

## A REPORT

Institute of Directors, India  
presents

14<sup>th</sup> International Conference on

# CORPORATE SOCIAL RESPONSIBILITY

March 4 - 5, 2020, Mumbai (India)

also presentation of  
**GOLDEN PEACOCK AWARDS**



The Institute of Directors (IOD), India, after concluding its last Annual Global Convention on 'Corporate Ethics & Risk Management' in Singapore (January, 2020), organized its 14<sup>th</sup> Annual International Conference on '**Corporate Social Responsibility**' in Mumbai on March 4 - 5, 2020. The venue of the Conference was **Hotel Taj Lands End, Bandra (West), Mumbai (India)**.

The Theme of the Conference was '**Board's Strategies in Promoting Innovative & Sustainable CSR initiatives for Inclusive Growth**'. The famed Golden Peacock Awards for 'Corporate Social Responsibility' (both Global & National) and 'HR Excellence' - 2019, were presented to the winners amongst business and industry, both from India & abroad, during the Golden Peacock Awards Ceremony during the Conference.

The Conference was attended by eminent experts, leading industrialists, business leaders & well-known speakers from India and around the world. Delegates from 7 countries around the globe participated, including USA, UK, UAE, Thailand, Oman, Switzerland and India.

Around 500 delegates deliberated on the Theme and participated in the conference over two days, i.e. March 4- 5, 2020.

**Mr. Subhash Desai**, Hon'ble Cabinet Minister for Industries & Mining, Government of Maharashtra State was the '**Guest of Honour**'. In his Special Address, he urged the Boards and the Directors to earn the trust and respect of all shareholders and stakeholders by discharging their obligations under CSR. He outlined the efforts of the State Government in practicing CSR and gave the example of the State 'mid-day meal' subsidy by providing nutritious food to all, at just Rs. 10 per head. The balance thirty rupees are being subsidized by the State Government. It covers several lac beneficiaries. He announced to the large gathering that Maharashtra State had been ranked the leader of the business and industry in India - the 'State of the Year' Award in 2019. His announcement was greeted with a standing applause by the international audience.

**Ms. Rajashree Birla**, Chairperson, Aditya Birla Centre for Community Initiatives and Rural Development and Director on the Boards of Aditya Birla Group of Companies was the '**Guest of Honour**'. **Ms. Shalju Jindal**, Chairperson, JSPL Foundation, and Director on the Board, Jindal Steel & Power Limited was the Guest Speaker.

The '**Welcome Address**' was delivered by the President, Institute of Directors, India, **Lt. Gen. J. S. Ahluwalia, PVSM (retd.)**. The Inaugural Address was delivered by **Mr. G. M. Rao**, Founder and Group Chairman, GMR Group. **Hon'ble Mr. Justice Cyriac Joseph**, Lok Ayukta, Kerala State, former Chief Justice of Karnataka and Uttarakhand High Courts, former Judge, Supreme Court of India & former Acting Chairperson and Member, National Human Rights Commission was the '**Chief Guest**' and delivered the '**Chief Guest Address**'.

Some of the other eminent business and industry leaders and foreign speakers who participated in the Conference included **Dr. Raman Ramachandran**, Managing Director & CEO, PI Industries, **Mr. Vineet Nayar**, Founder Chairman and CEO, Sampark Foundation, Author of Employees First, Customers Second, Ex. VC & CEO, HCL Technologies, **Prof. R. K. Mishra**, Senior Professor and Director, Institute of Public Enterprise, Hyderabad, **Lt. Gen. Anil Kapoor, VSM**, Director General - EME, Indian Army, **Mr. Shailesh V. Haribhakti, FCA**, Chairman, Institute of Directors, Mumbai Region & Board Chairman, Audit Committee Chair and Independent Director on multiple Boards in India, **Mr. Prabhat Pani**, Senior Advisor - Partnership & Technology, Tata Trusts, **Ms. H. K. Joshi**, Chairperson & Managing Director, The Shipping Corporation of India, **Dr. Arun Kumar**, Head of South Asia, Bayer Environmental Science, **Mr. Md. Sajid Khan**, Head of International Development, Association of Chartered Certified Accountants (ACCA), UK, **Dr. Emandi Sankara Rao**, MD & CEO, IFCI Limited, **Mr. Mike Suffield**, Director - Professional Insights, ACCA - Association of Chartered Certified Accountants, UK, **Ms. Smriti Rekha Vijay**, Independent Director & Chairperson - CSR Committee, AkzoNobel India, **Mr. Sanjay Tiwari**, Chief Executive Officer, 21CC Education LLC, **Mr. Rakesh Mohan Agarwal**, Chairman and Managing Director, ITI Limited, **Mr. Alok Kumar Choudhary**, Deputy

# LIGHTING THE LAMP



**LIGHTING THE LAMP:** Prof. R K Mishra, Senior Professor and Director, Institute of Public Enterprise, Shallesh V. Haribhakti, FCA, Chairman, Institute of Directors, Mumbai Region & Board Chairman, Audit Committee Chair and Independent Director on multiple Boards in India, Lt. Gen. J. S. Ahluwalia, PVSM (retd.), President, Institute of Directors, Lt. Gen. Anil Kapoor, VSM, Director General - EME, Indian Army Vineet Nayar, Founder Chairman and CEO Sampark Foundation, Author of Employees First, Customers Second, Ex. VC & CEO, HCL Technologies and Dr. Raman Ramachandran, Managing Director & CEO, PI Industries Ltd.

# OPENING SESSION



**Mr. Shailesh V. Haribhakti, FCA**  
Chairman, Institute of Directors, Mumbai Region & Board Chairman, Audit Committee Chair and Independent Director on multiple Boards in India delivering the Welcome Address during the Opening Session



**Dr. Raman Ramachandran**  
Managing Director & CEO, PI Industries Ltd. delivering his Special Address during the Opening Session



**Lt. Gen. Anil Kapoor, VSM**  
Director General - EME, Indian Army delivering a Special Address during the Opening Session



**Mr. Vineet Nayar**  
Founder Chairman and CEO Sampark Foundation, Author of 'Employees First, Customers Second', former Vice Chairman & CEO, HCL Technologies delivering the Theme Address during the Opening Session



Release of IOD Publication - Winners' Digest on 'CSR' & 'HR Excellence' by dignitaries (From L to R): Mr. Vineet Nayar, Mr. Shailesh V. Haribhakti, FCA, Dr. Kavita Gupta IAS, Lt. Gen. Anil Kapoor, VSM, Dr. Raman Ramachandran



**Dr. Kavita Gupta IAS**  
Managing Director, Society of Integrated Coastal Management (SICOM) delivering a Special Address during the Opening Session



A view of the audience

Managing Director (HR) & Corporate Development Officer, State Bank of India, **Mr. Nitin Patil, IAS**, Managing Director, Maharashtra State Tribal Development Corporation, et al.

