The current publication details the findings of a survey on the Indian IT industry's Corporate Social Responsibility (CSR) initiatives, analysis of selective secondary literature on CSR available in the public domain and telephonic interviews with representatives of a few select companies that participated in the survey. The survey, interviews and analysis of primary and secondary information were carried out by PricewaterhouseCoopers Private Limited (PwC) on behalf of NASSCOM Foundation. While PwC and NASSCOM Foundation have taken all reasonable steps to ensure that the information contained herein has been obtained from reliable sources and that the publication is accurate and authoritative in all respects, the publication should not be construed as a comprehensive coverage of the Indian IT industry's CSR initiatives. Neither should this publication be construed as professional advice of any kind as it only represents a collation of feedback obtained from respondents to the survey and findings from a selective secondary literature review. No reader should act on the basis of any information contained in this publication without considering and, if necessary, taking appropriate advice upon their own particular circumstances. If such advice or other expert assistance is required, the services of a competent professional person should be sought.

The information contained in this publication is based only on feedback from the respondents and analysis of selective secondary literature available in the public domain and does not represent the views or opinions of either NASSCOM Foundation or PwC.
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Dear Member,

I am happy present to you, the 2006 edition of NASSCOM Foundation’s ‘Catalysing Change’. As the concept of Corporate Social Responsibility (CSR) develops, it is essential for companies to keep abreast of new trends and innovative projects. It is with this aim that NASSCOM Foundation, starting in the year 2005, brings out this annual publication on the state-of-play of CSR within the IT industry.

‘Let us choose to unite the power of markets with the authority of universal ideals. Let us choose to reconcile the creative forces of private entrepreneurship with the needs of the disadvantaged and the requirements of future generations.’ These words of Kofi Annan, the ex-UN Secretary General, have been translated into reality by the Indian IT industry. In the Indian context, CSR has begun to broaden the perception of a corporate’s roles and responsibilities in civil society and towards society at large. With growing consciousness of this, companies have become more mindful of their societal responsibilities. Through this journey of integrating CSR policies and practices into all aspects of their business, more and more companies are propounding a business case for a well-laid out framework to operationalise their CSR interventions, especially in reaching out to the secondary and tertiary stakeholders. CSR has moved on from merely complying with laws and regulations onto finding effective ways to satisfy existing and anticipated demands of stakeholders in order to build more sustainable businesses and initiatives that meet society’s needs.

Last year’s ‘Catalysing Change’ had introduced the concept of the Millennium Development Goals (MDGs) and an attempt had been made to map the IT industry’s CSR initiatives against the MDGs. This has been taken forward in this year’s publication which focuses on CSR practices and interventions of the IT and ITES companies among NASSCOM’s members, with a special emphasis on education related projects. NF commissioned PricewaterhouseCoopers, to conduct a study of NASSCOM member firms. The key findings of the survey, from among 44 respondents, indicate that about 95% of firms have active CSR investment portfolios and consider CSR as a critical business activity. Further around two-thirds of the respondents have a well-defined policy in place and three-fourths of the firms invest in education. The results have been published along with a compilation of case studies to increase the understanding of the CSR landscape in this sector in India. The need for multi-stakeholder dialogue for generating a roadmap for the IT industry’s CSR agenda has been explored and NF’s role as a catalyst in this matter.

PricewaterhouseCoopers, our partners in this project, have done a commendable job of putting together this Report and handy reference guide for the NASSCOM member companies, and we are grateful for their help.

I hope you find this report useful. Our aim is that this should lead to experience-sharing between those actively involved in such activities, even as it triggers and catalyses interest amongst those who are today on the sidelines.

We would welcome your feedback, comments and suggestions on this report.

1 February 2007

Kiran Karnik
President NASSCOM
1. Executive Summary

Background

Within the last two decades or so, the Indian IT industry has emerged to be one of the key pillars of the Indian economy. In 2005-2006, the industry accounted for nearly 3% of India's GDP and employed close to 4 million people. The industry is estimated to be growing at a compounded annual growth rate of nearly 2% per annum and its aggregate turnover is estimated to reach over USD 100 billion by 2010. Not only is the industry fuelling India's growth, it is also acknowledged to be one of the frontrunners in Corporate Social Responsibility (CSR) initiatives. Most leading IT companies invest between 0.1-1% of their annual turnovers for CSR programmes spanning various sectors/themes such as education, health, poverty reduction, etc.

In 2005-06, NASSCOM Foundation (NF) conducted a survey and published ‘Catalyzing Change 2005 - 2006’, a report on the CSR initiatives of its member companies. This report provided an overview of the industry's CSR agenda and documented CSR best practices of the Indian IT industry.

This year, (NF) engaged PricewaterhouseCoopers Private Limited (PwC) to carry out a survey of its member companies to understand the key CSR drivers, identify the sectors and themes of CSR engagement, analyse the types of interventions and institutional mechanisms adopted by the companies to implement CSR activities and suggest a possible role that NASSCOM Foundation could play in furthering the Indian IT industry's CSR agenda.

Key Findings

- Indian IT companies take CSR very seriously. 77% of the respondents perceive CSR to be a critical business activity and more than 85% of the respondents have active CSR programmes in different areas.
- The desire to make socially responsible investments is a key CSR driver for a majority of the Indian IT companies.
- Education emerged as a popular area of CSR interventions along with health and community development initiatives.
- The key driver of CSR investments in education was found to be the desire to contribute to a wider national goal.
- CSR activity appears to be determined by geographic location of the companies and not by development indices.
- Philanthropic interventions in the form of donations of financial or other resources, as compared to policy formulation assistance, dominates the IT industry's CSR agenda.
- Most companies do not yet explicitly link their CSR programmes to global standards such as the MDGs.
- In addition to extensive community based CSR interventions involving ‘external’ stakeholders, Indian IT companies have also integrated socially responsible employee management practices into their operations. 94% of the respondents have hired differently abled people into their workforce and also have a substantial proportion of women employees.
- Companies choose to implement their CSR interventions either on their own, or through dedicated foundations, or through alliances with other development partners such as NGOs, Governments and others.
- Globally, governments can facilitate CSR through a continuum of policies ranging from ‘soft’ incentives such as public recognition of CSR
contributions to ‘hard’ measures such as specific investment guidelines. In India, such policy measures are still in the process of evolution. In the absence of such facilitating policies, it is to the credit of the IT industry that it has established a vibrant CSR agenda on its own initiative.

Conclusion

While the Indian IT industry has already made significant contributions to the development goals of the country through firm specific CSR interventions, progress in achieving wider impact has been largely inhibited by factors such as limited dialogue between key stakeholders, the absence of a common platform where knowledge and best practices can be shared and the absence of monitoring and reporting mechanisms. As a key wing of an important industry association, NASSCOM Foundation can play an important role in addressing these challenges. For instance, NF could facilitate a dialogue between the NASSCOM member firms and governments on CSR policy issues. In addition, NF could help member companies in:

• Developing transparent CSR monitoring mechanisms and assisting companies in implementing the mechanisms.

• Building a repository of knowledge and best practices in CSR interventions which can be accessed by member companies.

• Facilitating a dialogue between the member companies on CSR initiatives.

• Propagating awareness about international CSR standards.

• Providing hand-holding support to smaller Indian IT firms to plan and implement CSR activities.

• Developing CSR reporting standards and bringing out an annual ‘report card’ of the IT industry’s CSR initiatives.

• Co-ordinating on CSR issues with other industry associations to identify innovations and replicable best practices that could be adopted by the IT companies.
2. Corporate Social Responsibility and its Evolution

Corporate Social Responsibility (CSR) is not a new phenomenon. The earliest discussions on CSR can be traced back to the early 1930s in USA when Merrick Dodd of Harvard Law School and Adolf Berle of Columbia Law School debated the fundamental issue on the trusteeship role of corporate managers. However, social responsibility among businesses and CSR interventions started to take proper shape only in the 1960s and have gained continuous momentum ever since.

While there is no single accepted definition of CSR, the one endorsed by the World Bank and the International Finance Corporation is widely quoted. It defines corporate social responsibility as the commitment of businesses to contribute to sustainable economic development by working with employees, their families, the local community and society at large to improve their lives in ways that are good for business and for development.

The perception about CSR by both organizations and their consumers has undergone radical changes in the last two decades or so. For example, a survey on Corporate Social Responsibility Monitor 2001: Global Public Opinion on the Changing Role of Companies conducted by Environics International, which interviewed around 1,000 people from both developed and developing countries like USA, Canada, Mexico, Britain, France, Germany, Japan, India, Russia and Nigeria revealed some interesting findings. It was found that:

- A significant number of investors consider a company’s social performance while making investment decisions
- In the richer countries, social responsibility contributes greatly to the brand image of a company
- Companies ignoring social responsibility run the risk of losing market share
- North American consumers represent the most socially demanding market for companies
- Citizens of the developing world are increasingly putting a lot of pressure on companies to assume greater social responsibility

Against this backdrop, the developed world is witnessing a conscious effort to build companies that have strong business principles that impact the broader community positively while delivering strategic business imperatives.

The developing world too is not far behind. The International Centre for Corporate Social Responsibility, Nottingham University Business School recently conducted a study covering seven developing countries in Asia (including India, Indonesia, Malaysia, Philippines, Singapore, South Korea and Thailand) to assess the state of CSR interventions in these countries. The study revealed that although India is poorer than the other countries covered under the study and had the lowest GNP per capita amongst the countries, it ranked number one in terms of CSR penetration with 72% of its top 50 companies undertaking CSR initiatives supported by well defined CSR policies. Countries like South Korea (52%), Thailand (42%) and Singapore (38%) were behind India in CSR penetration levels.

