

**Success Stories on
Corporate Social Responsibility**

Aditya Birla Capital Limited

Aditya Birla Sun Life Insurance Company Limited

Mumbai

Organizational Description

Aditya Birla Capital Limited (ABCL) is the holding company for all the financial service businesses of the Aditya Birla Group. With a strong presence across the life insurance, asset management, private equity, corporate lending, structured finance, general insurance broking, wealth management, equity, currency and commodity broking, online personal finance management, housing finance, pension fund management and health insurance business, ABCL is committed to serve the end-to-end financial services needs of its retail and corporate customers.

Aditya Birla Sun Life Insurance Company Limited (ABSLI) is a subsidiary of Aditya Birla Capital Ltd (ABCL). is one of the leading private sector life insurance companies in India, headquartered in Mumbai. ABSLI is a 51:49 a joint venture between the Aditya Birla Group and Sun Life Financial Inc., a leading international financial services organization in Canada.

As of June 2018, total AUM of ABSLI stood at Rs. 375,820 million. ABSLI recorded a gross premium income of Rs. 12,673 million in Q1 FY 2018-19 and registering a y-o-y growth of 46% in Individual First Year Premium and posted a net profit before tax of Rs 248 million (Source: IRDAI reported Financials) . ABSLI has a nation-wide distribution presence through 425 branches, 9 bancassurance partners, 6 distribution channels, over 80,000 direct selling agents, other Corporate Agents and Brokers and through its website.

CSR Policy

The Aditya Birla Centre for Community Initiatives and Rural Development provides the CSR vision to Aditya Birla Capital and its subsidiary company under the leadership of its Chairperson, Mrs. Rajashree Birla.

Our vision is – "to actively contribute to the social and economic development of the communities in which we operate. In doing so, build a better, sustainable way of life for the weaker sections of society and raise the country's human development index".

The Centre provides the strategic direction, and the thrust areas for our work. It also ensures performance management. The onus for the successful and time bound implementation of the projects is on CSR teams .

The board has appointed a CSR committee which report to board directly. The board of directors of a company plays a significant role in CSR policy & strategy of the company. The involvement of Board in our CSR policy, plan and execution is as follows:

- Approval of the CSR policy.
- Ensuring its implementation.
- Disclosure of the contents of CSR policies related to its report.
- Review the project and budget recommended by CSR committee
- Ensuring that statutory specified amount is spend by the company with reference to CSR activities.

The CSR Committee of the Board of Directors provides strategic guidance to the CSR team and ensures monitoring and implementation of the CSR Projects / Programmes & recommend annual CSR budget for board approval.

Funds allocated for CSR work

Sr.No.	Financial Year	CSR expenditure (in Cr.)
1	2016-17	3.31
2	2017-18	2.49

Strategies adopted to assist the marginalized, underprivileged and poor

Company follows corporate social responsibility, in project mode initiative for the development activities of marginalized / under privileged / poor in the communities in rural, tribal areas. The mode of implementation of our CSR projects are by building partnership with credential NGO to reach out to marginalized/underprivileged/poor in the concerned communities.

Company also formulated a roadmap for Social Inclusion and Equitable Development aims at ensuring maximum people are included and empowered by connecting them to sustainable economic growth. The roadmap and milestones for inclusive growth and equitable development are implemented through building partnership with credential like-minded organization. The Company undertakes projects in rural areas and caters the need of underprivileged section of the society by doing need assessment through various method (PRA & Quantitative research). The focus development activities are **education, healthcare, women empowerment and sustainable livelihood, sports etc.** Company CSR projects focuses on community participation, empowerment and community development.

Key CSR issues addressed

Company has taken up major project in two thematic area namely Healthcare & Education.

Healthcare: -

- **Project -1:** Project on reducing child and maternal mortality and improve the overall health of women by using mobile voice technology to help expectant women to take timely decision related to her pregnancy. The project uniqueness is “use of technology to reduce child and maternal mortality and improve the overall health of women”. Based on gestation period of women, voice message send to women on her registered mobile number. Voice messages are culturally appropriate on comprehensive information on preventive care and simple interventions to reduce maternal and infant mortality and morbidity in urban India.

1,69,253 women enrolled for this voice message service and got immensely benefitted in four districts of Madhya Pradesh (Bhopal, Indore, and Ujjain and Dewas)

- **Project -2:** Project on overall health, anaemia and nutrition enhancement in the life cycle of women and children including adolescent girls pregnant women, post natal mothers and children under the age of five years.

This project is being implemented in three hilly tribal blocks of Tamilnadu viz. Jawadhu, Kalvarayan and Kolli and three tribal blocks of Odisha viz. Betnoti, Koraput and Semiliguda

- **Impacted 61148 Lives directly:** 20,359 adolescent girls in the age group of 10-19 years, 18935 mothers & expectant mothers (Ante natal & post-natal), 21,854 under five children and have directly benefited from the programme.
- Through health awareness programme on various issues related to health 467,110 populations has benefitted.
 - > Key impact area from base level in 2 years:
 - Enhancement on knowledge level Anaemia (+ 62%)
 - Drop in anaemia prevalence rate (- 23%)
 - Full ANC check of ante- natal case (+ 42.7%)
 - Significant jump in consumption of IFA tablets (+ 44%)
 - Increase in institutional delivery (+ 17%)
 - Number of children registered in ananganwadi centre (93.4%)
 - Colostrum feeding within one hour of birth was increased from 78% to 90%,
 - Positive shift in child nutritional grading (from severely malnourished to malnourished/ normal)

- Community ownership for the project and demand of Govt healthcare facility has increase
- **Elimination of avoidable blindness:-** This project focuses on elimination of avoidable blindness due to cataract and glaucoma in senior citizen/ old age patients.

In last two years this project has benefitted close to 3000 old age person to restore their lives in Jharkhand.

- **Cancer care:** This is regular support items of our CSR project. Our effort has helped to complete chemotherapy of 25 underprivileged Children. Also we are supporting for cancer research with Tata Memorial Hospital, Mumbai.

Focus Area : Education

- **Mobile Academy for financial literacy:** This project provides door-step training to beneficiary in financial, entrepreneurship and personal leadership skills to low-income women. The program focuses on developing attitudinal and behavioral changes in women on how to become problem-solvers, behavior associated with money. This programme helps them to ways to save money and develop entrepreneurial quality amongst them. This program is running for underserved rural and under women and have benefitted 8500 women in rural/ urban Bangalore.
- **Education to children with disability** “Project Saksham” this project aims to empower the differently abled children who are one of the most marginalized and excluded groups in the society. It is an effort for creating inclusive environment and empowering the differently abled children for their better life through education. Our baseline information revealed that this segment of population is either ignored or discriminated by parents and society both, and not paying proper attention to the needs of these special children. Hence this project was designed and implemented to fill the gap across the community, teachers, parents, govt. officials and help to fulfil the aspiration of 341 child with disability (CwD) in dignified life in urban slum of Bhubaneswar.

Systematized processes for measurement and auditing of CSR performance

The CSR projects are monitored on five parameters:

- Effectiveness of CSR activity: Is the project achieving its pre-set-goal?
- Project relevance: Are CSR activities well-directed towards stakeholders?
- Coherence/Complementarity: Are CSR activities well-coordinated?
- Development of policy effects: Are CSR project contribute to pre-determined goals?
- Sustainability: Will CSR initiative keep continuing for long duration?

Each project has clear defined objective, implementation methodology, monitoring indicators, outputs and outcomes. During the course of implementation all projects/programmes are assessed under the agreed strategy, and are monitored every quarter, measured against targets and budgets. Wherever necessary, midcourse corrections are done.

Encouraging employees to involve with the community

To encourage the employees to get engaged in community development work the company has launched an Employee CSR campaign based on following agenda:-

- You can partner with us:** Volunteering opportunity for employee to get enroll for the cause in various project locations as per their interest area in various thematic area.
- We can partner with you:** Employee who are actively engaged at their personal capacity with NGO and want to raise fund for project, can submit their project proposals and seek fund from organization by fulfilling the set criteria for funding support.

The CSR team with support of HR functions conducted numerous employee engagement programs for social causes which were reported to the senior management from time to time.

Monitoring and reporting of social projects

Company has dedicated CSR unit with professionals who monitor the project implementation and report the CSR project. CSR committee regularly takes update of project execution and output of the project. Company engages independent agency time to time to do the social audit of the program. Based on the feedback received from both internal and external assessment projects are reviewed and any necessary intervention is communicated to both the Implementing partner as well as CSR committee.

Dell International Services India Private Limited

Bengaluru

Organizational Description

Incorporated in 1996, Dell India has been among the fastest growing technology companies in the country. An engine for Dell's global growth, Dell India is a strategic component of Dell's transformation into a true IT solutions partner and a 'trusted IT advisor' focused on end-to-end offerings.

With over 20,000 team members, Dell India is the largest operation for Dell outside the US and has presence across nine cities: Bangalore, Delhi, Mumbai, Pune, Gurgaon, Chennai, Hyderabad, Kolkata and Ahmedabad. Below are the key offerings in India at a glance:

- 4 R&D centers across Bangalore, Pune and Chennai
- Manufacturing facility in Sriperumbudur, Chennai
- Enterprise Spares locations: 9 (Delhi, Mumbai, Bangalore, Kolkata, Chennai, Pune, Hyderabad, Jaipur & Ahmedabad) Executive, Briefing Centre - Bangalore
- Customer Solutions Centre - Bangalore
- Dell Global Social Media Listening Centre - Bangalore
- Client Service Network in over 650 locations across 350 cities
- Global Analytics Centre - Bangalore
- Global Customer Contact Support Centers: 5 (Bangalore, Hyderabad, Gurgaon, Mumbai, Chennai)
- Dell IT: Bangalore & Hyderabad
- Dell Financial Services: Bangalore & Hyderabad

Size: Approx. 21,758 Employees

Ownership: Indirectly owned by Dell Technologies

CSR Policy

At Dell, we are committed to driving human progress by putting our technology and expertise to work where it can do the most good for people and the planet. The company's CSR committee consists of four of the company including the Managing Director. The committee works closely with the Regional Giving manager to drive and monitor all Directors community service matters in India across sites and business functions. The Board approves CSR policy and periodically reviews the CSR strategy.

