6. Education initiatives are for the children, youth and women.
7. Increasing employability is the main objective of CSR in education.

7.4 Fleetguard Filters Pvt Ltd

- **Company Profile**: Established in 1987, Fleetguard Filters Private Limited is India’s leading manufacturer of heavy duty Air, Fuel, Lube and Hydraulic filters, Air Intake Systems, Coolants and Chemical Products for On and Off highway applications. Fleetguard is a Cummins group company with a turnover of 5600 million. Fleetguard has its manufacturing facility at Hosur, Jamshedpur, Pune and Sitarganj (Uttarakhand).

- **Corporate Social Responsibility in Fleetguard Filters Pvt Ltd**: CSR is not explicitly mentioned in the company’s vision. However, under ‘Community’ environmental precautions are clearly stated.

- **CSR Implementation Structure**: The CSR activities of the Company focus mainly on education and is managed by the Human Resource Department along with Ramkrishna Charitable Trust.

![Fig. 5 CSR implementation structure](image-url)

- **Objectives of Education CSR**: The founders of the company believe that ‘education is the most powerful weapon which can be used to change the world’. Education CSR focuses only on school education and aims ‘To make available quality education to every child up to the age of 16 (although Government of India think of age 14) years on the basis of equal opportunity, without discrimination on the basis of gender, class, caste, ethnicity or religion, in an
environment of love and care with appropriate facilities conducive to joyful learning to make the student a better world citizen who follows good values of life and who knows in his guts the difference between right & wrong.

- **Formal Education**: The 'Model' school functions with clear objectives: The right type of quality education must enable a child,
  - to develop and realize her / his full potential as a human being.
  - to develop ability to think, question and judge independently.
  - to develop and internalize a sense of values and critical judgment.
  - to develop civic sense, citizenship and values of participatory democracy.
  - And above all, to become a human being with a noble heart and sharp mind.

The company has associated itself with the Ramkrishna Charities Trust to establish a school which is unique in its functioning. **Bharat Vidyala** is situated in Wai, Maharashtra and gives admission on the 'most' underprivileged criteria. The school basically aims at providing quality education to the underprivileged children in the community. It has adopted a very novel way of pedagogy which is implemented with help of an NGO called Gram-Mangal. Their teaching and learning methodologies are brain based and holistic development of the child is enabled through this kind of pedagogy. Besides academics, importance is given to music, dance and sports. At present it caters to about 250 students and aims to develop this school to reach out to a larger span of underprivileged children. This could prove to be a model school, for any corporate who aspires to work is the field of education CSR. Small but meaningful initiatives like this by Indian corporate can in the long run help in bringing about social as well as economic development. The school has three supervising authorities: The company founder, HR department and Gram Mangal (NGO).

- **Non Formal Education**: Entrepreneurial development in rural area with help of Bharatiya Yuva Shakti Trust. Till now 10 entrepreneurs have been created and seven employees work as mentors in BYST.

- **Review mechanisms**: include weekly meeting with the Grammangal staff and school teachers, results of the students and
close personal observation done by the founder of the company himself. Gram mangal is given complete freedom by the management to initiate innovations in pedagogy.

- **Best Practices**:
  1. The CSR vision of the founder is very strong and committed.
  2. Focuses on one important aspect of education: school for the underprivileged.
  3. Novel pedagogy techniques are used in the school and teaching is focused on development of the underprivileged children.

7.5 **Forbes Marshall Ltd**

- **Company Profile**: In 1958, the company was established in Kasarwadi, Pune, with 12 people. Forbes Marshall today has six manufacturing divisions in joint venture with leading International companies, and has representations with several more. The company is a leader in process efficiency and energy conservation over the last 50 years, through joint ventures, technology tie-ups and focused investment in manufacturing and research.

- **Magnifying focus on CSR**: CSR has been undertaken by the company since it began in 1958. CSR in Forbes Marshall is as important as its business. CSR activities occupy a significant place in its website and reports.

- **CSR policy**: Framed in the year 2007 the CSR policy encompasses:

  **Mission**: Enhancing the quality of life of neighborhood communities through education, capacity building and empowerment.

  **Values**: helping people help themselves; building long term sustainable partnerships; delivering high quality, ethical, transparent services.

  **CSR policy statement**: The policy statement emphasizes the focus areas of CSR being Health, Education and Women
development; the intention of partnering with NGO's, Government bodies and development agencies; commitment to protect the environment; support projects protecting cultural heritage;

- **CSR Implementation Structure**: The company has established a separate department of social initiative to undertake its CSR and stakeholder approach is used for implementation.

![CSR Implementation Structure](image)

*fig. 6 CSR implementation structure*

- **CSR issues**

![CSR Focus Areas](image)

*fig. 7 CSR focus areas.*

- **Education as a priority CSR area - endeavors in non-formal education**:
  - Forbes Marshall supports 'Gammatwadis' or fun preschools that prepare young children for formal schooling. Launched in 1999, the company has partnered with the local municipal authorities to extend inservice training programs to more than a
hundred balwadi teachers.