Coming to the different types of CSR interventions, the categorization followed by Moon (2002) appears to have emerged as one of the most widely adopted. It distinguishes between three waves of CSR, namely, community involvement, socially responsible production processes and socially responsible employee relations. Community involvement refers to the traditional assumption about CSR, that it is removed from the main business activity and outside...
the firm. Although community development is often assumed to refer only to philanthropy, in the last few decades there have been much more engaged forms of community involvement through partnerships, sponsorships and even strategic alliances with governmental and community organisations. These forms of involvement tend to increasingly institutionalise CSR in company deliberations even though their objects remain outside the company.

The second two waves reflect a threshold change in the conceptualization of CSR such that it is no longer regarded as part of a company's external affairs, but that it reflects the way in which the company does its business. In other words they refer to policies and practices within the firm. Socially responsible production processes refer to the ability of the company to demonstrate that both its supply chain and on-site operations are conducted in a socially responsible fashion, particularly with respect to their environmental, employment conditions and human rights. Socially responsible employee relations refer to the status of the workforce as a stakeholder in the context of company decision-making in general, and in the development of CSR policies and practices.

As may be deduced from the type of CSR interventions in each wave, the extent of potential external "expert" involvement is usually more in case of community involvement viz. a viz. the other two types of interventions.

It may be pertinent here to mention that one of the key findings of the seven country study conducted by the Nottingham University Business School was that in India, the first wave, community involvement, consists primarily of community development, education & training and health & disability. India was also identified as the country in which the second and third waves were the largest, with the second wave, production processes, primarily being systems focused and comprising codes of environmental responsibility and health & safety. In the third wave, employee relations, the major issues concerned employee welfare.
The Indian Information Technology (IT) industry has been spectacularly successful within a short span of time and has become one of the pillars of the Indian economy. The aggregate turnover of the sector was estimated at USD 28.4 billion during 2005-06, accounting for around 2.7% of India's GDP. Aggregate direct employment was estimated at 1.3 million in software, IT and IT enabled services with an additional 3 million people being indirectly employed in the sector. The aggregate turnover of the sector is estimated to reach nearly USD 100 billion by 2010, translating to a compounded annual growth rate (CAGR) of 28% per annum. The industry is also acknowledged to be one of the frontrunners in CSR as well as corporate governance practices, with almost all leading companies being listed on prominent capital markets and following high standards of transparency & disclosure. With most leading IT companies investing 0.1% - 1% of their annual turnovers in CSR initiatives, the sector is also one of the key contributors to CSR in India, with interventions spanning various sectors / themes like Education, Health, Poverty Reduction etc.

It was in this context that NASSCOM Foundation carried out a survey on the CSR initiatives of its member companies and rolled out the publication, ‘Catalysing Change 2005-2006’ last year. The purpose of Catalysing Change 2005-2006 was to document the CSR best practices of the Indian IT industry and to stimulate a positive energy among NASSCOM’s member companies to contribute even more to the development of society. The first edition of Catalysing Change also tried to capture the different types of CSR activities undertaken by the NASSCOM member companies and their possible linkages with the Millennium Development Goals (MDGs).

This year, NF decided to carry forward the process that it had initiated in 2005-2006 and, through a survey based study, get an overview of the NASSCOM Member Companies’ community involvement focused CSR initiatives in different sectors. The survey did not however focus on getting an understanding of the other two types of CSR interventions - namely whether or not the member companies follow socially responsible production processes or whether they have adopted socially responsible employee relations. In addition to capturing CSR best practices and underlying institutional mechanisms, special emphasis was laid on CSR initiatives in education as part of the current study. PricewaterhouseCoopers Private Limited (PwC) has been mandated to carry out the survey and the ensuing study as part of ‘Catalysing Change 2006-07’.

3.1. Objectives of the study and approach

The main objectives of the study were:

- To understand the key CSR drivers for the Indian IT industry
- To get an insight into the sectors and geographical focus of the interventions
- To assess the types of CSR interventions made by the NASSCOM member companies and their linkages with the MDGs (especially the MDGs related to education)
- To understand the institutional mechanisms adopted by the companies for undertaking CSR activities
- To assess the CSR Policy Regime globally and in India; and
- Based on the findings of the study, delineate a role for NASSCOM Foundation in assisting the
NASSCOM member companies’ with their CSR programmes.

A questionnaire was developed based on the above objectives and circulated to a wide cross section of NASSCOM members for their response. Along with the questionnaire, the companies were also requested to share additional information through case studies and best practice documents to assist the researchers in getting a deeper understanding of their CSR interventions. This was followed by telephonic interviews with the CSR champions of a few select companies that responded to the questionnaire. The researchers also undertook a selective, but detailed secondary literature review to supplement their analysis of the information collected through the questionnaires and also to establish a proper contextual setting for the study.

### 3.2. Profile of the Respondents

44 companies participated in the survey by filling in and returning the questionnaires to NASSCOM Foundation. The respondents included both Indian IT companies as well as multinational IT companies. Classifying on the basis of the respondent companies’ reported turnover in the year 2005-06, the distribution of the 44 companies that responded to the questionnaire was as follows:

- Respondent companies that reported a turnover of over Rs. 1,000/- Crore in the year 2005-06 included most of the large Indian IT companies like TCS, Wipro, Infosys, Satyam as well as multinational companies such as Hewlett Packard, Intel Technologies, etc.
- The respondent companies with turnovers ranging from Rs. 400 to Rs. 1,000 Crore by and large included mid-sized Indian firms such as Xansa, Firstsource, Covansys, etc.
- Similarly, the respondent companies with turnovers ranging from less than Rs. 100 Crores to Rs. 400 Crores were also primarily Indian IT companies such as TALLY Solutions, Kale Consultants, ITC Infotech, etc.
- Companies like Microsoft Corporation (India) Pvt. Ltd., CISCO, Oracle also participated in the survey and are included in the category that did not respond to the question on turnover. A list of companies that responded to the questionnaire and wished to be named is given in Annex 3 of this report.
The CSR environment in the Indian IT industry is characterised by a wide variety of CSR programmes across development sectors and themes although CSR investment in education is dominant.

Our survey also shows that this is against the backdrop of CSR investment flows mainly centred on the southern and western states of India. While some firms do have CSR programmes that have a pan-Indian reach, most firms are in the process of developing their capacities to roll out CSR programmes beyond the immediate vicinity of their business location.

4.1. CSR Interventions Across Sectors

The Indian IT industry invests across a wide range of sectors in CSR. Our survey shows that respondents have active CSR programmes not just in the traditional sectors of health and education but also in broader thematic areas such as livelihoods generation, community development, environment and human rights (see Figure 3 below).

Select respondents also have CSR programmes dealing with disabled people and with women. Respondents such as Hewlett Packard (HP) have

Box 1: Hewlett Packard’s Making a Difference

Employee Volunteer Programme

HP’s employee volunteer initiative brings together dozens of programmes that engage HP India employees across business groups and geographies. Most initiatives are self-sustaining, often managed by small groups of employees with interest in specialized areas.

Working with Differently-Abled People

HP employees work with the Association for Differently Abled People towards empowering differently abled persons. HP employees provide mentoring to differently abled rural poor youth, typically students who have completed secondary secondary schooling. The mentoring programme consists of:

- Assessing their interests and potential based on educational background
- Offering career counseling to help them make realistic choices
- Equipping them with conversational English
- Coaching them in preparing resumes and facing interviews
- Providing basic Orientation to MS Office

At Chesire Homes, which provides shelter to differently-abled men, women and children, HP has provided funding and infrastructure support for setting up a ‘sick room’ facility for its residents. HP has also partnered with Shrishti, an agency that works with autistic children, and sponsors its annual sports day.

Working with Visually Impaired People

HP has partnered with EnAble India to work with the visually impaired through activities such as:

- Illustrating applications such as MS Office for the visually impaired in a creative manner and preparing an audio book
- Using theatre as a medium to improve the EQ of the visually impaired
- Mentoring the visually impaired to build social skills

Working with Senior Citizens

HP employees work with HelpAge India to help senior citizens combat cataract by organizing eye check-up camps and over 100 cataract surgeries in Murugeshpalya.

Source: Hewlett Packard
4.2. CSR in Education

The Catalysing Change 2006-07 survey indicates that education is a key sector for CSR intervention. Based on feedback provided by 17 respondents, it was seen that the majority of firms invest more than 50% of their total CSR budget in education focused initiatives. The findings also indicate that in terms of the level at which CSR interventions are targeted, 21 out of 39 (or 54%) of respondents are actively involved in primary education (see Figure 5).

It is to be noted that intervention in primary and higher education is not mutually exclusive and that firms have reported CSR activity at multiple levels. Infosys presents an example where the company intervenes in primary education, by providing books for school libraries, as well as in higher education, by hosting a fellowship programme for PhD students across 12 premier technical institutions in India. It also has a Campus Connect Programme through which the IT industry and technical institutes share best practices and strategies on curriculum content and training module design.

Employees volunteering their skills as mentors are again a type of CSR intervention that can be seen both at primary and secondary education levels. For instance, at the secondary level, Firstsource employees in Mumbai volunteer as trainers at an NGO in the Bandra suburb where they impart vocational skills to youth living in slums. Similarly, Xansa employees coach secondary school students in Chennai on life skills. At the primary level, KPIT Cummins Infosystems Ltd. provides one month training modules in MS Office applications to nedy school children in Kalyan, Maharashtra.