A large number of prominent Central and State PSUs /Union Departments & Ministries participated: Maharashtra Industrial Development Corporation (MIDC), Oil and Natural Gas Corporation (ONGC), Rashtriya Chemicals & Fertilizers (RCF), Indian Telephone Industries (ITI), Petronet LNG, Industrial Finance Corporation of India (IFCI), Maharashtra State Electricity Distribution Company (MSEDCL), Maharashtra State Electricity Transmission Company (MSETCL), Maharashtra State Road Development Corporation (MSRDC), Jawaharlal Nehru Port Trust (JNPT), Maharashtra Pollution Control Board (MPCB), Bharat Petroleum Corporation (BPCL), City and Industrial Development Corporation (CIDCO), Maharashtra, Tribal Development Department, Govt. of Maharashtra, Institute of Public Enterprise (IPE), Haffkine Bio Pharmaceutical Corporation, etc.

#### Day-1 (Wednesday, March 4):

The Conference commenced with a video presentation of the last IOD Global Convention-2020 at Singapore. It was very well-received by the large audience.

#### Plenary Session – I: Opening Session

**Mr. Shailesh V. Haribhakti, FCA** Chairman, Institute of Directors, Mumbai Region & Board Chairman, Audit Committee Chair and Independent Director on multiple Boards in India delivered his 'Welcome Address' **Lt. Gen. Anil Kapoor, VSM**, Director General - EME, Indian Army, **Dr. Raman Ramachandran** Managing Director & CEO, PI Industries and **Dr. Kavita Gupta, IAS** Managing Director, Society of Integrated Coastal Management (SICOM) delivered the 'Special Address'

**Mr. Vineet Nayar** Founder Chairman and CEO, Sampark Foundation, Author of Employees First, Customers Second, Ex. VC & CEO, HCL Technologies delivered the 'Theme Address' during the Session.

**Mr. Haribhakti** outlined the philosophy of CSR. He explained three major outcomes of CSR: First, the laws governing CSR have been incorporated in the Indian Companies Act, 2013. It is stipulated that 2% of the net profit of a company is actually spent on programmes for societal development. The priorities have been listed in Schedule -VII of the Act. Secondly, co-operation amongst organizations doing CSR has increased immensely. This trend is gathering momentum. Thirdly, life-altering programmes have been launched. He gave the examples of '**Akshay Patra**', which is distributing mid-day meals amongst thousands of school children, Ambuja Cement raising water table in the whole of Gujarat, and Madurai town in Tamil Nadu which is now described as 'Heaven of Earth'. The famed Disha programme, the empowerment of women being digitally educated by L&T Finance is also noteworthy. He gave out the figures that out of 2.5 lac crore that is being spent on development programmes in the country, the share of CSR money being spent is 50K crores. "It is a new factor in the development of India". He continued that it is more money than money allotted for infrastructure development by the government of India. He gave the examples of vertical farming and saving water through oxygen generating plants. "Now is the time to take the big

leap towards utilizing latest technologies for development – say, ML & AI for plant tracking". This will reduce water consumption three times.

**Dr. Ramachandran** explained how his company is inspired by scientific innovation in agriculture on a pan India basis. He emphasized that the philosophy of the late economist, Milton Friedman is no longer in vogue, that the only rationale for business should be the (single-minded) pursuit of profits alone. He was in favour of a policy of Banks giving loans for Sustainability efforts on a differential rate of interest. Corporate boards must guide CSR activities and companies must strive for innovative boards to ensure efficient budget spending as well as to keep a check on CSR outlays. "CSR must be viewed in the context of how companies can achieve true societal legitimacy". He gave the example of how his company is promoting the cultivation of rice by direct seeding, which utilizes only one percent of the water as compared to the traditional method. "This effort alone could save the country trillions of gallons of water". "The independent directors should lead the boards through best practices".

**Lt. Gen. Kapoor** stated that "Once a good activity gets a societal platform, it has a snowballing effect". He gave examples of 3 realities today: First, CSR is mandatory for profit making companies. Secondly, India has a 'youth bulge'. CSR is no longer a choice but a compulsion. Thirdly, India is on the threshold of digital transformation. He listed 3 propositions in favour of CSR. First, it leads to security of the society. Secondly, it develops corporate professional responsibility and thirdly, it is a strategic defense idea. "The gap between what we have done and what should do in future is huge". He outlined 5 cardinal points of POISE CSR marketing strategy: P- Purpose & Passion, O- Ownership and Optimism, I- Innovation and Initiative, S-Skills and E-Effective, Efficient & Energetic. "CSR should be done in partnership with the Government of India to bring about large-scale change". Scan for innovative ideas. "We should focus on what we have and not on, what we do not have". CSR is an exercise in creativity, he added.

**Mr. Nayar** talked about his experience in the private industry and business and how we could now contribute, through CSR, the way which they haven't done in the last six decades. "There comes a time in life when making money is enough. If one has enough profits and enough capital for one's own needs, one needs to do something more than that for a meaningful life". "If you are in India and you want to bring about social and economic change, it should be done on a big scale. If one doesn't do this, one is not using one's intellectual capability". Spread of education through CSR is the best preventive against social unrest. "For CSR to succeed fully, one must partner with the Govt". "Education should make us not just employed but eligible for meaningful employment".