- Forbes Marshall also supports 'Akanksha' an NGO involved in teaching and supporting children by giving them a strong educational foundation.

- 'Prema Kendras' or motivational centers for children from municipal schools, 'Balbhavans' or activity centres, study hall facilities at our Welfare Centre and support to the 'School Library Project' are some of the other programs.

- The Livelihood Advanced Business School (LABS) program developed by Dr Reddy's Foundation, trains the youth from underprivileged backgrounds to earn a livelihood. Forbes Marshall collaborates with LABS to run their programs in Pune and has been successful in tapping opportunities in the hospitality and service sectors. These opportunities have enabled the youngsters to earn a steady income and aspire for an improved standard of living.

- The Department of Social Initiative (DOSI) values are specifically and separately framed for every program.

**Mission:** Enhancing the quality of life of neighborhood communities through education, capacity building and empowerment.

**Values:** Helping people help themselves. Building long term sustainable partnerships. Delivering high quality, ethical, transparent services.

**Objective 1:** To enhance skills of school going children.

The activities undertaken by DOSI to achieve this objective are undertaken with specific objectives and are:

- Establishing a language and co-curricular learning centre for high school students. This activity aims to promote activity based language and mathematics learning and ensure basic conceptual learning of mathematics and language skills.

- Prema Kendra, (motivational centers) operates for children in primary grades at municipal schools, in four locations since the year 2003. for the children in the first to fourth standards.
- Supporting after school classes for English language learning in partnership with Akanksha with an objective to provide educational inputs, values and self-esteem to less privileged children.

- Akanksha: (aspiration) is an after school program in which young children are taught in an informal way English with a particular emphasis on values education and confidence building. The centres are sponsored by DOSI.

- School Library Project - facilitating supplementary reading activity in municipal schools.

- Gammatwadis: establishing two preschool centers with an intent to provide preschool facilities to children from the community.

- Providing five recreational centers for positive engagement.

**Objective 2**: To impart vocational and life skills to adolescents and youth.

a. **Vocational training**: facilitating employability training for youth through LABS programs.

b. **Advocacy**: improving HIV/AIDS awareness and sex education to government aided marathi medium, low income schools.

c. **Non formal education**: to conduct programs for adolescent girls that provide a set of interpersonal skills to help them make informed decisions, communicate effectively, and develop coping and self-management skills to lead a healthy and productive life.

d. **Life skill education programme** for girls with clearly stated objectives to conduct skills and personality development sessions for young girls.

**Objective 3**: To empower women

a. **Women empowerment**: establishing and supporting SHGs (Self Help Group), federations and credit society with objective of fulfilling the financial requirements of the women.

b. **Self Help Groups of women (SHG)**: In association with Development Support Team (DST), an organization that has been working with several communities (SHGs) to empower the women
of the neighboring community through skills training programs.

c. **SHG Federation**: The SHG ladies of Bopkhel (village near Pune) formed Prema Mahila Vikas Mahasangha which started in 2005. They have formed a federation of the 43 SHGs that are presently functioning and have become financially empowered.

d. **Providing vocational skill trainings** and market linkages to the wives of substance abusers and women from economically weak backgrounds. 'Umang'.

e. Organizing short duration vocational skills training for women.

f. Enhancing awareness through exposure to socio-legal issues.

**Objective 4**: To enhance health awareness and provide services (advocacy)

a. Creating awareness of HIV/AIDS and providing counseling and rehabilitation to substance abusers, their families and the community. Awareness programmes for boys and young men from the community on substance abuse, HIV/AIDS, career guidance, and values education are conducted.

b. Establishing a centre for psychological testing, assessment and counseling through Child Guidance Centre with an objective to provide IQ testing and counselling services to children up to 14 years of age.

c. Training women to provide health awareness services in their community.

**Objective 5**: To provide support services to individuals and not for profit sector.

Special projects supported are NalandaWay in Chennai. Abhaya Abhiyan, Don Bosco meal support, conversational English class, adult literacy class for women, scholarships and education loans to children of Kagad Kach Patra Kashtakari panchayat.
Review Mechanism: In aligning and reviewing its CSR activities, Forbes Marshall is guided by Social Audit Network of India (www.san-india.org). Social Audit and Accountability, is a framework of accountability developed by the Social Audit Network voluntarily by an organization to define its alignment with its mission and to understand how it has performed in relation to this mission. It guides the organization to understand the importance of effectively measuring impact so that they can report on performance, account to stakeholders and make the case for continued investment in their work.

Awards: The company has received the B. G. Deshmukh Award for CSR in the year 2010. This award is instituted by MCCIA.

Best Practices:

1. CSR policy is related to organizational strength and core values.
2. CSR focus areas are distinctly and clearly laid down.
3. Separate CSR department and commitment of management and CSR staff is maximum
4. Main focus is capacity building with focus on inculcating and
improving fundamental skills of children, youth and women.