CSR interventions may also be targeted specifically at one education level. For example, the Azim Premji Foundation (APF) provides technical and financial assistance to state governments in areas such as primary education system management, child friendly teaching and learning and ICT-aided learning in primary schools. In 2003, the APF established the Policy Planning Unit (PPU), a Public-Private-Partnership with the Department of Public Instruction of the Government of Karnataka. The PPU assists the government with framing primary education policy, programme implementation, capacity building, community mobilisation and monitoring & evaluation.

4.3. CSR Interventions Across Regions

Catalysing Change 2006-07 indicates two interesting geographical dimensions of current CSR interventions:

- CSR programmes of the companies tend to be
clustered mostly in the southern and western states as compared to other states in the country; and

- CSR interventions of the respondent companies do not appear to be determined on the basis of development indices of the states where such investments are made

This is explained by the fact that most firms choose to undertake CSR investments in the area of their operations and that most IT Indian firms have their corporate headquarters in southern and western India. Tamil Nadu and Karnataka emerged as the most popular destinations for CSR activity in education (see Figure 6), followed closely by Maharashtra, Andhra Pradesh and the National Capital Region.

For instance, states like Bihar that rank poorly in terms of development indices has little or no CSR investment whereas states like Tamil Nadu and Karnataka that are ranked higher witness substantial CSR activity. Interestingly, an associated result of our survey is that within the states that register high CSR activity, most of the CSR initiatives are targeted towards schools in urban and peri-urban areas.

Companies like CISCO and Intel however have CSR programmes that are implemented across the country and are exceptions to this general trend. CISCO runs its Networking Academy Programme (NAP) across 21 states and 2 Union Territories. The NAP connects educators, businesses, governments and community organisations to enhance online learning and performance testing.

CISCO has also expanded this programme to states that do not generally see much CSR activity. In Rajasthan, for instance, the company has tied up with the state government to introduce the NAP in computer education centres spread across 32 districts in the State. As part of this initiative, CISCO trains 100 teachers who, in turn, are expected to impart basic computer skills to students from underprivileged sections of the community. Similarly, Intel Technologies Pvt. Ltd. has faculty training programmes in 14 states. Such a pan-Indian CSR presence appears to be more likely in the case of multinational firms who already have global CSR programmes on the ground.

<table>
<thead>
<tr>
<th>States/UT</th>
<th>% of Firms with CSR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tamil Nadu</td>
<td>52%</td>
</tr>
<tr>
<td>Karnataka</td>
<td>48%</td>
</tr>
<tr>
<td>Maharashtra</td>
<td>36%</td>
</tr>
<tr>
<td>Andhra Pradesh, Delhi</td>
<td>32%</td>
</tr>
</tbody>
</table>

Source: NF-PwC Survey 2006-07

Figure 6: Geographical focus of CSR interventions
The survey findings show that the Indian IT Industry takes its CSR very seriously. 77% of the respondents perceive CSR to be a critical business activity and more than 85% of the respondents have active CSR programmes in different areas.

The survey also revealed that a combination of factors, rather than one single factor, motivates the companies to undertake CSR initiatives. These drivers include:

- Perception of CSR initiatives as socially responsible investments
- Altruism
- The feeling that undertaking CSR initiatives would act as long term shareholder value drivers;
- For public relation and image building purposes; and
- Other reasons (including investor pressure, ‘enlightened self interest’, ‘to engage the workforce meaningfully and allow them an opportunity to satisfy their need to give back to society’, etc.)

The following figure shows the key drivers and the number of companies that mentioned these as their primary reasons for undertaking CSR initiatives.

The survey established that the desire to make socially responsible investments is the most dominant CSR driver for a majority of the Indian IT companies. 33 of the 39 companies that undertake CSR activities quoted this as one of the main reasons behind them undertaking CSR activities. Altruism and the desire to create long term shareholder value emerged as the other key factors that are driving the Indian IT companies CSR agendas.

In this respect, the Indian IT Companies do not think too differently from their counterparts in other industries. A recent PricewaterhouseCoopers survey of Indian industry commissioned by the British Council, Confederation of Indian industry (CII) and the United Nations Development Programme (UNDP) found that key CSR drivers for Indian industry are:

- The desire to be publicly perceived as good corporate citizens
- Improved relations with local communities
- Following the corporate philosophy established by the founding fathers of family businesses; and
- Enhancing the brand reputation of the firms

Studies on CSR initiatives of companies across the world also highlight the existence of multiple factors that motivate companies to invest in CSR activities. An international study on CSR commissioned by Natural Resources Canada in 2002 revealed that companies undertook CSR activities primarily to:

- Improve their corporate reputation / brand image
- Earn a ‘social licence’ to do business
- Manage business risks
- Improve relations with shareholders and investors
- Improve employee morale and productivity

Consumer expectations too are playing an increasingly significant role in motivating corporate
investments in CSR activities. For example, the Millennium Poll on CSR (conducted in 1999 covering over 25,000 consumers worldwide) found that more than 65% of consumers wanted firms to go beyond generating profits, paying taxes and creating employment and ‘contribute more meaningfully towards broader societal goals’.

Similarly, a survey of US consumers conducted in 2005 found that the top 2 CSR attributes that people wanted to see in business firms were the fair treatment of its employees and ethical business practices (see Figure 8 below).

Investors are increasingly playing a critical role in shaping CSR agendas of companies by factoring ethical, social and environmental risks into their investment strategies. This has led to a surge in social auditing and various types of non-financial performance and reporting metrics for firms. Examples of this include the FTSE4Good Index Series, a group of real-time indices that measures the performance of socially responsible equities in the financial markets, and AccountAbility1000, a set of standards to measure and report ethical corporate behaviour. (See section on CSR and Public Policy for details on these metrics.)

5.1. CSR Drivers in Education

Our survey found that Education was the most popular area of CSR activity for the respondent firms. Of those respondents that have active CSR programmes in the field of education, as many as 86% felt that CSR investment in education contributed to a wider national goal. 51% of respondents feel that investment in education today is necessary to create a “talent pool” in the future from which they could fulfil their demand for human resources (see figure 9).

The survey also found that CSR activity in education is primarily driven by the same altruistic - socially responsible investment ethos that drives CSR activity in general in the Indian IT industry. As Figure 5 indicates, a relatively smaller proportion of firms undertake CSR activity in education for more “hard-nosed” considerations - to enhance brand value (34%) and to increase competitive advantage (20%). 29% of the respondents also felt that their CSR investments in the education sector was essential for enhancing their civic reputation in the society in which the firms operate.
6. Types of CSR Interventions and Links with Millennium Development Goals

6.1. Community Involvement with CSR-Depth of Interventions

Catalysing Change 2006-07 results show that philanthropic interventions, through donations of financial and other resources, dominate the Indian IT industry's CSR agenda.

As indicated in Figure 10, 35 out of 39 responding firms choose philanthropic modes of CSR intervention. These could be direct interventions or through a variety of alliances with other development partners. As pointed out earlier, this implies that a deeper engagement in policy-making and programme evaluation is yet to emerge.

The survey also showed that, in health, for example, a popular mode of philanthropic CSR intervention is the "adoption" of specific hospital facilities or modes of treatment where patients tend to be mainly from low-income groups who cannot afford the cost of major medical treatment. Philanthropic intervention in such cases takes the form of financial support towards procurement of sophisticated medical equipment, upgradation of old infrastructure and provision of medical facilities (frequently through alliances with NGOs) for those who find it difficult to access hospital-based care.

The Cognizant Foundation is a prominent example of this sort of philanthropic intervention. The Foundation focuses on financial support towards treatment of rare diseases and purchase of expensive diagnostic equipment (see Box 2).

Box 2: CSR Interventions in Health: Cognizant Foundation

Sassoon General Hospital, Pune
The Foundation enabled the hospital to provide free blood transfusions to thalassaemic children from poor families. It has also supported the upgradation of the hospital's Thalassaemia Treatment Centre by providing Biorad Re-agent Kits, computers and printers.

Hindu Mission Hospital Chennai
A multi-disciplinary tertiary hospital with 160 beds catering to the urban poor, the hospital has addressed the needs of 110 villages through their Mobile Clinics. The Foundation has contributed Rs. 21.15 lakhs towards procurement of medical equipment to serve the underprivileged.

Child Trust Hospital, Chennai
Set-up in 1979 in Chennai, the Child Trust Hospital is a multi-disciplinary tertiary hospital exclusively for children. This hospital runs on a non-profit basis and provides superior care at a very affordable cost to reach out to the poorer sections of the society. The Foundation has contributed Rs. 10.5 lakhs to procure a high frequency oscillator.

Maharogi Seva Samiti Artificial Limb Centre, Pune
Founded by Baba Amte in 1950, Maharogi Seva Samiti Artificial Limb Centre is an NGO that supports and provides medical help to leprosy patients. The Foundation has funded Rs 8.34 lakhs to the NGO for setting up an Artificial Limb Centre, and Calliper Fitting and Repair Centre to help the underprivileged obtaining surgical treatment free of cost.

TANKER Foundation, Chennai
Founded in 1993, the Foundation aims to help underprivileged kidney patients with subsidized dialysis and financial assistance for medication, investigation and transplant costs. Cognizant Foundation has donated Rs.12 Lakhs towards the cost of dialysis machine, reverse osmosis plant and machine stabilizers for the Madurai Dialysis Unit.