Duties of CSR committee:

- The Committee has formulated the CSR Policy and monitors the policy.
- It shall indicate the activities under which the CSR expenditure has to be undertaken by the Company as prescribed under Companies Act.
- It recommends the amount of expenditure to be incurred by the Company on various CSR activities.

Funds allocated for CSR work

FY: 2017-18

Prescribed CSR Expenditure: INR 13,43,84,519

CSR Expenditure by Dell: INR 13,44,32,072

FY: 2016-17

Prescribed CSR Expenditure: INR 8,67,25,123

CSR Expenditure by Dell: INR 9,26,91,258

Strategies adopted to assist the marginalized/underprivileged/poor

Dell believes that access to education and technology is not a luxury, but a necessity. That's why we work with non-profits around the world to close the learning gap and give young people the power to discover better possibilities.

As part of the Dell Youth Learning Program, this year we are supporting 6 non-profits working in multiple cities across India to support access to technology and learning for underserved youth. These programs include cash to support all needs of the program such as content, facilitators, teacher training, and food for the children, or power back-up as needed. We also support the programs with a wide variety of Dell technology solutions and significant employee engagement.

Including the Dell Youth learning partners there are hundreds of non-profits across India listed in the 'Legacy of Good community' tool covering a wide spectrum of areas : children's education, empowering the specially abled, healthcare, environment, women's causes etc.

Key CSR issues

The key strategic focus areas of Dell are:

- a) **Youth Learning:** The Youth Learning initiative is a component of Dell's 2020 Legacy of Good Plan. The goal is to close the learning gap for thousands of young people who lack access to quality programs, education, technology and tools to learn. Dell Youth Learning program is implemented to provide positive impact for underserved students in the following areas:
 - **Access:** Getting Dell technology/solutions into the hands of underserved youth to serve as a catalyst for lifelong learning and job/career readiness. Any Dell technology, solution or service may be used to accomplish the work of your program.
 - **Learning:** Opportunities to acquire understand and apply Information Communication and Technology (ICT) skills: Critical thinking and problem solving, Innovation and creativity, Communication and collaboration and Digital literacy.
- b) **Digital Life Care:** Aimed at digital transformation of the country's public healthcare system, Dell in partnership with Tata Trust and the GoI have built and deployed a modern digital healthcare platform- the Digital Life Care. The Ministry of Health and Family Welfare is using the platform to power one of its flagship national schemes- the Ayushman Bharat.
- c) **Disaster Relief:** Dell has played a pivotal role in disaster relief management by working with disaster relief organizations to provide post disaster recovery assistance. We provide technology donations, funding support, on-the-ground volunteer efforts amongst others. In lieu of the recent Kerala floods, we have donated \$200K towards the relief works (through relief organization as Goonj). Employee cash contributions were matched by Dell amounting to \$195K. Employees also donated truckloads of stuff for the relief efforts.
- d) **Community Engagement:** Serving the communities in which we live, and work is something Dell team members are passionate about. Our community service program enables employees to share their expertise and provide support to charitable causes and non-profit organizations.

Systems and processes for measurement and auditing of CSR performance

Dell recognizes the need for corporations such as ourselves to conduct business in a responsible and ethical manner. In 2013, we introduced the Dell 2020 Legacy of Good Plan as a formal part of our business strategy. This plan comprised of 21 sustainability goals relating to the environment, communities, and people. The Dell Corporate Responsibility (CR) team is the driver for interpreting CSR-related information – be it from scientific studies, news, public opinion, or a variety of other sources. The CR team works to develop concrete strategies and goals and is responsible for measuring and reporting performance in our annual CSR report. When confronted with a CSR-related risk, opportunity, or other issue, the CR team is responsible for engaging with the relevant business segments to address the issue and take action. As more customers are considering CSR performance in their decision making process, it is important for Dell to be transparent about our current progress and future

goals. We encourage referencing the following for more information about Dell's CSR management structure.

Encouraging employees to involve with the community

Dell strongly encourages its team members to volunteer their time, talents and energy to support charitable causes and non-profit organizations. Dell provides a strong and structured framework to facilitate and support this for employees. Dell India employees can volunteer for the following types of organizations:

- Dell's strategic partners
- Dell's Employee Resource Groups as long as it is community service related
- A registered charity
- Local school (public or private)
- Religious organizations
- Youth sports organizations
- Government institute, fire/police department

Volunteering by Dell India employees can either be:

On Dell Time

- Planned or managed efforts that seek to motivate and enable team members to volunteer via a site-based activity or team activity.
- Planned or managed efforts that seek to motivate and enable teams to set a time period where everyone can align to a volunteer activity or focus area globally or virtually.

Off Dell Time

- Volunteering with a team that is done during non-work hours.
- Volunteering with family, friends, or alone during non-work time.

For FY18, 70% of Dell employees in India volunteered contributing an average of 7.8 hours for community service. For FY19 over 50% of the employees have volunteered for various CSR activities and by end of the year this would reach to 75%.

Dell also topped the Self4society corporate leaderboard in Nov'18.

Monitoring and reporting of social projects

Following are various approaches by which we monitor and report social projects:

- a) Projects are monitored through a proprietary technology platform called Goodera Enterprise, a cloud based mobile application which enables, real-time data to be collected to ensure that visibility into Dell CSR activities is high.
- b) Regular calls and reviews with Youth Learning partners.
- c) Half yearly reports with metrics from all strategic partners to show progress against plan that was submitted at the beginning of the year.
- d) Quarterly companywide updates on volunteerism data by geographic region, business unit and global campaign.
- e) Annual CR report available on the website.
- f) Volunteering activities are monitored through internal online platform.

In addition, Dell employees globally have access to Legacy of Good Community, an online platform that connects employees with volunteering opportunities and provides information on current campaigns employees can engage in. The platform is available to NPOs who can also upload volunteer opportunities and specific item needs they have.

Impact of social projects on the community

Dell India strategic area of focus for charitable giving is Youth Learning. The program has been implemented in India since 2008 and to date has directly impacted over 800,000 youth across the

country through grants of over US\$10m in cash and Dell products to 15 non-profits working in the area of youth education.

It is estimated that over 100,000 youth in more than 1000 government/marginalized schools will be impacted through technology integrated learning and teaching. Each of these schools will have access at a minimum to a Dell Laptop and Dell projector and interactive e-learning content that is developed with support from Dell funding. In addition to the direct impact in many of the schools the Dell computer lab is used to impart ICT skills to children from other schools in the neighborhood and community youth.

To improve learning outcomes, the program is also focused on fostering creativity and innovation among children of government schools. Towards this Dell has partnered with NITI Aayog's Atal Tinkering Labs to support 17 government schools.

Based on the experience of the past several years the program is moving towards rigorously measuring outcome and impact indicators and engaging with state governments to influence systemic changes in school education.

In addition, Dell also responds to natural disasters typically where Dell employees or suppliers are located or in some cases where there is significant loss of lives and property.

Partnerships

Informally, Dell India CSR team and ambassadors interact with the non-profits on an ongoing basis. Dell executive sponsor and employee champions are assigned to each strategic non-profit partner under the Dell youth learning program. These employees work as individuals and as teams to support the non-profits with skills based and traditional volunteering that enhances the entire organization and the impact of the Dell youth learning program. When employees identify that a non-profit has a specific need, they frequently work together to address the need specifically. Examples include installing water filters in schools of Humana People to People to provide clean drinking water for the children and a project to train and conduct a cultural festival for thousands of children from rural government schools. The funds for these additional programs/projects come primarily from Dell employee volunteering recognition program, where employees who volunteer 10 hours or more in a quarter are given \$150 to give to the charity of their choice. Dell employees developed the idea to use these funds to help the charity with specific programs and projects.

Formally, Dell Giving interacts with these charities twice a year through six monthly and half yearly reports.

Dell also got into the Statement of Intent with NITI Aayog in FY18 by adopting 13 ATL schools across multiple locations. This partnership grew stronger in FY19 year and Dell is supporting 17 schools this year. The partnership has ensured meaningful participation from all stakeholders towards enhancing learning outcomes of children.

Communication with various stakeholders

Our commitment to corporate social responsibility includes a dedication to transparency, collaboration and stakeholder engagement. We work with our stakeholders, partners and our own team members to determine what to report, with the intent to hold ourselves accountable and invite candid dialogue. The following offers the details of our robust, multifaceted approach to reporting.

Where we report: We report our performance through a variety of outlets and mediums:

- a) Global Reporting Initiative (GRI) - The report includes information on material aspects of our company; the GRI G4 framework helps reflect diverse stakeholders' perspectives and accepted standards in reporting on our CSR programs and goals.
- b) Corporate Responsibility Social Report - The report includes information on our annual performance across all of our CR pillars. This report gives an update on the 21 ambitious environmental, community, and people goals that Dell has set as a part of the 2020 Legacy of Good Plan. This report is published electronically and in paper, and is available to all employees, the public, and stakeholder groups.

- c) Corporate Social Responsibility Website - The corporate social responsibility section of Dell.com provides a comprehensive view of the various programs and initiatives that bring our commitment to life.
- d) Carbon Disclosure Report (CDP) - Dell also reports their climate change, water, and supply chain progress through the CDP. Since 2003, we have provide a detailed report each year on our carbon emissions to the CDP — the largest database of primary corporate climate change information in the world.

How we report: Reporting on our corporate social responsibility efforts, progress and metrics requires that we prioritize what we cover on our website and in our annual Corporate Social Responsibility Report. Our corporate social responsibility team leads this process by analyzing potential topics and selecting those that are most material to us and our stakeholders. We identify and prioritize these material topics by engaging internally across the business as well as externally with a broad set of stakeholders.