5. Consistency in educational programs with objectives set for each of the clearly defined objectives and programs.

6. Believes in engaging all stakeholders of the society

7. CSR is planned and reviewed as per the Social Audit Network guidelines.

7.6 Kirloskar Brothers Ltd

- **Company Profile**: Kirloskar Brothers Limited (KBL) incorporated in 1920 is the acknowledged leader in fluid handling and largest manufacturer and exporter of pumps in India. The company's product range includes a wide range of energy efficient centrifugal pumps for agriculture, domestic, industrial, process and general applications and large vertical pumps and concrete volute pumps for power projects, water supply and lift irrigation schemes, ranging from small domestic pumps of 0.375 Kw to large pumps of 12000 Kw.

- **CSR at KBL**: KBL considers society as its important stakeholder and therefore, CSR occupies a prominent position in the company website and Annual report. In the website it is reflected under the Corporate profile domain as 'Corporate Social Responsibility (CSR) is thus, not an after thought of an 'enlightened person'. It is a fundamental part of being true to what one is. We care about things, not out of largesse, but because we care about ourselves. 'What we do is nothing but a drop in the ocean; but if we don't do it, the ocean would be a drop less'. This is the very essence of the CSR initiatives undertaken by KBL be they in the field of health, education, disaster management, culture or sports. These initiatives are implemented by our employees, or by agencies in the KBL fold, like Vikas Charitable Trust, Sou. Radhabai Kirloskar Maternity Trust, external NGO's or, in collaboration with other corporate entities.'

- **Triple Bottom line concept**: The company has initiated steps for Sustainability reporting which will be based on globally available framework of Global Reporting Initiative(G3) and AA1000

- **CSR focus areas:**
  1. Healthcare  
  2. Community Welfare  
  3. Education

- **CSR Implementation Mechanism:** The company follows a definite procedure to identify and fulfill the needs of the society. This procedure is a part of CII code of Ecologically Sustainable growth.

![CSR Implementation Mechanism diagram](image)

**fig. 9 CSR Implementation Mechanism**

The activities of the company are mainly undertaken in Kirloskarwadi, Dewas and Pune (all in Maharashtra). Society perception survey is conducted with Karve Institute of social work, to understand the expectation of the society and impact of CSR activity. The results are also measured through this tool to understand where the company needs to focus its CSR.

- **CSR Implementation structure:** The CSR at KBL is done independently by the HR department in KBL with support of Kirloskar Foundation.
CSR initiatives in Education

Preprimary, Primary, High school and Junior college: School at Kirloskarwadi from preprimary to 10th and Junior college managed by Vikas Charitable trust. Ideal School Competition in 52 schools for up gradation of education facility.

Formal training (PPP initiative): Partnership with government ITI at Sangali, Vita and Atpadi (Maharashtra)

Non formal training: Training program on personality development for workers spouse, apprentice, students, teachers.

Higher Education: Sponsored the turbo machinery courses at the Walchand College of Engineering, Sangli in Maharashtra.

On the job training to the management, engineering & finance students through projects, industrial visits,

Honorary lecturer ship at ITI, engineering colleges, examiner ship at RIT, J J Magdum college, College of Engineering Pune, Walchand College of Engg. Sangli.

Infrastructure support: Provided computers, inverters, science equipments, cupboards, black-board, showcase, and benches etc.) student development.
**Advocacy**: Conducted health awareness camps, celebration of important health day programme and distribution of awareness pamphlets on water borne diseases & swine flu to employees & schools in periphery, awareness lecture on diabetes, AIDS, health and hygiene. Lectures at Akashwani Sangli Kendra by medical officer, safety officer, staff member and colony ladies on health, safety and personality development of student.

- **Benchmarking CSR activities**: The Kirloskar group of companies have developed a Business Excellence Model in which society results/contribution is an important part. This enable the group companies to benchmark their CSR activities. CSR index for Kirloskar group of companies: RKQP model (Ravi Kirloskar Quality Prize). The result points for social responsibility are an important part of the total points to be considered in the Business Excellence Model.

The RKQP MODEL is a non prescriptive framework based on nine criteria. Five of these are 'Enablers' and four are 'Results'. The 'Enabler' criteria cover what an organization does and how it does it. The 'Results' criteria cover what an organization achieves. 'Results' are caused by 'Enablers' are improved using feedback from 'Results'.

![Diagram](image.jpg)

*fig. 11 Business Excellence Model.*

- **Volunteers Involved Manhours**: Employee contribution in CSR is an important aspect of KBL CSR. Employees are encouraged to participate in the various CSR issues and are allotted man hours for
the same. This is a part of their key result areas.

<table>
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<th>Result 500 (50%)</th>
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<td>Key Results</td>
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<td></td>
<td>100 points 10%</td>
</tr>
</tbody>
</table>

Learning, Creativity & Innovation

**fig. 12 Corporate performance model.**

- **Volunteers Involved Manhours**: Employee contribution in CSR is an important aspect of KBL CSR. Employees are encouraged to participate in the various CSR issues and are allotted man hours for the same. This is a part of their key result areas.

