



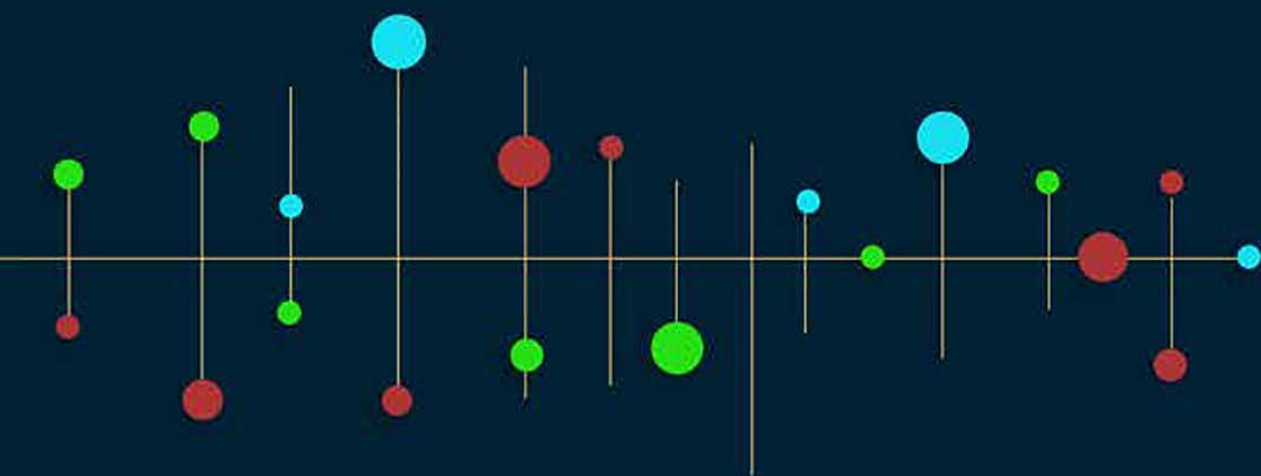
CII-ITC Centre of Excellence
for Sustainable Development



Confederation of Indian Industry

INDUSTRY LEADING SOCIAL CHANGE

From Commitment to Impact



BUILDING A RESPONSIBLE
AND SUSTAINABLE INDIA

Project Team – Anoushka Jha, Jayashree Singha, Naresh Saini, Zaheena Naqvi

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CONTENT

CII Director General's Message

11 JK Lakshmi Cement Limited

13 UNO Minda Limited

15 Dr. Reddy's Laboratories Limited

17 Ambuja Cement

19 BD India/South Asia

21 Bosch Limited

23 Castrol India Limited

25 Crisil Limited

27 Dalmia Bharat Foundation

29 DCM Shriram Limited

31 GAIL India Limited

33 Grundfos Pumps India Private Limited



HDB Financial Services **35**

IDFC FIRST Bank Limited **37**

ITC Limited **40**

Indian Metals and Ferro Alloys **43**

L&T Finance Limited **45**

Shree Ramkrishna Exports Private Limited **47**

TATA Steel Foundation **49**

Siemens Limited **51**

Vedanta Limited **53**

Silox India Private Limited **55**

L&T Technology Services Limited **59**

Special Feature **61**
Leadership Perspectives on CSR

Looking Ahead: **76**
Shaping the Next Decade of CSR



EVOLUTION

**Corporate
Philanthropy &
Voluntary Social
initiatives**

**Pre
2009**

**20
09**

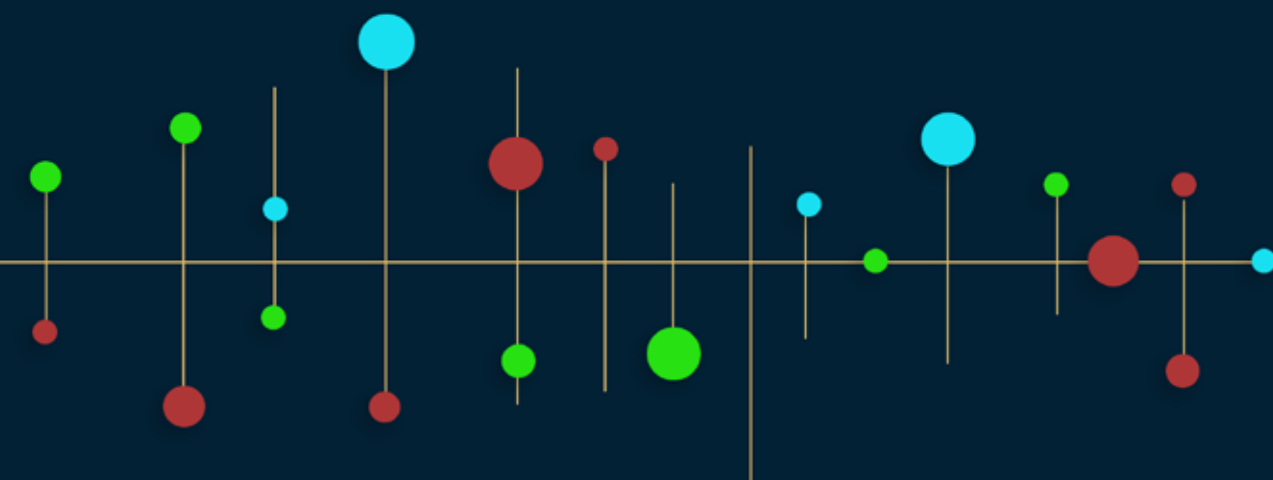
**MCA Launches
Corporate Governance
Voluntary Guidelines**

**National Voluntary
Guidelines (NVGs)
Introduced**

**20
11**

**20
14**

**CSR mandated under
the Company Act,
2013**



BUILDING A RESPONSIBLE
AND SUSTAINABLE INDIA

FOREWORD



Traditionally, philanthropy formed the cornerstone of Indian industry's engagement with communities and its contribution to social development. While these values continue to guide corporate actions, the Companies Act enabled industries to adopt a more structured and outcome-driven approach to social investments. With it, India ushered in a new era of responsible business, strengthening governance, transparency, and accountability, and adopting a broader vision of corporate citizenship.

Over the years, the commitment of Indian industry has steadily expanded both the scope and scale of initiatives in thematic areas. To maximise impact and leverage expertise, industries forged enduring partnerships with implementing agencies, academia, and communities. Their commitment has reached some of the most remote and underserved regions, including Jammu & Kashmir, the North Eastern states and Aspirational Districts, addressing critical development challenges and improving the lives of vulnerable and marginalised communities.

Equally significant has been the growing alignment of the CSR programmes with the UNSDGs and India's national development priorities. The next phase of India's CSR journey will be defined not merely by the quantum of investment but by the quality of partnerships, depth of community engagement, and the outcomes achieved.

This Compendium showcases the remarkable journey of Corporate Social Responsibility (CSR) in India, since the enactment of the Companies Act 2013. The landmark legislation marked a defining moment in India's corporate history and positioned the country as a pioneer in institutionalising CSR. Over the years, CII has been working alongside industry, government, civil society, and development partners in shaping this evolving ecosystem and has supported in translating the spirit of legislation into meaningful impact.

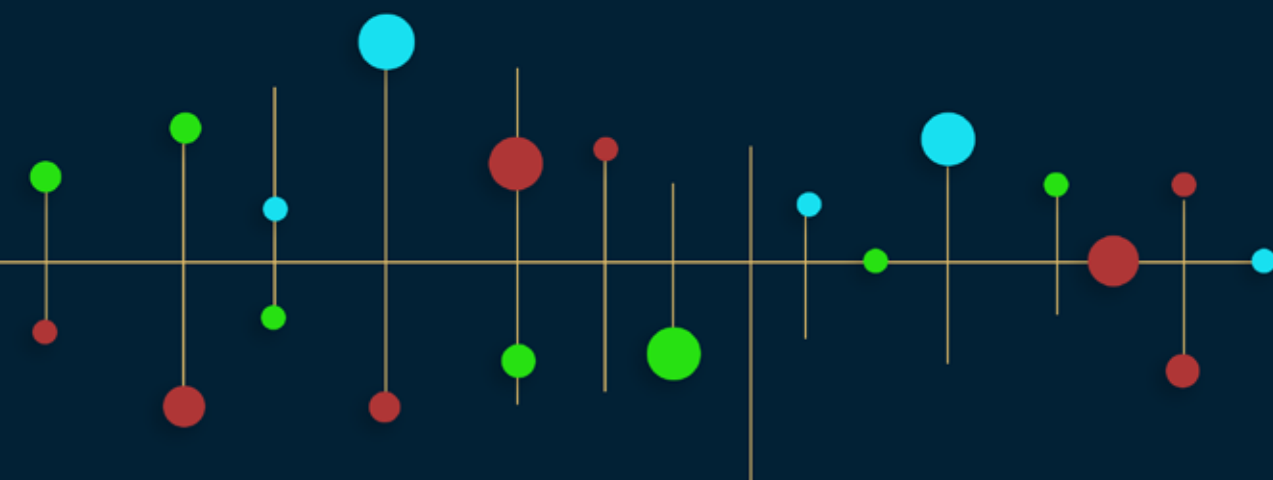
This publication provides an opportunity to reflect on how these past years have transformed this entire ecosystem and the Indian industry's approach towards sustainable and inclusive development.

The experiences documented in this Compendium reflect the diversity, innovation, and the commitment that characterise Indian industry's CSR efforts. I hope this Compendium will serve not only as a valuable repository of knowledge and good practices but also as a source of inspiration for companies seeking to deepen their impact through greater collaboration and innovation, and collective action.

I extend my sincere appreciation to all our member companies for sharing their experiences and insights. I am confident that this publication will stand as a lasting testament to the transformative role of CSR in shaping a stronger, more inclusive, and sustainable India.

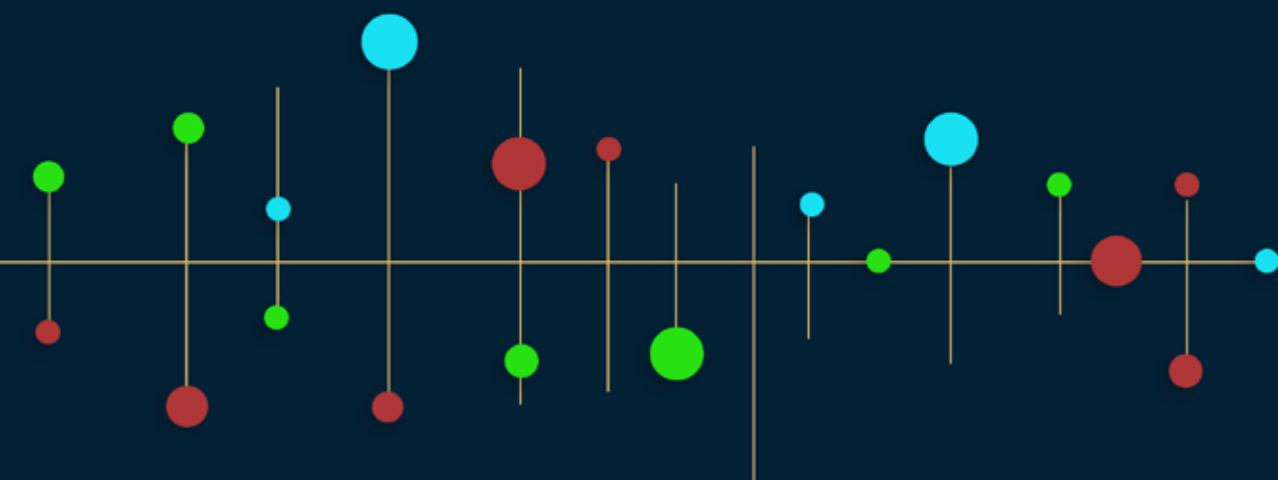
Chandrajit Banerjee

Director General,
Confederation of Indian Industry



BUILDING A RESPONSIBLE
AND SUSTAINABLE INDIA

Case Studies



BUILDING A RESPONSIBLE
AND SUSTAINABLE INDIA

“

Our CSR initiatives are deeply rooted in community problems & aspirations, and we deliver innovative solutions for creating intergenerational sustainable impacts.

”

Sanjeeva Kumar Jha
Head CSR and Sustainability,
JKLC Ltd.



From Compliance to Commitment: A Decade of Transformative CSR

Summary

Over the past decade, **JK Lakshmi Cement Ltd.** (JKLC) has transformed its CSR from a mandatory compliance driven approach into strategic business focused activity, in alignment with the Companies Act, 2013. It has strengthened its CSR governance, designed and expanded multi-state interventions and integrated innovation & technology for effective stakeholder engagement and management. Today, CSR is embedded in the organisation long-term sustainability vision, contributing to health, education, livelihood, skill development, water & sanitation and rural development.



The Journey of the Organisation

Rooted in a strong commitment to community development, long before CSR became statutory in India. Guided by the **CSR Road Map 2030**, Board-level CSR committee is involved, stakeholders consulted & leadership engaged and accordingly designed. This has helped defining strategic focus and translating planned projects, budgeting, developing monitoring mechanisms for regular assessments and measuring impact.

Over the decade to make projects more effective, several initiatives have been undertaken. This includes adoption of digitalisation for real time data collection and monitoring to strengthen transparency and evidence-based decision-making. Projects were designed around community needs and aspirations, with strong stakeholder participation, evolving into an integrated development framework that empowers communities, strengthens institutions, and delivers lasting impact.

Trajectory of CSR Initiatives and Approaches

To address holistic development of community needs, integrated and need-based projects were introduced

JK Lakshmi Arogya Project: Evolved from general health camps to delivering integrated healthcare solutions (maternal and child health services and nutrition awareness) through **Naya Savera programme**. Mobile Medical Services provided in remote locations (**Sirohi** and **Udaipur**), nutritional kits to TB patients and infrastructure support in healthcare facilities.

JK Lakshmi Vidya Project: Education initiatives have progressed from infrastructure support to providing holistic learning environment, reduced school dropouts, preparing students for admissions (Jawahar Navodaya Vidyalaya, Eklavya Model Residential Schools), aspired students for higher technical education, enabling students from remote areas to compete successfully for quality educational opportunities.

JK Lakshmi Aajivika evam Kaushal Prashikshan: Exposure provided to improve agriculture, livestock rearing practices, capacity building of farmers, market linkages which enhances livelihood of the community. Youth empowerment is promoted through market-linked employability skill training, job readiness support via library-cum-study centres, competitive examination preparation and entrepreneurship development with small business support.

JK Lakshmi Swajal evam Gramin Vikas Project: Providing access to better facilities (watershed development, groundwater recharge, afforestation, renovation of community infrastructures), strengthening social security and facilitating last-mile access to government welfare schemes and fostering greater inclusion.

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@JKLakshmiCementLimited



jklakshmicementofficial



JKLakshmiCementLtd



company/jk-lakshmi-cement-ltd

Impact of the Organisation

The organisation is positively impacting around **3.25 lakhs beneficiaries** annually through sustained investments aligned with national priorities and the SDGs. These integrated interventions have led to enhanced employability, increased household incomes and better community facilities. Digitalisation of CSR programme management has enhanced data quality, monitoring and timely reporting across locations. This has led to cross-functional collaboration, reinforced governance systems and shifted its focus to measurable social outcomes and long-term community resilience.

Challenges and Learnings

The key challenges included addressing diverse needs and aspirations of community while balancing competing expectations and developmental priorities. Additionally, the prevalence of multidimensional poverty further compounded these challenges. This led to the development of integrated interventions.

Way Forward

As business footprint expands, the organisation will continue to strengthen its investments in already existing programmes, ensuring that programmes remain evolving and responsive to the development needs. Guided by **CSR Road Map 2030** future priorities include expanding digital monitoring platform for programme management, climate change resilient interventions, partnerships with Government, NGOs and development institutions.



“

CSR drives transformation by empowering individuals, strengthening communities, and creating measurable, lasting social impact and build a more inclusive future that contributes to nation-building.

”

Dr Suman Minda
Chairperson
Suman Nirmal Minda Foundation



UNO Minda Limited

Empowering Communities, Creating Lasting Impact

Summary

Suman Nirmal Minda Foundation (SNMF), the CSR arm of UNO MINDA Group, has evolved from a compliance-driven CSR function to a strategic enabler of sustainable and inclusive development, aligned with the organisation's core values and long-term vision. Guided by the evolving CSR regulatory landscape, the organisation strengthened its governance and **expanded its footprint across underserved regions and Aspirational Districts**, implementing initiatives as per Schedule VII and contributing to societal progress.



The Journey of Organisation

Initially focused on need-based community support, the organisation transitioned to a structured CSR following the enactment of the Companies Act, 2013. This strengthened governance through CSR committees, defined processes, and led to transparent decision-making. Over time, the organisation **adopted a data-driven, outcome-oriented model**, supported by need evaluation of stakeholders, and robust monitoring and evaluation systems.