**Dr. Gupta** said "How to change one's disadvantage to advantage is the key to CSR". CSR can act as a crucial and critical point for social transformation. One needs to – (i) Lessen carbon foot print, and (ii) Focus on environment programmes (for both corporates and individuals). She gave the example of global warming to inform how the Arctic Circle is getting smaller and ice is melting. At this rate, the human species may become extinct in the next 50 years. The sea-levels may rise by 3 feet and this may submerge large parts of the world. She quoted the great social teenage activist, Greta Thunberg to say that she expects "people not to hope but to panic". She cited the wisdom of the ancient

# INAUGURAL SESSION



**Mr. G. M. Rao**  
 Founder & Group Chairman, GMR Group delivering the Inaugural Address during the Inaugural Session



**Hon'ble Mr. Justice Cyriac Joseph**  
 Lok Ayukta Kerala, Former Chief Justice of Karnataka and Uttarakhand High Courts; Former Judge, Supreme Court of India; Former Acting Chairperson and Member, National Human Rights Commission, delivering the Chief Guest Address during the Inaugural Session



Release of Convention Souvenir by **Hon'ble Mr. Justice Cyriac Joseph** along with **Lt. Gen. J. S. Ahluwalia, PVSM (retd.)**, President, Institute of Directors

# PLENARY SESSION 3



**Ms. Shalu Jindal**  
 Chairperson, JSPL Foundation, and Director on the Board, Jindal Steel & Power Ltd.



**Mr. Prabhat Pani**  
 Senior Advisor - Partnership & Technology, Tata Trusts



**Mr. Sanjay Tiwari**  
 Chief Executive Officer, 21CC Education LLC



The esteemed Panel of Speakers during audience interactions (From L to R): **Mr. Prabhat Pani, Mr. Shailesh V. Haribhakti, FCA, Ms. Shalu Jindal, Mr. Sanjay Tiwari**

Indian texts to say that Indian traditions have always favoured planting of trees which are environment friendly and native to India - Peepal Tree, Tamarind, Wood Apple, etc. As a part of environment protection, each of us needs to plant five trees and cultivate nurseries. She explained the concept of 'stakeholder capitalism'. She added that the world must appreciate the wisdom of Oscar Wilde to realise that one needs to know not the price of everything but the real value thereof.

At the end of the Opening Session, the assembled dignitaries on the dais released the Conference Souvenir along with the **IOD publications of 'Winners Digest'**, both on **CSR and HR Excellence and Handbook on Independent Directors**.

The latest book on CSR by **Prof. R. K. Mishra**, Director, Institute of Public Enterprise, Hyderabad was also released.

### Plenary Session – II: Inaugural Session

The eminent speakers in this Session were

- **Lt. Gen. J. S. Ahluwalia**
- **Mr. G. M. Rao**, and
- **Hon'ble Mr. Justice Cyriac Joseph**.

**Lt. Gen. Ahluwalia** in his Welcome Address stated that the IOD was set up to prepare future-ready board directors and boards. It aims to provide training for aspiring directors and bring them together to share their experience and to network for global communications. He believed that networking is the key to global progress. There was urgent need for raising the level of standards and activities in corporates. "IOD is the strategic 'knowledge partner' for placement and recruitment of directors". IOD is fully involved with the CSR, for promoting inclusive growth. "It is the impact which is important, the impact of the CSR on companies". He talked about key to motivation and outlined reasons that drive them towards finding the IOD important and relevant in this context. He talked about setting up of 'IOD Foundation' by the Institute of Directors, for assisting corporates in managing their CSR projects.

**Mr. Rao** expressed his gratitude to IOD and acknowledged their efforts to encourage CSR activities all over India. He stated that his Group's main aim is to impact under-privileged children. He described his own life-changing realization during one of his visits when he saw his neighbours in the village lacking even basic necessities. He immediately decided to dedicate his life toward making a difference, and set up the GMR Foundation. "The element of making a difference in the society says it all." Education programmes, where even access to education is a big challenge, became his key target. Accordingly, his Group now provides guidance and job opportunities in rural areas with coaching classes. It promotes social entrepreneurship and supports organizations and NGOs for rehabilitation and taking up social projects. He believed it is his duty to give back to society what he has got from it, and his aim now is to reduce the gap between the rich and the poor. "CSR cannot be a government responsibility alone. It is important to pool ideas. CSR is a Fundamental Duty of all citizens. There is no greater joy than serving the society".

**Justice Joseph** said that he was constrained to say that he is a little apprehensive of corporate leaders who acquire wealth by any means. He has, therefore, been consciously keeping a respectable distance from them. Sometimes, slogans provoked him to think whether it is a sin to be rich or to acquire wealth. It is per se not so, but "it will be hard for a rich man to enter the Kingdom of Heaven", he quoted from the Bible. He addressed the issue that how one acquires and uses one's wealth is of utmost importance. He complimented the IOD in its endeavours towards its CSR mission and makes it as a passion for the common people, with perception and conviction. "To encourage CSR is a commitment to Constitutional values to bring justice to all our citizens". He stated that the traditional motto of 'live and let live' is not enough. The motto that should drive the inspiration towards CSR is by expressing concern for your neighbor - it should translate into 'live and help live'. He quoted Mahatma Gandhi to say that in the ultimate analysis, all wealth acquired through business is trusteeship. He explained the difference between 'efficiency and excellence'- the former is merely right knowledge but excellence has a moral dimension.

Thereafter, the famed **Golden Peacock Awards for 'HR Excellence'** were presented to winners amongst business and industry. All the recipients of the Golden Peacock Awards and Commendation Certificates received the same in person.

### Plenary Session – III: Board Leadership for strategizing CSR

This session was Chaired by

- **Mr. Shailesh V. Haribhakti, FCA**  
Chairman, Institute Of Directors, Mumbai Region & Board  
Chairman, Audit Committee Chair and Independent  
Director on multiple Boards in India.

Other eminent speakers were

- **Ms. Shallu Jindal**  
Chairperson, JSPL Foundation and Director on the Board,  
Jindal Steel & Power Limited, India
- **Mr. Prabhat Pani**  
Senior Advisor - Partnership & Technology, Tata Trusts and
- **Mr. Sanjay Tiwari**  
Chief Executive Officer, 21CC Education LLC.

**Mr. Haribhakti** emphasized that the boards engaged in CSR have to look at (i) How cooperation is taking place within corporates doing CSR, (ii) To scale up and (iii) To think big. "Think ambitiously. Don't just think according to the parameters of your company". Agriculture has to be transformed using exponential technology as it is 60% of the GDP. "Women empowerment is an unleashed force which has immense potential". Three things that the boards will need in order to synergize and strategize: (i) Cooperation, (ii) Innovation and scaling and (iii) Women empowerment.