- **Awards for CSR**: In 2008-09, the company has received Corporate Awards for Environmental Excellence and Corporate Social Responsibility instituted by TERI (The Energy & Resources Institute). Many awards from CII for water and energy conservation. In 2009-10 Golden Peacock CSR award instituted by the Golden Peacock award

- **Best Practices**
  1. Strong management commitment
  2. Education and health are the CSR focus areas
  3. KBL HR department undertakes CSR with help from the Kirloskar Foundation
  4. CSR incorporates a systematic procedure for selecting CSR programs, assessment of society needs and feedback from the beneficiaries.
  5. CSR is incorporated in the Business Excellence Model, making it a part of business.
  6. Education CSR includes focuses on all areas of education.
  7. Volunteer engagement in CSR is encouraged and is made compulsory
7.7 Kirloskar Oil Engines Ltd

- **Company Profile**: Kirloskar Oil Engines Limited, is a group company of Kirloskar group of companies. It manufactures diesel engines and auto components in India. It also exports its products to southeast Asia, Africa, and the Middle East. The company was founded in 1946 and is based in Pune, India.

- **Corporate Social Responsibility in KOEL**: The company has a clear philosophy about CSR policy based on the company philosophy. 'For us, 'Enriching Lives' is all about continuously pursuing higher goals of economic prosperity, people development and environmental harmony. Happy communities and sustainable businesses will be the proofs of the quality of our corporate citizenship. CSR is mainly done in areas where their manufacturing plants are located.

- **CSR focus areas**: Health, Education, Environment, Livelihood

- **CSR Implementation structure**: Kirloskar group of companies undertake CSR independently, KBL, KPCL, KOEL. They also help in the CSR activities of Kirloskar foundation (WASH and swatcha shala ani sunder shala). CSR responsibility is entrusted to the human resource department which works in coordination with the Kirloskar foundation.

![CSR Implementation Structure](image)

*fig. 13 CSR Implementation structure*

- **Systematic process of selecting a CSR activity**

  1. A community perception survey is done with help of Karve Institute to identify the need of the community
2. On the basis of survey APO (Annual operating plan) is prepared with consultation from authorities in Personnel relations and Industrial relations department. CSR is one major KRA for personnel department. Therefore, community needs, suggestions from Karve Institute and the PR authority is considered to prepare AOP. A calendar for these activities is prepare from April to March. On the basis of these a budget is prepared irrespective of the profit of the company.

3. Actual Implementation: activities in health, education, environment, livelihood and rural development at Kagal.

4. Review Mechanism: it is done internally after every three months by the authorities in AOP.

- **Education is their main focus area**: Management involvement in education CSR is integral.

**Non formal education**

- **Livelihood**: Income generation activity. This is a part of the community development as well as education activity.

- LABS program is done with help of Pune Municipal Corporation and Pimpri Chinchwad Municipal Corporation and Confederation of Indian Industries. Training is given in four major areas IT, Marketing, hospitality and Nursing. Part funding is done by CII. For one batch KOEL had provided their hall and computer lab for three months.

- KOEL works with 12 self help groups. One workshop is conducted every year for teaching preparation on washing powder, jam, jelly, rakhi etc. Tie up with various NGOs. workshop with Maharashtra Centre for Entrepreneurship Development. Tie up with SMILE foundation. Tie up with Swayamsiddha organization for cookery training. Exhibitions of products made by these women is organized in the company premises.

- Since 2003, Company has adopted two centers on Akansha. Employees volunteer for this. Students from community (5 year to 14 years) are given non formal education in math and english.
• The company gives cash awards to rank holders for schools in the community of all their locations. Started in 2004 it awards 6 students every year.

• Ever year a computer literacy program is conducted for 8th,9th, and 10th students. Started in 2006 till now 450 students have benefitted.

• Study visits are allowed to school children and MSW students are organized in their premises.

• Since 2008 Life skill training program ‘Jeevan Kaushalya’ is organized for 9th std students

• Energy conservation awareness programs are held in community school children i.e. schools in the vicinity of the manufacturing plants.

- **Review Mechanism**: Meeting, reports and beneficiary feedback are the important means of reviewing the CSR activities.

- **Best Practices in CSR**

  1. Management Commitment is integral and CSR is a major KRA for the personnel department.

  2. Education is the main focus CSR area

  3. Systematic Procedure for selecting the CSR activity

  4. Vocational Training is a very important objective in CSR

  5. Operates in coordination with the Kirloskar Foundation of the group

7.8 **Kirloskar Pneumatics Corporation Ltd (KPCL)**

- **Company Profile**: Established in the year 1958, Kirloskar Pneumatic Co. Ltd is a core group company. The first chairman of KPCL was Late Shri Shantanurao Kirloskar. Since the year of its inception, this firm has greatly contributed in its various areas of operation that has helped the company to become one of the most reputed industries in India. Certified by ISO 9001:2000, ISO 14001:2004, OHSAS 18001:2007, Kirloskar Pneumatic Co. Ltd
emphasizes on quality products as well as customer satisfaction.