Trajectory of CSR Initiatives and Approaches

The organisation's CSR interventions have spread across seven states through long-term programmes, strong partnerships with like-minded institutes, organisations, and active employee volunteering. The **Samarth Jyoti Programme scaled from one centre to 20 centers** nationwide, delivering integrated education, skilling, and community interventions. The education ecosystem was strengthened by establishing community schools and Suman Nirmal Minda school focusing on holistic and future-ready learnings. The **Integrated Development Approach** has expanded into healthcare, digital literacy (**HP-CLAP**), self-help groups (SHGs) and livelihood programmes. The CSR implementation was further improved through project management, digital monitoring, undertaking impact assessments and transparent reporting systems aligned with the SDGs and Schedule VII.

Impact of the Organisation

Since its inception, the CSR initiatives have **impacted over 3.5 lakh beneficiaries**, directly and indirectly, improving community well-being and livelihoods. A recent third-party assessment estimated the Social Return on Investment (SROI) at 1.28 for the vocational training programme, demonstrating measurable social value. The initiative has enhanced employability, increased incomes and strengthened beneficiaries' confidence, self-reliance, and overall quality of life.



Challenges and Learnings

As initiatives expanded across multiple states and centres, maintaining standardisation, ensuring quality and consistent monitoring while scaling interventions emerged as a key challenge. The organisation focused on strengthening stakeholders and community engagement across diverse geographies, where varying local contexts and capacities required adaptive approaches to ensure participation and ownership. Additionally, migration, domestic responsibilities, financial constraints and competing livelihood opportunities impacted the continuity of programmes, and retention of beneficiaries.

This led to the establishment of robust governance frameworks, SOPs, and review mechanisms, improving compliance, transparency, and decision-making. The adoption of monitoring systems, third-party evaluations, and data-driven planning strengthened the organisation's outcome-oriented CSR approach, enhancing programme effectiveness and measurable impact. Stronger collaboration with internal and external stakeholders further improved the ownership, scalability, and sustainability of interventions.

Way Forward

The organisation aims to scale impact through multi-year programmes in underserved regions, focusing on **Education, Skill Development, Healthcare, Community Development, Sustainable Infrastructure, and Community Well-being**. Going forward, CSR investments will emphasise innovation, technology, strategic partnerships, and impact measurement to drive scalable, sustainable, and inclusive development, while strengthening CSR as a key pillar of organisational growth and social transformation.

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[s.n.m.f_unomindagroup](https://www.instagram.com/s.n.m.f_unomindagroup)



[people/Samarth-Jyoti](https://www.facebook.com/people/Samarth-Jyoti)

“

Our CSR efforts are rooted in empathy and purpose, addressing community needs, bridging critical gaps, and enabling sustainable, long-term impact.

K Satish Reddy
Chairman,
Dr. Reddy's Laboratories Ltd.

”



Dr. Reddy's Laboratories Limited

Advancing Equitable Healthcare through an Ecosystem Approach

Summary

Dr. Reddy's CSR has built an integrated healthcare ecosystem that addresses critical gaps across the continuum of care. By combining community-based health interventions with stronger public health institutions, specialised healthcare services, workforce development, and innovation, the organisation seeks to create sustainable and inclusive healthcare solutions that improve the well-being of vulnerable communities.



The Journey of the Organisation

Over the past decade, the organisation's CSR has evolved from supporting localised community health initiatives to building a comprehensive portfolio that addresses healthcare and broader development challenges. The organisation has progressively expanded its efforts to improve access to healthcare among underserved communities while aligning with national development priorities. Alongside healthcare, CSR investments have grown to include **education, youth skilling, women's empowerment, sustainable livelihoods, and environmental sustainability**, reflecting a holistic approach to community well-being.

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drf_india



drreddysofficial

Trajectory of CSR Initiatives and Approaches

The organisation's healthcare journey has followed a continuum-of-care approach. Initial efforts focused on preventive and primary healthcare through community outreach, health awareness, maternal and child health services, and referral support. As community demand and trust increased, the focus expanded towards strengthening public health infrastructure through partnerships with government health systems upgrading the Primary Health Centres.

Over time, the portfolio diversified to address critical healthcare gaps through specialised interventions such as mental healthcare counselling, palliative care, reconstructive surgeries, affordable cardiac care, and Mobile Health Units (MHU) serving remote tribal populations. Recognising the need for long-term systemic change, the organisation further expanded into healthcare skilling, research support, and innovation, creating a more comprehensive healthcare ecosystem.

Challenges and Learnings

Delivering quality healthcare in underserved geographies required overcoming challenges related to difficult terrain, limited infrastructure, low health awareness, workforce shortages, and financial constraints that often restricted healthcare access. Ensuring sustained utilisation of services and strengthening local ownership were equally important challenges.

These experiences highlighted that healthcare outcomes improve most effectively when community mobilisation is complemented by stronger health institutions and responsive service delivery systems. Key lessons included the importance of behavioural change communication, community ownership, close collaboration with government stakeholders, capable implementation partners, and adaptive programme design. Over time, these learnings helped shape an integrated and sustainable approach that combines community outreach, system strengthening, specialised healthcare services, and innovation to improve long-term health outcomes.

Impact of the Organisation

The **Community Health Intervention** programme reaches **158 villages** across Srikakulam and Vizianagaram districts of Andhra Pradesh. In partnerships with district health authorities, we have strengthened **25 Primary Health Centres** by upgrading infrastructure, diagnostic, water and sanitation facilities, and healthcare staff capacity, while MHU have increased reach to remote tribal communities. Mental health counselling, has supported **more than 32,000** people, reached **over 4,400 individuals** under palliative care services, and conducted over **800 free reconstructive surgeries**. Healthcare ecosystem was further strengthened through affordable cardiac care, healthcare skilling, and research support.

Over the five years, these initiatives have impacted **20.62L beneficiaries**. Laboratory diagnostic testing doubled from **2.98L tests (FY25) to 5.99L (FY26)**, improved antenatal care (**66.5% to 96%**), **institutional deliveries reached 99%**, and treatment coverage for hypertension and diabetes increased from **49% to 100%**. Beyond healthcare, other key initiatives of Dr. Reddy's promote STEM education for girls, educational support for tribal children, skilling for underserved youth and PwDs, sustainable agriculture, and environmental conservation.

Way Forward

Over the next decade, we will continue on addressing social and environmental challenges aligning with the realities of a rapidly changing world. We will work towards deepening our understanding of root causes, expanding our reach to underserved geographies, and leveraging innovation, technology, and data-driven approaches to develop more effective and scalable solutions. By complementing government initiatives, the programmes will continue to align closely with India's inclusive growth and sustainable development agenda while advancing the relevant UN SDGs.

“

We are committed to creating long-term value by integrating sustainable growth, environmental stewardship, and meaningful community development into our business strategy.

”

Vinod Bahety
CEO, Ambuja Cements Ltd.

adani
Ambuja
Cement

Three Decades of Purpose-Driven CSR: Building Sustainable Communities, Creating Shared Value

Summary

Ambuja Cements Limited (ACL) was established by visionary leaders who believed that communities surrounding their plants were their biggest business stakeholders. Recognising the socio-economic challenges faced by these communities, we adopted a strategic approach to embrace and enhance the well-being of these communities. When communities become partners in-change rather than passive recipients of aid, fostering self-reliance impacting communities capable of driving their own development.



The Journey of the Organisation

The CSR of ACL is not viewed as a statutory obligation but as an extension of responsible nation building. For nearly three decades, the organisation has demonstrated that sustainable business success and community development are mutually reinforcing. Rather than implementing stand-alone projects, ACL **adopts an integrated approach** that addresses multiple community challenges. Strategic investments are anchored around community participation, measurable impact, long-term partnership, environmental stewardship, institution building and inclusive growth. Today, Ambuja Cements as part of the Adani portfolio contributes significantly to India's infrastructure and housing growth, pursuing a vision of sustainable and responsible development.



Trajectory of CSR Initiatives and Approaches

Guided by the belief that development must be inclusive and sustainable, the organisation focuses on creating long-term social value. Adopted a structured and participatory approach for identifying community needs and development priorities through well-established community engagement mechanisms and SOPs. These processes enable region-specific interventions tailored to local needs and aspirations. Continuous engagement throughout the project lifecycle helps maximise implementation, stronger impact, monitoring & evaluation, ensuring meaningful stakeholder participation.

Initial interventions were focused on basic community needs (primary healthcare, education support, drinking water, sanitation, and village infrastructure).

Later expanded to include watershed development, agriculture, livelihood promotion, women's empowerment, skill and entrepreneurship development.

Current phase focuses on building resilient communities through climate adaptation, water security, entrepreneurship, digital inclusion and revises its interventions to strengthen and address evolving community needs.



Impact of the Organisation

The organisation has positively impacted **over 3.72 million people** in **2716 villages** across **10 states** with need based community development initiatives. ACL's CSR framework drives an ecosystem of interventions that strengthens livelihoods, enhance sustainability, and create resilient communities, **driving measurable results that align with the United Nations SDGs.**

We have strengthened the social license to operate and create shared value through impactful initiatives. These include expanding access to healthcare and clean drinking water, enhancing employability and livelihood opportunities for youth, promoting multi-cropping practices, and improving climate resilience within communities.

Way Forward

As Ambuja Cements enters the next phase of its CSR journey, it remains committed to creating lasting social value and contributing to India's inclusive nation-building agenda.

- ❑ Aligning business ESG priority areas with community needs including sustainable water management and converting biomass waste in AFR.
- ❑ Updating on skill-based livelihood with new generation courses
- ❑ Further technology in agriculture-based livelihood programme
- ❑ Incorporating climate proofing initiatives
- ❑ Conducting Impact Assessments aligning with the CSR law expectation

As the organisation continues to grow, its commitment remains unchanged: to build stronger communities, create greater opportunities, and foster a sustainable future for generations to come.

“

In keeping with our CSR goal of driving initiatives that create a lasting change in the community around us, BD in India has been contributing towards initiatives that advance health equity and provide economic opportunity.

”

Atul Grover
Managing Director, BD India/South Asia



BD India/ South Asia

Advancing health equity and economic opportunity

Summary

BD India's CSR journey has evolved into a purpose-led initiative towards advancing health equity and economic opportunities. Guided by BD's purpose of advancing the world of health, the organisation focuses on healthcare, environmental sustainability, education, and skill development. Through thoughtfully designed programmes, the organisation addresses critical community needs while fostering institutional capacity, workforce readiness, and long-term social impact.



The Journey of the Organisation

From primarily philanthropic initiatives, the organisation planned a structured and strategic function to advance healthcare access and safety.

Focussing on healthcare access, infrastructure, service delivery, and workforce capacity building, the organisation enabled deeper engagement, long-term programme design, and measurable outcomes.

Through its flagship **BD Centre of Hope** initiative, implemented in collaboration with the Hope Foundation, the organisation equips underprivileged youth through **Nursing Assistant and Tally Prime certification courses**. By enhancing employability and creating pathways to sustainable livelihoods, the programme contributes to economic empowerment and mobility among underprivileged youth.

The organisation has further reinforced its CSR governance framework through **stronger leadership oversight, robust monitoring and evaluation systems**, and an increased focus on **impact assessment, compliance, and transparency**, driving greater accountability and measurable social outcomes.

Trajectory of CSR Initiatives and Approaches

Over the years, CSR approach has expanded in both scale and geographical reach. The **BD Centre of Hope** initiative reflects this progression of community empowerment.

In 2025-26, the programme **trained 264 youth** in nursing assistant and tally prime courses, out of which **214 candidates secured employment** whereby **193** were **women trainees**. This resulted in an **80% placement rate**, highlighting the role of skill development in enabling greater workforce participation and financial independence.

Alongside programme expansion, the organisation strengthened partnerships with implementation partners and employee volunteering to deepen community impact and engagement.

Challenges and Learnings

In the last decade, the CSR landscape has become more rigorous, requiring organisations to continuously strengthen internal processes and partner oversight. Additionally, the initiatives increasingly emphasise on capacity building, mentoring, and pathways to employment to enhance community ownership and ensure lasting impact.

Further, balancing scale with impact quality remains a key challenge, while expanding across geographies, mapping implementation partners and monitoring frameworks.

Impact of the Organisation

Through strategic partnerships, robust governance and measurable outcomes, the organisation has expanded its impact while remaining aligned with national priorities.

Today, the organisation has made measurable and meaningful contribution in the healthcare ecosystem. Through **Project SANKALP** over **200,000 households** and **650,000 individuals** have screened for TB, over **350 positive patients** identified and **82% patients** were **treated**. The programme strengthened local healthcare capacity through training and community leadership, leading to **17 villages** achieving **TB-free** status.

Through **BD Centre of Hope** initiative over **2,200 youth** were **trained** and enabled **1,777** to **secure employment** opportunities.

Way Forward

The organisation's CSR strategy will remain anchored in its purpose of advancing the world of health through sustainable, high-impact interventions through scalable, and evidence-based healthcare, education and skill development programmes.

The next phase will prioritise multi-year partnerships, measurable outcomes, and use of technology to enhance programme delivery. Emerging priorities include strengthening primary healthcare infrastructure. Building on the successful upgrade of three PHCs in Punjab and Rewari. The organisation plans to expand this model to other high-need regions and to strengthen frontline healthcare capacity to support public healthcare ecosystem and enhance employability in the sector.



“

Our social engagement journey showcases how purpose, partnership, and employee commitment can create meaningful opportunities, strengthen communities, and enable inclusive and sustainable development.

Guruprasad Mudlapur
President Bosch Group India
Managing Director, Bosch Ltd.

”



BOSCH

Invented for life

Bosch Limited

Bosch Limited's Social Engagement Journey

Summary

Bosch Limited's CSR journey is about creating opportunities for people, strengthening communities, and improving lives through sustainable development. Over the past 12 years, its approach has evolved from philanthropy into a structured, board-governed function embedded within the organisation's strategy. Beginning with the launch of **BRIDGE**, a vocational training programme, the organisation's CSR efforts have since expanded into three broad focus areas: Skill Development, Sustainable Mobility, and Integrated Community Development. These initiatives now reach **over 200 villages** and districts across **24 states** and **4 Union Territories**, impacting **more than 1.47 million lives**.



The Journey of the Organisation

Founder Robert Bosch shaped the organisation's approach to social responsibility long before CSR became a statutory requirement. With 104 years of presence in India, this philosophy translated into early community initiatives in accessible healthcare – **Adugodi Primary Health Centre**, 1970 (Bengaluru) and **MICO Hospitals**, 1974 (Nashik), both of which continue to serve their communities today. Early social engagement was largely volunteer-led, responding to immediate community needs. A significant shift came in 2013 with the launch of **Bosch's Response to India's Development and Growth through Employability Enhancement (BRIDGE)** to address the gap between education and employability amongst youth. The mandate further strengthened this commitment by having dedicated CSR SPOCs across plants and structured governance for consistent implementation. The Bosch India Foundation (est. 2008) became a major channel for executing social initiatives, including the Holistic Village Development Programme (HVDP) for long-term community development.





Trajectory of CSR Initiatives and Approaches

The CSR approach has evolved from short-term to long-term interventions, supported by partnerships with government, NGOs, and academic institutions, which strengthened programme design, implementation, sustainability, and reporting. The HVDP evolved into **Integrated Community Development (ICD)**, adopting an approach that integrates water conservation, afforestation, education, healthcare, and livelihoods at the community level. During this period, social initiatives expanded across states.

During the COVID-19 pandemic, the organisation supported communities by manufacturing and distributing **4 million masks**, establishing a **patient-care facility**, and providing oxygen concentrators. Under Skill Development, caregiver training for elderly care expanded into **inclusive livelihood programmes for persons with disabilities (PwDs) and the LGBTQIA+ community**. The **Automotive Skills Development** programme was launched in 2021, followed by Sustainable Mobility in 2024 as a new focus area in alignment with the organisation's core mobility expertise.



Impact of the Organisation

The social engagement journey has strengthened governance, deepened leadership involvement, built institutional expertise, and fostered a culture of purpose. Additionally, the Employee Engagement programme **Act of Kindness** encouraged Boschlers to contribute their time, skills, and expertise, towards shared organisational value. The organisation also aligns with national development priorities and contributes to the UN Sustainable Development Goals.

Challenges and Learnings

The evolving regulations challenged all corporates to move beyond compliance-led spending to impact-led social investment. Bosch deepened its focus on strategic CSR, governance, programme scale, partnerships, community ownership, and impact measurement. Collaboration, stakeholder participation, and employee volunteering were also strengthened, enabling the organisation to deliver social engagement interventions that are not only compliant but also more responsive, accountable, and scalable, and capable of generating lasting social impact.