Source: Cognizant
At a deeper level of engagement, a firm may choose not just to fund procurement of medical equipment but also provide patient counselling services with employee-volunteers. An example of this is Xansa which has adopted the Burns Ward of the Kilpauk Medical College Hospital in Chennai. In addition to providing food, medicine, clothes and basic ward equipment, Xansa employee-volunteers visit the wards daily and provide counselling to patients.

Thus while philanthropic interventions are the dominant mode of CSR intervention, there remain examples where IT firms have gone beyond mere financial support to provision of volunteers and other resources in community-based projects.

6.2. Community Involvement in CSR: Education

Identical trends are observed in CSR activities in education as well. Based on feedback obtained from the Catalysing Change 2006-07 survey, education related interventions may be categorised as shown in Figure 11.

Figure 11 indicates that the depth of CSR engagement in education varies and as the depth increases, the number of firms with CSR initiatives in education tends to decrease. For the majority of firms, philanthropic and capacity building initiatives in education are the most popular category of CSR interventions (see Figure 12) whereas a relatively smaller number of firms are involved in leveraging ICT for promoting learning (which represents a deeper intervention).

Select examples of respondents’ CSR interventions in the education sector through these modes (of increasing depth) include:

![Figure 11: Varying depths of CSR interventions in education](image-url)
• Philanthropic Interventions
  - Hewlett Packard’s global e-Business operations partners with the Akshara Foundation in Karnataka to provide mentoring and activity-based learning kits to 300 pre-school and primary school children.
  - Cognizant Foundation, Zensar Technologies and Covansys India Pvt Ltd donate computers and other hardware equipment to selected schools

• Capacity Building Interventions
  - Employees of Sapient Corporation volunteer to impart basic education and IT skills to street and working children, in partnership with an NGO called Butterflies in Delhi
  - Intel Technologies India Pvt Ltd provides training to 630,000 teachers in 31,000 schools across 14 states on effective use technology

• Information & Communication Technology (ICT) Interventions
  - Cisco Systems provides IT networks between educators, businesses, governments and community-based organisations through its Networking Academy Programme.

At the deepest level of CSR intervention possible - programme implementation support and policy formulation - fewer firms have active CSR projects. At the programme support level, Xansa chooses to play a supporting role to existing government programmes by providing nutrition supplements to school children under the Government run Mid-Day Meal Scheme. Under this initiative, Xansa has developed and implemented a Nutrition Plan in the Sanskar Kendra School in Noida, in the outskirts of New Delhi where it provides packaged milk to every child in the first grade of the school at lunch time. This acts as a supplement to the food that the children get through the government’s Mid-Day Meal Programme. Since most of the students in the Sanskar Kendra School are either children of migrant labourers working on construction sites in and around Noida or of poor villagers living in nearby hamlets, the glass of milk provided to the children is not only a much needed nutritional supplement for the children, but it also helps the families of the children save money from having to buy milk for them. Ever since Xansa began implementing its Nutrition Plan at the school, there has been a significant reduction in the drop out rates of students.

On the other hand, going further beyond programmatic support to assistance with strategy and policy formulation is Satyam. Satyam has partnered with Pratham, a leading Indian NGO, and the Government of Andhra Pradesh to initiate an accelerated learning model for children studying in classes II - V in government run schools (see Box 3).
Box 3: Learning 2 Read Programme (L2R)

In 2005, Satyam, in alliance with Pratham, a leading Indian NGO, and Government of Andhra Pradesh decided to implement an innovative programme that sought to enhance learning skills in school children studying in Classes II-V at government run schools. The programme involved teaching accelerated learning modules to the children for about three hours everyday. The objectives of the programme were : (i) to enable the children to read simple paragraphs and stories fluently, (ii) recognize numbers as expected of children in their age-group, (iii) perform simple addition, subtraction and multiplication exercises, (iii) write small paragraphs, and (iv) to help teachers imbibe new skills in 'child centric' teaching and learning through an experimental mode.

52 government schools in two mandals in the Hyderabad district were selected for this exercise. The Satyam Foundation, in association with Pratam provided in-depth training to around 200 teachers in these schools to assist in the effective roll-out of the programme. The teachers were also provided various monitoring tools and reporting formats that were developed under the programme to record changes in the learning levels of the target school children. Prior to the implementation of the programme, a baseline test was conducted to categorize the school children at various levels of learning skills and cognitive abilities. Employee volunteers from Satyam monitored the programme throughout its implementation period and assessed 20 - 30% of the children in each school at intervals of every 20 days or so. After a couple of months of implementing the programme, a post programme evaluation was carried out involving neutral observers from the Satyam and the other alliance members (i.e. Pratham and the Government of Andhra Pradesh).

The evaluation revealed significant improvements in reading, writing and arithmetic learning levels for the target segment of children. One of the key learnings from this exercise was that the L2R technique could be easily replicated across various educational institutions in the country to address the issue of low learning levels in primary schools.

Source: Satyam Technologies Pvt. Ltd.

Figure 11 also suggests that the level of education may influence the depth of a particular CSR intervention. As indicated by the above examples, CSR interventions at the higher education level does not appear to go beyond the depth of capacity building initiatives.

On the other hand, a wide range of intervention depths can be observed at the primary education level. Firms have donated books (Infosys), mentored needy students (KPIT Cummins), supported government programmes (Xansa) and finally assisted governments to design better education policy (Azim Premji Foundation). A possible explanation for this is the wider attention that primary education receives from governments and donor agencies alike, as evidenced by the prominence given to it by the Millennium Development Goals.

6.3.Links to Millennium Development Goals

The Millennium Development Goals (MDGs) are the most widely accepted standards of human development and enjoy support from constituencies that cut across national borders. The 8 MDGs sets specific targets on every policy dimension that is known to affect development and forms the cornerstone of social policy in both developed and developing countries.

The argument for linking CSR agendas of Indian IT firms to the Millennium Development Goals (MDGs) is therefore compelling. The Indian IT industry, by virtue of its pre-eminent position as a significant
contributor to the country’s GDP, is now in a position where it can influence the behaviour of Indian firms in other sectors to adopt CSR policies and practices that go towards finding solutions to wider societal problems. It is already doing so through the amount of CSR resources that it has allocated to important sectors such as education and health, both of which have been empirically shown to have spill-over benefits on a wide range of human development indices. However, meaningful links can only be established when firms recognise the rationale and the need for explicitly linking their CSR agendas to the MDGs.

In the Catalysing Change 2006-07 survey, 56% of respondents demonstrated a lack of awareness of international CSR standards, let alone a specific standard like the MDGs (see Figure 13). Firms with an international presence such as Accenture, Satyam, Cisco, Covansys, Xansa and Cognizant are a select few to have aligned their CSR initiatives with global CSR standards.

Our survey results also revealed that firms usually have no stated CSR objectives and hence no explicit link is observed between a firm’s CSR agenda and the MDGs. This problem is compounded by the lack of monitoring and evaluation of CSR initiatives by firms. A majority of the respondents indicated that they did not have any specific mechanisms to monitor the outcomes of their CSR interventions. In the absence of knowledge about which CSR programmes were delivering what kinds of outcomes, it therefore becomes difficult to link firm-level CSR interventions to the fulfillment of country-level MDGs.

6.4. Socially Responsible Employee Management Practices

Although Catalysing Change 2006-07 focuses on primarily community oriented CSR interventions, the survey also threw up certain interesting results on the integration of socially responsible employee management practices that the Indian IT firms have adopted. First, as many as 94% of responding firms hire differently-abled people as employees (see Figure 14). Second, the survey results also show that in a majority of firms (18), female employees constitute approximately 20-30% of the total workforce.

These results suggest that the Indian IT industry has begun to incorporate CSR-friendly principles into its workforce by encouraging greater diversity in the workforce through recruitment policies that do not discriminate on the basis of gender or physical ability.
The survey indicates that there are primarily 3 types of institutional arrangements adopted by companies to implement their CSR agendas:

- CSR activities implemented directly by the company
- CSR activities implemented through a dedicated foundation; and
- CSR activities implemented through partnerships with NGOs

As shown in Figure 16 below, out of 39 companies actively undertaking CSR activities, 21 companies implement their own programmes. 4 companies have set up dedicated foundations for implementing CSR interventions, with another 13 companies leveraging non-Governmental organizations (NGOs) for implementing their CSR initiatives. 6 companies were observed to use a combination of direct interventions as well as NGO supported interventions. The above analysis essentially focuses on the first type of CSR intervention, namely, community-oriented initiatives, as all companies primarily use internal resources to implement the other two types of CSR initiatives, namely, socially responsible products & processes and socially responsible employee relations.

7.1. CSR activities implemented directly by the company

From the survey it was found that most direct CSR interventions by IT companies are philanthropic in nature, comprising both financial and other contributions in the form of assets & facilities. Many of the respondent companies have also been observed to leverage their domain expertise in the IT sector for activities like training & capacity building, setting up facilities with state-of-art IT systems. Representative examples include CISCO Systems that provides computer hardware, networking systems and training to schools, businesses, government departments and community based organizations to enhance online learning and performance testing through its Net Academy Programme (NAP); and Intel Technologies that has established faculty training programmes on IT usage in 14 states across India.

The survey showed that 43% of the firms that implemented their CSR activities directly had dedicated CSR divisions which were responsible for the planning and implementation of such activities. For 30% of the respondent companies, CSR initiatives were entrusted to other departments such as Corporate Planning, Corporate Communications, Human Resources, etc.