- **KPCL CSR**: Corporate social responsibility forms an important part of all public content, website and annual report. KPCL, is a Kirloskar group company and its CSR inspiration comes from the vision of its founder Shri S.I. Kirloskar "Enriching lives". He aimed for making a difference in the lives of people in the society much before the term CSR was coined. What started as philanthropy is now being sincerely undertaken as CSR. A more structured approach to CSR has been taken since the year 2003-2004. The Human resource Department takes care of the KPCL CSR and is guided by the Kirloskar Foundation in some initiative.

- **CSR Inspiration**: KPCL believes 'As a constructive partner in the communities in which we operate, KPCL has been taking concrete actions to realise its social responsibility objectives, thereby building value for its stakeholders and customers. We have taken up distinctive development projects for the benefit of the underprivileged segments of the society.'

- **CSR Organization Structure**: KPCL does not have a separate CSR department, but CSR is an important aspect of the Human Resource Department.

![Diagram of CSR Organization Structure](image)

*fig. 14 CSR organization structure*

- **CSR Implementation Model - PDCA Approach**: KPCL has conceived a systematic implementation model for CSR known as PDCA(Plan, Do, Check, Act)
fig. 15 CSR model

a. Identify needs and expectations of the society
b. Incorporate them in the AOP (Annual Operating Plan) and LRP (Long Range Plan) of CSR
c. Implement these initiatives through our annual planner with 'Care'
d. Value formal and informal feedback, encourage suggestions and Check vis-à-vis targets achieved within budget
e. Track effectiveness through community perception surveys for improvement and benchmarking
f. Take corrective and improvement action

- **CSR focus areas**: Education, Health and Environment

KPCL considers education as an important aspect of human development and therefore has laid down some specific objectives.

- **Objective for education**: To encourage to improve academic merit among students, to facilitate schools by providing better learning aids, to provide on the job training and learning opportunities to ITI, engineering and management students, to sensitize high school teachers towards challenges faced by them in modern times through workshops.
Over 8000 students have benefitted from the educational initiatives of KPCL. The Company has adopted 12 schools in the vicinity of our plants in Hadapsar & Saswad (Maharashtra) and undertake various initiatives, with focus on education, health & safety, environment and philanthropy. KPCL believes that an enlightened youth of today is a responsible citizen of tomorrow.

**Non Formal Education**

**Bharari**: In 2008-09 the company started conducting a self development program 'Bharari' for these students in collaboration with an NGO Madhavi Kapur foundation. The objective is to create independent learners, boost self-confidence and motivation. The teachers from this foundation train students from these schools. 'Bharari' is an innovative initiative where students are given training on study skills by teachers of Madhavi Kapoor foundation. In this
they are given the use of web chart, flow chart, goal setting, making of time table, reading skills, fishbone chart, Know-W, what I want-L-learn techniques and project work. A marked improvement is seen in their confidence, approach and marks. Every year around 200 students get the benefit out of which more than 50 percent are girls. The company aspires to expand this activity to the primary school children.

**Adhunik Guru**: Teacher training is also in the pipeline.

![CSR in higher education](image)

**Training and Development**: Training initiative beneficiary figure have crossed 5000 people all including, ITI, graduate trainee, technical & management & seasonal trainee.

**On the job training to students through summer training & project training program**: Lot of emphasis is given on training to enhance the capabilities of the future generation through summer / vocational training to students from different streams to give them an insight into the working of a manufacturing industry.

**ITI Apprentices & Graduate Engineer Trainee**: practical training is given to students and fresh pass outs through our ITI Apprentices & Graduate Trainee Engineer Programs.

**Industrial Visits**: KPCL takes extra efforts of sharing its knowledge through industrial visits to the budding engineers and management graduates.
Industry - Institute Interaction: KPCL takes extra efforts of sharing its knowledge with these budding engineers and management graduates, through visiting different institutes as the guest lecturers, becoming fellow member of reputed knowledge imparting organization etc.

- Review Mechanisms: These activities are monitored and followed up by our in-house dedicated CSR team. The results of the students and feedback from the school teachers decides the scale of their improvement.

- Best Practices:

1. Management commitment is integral and CSR is an important profile of the HR department.
2. CSR initiatives are made a part of business by adhering to environment pollution and energy norms.
3. Systematic CSR organization structure and implementation mechanism.
4. Education is the main focus area. Vocational and non-formal education are important.
5. Very clearly defined objective for CSR in education.
6. Employee volunteering is encouraged and monitored.

7.9 Suzlon Energy Ltd

- Company Profile: Suzlon Energy Limited (SEL) is an India-based wind power company which commenced its operations in 1995. The company is engaged in the manufacture of wind turbine generators (WTGs) of various capacities and its components. It has manufacturing plants at Daman (Goa), Pondicherry, Bhuj (Gujarat), Chhadwel (Dhule) and Vadodara. This Indian multinational Company operates in India, Europe, United States and China. It is a public Ltd company.

- Corporate Social Responsibility in Suzlon: Sustainability is the core value of Suzlon. CSR is considered as a part of business process and Suzlon Foundation formed for the purpose of
undertaking CSR operates for the entire company which has global reach. Suzlon is committed to practice sustainable development for “Powering a Greener Tomorrow”, where ‘Greener’ signifies empowered and healthy communities. CSR holds a significant place in all public domains such as the Annual Report and website.