Way Forward

Over the next decade, the organisation aims to deepen the impact of its existing initiatives to reach underserved communities across India. Alongside this, the Sustainable Mobility focus area will expand with safer, greener, and more accessible mobility solutions. Emerging priorities include strengthening automotive skilling initiatives, advancing inclusive livelihoods for PwDs and the LGBTQIA+ community, further supported by growing social engagement efforts.

“

For us, CSR is not a series of isolated interventions. It is a long-term commitment to building enduring capability in the communities that power India's mobility ecosystem. As the mobility landscape evolves, our responsibility is clear: to ensure that those who keep India moving are equipped with the skills, confidence, and opportunities to progress and to help shape the future.

”

Saugata Basuray
Managing Director, Castrol India



Castrol India Limited

Reflecting on a Decade of Purpose-Led Growth: From Compliance to Shared Value

Summary

Castrol has systematically transitioned CSR strategy into a mature, Board-led shared value framework. The organisation has spent over a decade embedding social responsibility directly into the heart of corporate identity and operational strategy. Focused closely on the pillars of India's mobility sector, the organisation has contributed to a future-ready workforce by upskilling truck drivers and upgrading mechanics into micro-entrepreneurs, by institutionalising structured, focused initiatives that redefine industry-led community development.



The Journey of the Organisation

Since the inception, the organisation has built enduring relationships with the communities, guided by the purpose of "**Keeping India Moving**". This purpose has shaped the CSR approach and launched several flagship programmes such as **Castrol Eklavya** (2009) and **Castrol Sarathi Mitra** (2017) that have now expanded to national initiatives reaching over **100,000 workforce** annually. This journey has been successful due to -

- **Board-Level Ownership:** The Board-level leadership providing strategic oversight, ensuring disciplined fund utilisation and strong governance.
- **Cross-Functional Synergy:** Embedded CSR across operations thereby integrating social impact into day-to-day business.
- **Strategic NGO Associations:** Long-term collaboration with NGOs, enabled co-created programmes, for delivery and scale.

Trajectory of CSR Initiatives and Approaches

The operational footprint of interventions has witnessed a significant shift from isolated short-term to a long-term approach and subsequently anchored two flagships multi-year and multi-location initiatives nationwide.

Certified and upskilled more than **290,000 mechanics** across **17 states** and **240+ districts** through **Castrol Eklavya** programme, building future-ready skills for evolving technologies in the mobility sector. Advanced technical training in BS-VI, EVs, and On-Board Diagnostics with entrepreneurship, customer management, financial literacy, and health & well-being support has been provided.

Trained over **340,000 drivers** across **10 states** under **Castrol Sarathi Mitra** initiative through Hub-spoke model, "**Digital Sarathi Mitra**" a digital platform and via mobile unit, which transforms "**Highways as Classrooms**". The ecosystem approach has helped in collaborating with fleet operators, transporters, associations, regulators and corporates.

Challenges and Learnings

Geographical barriers in reaching remote communities are being addressed through "**Digital Sarathi Mitra**" as a digital solution. Sustaining and expanding this high-impact, technology-driven model requires regular curriculum updates, supported by modular content and digital learning platforms.



Impact of Our Organisation

Shared value approach has embedded CSR into core business strategy, aligning with Schedule VII priorities and SDGs. Through various initiatives, the retail and logistics ecosystem has been strengthened, creating long-term value for business and society.

The organisation has been conducting impact assessment annually to ensure continued relevance for beneficiaries, long-term behavior change, safety and livelihood improvements. This has resulted in marked improvements in road safety practices, increased income and customer satisfaction, thereby enhancing health and well-being.



Way Forward

Castrol India envisions expanding the flagship programmes in the coming years to reach **2 million drivers and mechanics** across the country. Key areas of focus will include Digital-First Lifelong Learning, leveraging digital platforms, collaborations with government agencies, NGOs and industry associations will ensure long-term sustainability.

“

True evolution of CSR lies in translating data and insights into program design that is relevant to communities; measurable in impact, resilient in execution and sustainable over time.

”

Maya Vengurlekar
Chief Operating Officer
Crisil Foundation

Crisil Foundation

Crisil Foundation's journey of data-backed social impact

Summary

Crisil Foundation, established in 2013 as India's CSR legislation was taking shape, leveraged Crisil's analytical rigour to solve one of India's pressing developmental needs: financial awareness and inclusion. Through its **Mein Pragati programme** and the **MoneyWise Center of Financial Literacy initiative**, the organisation combines data, technology, community participation and partnerships to create meaningful and lasting impact at scale. Over 12 years, its approach has evolved from awareness and outreach to sustained community engagement, stronger institutions, measurable outcomes, and long-term resilience.



The Journey of the Organisation

A defining early milestone was **Crisil Inclusix**, India's first district-level Financial Inclusion Index. At a time when granular financial inclusion data was limited, the index provided district-level view of disparities that helped identifying underserved geographies for targeted interventions. This evidence-led approach shaped **Mein Pragati** (women-led community engagement model), built a network of trained women, or Sakhis, as trusted last-mile enablers connecting rural households to banking, government benefits, insurance and livelihood opportunities, while creating economic opportunities for the women themselves.

In 2020, the Reserve Bank of India chose Crisil Foundation as its implementation partner for the MoneyWise Centre for **Financial Literacy** initiative. The organisation today manages **707 CFLs across 13 states and 3 Union Territories, in collaboration with NABARD and 11 PSU banks**. As programmes expanded, governance was strengthened through technology-enabled MIS, structured monitoring, impact assessments and reporting frameworks.

Trajectory of CSR Initiatives and Approaches

The CSR approach has shifted from financial capability-building to institution-strengthening and ecosystem development. **Mein Pragati** has **scaled to more than 5,200 Sakhis** across **5,000+ villages**, benefiting **over 4.5 million** rural citizens and facilitating **more than 2.5 million** linkages to formal banking, financial products and government welfare schemes. The model increasingly focuses on making the Sakhi ecosystem financially sustainable, so that women can continue as trusted local institutions of access, resilience and leadership.

Beyond financial inclusion, the organisation supports afforestation and water conservation, applying the same emphasis on measurement and long-term outcomes while creating tangible benefits for communities involved in maintaining saplings and water structures.

Challenges and Learnings

Twelve years of implementation have shown that access alone does not guarantee inclusion. The challenge has been to build models that remain relevant across diverse geographies while balancing scale, quality and sustainability. The organisation is using disaggregated data to identify priority geographies, building locally anchored delivery models, and strengthen implementation through digital platforms, data systems, evaluations and monitoring frameworks. As the Sakhi network has scaled, the organisation has introduced psychometric assessments to understand existing Sakhis' knowledge and capabilities, enabling more targeted training and support.



Impact of the Organisation

Over the past decade, the organisation has applied analytical rigour and disciplined implementation to strengthen developmental outcomes across underserved communities.

Mein Pragati has a network of **over 5,200 Sakhis** across more than **5,000 villages**, enabling access to banking, government benefits, and livelihood opportunities. The programme has also created pathways for women's economic and social empowerment, with several Sakhis emerging as local leaders and going on to win Panchayat elections.

Way Forward

The organisation aims to build financially resilient communities through data, technology and community-led models. Its priorities include strengthening the Sakhi ecosystem, deepening long-term partnerships, expanding digital platforms, and leveraging advanced analytics and AI-driven insights to enhance programme effectiveness, while moving beyond isolated interventions towards ecosystem-level transformation.



“

We believe that lasting impact comes from empowering communities through sustainable livelihoods, climate resilience, and inclusive development-creating opportunities that enable people to thrive with dignity and self-reliance.

”

Ashok Kumar Gupta
CEO, Dalmia Bharat Foundation



Dalmia Bharat Foundation

Creating Prosperity Through Sustainable Communities

Summary

From need-based philanthropy to strategic, outcome-driven development, **Dalmia Bharat Foundation (DBF)** has continuously evolved its CSR approach to create sustainable and scalable impact. Guided by robust governance, digital innovation, and strong partnerships, the Foundation's interventions in livelihoods, climate action, and social infrastructure are improving lives, strengthening communities, and advancing inclusive growth across India.



The Journey of Organisation

DBF, the CSR arm of Dalmia Bharat Group, carries forward the legacy of over eight decades of community development, impacting millions of lives. The Group's initiatives were driven by goodwill, before the mandate, focusing on need-based social infrastructure in neighbouring communities. DBF transitioned from philanthropic interventions to strategic, long-term development programmes centred on three focus areas-**Sustainable Livelihoods, Climate Action** (Water & Soil Conservation), and **Social Infrastructure**.



Trajectory of CSR Initiatives and Approaches

Transforming need-based interventions into long-term, outcome-oriented programmes backed through robust by implementation frameworks, an expanded presence across **21+ locations**, data-driven and evidence-based decision-making.

DIKSHa (skill development) has expanded to **35 centres across 11 states**, making a significant contribution to India's skilling ecosystem. **Gram Parivartan** has strengthened rural livelihoods through household-level planning and convergence with government schemes. Supported by strategic partnerships and a robust digital MIS, both initiatives have enhanced programme quality, scalability, and measurable impact.

Challenges and Learnings

Expanding programmes across multiple states presented challenges in standardising implementation, measuring outcomes across diverse geographies, fostering community ownership and ensuring alignment among partners.

These experiences led to the adoption of robust programme management frameworks, technology-enabled monitoring through the **Gram Parivartan MIS** (with a similar platform being developed for DIKSHa), and structured review mechanisms. Greater convergence with government schemes and strengthened partner due diligence have made programme delivery more scalable, transparent, accountable, and sustainable.

From an industry perspective, greater policy support for multi-year CSR commitments, outcome-based reporting, stronger convergence with government programmes would further enhance the effectiveness, scalability, and sustainability of CSR initiatives.

Impact of the Organisation

CSR has emerged as a core strategic driver for the Dalmia Bharat Group, with the Dalmia Bharat Foundation translating the Group's purpose of **Prosperity for All** into measurable social impact. Integrated into corporate strategy through Board oversight and periodic reviews, and aligned with national priorities and the UN SDGs, the Foundation delivers long-term, data-driven, partnership-led, and community-centric programmes that have transformed thousands of lives and created sustainable value for society.

Way Forward

Over the next decade, DBF aims will deepen its commitment to sustainable and inclusive development by scaling its three strategic focus scaling to areas. Under **Gram Parivartan**, the immediate priority is to enable all programme households to achieve an annual income of **₹1.5 lakh** by March 2027, while expanding the programme to newer geographies. **DIKSHa** initiative, aims to **increase** its annual skilling capacity to **30,000 youth** by 2030, leveraging industry partnerships digital technologies, and technology-enabled learning to enhance employability and workforce readiness.

Under **Climate Action**, the Group aims to become **20X water positivity** by scaling water and soil conservation, watershed development and promoting climate-resilient natural resource management initiatives. Education, healthcare and community- infrastructure initiative will also be expanded through strategic partnerships, digital innovation, and robust impact measurement systems to ensure greater scale, sustainability, and measurable outcomes.



“

Lasting progress is built through empowered communities and strong local institutions; this belief continues to guide our Foundation's work.

”

Ajay S. Shriram
Chairman & Senior Managing Director
DCM Shriram Foundation



DCM Shriram Limited

Training for Livelihoods, Building for Impact

Summary

Rooted in a long-standing philosophy of responsible nation building, **DCM Shriram Foundation's** CSR journey reflects a shift from independent development projects to integrated, systems-driven programmes addressing the root causes of social challenges. Today, these programmes are organised under two integrated focus areas, **Holistic Development** and **Climate Sustainable Agriculture**, guided by a common institutional framework delivering measurable, sustainable outcomes, expanding across geographies.



The Journey of the Organisation

The journey has been one of continuous learning, strengthening local institutions and community systems, leading to strategic evolution. Standalone interventions have evolved into two strategic focus areas anchored in Theory of Change, reinforced through systems strengthening, convergence with government and civil society, and replication of proven models.

Early efforts addressed immediate needs through health camps, livelihood initiatives, and community development activities, later streamlined into the **Khushali** and **Jeetega Kisaan** programmes for greater focus, scale, and convergence. Today, these programmes address root causes with defined pathways to impact.

Trajectory of CSR Initiatives and Approaches

DCM Shriram Foundation's vocational skilling journey reflects its shift from need-based intervention to systems-driven development approach. Early initiatives such as tailoring schools and mobile & laptop repair training addressed local livelihood needs, while revealing the importance of market-linked, employment-oriented skilling.

To address this, the Foundation established the **DCM Shriram Skill Academy** in partnership with Pratham Foundation, aligned with NSDC standards and focused on practical training, industry exposure, and placement support. Schneider Foundation further strengthened Electrical and Solar Technician training, while **Project Zardozi** continues to support women's livelihoods through traditional craftsmanship and market linkages. Across FY 2024-25 and FY 2025-26, the Skill Academy **trained 483 youth**, achieving **424 placements** (87%) across Shahabad and Ajbapur. This model is being expanded through a new centre in Hardoi city and adapted for Kota and Bharuch.

Challenges and Learnings

As programmes scaled, the Foundation recognised that sustainable outcomes depend not only on technical programme delivery but on aligning community aspirations, stakeholder expectations, and labour market realities. Experience from the Skill Academy reinforced the importance of informed career choices, structured counselling, family engagement, and realistic expectation-setting before training begins. By strengthening mobilisation processes and stakeholder orientation, the Foundation improved programme retention, placement outcomes, and participant preparedness, reinforcing its belief that continuous reflection and evidence-based improvement are essential to lasting systems change.

Impact of the Organisation

The Foundation's evolution has strengthened both programme effectiveness and organisational capability. Standardised due diligence processes, integrated monitoring systems, cross-functional programme reviews, and verified management information systems have enabled evidence-based decision-making across the portfolio. The organisation has shifted its focus from measuring activities to measuring outcomes, strengthening governance, improving partner accountability, and establishing scalable programme models capable of delivering consistent impact across locations.

Way Forward

Looking ahead, DCM Shriram Foundation aims to deepen its systems-based approach by expanding proven development models across geographies while strengthening partnerships with government, industry, and civil society. The Foundation will continue to embed Theory of Change across its portfolio and seek to strengthen local institutions to contribute to sustainable systems aligned with the UN SDGs.



“

Proud to present GAIL Hriday's CSR journey—impacting 25 lakh lives through health, education, livelihoods, environment, and inclusion, driven by governance, engagement, and sustainable progress.

”

Ayush Gupta
Director (HR), GAIL



GAIL (India) Limited

From Compliance to Community Impact

Summary

GAIL's CSR has evolved from a compliance-driven approach to a strategic, values-led model centred around seven pillars—**Health (Arogya), Skills (Kaushal), Education (Ujjawal), Women Empowerment (Sashakt), Environment (Harit), Rural Development (Unnati)**, and inclusion of elderly persons and persons with disabilities (**Saksham**). In FY 2025-26 the organisation expanded primary healthcare, trained people in industry-aligned skills, and improved learning environments for students. These efforts were underpinned by strong governance, multi-stakeholder partnerships, and sustained financial commitment.



The Journey of the Organisation

Over the past 12 years, the organisation's CSR has evolved from meeting regulatory requirements to delivering long-term, community-centred impact. The shift from philanthropy to “**empathy, excellence, and sustainability**,” is captured under the GAIL Hriday framework. Dedicated CSR teams, structured project selection including budgeting and compliances, partner due diligence and defined processes for planning, implementation, monitoring and evaluation strengthened the governance.



Trajectory of CSR Initiatives and Approaches

The geographic reach broadened from localised projects to multi-district and multi-state programmes across the operational areas. Implementation evolved from short-term, single location to multi-year, multi-location models with clear exit or sustainment strategies. The approach evolved towards integrated interventions linking **Healthcare, Education, Skills, Livelihoods and Environmental Sustainability**. Partnerships matured from traditional vendor engagement to strategic collaboration with local governments, public agencies, NGOs, academic institutions, and national agencies. Employee engagement also expanded through volunteering, mentoring and participation in programme monitoring. Innovations such as mobile healthcare units, solar-powered RO systems and livelihood initiatives demonstrate focus on sustainable interventions.

Challenges and Learnings

As the organisation scaled its initiatives across multiple locations, it encountered challenges related to regulatory and compliance requirements, partner capacity, monitoring systems and community engagement. Financial planning occasionally required recalibration to respond to emerging community needs beyond statutory requirements. These helped in institutionalising rigorous due diligence, capacity-building for partners and designing participatory, context-specific interventions. These lessons drove improvements in governance-stricter documentation, regular third-party audits, strengthened field monitoring, and iterative programme design.