**Ms. Jindal** stated that "the challenge is to make growth faster and more inclusive". Three aspects of the strategy to be opted by boards to strategize and innovate: (i) Monthly shareholder partnership (360 degree approach), (ii) Prioritize key CSR investments in companies, and (iii) Deliberately aligning CSR investments by companies with the 17 SDGs (as listed by UNO) always in mind. This can be achieved through the

## PLENARY SESSION 4



**IOD**  
Institute of Director

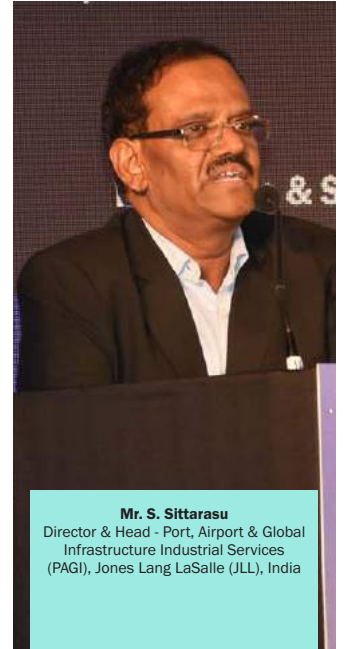
**Ms. Deborah Leipziger**  
Author, Consultant on Social Innovation, Sustainability, and Human Rights, Lecturer, Founding Judge, Meaningful Business 100, Award-winning Poet, Lewis Institute, Babson College, USA and Chair of the Session



**Dr. Prashant Narnaware, IAS**  
Joint Managing Director, The City and Industrial Development Corporation (CIDCO), Maharashtra



**Prof. R. K. Mishra**  
Senior Professor and Director, Institute of Public Enterprise



**Mr. S. Sittarasu**  
Director & Head - Port, Airport & Global Infrastructure Industrial Services (PAGI), Jones Lang LaSalle (JLL), India

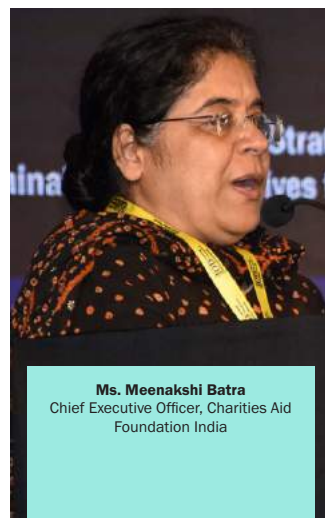


The esteemed Panel of Speakers during audience interactions (From L to R): **Prof. R. K. Mishra, Ms. Deborah Leipziger, Mr. S. Sittarasu, Dr. Prashant Narnaware, IAS**

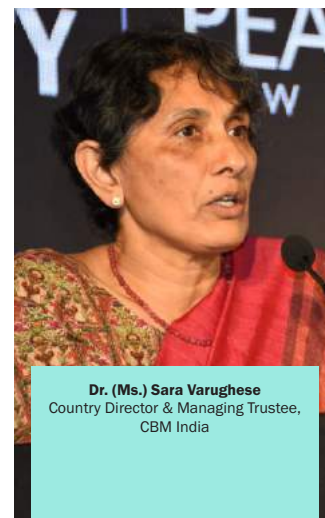
## PLENARY SESSION 5



**Mr. Dinesh Waghmare IAS**  
CMD, Maharashtra State Electricity Transmission Co. Ltd. (MSETCL) and Chair of the Session



**Ms. Meenakshi Batra**  
Chief Executive Officer, Charities Aid Foundation India



**Dr. (Ms.) Sara Varughese**  
Country Director & Managing Trustee, CBM India



**Ms. Ruby Ahluwalia, IRAS**  
Financial Advisory & Chief Accounts Officer (Const.), Indian Railways

3 P's (People, Planet, & Profits). *"This IOD platform for CSR is an encouragement for me to go back and give more"*. JSPL's main areas of focus are: (i) Health and Nutrition, (ii) Water and Sanitation, (iii) Education, (iv) Sports, (v) Skill building, (vi) Women Empowerment (such as Projects 'Saksham' and 'Shilpi'), (vii) Environment and Agriculture, (viii) Community infrastructure, (ix) Social inclusion and (x) Art and Culture. She also gave a very educative video presentation about the CSR activities of the JSPL Foundation.

**Mr. Pani** stated that "philanthropy and CSR have a very close relationship". He informed that Tata Trusts is doing philanthropy work for more than a century and a quarter. Organisations doing CSR have to partner with the Government of India for large-scale impact. He cited examples of activities that make large-scale impact – Teacher training, urban poverty alleviation, safe drinking water and healthy food. The scope of CSR is very wide, which is quite evident with 1200 ongoing projects across India by the Tata Trusts. "There is a need to partner with the Government of India and make an impact which no single entity can do alone". Examples of such programmes are: (i) Programme for cancer care in India, such as distributed model of Cancer Care in Assam (2500 Cr + project), (ii) Integrated approach to technology in education, by linking technology education with current curriculum, (iii) Adopting best global practices in nutrition and (iv) Staple food fortification. He outlined steps to strategize CSR: (i) A 10 minute slot in every board meeting for CSR and innovation related discussion, and (ii) CSR work done by the corporates should be put on social media so that people can see and be inspired. "In rural India, the focus of Tata Trusts is on tribal children, so as to check their micro-nutrient deficiencies".

**Mr. Tiwari** said that *"skill development is not philanthropy but an opportunity. A skilled employee delivers from day 1"*. Skill development is good for the bottom line and hence it is good for business. Unemployed youth do not stand still (such as recent Delhi protests showed). Skill development is a societal need. *"We have to think ambitiously, think on a large-scale"*. One can reach a large audience through phones and 'gamification'. *"Skills take a person from job A to job B and to job C"*. "The right skills lead to the right jobs".

#### **Plenary Session – IV: Corporate Citizenship - Bridge between Business and Society**

This Session was Chaired by

- **Ms. Deborah Leipziger**  
Author, Consultant on Social Innovation, Sustainability, and Human Rights, Lecturer, Founding Judge, Meaningful Business 100, Award-winning Poet, Lewis Institute, Babson College, USA.

Other eminent speakers were

- **Dr. Prashant Narnaware, IAS**  
Joint Managing Director, The City and Industrial Development Corporation (CIDCO), Maharashtra
- **Prof. R. K. Mishra**  
Senior Professor and Director, Institute of Public Enterprise, Hyderabad and

- **Mr. S. Sittarasu**, Director & Head-Port, Airport & Global Infrastructure (PAGI) Industrial Services, Jones Lang LaSalle (JLL) India and.

**Ms. Leipziger** said that she believed in achieving a sustainable equality and entities which work with society. She envisioned the next two decades as something to look forward to. She mentioned some of her thoughts upon social design which address social needs. Look into companies and the projects they have been working on. For instance, Dell Company set their 'moonshot goals' with equal gender representation. They focus on being natural resource-positive so that energy generating companies encourage carbon neutral atmosphere. She emphasized on Excellence and wanted to build upon concepts about how she wishes to create the future of companies. She believed in the potential of Indian companies and advocated gender equality.