Sustainability report is prepared to integrate and project the Economic, Environmental and Social performance of the company.

- **Suzlon Foundation**: Suzlon Foundation is registered under Section 25 of the Companies Act and is the only foundation from the sample companies to be registered under this act. Suzlon Foundation exists as a separate website. The foundation ensures that business policies and practices support sustainability as its guiding principle. Since Suzlon is renewable energy sector company its CSR is tailored to offset the its negative impacts and create a sustainable business and society. High wind velocity leads to degradation of land and other natural resources, negatively impacting the local livelihood. By integrating CSR in its business policies Suzlon has set an example to the other companies.

- **CSR mission**: The Suzlon Foundation is aligned to the vision of the Suzlon Group of Companies. “having a minimal impact on the natural environment, enabling local communities to develop their potential, empowering employees to be responsible civil society members, committing ourselves to ethical business practices that are fair to all the stakeholders”

- **Three pillars of CSR**: Suzlon Foundation has adopted a research based approach to CSR and is based on three pillars -
  - Engage: Striving to engage all its stakeholders
  - Empower: Believes in empowering stakeholders
  - Sustain: Balancing growth in all aspects of development financial, natural, human, social and physical.

- **CSR Governance structure**: Governance is significant in Suzlon foundation and defines the specific role of the main entities of Suzlon in its CSR.
fig. 18 CSR governance structure

- **Role & Responsibility of Suzlon Foundation**
  - Establishing link between Business and CSR integrating CSR perspective in the business cycle
  - Evolving CSR Policies and programs for Suzlon Group (making, Planning)
  - Creating CSR awareness within Suzlon and among stakeholders
  - Representing CSR interests internally and externally
  - Giving strategic directions for implementation through internal and external partnerships
  - Monitoring and auditing CSR programs
  - Reporting and communicating CSR outcomes to all the stakeholders
  - Establishing and using mechanism for Suzlon’s employee engagement in CSR
  - Giving professional services to Tanti Foundation, SIL and any other funds recommended by the Board

- **Role of Suzlon Business Units in CSR**
  - Uniformly following the Suzlon CSR policy
  - Ensure quality implementation through competent external agency
  - Establishing and using mechanism for employee engagement in CSR
  - Monitoring reports
  - Representing respective units’ interests and issues in Foundation

- **Role of External Partners in CSR**
  - Representation and advocacy of Community and environmental interests/perspective
• Taking responsibility of implementation

• Facilitative partnerships with other stakeholders (government, community based org.) Sustaining desirable (for sustainable development) initiatives and results

**Role of CSR Council**: In each state, CSR councils have been formed to make transparent decisions on relevance of the proposed project and assessing the credibility of the agency. There are separate CSR councils for three SEZs. The council has representatives from different verticals of Suzlon Group. The purpose behind forming the CSR council is twofold: a) to engage the Suzlon employees in CSR activities, and b) to make the decision making process transparent and rational.

**CSR framework model**: There is CSR framework for CSR in which sustainable development is prioritized and the scope of CSR is outlined. CSR in Suzlon has ‘Doing Business By Doing Good’ approach, whereby CSR is integrated in its business at every level. It follows the cradle to grave approach. This approach to CSR recognizes the use of financial capital to generate finance, use of natural capital to raise financial capital through production, use of social capital, physical capital and human capital for business.

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**fig. 19 CSR framework model**

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- **The CSR issues** are defined according to the use of capital and are education, civic amenities, livelihood, health and empowerment. The CSR issues defined aim at achieving the millennium development goals laid down by the United Nations.

- **The CSR in Suzlon aims at being Transformative, Responsive and Proactive.**

<table>
<thead>
<tr>
<th>Transformative CSR</th>
<th>Responsive CSR</th>
<th>Proactive CSR</th>
</tr>
</thead>
<tbody>
<tr>
<td>The way business is done</td>
<td>Responding to the potential negative impacts of the business</td>
<td>Proactively and positively contribute to Peace and harmony Disaster management</td>
</tr>
<tr>
<td>Energy conservation</td>
<td>Offsetting negative impacts on local livelihood Developing civic amenities Environment Education health</td>
<td></td>
</tr>
<tr>
<td>Employee Engagement Waste Management Employee well being</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Fig 20: CSR in Suzlon**

- **Part of the business process:** Cradle to grave approach CSR is integrated into the business cycle right from selection of land, procurement, product manufacturing, commissioning of turbines till decommissioning.