Impact of the Organisation

CSR has become a strategic lever for the organisation, informing community relations, risk mitigation, and social licence to operate. Key milestones include the institutionalisation of **GAIL Hriday** and the expansion of flagship initiatives in healthcare and skilling, including **Mobile Medical Units (MMU)** and **GAIL Institute of Skills (GIS)**. The structured CSR approach has strengthened internal governance through clearer roles, outcome-based planning, and accountability mechanisms, while aligning with national priorities and the UNSDGs is evident in pillar selection and measurable outputs (health access, quality education, decent work). In FY 2025-26, CSR programmes reached over **25 lakh beneficiaries**, with **61 MMUs** operational across **13 states**, **more than 2,000 persons** trained, **over 4 lakh students** supported, and **1.2 lakh persons with disabilities** assisted. CSR work has also improved community trust, enhanced employee engagement, and reinforced organisation's reputation.

Way Forward

Over the next decade the organisation aims to scale high-impact, replicable models while deepening community ownership. Building on the Hriday framework, the efforts will focus on climate resilience, renewable energy adoption, and livelihoods aligned to low-carbon transitions. The organisation will continue to invest in multi-year programmes, technology-enabled monitoring, stronger partnerships and innovative approaches to enhance inclusion, innovation and scale, for effective implementation of CSR initiatives.



“

We believe true progress is achieved when water stewardship, climate action and human potential come together to create lasting positive impact.

”

Usha Subramaniam
Country President, Grundfos India



Grundfos Pumps India Private Limited

Driving Inclusion Beyond Boundaries: Journey from Inclusive Workplaces to Inclusive Communities

Summary

Grundfos India's CSR reflects a holistic approach to sustainable development by integrating environmental stewardship with social inclusion. While continuing to advance water security and climate resilience, the organisation has strengthened its focus on creating inclusive workplaces and communities, demonstrating how purposeful partnerships and equitable opportunities can drive lasting, scalable impact.



The Journey of the Organisation

The organisation has evolved its CSR journey around three interconnected pillars: water stewardship, climate resilience and inclusive development. Over the years, CSR has progressed from community support initiatives to a structured sustainability framework aligned with business values, stakeholder expectations and national priorities.

Inclusion has been embedded in the organisation long before CSR became a legal mandate, creating opportunities for Persons with Disabilities (PwDs), with the first PwD hire joining 19 years ago. Structured sustainability frameworks (2021) positioned inclusion as a strategic priority, connecting sustainability, people practices and community impact.

Key milestones included the formalisation of DE&I practices, introduction of the **Equal Opportunity Policy** in 2024, establishment of the **Disability Hub** and launch of the **Abilities ERG India Chapter**. CSR programmes expanded from water and climate action to employability and livelihood interventions for PwDs, particularly neurodivergent individuals. The **Assisted Employment Model** created structured pathways for workplace integration, transforming inclusion from a standalone activity into an integral part of organisational culture and CSR strategy.

Trajectory of CSR Initiatives and Approaches

Grundfos India's inclusion journey has evolved through long-term NGO partnerships focused on vocational training, workplace readiness and livelihood opportunities for persons with disabilities, helping bridge the gap between education and employment. Employee volunteering enabled direct engagement with individuals, caregivers and educators, strengthening awareness, understanding and allyship.

A key milestone was the Assisted Employment Model and Disability Hub, which created structured pathways for workplace integration. Assisted trainees with disabilities receive tailored training and on-the-job support, facilitated by a dedicated Job Coach who works closely with trainees, managers and colleagues to build confidence and enable successful workplace integration.

Alongside these workplace integration efforts, the organisation has strengthened belonging through awareness programmes, leadership engagement and Employee Resource Groups. In 2025, the Abilities ERG launched the Sunflower Initiative for hidden disabilities, promoting greater visibility and understanding.

Challenges and Learnings

Early challenges included shifting perceptions around disability from welfare to capability, overcoming unconscious bias and addressing the availability of workplace-ready candidates, which reinforced the need for long-term partnerships and employability-focused interventions. The organisation learned that recruitment alone does not create inclusion. Sustainable outcomes depend on managers, peers, service providers and families working together. Building safe spaces for conversations around neurodiversity and hidden disabilities further strengthened trust and allyship. The journey reaffirmed that inclusion begins before recruitment and that belonging is the true measure of success.



Impact on the Organisation

CSR has influenced Grundfos India beyond community engagement by strengthening governance, organisational learning and sustainable growth. **Strong integration** now exists **between CSR, HR, DEI and business functions**, making inclusion a leadership priority.

Employees with disabilities increased from 18 in 2022 to 23 in 2026 across six functions, while **over 600 employees** participated in awareness and sensitisation programmes, strengthening allyship and helping reduce unconscious bias.

Aligned with **SDGs 8, 10 and 17**, the initiative demonstrates how CSR can drive organisational transformation while delivering sustainable social impact.

Way Forward

Over the next decade, Grundfos India will continue advancing water stewardship, climate resilience and inclusive development, while expanding partnerships that support education, skilling, employability and livelihoods for PwDs. The organisation will strengthen inclusive practices across its value chain, creating scalable models that combine sustainability, innovation and collaboration to build more equitable, resilient and inclusive communities.



“

Our responsibility extends beyond offering financial services. We invest in people, strengthen communities and create opportunities that create lasting change.

”

G Ramesh
MD & CEO, HDB Financial Services



HDB Financial Services: Building Resilient Communities Through Strategic CSR

Summary

At HDB Financial Services (HDBFS), CSR goes beyond compliance. It is rooted in purpose, delivered with passion, and monitored with precision. The organisation has transformed over a million lives through a range of interventions to empower vulnerable groups and bring them into the cycle of growth, development and empowerment.



The Journey of the Organisation

The organisation believes that responsible business growth and community development must progress together. CSR has evolved from philanthropic to a strategic, impact-driven model guided by 'Theory of Change' framework, enabling innovation and scale.

The key flagship initiatives address diverse social and environmental challenges. These include **Transport Aarogyam Kendra** (India's first physiotherapy programme for truck drivers), **SNEHA** (anemia prevention among women and adolescent girls) and **Samruddhi** (strengthening water security and farmer livelihoods). Economic empowerment is driven through **Aarthik Aarogyam & HDB CAFÉ**, enhancing financial literacy for small entrepreneurs, Campus to Career, improving youth employability.

Trash Shield (urban waste management) and **Mission Million Trees** (large-scale afforestation) are some of the environmental initiatives.

Trajectory of CSR Initiatives and Approaches

CSR landscape has undergone profound changes in the last decade, with regulations still evolving around disclosures and frameworks.

In the formative years (2015-2018), the programmes were focused on low-risk, high-impact interventions in healthcare, livelihoods and education, primarily in urban centres.

The organisation expanded its thematic focus to environmental sustainability and disaster management during the COVID phase, extending the reach to peri-urban and rural communities transitioning to outcome-oriented interventions.

The present phase (2023-26) encompasses presence in rural and aspirational districts through interventions in rural development, environmental sustainability, financial inclusion, healthcare and water security. Programmes such as **Samruddhi, Trash Shield, MaatiGruha, Aarthik Aarogyam Kendra** and **Sehat Giri** address critical development challenges.

Challenges and Learnings

In the absence of industry benchmarking for measuring project performance, the organisation has defined broad KPIs that cut across all projects.

To mitigate issue of identifying credible implementing partners and reduce operational and reputational risk, the organisation extended grants to both established charitable institutions and emerging NGOs with strong grassroots presence. These NGOs are recognised as equal partners and not as grant-seeking organisations to address socio-economic and environmental issues to lead and design the flagship programmes.

Creating meaningful impact meant thinking beyond compliance. Outcomes depended on variables, and contextualising variables required inclusive thinking, granting no-cost extensions, defining non-negotiables and revisiting the logical framework.

Impact of the Organisation

The organisation strengthens its ability to deliver sustainable, scalable and long-term community impact by demonstrating an impact-driven and integrated approach.

Programs focusing on Campus to Career, WASH, Affordable Healthcare positively **impacted nearly 80,000 lives**. The key initiatives such as **Transport Aarogyam Kendra, Sneha, Mission Million Trees, HDB Cafe and water conservation programmes impacted over 1.6 million lives**.

Organisational values and commitment to inclusive growth, has led to supporting national priorities and contributing to UN SDGs. Internally, this has strengthened cross-functional collaboration, inspired purpose-driven leadership and promotes employee and stakeholder engagement. Additionally, the organisation reviews its thematic areas and mechanisms annually to ensure alignment with evolving regulatory and community requirements.

Way Forward

The organisation plans to scale its flagship CSR programmes to create a deeper, measurable and sustainable impact in the next decade. Climate action, affordable healthcare and sustainable livelihoods will remain its core priorities and will further deepen focus on financial literacy for underserved communities. As CSR investments grow, the organisation remains committed to prioritizing evidence-based programme design, measurable impact and long-term sustainability.



“

Over the years, our CSR journey has been shaped by a conscious shift from breadth to depth. As our understanding of social change has evolved, so has our approach, from delivering activities to building outcomes, strengthening institutions and enabling ecosystems that can sustain change well beyond our direct involvement.

”

Rachana Iyer
Head CSR
IDFC FIRST Bank



IDFC FIRST Bank

Building Institutions that Outlast Intervention

Summary

IDFC FIRST Bank's CSR initiative has evolved from funding projects to building institutions that sustain social good independently. Through programmes spanning education, livelihoods and entrepreneurship, it strengthens organisations, communities and local leadership while harnessing technology, partnerships and employee volunteering to create lasting impact. By embedding institution building at the core of its CSR strategy, **FIRST IMPACT** is enabling resilient ecosystems that advance the Sustainable Development Goals (SDGs) and continue creating positive change long after intervention ends.



The Journey of the Organisation

While philanthropy remains important in addressing immediate needs, FIRST IMPACT has increasingly focused on strengthening institutions, building local leadership and enabling solutions to create sustainable value. The organisation complements financial support with investments in governance, partnerships, technology and capacity building across **education, livelihoods and social entrepreneurship**. The objective is to strengthen institutions and sustainable community-led models. This approach recognises that lasting impact emerges through collaboration, institution building and local ownership of communities.

Trajectory of CSR Initiatives and Approaches

Over the past twelve years, the organisation's understanding of CSR has continued to evolve. In the early years, CSR was viewed primarily through the lens of fund deployment. Today, governance structures and outcome data inform programme design, scale or course correction. The regulatory journey has changed how CSR is positioned within the organisation. It is now governed as a strategic business function, with annual planning, risk management, compliance oversight, outcome measurement and independent assessments built into its operation.

Guided by the principles of Ethics, Digital and Social Good, the organisation focuses on building resilient and self-reliant communities and institutions. Today, CSR is no longer seen as a compliance obligation, but as a strategic, values-driven function that reflects and reinforces the organisation's founding principles, while building institutions that outlast any single intervention.

Challenges and Learnings

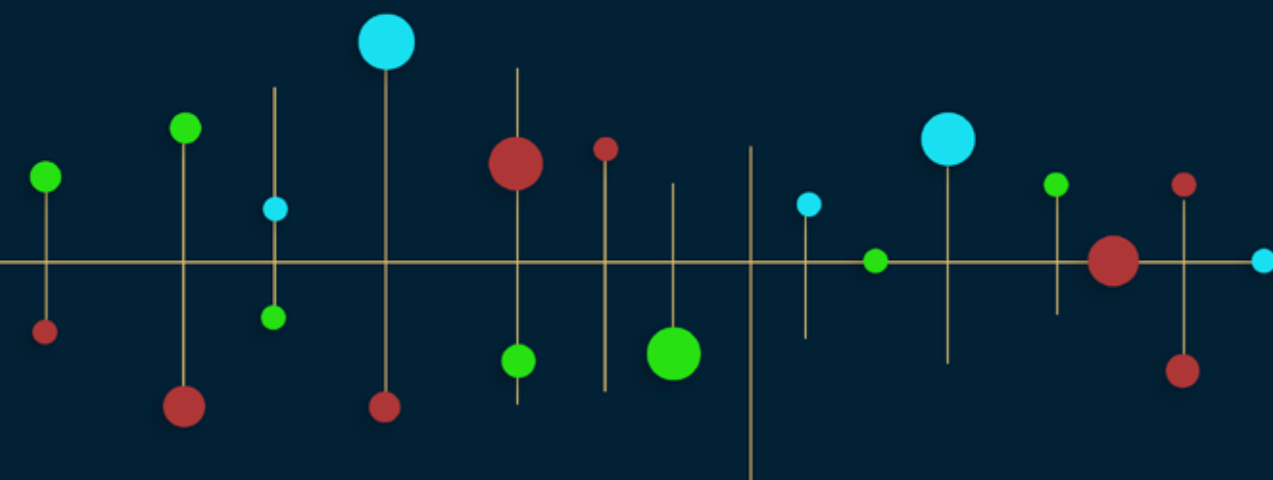
While the regulatory framework strengthened accountability, implementation highlighted challenges related to partner compliance, reporting quality, beneficiary-level data collection and balancing innovation with regulatory requirements. The long-term nature of programme often sits in tension with annual planning and reporting cycles. Impact assessment emerged as a significant area of learning. Measurement evolved from tracking activities and outputs to assessing outcomes and long-term change in livelihoods, education, employability and community well-being. This underscored the importance of Theory of Change, reliable baseline data and independent assessments in strengthening the credibility and effectiveness of CSR programmes.

Impact of the Organisation

Through a portfolio of focused initiatives, the organisation continues to create measurable and lasting social impact. In **Shwethdharma** (dairy livelihoods initiative), the organisation strengthens women-led Farmer Producer Companies by empowering **76,968 women dairy farmers across 880 villages**, facilitated **202,000+ artificial inseminations**, and strengthening **four women-led Farmer Producer Companies with over 14,000 shareholders**, enhancing incomes, productivity, and women's economic leadership. In **IGNITE** (social entrepreneurship incubation programme), the organisation supports early-stage social enterprises through grants, mentorship and ecosystem partnership. **Ek Prayas** has established **15 Early Intervention Centres**, supported **1,605 children with developmental disabilities**, and strengthened **8 partner organisations** through parent training, NGO capacity building, and sustainable care models.

Lend-A-Shoulder, the Bank's employee volunteering platform, mobilised **15,558 volunteer participations**, contributed **21,575 volunteering hours**, and positively impacted **5.21 lakh+ lives** in FY 2025-26. Collectively these programmes align with UN SDGs.





BUILDING A RESPONSIBLE
AND SUSTAINABLE INDIA



“Businesses must proactively advance a paradigm of **Compassionate Capitalism**. The enormous climate risks, livelihood challenges and inequality makes it a crucial responsibility of businesses to embed sustainability and inclusion as an integral component of corporate strategy.

Sanjiv Puri
Chairman, ITC Limited



ITC Limited

ITC's CSR Journey: Anchored on the credo of 'Nation First: Sab Saath Badhein'

For over 25 years, ITC has been at the forefront of sustainability, embedding it in its corporate strategy and has believed what is good for the planet and society is good for business. The organisation has demonstrated that sustainability and competitiveness can be mutually reinforcing. Guided by the credo “Nation First: Sab Saath Badhein,” ITC pursues a strategy of **Responsible Competitiveness**, creating enduring value across economic, environmental and social dimensions.

ITC's comprehensive approach for sustainable and inclusive growth addresses climate risk through large scale programmes aimed at decarbonisation, adaptation, nature-based solutions and circularity, while also implementing a mosaic of solutions for rural empowerment. ITC's **Social Investments Programme (SIP)** anchored on this philosophy and purpose, drives inclusive growth by promoting community well-being through an integrated approach to inter-connected challenges. This is aimed at creating shared value by helping build resilience, enhance capabilities, nurture sustainable livelihoods and improve quality of life of communities. Whilst ITC's SIP predates the CSR mandate, the Companies Act, 2013 further strengthened institutionalisation, governance, transparency and scale.

Approach anchored on Key Tenets of Accountability, Sustenance, Partnerships, Inclusivity, Resilience and Equity (ASPIRE)

All SIP interventions are implemented under the umbrella brand of **Mission Sunehra Kal (MSK)**. These interventions adopt a **place-based approach** and are designed with **Intentionality for Scale, Inclusivity and Impact**, transforming both **lives and landscapes**.

Robust governance practices including Board-level oversight, strengthened policy frameworks, structured monitoring and independent impact assessments ensure alignment to purpose and strategy. Decision-making has become increasingly evidence-based, drawing on field insights, impact evaluations and stakeholder engagement.



Trajectory of SIP growth

ITC's SIP footprint has expanded from select geographies to a multi-state presence across rural and urban communities. While the thematic focus on livelihoods, natural resources, education, health, and women's empowerment has remained consistent, programme design has evolved and deepened towards integrated, long-term outcomes-oriented interventions, aided by a conscious strategy of **layering and laddering**.