**Dr. Narnaware** expressed his dissatisfaction with the rich becoming richer and the poor becoming poorer, and the persisting inequality and discrimination in our society. He said that faith brings people together in organizations from different sectors of life and society. "CSR should not be limited to some charitable activities but it is a step forward towards the building of social capital. One should wish to introduce a voice for all kinds of minorities and wanted all people to have an open mind and thoughts on the issue. He described the power that humans can wield when they come together. "Strength and unity are important", and he appreciated how the NGOs have taught us more than what we expected of them. He was confident that good intentions towards life with gratitude and appreciation will make the nation a super power.

**Prof. Mishra** advocated an attitude of happiness to attain success and creating a society which promotes emotions of happiness and joy. India can portray what we can do, and we should do so. He believed in close relationship between trade, business and society, where trade must be mindful of the resources available. He stressed the need of raising GDP as an example, which should encourage motivation among business and industry. "CSR is a very big intervention". He advocated the idea of a new law to make CSR mandatory. He wished education for everyone in India, to make the country march forward in the world. He stressed on the need to maximize resources with higher investments in R&D, and hoped that thereby "India becomes the 'knowledge capital' of the world". He wanted the Govt to encourage experimentation.

**Mr. Sittarasu** mentioned how harmony at home promotes global success. He regretted how CSR is being neglected among various organizations. He thought that start-ups have really brought to light many earlier shortcomings because of this new approach. He lauded the various initiatives that the government has taken to connect Ports in India and thereby open opportunities to employ millions of people. He believed that social and skill development is the key to support the entire society and take it forward. He hoped towards a better and brighter future with CSR, and how present initiatives of government will help all the people eventually.

#### **Plenary Session – V: The Business of Giving and Social Outreach Programmes**

The session was Chaired by

- **Mr. Dinesh Waghmare, IAS**



The esteemed Panel of Speakers during audience interactions (From L to R): **Ms. Meenakshi Batra**, **Ms. Ruby Ahluwalia**, **IRAS**, **Mr. Dinesh Waghmare IAS** and **Dr. (Ms.) Sara Varughese** Country Director & Managing Trustee, CBM India

## PLENARY SESSION 6



**Ms. Manisha Verma, IAS**  
Principal Secretary, Tribal Development Department, Govt. of Maharashtra



**Ms. Smriti Rekha Vijay**  
Independent Director & Chairperson - CSR Committee, AkzoNobel India Ltd.



**Dr. Arun Kumar**  
Head of South Asia, Bayer Environmental Science



**Mr. Dilip Sawhney**  
Managing Director, Rockwell Automation India Private Ltd.



**Mr. Subhash Desai**  
Hon'ble Cabinet Minister for Industries & Mining, Govt. of Maharashtra State, India delivering the Guest of Honour Address



The esteemed Panel of Speakers being presented with a token memento by the Guest of Honour **Mr. Subhash Desai** Hon'ble Cabinet Minister for Industries & Mining, Govt. of Maharashtra State, India



# PLENARY SESSION 7



**Ms. H. K. Joshi**  
Chairperson & Managing Director, The Shipping Corporation of India Ltd.



**Mr. Mike Suffield**  
Director - Professional Insights, ACCA - Association of Chartered Certified Accountants, UK



**Dr. Emandi Sankara Rao**  
MD & CEO, IFCI Limited



**Mr. Malay Patel**  
Independent Director, HDFC Bank Ltd.



The esteemed Panel of Speakers during audience interactions (From L to R): **Mr. Malay Patel, Ms. H. K. Joshi, Dr. Emandi Sankara Rao, Mr. Mike Suffield**



A view of the audience

Chairman & Managing Director, Maharashtra State Electricity Transmission Company (MSETCL).

Other eminent speakers were

- **Ms. Meenakshi Batra**  
Chief Executive Officer, Charities Aid Foundation India
- **Dr. (Ms.) Sara Varughese**  
Country Director & Managing Trustee, CBM India and
- **Ms. Ruby Ahluwalia, IRAS**  
Financial Advisor & Chief Accounts Officer (Const.), Indian Railways.

**Mr. Waghmare** stated that the prosperity of democracy should reach to the bottom of the pyramid. Only then can it be said that the country as a whole is developed in the true sense. It is not only the responsibility of the State to look after welfare of the society but also its individuals. The institutions' responsibility is to also to contribute to the achievements of the nation. Who are these individuals / institutions? They are nothing but we as citizens of this country and also corporates like us. Therefore, the concept of Individual Social Responsibility and Corporate Social Responsibility come into play. However, our efforts as compared to other developed states are much lesser. Therefore, we need to ponder upon the reasons why we are not coming forward in big steps towards development of mankind. He was of the view that our structure, processes and systems are not favourable towards promoting and projecting CSR activities. "The very essence of empowerment is the 'Art of Giving'. Somewhere, we are not into the concept of art of giving". He congratulated the policy makers for the legislation of making CSR mandatory, and thereby there are positive steps by various organizations towards CSR activities. We at MSETCL are committed to bringing policies and programmes for reaching to the unreached through various innovative schemes. There is a Committee which takes decisions for any spending less than 25 lacs and our Board is empowered to take decisions for spending above Rs.25 lacs. "We take a review of our spending through DPR (Detailed Project Reports) and also physical visits to various locations where money has been spent".

**Ms. Batra** stated that CAF, India is promoting a culture of giving one partnership many opportunities. The business of giving is more of a cultural issue. She informed that CAF, India is a dynamic platform for raising philanthropic capital from multiple sources for pressing social causes. Their work revolves around multiple thematic areas similar to those found in CSR objectives. She listed their achievement of raising 600 crores from 2,00,000 donors and 300 corporates. Their Mission is to promote and support strategic giving for a more equitable and sustainable society. "Good work done by corporates serves as a desirable motivation for its employees". She named the country that gives the most is Myanmar. CAF, India also aims to increase India's position on the Giving Index (which stands currently at 89). The payroll giving programme, 'GAYE' (Give as you earn) has also been launched by them, through employee engagement programme. This can prove to be a 'game changer', when people get involved and are inspired to effect change. "It is a humanitarian response – ready, responsible, relevant and resourceful".

**Dr. Varughese** said that philanthropic business can be turned to actual business. She gave the example of her own disability to launch inclusive organic farming programme. "Disabled people are the most marginalised strata of the society. They are the poorest. We not only give them jobs but their livelihood". "Poverty cannot be eradicated by charity (alone) as it is not sustainable". Shared values and sustainability thinking should permeate all philanthropic work. CSR should focus on long-term goals. The priority should be to invest in agricultural enterprises, as much philanthropic work is needed in this sector. She also advocated investing in FPOs. It will bring effective change in the lives of the poor and the disabled. "Let us invest in enterprises but without losing the social goal". "CSR is an investment".