- **Systematic steps are followed in selecting the CSR activity**

*fig. 21 CSR implementation steps*
CSR activities in Education: Scope

<table>
<thead>
<tr>
<th>Karnataka</th>
<th>Gujrat</th>
<th>Madhya Pradesh</th>
<th>Punjab and Haryana</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment awareness in 17 villages</td>
<td>Polytechnic</td>
<td>Tara Akshar-Adult education</td>
<td>Supporting guidance club for 2 schools</td>
</tr>
<tr>
<td>School upgradation with Education department (PPP)</td>
<td></td>
<td>Mindspark-Computer based learning program</td>
<td></td>
</tr>
<tr>
<td>Education support to migrant workers children</td>
<td></td>
<td>Teacher Needs Assessment</td>
<td></td>
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<tr>
<td>Anand shala</td>
<td></td>
<td>IT training for youth</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Pondicherry</th>
<th>Maharashtra</th>
<th>Tamilnadu</th>
<th>Rajasthan</th>
</tr>
</thead>
<tbody>
<tr>
<td>School upgradation in 25 villages</td>
<td>Library in 1 village</td>
<td>School upgradation in 70 schools</td>
<td>SRIJAN</td>
</tr>
<tr>
<td>PECHCHAB-Health awareness program</td>
<td>Introduction to basic technology in high technology in 7 villages 7 schools</td>
<td>PECHCHAN-health awareness in 24 villages</td>
<td>Self help group promotion</td>
</tr>
<tr>
<td>PECHCHAN- health awareness</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Self help groups: 327 groups</td>
<td></td>
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</tr>
</tbody>
</table>

Fig. 22: CSR activities in Education

Some Prominent initiatives explained:

Srijan: The project in Rajasthan is currently focusing on empowering the village community in order to undertake community development activities in the field of health and education and avail the benefits of various Govt. schemes that are provided to them such as the Employment Guarantee Scheme etc.

Anandshala: Is an initiative to blend formal education with life skills training to 11 schools in Rajasthan. Done with Centre for Environment Education, a NGO partnership. Suzlon Foundation’s partner civil society organization CEE, has established a network among the institutes, students, and other stakeholders to impart quality education in the selected government schools. Suzlon Infrastructure Limited is partnering with Suzlon Foundation for this initiative.

Pehchan (People’s Empowerment for Holistic Community Health Actions and Networks): Increasing awareness through involvement
of Gram Panchayat and self help groups in health services. PEHCHAN is intended to improve the health status of the target group.

**Computer literacy of teachers:** Teachers are provided basic knowledge on how to operate the computer systems, the same knowledge then be used to provide computer training to the students of these schools, and make better use of the systems already made available by the government. 28 primary school teachers have been given basic computer knowledge in two batches in the first phase of the project.

**Distribution of solar lanterns** in Rajasthan and Madhya Pradesh

**Complimentary school** in the nearby community in Pune. At present 25 school children are taking the benefit.

- **Measuring the CSR operational excellence:** 1. A balance score card (table) is prepared to plan the activity, its scope, its relevance and its reach. 2. Suzlon Foundation carries out a six-month 360 degree assessment of all CSR projects. Stakeholder responses show CSR projects to be highly relevant.

- **Best Practices**
  1. Definite CSR budget: 1% p.a Profit After Tax. The budget is not affected in case of losses.
  2. A separate, dedicated CSR department with a research and professional approach.
  3. Cradle to Grave approach in CSR
  4. Management commitment is utmost
  5. Systematic implementation and review mechanism
  6. Wide spread of CSR activities
  7. CSR activities aim at achieving Millennium Development Goals.

**7.10 Thermax Ltd**

- **Corporate Profile:** Thermax Ltd. is an INR 4,935 crore (USD 1.11
Billion) company, providing a range of engineering solutions to the energy and environment sectors. Headquartered in Pune, India, it operates globally through 19 International offices, 12 sales & service offices and 4 manufacturing facilities - three of which are in India and one in China. The company has presence in 75 countries across Asia Pacific, Africa and the Middle East, CIS countries, Europe, USA and South America.

- Corporate Social Responsibility in Thermax: The company has a sincere commitment to CSR. It formalized its CSR activities in the year 2007 and formed a Thermax Social Initiative foundation, which is registered under sec 25 of the Companies act. The activities of the foundation are confined to India.

![fig. 23 CSR organization structure](image)

- CSR occupies a special place on the website and the annual report of the Company. The Company however does not prepare a sustainability report.

- Thermax, as a part of its social obligation, is committed to:
  - Provide quality education to the underprivileged children.
  - Create an environment that respects the communities and the natural environment.
  - As a signatory to CII's initiative on affirmative action, work to achieve the defined objectives.
  - Involve and encourage employees and their families to participate in the various social initiatives of the company.

Anu Aga, Director and former Chairperson says, “I would like our company to play a bigger role in community affairs with complete adherence to the tenets of good corporate governance. We will actively commit ourselves to initiatives that can help improve the quality of life of the communities in which we live and work.”

- CSR focus area: Education is the main CSR focus area of Thermax.
The Education Initiatives include

**Public Private Partnership:** Two schools are of the Pune Municipal Corporation are adopted by Thermax Foundation under a Memorandum of Understanding (MOU). These government schools are operated by Thermax Foundation for Social Initiatives along with NGO Akansha. These are English Medium School for the children from economically backward classes. It is the first partnership of its kind in Pune. The Management is a private NGO but the school comes under government umbrella. The teachers and principal are trained by Akansha (Training Partner). The school is funded by Thermax. There are 360 children in this school from III to VII. Intent of the school 'Every student of Vidya Niketan is an empowered educated citizen able to make informed choices'. It is model school using innovative teaching methodologies. Thermax works with very dedicated approach. Immense importance is given to quality and excellence. Though working with government is a difficult due to lack of cooperation, Thermax would like to like to extend this partnership to other schools.