In the last few years, **innovation** has emerged as a strategic priority, wherein CSR capital is also considered as a risk and catalytic capital. This has led to acknowledging and responding effectively to emerging challenges. Focus also has been on collective and collaborative action to extend reach, improve effectiveness and enable amplification at scale. The organisation actively pursues this through Government **Public Private Partnerships (PPPs)** and multi-stakeholder **Coalitions/ Collaboratives**, guided by **Prototype-Pilot-Scale-Amplification /Multiplication (PPSA/M)** framework.

Challenges, Learnings and Organisational Impact

The evolving regulatory framework and challenges of climate and inequity have increased expectations around governance, reporting, impact assessment and partner accountability. This has also reinforced the criticality of community ownership, strong partnerships and adaptive programme design. A key learning has been that **transformational impact emerges when innovation, local participation and institutional convergence come together**.

Consequently, programme design, governance systems and monitoring frameworks have become more robust and agile. ITC has also strengthened organisational capabilities in partnership-building, innovation, long-term planning and stakeholder-centred decision-making. SIP's footprint spans **275 districts across 20 States, cumulatively benefiting over 10 million people, including 6 million women, while amplifying impact with 100 PPPs**. While the scale and outcomes are deeply satisfying, what inspires ITC to do more are the human stories behind the numbers.

ITC's SIP reinforces the paradigm of Compassionate Capitalism

Businesses exist to serve both an economic and social purpose. This belief has guided ITC's thought, strategy and action including that for SIP and inspiring the commitment to be a **national value multiplier**.

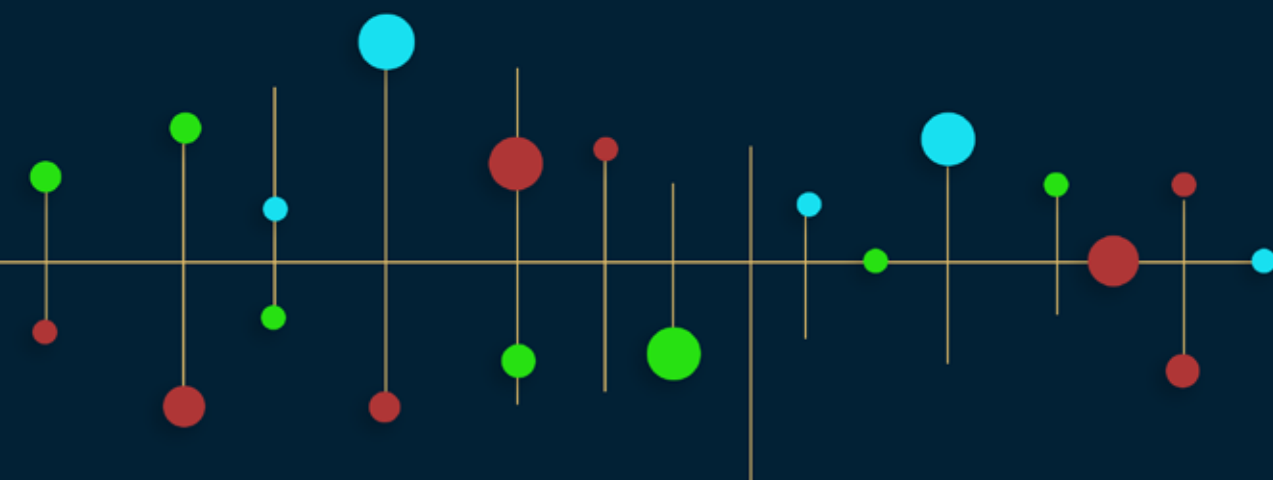
Way Forward – Partnering India in its defining decade

From an industry perspective, greater flexibility for long-duration programmes, incentives for research and innovation, support for collaborative CSR platforms and stronger outcome-focused measurement can further enhance the effectiveness of CSR investments.

Over the next decade, ITC's strategy will continue to focus on climate-resilient livelihoods, natural resource ecosystems, women-led development, healthy habitats & habitations and building capabilities for future, while increasingly leveraging emerging technologies including AI across its interventions.

ITC will continue to pursue scale through partnerships, innovation through pilots and prototypes, and impact through evidence-based programme design.

Collaborative platforms will remain critical for achieving transformational outcomes, enabling the organisation to build resilient communities, sustainable livelihoods and thriving ecosystems while contributing meaningfully to India's development aspirations and goal of **Viksit Bharat@2047**.



BUILDING A RESPONSIBLE
AND SUSTAINABLE INDIA

“

Meaningful development happens when individuals and communities are equipped with the confidence, capabilities, and resources to become architects of their own transformation.

”

Shaifalika Panda
Chief of CSR, IMFA & Founder, BIPF



**Indian Metals
& Ferro Alloys Limited**

Building Beyond Business: IMFA's Journey of Inclusive Development

Summary

Indian Metals and Ferro Alloy's (IMFA) social development journey, led by the Bansidhar & Ila Panda Foundation (BIPF), reflects a commitment to inclusive and sustainable community transformation. Carrying forward the vision of IMFA's founders, BIPF has emerged as one of Odisha's most impactful institutions, working steadily towards long-term transformation in underserved and marginalised communities.



The Journey of the Organisation

Since its inception in 1961, IMFA, India's largest producer of ferro chrome has been committed to creating lasting value for the communities and regions where it operates. This legacy is carried forward through the foundation BIPF, established in 2011, which works across Odisha through an integrated approach with interventions in **education, livelihoods, healthcare, women's empowerment, water and sanitation, and community development**. Its community-led approach continues to foster resilience, self-reliance, and long-term development.



Trajectory of CSR Initiatives and Approaches

The organisation's work is anchored in five interconnected pillars.

Sakshyam builds sustainable livelihoods through entrepreneurship, skill development, and climate-resilient agriculture.

Arogyadhara strengthens access to preventive and primary healthcare, focussing on maternal and child health, nutrition, adolescent wellbeing, and menstrual health. **Kanya Express programme** promotes health awareness and essential services to adolescent girls.

Adhyayan improves access to quality education through formal schools, digital learning, and community-based education. Its ecosystem includes the **BIPF School, Community Learning Centres, Digital Learning Centres, E-Shikshya, and the Prof. Ghanashyam Dash Scholarship (PGDS)**, supporting meritorious students from economically weaker backgrounds.

Su-Swasthya promotes access to safe water, sanitation, and hygiene through community-based interventions that improve health and quality of life.

Samwaad-Samman advances advocacy, recognition, and community empowerment through **IDEATE platform** for dialogue on development challenges. The Shambhavi Puraskar celebrates individuals and organisations whose work is creating meaningful and lasting impact in communities across Odisha.



Impact of the Organisation

The interventions have contributed to building resilient communities by extending access to quality education, healthcare, livelihoods, sustainable agriculture, and economic opportunities for women. Through this integrated approach, this has reached **over 2.7 million beneficiaries** across six districts of Odisha, reflecting the scale and depth of its engagement with communities.

Challenges and Learnings

Translating long-term development into meaningful on-ground impact has been more than just delivering programmes; it has required building systems that communities trust and actively participate in due to gradual shift in mindset. While IMFA's longstanding presence established credibility, BIPF's challenge was to deepen trust through transparent, accountable, and community-led interventions across remote and tribal regions of Odisha.

Over the years, this experience has reinforced the importance of locally relevant interventions, community ownership, and ensuring that beneficiaries are informed. The work has evolved beyond improving individual lives to strengthening communities and encouraging self-reliance.

Way Forward

As communities evolve, the organisation will strengthen integrated, community-led models focused on climate resilience, women's leadership, youth empowerment, and local capacity building. The vision for the future is to nurture communities that are prosperous, resilient, self-reliant, and equipped to shape their own development. The organisation invests in people, local institutions, and sustainable ecosystems to create lasting value for current and future generations.

“

CSR, for us, is not about creating programmes; it is about creating ownership. It is essentially moving from sponsorship to ownership by the beneficiaries. When communities lead their own transformation, impact becomes sustainable, scalable and truly meaningful having a lasting impact.

”

Apurva Rathod
Company Secretary & Chief Sustainability Officer
L&T Finance



L&T Finance Limited

A Decade of Inclusive Impact: CSR Journey

Summary

L &T Finance's CSR journey reflects CSR transition from a statutory obligation to a strategic commitment to inclusive and sustainable development. The organisation has evolved from philanthropy to long-term, impact-driven interventions, strengthening governance, institutionalising robust implementation, and aligning social development with business values with national priorities. Evidence-based design, technology-enabled monitoring, transparent disclosures and enduring partnerships have enhanced programme quality, scalability and accountability.



The Journey of the Organisation

The CSR journey has evolved in three distinct phases.

In the first phase (2017-2020), the organisation established a strong governance and need-based interventions, focussing on digital & financial inclusion, integrated water resource management, disaster relief and road safety initiatives through individual projects. The second phase (2020-2023), focussed on scaling the digital and financial inclusion programmes to newer geographies, while focusing on disaster management and rural development.

The third phase (2023-current year) marked a shift to a strategic, multi-year development programmes following a 3-S approach: Social Impact, Scale and Sustainability. For long-term impact and community engagement, the organisation adopted a thematic approach centred on **digital & financial inclusion (DFI)**, **climate impact management (CIM)**, **disaster management (DM)** and **social inclusion (SI)**, fostering a more resilient and sustainable impact.

Trajectory of CSR Initiatives and Approaches

Over the past decade, the organisation has evolved its CSR to create sustainable and scalable impact. Under the thrust area Digital & Financial Inclusion, The **Digital Sakhi Programme** was launched in 2017 to bridge the digital divide and improve financial inclusion among rural communities. The objective was threefold:

- + Awareness and adoption of digital and financial literacy
- + Capacity building and handholding support of women entrepreneurs (microenterprises)
- + Convergence of social entitlement schemes

Over time, Digital Sakhis have become grassroots leaders, mobilising communities, strengthening SHGs, supporting livelihoods, challenging systemic social issues and bringing about social change, thereby reflecting a shift from being just DFI agents to becoming a catalyst for community-led action and stronger local governance.

Under Climate Impact Management, the organisation expanded into water and biodiversity conservation through **Project Jalvaibhav** while simultaneously focusing on climate-resilient agriculture and livelihood using Miyawaki and Horticultural plantations through **Project Prakruti**. In FY26, the organisation successfully introduced an integrated model combining Digital & Financial Inclusion with Climate Impact Management, piloted in Valsad which will be scaled to five newer geographies in FY27, delivering deeper and sustainable community impact. Under Disaster Management and Social Inclusion, projects cater to road safety, health, animal welfare while providing speedy relief and assistance to communities in times of crisis.

Way Forward

The organisation aims to build financially resilient communities through data, technology and community-led models. Its priorities include strengthening the Sakhi ecosystem, deepening long-term partnerships, expanding digital platforms, and leveraging advanced analytics and AI-driven insights to enhance programme effectiveness, while moving beyond isolated interventions towards ecosystem-level transformation.

Challenges and Learnings

One of the key learnings was implementing long-term development programmes across geographies, with unique socio-economic contexts and priorities. Building trust within communities, encouraging behavioural change demanded persistent community mobilisation and capacity building rather than short-term interventions. Using this as an opportunity, the organisation adopted an integrated approach that led to the convergence of initiatives such as Digital Sakhi, Project Jalvaibhav, and Project Prakruti, thereby enabling a more holistic approach to developmental challenges.

As CSR regulations evolved, the organisation strengthened internal governance mechanisms, established monitoring & evaluation systems, enhanced due diligence processes for implementation partners and adopted technology-enabled programme tracking. These measures enabled timely course correction and ensured interventions remained relevant to changing community needs.

Impact of the Organisation

One of the most significant organisational impacts has been the integration of CSR into strategic decision-making, aligned with the organization vision of '**Lakshya 2031**'. Programmes such as **Digital Sakhi** have mobilised communities, strengthened local institutions, and enabled convergence with government schemes, reinforcing the belief that sustainable development is most effective when communities themselves lead the change. The same principle of social impact, sustainability and community ownership is replicated and adopted for Project Jalvaibhav and Project Prakruti as well.

Today, the initiatives under all 4 thrust areas span **15 states, 29 districts** and over **4950 villages**, positively impacting over **78 lakhs beneficiaries** through integrated programmes.

“

You don't need to go too far to do charity,
do good to those around you.

”

Govind Dholakia
Founder - Chairman Emeritus
Shree Ramkrishna Exports (SRK)



Shree Ramkrishna Exports Pvt. Ltd.

Giving Back: A Journey of Purpose and Impact

Summary

Shree Ramkrishna Exports Private Limited (SRK) commitment extends beyond business. Through the SRK Knowledge Foundation (SRKKF), the organisation creates lasting social impact by strengthening education, healthcare, environment, culture and livelihoods, guided by philosophy of **People, Planet and Purpose**. SRKKF's CSR policy is deliberately designed and reviewed to stay aligned with SRK's ESG commitments, so every initiative strengthens the Environmental, Social and Governance pillars together - CSR is the primary vehicle through which SRK's ESG goals become measurable, ground-level action.



The Journey of the Organisation

SRK believes business growth must be accompanied by social progress long before CSR became a statutory requirement. The organisation gave this philosophy a structured framework, evolving over the past decade from individual welfare programmes to institutions capable of intergenerational change, supported by defined planning, implementation, monitoring and impact-assessment processes aligned with the Companies Act, 2013.

Three flagship initiatives anchor this journey. **Gita Vatika** transformed **230 acres** of barren, saline land near Umbharat, Surat into a learning centre based on the teachings of the Shreemad Bhagavad Gita, now home to **510,510+ trees across 104 species**. SRK Sainik School, South Gujarat's first Sainik school, was established through a Public-Private Partnership (PPP), while sustained healthcare outreach in tribal Dang district and the Relief Centre expands access and dignity for underserved communities.



Trajectory of CSR Initiatives and Approaches

The CSR approach has evolved from standalone philanthropy to integrated, long-term development shaped by community needs. Projects follow a structured process of community consultations, government engagement, feasibility and impact assessment, multi-year planning, phased implementation, budgeting, and periodic review. **Gita Vatika** progressed over a decade from soil reclamation to an emerging knowledge institution, while **SRK Sainik School** was developed in phases under its PPP structure. Technology supports this lifecycle through land-use data for species selection and plantation design, digital beneficiary records for medical camps, the **Relief Centre** and scholarships and digital dashboards for outcome-based evaluation.

Partnerships with the Sainik School Society, Ministry of Defence, Government of India, IIMA, academic institutions, healthcare professionals and local communities strengthen planning and delivery. Over 30 years of multi-speciality medical camps, employee-led plantation drives and **Hanumant Sankalp Centres**, which also create livelihoods for tribal artisans and families, reflect the organisation's community-led approach.

Challenges and Learnings

Each initiative brought unique challenges that strengthened the implementation approach. Transforming Gita Vatika's barren, saline land into an ecosystem of **510,510+** trees across **104** species required years of scientific soil reclamation and academic collaboration. Building institutions rather than standalone projects as with **Gita Vatika** and **SRK Sainik School** demanded sustained financial commitment and close coordination with government bodies, academic institutions and local communities, reinforcing that lasting impact depends on strong partnerships and continuous stakeholder engagement rather than isolated interventions.



Impact of the Organisation

Over the past twelve years, the CSR initiatives have created measurable impact while shaping the organisation into a more responsible, purpose-driven enterprise. The organisation has touched **4.5 million+** lives through healthcare, **3.5 million+** through community welfare, **100,000+** students through educational support, **145,000+** individuals through the **Relief Centre**, and **30,000+** youth through skill development, alongside **510,510+** trees planted across Gita Vatika. Its integrated approach contributes to **14** of the **17 UN Sustainable Development Goals**, creating social, environmental and economic value.

Way Forward

Over the next decade, the organisation aims to deepen impact rather than simply expand geography: strengthening Gita Vatika as a knowledge institution, scaling the SRK Sainik School's PPP model as a benchmark for educational excellence, and building Dang into a self-sustaining model of community-led development all anchored to SRK's evolving ESG framework.



“

Development is most enduring when communities shape their own futures. Our role is to build institutions, confidence and systems that make lasting change possible.

”

Sourav Roy
Chief Executive Officer

TATA STEEL FOUNDATION

A Decade of Building Social Capital

Summary

Over the past decade, The Foundation has demonstrated how locally grounded interventions can influence wider systems, deliver lasting impact and bridge accessibility gaps. With a renewed focus on scale, resilience and community leadership, the organisation is poised to deepen its contribution to India's development journey while strengthening evidence-based monitoring and evaluation frameworks, while also enabling advocacy of policies.