**Ms. Ahluwalia** related her own experience when she battled an advanced stage of cancer in 2009, and won the battle. Upon asking her doctor if she would get cancer again, her doctor said that here was a 'high chance of recurrence'. This incident gave birth to her book-'**Fragrance of a Wild Soul**' - where she explained the causes of her cancer and formed her Foundation '**Sanjeevani**', where cancer survivors become cancer care givers. She reasoned to herself – "If not her, then who would do it? There is life beyond cancer also".

#### Plenary Session – VI:

##### CSR - Stakeholders Perspective on Responsibility, Ethics & Trust

The session was Chaired by

- **Ms. Manisha Verma, IAS**  
Principal Secretary, Tribal Development Department, Govt. of Maharashtra.

Other eminent speakers were

- **Ms. Smriti Rekha Vijay**, Independent Director & Chairperson - CSR Committee, AkzoNobel India
- **Dr. Arun Kumar**  
Head of South Asia, Bayer Environmental Science and
- **Mr. Dilip Sawhney**  
Managing Director, Rockwell Automation India Private Limited.

**Ms. Verma** outlined the mission of her Department as 'Social Transformation through Partnership'. She also gave out her vision: "Empowering tribal communities and ensuring a development model that sustains while celebrating their unique culture and values". The tribal students that they have provided with scholarships are turning out at par with students from IITs. "Initiate creative partnership to encourage education". They provide training to compete with India's leading schools, bagging several awards at various competitions. Her Department has initiated the 'Comprehensive Control Programme' which also imparts life skills. Her Department had also initiated major steps taken for lactating and pregnant women, keeping in mind their individual nutritional requirements and needs. They had managed to incorporate the use of GPS into their daily routine, thereby introducing them to modern technology to improve their lot. Her department had always stressed on the potential and talent of tribal children which could (hopefully) transform their lives into a better tomorrow by investing in quality education.

# GOLDEN PEACOCK AWARDS PLENARY SESSION 8



The Guest of Honour, Ms. Rajashree Birla, Chairperson, Aditya Birla Centre for Community Initiatives and Rural Development, Director on the Boards of Aditya Birla Group of Companies being welcomed by IOD President, Lt. Gen. J. S. Ahluwalia PVSM (retd.)



Ms. Rajashree Birla, Chairperson, Aditya Birla Centre for Community Initiatives and Rural Development, Director on the Boards of Aditya Birla Group of Companies delivering the Guest of Honour Address



Hon'ble Mr. Justice Cyriac Joseph, Lok Ayukta Kerala; Former Chief Justice of Karnataka and Uttarakhand High Courts; Former Judge, Supreme Court of India; Former Acting Chairperson and Member, National Human Rights Commission also delivering his Guest of Honour Address



NETWORKING

**Ms. Vijay** explained that corporates are under limited liability. She was of the view that the corporates should be required to be accountable for all the consequences of their business activities and not just the harmful effects. She believed in universal 'Karma' effect in life and stood for unity and trust. "The 'Code of Conduct' decides the ethical values of the organizations". One must work to ensure that the standards of corporate behaviour and conduct are good enough. "Communication is essential to build trust", and interaction gets you to places along with social media and technologies.

**Dr. Kumar** stated that one should work towards one's purpose for "Science for a better life". It is a striving towards fundamentals of life values and innovations. Their company's aim is to eradicate malaria in the near future, wherein a big combined effort is expected to be taken forward towards a safe planet and achieve safety and healthy goals for India. They earlier worked towards unique and innovative solutions after the great Mumbai flooding (in 2005), always keeping in mind the bigger picture. "Drought is a serious recurring problem in India", where they have developed the 'Drought Action Network'. "One must always push to make a positive impact on the environment with sustainable methods".

**Mr. Sawhney** explained how responsibility is the core and heart of their company. Their core purpose is to make the industrial workers and people healthy, to increase productivity. He posed the questions "What makes them responsible?" "What practices have they developed"? He elaborated that for people to be successful, they need to follow a common code of conduct. He advocated more efforts by the people towards: (i) Efficient use of energy, (ii) Safety and (iii) Regular/frequent client interaction. "Safety is at the core of the organization and promotes a commitment to be responsible in business". One must realise how important it was to be a Responsible Company and equally important to be mature at the early stages.

#### Plenary Session – VII:

##### Corporate Governance Processes - Embedding Legislative and Financial Needs of CSR

The session was Chaired by

- **Ms. H. K. Joshi**

Chairperson & Managing Director, Shipping Corporation of India.

Other eminent speakers were

- **Mr. Mike Suffield**

Director – Professional Insights, ACCA - Association of Chartered Certified Accountants, UK

- **Dr. Emandi Sankara Rao**

MD & CEO, IFCI Limited and

- **Mr. Malay Patel**

Independent Director, HDFC Bank Limited.

**Ms. Joshi** advocated that corporate governance should aim at creating shared values. "When we say the word governance, the first

thing that comes to mind is ethics and values. When we say the words corporate governance – the first thing that comes to mind is systems and processes that are required to keep a check on the company". Governance has various angles such as – ethical, legislative, economical, legal etc. "CSR is naturally embedded in the corporate governance of a company". India is the first country in the world to make CSR mandatory. If a company doesn't use the CSR budget for one year, it can be carried forward to the next fiscal year. "It is not enough for the boards to allocate funds and then sit back".

**Mr. Suffield** talked of major CSR core challenge: The Climate change challenge - the consequences of Climate Change are better understood now. It is now a part of board meetings. Steps that can be taken are: (i) Governance. The organization must disclose its governance strategy around climate-related risks and opportunities, (ii) Strategy -it must disclose the actual and potential impacts of climate related risks on the organisation's business, (iii) Risk Management, (iv) Metrics and target and (v) Set targets and goals. "Misinformation is dangerous for the (open) market".

**Dr. Rao** outlined the IFCI's vision which was to be India's premier CSR organization. CSR is dealt with at various levels in IFCI: (i) Board of Directors, (ii) CSR Committee of directors/Screening committee (iii) IFCI Social Foundation and (iv) CSR Department. The prominent theme areas where CSR funds are spent are: (i) Skill Development, (ii) Healthcare, (iii) Welfare of the elderly people, (iv) Sports (v) Women Empowerment, (vi) Girl Child, (vii) Water conservation and sanitation, (viii) Development of rural areas and (ix) Sustainable Development activities. IFCI aims to make social impact by creating assets to deliver societal benefits to all geographical areas of India. He also cited the example of his own 'individual social responsibility'. He donates 50% of his earnings to 3 villages he has adopted back home. Impact created: He has touched almost all major theme areas prescribed under the Companies Act, 2013.