Key Social Project and its impact

NGO Partner: Learning Links Foundation

Project: Atal tinkering Lab

Project details: The Government of India has setup the Atal Innovation Mission (AIM) at NITI Aayog. Realizing the need to create scientific temper and cultivate the spirit of curiosity and innovation among young minds, AIM proposes to support the establishment of a network of Atal Tinkering Laboratories (ATL). The objective of setting up ATL is to foster curiosity, creativity, and imagination in young minds. In the year 2017, Dell partnered with NITI Aayog - the ‘Think Tank’ of the Government of India and adopted 17 ATLs- Government schools (Central & State) from 6 states.

As part of the adoption, the implementation partners are involved in end-to-end implementation of the initiative along with mentoring students and showcasing their projects at national & international events. Multiple aspects on which Dell is supporting this initiative are:

- a) Capacity building of team, teachers & students
- b) Enhancement of lab infrastructure
- c) Transformative and immersive learning experience
- d) Community mobilization
- e) Employee engagement

Sustainability Plan: Through this initiative, there is a drastic change in the mind set of teachers and students. The teachers are comfortably conducting technical sessions for the students. It has gone a step ahead where group of students’ aka Tech Group students mentor their peers and others, slowly but steadily building the blocks for sustainability.

In order to make the program sustainable, the following steps are taken:

- School authorities are equipped with technology learning to make them self-reliant with the processes by including digital resources in the school system
- Formation of Tech Group i.e. a group of highly motivated technology-enabled student leader who are responsible for peer mentorship within the school system and conduct the trainings and sessions in the absence of support
- Support from the experts to the school is reduced to limited so as to encourage the school to lead the implementation of ATL initiative independently and become self-sustainable
- Getting support from the local community bodies by involving MLA’s, community leaders, School Development Management Committee (SDMC) members so as to provide financial support to the school’s ATL to achieve sustainability

The potential for replication of the program is enormous. Dell as one of the partners with AIM, NITI Aayog for the success of the initiative & making the Dell adopted schools as the model schools for ATL program, it is highly likely to expand the program to any ATL selected schools in the defined geographical boundaries of India.

GAIL (India) Limited

New Delhi

Organizational Description

GAIL (India) Limited is India's largest natural gas company having a market share of over 75% in natural gas transmission. Apart from natural gas transmission, distribution and processing, the Company has diversified business interests in LPG transmission, petrochemicals, city gas projects and Exploration and Production activities. The Company has presence in Egypt and China through city gas projects and in Myanmar in E & P. GAIL has recently acquired its first shale gas assets in the USA through its wholly owned US subsidiary GAIL Global (USA) Inc. The subsidiary company has executed definitive agreements with Carrizo Oil & Gas Inc. based in Houston, Texas, to enter into an unincorporated joint venture, under which GAIL Global (USA) Inc. will acquire a 20% interest in Carrizo's Eagle Ford Shale acreage position

GAIL possesses over 11,400 km of natural gas pipeline transmission network and is laying new natural gas pipelines measuring 5000 km.

CSR Policy

Yes, the company has a CSR policy approved by the board and is available in public domain. The same can be accessed through the link:

http://www.gailonline.com/final_site/pdf/CSR/final_policy2010.pdf

The Policy details the mechanisms for monitoring, evaluation and implementation of CSR projects. The CSR Policy of GAIL, keeping in view the spirit of CSR activities, is titled as 'GAIL Hriday' i.e. Corporate with a Heart. While CSR activities are undertaken in all areas identified in the Schedule VII, the CSR policy of GAIL specifically focusses on certain areas/sectors which are titled by the objective they seek to achieve:

- 1) GAIL Arogya (Wellness) - Nutrition, Health and Sanitation and Drinking Water Projects
- 2) GAIL Ujjawal (Towards a Bright future) – Education Initiatives
- 3) GAIL Kaushal (Skill) - Livelihood Generation and Skill Development Initiatives.
- 4) GAIL Unnati (Progress)- Rural Development
- 5) GAIL Sashakt (Empowerment)- Women Empowerment Initiatives
- 6) GAIL Saksham (Capable) - Care of the Elderly and Differently-abled.
- 7) GAIL Harit (Green) - Environment Centric initiatives

Yes, we have a CSR Committee of Board. The committee is constituted basis the criteria specified in Section 135 of the Companies Act. The roles and responsibilities of the CSR Committee are in complete alignment with the provisions of Companies Act, 2013 and DPE Guidelines. The CSR Committee, inter-alia, formulates and recommends to the Board, a CSR Policy, recommends the amount of expenditure to be incurred, monitors the CSR Policy of the company from time to time and undertakes any other activity delegated by the Board.

In compliance with the provisions of Section 135(1) of the Companies Act, 2013, as on 31.03.2018, the CSR Committee of the Board comprises of four members i.e. CMD, GAIL as Chairperson, Director (HR), GAIL and two government nominated Independent Directors.

Funds allocated for CSR work

For 2017-18:

Total amount to be spent for the financial year - As per provisions of Companies Act, 2013, GAIL was mandated to spend Rs. 69.67 Cr in FY 2017-18 (the company spends 2% of the average net profit made during the three immediately preceding financial years) on its CSR activities. GAIL made allocation of Rs. 104.51 Cr on CSR activities of 2017-18, which is approx. 3% of the avg. net profit of the preceding three financial years. Against this mandated spends, GAIL has incurred a total expenditure of Rs. 91.65 Cr. This amounts to 2.63% of the avg. net profit of the preceding three financial years.

For 2016-17:

As per provisions of Companies Act, 2013, GAIL was mandated to spend Rs. 81.47 crores in FY 2016-17 (2%

of avg. PBT of preceding 03 F/Ys) on its CSR activities. GAIL made allocation of Rs. 118.93 crores on CSR activities of 2016-17, which is 2.7% of the avg. net profit of the preceding three financial years and carry forward of Rs. 8.95 crores from previous years. Against this, GAIL has incurred a total expenditure of Rs. 123.58 crores, out of which Rs. 92.16 crores have been incurred on CSR projects/activities of FY 2016-17. This amounts to 2.26% of the avg. net profit of the preceding three financial years.

Key CSR issues

GAIL undertakes CSR projects in sectors as identified under Schedule VII of the Companies Act, 2013 with special focus on the areas identified in the policy covering aspects like Health & Wellness, education, rural development, skills & livelihood generation, women empowerment, care for Elderly and Differently-abled, and environment. Most of these sectors are extensively covered under SDGs and had been inculcated in the CSR policy.

Each Focus areas under CSR Policy is titled by the objective it seeks to achieve:

1. GAIL Arogya (Wellness) - Nutrition, Health and Sanitation and Drinking Water projects
2. GAIL Ujjawal (Towards a Bright future) – Education initiatives
3. GAIL Kaushal (Skill) - Livelihood Generation and Skill development initiatives.
4. GAIL Unnati (Progress)- Rural Development
5. GAIL Sashakt (Empowerment)- Women Empowerment initiatives
6. GAIL Saksham (Capable) - Care of the elderly and differently abled.
7. GAIL Harit (Green) - Environment centric initiatives

May refer ‘Annexure E’ of GAIL Annual Report for a brief insight into the CSR activities undertaken by GAIL in respective financial years.

Systems and processes for measurement and auditing of CSR performance

For almost all major CSR projects implemented at GAIL, a model agreement is signed with the implementing agency detailing terms of contract including agreement period, project milestones, deliverables, payment plans, sustainability mechanisms, audit of accounts etc.

The payments are released in a phase wise manner on achievement of the pre-defined project milestones and submission of proof of deliverables. In addition, the projects are also monitored through Quarterly Reports, Site Visits by CSR executives, Documentary evidence including Photographs, Films and Videos.

Since payments are released in installments upon achievement of pre-defined milestones/KPIs, periodic review for evaluating the milestones is automatically conducted. This is done in terms of proofs submitted for deliverables, site visits by dealing executives and review of payment plans in case on non-achievement of the milestones.

Further, Audits on CSR are conducted at regular intervals through multiple mechanisms:

1. Internal Audit – GAIL has a fully functional Internal Audit Department which conducts audit of CSR activities of the company at periodic intervals. The findings, observations and recommendations of the Audit Department along with the corrective actions/course and replies furnished by the CSR Department, are put up for consideration to the duly constituted Audit Committee of the Board.
2. Govt. Audit/CAG Audit – The CSR activities/programmes of the company are also subject to an annual Government Audit and CAG Audit.
3. 3rd Party Audit – GAIL conducts a 3rd party Impact Evaluation for all its CSR projects above a certain value. Financial Audit/Evaluation is a major component of the evaluation of the projects. A sample report is enclosed at Annexure I. Since this is a confidential document, it is requested that the same may not be circulated any further

Encouraging employees to involve with the community

Employees form one of the very crucial stakeholder groups. Their involvement in CSR is ensured through

regular information and updates on CSR activities through social media such as twitter feeds, GAIL blog etc. Regular e-mails updating the employees on important activities and developments in the CSR function of the company are also shared through e-mail and internal and public websites of the company. Use of WhatsApp for daily reporting in various projects.

Employee interaction with community is also facilitated through organization of various events such as exhibition cum sale of the products made by beneficiaries of the CSR project or requesting employees for an interactive session with a particular beneficiary group to encourage and motivate them.

GAIL organizes 'Spread the Warmth' campaign every year since 2016-17 where employees were encouraged to donate their old/used belongings for homeless people of Delhi. Regular e-mailers and intranet alerts helped us generate an overwhelming participation from the employees. Over the past years employees have participated with enthusiasm.

Monitoring and reporting of social projects

With regards to CSR implementation and execution, a robust monitoring mechanism has been instituted by the company, providing for periodic monitoring at different levels to ensure transparency and effective implementation of the CSR programmes undertaken at each work center.