The Journey of the Organisation

As India marks more than a decade of mandatory Corporate Social Responsibility (CSR), the organisation approaches a milestone of its own. Established in 2016 as a Section 8 company, the organisation builds on the group's century-long legacy of community engagement. From institution building to systems-led development, the organisation has emerged as one of eastern India's largest implementation-led social impact institutions, reaching **more than six million lives annually** through programmes across **Health, Education, Livelihoods, Governance, Tribal Identity and Ecological Resilience**. Today, the organisation is preparing for its next decade with an ambition to deepen impact, strengthen accessibility to public system and enable transformative change at scale.



Trajectory of CSR Initiatives and Approaches

The organisation's first five years focused on building a strong implementation architecture while deepening its understanding of the realities faced by tribal and excluded communities. This direct implementation approach enabled meaningful engagement with communities, helping identify challenges, test solutions and adapt interventions based on ground realities.

The Maternal and Neonatal Survival Initiative (MANSI+) implemented in partnership with National Health Mission and American India Foundation has emerged as a policy-level initiative, strengthening rural public healthcare systems, **reaching nearly 10.4 lakh lives annually**. **Samvaad**, a first-of-its-kind **tribal conclave**, has also completed over a decade and have **converged nearly 40,000 individuals** from tribal communities to foster conversation on tribal identity, heritage restoration, conservation. collaborations with platforms such as Kala Ghoda and Hornbill Festival. Urban initiatives have demonstrated the potential of evidence-led solutions. **Masti Ki Pathshala** supports children in vulnerable communities transition to education, while **Sahajog** enables urban communities in Odisha to access land rights through digital surveys and monitoring systems. Both initiatives have gained national recognition for their community-driven approach and innovative solutioning.



Impact of the Organisation

As the organisation approaches its tenth anniversary, its aspirations to reach nearly **10 million lives** annually by 2030, enable transformative change across **500 blocks**, foster **10,000 grassroots changemakers**, mobilise significantly greater development capital and strengthen pathways for community-led governance and development.

Challenges and Learnings

The organisation has consciously moved from isolated project implementation to a model of replication, and expansion, enabling successful interventions to be adapted and scaled through partnerships. Working closely with governance institutions including panchayats, urban local bodies, alongside civil society, academia, community-based groups and philanthropic partners, has strengthened evidence-based practice, contextualise learnings and bring diverse expertise to solve complex developmental challenges. By fostering community ownership, convergence with government schemes and cross-sector collaboration, the organisation has created scalable models that deliver local outcomes while influencing broader systems, making social change more sustainable and replicable.

Way Forward

The next decade will see an intensified focus on climate resilience, public systems, tribal identity, grassroots leadership, and geographic expansion. Equally important will be the continued effort to bridge the gap between communities, institutions, and markets, ensuring that development outcomes are both inclusive and irreversible. A decade after its formation, the organisation stands as an example of how CSR can evolve from philanthropy into an engine of long-term societal transformation. The journey ahead is about building stronger communities capable of shaping their own futures.

“

Our corporate citizenship is driven by a simple belief: purpose-led technology empowers communities and creates lasting value for society.

Sunil Mathur
CEO & MD
Siemens Limited, India

”

SIEMENS

Creating sustainable communities - transforming lives through technology, skilling and education

Summary

Siemens has moved its CSR journey from traditional philanthropy-led initiatives to a strategic corporate citizenship model focused on education, social and environment. Through flagship programmes such as **Siemens Scholarship Program, Dual VET, Project Jigyaasa, Project Asha** and **Disaster Relief initiatives**, the organisation has strengthened technical education, enhanced employability, promoted STEM learning and empowered communities. Strong governance, partnerships, employee volunteering, and impact measurement have enabled sustainable and replicable outcomes aligned with national priorities and SDGs.



The Journey of the Organisation

Well before CSR became a statutory mandate under the Companies Act, 2013, we had already embarked on the journey towards responsible growth and community empowerment. Guided by founder Werner von Siemens' belief that “I will not sell the future for short-term profit,” the organisation remains committed to responsible business and social impact by focusing on creating sustainable communities through leveraging technology, innovation and skill development. Aligned with the SDGs and UN Global Compact Principles, the organisation's stakeholder-led materiality assessment identified three key focus areas: science and technical education, improved living conditions, and disaster relief. These insights shaped strategy around the key intervention areas – education, social and environment, strengthening technical education, enhanced employability and improved quality of life of vulnerable communities across India.

Trajectory of CSR Initiatives and Approaches

The enactment of the Companies Act 2013 provided a framework for structured growth, scalability, and systematic transformation. Building on this foundation, the organisation has aligned its engineering expertise and digital capabilities to create sustainable and scalable social impact.

Further, the programmes have been designed to address emerging community and industry needs through experiential learning, digital education and capacity building with multi-year implementation in partnerships with institutions, government bodies, NGOs, industry and local communities. Additionally, employee engagement has become an integral part of project life cycle, embedded through a seven-day volunteering leave policy.

Challenges and Learnings

As the regulations matured, few key challenges emerged including aligning implementation partners with statutory requirements, adapting to disclosures and reporting expectations. The organisation strengthened its governance framework through a Board-level CSR Committee with independent director oversight. While project monitoring was already embedded in the project lifecycle, the third-party evaluation is introduced to improve transparency, accountability, and effectiveness.

Impact of the Organisation

With the purpose of creating technology to transform every day for everyone, CSR underpins a people-centric approach and sustainability with focus on inclusivity, equity and sustainable communities.

Over the last decade, **Project Asha** has **improved the lives of 600,000+ people** through integrated interventions in water, livelihoods, education, health, and community resilience. While the **Siemens Scholarship Program supported over 2,000+** industry-ready engineers across India. **Under Project Jigyasa**, through STEM learning the organisation benefitted **61,000+** students across **160+** schools with **330+** Open Educational Resources. Along with empowering **160,000+** trainees across **500+** ITI in **17** states in partnership with **3,000+** industries under **Dual VET at Government ITIs**.

Way Forward

Siemens aims to shape its next-generation CSR programmes around scale, speed, and productivity, supported by technology and stronger operating models with enhanced programme quality and efficiency. Future investments will prioritise multi-year initiatives in education, future-ready skills, work-based learning, community development and environmental resilience. Strategic collaborations with industry, academia, government, NGOs and employee volunteering will remain central to building agile, and outcome-oriented programmes.



“

At Vedanta, our purpose extends beyond business growth to nation-building through transformative social impact, empowering communities to achieve sustainable progress.

”

Arun Misra
CEO, Vedanta Ltd.



Vedanta Limited

A Decade of Purpose: Vedanta's CSR Journey in Building Transformative Social Impact

Summary

Vedanta's CSR journey over the past decade, has evolved from traditional community development initiatives aligned with national priorities and the UN SDGs. Through strong governance, data-driven planning and long-term partnerships, the organisation has fostered people-led and owned institutions, enabling communities to take ownership of their development. Today its programmes positively impact people across communities driving inclusive growth and long-term social transformation.



The Journey of the Organisation

CSR efforts have evolved into a strategic, impact-driven framework centred on empowering communities, strengthening local institutions, and delivering scalable, sustainable development outcomes.

Community-Owned Institutions and Local Leadership (initiatives **Sakhi**, **Subhalaxmi**, and **SAMADHAN**), have strengthened **4000+** SHGs, Federations, Mahasangh, Farmer Producer Organisations and Cooperative Societies, nurturing rural leadership.

Vedanta's **Education and Youth Development** initiatives span the lifecycle through programs like **Nand Ghar** and **Unchi Udaan**, addressing early childhood development, foundational learning, nutrition, school retention and higher education access. STEM labs, digital learning, skilling associated placements help employability and build future-ready youth. **Zinc Football Academy**, **Sesa Football Academy** and **ESL Archery Academy** have nurtured sporting excellence and developed national and international talent.

Sustainable Livelihoods: Through **32+ vocational training centres**, Vedanta equips youth with industry-relevant skills. Climate-resilient farming, Farmer Producer Companies, Centres of Excellence, and diversified livelihoods strengthen incomes and expand non-farm opportunities, positively impacting **1.8 million families**.

Trajectory of CSR Initiatives and Approaches

Guided by CSR Vision 2030, the organisation is transitioning from fragmented interventions to focused flagship missions that deliver transformative, and long-term impact. Today, CSR footprint spans **17 states**, including **10 Aspirational Districts**, with multi-year, community-centric programmes rooted in participatory planning, robust impact assessment, government convergence and strategic partnerships. Flagship initiatives such as **Nand Ghar, Livelihood, Healthcare, and Skilling** programmes, alongside the **V-Volunteer platform**, exemplify Vedanta's integrated development approach. The impact is reflected in **9,000 acres** under improved cultivation generating over **₹24 crore** in **farm-based revenues**, **₹37.5 crore** in cumulative SHG savings, **20+ women-led microenterprises**, and **10 community federations** and **8 FPOs**. Together, these interventions are building resilient local institutions and expanding sustainable economic opportunities.

Challenges and Learnings

The evolving CSR regulatory landscape presented both opportunities and challenges. New requirements relating to impact assessments, implementing agencies, monitoring mechanisms, project reporting, and documentation standards necessitated significant strengthening of governance systems. Vedanta strengthened its programme design framework through baselines, planning, enhanced risk management, institutionalised impact measurement practices, and improved monitoring and evaluation mechanisms. CSR initiatives today are more resilient, outcome-oriented, data-driven, and capable of delivering measurable impact at scale.

Impact of the Organisation

CSR has become a strategic pillar of Vedanta's purpose-led growth, aligning business success with lasting socio-economic value for communities, national priorities, Viksit Bharat 2047, and the UN SDGs. Recognising that meaningful change requires sustained engagement, Vedanta adopts long-term, integrated programmes addressing root causes to deliver sustainable development outcomes. A comprehensive **Monitoring and Evaluation (M&E) Dashboard** enables real-time tracking, triangulation, and validation across input, output, outcome, and impact indicators, reinforced through independent assessments, concurrent audits, and rigorous compliance. Lifecycle-based evaluations and sustained engagement strengthen community agency and ownership. These efforts have deepened stakeholder trust, strengthened community partnerships, enhanced the company's social licence to operate, and today positively impact over **8.1 million** people annually.

Way Forward

As India enters the next decade of CSR, Vedanta remains focused on scaling transformation at the national level through a problem-solving approach and driving sustainable development that creates enduring impact. Guided by the belief of "From Local Success to National Solutions," the organisation will build on its learnings to expand high-impact interventions, particularly in underserved regions. Leveraging technology, innovation, and strategic partnerships, Vedanta will strengthen community-led institutions, promote future-ready livelihoods, and advance inclusive development across healthcare, education, women's empowerment, skilling, sports, and community infrastructure. By fostering scalable models and empowering communities to become agents of change, Vedanta aims to contribute meaningfully to India's journey towards inclusive and sustainable growth.



“

I am privileged to be part of the Silox team, whose purposeful CSR initiatives improve lives and advance our mission of together, we act for a better world.

”

Prakash Raman
Managing Director
Silox India Private Limited



Purpose in Action: Transforming Communities Through Responsible Business

Summary

Silox India Private Limited established in 2001 as a joint venture between Silox S.A., Belgium, and Transpek Industry Limited, is a leading inorganic chemicals manufacturer specialising in zinc- and sulphur-based chemistry, with a strong presence in Indian and international markets.

For Silox India, CSR is a sustained commitment to inclusive and responsible growth. Its CSR framework is aligned with Schedule VII of the Companies Act, 2013, national priorities and the United Nations Sustainable Development Goals. The Company supports education, healthcare, environmental sustainability, women's empowerment, skill development, rural development and community welfare.

Through multi-location, impact-driven programmes, we have created measurable community benefits and have consistently invested beyond the statutory 2% CSR requirement, reflecting our belief that responsible business must create lasting value for society and the environment.



The Journey of the Organisation

Over the past decade, CSR at Silox India has evolved from community support into a structured, strategic and outcome-oriented function. Key initiatives include science laboratories in schools, specialised healthcare camps, Miyawaki forests, livelihood and skill development, sustainable agriculture and livestock development, water resource strengthening, women's empowerment and hunger eradication. Today, the CSR portfolio covers 11 active focus areas and contributes to **12** of the **17** UNSDGs.



Trajectory of CSR Initiatives and Approaches

The CSR strategy is built around a diversified portfolio of long-term interventions designed to ensure continuity, community ownership, and measurable impact. By working closely with subject-matter experts, NGOs, and institutions to design and implement scientifically grounded and knowledge-led programmes, the organisation addresses key focus areas such as sustainable agriculture, livestock development, water resource management, livelihood enhancement, education, healthcare, and other community development priorities.

Characteristics of CSR – The Silox India Way
Key features include materiality-led, multi-year interventions; Board and leadership involvement; a diversified thematic portfolio; strategic partnerships; continuous monitoring and impact assessment; collaboration over one-time charity; and active employee participation.

Challenges and Learnings

The evolving CSR regulatory landscape has required strong systems for project selection, implementation, monitoring, impact assessment and documentation. Silox India's key learning is that enduring impact depends on sustained engagement, credible partners, community participation and disciplined measurement.

Impact of the Organisation

CSR is now integral to the organisation's ethos. Anchored in its values and supported by the Board and Executive Committee, the initiatives have strengthened trust, reputational capital and relationships with communities, employees and stakeholders.

Key outcomes include a stronger social licence to operate, reduced regulatory and reputational risk, deeper stakeholder engagement and improved organisational resilience. CSR reflects Silox India's long-term vision to create shared value and contribute to a better world.

Way Forward

Looking ahead, Silox India aims to expand the scale and depth of its CSR impact through sustainable, community-led programmes in education, healthcare, environment, women's empowerment, skill development, rural development and community welfare.

The Company will further integrate sustainability principles by promoting responsible resource use, environmental conservation, inclusive growth, resilient livelihoods and community empowerment.

Future efforts will focus on stronger partnerships, innovation, technology-enabled monitoring and sharper outcome measurement to create deeper, scalable and enduring social value.



◀ Spreading Happiness ▶



'It's the essence of society that we breathe in every single day.'

The yardstick of success is not entirely defined by how much growth or profit we have earned in business; but on how this success and prosperity is shared with the communities that we belong to. Through our CSR initiatives, we actively work and contribute in the areas of Health, Hygiene and Sanitation, Education, Environmental Sustainability, Women Empowerment, Rural and Community Development of the community in the vicinity of our plant locations. We firmly believe we owe a lot to the society, and it is our duty to give back in every possible way.

Silox India is an Indo-Belgian JV Company with a history of more than 5 decades. We are the largest manufacturers of Sodium Hydrosulphite (SHS) in Asia (outside China) and Sodium Formladehyde Sulphoxylate (Safolite®) and Zinc Formaldehyde Sulphoxylate (Safolin®) in the world. Other products in our portfolio include Zinc Oxide, Zinc Dust, Zinc Phosphate, Zinc Oxide (Active), Zinc Oxide (HSA) and Textile Auxiliaries. We have in-house capabilities for recovery of value added Metal Salts from Secondary Metals through Hydrometallurgy. Silox India is a market leader in India for most of our products and has a strong global presence through exports to more than 65 countries spread across six continents of the world.

Silox India - Indian Roots...Global Mindset



Silox India Private Limited

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engineering intelligence

For a Better Tomorrow

At L&T Technology Services, engineering is more than solving complex challenges
– it's a catalyst for progress.

As a global leader in Engineering Intelligence, LTTS leverage the power of engineering to drive meaningful CSR initiatives – across Environment, Health, Education, and Skill Development



Engineering Intelligence. Sustainable Progress.

25 countries | 1750+ Patents | 100+ Innovation Labs | 20+ Global Design Centers

“

At LTTS, we combine engineering innovation with empathy to deliver scalable, community-owned CSR solutions that create lasting, sustainable impact across society.

”

K. N Prabhakaran
Chief of CSR, L&T Technology Services



L&T Technology Services

L&T Technology Services Limited

Engineering Impact: Evolution of CSR

Summary

At L&T Technology Services innovation remains a cornerstone, an approach and philosophy that informs the CSR initiatives. Instead of relying on generic solutions, the organisation collaborates with communities and implementation partners to design interventions tailored to local needs that are scalable, and measurable. These initiatives have strengthened **education, healthcare, youth employability, inclusion of person with disabilities (PwDs) and environmental conservation** through community participation. Every initiative is a reminder that real impact is created through collaboration, compassion, and innovation.



The Journey of the Organisation

Over the past decade, the organisation's **CSR has progressed from compliance to fostering measurable social impact.**

Initially, the focus was on establishing governance frameworks, identifying reliable implementation partners, and ensuring the effective project execution. Today the emphasis has shifted towards evaluating whether these initiatives are driving last change within the communities. This evolution refined the approach to designing, implementing, and measuring programs, with strengthened partner collaboration, rigorous impact assessment, coupled with greater reliance on data, subject expertise, and community engagement. LTTS believes, sustainable development stems from a long-term commitment rather than transient interventions.