**Learning Centers:** Thermax Foundation supports two of Akanksha's learning centres in Pune for the underprivileged children. In Thermax's new corporate office in Pune, space has been allocated for an Akanksha office and its centres. Here, through non formal education children are helped to grow up with self

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*fig. 24 CSR in education*
esteem and good values so that they are equipped to earn and improve the quality of their lives. Thermax is also supporting Akanksha’s mentoring programme for adolescents. Six Thermax employees became mentors to help young students in personality development and career guidance.

LABS: Thermax supports the CII-Yi initiative of Livelihoods Advancement Business School (LABS), a programme started by Dr. Reddy’s Foundation. The objective of the programme is to make young people from less privileged sections employable by providing them job-oriented training in areas like hospitality, customer relations, sales, IT enabled services and bedside patient care. Nine batches of young people have successfully completed the programme and have been suitably employed.

Employees involvement: Thermax employees participate actively in the company’s CSR activities. They contributed generously to gift cycles for school going children and several of them volunteer regularly to help and guide children at the schools run by Thermax Social Initiatives Foundation.

- Best Practices:

1. Definite CSR budget: 1% of Profit after Tax
2. Management Commitment is integral
3. There is employee awareness and their contribution is encouraged
4. An effective PPP model in school education

7.11 Zensar Computer Systems Ltd

- Corporate Profile: Zensar Technologies is Multinational software and services company spread across eighteen countries across the world. Zensar provides end-to-end services from IT development to Business Process Outsourcing, from consulting to implementation. With more than 5000 associates and sales and operations presence across US, UK, Germany, Sweden, Finland, Middle East, South Africa, Hong Kong, Singapore, Australia, Japan and Poland, the company delivers comprehensive services in mission-critical applications, enterprise applications, e-business, BPO Services.
- **Corporate Social Responsibility**: Social responsibility is one of the core values of the company and it states "We will recognize, abide by and add value to the social environment, while embracing our responsibilities as a good corporate citizen in every country we operate." Zensar Foundation is formed to undertake CSR.

![CSR organization structure](image)

**fig. 25 CSR organization structure**

- **CSR communication**: CSR has its significant presence on the company website and the annual report. A separate newsletter of CSR is also published to give the updates on CSR.

- **Zensar Foundation has specified the CSR areas as**: Health with maximum priority, Education, Environment

- **CSR is education**: Zensar gives importance to non formal education and has designed number of initiatives to promote non formal education for community development.

![CSR in education](image)

**fig. 26 CSR in education**
• **Education activities**

**Learning centres with help of Akansha (NGO)**: One of this project, is in association with Akansha NGO and another is done independently in the community. Both these are for the children in the community, which they have identified and focused their work in. This is a neighbourhood community, but is neglected by the PMC in terms of basic provisions.

**Libraries**: Two library centres have been set up at the Zensar-NASSCOM knowledge centre and at the Akanksha Centre both of which are run by the Zensar Foundation. Akanksha is a non-governmental organization that focuses on developing a strong educational foundation and Nasscom Foundation, is the social arm of the industry body NASSCOM. The project called 'Kitaab Korner' is a simple sustainable library center that is built at the heart of the community and introduces children to a whole new world of knowledge and books that enhance their learning.

**Computer training**: Zensar foundation has adopted two government schools where in they have set up the computer labs. Nearly 500 children in each school takes the benefit of computer education. In one of the schools the lab is set up in association with NASSCOM. Zensar foundation has started a non formal education centre in Bangalore. In UK too their CSR activities are carried out.

• **Awards**: Zensar has won the Golden Peacock Award for Corporate Social Responsibility - 2011

• **Best Practices**

1. Management commitment to CSR

2. Focus on three important CSR areas: Health Education and Environment

3. Non formal education is important

4. Employee involvement is encouraged
7.12 OVERALL CONCLUSIONS

There are certain common traits in the CSR of the companies whose case studies are enumerated here:

1. Management and the CSR team is committed and involved.
2. CSR in these companies is strategic and activities are innovative.
3. Existence of a trust/foundation along with the HR department in most of these companies. CSR is an essential KRA if it is undertaken by the HR.
4. Existence of a separate CSR department/team in most of the companies thus having a focused and dedicated approach to CSR.
5. Employee awareness and involvement is encouraged.
7. Focus on specific CSR issues. Education is the priority CSR activity with KRA's for every activity in education.
8. Formal education, vocational training is given importance by most of these corporates.
9. Education activities are targeted towards children, youth and women and are provided free or for nominal charge.
10. New models such as PPP, community engagement, stakeholder approach are seen to be favored.
11. It is observed that there is heterogeneity in the approach of these companies to CSR. Though the approach of these companies to CSR is dedicated, they have not realized the significance of publishing sustainability reports.
12. CSR is observed to be emerging as a major responsibility in all these companies and the companies have realized the importance of sustainable development.