The following indicative mediums are used for monitoring:

1. Monthly Progress Report
2. Quarterly Progress Report
3. Video Conferencing
4. Site visits
5. Documentary evidence including photographs, films and videos.
6. SAP reporting mechanism
7. Daily reporting via WhatsApp etc.
8. Other in – house monitoring mechanisms.

Time to time field visits by the CSR executives maintain a check on the implementation by the partner organization and also, ensure stakeholders feedback.

Impact of social projects on the community

GAIL CSR has provision for Impact Assessment viz. for long term flagship and mega projects with a cumulative financial commitment of over Rs. 2 Crore, a 3rd Party Impact Assessment Study is conducted by GAIL centrally (Corporate CSR Department) through an independent agency preferably reputed academic institution or Government agency, upon completion of the project. For this purpose, a detailed scope of work is traced out and agencies are selected through a multi-level process by a cross functional team of professionals.

Partnerships

At GAIL while the CSR projects are implemented through partner organizations, stakeholders including beneficiaries, community organizations, Govt. representatives etc. are regularly involved through meetings, interactions, group discussions etc. The community representatives are also engaged in real time onsite participatory monitoring and evaluation of the project and the feedback received is incorporated in the project module to further improve the project impact and implementation.

Yes, there is also a process in place to receive feedback from stakeholders. The mechanisms and tools adopted to obtain such feedback vary from one stakeholder group to another. For example, the implementing partner in any CSR project is one of the primary stakeholders. Their experience of implementing the project on ground is extremely crucial and valuable for the success of the initiative and is therefore incorporated into the terms of service and reference in the form of a Standard Model Agreement signed with the implementing partner year on year to incorporate improvements and additional requirements etc.

For almost all major CSR projects implemented at GAIL, a model agreement is signed with the implementing agency detailing terms of contract including agreement period, project milestones, deliverables, payment plans, sustainability mechanisms, audit of accounts etc.

Communication with various stakeholders

The company engages with stakeholders in designing and implementing the CSR interventions. The CSR interventions undertaken at GAIL are identified through multiple mechanisms. Requests and inputs received from stakeholders, especially the primary stakeholder such as the community, beneficiaries and even Govt. representatives play a significant role in formulation and drafting of a CSR proposal. Stakeholders, especially community members and beneficiaries also assist in the initial need identification studies and baseline surveys conducted for finalization of project components.

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Feedback from the community and the beneficiaries is obtained and documented in the form of reports, forms, case studies etc. through periodic site visits and personal/group interactions. Yes, we have a well-documented procedure to receive feedback from stakeholders and act on the feedback received. Feedback from employees on CSR function of the company is sought generally through electronic medium as also during various CSR related events organized and is duly considered while planning future projects or organization of CSR related events. Social Media, Meetings, Analyst Meets, Customer Meets etc. are also used to obtain feedback on the projects.

GAIL does have a grievance redressal mechanism for external stakeholders. GAIL is committed to provide services to its stakeholders to their satisfaction in a transparent manner by upholding the highest values of corporate governance and ethics. However, if stakeholders find unprecedented areas of concern; they are encouraged to report the same. Further, the option to lodge complaints is available on our website: <http://gailonline.com/hindi/onlineComplants.html>

Key Social Project and its impact

Title: Project Arogya

Objective:

Project Arogya was conceived to provide free primary healthcare services at doorsteps of remote & rural population through Mobile Medical Units (MMUs). The MMUs under the project also carry out awareness activities on health and hygiene in order to achieve health-seeking behaviour among the villagers and community where they live. The project is to transform the lives of the underprivileged by strengthening the healthcare services in the stakeholder communities.

Project brief:

Recognizing lack of primary healthcare services in the country, Project Arogya was conceived to provide free primary healthcare services at doorstep of remote & rural population. In 2017-18, the company supported 31 Mobile Medical Units, spread out in 11 States across India, namely, Uttar Pradesh, Madhya Pradesh, Bihar, Jharkhand, Punjab, Delhi/NCR, Uttarakhand, Gujarat, Andhra Pradesh, Odisha and West Bengal. Healthcare is an important aspect of various social welfare schemes of Govt. of India like Ayushman Bharat, and various disease eradication programmes like TB Free India etc.

MMU vans also carry out awareness activities on health and hygiene in order to achieve health-seeking behavior among the villagers and community where they live. The Project Arogya MMU healthcare services include: free doctor's consultation, free distribution of medicines, basic diagnostic tests, and referral to other healthcare facilities. Information and awareness material on rights and entitlements, government social security schemes and health program is also provided. Quarterly eye-screening and medical health check-up camps are also

conducted under project Arogya. In 2017-18, Project Arogya touched more than 7.5 Lacs beneficiaries.

Process of Implementation:

- An implementation agency with expertise in healthcare operates the MMUs. Each MMU covers 5 to 8 Villages per week as per the defined/allotted itinerary or schedule, and extends primary health services to approx. 25,000 patients annually.
- The MMU services include: Qualified MBBS Doctor, Nurse (ANM), Lab Technician/Pharmacist, Essential medicines, diagnostic kit (Swasthya Janch Machine), Information and awareness material on health and hygiene.
- Swasthya Janch Machine – for conducting 22 types of routine tests in MMU itself.
- Free distribution of Shuddhu tablets (Chlorine Tablets) for purification of water.
- Quarterly Eye-screening and Medical health check-up camps are conducted. They generate local feedback pertaining to healthcare needs of the local people.
- MMUs are GPS enabled and Geo-fenced, for remote monitoring and supervision which enables real time monitoring.
- Patient follow-ups are done when the MMUs visits the area again as per the defined itinerary or schedule.
- MMUs also provide Referral Services.
- WhatsApp etc. are used for project monitoring & coordination, effectively utilised in many of GAIL other supported CSR projects like TB Free Pata, Project Avant etc.
- In 2017-18, 'TB Free Pata' programme was integrated with MMUs operating in Pata region in Dist. Auraiya of Uttar Pradesh. Since the launch of 'TB Free Pata' in 2017-18 under GAIL CSR more than 0.1 Million population benefitted from 'Symptomatic Comprehensive TB Screening'. A total of 556 patients are diagnosed for confirmation of TB disease.

Piramal Foundation

Mumbai

Organizational Description

Piramal Foundation is a Section 25 company under the Companies Act 1956.

Piramal Enterprises Ltd set up the Piramal Foundation in August 2011 to ensure that all its CSR / philanthropic activities are undertaken through a dedicated organisation. As of March 21, 2018, Piramal Foundation became a private independent Foundation.

Piramal Foundation and its subsidiaries – Piramal Swasthya Management and Research Institute, Piramal Foundation for Education Leadership (PFEL) and Kaivalya Education Foundation – address the prevalent issues in Primary Healthcare & Nutrition and Education respectively.

Its mission: to create sustainable transformative impact and improve the life chances of the underserved and unserved. Our core values, Knowledge, Action, Care and Impact, are imbibed across all initiatives, projects and are an integral part of our human capital.

Its method is based on a belief that talented young people, when challenged to address some of the most common development issues, will find innovative solutions that are relevant, cost-effective and applicable at large. To maximise our reach and impact, we partner with Governments, Philanthropists, Corporates, CSR organisations and other like-minded people.

Funds allocated for CSR work

PEL, through Piramal Foundation, spent 53.99 crore over the past 2 years on CSR activities.

Out of the above, Rs. 34.99 crore was spent on building leadership of government schools in Rajasthan in the last two years.

The second largest project has been providing primary healthcare to rural populations in across 19 states with 17.29 crore being spent.

Strategies adopted to assist the marginalized/underprivileged/poor

Piramal Foundation and its subsidiaries believes that the government's delivery platforms should be leveraged rather than creating parallel mechanisms. Hence, the Foundation fosters partnerships with local NGOs, local governments, panchayats, and local communities in all its endeavours.

Piramal Swasthya's core objective is to provide primary healthcare services with special focus on Reproductive, Maternal, New-born and Child Health and Adolescent (RMNCH+A) and Non-Communicable diseases (NCDs). Its 104 Health Helpline has evolved into Remote Health Advisory & Intervention Service setting up the tone for India's mHealth Strategy.

The solutions provided serve as a platform through which IT-enabled quality healthcare services can be rendered and customised to fulfil specific needs of the society.

Its Community Outreach Program is making primary healthcare services available, accessible and affordable to remote and underserved population with the help of 452 Mobile Medical Units (MMU) across 14 states including remote Arunachal Pradesh (Miao), Assam (Majuli), and tribal regions in India. Its telemedicine services provide specialist advice to the remotest of places through high quality sophisticated software. It virtually connects doctors to patients and addresses the need of highly skilled health workers where they are scarce.

In education, the major intervention programs run by PFEL, including School Excellence Program, District Transformation Program, State Transformation Program and Virtual Field Support Centres, are designed to enhance leadership capabilities in Headmasters, Teachers, District and State Education officials, improve school processes and increase Student Learning Outcome (SLO). The Gandhi Fellowship, a two year immersive

programme, focuses on mobilising community members to pay attention to the child's learning and development irrespective of their gender, social or economic background.

In addition to this, there are two dedicated intervention processes in the Fellowship known as the Community Immersion and Public Systems Project designed for engagement and welfare of the community.

During the month-long Community Immersion process, which is conducted twice a year, the Fellows engage with community members to understand their lifestyle and simultaneously imbibe the significance of education within them.

Based on their engagement and interaction, the Fellows work on a month-long project related to health, sanitation, livelihood, career development for youth in collaboration with the community.

The Virtual Field Support Centres employs local women who undergo a comprehensive and rigorous training program which is split over two aspects –computer and soft skills training that includes team building, confidence-building, leadership and communication workshops. In all, 67 women have been employed across 3 centres and by 2022, PFEL aims to open 29 such centres employing more than 1500 more women. PFEL also has a training center in Bagar (Rajasthan), known as PIRAMAL School of Leadership (PSL), dedicated for the capacity building of Gandhi Fellows and government education officials across the country.

Key CSR issues

PEL chose the following areas for its CSR projects:

- Making primary healthcare services available, accessible and affordable to vulnerable and underserved populations
- Promoting education leadership, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently-abled and livelihood enhancement projects
- Promoting gender equality and empowering women.