7.2. CSR activities through a dedicated foundation

Many companies which consider CSR as an integral part of their business philosophy have set up dedicated foundations to pursue their CSR agendas. The list primarily includes Indian multinationals like Infosys, Satyam and Cognizant Technologies. Most of these foundations have been set up to provide a platform for recruiting experienced resources in areas like community development, health, education etc. Inevitably, the focus of such foundations is on "external" CSR activities involving local communities. There are also some instances when such foundations have been
able to forge partnerships with the Government (please refer Figure 17 below) in areas like training & capacity building as well as service delivery improvements in sectors like health, education etc.

The Satyam Foundation’s work with the Government of Andhra Pradesh exemplifies this type of an institutional arrangement (see Box 4 for details).

7.3. CSR activities implemented through partnerships with NGOs

Many companies which do not have their own foundations but are involved in "external" CSR interventions involving local communities leverage the existing relationships and experience of non-Governmental organizations (NGOs). In such an arrangement, the company usually provides employee volunteer-hours, finance, infrastructure (mostly ICT related) and in some cases technical & capacity building support related to ICT, whereas the NGO provides grassroots level implementation support.

An example of this sort of an arrangement is that of Zensar which as tied up with Akansha, a NGO working in Maharashtra, to establish Zensar Akansha Centres in municipal schools in Pune. These centres impart basic IT skills to children in government schools who would otherwise be unable to afford the costs of acquiring such training. Similarly, the Xenta Group has tied up with Child Relief and You (CRY), a leading Indian NGO, for an intensive advocacy campaign on child rights, nutrition and education.

At times, the arrangement also involves the concerned Government department to synchronize the CSR interventions with the schemes / programmes of the Government itself (see Figure 18 below).

Xansa’s CSR work with its NGO partner and the Government of Uttar Pradesh in implementing its Nutrition Plan best illustrates this sort of an arrangement. This initiative is intended to supplement the government run Mid-Day Meal scheme. Under the Nutrition Plan initiative, Xansa partners with a local NGO based in Noida, a city on the outskirts of Delhi, to provide packaged milk as a nutritional supplement to children in Class I of the school.
Box 4: Satyam Foundation working in partnership with the Government of Andhra Pradesh

Satyam Foundation, set up under Satyam Computer Services Limited is a typical example of such an arrangement. Driven by three key principles - making things happen, using technology to improve service delivery options and create scaleable models and working in close partnerships with existing stakeholders-Satyam Foundation aims at bringing about substantial improvements to the lives of the poor, underprivileged people in the cities in which it has its operations (viz. Hyderabad, Chennai, Pune, Bhubaneswar and Bangalore) It focuses its activities across 7 thematic areas such as HIV/AIDS Awareness, Healthcare, Livelihoods, Street Children, Education, Environment and Slum Development. One of the Foundation's key CSR initiatives in healthcare has been the adoption of 64 urban public health care facilities in Hyderabad which largely remained vacant. For this initiative, the Foundation worked closely with the Department of Health, Government of Andhra Pradesh. It has adopted the facilities, upgraded the infrastructure, hired doctors for each of the 64 posts and provides medicines free of cost to the patients visiting the facilities. The Foundation has also used its technical skills to develop an online medicine inventory management system in the facilities and has installed a biometric patient identification system that contains patients records in a digitized format and provides the doctors attending to the patients instant access to the patient's records without the latter having to carry her/his records every time she/he visits the facilities. Within a few months of adopting the facilities and upgrading its infrastructure, it was seen that patient waiting times in the facilities had reduced dramatically and that there was also an increase in the numbers of patients visiting the facilities. Going by the success of this initiative, the Government of Andhra Pradesh has requested the Satyam Foundation to help it replicate the measures across other cities in the state.

Source: Satyam Foundation
Internationally, there aren’t any examples of any single policy framework or guidelines that address CSR initiatives of companies. This is not surprising given that there isn’t any single international body of regulations that governs the CSR initiatives of multinational corporations. As CSR is still an evolving phenomenon, the variation across countries’ in policy and legislative measures taken to encourage firms to adopt socially responsible business behavior stands well explained.

The current section explores alternate CSR policy options and existing practices which have been adopted by multilateral organizations, regulators, etc. Finally, an attempt has also been made to examine the CSR policy environment in India.

8.1. Public Policy Regimes for CSR: Options

Public policies applicable in different countries can be categorized into 4 different types, namely, endorsing, partnering, facilitating and mandating, with the degree of regulatory oversight increasing progressively across individual types (see Figure 19).

Endorsing policies refer to government recognition of private sector CSR initiatives by way of awards and commendations e.g. the Taiwan Environmental Protection Agency awards the Green Business Award to firms who invest in the environment friendly technologies (see Box 5).

Box 5: Green Business Award Taiwan

The Taiwan Environmental Protection Agency awards the Green Business Award (GBA) to companies that make significant contributions towards environmental protection in Taiwan. It aims to kick-off a demonstration effect amongst other firms. Discussions are underway to link the Green Business Award to the award of the ISO14000 certification to companies in Taiwan.

Partnering policies are aimed at encouraging to Public-Private-Partnerships (PPPs) between the government, private sector and civil society so as to bring on board complementary skill sets to address complex social and environmental problems. An example of this is the global Business Partners for Development programme (see Box 6) which looks for ways in which PPPs can be used to maximize benefits to businesses and communities.

Box 6: Business Partners for Development Programme (BPD)

Initiated by the World Bank, the BPD programme aims to promote research, pilot and replicate strategic examples of partnerships between government, business and civil society for the development of communities around the world. The purpose of the BPD is to establish that PPPs can benefit both long-term business interests as well as help in creating stable financial environments. PPPs were implemented in 30 pilot projects across 20 countries, grouped into 4 clusters. Participants included BP Amoco, CARE International, Vivendi, Water Aid, Kellog’s, International Federation of Red Cross and Red Crescent Societies and the World Bank itself. The findings so far suggest that such partnerships can provide business benefits, enhanced community development impact and better governance. In the best cases, the public sector played an enabling role including contract design and management, endorsement, dispute resolution and public relations.
Facilitating policies refer to 'soft' incentives to the private sector to place social and environmental concerns on their CSR agenda. This could include incentives such as targeted research funding, information sharing platforms and public awareness campaigns, product labeling schemes, fiscal incentives and CSR benchmarks that rank firms on the basis of their achievements in CSR practices. An example of this is the Proudly South African product labelling scheme (see Box 7).

Lastly, mandating policies refer to the setting of statutory minimum standards for private firms to engage in business. A popular example is the setting of emission limits for polluting industries or for industries that emit greenhouse gases (such as the Climate Leaders Programme of the US government).

The following diagram presents specific policies in each of the above categories.

**8.2. Representative CSR Policies**

Existing policies and practices for encouraging CSR can be assessed broadly along two dimensions-(i) Policy and regulatory guidelines and (ii) Certification and benchmarking initiatives

**Policy and Regulatory Guidelines**

Attempts have been made at developing guidelines and legislations, both at the multilateral level as well as at country levels internationally to guide CSR agendas of corporates. Examples of such measures include:

**Multilateral Guidelines and Frameworks**

OECD Guidelines for Multinational Enterprises: These guidelines are recommended by OECD member countries to multi-national corporations on a range of topics including employment, human rights, health, workplace safety, corruption and the environment. The standards are voluntary and firms choose to sign up for the standards through National Contact Points, usually a government agency of a member-country, who then interacts with the firm on issues such as clarifications and reporting requirements. Issues requiring high level scrutiny are referred to the OECD Committee on International Investment and Multinational Enterprises.

UN Global Compact: The Compact, founded in 1999, aims to bring together companies, UN agencies, labour organisations and civil society to advance universal social and environmental principles in the areas of human rights, labour, environment and anti-corruption. It is administered by the Global Compact Office and 6 key UN agencies and is an entirely voluntary corporate citizenship initiative. Participating firms publicly advocate
and integrate the principles of the Compact into business strategy and operations. They are also expected to share CSR best practice with other member-firms and publish in its annual report a description of the ways in which it is supporting the Global Compact.

International Labour Organisation’s Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy: Adopted in 1977, it provides principles regarding the social aspects of multinational enterprises, for the use of governments, employee organizations, and multinational firms in areas such as employment, training, work conditions and work-life balance and industrial relations.

Implementation of these standards are purely voluntary though periodic surveys are conducted to assess its implementation by stakeholders. Results and analysis of the survey are discussed and published by the ILO’s Governing Body.

Representative Country Initiatives

2000 Amendment to UK Pensions Act: This makes it mandatory for occupational pension funds to disclose the extent to which they factor in social, environmental or ethical issues in their investment decisions.

2002 White Paper on UK Company Law: This recommends that UK-based companies that are above a certain turnover should reveal material policies and performance relating to social and environmental issues.

CSR Linked Financing - The Overseas Private Investment Corporation: OPIC is a US government agency that provides long term financing to US companies investing in emerging markets. Financing is contingent on meeting requirements in areas such as environmental protection, host country development impact, labour rights and human rights. These requirements are written into OPIC contracts and must be met down to the sub-contractor level.

Climate Leaders Programme: The Environmental Protection Agency of the US government runs a voluntary partnership programme that involves major US companies to set an aggressive greenhouse gas reduction targets.

Certification and Benchmarking Initiatives

Examples of such initiatives adopted by international organizations to promote CSR initiatives include:

- ISO 26000 Certification: Developed by the International Standards Organisation, it is aimed to provide a set of standards to a wide range of organizations on strategies for implementing CSR agendas.

- ISAE 3000: Developed by the accounting industry, the International Standard for Assurance Engagements establishes benchmarks for assurance on non-financial performance measures.