Trajectory of CSR Initiatives and Approaches

The organisation's CSR has evolved from traditional corporate philanthropy to technology-enabled, measurable, long-term social impact. Initially the organisation focused on core initiatives aligned with Schedule VII (education, healthcare, environment, skill development, and water conservation). Over time, it positioned its CSR as an extension of its engineering and innovation capabilities, through initiatives such as digital classrooms and STEM education, tele-enabled and affordable healthcare initiatives, environmental restoration supported by scientific approaches, including biochar, gasification, mangroves, carbon sink, renewable energy and circular economy interventions, research and innovation-based educational programs. **The philosophy has shifted from "doing CSR" to "engineering solutions for social challenges"** reflecting a transition from implementing isolated projects to creating sustainable community ecosystems through strategic partnerships with NGOs and communities.

Challenges and Learnings

Early challenges included identifying credible implementation partners, comprehending diverse community needs, developing effective monitoring systems, and adhering to evolving regulations. Over time, the strategy has become data-driven, using government statistics, development metrics, and field evaluations to identify priority areas, design targeted interventions enabling efficient resource allocation for maximum impact while extending efforts to **aspirational districts, tribal communities, and the Northeast**. Reflecting on their journey, it has been marked by ongoing learning, evolving from executing isolated projects to implementation of longitudinal program, to achieving tangible social impact.

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Impact of the Organisation

The organisation's CSR vision is to foster resilient communities through strategic initiatives in **Education, Health, Skill Development, and Environment**, creating sustainable solutions that deliver lasting value by improving educational outcomes, strengthening livelihoods, restoring ecosystems, and expanding access to healthcare. These core areas address critical development challenges while promoting inclusive and sustainable growth. As a technology-driven organisation, it applies the same analytical rigour and problem-solving approach to deliver practical solutions and continuously improve the reach, accessibility, and impact of its programmes.

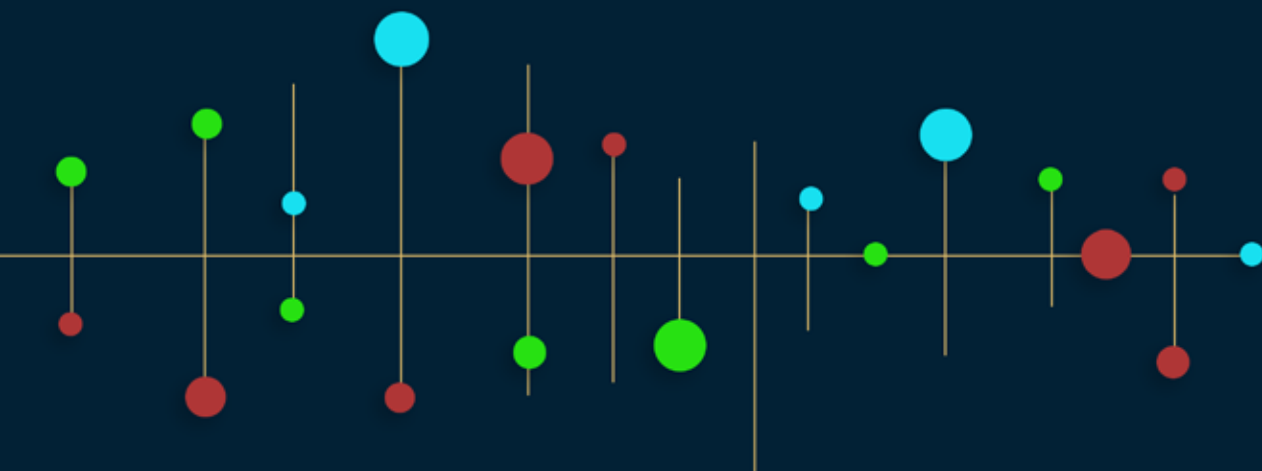
Way Forward

As LTTS looks forward, our commitment is to create meaningful and measurable social impact by combining engineering excellence with community-centric development. The next phase will focus on building resilient communities through innovation, strategic partnerships, and sustainable solutions that can be scaled and replicated. The journey ahead is one of collaboration, innovation, and shared responsibility. Along with the organisation, strength of our partners, and the aspirations of the community will continue to engineer solutions to build a sustainable future for generations to come.



— Special Feature —

Leadership Perspectives on CSR



Apurva Rathod

Company Secretary
& Chief Sustainability Officer
L&T Finance Limited



Organisation's CSR Journey: A Decade of Impact

L&T Finance's CSR journey has been guided by a profound belief that sustainable business growth must go hand in hand with inclusive social progress to create long-term value for communities than merely fulfilling a statutory obligation. Today the interventions are **designed around the '3 S' principle: Social Impact, Scale, and Sustainability**, emphasizing on convergence rather than isolated action. More importantly, every programme is designed with active community participation, fostering ownership that extends beyond the project lifecycle, contributing to India's sustainable development journey.

Looking Ahead to the Next Decade

The coming decade represents an important inflection point for CSR in India; we aim to become a strategic partner in addressing complex social and environmental challenges. With CSR being an important pillar of our broader sustainability journey, we will remain focused on building resilient communities through integrated community development, empowering women as change-makers, strengthening climate resilience and promoting responsible natural resource management. As expectations from corporate citizenship continue to evolve, CSR will be judged not by the amount invested but by its ability to create enduring institutions, resilient communities and sustainable pathways for inclusive growth.

“
CSR, for us, is not about creating programmes; it is about creating ownership. When communities lead their own transformation, impact becomes sustainable, scalable and truly meaningful.
”



CSR Objectives and Strategic Business Alignment

CSR is integral to our sustainability strategy and aligned with our business objectives. Our 2028 roadmap focuses on delivering measurable outcomes aligned with national development priorities and SDGs. Through flagship initiatives we promote financial inclusion, water stewardship, natural resource management, and livelihood enhancement. Together, they create lasting impact, strengthen resilience, and contribute to long-term value creation for society and the organisation.

Innovative Approaches to Advance CSR

We believe true innovation lies in designing development models that create sustainable, community-led transformation. Our programmes are built around integrated solutions that address multiple dimensions of development rather than treating social challenges in isolation. Our CSR strategy complements our ESG agenda by extending the commitment of the “E” and “S” pillars into communities through inclusive growth, environmental resilience, and stronger local institutions. Together, they reinforce that long-term business success is inseparable from long-term societal progress.

Meeting the CSR Mandate: Challenges and Opportunities

CSR mandate provided an opportunity to rethink and move beyond fragmented voluntary charity towards creating measurable, long-term interventions. We recognised that addressing complex developmental challenges required an understanding local needs, stronger partnerships and robust monitoring. The key lesson has been-social transformation cannot be achieved through financial investment alone; it requires collaboration, patience, continuous learning and, empowering communities as partners in their development.

Maya Vengurlekar

Chief Operating Officer
Crisil Foundation



Organisation's CSR Journey: A Decade of Impact

Crisil's CSR journey has evolved from financial awareness to scalable models for financial inclusion and community resilience. In 2013, Crisil established Crisil Foundation as its dedicated CSR arm, applying its analytical prowess to development challenges. The flagship initiatives, including Inclusix, Mein Pragati, the Sakhi Model, and MoneyWise Centre, continue to advance financial inclusion by connecting communities to formal financial services, government schemes, insurance, and livelihood opportunities. Over the decade, the focus has shifted from outreach to stronger community institutions, supported by technology, monitoring, impact assessment and robust governance.

Looking Ahead to the Next Decade

Crisil's core purpose is to make markets function better through credible analysis, insight and accountability. The Foundation extends this strength to the development sector, focusing on financial inclusion, financial capability and resilient communities. CSR is therefore aligned with the organisation's broader identity, data-driven interventions, community centric models ensuring local relevance. Environmental sustainability and employee volunteering broaden this mandate, while long-term partnerships, measurable outcomes and accountable implementation remain central.

“
The defining measure of CSR
will increase whether
interventions build local
capacity to sustain progress
beyond the programme itself.

”



CSR Objectives and Strategic Business Alignment

Over the next decade, CSR in India will increasingly shift from measuring reach and expenditure to the depth and durability of outcomes, supported by strong governance, credible evidence and long-term partnerships. Technology, data and responsible use of emerging tools such as artificial intelligence can strengthen targeting, monitoring and learning, but must remain grounded in community realities. For Crisil Foundation, the priority is to strengthen trusted institutions such as the Sakhi ecosystem, alongside the digital, data and partnership infrastructure that enables them to become more effective and resilient.

Innovative Approaches to Advance CSR

A key contribution has been the Foundation's ability to translate evidence and community participation into scalable development models. Mein Pragati has demonstrated the effectiveness of a Sakhi-led approach, built livelihood and leadership pathways. Recognising that the model depends on selecting the right women, the Foundation developed a data-led, technology-powered Sakhi selection engine to strengthen this process. Together, these efforts support Crisil's ESG mandate across social inclusion, women's empowerment, environmental stewardship and governance-led accountability.

Meeting the CSR Mandate: Challenges and Opportunities

An early strategic challenge was deciding where to intervene. Crisil used Crisil Inclusix to objectively identify geographies with low financial inclusion scores and direct resources where the need was greatest. A second challenge was balancing impact, scale and sustainability within a modest CSR budget. Mein Pragati addressed this through the Sakhi model, a locally anchored, women-led network creating trusted local support while progressively enabling Sakhis to become financially self-sustaining. This allowed the Foundation to expand while maintaining programme quality and sustainability.

Rachana Iyer

Head – CSR
IDFC FIRST Bank



Organisation's CSR Journey: A Decade of Impact

At IDFC FIRST Bank, we believe that lasting social impact is created not merely through funding projects, but by strengthening the institutions, communities and local leadership that continue creating value long after external support ends. FIRST IMPACT has evolved from supporting individual interventions to building resilient ecosystems across education, livelihoods, disability inclusion, social entrepreneurship, community wellbeing and employee volunteering. Our experience has consistently shown that sustainable change happens when communities and organisations are empowered to lead their own development journeys.

Looking Ahead to the Next Decade

The next decade will fundamentally change how organisations think about CSR. Social impact will no longer be driven solely by CSR teams or budget. Organisations will increasingly leverage their full institutional capabilities, technology, distribution networks, leadership commitment, innovation capabilities and partnerships, to create social value. Effective CSR programmes will increasingly leverage not only financial resources but also human capital, organisational capabilities, technology, social entrepreneurship, and partnerships to drive greater social impact.

“
The future of CSR lies not in
funding projects, but in
enabling institutions,
communities and individuals to
lead and sustain change
themselves.”



CSR Objectives and Strategic Business Alignment

Institution building is at the heart of our CSR philosophy. Through Shwetdhara, we have empowered women dairy farmers and four women-led Farmer Producer Companies with 14,000+ shareholders. Ek Prayas strengthens grassroots NGOs through capacity building and governance support while delivering early intervention services for children with developmental disabilities. Through IGNITE, we nurture social enterprises with grants, mentorship, and incubation support, helping them scale sustainable solutions and create long-term impact.

Innovative Approaches to Advance CSR

Innovation is a key pillar of our CSR strategy. Through IGNITE, we support social enterprises developing innovative solutions across health-tech, green-tech, agri-tech, fintech, and AI for social good. By combining grants, mentorship, and ecosystem partnerships, we help entrepreneurs strengthen and scale their solutions. We also strengthen scalable institutions through Shwetdhara's women-led Farmer Producer Companies and Ek Prayas' capacity-building model for grassroots disability organisations.

Meeting the CSR Mandate: Challenges and Opportunities

The CSR mandate presented an opportunity to move from traditional philanthropy to strategic and outcome-oriented approach to social impact. Over time, we evolved FIRST IMPACT into a focused portfolio spanning education, livelihoods, disability inclusion, entrepreneurship, community wellbeing and employee volunteering. The biggest learning has been that meaningful social change requires more than just funding. Sustainable impact requires strong local institutions, capable partners, community ownership, technology-enabled systems, and long-term commitment.

Rekha Pillai

Head CSR,
Castrol India Limited



Organisation's CSR Journey: A Decade of Impact

Over the past decade, our CSR journey has evolved from supporting projects to strengthening the mobility ecosystem. We realised that meaningful impact comes from long-term commitment, strategic collaborations, and measurable outcomes-not isolated interventions. Guided by our purpose of **Keeping India Moving**, we have built national platforms that invest in truck drivers and mechanics, creating resilient communities while strengthening the ecosystem that enables India's economic growth. That shift has made CSR a strategic enabler of long-term value.

Looking Ahead to the Next Decade

The next decade will see CSR evolve from funding projects to shaping resilient ecosystems. As India navigates technological disruption, evolving mobility landscape, and changing workforce needs, companies will play a larger role in building future-ready communities through innovation and evidence-based interventions. Success will be defined not by the amount spent, but by the strength of the institutions, capabilities, and ecosystems created. That is where CSR can make its most enduring contribution to India's development.

“
CSR is therefore an integral
part of how we create long-term
value for society and support
sustainable business growth.
”

CSR Objectives and Strategic Business Alignment

Our objective is to build a safer, more skilled, and future-ready mobility ecosystem. Safety is the first priority, and with India recording one of the world's highest numbers of road fatalities, improving road safety is a national imperative and a shared responsibility. By investing in the skills, well-being, and livelihoods of truck drivers and mechanics, we are strengthening the resilience of the ecosystem.

Innovative Approaches to Advance CSR

Our focus has been on solving ecosystem challenges rather than delivering standalone interventions. We combine technical skilling with road safety, financial literacy, health, and entrepreneurship, while relying on digital platforms and our associations to improve access and scale. Strong governance and independent impact assessments ensure accountability and continuous improvement. This approach strengthens the social and governance pillars of ESG while helping build a safer, more inclusive, and future-ready mobility ecosystem.

Meeting the CSR Mandate: Challenges and Opportunities

The biggest challenge was moving beyond compliance to creating lasting impact. We shifted from short-term projects to flagship programmes, built on long-term associations, ecosystem collaboration, and continuous learning. As technologies, regulations, and workforce needs evolved, so did our delivery models-from classroom training to mobile and digital platforms. Most importantly, we moved from measuring reach to measuring outcomes, ensuring our programs remain relevant, scalable, and capable of delivering sustained value.

Sakina Baker

Head CSR,
Bosch Limited & Bosch India Foundation



Organisation's CSR Journey: A Decade of Impact

Bosch Limited's CSR journey has evolved from compliance-driven community initiatives to a strategically integrated social engagement model focused on creating sustainable and measurable impact. Over the years, we have sharpened our focus on skill development, sustainable mobility and integrated community development, while strengthening ESG alignment, impact measurement, and employee volunteering initiatives such as Acts of Kindness.

Looking Ahead to the Next Decade

CSR in India is expected to evolve from a compliance requirement to a strategic driver of sustainable development and systems change. Future CSR success will be measured by the quality and scale of impact, supported by data-driven decision-making, ESG integration, and stronger collaboration among corporates, governments, NGOs, and communities. The most impactful organisations will be those that combine purpose, innovation, sustainability, and measurable outcomes to accelerate inclusive growth.

“
CSR has become an integral part of Bosch's broader sustainability and ESG agenda, leveraging the company's competencies to create long-term social impact.
”

CSR Objectives and Strategic Business Alignment

CSR objective is to empower communities through sustainable interventions that enhance livelihoods and unlock potential. Focused on Skill Development, Sustainable Mobility, and Integrated Community Development.

Innovative Approaches to Advance CSR

Bosch's CSR approach supports its ESG mandate by delivering measurable social and environmental outcomes through skill development, education, healthcare, sustainable mobility, water conservation, and afforestation initiatives. Strong governance mechanisms, rigorous impact assessments, and alignment with business strengths and the SDGs ensure transparency, accountability, and long-term value creation for communities and the environment.

Meeting the CSR Mandate: Challenges and Opportunities

The key challenge was transitioning from multiple standalone CSR projects to a focused, scalable, and impact-driven portfolio. We addressed this by establishing clear thematic priorities, standardised implementation models, robust impact measurement systems, and strategic geography selection. This enabled deeper community engagement, stronger employee participation, and greater alignment with business strengths and long-term social objectives.

Dr. Suman Minda

Chairperson,
Suman Nirmal Minda Foundation
(Uno Minda Group)



Organisation's CSR Journey: A Decade of Impact

Over the past three decades, UNO MINDA has evolved from a philanthropy-led approach to a more strategic, qualitative, and impact-driven CSR framework. This further strengthened its governance, compliance, monitoring, and accountability systems. Today, our CSR approach is data-driven and guided by need assessments, stakeholder engagement, strategic partnerships, and measurable outcomes.

Looking Ahead to the Next Decade

Technology, data, and impact measurement will play a greater role in programme design, monitoring, and accountability. Convergence will become increasingly important for scaling successful models. The focus will ultimately shift towards creating long-lasting and measurable social impact, leading to inclusive and sustainable community development.