**Mr. Patel** stated that there are many models of diversity. Diversity comes back to all the NGOs. HDFC Bank has been awarded one of the best CSR Awards in this fiscal year by Finance Ministry. This year, HDFC Bank's CSR Budget is 550 crore. They were at no. 3 in CSR expenditure, after Reliance & Tata. "We are doing CSR from the passion of the heart. We are promoting education, skill training, livelihood enhancement, rural development initiatives, healthcare and financial literacy through CSR". They are reaching out to the marginalised communities through sustainable livelihood training initiatives, make them earn first and then give back to the society. They have an umbrella scheme called 'Parivartan' wherein all projects are being taken care of. They have opened 950 schools through all the geographical areas on a pan India basis, with direct or indirect expenses in computer labs, books and stationery, library & food facilities. He added that "holistic rural development impacts people on a large-scale. It also empowers rural women. The best is yet to come".

All the Technical Sessions were followed by a detailed interaction with the large audience.

# CASE STUDY SESSIONS - PLENARY SESSION 8



## INTERACTION WITH AUDIENCE



# PLENARY SESSION 10



**Mr. Rakesh Mohan Agarwal**  
Chairman and Managing Director, ITI Limited



**Mr. Alok Kumar Choudhary**  
Deputy Managing Director (HR) & Corporate Development Officer, State Bank of India



**Professor Shalini Bharat**  
Director, Tata Institute of Social Sciences (TISS)



**Mr. Samit Aich**  
Chief Executive Officer, Small Scale Sustainable Infrastructure Development Fund (S3IDF)



The esteemed Panel of Speakers during audience interactions (From L to R): **Mr. Rakesh Mohan Agarwal, Professor Shalini Bharat, Mr. Samit Aich**



**Mr. Vikesh Wallia**  
Regional Director - Western Region, IOD, India



A view of the audience

This was followed by a Drinks Reception for all the speakers, guests and delegates.

**Plenary Session – VIII:  
GOLDEN PEACOCK AWARDS NITE**

**Ms. Rajashree Birla**, Chairperson, Aditya Birla Centre for Community Initiatives and Rural Development, Director on the Boards of Aditya Birla Group of Companies was the 'Guest of Honour'. In her 'Special Address', she congratulated the IOD for taking this initiative on such a large-scale. It augurs well that the theme of the Conference is vital for integrating CSR into Corporate Strategy. "We live in an era of economic dysfunction, high inequality, concern about Sustainable Future, and the impact of technology on mankind". Today rampant individualism was overwhelming, and it is coming down to us from ages. George Eliot, an eminent author of Victorian era remarked that "individualism undermines economic and social foundation of the society, taking the world towards disorderly growth. Predatory Capitalism has become the order of the day". Having said that, at the Aditya Birla Group, Mr. Kumar Mangalam Birla has mandated Compassionate Capitalism for the whole Group. He has said that leadership in every organization has to be about Compassion. "Even in business, we can't adopt a system of unguided capitalism. We have to work towards a system of compassionate capitalism with employees managing organizations, in a manner that they also work for all employees, shareholders, stakeholders, the community and the eco-system. "Growth for growth's sake can never be an end in itself". When we pursue this path of compassionate capitalism, there is increased employee commitment and customer loyalty. "Business has increasingly realised that they have to earn the respect and the goodwill of the society in which it operates". "Business goals and CSR goals (finally) converge".

Thereafter, the famed '**Golden Peacock Awards (Global & National)** for '**Corporate Social Responsibility**' were conferred by **Hon'ble Mr. Justice Cyriac Joseph** and **Ms. Rajashree Birla** to winners amongst business and industry. **Special Commendation Certificates** for '**Corporate Social Responsibility**' were also awarded.

The first day's Conference concluded with formal Banquet for all the delegates, from India and overseas.

**Day-2 (Thursday, March 5):**

**First Concurrent Session – IX A:  
Effective HR Practices for Organisational Excellence** (Case Studies of HR Excellence)

The Session was Chaired by **Mr. Md. Sajid Khan**, Head of International Development, Association of Chartered Certified Accountants (ACCA), UK.

Ten organisations made their presentations on '**Effective HR Practices for Organisational Excellence**'. A list of such organisations is as follows:

1. **Concentrix Daksh Services India Private Limited: BPO**
2. **Shree Cement Limited: Cement**
3. **Godrej Industries Limited, Chemicals Division: Chemical & Fertilizer**

4. **Larsen & Toubro Limited, Water & Effluent Treatment IC: Construction**
5. **Rockwell Automation India Private Limited: Engineering Equipment**
6. **Adani Gas Limited: Gas**
7. **Ammunition Factory Khadki: Government (Defence)**
8. **ITC Limited, Hotels Division: Hospitality**
9. **Aurobindo Pharma Limited, Formulation Division: Pharmaceutical**
10. **JSW Energy Limited: Power**

**Second Concurrent Session – IX B: Successful Implementation of CSR Practices - Part I  
(Case Studies of Excellence)**

The Session was Chaired by **Mr. R. G. Rajan**, Honorary Director, Institute of Directors, former Chairman & MD, RCF Ltd. and former Chairman, SCOPE & FAI.

The following organisations (Global & National) made their presentations on 'Successful Implementation of CSR Practices - Part I':

**Global:**

1. **WNS (Holdings) Limited, USA: BPO**
2. **Aster DM Healthcare, UAE: Healthcare**
3. **Tata Consultancy Services Limited: IT**
4. **Tristar Group, UAE: Liquid Logistics**
5. **PTT Exploration and Production Public Company Limited, Thailand: Oil Production**
6. **Evalueserve AG, Switzerland: Research & Analytics**

**National:**

7. **Greenko Solar Energy Private Limited: Energy (Renewable)**
8. **Bharat Forge Limited: Engineering**
9. **Philips India Limited: Healthcare**
10. **Reliance Industries Limited: Petrochemical**
11. **PI Industries Limited: Chemical & Fertilizer**

**Plenary Session – X:  
Promoting Socially and Ethically Motivated Community Development Projects**

This Session was Chaired by

- **Mr. Rakesh Mohan Agarwal**  
Chairman and Managing Director, ITI Limited.