- London Benchmarking Group Model: Developed by the London Benchmarking Group in 1994, the model provides a basis to decide what is, and what is not, corporate community investment. It is devised around three main motives for corporate community investment (charitable gifts, community investment and commercial initiatives in the community) and distinguishes between ‘input’ costs and ‘output’ benefits. The model is increasingly being adopted in the UK and internationally as a benchmark for responsible investment.

- FTSE4Good Index Series: FTSE4Good is an innovative series of real-time indices designed to reflect the performance of socially responsible equities. The series, created and managed by global index provider FTSE Group, covers four markets: UK, Europe, US and Global. Four tradable and four benchmark indices make up the FTSE4Good index series. A committee of independent practitioners in socially
responsible investment, (SRI) and corporate social responsibility (CSR) review the indices to ensure that they are an accurate reflection of current CSR best practice.

- Dow Jones Sustainability Group Index: The Index seeks to benchmark the performance of investments in companies which are striving to become more sustainable. The Index recognises the importance of integrating economic, environmental and social factors in business strategy and places particular stress on innovative technology, corporate governance, the interests of shareholders, industry leadership and corporate responses to changes in society.

- AccountAbility1000: The AA1000 sets a standard for the measuring and reporting of ethical corporate behaviour. It assists firms to set CSR targets and monitor progress towards the achievement of these targets.

8.3. CSR Policy and Regulatory Guidelines in India

Interestingly the initiative to draw up CSR agendas for Indian industry has so far been spearheaded by industry associations such as the Confederation of India Industry (CII). In 1995, the CII established the Social Development Council (SDC) to assist industry in implementing their respective CSR agendas. The SDC, through its team of experts, offers specialized services to help companies plan and implement social development initiatives. To sensitise the Indian corporate sector on social development issues, the SDC has been organizing the Social Summit annually since 1998. The SDC works in partnership with the Government of India, multilateral and bilateral donor agencies and other civil society organizations to further the cause of social development through CSR initiatives undertaken by firms.

In collaboration with the United Nations Development Programme, CII has also established the India Partnership Forum to promote greater stakeholder participation in CSR. The Forum has released a Social Code of Business to act as a guide to Indian firms. The Code outlines key principles of responsible business behaviour by a company. These principles state that:

- The well-being of an enterprise and of the community within which it is located is interdependent.
- The company should have a specific written CSR policy statement that should be in the public domain.
- The company should integrate its CSR agenda into its corporate communication strategy.
- The company should have a dedicated senior CSR executive who reports directly to the CEO.
- The company must not discriminate across gender and cultural lines for employment and promotion opportunities.
- The company should allocate sufficient resources for CSR and put in place monitoring mechanisms to monitor the implementation of their CSR activities.
- The company should document lessons learnt during the implementation of its CSR agenda and share the same with relevant stakeholders.
- The company should actively establish partnerships with various development players.

Adherence to these principles is however not mandatory. There are also no mechanisms to assess whether companies follow these principles whilst planning and implementing their respective CSR initiatives.

As far as Government policy interventions in CSR are concerned, the Health Sector has been one of the few sectors in which concrete policy measures for encouraging private sector involvement have been formulated. For instance, the Ministry of Health &
Family Welfare has recently drawn up guidelines for Public Private Partnerships (PPPs) in health management systems. Some state governments (like the Punjab, Rajasthan, etc.) have also developed their own set of guidelines and implementation mechanisms to encourage PPPs in the sector. Unfortunately, policy initiatives for encouraging CSR initiatives in other key sectors such as education appear to be at a relatively early stage of development.

The National Policy on Education 1986, which was modified in 1992 by the Ministry of Human Resource Development, briefly mentions that vocational education is the responsibility of the state ‘as well as employers in the public and private sectors’. Other than that, the policy is silent on the nature and the extent of the role that private sector organizations are expected to play in the field of education.

Even the National Knowledge Commission, which was set up in early 2005 by the Prime Minister to act as an apex level policy think-tank that would recommend reform proposals to promote a knowledge economy in India, is yet to suggest specific policies or measures that allow space for private sector organizations to get involved in education through their CSR initiatives.

Also, while the 10th Five Year Plan document encouraged greater NGO participation in the field of primary education, it did not contain any specific references on how private sector firms could engage with this sector, either on their own, or through partnerships with NGOs.

Given the absence of any policy directives or implementation guidelines from the Government, it is not surprising that CSR initiatives of the respondent companies have largely remained firm specific and limited to particular cities or states. Consequently, there appears to be a need for the Government to come up with specific measures that would encourage and guide the private sector to dovetail their respective CSR investments with the investments made by the government in the social sector to create a wider and deeper impact.
9. The Way Ahead

Stakeholder dialogue on CSR policy between IT firms, NASSCOM Foundation, and Government will be critical to charting a road map for the IT industry’s CSR agenda in the future.

In the current scenario it has been seen that a large number of NASSCOM member companies have active CSR agendas, especially in the education and health sectors. However, the CSR initiatives are primarily firm specific and therefore limited in their reach. It may be possible to scale up the interventions, replicate best practices and set up mechanisms to monitor the outcomes of the CSR interventions to achieve wider and deeper impact. Key factors that hamper such scaling up primarily include:

- Lack of policy directives or guidelines for implementing CSR interventions in specific sectors, especially in education
- Lack of knowledge of international CSR Standards and best practices
- Limited advisory and implementation support to institutionalise transparent monitoring mechanisms; and
- The absence of a forum where NASSCOM member firms can meet, discuss and share knowledge about their own CSR interventions as well as learn from best practices from around the world.

All the key stakeholders therefore have an important role to play in ensuring that the CSR interventions of the IT firms achieve meaningful results and are not limited in their reach and impact.

9.1. Potential Role of NASSCOM Foundation

As a key wing of an important industry association, NASSCOM Foundation should necessarily take the lead in facilitating dialogue between the Government and the IT industry on policy issues and on matters related to CSR initiatives that the industry could undertake.

In addition, NASSCOM Foundation is ideally placed to:

- Developing transparent mechanisms to monitor the CSR initiatives of NASSCOM Member Companies and assisting the companies in implementing these mechanisms through technical and advisory support.
- Build a repository of knowledge and best practices in CSR interventions from across the world and share the same at periodic intervals with the member companies through mechanisms such as newsletters, mailers, etc.
- Act as the nodal point for dialogue between the member companies on CSR initiatives in different sectors.
• Assist the CSR personnel in member firms in developing an understanding of the various international CSR Standards and in build their capacities in integrating these standards to their existing CSR agendas.

• Provide hand-holding support to smaller Indian IT firms that do not have a dedicated CSR Division or any other department to plan and implement their CSR activities.

• In consultation with the member firms, develop CSR reporting standards and bring out an annual ‘report card’ of the IT industry’s CSR initiatives.

• Co-ordinate with other industry associations like CII, ASSOCHAM, FICCI, etc. to participate in, learn from and share experiences in the area of CSR initiatives undertaken by firms across different industries.

• In consultation with the Government, identify sector specific CSR investment opportunities for the NASSCOM member companies and assist the companies in developing CSR initiatives to target these opportunities.

While the suggested role for NASSCOM Foundation is no doubt ambitious and complex, the Foundation would not be able to perform this role without the support of the other key stakeholders, namely the NASSCOM member companies and the Government.

9.2. Conclusion

CSR, though an evolving phenomenon, is here to stay in India. While in quantitative terms the impacts of firm specific CSR interventions made by different organizations appear to be limited in comparison to the wider development challenges faced by the country, the impact that the interventions actually have on the lives of the people who benefit from them is worth every word of praise.

The challenge however lies in creating synergies between the CSR interventions of firms and the interventions made by the Government in promoting the socio-economic development agenda in the country. Once such synergies are achieved, meeting the MDGs will perhaps become a little easier than it now appears to be.
Annexure 1
Select CSR Initiatives by NASSCOM Member Companies
Accenture Services Pvt. Ltd.

CSR Interventions

Accenture provides financial support to extend basic education to children, in a scalable, replicable manner. Children with special needs and who need training in life skills are also part of this focus. Accenture supports them through funds and time from the organization as well as by voluntary contributions by the employees.

The interventions have been focused on partnering with medium sized organizations which have scalable programs and use resources in an efficient manner. The focus is on comprehensive programs which have the potential to scale and to deliver effectively.

Programme Coverage

Karnataka, Tamil Nadu, Andhra Pradesh, National Capital region and Mumbai

Beneficiaries

An estimated 11000 children since 2005.
Cisco Networking Academy Program is a partnership between Cisco Systems, educators, businesses, governments and community organizations around the world. The curriculum incorporates hands-on experience when teaching students to design, build and maintain computer networks. It incorporates an E-Learning System that includes multimedia curricula, online testing, performance-based skills assessment, and classroom management through a Web interface. The program bridges the 'digital divide' as it takes technical education to rural India including technologically backward states like Orissa and Tripura. It also focuses on bridging the 'gender divide' by tying-up with women-only institutes. These courses are taught either free of charge or at a nominal fee of Rs 200 for a particular course on broadband.

Programme Coverage
Pan-India presence except for following states - Arunachal Pradesh, Bihar, Goa, Jharkhand, Manipur, Mizoram, Nagaland, Sikkim Lakshadweep, Pondicherry, Daman & Diu and Dadara & Nagar Haveli

Beneficiaries
There are more than 10,000 students in India who have benefited from the NetAcad programme. The programme for underprivileged under NetAcad was started in Delhi in 2006 with an NGO, Vigyan Vijay Foundation and Rani Dutta Arya Vidyalala orphanage. There are over 100 students in the age-group 14-19. The programme has also been rolled out at Dr. Reddy's Foundation in Hyderabad where in the first batch 21 out of 25 underprivileged students received immediate placement on completion of the training.
Covansys India Ltd.