Progress made in the area of Healthcare:

- Swasthya's ASARA Tribal Health Program was designed to end preventable maternal and infant deaths in the 1179 hard-to-reach tribal habitations of Vishakhapatnam district, Andhra Pradesh, through outreach and telemedicine services. Over the years, there was a significant change in the levels of institutional deliveries which increased from 16 % up to 67 % and infant mortality rate decreased by 73% (47.1/1000 live births to 12.7/1000 live births) during the same period. Focus on maternal and infant health, nutrition, capacity building, communication strategies, robust data management and analytics, and co-creation with the government (using the existing government infrastructure to set-up the TMC) are now elements the next phase.
- PIRAMAL Arogya Seva provides primary healthcare services to those residing in the vicinity of the PIRAMAL factory at Digwal in Telangana. It is a combination of the Mobile Medical Van (MMV) providing health services and day clinic clubbed with Telemedicine Services. It has conducted more than 22,000 consultations at clinic and MMV.
- DESH is a community-based Cancer Screening Program for early detection of Oral, Breast and Cervical Cancer in Kamrup district, Assam. Key components include community outreach, education & mobilization, screening for cancer, referral and mobility for treatment at cancer hospital, continuous tracking and follow-up. It covers a population of 15 lakhs in rural remote villages of Kamrup district. Over 5,935 patients screened in the selected blocks of Kamrup district of which 203 were screened positive and 4 were confirmed cancer cases and their treatment was initiated. 42 positive beneficiaries are undergoing cancer investigation.

Progress made in the area of Education:

- Improved student learning outcomes of Mathematics and Language, causing 18% rise in learning outcomes of standard 3rd and 5th across 5 states (Rajasthan, Gujarat, Maharashtra, Uttarakhand, Haryana) in 2017-18.

- Supported government education officials, principals and teachers in Jhunjhunu district to conduct enrolment campaign ‘Apna Baccha Apna Vidyalaya’, which enhanced enrolment by re-enrolling 6000 girls among 30,514 total re-enrolments. This campaign was appreciated by Honourable Prime Minister Shri Narendra Modi during his Mann ki Baat address.
- Upgraded 39 schools on Gunotsav data in Gujarat, which is an accountability framework for the quality of primary education and includes learning outcomes of children as well as co-scholastic activities, use of resources and community participation
- Signed MoU with 12 states in collaboration with MHRD and NITI Aayog to improve learning outcomes across 12 states by implementing Middle Management Development Program with a vision to impact more than 8 million children, 1200 women and 12,000 government stakeholders
- Established 2 Virtual Field Support Centres in the states of Rajasthan and Gujarat employing 67 rural women from low income families. These women extend support to education stakeholders including children, teachers, principals and district level officials.

Systems and processes for measurement and auditing of CSR performance

As part of governance mechanism, monthly engagement and regular reviews are conducted with cross-locational operations team to exchange ideas on local practices and innovations. Platform-wise SME groups help reviewing and improving the practices. Quality oversight across locations on an ongoing basis helps monitoring implementation of best practices across operations. The same are published internally and shared with governments at the state and central level.

Feasibility assessment is conducted to identify –

- Technical feasibility: The availability of technological aspects like Internet connection, bandwidth and the quality of video conferencing etc.
- Operational Feasibility
- Manpower: Availability of Doctors, specialists and Paramedical Staff
- Infrastructure: Lab/ Pharma facilities, Available space etc.
- Schedule Feasibility:
- Other aspects: Common diseases prevailing in the community, disease burden, practices followed, gender and age wise categorization of populations etc.

The Foundation is now developing an in house maturity model that will incorporate objective criteria to decide the basis for each innovation to move from a Concept / Pilot / Demonstration phase to an Expansion phase. The idea would be to ensure that limited resources available are optimally utilized to back key innovations.

Our education projects are reviewed 2-3 times a year.

- Student Learning Outcome is measured using 3rd party assessment twice a year i.e. baseline and end line
- In-house midline assessment also conducted which is a replication of the 3rd party assessments
- Measured the impact of interventions through mapping the increment in the ability of direct beneficiaries i.e. headmasters, teachers, and government officials
- Measured the improvement in the ability of our direct beneficiaries to take ownership of the interventions
- Third-party assessments of the increment in the learning levels of students (final beneficiaries)

Encouraging employees to involve with the community

The Employee Social Impact (ESI) is an ongoing program offering volunteering opportunities to employees of the Piramal Group. It is an effort within the Piramal Group, dedicated to inspire and nurture commitment to social responsibility at an individual level by creating opportunities for strategic volunteering for employees to pledge volunteering hours.

Through the collaborative process with the NGOs, ESI creates events and interventions for the Piramal Employees to participate in. Each event or intervention is a calibrated effort to match the NGO requirement with employee strength and interest.

Each Piramal office and plant has a lead volunteer – the Champion For Change (CFC). The CFC goes through a selection process and then participates in a one-year learning journey called “Finding Flint”.

Number of hours contributed by employees towards volunteering:

- FY 2016-17 = 27,809
- FY 2017-18 = 41,613

Some key engagements:

- One to One Mentoring of children in low-income communities
- Daan Utsav: In FY 17-18 over 1,000 volunteers collectively volunteered for diverse causes
- Coach young adults to build their interview skills, develop appropriate resumes and IT skills
- Awareness session for adolescent girls in villages on menstruation and menstrual hygiene
- Training the teachers on various computer skills which can be further passed on to their students

Impact of social projects on the community

Piramal Swasthya utilizes technology and clinically validated algorithms in addressing last mile challenges given the shortage of skilled manpower and doctors in India. It is providing healthcare services to 1 million beneficiaries per month and has served more than 10 crore beneficiaries. These include:

- 24/7 Health Information Helplines which have provided health/medical advice to more than 5.1 crore beneficiaries. Nearly 17 lakh mother and child beneficiaries were tracked and provided advice as part of MCTS services.
- Mobile Medical Units that have delivered medical assistance to over 5 crores at the beneficiary’s doorstep
- Telemedicine Services which helped to reduce maternal and neonatal mortality by providing specialist care to remote populations through videoconferencing have provide specialist consultation to 2.7 lakh beneficiaries
- ASARA Tribal Health program has observed ZERO maternal mortality in last 2 years and improvement in institutional deliveries from 16% to 68% and infant mortality rate decreased by 73% (47.1/1000 live births in 2010-2013 to 12.7/1000 live births)
- DESH cancer screening program has screened more than 6000 beneficiaries for cancer by conducting nearly 200 camps.

Replication:

Having implemented the ASARA project for over five years and perceiving the need for such services in other mandals in the district, it is proposed to expand the services to all 1179 (including 181 habitations) that are otherwise hard-to-reach tribal habitations.

Sustainability:

Swasthya is partnering with government organizations like SERP for the expansion and replication of Nutrition Hubs across the tribal locations. The same program is being advocated with NITI Aayog for policy level discussions for implementation in high priority tribal areas across the country.

Impact of Piramal Foundation for Education Leadership:-

- Improved Overall SLO* by 10% in 2016-17 across Gujarat, demonstrated 7% more increase in SLO, consistent improvements over control schools in Gujarat - numbers not consistent with previous section
- Developed a new merit-based cadre of 4,194 Education officials from over 20,000 applications across 6 states by partnering with the government to define the eligibility criteria and executing the selection process
- Build capacity of 4,000+ Education officials from state to district level across 10 states on vision planning, process improvement, teacher capability building and self-leadership.

- Demonstrated 20% average growth in SLO gain of Math & Language across class 3 & 5 in 2016-17 and 23 % increased number of students above pass grade (40%) in Gujarat
- Out of the 742 alumni who have graduated from alumni, there are 359,55,50 and 25 currently working in NGO, Government, social impact consulting and CSR to impact the education ecosystem. The alumni have also set up 46 social sector enterprises.

Replication :

In the year 2018-2019, the education project has been taken to 29 districts, spread across 14 states to impact more than 10 million children.

There are at least 2 new VFS centres coming in Amravtai, Gadchiroli and the total cumulative strength of all 5 centres will reach to 250 women.

Sustainability :

By working directly with school officials at improving school processes and leadership skills, the system has been made self-sustaining. Hence even if Piramal Foundation for Education Leadership is taken out of the picture, the improvements to Student Learning Outcomes will continue to get better year by year.

Partnerships

Swasthya has partnered with the following State Govts:

- Remote Health Advisory & Intervention Services - Assam, Himachal Pradesh, Sikkim, Jharkhand, Chhattisgarh, Karnataka, Rajasthan, Maharashtra
- MMUs in remote locations - Andhra Pradesh and Assam
- Telemedicine services - Himachal Pradesh

Swasthya has partnered with Shriram Transport and Finance Company, Ujjivan Financial Services Company among others to provide Mobile Medical Units across various locations in India.

It also partnered with World Diabetes Foundation for the Management of Type 2 Diabetes in Assam and Plan International for prevention of parent to child transmission of HIV/AIDS in North Eastern region.

Swasthya's advisory partnership with MoHFW and NITI Aayog are facilitating the healthcare strategies for the country. Its knowledge partnerships with Harvard School of Public Health, UNSW Australia, The George Institute, NITI Aayog help in improving learning and outcomes.

PFEL has partnered with the following State Govts:

- School Excellence Program – Rajasthan, Gujarat, Haryana, Uttarakhand, Maharashtra
- District Transformation Program - Rajasthan, Gujarat, Maharashtra, Madhya Pradesh, Jharkhand, Bihar, UP, Assam,
- State Transformation Program – J & K, Haryana, Delhi, Rajasthan, Gujarat, Madhya Pradesh, Jharkhand, Odisha, Assam, Andhra Pradesh,

PFEL has entered into multiple research and strategic partnerships with universities, government bodies, funding agencies like Central Square Foundation, Porticus, USAID, NY University, HSBC, Gujarat State government amongst others which has enhanced its approach, design thinking, monitoring and evaluating capacities to strengthen existing and new interventions and improve CSR strategy.