Other eminent speakers were

- **Mr. Alok Kumar Chaudhary**  
Deputy Managing Director (HR) & Corporate Development Officer, State Bank of India
- **Prof. (Ms.) Shalini Bharat**  
Director, Tata Institute of Social Sciences (TISS) and
- **Mr. Samit Aich**  
Chief Executive Officer, Small Scale Sustainable Infrastructure Development Fund (S3IDF).

**Mr. Agarwal** informed that ITI was in losses for 2 decades but for the last 3 years, it has become profitable. While the company was in losses, they couldn't do CSR activities but now they are doing it effectively. "Efficiency is highly needed in CSR". The past record plus frequent changes in official policy had brought inefficiency in the system. During 2017-18, ITI made many infrastructure changes, and policies were fine tuned to make the organization viable. How did they make the company revive? He himself replied that it was done through: (i) Self-manufacturing, (ii) In-house monitoring and project checking, (iii) Implementing 'IoT' (Internet of Things) and (iv) Focusing on data centres for diversification of products. While implementing technology changes, one should make sure it is future proof. "ITI definitely has to spend more on CSR". Modern technologies have the solution to almost everything. "Corporates should invest in technologies, in-house monitoring and bringing in experts in this field".

**Mr. Chaudhary** stated that when communities evolve, they start by having a deeper sense of cooperation, of compassion, innovation etc. which leads to affirmative human motivation to control resources, community etc. Community development projects are a remediation process for the ills that are generated when the community evolves. 'Carrom motivation' is practised in corporates. For companies to do community intervention (non - disruptive) they should ask themselves the following social and ethical questions: (i) Do we respect the community? (ii) Are we aiming for a self-sustainable community? He also explained the principle behind SBI Foundation - 'Service Beyond Banking'. Projects taken up by the SBI Foundation are: (i) SBI Gram Seva, & (ii) SBI 'Youth for India' fellowship. "There is a lag between Quality and Quantity which is huge". We should do our bit because we all have a common purpose in promoting CSR objectives.

**Prof. Bharat** explained the philosophy and the rationale behind the concept of CSR. It has matured in the past years. CSR is now everywhere we can see. Corporates have realised that they are an integral part of the community and they should also contribute to it. One should also consider social aspects while considering technology solutions. "Social development projects should be socially inclusive, financially viable and environment friendly". Work on CSR is still in a nascent stage in India. CSR activities are very scarce in the North East. There is vast inequality on CSR funds as distributed across India. "CSR should be viewed as a long-term investment in goodwill". A balanced approach to CSR is important.

**Mr. Aich** talked about a new concept called CSV (Creating Shared Value). CSV is CSR with a business approach. "Efficacy of the policies and their implementation still needs an inclusive refinement". There is a 'triple bottom line' concept in CSV also. The evolving approach in human social development means: (i) Philanthropy (donation), (ii) CSR & (iii) CSV. In CSV, corporates are contributing to inclusive growth while at the same time strengthening their companies. CSV is already embedded in some well-known companies such as - Body Shop, ITC, Wipro, HUL, Amul, Kissan, etc. CSV should become a part of corporate strategy planning.

The Technical Session was followed by interaction with the audience.

#### **Plenary Session – XI: Successful Implementation of CSR Practices - Part II (Case Studies of Excellence)**

The Case Study Session was Chaired by **Mr. Nitin Patil, IAS**, Managing Director, Maharashtra State Tribal Development Corporation.

Twelve organisations made their presentations on 'Successful Implementation of CSR Practices - Part II'. A list of such organisations is as follows:

#### **National:**

**1. Ultra Tech Cement Limited - Unit: Birla White: Cement**

**2. JK Lakshmi Cement Limited: Cement**

**3. L&T Finance Holdings Limited: Financial Services**

**4. IFCI Social Foundation: Financial Services**

**5. Amway India Enterprises Private Limited: FMCG**

**6. The Indian Hotels Company Limited: Hospitality**

**7. Chennai Petroleum Corporation Limited: Oil Refining**

**8. Cipla Limited: Pharmaceutical**

**9. Bharat Heavy Electricals Limited : Power Equipment**

**10. Jindal Steel & Power Limited: Steel**

**11. Grasim Industries Limited: Textile & Apparel**

**12. Goa Shipyard Limited: Transportation (Shipping)**

#### **Plenary Session – XII: Valedictory Session**

The Concluding Session of the Conference was the Valedictory Session. A brief Presentation on 'Conference Proceedings & Recommendations' was made by **Mr. Ashok Kapur, IAS (retd.)**, Director General, IOD, India, and is reproduced elsewhere in this Issue.

At the conclusion of the two-day event, Closing Remarks and Thanks were proposed by **Mr. Vikesh Walia**, Regional Director - Western Region, IOD, India before all the delegates present, especially foreign experts and delegates, awardees, partners, speakers and corporate and business leaders from India and abroad.

Special thanks were conveyed to the Golden Peacock Awardees for having come personally to Mumbai to receive the Awards in person, along with their respective team members.

Special thanks were proposed to Maharashtra Industrial Development Corporation (MIDC) and Association of Chartered Certified Accountants (ACCA), UK for being Principal Partners, and the support extended by the IOD Foundation.

Special Thanks were proposed & conveyed to various generous Silver sponsors for the Conference - Tribal Development Department, Govt. of Maharashtra, Nettur Technical Training Foundation (NTTF), Indian Telephone Industries (ITI), Raymond Group & Ravin Group.

Thanks were also proposed for Bronze Partners: HDFC Life, Petronet LNG, Oil & Natural Gas Corporation (ONGC), Rashtriya Chemicals & Fertilizers (RCF), Bharat Petroleum Corporation (BPCL), Industrial Finance Corporation of India (IFCI), Maharashtra State Electricity Distribution Company (MSEDCL), Maharashtra State Electricity Transmission Company (MSETCL), Maharashtra State Road Development Corporation (MSRDC), Jawaharlal Nehru Port Trust (JNPT), Maharashtra Pollution Control Board (MPCB), Institute of Public Enterprise (IPE), Haffkine Bio Pharmaceutical Corporation, etc.

Thanks were conveyed to the Hotel Taj Lands End, Mumbai authorities for making excellent arrangements for the Conference.



**Mr. Ashok Kapur, IAS (Retd.)**  
Director General, Institute of Directors, India

REPUBLIC TV Channel were conveyed the gratitude of the IOD for covering the event so comprehensively as the Media Partner. The entire two-day Conference was covered by the REPUBLIC TV Channel. It was telecast twice, for 30 minutes each, all over India during the subsequent weekend.

Compiled by:

**Mr. Ashok Kapur, IAS (Retd.)**  
Director General  
Institute of Directors, India

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