CSR Interventions

Covansys spends between 50% to 55% approx. of its CSR budget on education related projects. The thrust of the interventions are on providing educational aid for schools in rural areas, primarily in the state of Tamil Nadu. So far Covansys has provided uniforms and scholarships to 300 school children in these schools. Other projects involve providing basic amenities in these schools to enhance their infrastructure and improve the school experience for students. In addition to this, they also promote computer education in economically backward schools for under privileged children. Finally, Covansys is also involved in donation of computers and assistance in their usage.

Programme Coverage
Kancheepuram, Krishnagiri districts of Tamil Nadu and outskirts of Chennai city.

Beneficiaries
Our educational initiatives have helped over 1000 poor and underprivileged students.
Firstsource Solutions Ltd.

CSR Interventions

Firstsource’s projects aim at imparting various skills to underprivileged youth enabling them to become economically independent. Courses include vocational skills, literacy, personality development, English speaking and enterprise management. Firstsource employees in Bangalore also volunteer to add value to the curriculum being taught at a training center. They conduct specific sessions on weekends. In Mumbai, volunteers visit the Kherwadi Social Welfare Association, which trains the slum youth of Bandra in various vocations, conduct ‘value add’ sessions on Saturdays, and help youth with job placements.

Programme Coverage

‘Livelihood Advancement Business School’ (LABS) Program in Bangalore in the first phase.

Beneficiaries

Firstsource has pledged over Rs. 51 lakhs to support the funding of 7 batches of training, which will roughly benefit 1400 beneficiaries over a period of 28 months. 520 students have already passed out of the Bangalore training center and more than 80% of the pass outs were successfully placed.
GTL Limited

CSR Interventions
GTL’s GYAN-IT, KNOW, NETRA and AASARA are various programmes through which computers and IT skills have been donated through mobile computer training facilities. In addition, GYANJYOT: Scholarship is awarded to the children of GTL employees.

A Village Knowledge Centre has been established in association with NASSCOM Foundation and is functional in Pinguli, Sindhudurg District in Maharashtra. The Village Knowledge Centre provides services related to education and health to local villagers.

Programme Coverage
Maharashtra

Beneficiaries
22500 students under Gyan IT; 1000 students under KNOW; 54 students undergoing training under AASARA; 32 children have been awarded scholarships under GYANJOT; 200 people (ladies, senior citizens, graduates, school children) are beneficiaries of the Village Knowledge Centre.
IBM Global Services India Pvt. Ltd.

CSR Interventions

The KidSmart Early Learning Program is an integrated learning program aimed at introducing technology in a child's pre-school and primary school years through Young Explorer units (Computer units specially designed for children, preloaded with educational software which enhance the quality of teaching/learning). Special training modules have been developed that train teachers on using technology to develop children's basic language, Math and Science skills. One year program support is provided to schools/teachers. IBM is supported in its initiative by regional NGO partners in India who help with project execution, monitoring and teacher training.

Programme Coverage
Pan-India presence

Beneficiaries
Under-served primary school children

Sapient Corporation

CSR Interventions

Sapient has collaborated with an NGO called Butterflies in Delhi, which is instrumental in providing shelter & support to street & working children; this includes primary education to these children. Sapient employee-volunteers visit the Butterflies crisis centre in Delhi to provide basic education to children, as well as basic computer skills. Sapient Bangalore team is working with autistic children, in liaison with Shrishti Special Academy. As part of this initiative, the Sapient team spends select days with the kids, to providing recreational resources and engaging in learning aid programmes for the children.

Programme Coverage
Karnataka, Delhi, Haryana

Beneficiaries
Sapient has donated over Rs. 2 Lakhs in the last year for educating street & working children in Butterflies. Collection drives were organized for donating stationary items, books, etc.

There is no definite record of the number of people who are actively involved in volunteering time to educate the children from these NGOs. There are many contributions at the team level; money collected from the fines / penalty in the teams are given away to NGOs as donation.
CSR Interventions

Satyam has an agreement with Sarva Shiksha Abhiyan to work with government schools. In the year 2005, Satyam Foundation in alliance with the NGO Pratham and the Government of Andhra Pradesh decided to impart Learning to Read (L2R) techniques in elementary schools of Hyderabad to enhance the reading abilities of the children. The program involved focused learning to read for about three hours everyday during school hours. The Foundation also promotes Science Education through Aid India Science kits for students in grades 6-7.

Employees mentor high school students who conduct classes in spoken English, Computer workshops are conducted for more than 200 teachers on the usage of new teaching tools. Summer Camp for schools are conducted on Yoga, career counseling and personality development.

Programme Coverage
Karnataka, Orissa and Maharashtra

Beneficiaries
As part of the L2R program, 52 government schools of two Mandals in Hyderabad district were chosen. Training was given to around 200 teachers in both the media in 5 batches starting from 12 September to 21 September, 05.
Scope International Pvt. Ltd.

CSR Interventions
Scope's projects have largely been in the area of bridging the skill gap between fresh graduates and the needs of the job market. This is to give back to the IT industry and to help create a more employable workforce in the community.

In the student community Scope International has been able to provide industry specific training for jobs. The academia has benefited from direct industry experience, curriculum design and soft skills critical for bridging gap between college and industry. Industry has benefited from creation of relevant talent pool. The partnership with Trade bodies in curriculum design and on the job training for academia will help to increase the availability of trained resources particularly in Tier II towns.

Programme Coverage
Chennai, Tamil Nadu

Beneficiaries
Students, academia, IT industry
CSR Interventions

Under the University Empanelment initiative, through the Academic Collaboration Program, Tally partners with universities and autonomous educational institutions to integrate vocational training with mainstream education, thereby making students “Employment Ready”. As part of this initiative, Tally provides the curriculum design, licensed multi-user software for education, training of trainers, training manuals and student course kits. These initiatives are provided free by Tally. Some of Tally’s University partners are as following:

- Osmania University, Andhra Pradesh
- Bangalore University, Karnataka
- Delhi University, North
- Himachal Pradesh University, Shimla
- Swami Ramanand Teerth Marathwada University, Nanded, Maharashtra
- Rajiv Gandhi University, Arunachal Pradesh
- Tamil Nadu Open University, Tamil Nadu

Tally’s initiatives are aimed at making students ‘employment ready’. However, they believe that their current initiatives (at the post matric level) are only the beginning and will take time to percolate to the secondary education level.

Programme Coverage

0.5% to 1% of company revenue of Tally’s annual revenue is directed towards their CSR activities in locations as diverse as Chennai, Bangalore, Hyderabad, Shimla, Nanded and Rono Hills, Itanagar.

Beneficiaries

Tally trains over 200,000 students every year through a 950 plus Tally Academy network. Under the University Empanelment programme we have imparted training to over 45,000 students across 697 colleges affiliated to the Universities where we have empanelled.
CSR Interventions

The highlights of the programme comprise a Faculty Development Programme (FDP), workshops with Academic Institutes, Project Support and Internship to students, Sponsorship of Academic Events and hosting Professors on sabbatical in TCS. The highlight of the annual calendar is “Sangam”, a meet with Heads of leading Engineering & Management institutes and separately with Heads of Computer Science Departments.

The TCS Suryodaya programme is a pro-bono offering from TCS in association with Government of Gujarat to link rural engineering colleges and provide higher education content and prepare students for current skills in Information technology as well as competencies in soft skills.

The Insight programme is an IT and softskills camp for students of Class 11, that is students out of high school studying their pre-university course. Insight is a camp which aims to provide an overview of the skills required in the IT industry. It is therefore a blend of technical as well as business ethics, human resources, cultural sensitivity and related skills. The rationale in choosing Class 11 is that students will have completed at least one year of a programming language. The pressure on the students in the final year of schooling is high and it would be a strain to add on a camp.

Convinced that economic development is related to literacy, TCS worked on a paradigm shift that would impact the 200 million illiterate in India. A corporate-wide initiative started in the year 2000 to address and overcome impediments of illiteracy through information technology. Our efforts found success with the Computer based Functional Literacy (CBFL) method. Free of cost to the beneficiary who gets empowered by the privilege of basic education, this method ensures reading can be learnt with 30 to 45 hours of learning.

Programme Coverage

Pan-India presence

Beneficiaries

The Adult Literacy programme has had more than 90,000 learners across the country over the past six years.

The Suryodaya programme has graduated 1500 students across 15 colleges.
Xansa (India) Ltd.

CSR Interventions

Xansa is a member of the 1% club - companies that contribute 1% of their profits for socially relevant causes. Xansa has also always encouraged its employees to do their bit for the community. "Matching Funds" scheme, where an employee’s contribution is matched by the company, is a longstanding example of this support.

The main focus of Xansa CSR is education, especially among children of the less privileged and rural communities. This includes primary and secondary school education in general, computer literacy in particular, career counselling, sports activities, development of special skills etc. As an initial attempt, attention is also being focussed on the health and nutritional status of these school children.

Programme Coverage

NOIDA, UP; Tamil Nadu, Maharashtra

Beneficiaries

Xansa CSR initiatives with its focus on schools and education, has reached out to more than 14000 school children across the country. Xansa has associated itself in different ways with 17 schools and orphanages - 7 in Noida, 8 in Chennai and 2 in Pune.
CSR Initiatives

In the year 2005-2006, 120 employees contributed nearly 140 hours on CSR activities. Out of the total budget, nearly 60% was spent on education. A number of initiatives have been designed by Zensar to promote non-formal education in the community.