It works with multiple departments of the local government, panchayats, local communities and other catalytic stakeholders to bring about an alignment in the objectives to be achieved through individual meetings, group workshops and cluster-based workshops.

Communication with various stakeholders

Piramal Foundation uses the following means and strategies to communicate with its stakeholders:

- Governance Meetings: Quarterly, half yearly and yearly reviews and feedback meetings are planned with stakeholders as a part of the governance mechanism for all our health projects.

- Impact Evaluation: Program performance with regards output and outcome indicators is shared as part of regular program monitoring. The mid line and end line evaluations help understand the program impact.
- Feedback: Record stakeholder feedback via face to face interactions, feedback forms shared after workshops and trainings. The feedback is discussed with the stakeholders and corrective measures are taken as per requirement.

Reliance Industries Limited

India

Organizational Description

RIL is India's largest and most profitable private sector company currently ranked 148th in terms of revenues and 99th in terms of profits in the Fortune's Global 500 list of 'World's Largest Corporations'. The company stands 83rd in the 'Forbes Global 2000' rankings for 2018 – the top-most among Indian companies. It ranks amongst LinkedIn's 'Top Companies Where India Wants to Work Now' (2018). With deeply embedded values of integrity, safety and excellence, RIL is committed to sustainable growth through creating value for the nation and enhancing quality of life across the socio-economic spectrum.

RIL has a strong presence in the integrated energy value chain and a pre-eminent position in retail and digital services in India. RIL's business activities span across exploration and production of oil and gas, petroleum refining and marketing, petrochemicals, textiles, retail, digital services and media and entertainment. RIL has undertaken business activities in more than 50 locations across India and 8 international locations on a standalone basis. RIL's businesses have an international presence through subsidiaries and associate companies, extending across North America, Australia, Europe, East Africa, Middle East and Asia. RIL also caters to the international market and exported to 113 countries across the world as on 31st March 2018.

CSR Policy

We at Reliance, believe that sustainability of our business growth is inherent in responding to the needs of the people, in benefiting communities, in protecting our environment and betterment of the marginalized sections of the community. Being a responsible corporate, CSR is an integral part of our business strategy.

The Company has a CSR policy that delineates our commitment towards economic and social development of the society. To streamline our social initiatives and to help shape India's vision of inclusive growth, we have identified seven focus areas that aim to positively and holistically impact society.

The Company has put in place an internal governance structure with defined roles and responsibilities of every constituent of the system. Its shareholders appoint the Board of Directors, which in turn governs the Company. The Board has established seven Committees, including Corporate Social Responsibility & Governance (CSR&G) Committee, to discharge its responsibilities in an effective manner. An Independent Director chairs the CSR&G Committee.

On quarterly basis, the CSR&G committee reviews the overall physical and financial progress besides the upcoming plans and provides its recommendations. Apart from providing directional inputs, the CSR&G Committee visits the field areas to understand the issues at the grassroots level and provide their inputs for future planning of CSR activities.

Funds allocated for CSR work

For the past four years, the Company has been consistently spending more than 2% of its average net profit calculated as per the Companies Act, 2013. During the year 2017-18, RIL has contributed Rs 745 crore (previous year Rs 659 crore) towards CSR which is 2.2% (previous year 2.09%) of profit after tax for the year.

Process adopted to access and respond to community needs

Reliance responds to community needs through (i) Direct engagement with the community, (ii) Forging partnerships and collaborations, and (iii) Leveraging the power of technology to maximize societal value for all.

In each of the social projects, RF conducts a needs assessment through a participatory approach, wherein the community members identify their key priorities, plan for the future and commit the community resources for the process of social development.

Partnerships with community-based organizations helps ensure that the programme benefits from their knowledge of the kind of solutions the communities are really looking for.

Leveraging of technology helps take the benefit of new knowledge and cost-efficiencies to the poorer sections of the society. In this context, our work with stakeholder groups such as farmers and fisher folk is particularly relevant.

Strategy to involve stakeholders in CSR activities

The social development strategy of RIL is based on three core elements of Scale, Impact and Sustainability. The idea is to achieve *scale* in terms of reach of our actions, ensure that we make *impact* in terms of change in quality of life and are able to *sustain* the impact in the long term.

The Company has identified the marginal sections of the society as its primary stakeholder at one end while NGOs, government functionaries and the Board of Directors represented by the CSR&G Committee are its other stakeholders. The strategy of engaging the stakeholders at various stages of the project cycle is meant to understand their perspectives on key issues, to be better aware of the community needs and benefit them to the maximum. Alignment to community needs ensures large-scale acceptance, relevance and sustainability of impact in the longer term.

While the community is capacitated and engaged in the development process from the planning stage, Reliance also enters into strategic partnerships with governments, like-minded organizations and grassroots NGOs to bring synergy in its social development initiatives and have a compound effect. These partnerships are aimed at sharing technical know-how, supporting the government in implementing its specific social initiatives as well as towards scaling up the models implemented by Reliance. Involvement of government helps boost the *scale* of our initiatives.

CSR&G committee on the other hand provides strategic directions from time to time for effective implementation of the initiatives and achieving the vision of improving lives.

Strategies adopt to assist the marginalized/underprivileged/poor

Reliance goes beyond making financial investment and co-designs development with the involvement of community for ensuring sustainability of its initiatives. The programmes involve community members in each of its processes and encourage them to take ownership of development processes.

There is a lot of emphasis on building capacities of communities. Various training programmes on best practices and exposure visits are conducted to capacitate the communities and to introduce them to modern technologies and innovations. Besides the communities are encouraged to come together and engage in collective decision-making and actions. Women are offered the platform to ensure their equal participation in decision-making.

Impact of CSR programs on neighboring communities

Most of the CSR programmes and practices of RIL are implemented through Reliance Foundation which was set up in 2010 to provide impetus to various philanthropic initiatives. The Foundation has a pan-India presence. Through various interventions, Reliance Foundation is working towards developing customized solutions that address the local priorities effectively and will enrich the lives of communities across the country. These initiatives have touched the lives of 20 million people in a significant manner.

Reliance has strategically chosen the company's CSR initiatives with a focus on improving the quality of life of the marginalized communities, by empowering them and catalyzing change through innovative and sustainable solutions. The initiatives focus on seven areas: Rural Transformation (primarily in the field of water security, income and livelihoods security, nutrition security and access to markets), Health, Education, Sports for Development, Disaster Response, Arts, Culture and Heritage and Urban Renewal.

Sports for Development (S4D) is a high priority area for Reliance. India is a country with plenty of young talents who aspire to build their career in sports. However, most of these youngsters lack a platform to showcase their skills and grow in their respective disciplines. Having understood the constructive role sports can play in India, Reliance launched Education and Sports for All (ESA) as a programme for

providing a platform to aspiring young talents. Sports being recognized by United Nations (UN) as an important means of achieving sustainable development goals, RIL is committed to creating a sporting ecosystem by providing scholarships, high quality training, infrastructure and equipment across multiple sporting disciplines. Under the sports initiative, children are taught the values of the game such as teamwork, sacrifice, discipline, dedication and sportsmanship. As the educational institutions have major role in holistic development of children, the Foundation works closely with schools, colleges, and grassroots level non-government organizations that work for underprivileged segments, in order to reach out to young children. The project promotes Olympic sports such as football, basketball and athletics by running three major programmes, namely, RF Junior National Basketball Academy (RF Jr. NBA), RF Youth Sports (RFYS) and RF Young Champs (RFYC) to promote health, fitness and active lifestyle among youth.

In terms of impact, the sports programmes have collectively reached out to 13 million youths across 34 cities of India with participation from over 16,000 institutes.

Measures to promote ecologically sound supply chain and incentives to contractors/suppliers to go green

Sustainable sourcing at RIL aids social progress, economic development and reduces environmental impacts. RIL's sustainable sourcing procedures focus on world class supplier base, contractor care, responsible care, and development of India's engineering talent, innovation through supplier collaboration, green packaging and managing human rights across the supply chain. RIL has procured goods and services (non-crude/non-feedstock) worth over ₹14,070 crore from indigenous suppliers. The Company ensures that it engages local villagers and small businesses around its plants in a variety of productive employment, especially through vehicle hiring, material handling, housekeeping, waste-handling and horticulture contracts.

RIL's sustainable sourcing initiatives contribute to five strategic focus areas: Energy Management, Environment Responsibility, Product Stewardship, Occupational Health and Safety and Social Institution Building.

The Company has adopted RC-14001 international environmental management system to effectively manage its activities like manufacturing, distribution and the use of chemicals in the products. For improving human health impacts and the protection of environment, the Company has sourced REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) compliant materials, and its requirements include that its Tier 1 suppliers also procure REACH-compliant materials. RIL ensures 100% compliance to statutory laws and labour laws by its contractors.

Audit of CSR programs and performances through internal audit system

The internal audit and monitoring system of RIL undertakes regular audit of CSR programmes and performance. RIL has an internal audit cell besides the firms acting as independent internal auditors that reviews internal controls and operating systems and procedures.

For each of the CSR programme, web-based Management Information System (MIS) is developed and maintained. This system collects information about beneficiaries who agreed to be part of the intervention. The services provided to beneficiaries are captured in the MIS and periodically analyzed to monitor the input-output efficiencies, and to know whether the programme is proceeding in the desired direction in terms of achieving the targeted outcomes.

Through various impact assessment studies of the CSR interventions, the value created is assessed in terms of improved health, improved education status, enhanced income and an improvement in the quality of life. Measurement of impact and monitoring of achievement of programme objectives is done through sample surveys. These are carried out at different points of time in the intervention life cycle to systematically measure the change. These assessments attempt to collect both desired and unintended effects of the social development projects. In order to ensure the objectivity and credibility of the findings, these studies are carried out by third party and are external in nature.