Zensar Foundation is currently partnering with Akanksha from year 2003. Currently there are 120 children in Zensar Akanksha centres. Zensar has initiated a series of basic IT education sessions in one of the Pune Municipal Schools in Chandannagar. ‘Nirmiti’ Personality Development Programme has also been initiated by Zensar. This aims at personality development through art forms and include sessions on music, theatre and visual art.

Programme Coverage
Maharashtra and Andhra Pradesh

Beneficiaries
In the year 2005-2006, the foundation trained almost 115 girls and 55 boys from 7th standard of Hambirrao Moze School Chandannagar.

On an average 85 students attended Nirmiti ‘Personal Development Programme’ sessions each time in the year 2005-2006.
Annexure 2 - References


Fleishman Hillard (2005), Rethinking Corporate Social Responsibility: A Fleishman-Hillard/National Consumers League Study


Nelson, Jane (2005), Business as a Partner in Strengthening Public Health Systems in Developing Countries-An Agenda for Action, Clinton Global Initiative (supported by Pfizer)

PricewaterhouseCoopers (2004), Nothing but the Truth: Best Practice Guide for Sustainability Reporting 2004


Websites

The Planning Commission, Government of India: www.planningcommission.nic.in
The Knowledge Commission: www.knowledgecommission.org
Department of Education, Ministry of Human Resources and Development, Government of India: www.education.nic.in
## Annexure 3 - Firms Participating in the Survey*

<table>
<thead>
<tr>
<th>Sl.</th>
<th>NAME OF COMPANY</th>
<th>CONTACT PERSON</th>
<th>CONTACT DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Accenture Services Pvt. Ltd.</td>
<td>Roshni Venkatesh</td>
<td>4/1, IBC Knowledge Park, Bangalore 560029</td>
</tr>
<tr>
<td>2</td>
<td>Applied Materials India Pvt. Ltd.</td>
<td>Shakambhari Thakur</td>
<td>Ground Floor, Inventor International Tech Park, Whitefield, Bangalore - 560 066</td>
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<tr>
<td>3</td>
<td>ASM Technologies Ltd.</td>
<td></td>
<td>ASM Technologies Limited, 80/2 Lusanne Court, Richmond Road, Bangalore - 560 0025</td>
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<tr>
<td>4</td>
<td>CISCO</td>
<td>Lokesh Mehra</td>
<td>2nd Floor, Brigade South Parade, 10, M.G. Road - Bangalore</td>
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<tr>
<td>5</td>
<td>Coca Cola India Pvt. Ltd.</td>
<td>P. Aggarwal</td>
<td>Enkay Towers, Udyog Vihar V, Gurgaon 122 016</td>
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<td>6</td>
<td>Cognizant</td>
<td>Ramkumar Ramamoorthy</td>
<td>226 Cathedral Road, Chennai 600086</td>
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<td>7</td>
<td>Covansys India Pvt Ltd</td>
<td>V. Shankar</td>
<td>Unit 13, SDF Building, MEPZ, Chennai – 600 045, Tamil Nadu</td>
</tr>
<tr>
<td>11</td>
<td>Delta Services (India) Pvt Ltd</td>
<td>Mukesh Mehta</td>
<td>12, Shreepal Complex, Suren Road, Andheri(E), Mumbai 400093</td>
</tr>
<tr>
<td>12</td>
<td>First Indian Corporation Pvt. Ltd.</td>
<td>Chiradeep Bhattacharjee</td>
<td>5th Floor, Block A, Lakeview Bagmane Technology Park, C.V. Raman Nagar, Bangalore - 560 093.</td>
</tr>
<tr>
<td>13</td>
<td>Firstsource Solutions Limited</td>
<td>Lakshmi Iyer</td>
<td>Corporate Headquarters: 6 Floor, Peninsula Chambers, Ganpatrao Kadam Marg, Lower Parel, Mumbai 400 013</td>
</tr>
<tr>
<td>14</td>
<td>Geometric Software Ltd</td>
<td></td>
<td>&quot;Plant 14, Pirojshanagar, Vikhroli (East)&quot;</td>
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<td>15</td>
<td>GTL Ltd</td>
<td>Frank Fernandes</td>
<td>Global Vision, ES II, MIDC, TTC Industrial Area, Mahape, Navi Mumbai 400 710</td>
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<tr>
<td>16</td>
<td>HCL Technologies Ltd.</td>
<td>Pankaj Mahajan</td>
<td>A-10/11, Sector – 3, Noida – 201301, UP</td>
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<td>17</td>
<td>Hewlett Packard India</td>
<td>Bina Raj Debur</td>
<td>24, Salarpuria Arena, Hosur Main Road, Adugodi, Bangalore- 560 030</td>
</tr>
<tr>
<td>18</td>
<td>IBM</td>
<td>Jalaja Pillai</td>
<td>No.12, Subramanya Arcade, Bannerghatta Road, Bangalore - 29.</td>
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<tr>
<td>19</td>
<td>Infosys Technologies</td>
<td></td>
<td>Plot No. 44, 3rd Cross, Electronics City, Hosur Road, Bangalore</td>
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<tr>
<td>20</td>
<td>Intel Technologies India Pvt Ltd</td>
<td>Sindhu Cauveriappa</td>
<td>136, Airport Road, Bangalore 560017</td>
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<tr>
<td>21</td>
<td>iSpace Software Technologies</td>
<td>N.Satyendraprasad</td>
<td>Roxana Mall, # 7-1-23, Greenlands, Begumpet, Hyderabad, Andhra Pradesh</td>
</tr>
<tr>
<td>22</td>
<td>Kale Consultants</td>
<td>Bharati Das Gupta</td>
<td>685/2B &amp; 2C, 1st Floor, Pune Satara Road, Pune - 411 037, INDIA</td>
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<tr>
<td>23</td>
<td>KPIT Cummins Infosystems Ltd</td>
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<td>&quot;Plot No. 35 &amp; 36, Rajiv Gandhi IT Park, Hinjewadi&quot;</td>
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<tr>
<td>24</td>
<td>Microsoft India</td>
<td>Vikas Goswami</td>
<td>5th Floor, Eros Towers, Nehru Place, New Delhi</td>
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<tr>
<td>25</td>
<td>Mphasis</td>
<td>Aparna Sanjay</td>
<td>139/1 Adithya complex, Hosur Road, KOramangala, Bangalore 560095</td>
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<tr>
<td>26</td>
<td>Phi Business Solutions Pvt Ltd</td>
<td>Arup Deb</td>
<td>98-99 Sub-City Centre, Sector 34A, Chandigarh 160022</td>
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<td>27</td>
<td>Qmed Services Pvt. Ltd.</td>
<td>Vasumathi Sriganesh</td>
<td>A-3, Shubham Centre, Cardinal Gracious Road, Chakala, Andheri East, Mumbai 400099</td>
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<td>28</td>
<td>RMSI</td>
<td>Ranbir Bose</td>
<td>A-7, Sector 16, NOIDA, UP</td>
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<tr>
<td>29</td>
<td>Sapient Corporation</td>
<td>Payal Mittal</td>
<td>Sapient Towers D&amp;E, DLF Cyber Greens, DLF City Phase III, Sector 25-A, Gurgaon 122 002, Haryana</td>
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<tr>
<td>30</td>
<td>Satyam</td>
<td>A. Ravishankar</td>
<td>Mayfair Center, 1-8-303/36, Sardar Patel Road, Secunderabad, AP</td>
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<tr>
<td>31</td>
<td>Scope International Pvt. Ltd.</td>
<td>Shashi Ravichandran</td>
<td>&quot;# 1, Haddows Road, Chennai 600 006&quot;</td>
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<tr>
<td>32</td>
<td>Tally Solutions Ltd.</td>
<td>Sudhir Nayak</td>
<td>Level 2, Commerce@Mantri, Banerghatta Road, Bangalore 560076</td>
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<td>33</td>
<td>Tata Consultancy Services</td>
<td>Anthony Lobo</td>
<td>Air India Building, 11th Floor, Nariman Point, Mumbai 400 021</td>
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<tr>
<td>34</td>
<td>VEE Technologies</td>
<td>Chocko Valliappa</td>
<td>#71 Millers Road, Son Towers, First Floor, Bangalore 560052</td>
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<td>Wipro Ltd</td>
<td>Prakash Iyer</td>
<td>Sarjapur Road, Doddakanelli, Bangalore 560035</td>
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<td>36</td>
<td>Xansa</td>
<td>Manish Rathour</td>
<td>B-39, Sector 1, NOIDA, UP</td>
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<td>37</td>
<td>Xchanging</td>
<td></td>
<td>&quot;12th Floor, Tower-A, Signature Towers South City-I, NH-8, Gurgaon, Haryana&quot;</td>
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<td>38</td>
<td>Zensar Technologies</td>
<td>Prameela Kalive</td>
<td>Zensar Knowledge Park, Plot # 4,Kharadi, MIDC, Off Nagar Road, Pune 411014</td>
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<tr>
<td>39</td>
<td>Zenta Group</td>
<td>Rumana Bukht</td>
<td>1st Floor, Fairmont Building, High Street, Central Avenue, Hiranandani Business Park, Powai, Mumbai 400 076</td>
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<tr>
<td>40</td>
<td>ZMQ Software Systems Ltd</td>
<td>Subhi Quraishi</td>
<td>187 Vishali, Pitampura, New Delhi - 88</td>
</tr>
</tbody>
</table>

*This is not the full list of companies that participated in the Survey; other companies did not wish to be named.*