The company has put in place efficient information systems for collecting, storing, processing and transmitting information. Impact assessments of CSR initiatives across RIL, help gauge the impact made on the lives of beneficiaries and also facilitates the decision making process. Studies conducted within the areas of business operations have taken into account the community's perception about the Company. Based on people's perception, the CSR activities are modulated for sustainable support and well-being of the community.

Embedding CSR and ethical issues in company's corporate governance

Respect for CSR and ethics is deeply embedded in the corporate governance of Reliance. Protecting environment in all its business processes has been a conscious endeavor of the Company. It conducts environment impact assessments for all new and expansion projects and engages external experts to undertake periodic monitoring of its impacts on biodiversity.

Protecting environment is outlined as one of the key focus areas of the Company in its CSR Policy. Its CSR activities towards environmental protection includes water harvesting, protecting flora and fauna, developing greenbelt, enriching fertility of land and soil, advocating eco-friendly cooking fuel, and several other. The beneficiary communities are sensitized on the need to protect environment through various community level campaigns and observing special days dedicated to protect environment. These efforts resulted in plantation of 20 million saplings, development of 6,200 acres of greenbelt, creation of 73 billion litres of water harvesting capacity and setting-up of over 2,000 biogas units. The special days celebrated includes World Environment Day, Earth Day, World Water Day, International Day for the Preservation of Ozone Layer, among others.

Key Social Project and its impact

RIL launched the Reliance Foundation Jr. NBA program in 2013. This is a comprehensive school-based youth basketball programme aimed at promoting school based basketball all over India, with a special focus on empowering coaches and providing quality equipment. The programme works towards integrating basketball into the physical education curriculum of the participating schools. Thus, it responds to a basic need of the community, namely, the need for high quality physical education and sporting infrastructure, which can contribute to better health, nutrition and fitness levels of youth.

The programme works with multiple stakeholders including students, educational institutions, parents and community, national and international sports academies, and government sports authorities. For efficient programme implementation and its sustainability, a basketball training curriculum has been developed and integrated into the physical education curriculum of partner schools for children of all ages, starting from grade 1 to 10. The programme in the process, engages the Physical Education Teachers (PET), builds their capacities and training skills. Periodic visits are taken up by the team to provide handholding support to schools and teachers to successfully run-through the curriculum. This culminates and concludes with under-12 and under-14 championship tournaments. This year, National Championship was conducted across partner schools. The winning teams were sent to Jr NBA World Championship in Orlando (USA) to compete against the international teams.

The programme also partners with schools across Indian cities to promote the sport within institutions over time. Many schools play host to RF Jr. NBA events and we strive to maintain the institutional relations. The programme has significantly contributed towards increasing popularity of basketball among youth in India, as is evident from the fact that it has reached out to over 9 million youths across 10,000+ schools in 34 cities. This achievement assumes special significance in view of the fact that India is primarily a country where the key stakeholders such as school administrators, sports teachers and tournament organizers continue to focus on cricket, while the talent of youth interested in basketball and other Olympic sports remains untapped. Another major achievement is that the programme has been able to provide youths of the under-privileged sections a platform to follow their dreams by availing of world class training facilities and infrastructure with a focus on overall life skills development.

NBA Legends Bruce Bowen and Muggsy Bogues, WNBA All-Stars Tamika Catchings and Swin Cash, Brook Lopez and Sim Bhullar, the first player of Indian descent to play in the NBA, are full of appreciation for the programme's impact on the youths of India in terms of their motivation to play.

The partner schools have adopted the training modules and have integrated basketball into their school curriculum. Trainings to the physical education instructors nationwide has helped create a strong support system for the development of the game at school, inter-school and sub-district level. Through collaboration with NBA India, the programme has leveraged world-class expertise and resources. Major outcomes of the programme:

Addressing gender gap in sports: The programme has been promoting equal gender participation. At present, more than 45% of the programme beneficiaries are girls.

Training to Physical Education Teachers (PETs) and students: The programme engaged and trained over 10,000 teachers on the basketball curriculum and the techniques to be taught to the students and inspired over 9 million youths to play and enjoy sports

Technology enabled NBA clinic: In July 2017, the programme organized world's largest ever tech-enabled NBA clinic for students across five cities namely Delhi, Bengaluru, Chennai, Hyderabad and Kolkata. This event, led by the legendary Kevin Durant, entered the Guinness Book of World Records as the world's largest ever tech-enabled NBA clinic held for basketball which saw the participation of 3,459 children.

Infrastructure development in schools: Supported schools with the required infrastructure with over 1 lakh rims installed and more than 10,000 basketball courts refurbished. In addition one lakh basketballs were distributed.

Besides the programme has contributed to improvement in academic and sporting outcomes of the youth. Sports has been used as a context for learning, youth engagement and development. Over the years, participation of youths in various competitive events including the World Championships has benefitted them in terms of instilling confidence, enhancing their skills, cultivating leadership qualities and inculcating self-discipline and improvement. The parents and the teachers who are powerful influencers in shaping the child's life, have undergone a significant change in mind-set over a period of time. Those who would earlier not have liked to see their children spending their after-school hours in a playground, are now encouraging and supporting their child to pursue sports of their interest and follow their dreams.

Steps to ensure sustainability of the programme

Reliance has been taking several measures towards sustaining the impact of the programme.

- The programme engages with educational institutions and gets their buy-in to implement the basketball training modules in the schools.
- The training module is exhaustive so that it is made to engage children of all ages. Accordingly, age-specific training requirements are recommended to schools.
- As the students' interaction is primarily with their Physical Education Teachers, the programme implementation team orients the teachers on the use of training module. Periodic visits are taken up by the team to provide handholding support to schools and teachers to successfully run through the curriculum.

Tata Motors Limited

India

Organizational Description

Part of the USD 100 billion Tata group, Tata Motors Limited is a USD 45 billion organisation, is a leading global automobile manufacturer of cars, utility vehicles, buses, trucks and defence vehicles. It is India's largest and the only OEM offering extensive range of integrated, smart and e-mobility solutions. Tata Motors strives to bring new products that fire the imagination of GenNext customers, fuelled by state of the art design and R&D centres located in India, the UK, Italy and South Korea. With a focus on engineering and tech enabled automotive solutions catering to the future of mobility, Tata Motors is India's market leader in commercial vehicles and amongst the top four in the passenger vehicles market. With 'Connecting Aspirations' at the core of its brand promise, the company's innovation efforts are focused to develop pioneering technologies that are sustainable, provide enhanced purchase experience and deliver consistent quality of after sale service to meet the evolving aspirations of the market and the customers. With its strong commitment towards providing smart, safe and zero emission transport solutions for personal and mass mobility, Tata Motors has developed a range of EV products that are specifically designed for our NewGen, environment-conscious customers. Tata Motors is further supported by Tata Group companies, bringing their unique and specialized offerings, to develop comprehensive solutions and build the future 'Smart Mobility, Smart City' ecosystem".

As an integral part of our commitment to Good Corporate Citizenship, we at TATA Motors believe in actively assisting in the improvement of the quality of life of the people in the communities, giving preference to local areas around our business operations. Towards achieving long-term stakeholder value creation, TATA Motors shall always continue to respect the interests of and be responsive towards its key stakeholders - the communities, especially those from socially and economically backward groups, the underprivileged and marginalized; focused on inter alia the Scheduled Castes and Scheduled Tribes, and the society at large.

CSR Policy

Tata Motors follows the Tata philosophy that the community is not just any other stakeholder but is in fact the very purpose of its existence. The involvement of senior leaders is decided at the CSR Committee of Board level based on the involvement having a potential impact which is worthy of their participation. The Board develops key policies based on value system that governs the way of conducting business with all stakeholders and ensures correct interpretations and implementation of policies.

The CSR committee comprises of 2 Independent Directors and 2 Whole-time Directors. Corporate Social Responsibility (CSR) Committee was constituted by the Board in accordance with the Act to:

- Formulate and recommend to the Board, a Corporate Social Responsibility Policy which shall indicate the activities to be undertaken by the Company as specified in Schedule VII of the Act;
- Recommend the amount of expenditure to be incurred on the activities referred to in the above point; and
- Monitor the Corporate Social Responsibility Policy of the Company from time to time

Senior Leaders believe that inclusive, equitable and holistic development of society is essential for nation-building as also for sustainable growth of the organization. Going beyond charity or philanthropic activities, the organization has always been committed to actively assisting in improving the quality of life of the communities it serves, giving preference to local areas around its business operations. They contribute in the CSR activities and support the key communities by creating the policies and guidelines, making the right strategy and extending the support for implementation in areas concerned and by reviewing on quarterly basis. Senior Leaders participate by volunteering, by championing the projects in their own areas. The community support activities are reviewed at different levels and updates shared with employees through various media and site visits.

Funds allocated for CSR work

The CSR budgetary allocation for FY 2016-17 and FY 2017-18 were Rs. 25.94 crore and Rs. 21.43 crore (Company suffered loss in both the Financial Years)

Process adopted to access and respond to community needs

Tata Motors has a proven tool of Tata Business Excellence Model (TBEM) to put strategy into action. All key processes and sub processes have been defined Enterprises Process Manual (EPM).The EPMs have 3 elements- Input, Process and Output.

INPUT: Baseline And Need Assessments using secondary sources and primary data. The needs and aspirations of the community are prioritized. These studies feed into and shape the CSR strategy of Tata Motors at the particular location for the specific target community.

PROCESS: Post need assessments, the initiatives are put in project mode and actioned through partnership (in form of MOU). The Plan-Do-Check-Act (PDCA) is embedded in the MOU. Monitoring and Evaluation help track progress and enable course correction.

OUTPUT: Post maturity of the projects, Impact Assessments, and exercise of the Social Return on Investment (SROI) close the loop. SROI maps both the positive and negative implications of the programme and help TML CSR to respond accordingly

Strategy to involve stakeholders in CSR activities

The company engages with NGOs (which act as implementation agencies for Tata Motors CSR projects) all-through the CSR project life-cycle beginning right from project conception. CSR team members of Tata Motors visit the sites/field where the projects are getting/will be deployed in order to engage with the key stakeholders. The inputs, feedback from these stakeholders helps in conceiving, planning, deploying and improving of the CSR projects. Company has begun systematic process of capturing 'Beneficiary Feedback'. We have recently begun leveraging social media (Facebook, Twitter – company's official handles) for communicating with stakeholders on CSR.

Strategies adopt to assist the marginalized/underprivileged/poor

In line with the group's vision of inclusive development, the company's Affirmative Action Programmes are an instrument to bring social equity by making the Scheduled Caste and Scheduled Tribe communities (with preference to women, those who are physically challenged, single women etc.) as our focal points across all the CSR programmes. To action this, we have adopted the Tata Affirmative Action Programme and have a Policy on Affirmative Action which provides equal opportunity through Education, Employability, Health, Essential Amenities which are housed with the CSR function, Employment with Human Resources and Entrepreneurship with Supply Chain Function. To further this agenda, the CSR Policy has made provision to have minimum 40% CSR coverage from SC and ST communities in the coverage in Education and Employability Programmes.

Impact of CSR programs on neighboring communities

Tata motors also adopt a "Human Lifecycle Approach" which caters to needs of community across all the age group. The national priority agenda are catered through the Common Minimum Programmes (or CMPS) and local needs and aspirations are catered through the Locational Specific Programmes. This way, all initiatives are harmonized. Tata Motors has an approach of proximity linked CSR project where a desired percentage (%) of spends are recommended basis the radial distance from the plants-70% spends within 20 km radius, 20% spends between 21-50 kms radius and, 10% spends beyond 50 km radius Projects of National Importance have a footprint across the country

Tata Motors adopts the philosophy of More from Less for More –an innovative aggregation model which implies striving to achieve greater impacts, outcomes and outputs by judicious investment and utilization of financial and human resources, engaging in like-minded stakeholder partnerships for higher outreach benefiting more lives underpins all our innovative efforts.

Our focus areas are Health, Education, Employability and Environment. These focus areas further the Sustainable Development Goals (SDGs).

The Health initiatives focus on addressing malnutrition in children who are between 0-6 years of age. Apart from providing supplementary diet and supplements to malnourished children, the focus has been to work on preventive measures like enabling behavioral changes in communities, especial young mothers and parents

through awareness sessions, providing ante-natal and post-natal services. Added to these interventions are the curative health care services wherein the communities are serviced through diagnosis, administration of generic medicines and consultations. Access to safe drinking water is another concern that our initiative *Amrutdhara* aims to address.

On Combating Malnutrition: Over 2400 malnourished children are catered through clinical (malnutrition center) and community based approach every year. Over 90% of SAM and MAM cases are brought into healthy zone for a sustained period of time. A significant percentage of health children are achieving their cognitive milestones

On Preventive and curative Health Care: Over 3, 50,000 community is served on annual basis. This has led to significant reduction in common diseases, visible change in attitude and practice evidenced through higher budgetary allocation from facility income on health, delayed marriage of girls, higher enrollment of girls to schools, inter spacing of children, improved cooking practices etc.

On providing safe drinking water: Over 200000 citizens from over 450 water stressed habitations have assured and safe drinking water available – 30 liters/capita/day .This had reduced drudgery of women who travelled average 4 kilometers of distance to procure water. The enrollment and attendance of girls in rural schools have improved significantly. Also, 15 drought prone villages are now drought resilient villages. They also are in the aspiration district of Osmanabad, State of Maharashtra.

Educational programmes of Tata Motors are engineered to bring holistic development in students at Secondary School Level. A targeted approach by instituting need based rolling scholarships/ financial supports for financially challenged students, organizing support classes for difficult subjects, value based life skills, sports and other co-curricular activities and plugging gaps in infrastructure at schools have gone a long way in improving scholastic performance and infusing confidence in children.

Over 2500 scholars are supported through need and merit based scholarship across the spectrum of education- i.e. From High School to Higher learning (Doctoral). Annually over 40000 students from resource deprived Municipal schools are administered with extra classes on math, Science and English on a daily basis. This has led to pass percentage of the government schools from 69% in 2016 to 80 % in 2017 in class X board exam. Also, the average increase in the academic performance of students has gone up by 5%.

Our Employability (Skill Development) program focusses on training unemployed youth in three segments viz. auto trades, non-auto trades and agriculture & allied activities. These programmes have deep connect with the business and its ecosystem

Annually, Tata Motors skills over 70000 school dropout unemployed youth and farmers. Over 60% of the trained youth found employment post training completion with average salary of Rs. 8000/- this has led to Increase of annual household income close to 1 lacs. A significant segment of the youth are first generation learners and first generation industry employees

As part of our Environmental stewardship, we are making concentrated efforts to increase the green cover through sapling plantation on one hand and enhancing the environmental awareness levels in the community on the other and. Annually, over 100000 saplings are planted with a survival of 85% nearly 90% of the saplings are indigenous and local species. This has led to restoration of 730 acres of land with green cover (with 50% canopy cover) and biodiversity.

Measures to promote ecologically sound supply chain and incentives to contractors/suppliers to go green

Sustainable supply chain initiative aims to achieve greater economic efficiencies and alignment of sustainability objectives of minimizing ecological and social impacts across the value chain while working with over 1000 suppliers. As per materiality assessment one of the major issues is Environment, Labor & Human Rights in supply chain.

Tata Motors has taken up the Sustainable Supply Chain Initiative in FY 2016-17 and is implementing it in a phased manner. In Phase I of Sustainable Supply Chain initiative, we had covered 52 out of the 200 critical Tier I suppliers. By the end of FY 2017-18, **118 out of the shortlisted 200 suppliers have been covered**. In FY 2017-18, fourteen suppliers achieved 7.3% reduction in their annual carbon footprint i.e... We also engage with

our Tier II supply chain through our Tier I suppliers on management systems, TCoC and awareness on “Sustainability Guidelines for Suppliers”. By the end of FY 2017-18, over **500 Tier II suppliers** have been involved in the Sustainable Supply Chain Initiative across locations, thus **creating a multiplier effect** and propagating our sustainability initiatives further.

GreenCo Journey for Our Suppliers

In FY 2016-17 we partnered with two Suppliers for SME GreenCo rating. **Iconic Castings-Kolhapur (Ferrous castings) & Sharda Industries-Pune (Sheet Metal)**. Based on assessment, both these suppliers were awarded “**BRONZE**” rating at GreenCo Summit 2017 on 22nd June 2017. In FY 2018-19, we are targeting another 80 plus suppliers.

Audit of CSR programs and performances through internal audit system

While internal audit has its process to audit all function including CSR in the organization. In addition to the internal audit we believe the External Audits by independent agencies are more meaningful. In addition to Statutory Audit, we have been engaging M/s KPMG for conducting Independent External Annual Assurance on our CSR spends as per ISAE 3000 standard.

Embedding CSR and ethical issues in company’s corporate governance

The TATA Group is committed to keeping abreast with developments in multifarious aspects which affect its operations. Therefore, the Code is not static, but flexible and is in alignment with the global business environment. Periodic reviews are undertaken with the primary objective to remain contemporary and contextual to the changes in law and regulations. TML has an Ethics Framework in place in line with Tata Group values to ensure ethical standards by its vendors, NGO partners through appropriate clauses in its work contracts. We recognize the importance of the ethics and integrity and therefore the framework includes Board oversight. The company has a whistle-blower policy and mechanism in place that ensures confidentiality and protection of whistle-blower from victimization. The ambit of protection from victimization is broad in order to protect the interests of stakeholders concerned.

Key Social Project and its impact

With high unemployment rate on one hand and 4 million incremental demand of skilled manpower (supply shortage in Auto Industry) on the other hand, Tata Motors leveraged its domain knowledge and has designed a course **Learn Earn and Progress (LEAP) - training school dropout unemployed youth as Auto Service technician** which caters to the needs and aspiration of school dropout youth. Also, with dense network of over 6600 touch points (through Dealers and Authorized Service Stations-TASS) across the country, it is uniquely positioned to address the issue on a national footprint.

This one year course has two components- 3months theory in the Institutes and 9 months of on the Job training with the large and dense network of Dealers/Tata Authorized Service Station (where they receive monthly stipend) with concurrent theory classes once a week in the respective institutes. The course content gets updates through volunteering by engineers from the company.

The chief elements of the programme are-

Relevance: The LEAP programme has been customized to suit the current market requirements chief of which include:

- 1) Addition of 30 hours course on auto electronics as new age vehicles are more sophisticated and the same skills are creating a pull in the market.
- 2) Addition of 30 hours module on entrepreneurship as 4% of the youth are first generation entrepreneurs and the trend shows year on year increase in it.
- 3) Introduction of skill versatility (multiple and auxiliary skilling).
- 4) Offering a short term version called LEAP plus (of three months duration) for those youth who have prior work experience and do not have time for 1 year course.

Equity: The project has proven to be a win-win for all the stakeholders as it's based on a partnership in true sense. Since is it a user pay model, the youth (beneficiary) pay fees which is subsidized by the Industrial Training Institutes. The Industrial Training Institutes invests its infrastructure and human resources and in turns receives knowledge support and brand association cum visibility with Tata Motors. The Dealers and the authorized service station invest in stipend and training and get to have a trained, loyal workforce.

Replicability: The programme has evolved and has become stable.

Sustainability: The job providers i.e. dealers have seen value in employing the students and have demonstrated willingness to increase the stipend amount during the On the Job Training. This enables Tata Motors to reduce its investment in the programme from current 23% to merely 3% by 2021 without having institutes to pool in additional funder.

Impact: Over 80% of the trained youth found employment post training completion with average salary of Rs. 8000 leading increase in annual income by one lakh. The SROI score if this project is 1:3.1 meaning – of every Rs. 1 invested Rs. 3 equivalent social returns are accrued (vetted by M/s KPMG).