“
The focus will ultimately shift
towards creating long-lasting
and measurable social impact,
leading to inclusive and
sustainable community
development.”

”

CSR Objectives and Strategic Business Alignment

The philanthropic arm Suman Nirmal Minda Foundation with the objective of creating a sustainable organisation that enhances stakeholder value and places people at the centre of development. CSR has now become an integral part of our strategic priorities, aligned with ESG principles, Schedule VII of the Companies Act, and the UN SDGs. Through strategic partnerships, employee engagement, and outcome-based programmes, SNMF focuses on education, skill development, healthcare, and community well-being while creating measurable and sustainable impact.

Innovative Approaches to Advance CSR

Our innovative approaches include vocational and digital skilling through Samarth-Jyoti, women's empowerment through Self-Help Groups and entrepreneurship, recycling-based livelihood opportunities, and linkages with government schemes. These initiatives support sustainability and ESG priorities by creating measurable, inclusive, and sustainable community impact.

Meeting the CSR Mandate: Challenges and Opportunities

The mandate provided an opportunity to further strengthen and formalise our existing approach. We strengthened governance and monitoring systems, developed strategic partnerships, sharpened our focus areas, and expanded our geographical reach. Flagship programmes such as Samarth-Jyoti have been scaled across states, supported by investments in education infrastructure, digital literacy, technology, and community assets. This has helped us build a more consistent, scalable, and sustainable CSR model.

Vinita Singhanía

Chairperson and Managing Director
JK Lakshmi Cement Limited



Organisation's CSR Journey: A Decade of Impact

The last decade has been transformational for JK Lakshmi Cement Limited (JKLC) & has evolved alongside this journey. While community development has always been integral to the organisation's values, the enactment has institutionalised our efforts and moved from intent to measurable impact. We have therefore curated from short-term interventions towards sustainable programmes addressing root causes of social challenges. Today, our initiatives reach nearly 3.25 lakh beneficiaries annually across multiple states, strengthening trust and social licence to operate.

Looking Ahead to the Next Decade

The next decade will mark an evolution in CSR in India. Having established accountability and governance through the statutory framework, CSR is now poised to move beyond compliance and become a driver of sustainable development in India. Future CSR will focus on long-term impact across priorities such as climate-resilient agriculture, water security, youth employability, women's economic empowerment, etc. Organisations will contribute finance, innovation, technology, expertise and partnerships to address challenges.

“
We believe business can flourish
sustainably only when
communities around us grow
alongside.

”

CSR Objectives and Strategic Business Alignment

Our philosophy, “**Together, we build a foundation of compassion and inclusivity,**” guides our commitment to inclusive and sustainable development. Our objective is to improve the quality of life of communities through need-based and participatory interventions. Rather than implementing standalone activities, we adopt a holistic approach for long-term outcomes. CSR is now an integral part of our responsible business strategy as it complements our sustainability & ESG commitments and supports responsible business practices.

Innovative Approaches to Advance CSR

We view CSR innovation as developing relevant, scalable approaches, addressing multiple dimensions rather than isolated issues, with a focus on community outcomes and inclusion. Our Shripati Singhanía Skill Centres equip youth with job-readiness, entrepreneurship, digital learning and career guidance. As a hard-to-abate sector, we align CSR initiatives with ESG priorities by promoting clean energy solutions, empowering women and vulnerable communities, and leveraging strong partnerships and governance to drive scalable, accountable impact.

Meeting the CSR Mandate: Challenges and Opportunities

The transition was an important learning experience. The challenge was moving from activity-based CSR to outcome-focused programmes while creating a common framework across multiple geographies while retaining local relevance. Through long-term strategic approach we developed 2030 Road Map, providing direction for investments and aligning community needs with business priorities. Need assessments, stakeholder consultations, and outcome-based planning are now embedded in programme design, while strategic partnerships, digitalisation, and impact assessments drive measurable, evidence-based outcomes.

Ashok Kumar Gupta

CEO

Dalmia Bharat Foundation



Organisation's CSR Journey: A Decade of Impact

CSR has always been part of Dalmia Bharat Group's values, long before it became a statutory requirement. Our journey has evolved from need-based community interventions to strategic, long-term development programmes. Today, through DBF, we focus on sustainable livelihoods, climate action, and social infrastructure, backed by robust governance, partnerships, and technology. Moving beyond philanthropy to building resilient communities and enabling inclusive growth.

Looking Ahead to the Next Decade

The next decade presents an opportunity for CSR to become an even stronger catalyst for inclusivity and sustainable growth. CSR will increasingly focus on measurable outcomes, technology-enabled implementation, climate resilience, and scalable livelihood solutions. Greater collaboration between industry, government, civil society, and communities will be critical in addressing emerging challenges. CSR will evolve beyond funding projects to create sustainable development models that support India's journey towards becoming a developed nation.

“
We believe that responsible
business growth and community
development go hand in hand,
making CSR a strategic investment
in shared value creation.

”

CSR Objectives and Strategic Business Alignment

Our objective is to create sustainable and inclusive communities by enabling livelihoods, skilling, strengthening climate resilience, and community infrastructure. CSR is deeply integrated into Dalmia Bharat Group's purpose of **'Prosperity for All'** and is an integral part of our long-term sustainability strategy. Every intervention is designed to create measurable outcomes while aligning with national priorities and the UN SDGs.

Innovative Approaches to Advance CSR

Innovation lies at the heart of our CSR approach. Through DIKSHA, we have expanded quality skill development beyond our business locations to 35 centres across 11 states, while Gram Parivartan integrates agriculture, livestock, skilling, and enterprise development to enhance rural household incomes. Digital MIS platforms strengthen programme monitoring and impact measurement. Our climate initiatives in water and soil conservation complement the Group's sustainability goals, making CSR a key contributor to our ESG agenda by creating environmental resilience alongside inclusive socio-economic development.

Meeting the CSR Mandate: Challenges and Opportunities

The CSR mandate encouraged organisations to move beyond philanthropic towards structured, outcome-oriented development. One of our key challenges was standardising implementation across diverse geographies while ensuring measurable impact and compliance. We responded by defining clear thematic priorities, adopting multi-year programme models, strengthening governance and monitoring systems, and building long-term partnerships. Our expansion to 21+ locations, coupled with technology-enabled monitoring and evidence-based decision-making, enabled us to scale impact, maintain transparency, accountability, and programme quality.

Atul Grover

Managing Director
BD India/South Asia



Organisation's CSR Journey: A Decade of Impact

Guided by BS's purpose of advancing the world of health, we have evolved from supporting small community projects to implementing focused, long-term programmes that address critical societal needs. **Today, our efforts focus on strengthening primary healthcare infrastructure, supporting education for children from poor families, disaster relief, youth skill development, tree plantation drives, and meal provisioning at healthcare institutions.** Along the way, we have strengthened governance, adopted robust impact measurement practices, and built long-term partnerships to drive sustainable outcomes.

Looking Ahead to the Next Decade

The next decade presents an opportunity to move beyond isolated interventions towards ecosystem-level impact. We expect greater emphasis on partnerships, measurable outcomes, technology-enabled solutions, with national development priorities. The most successful programmes will be those that empower communities, strengthen institutions, and create lasting change that continues well beyond the period of direct corporate support.

“
It has become an important
pillar of responsible corporate
citizenship, helping us
contribute to national
development priorities while
deepening our understanding of
community needs and
strengthening stakeholder
trust.”

CSR Objectives and Strategic Business Alignment

Our CSR objective at BD India is to create sustainable social impact by improving health outcomes, enhancing access to opportunities, supporting underserved communities and promoting environmental sustainability. We focus on initiatives that strengthen healthcare infrastructure and build employable skills among young people. While CSR remains distinct from our commercial activities, it is closely aligned with our purpose and values as a healthcare organisation.

Innovative Approaches to Advance CSR

Our approach focuses on combining community needs with strengths as a healthcare organisation. BD Centre of Hope initiative empowered over 2,200 underprivileged youth through market-oriented skill development and facilitated employment for more than 1,700 young people. **We believe sustainable change requires long-term partnerships, measurable outcomes, and pathways to self-reliance.** Our CSR efforts complement our broader ESG commitments by contributing to health equity, economic inclusion, and community development while reinforcing responsible and sustainable business practices.

Meeting the CSR Mandate: Challenges and Opportunities

One of the key learnings was that short-term, activity-based interventions often deliver limited outcomes. This led us to adopt a more focused approach through multi-year programmes and strong implementation partnerships. Over time, we expanded our reach, strengthened monitoring and evaluation systems, and shifted from activity-based reporting towards measuring outcomes creating a tangible difference in people's lives.

Dharmesh Gohel

Vice President
Bansidhar & Ila Panda Foundation



Organisation's CSR Journey: A Decade of Impact

IMFA's commitment to community development predates the CSR mandate, forming part of our institutional character for over six decades. Our founders believed that industry earns its license to operate through both economic value creation and trust with surrounding communities. We transformed this legacy into a professionally managed institution, impacting **over 27 lakh** people across Odisha **over 15 years**. Education supports livelihoods, healthcare improves productivity, empowered women strengthen families, and environmental stewardship protects future generations.

Looking Ahead to the Next Decade

The next decade will redefine CSR from a funding mechanism into a strategic catalyst for inclusive national development. Organisations are increasingly expected not only to finance social initiatives but to convene partnerships, leverage technology and create scalable solutions. Climate resilience, women-led entrepreneurship, skilling, digital inclusion, local institution building and ESG integration will become defining priorities, with data and impact measurement shaping investments.

“
Success is measured not by
projects delivered but by
whether communities become
resilient, self-reliant
contributors rather than
beneficiaries.
”

CSR Objectives and Strategic Business Alignment

CSR has never been viewed as an obligation that follows business success; it is part of the ecosystem that enables sustainable business. Strong communities create stronger institutions, and responsible businesses share an equal responsibility to create shared value. Our objective is to improve quality of life by building interconnected development ecosystems rather than isolated projects, since lasting change rarely comes from a single intervention.

Innovative Approaches to Advance CSR

Our approach has progressively shifted from delivering services to creating resilient local ecosystems, since sustainable progress occurs only when health, education, livelihoods, natural resources and community leadership improve together. This is reflected in initiatives - Sakshyam, where climate-resilient agriculture, livelihood diversification and market linkages help smallholder farmers build economic resilience, and IMFA Sakhi Seed, which invests in women as entrepreneurs through catalytic grants, mentorship and enterprise support. These initiatives strengthen support ESG agenda, building resilient communities and responsible businesses.

Meeting the CSR Mandate: Challenges and Opportunities

The transition from philanthropic intent to measurable social impact required a significant evolution in programme design and governance. While the organisation enjoyed deep community relationships, the CSR framework encouraged greater focus on strategy, accountability, partnerships and impact measurement. Working across remote, tribal regions of Odisha has highlighted that development challenges are interconnected, context-specific and cannot simply be delivered to communities as it has to be designed with them. We enhanced programme impact through stronger monitoring, community participation, and cross-sector collaborations.

K. N Prabhakaran

Chief of CSR
L&T Technology Services



Organisation's CSR Journey: A Decade of Impact

L&T Technology Services (LTTS) CSR journey has evolved from compliance-driven approach to one focused on creating meaningful, measurable and sustainable social impact. What began with building strong governance systems and identifying credible implementation partners has grown into a strategic model focused on long-term change. Today, we strengthen our programmes through impact assessment, data-driven decisions, domain expertise, and community participation, creating lasting outcomes in education, healthcare, livelihoods, and environmental sustainability. By designing interventions that continue to deliver value well beyond the project lifecycle, we strive to build resilient communities and contribute to inclusive sustainable development.

Looking Ahead to the Next Decade

The future of CSR lies in driving collaboration, innovation and sustainable development. Organisations will increasingly partner with governments, communities, academia and civil society to solve complex challenges that require long-term commitment and contribute to inclusive development. Technology, artificial intelligence, data analytics will enhance programme design, transparency and impact measurement. The most successful programmes will be those that combine innovation with a deep understanding of community needs and local contexts.

“
CSR is measured not by the
resources invested, but by the
lasting improvements it creates
in people's lives, livelihoods and
the resilience of communities we
serve.”

CSR Objectives and Strategic Business Alignment

Guided by our engineering and technology expertise, we design practical, innovative, and scalable solutions that address pressing social challenges. Through collaboration with communities and implementation partners, we enhanced the reach and effectiveness of our initiatives.

Innovative Approaches to Advance CSR

Innovation is at the heart of LTTS' CSR approach. By collaborating with communities and implementation partners, we design practical, scalable solutions that address local needs and create measurable impact. Through scientific approaches, our initiatives have led to technology-enabled accessibility solutions, such as Indian Sign Language Recognition App, supporting women entrepreneurs with programmes on digital literacy and livelihood, thereby advancing social inclusion and long-term community resilience.

Meeting the CSR Mandate: Challenges and Opportunities

Our CSR journey has been shaped by continuous learning and a commitment to creating lasting impact. We have evolved from addressing implementation and compliance challenges to adopting an evidence-based approach that leverages data, field assessments and community insights to design effective interventions. By expanding our presence in underserved regions and partnering with grassroots organisations, we have strengthened our ability to deliver meaningful outcomes. Today, we focus on developing long-term programmes that derive measurable improvements while building resilient communities.

K. Randhir Singh

Company Secretary
Compliance Officer & Head CSR
Dr. Reddy's Laboratories Limited



Organisation's CSR Journey: A Decade of Impact

Founded on Dr. K. Anji Reddy's belief that businesses do not operate in isolation, Dr. Reddy's has always linked its success to the well-being of communities and the environment. Over the past decade, our CSR journey has evolved from philanthropy to a strategic, impact-driven and shared-value model. Through evidence-based planning, strong partnerships, robust monitoring, and an outcomes-led approach, we have shifted from implementing programs to enabling transformational change.

Looking Ahead to the Next Decade

Over the next decade, I believe CSR in India will evolve from being measured by the amount spent to the impact created. Technology, data analytics, digital platforms, and real-time impact assessment will drive greater transparency, accountability, and evidence-based decision-making. CSR will play a critical role in addressing priorities such as climate resilience, water security, skill development, sustainable livelihoods, and reducing inequalities. More importantly, it will work in closer alignment with business strategy, ESG commitments and stakeholder engagement.

“

We invest in journeys that matter. Not building programmes alone, but opening possibilities for families and for communities that have long been underserved and deserve nothing less.

”



CSR Objectives and Strategic Business Alignment

Our CSR philosophy is rooted in empathy, responsibility, and creating positive societal impact. We aim to contribute to economic, social, and environmental well-being by supporting underserved communities. By strengthening grassroots capabilities and expanding opportunities, we seek to build self-reliant and resilient communities. CSR is not a standalone function but an integral part of our sustainability and ESG agenda. It reflects our commitment to responsible business practices, stakeholder value creation, and long-term sustainable development create meaningful value for both society and business.

Innovative Approaches to Advance CSR

The CSR initiatives create sustainable pathways for education, livelihoods, inclusion, and community resilience. Through **KARV, KARV-JC, School Improvement Programmes, Tribal Education Initiatives, Sashakt Scholarship and Mentorship Programme**, we support learners from foundational education to STEM careers. These initiatives have benefited over 41,000 learners, including 2,400 tribal children. We have also supported 3,300+ youth and 800 PwDs through skilling programmes and reached to over 62,000 farmers through climate-smart agriculture initiatives. Together, these initiatives promote social inclusion, economic resilience, and sustainable livelihoods while advancing our ESG vision and shared-value approach.

Meeting the CSR Mandate: Challenges and Opportunities

The CSR mandate required a more strategic and accountable approach. Key challenges included governance, partner selection, and impact measurement. Through rigorous need assessments, due diligence, structured monitoring, and outcome-focused evaluation, we strengthened accountability, scaled programmes, and create sustainable impact.

Rajesh Vaidya

CHRO & Head Sustainability
Silox India Private Limited



Organisation's CSR Journey: A Decade of Impact

Our CSR journey evolved from need-based community support into a strategic, impact-led commitment. We have aligned our work with national priorities and the UN SDGs. **For us, CSR is about creating sustainable value through strong governance, credible partnerships and measurable outcomes, while reinforcing responsible and purpose-driven growth.**

Looking Ahead to the Next Decade

We see CSR in India becoming more strategic, data-driven and deeply integrated with ESG and national development priorities. It could be the powerful catalyst for “Just Transition”. The next decade will demand scalable solutions in climate resilience, sustainable livelihoods, education, healthcare and social equity. Technology, impact analytics and cross-sector collaboration will define success. CSR will increasingly act as a catalyst for inclusive growth, helping build resilient communities while creating long-term shared value for society and business.

“
CSR is not separate from our business agenda; it is part of how we define responsible growth.
”



CSR Objectives and Strategic Business Alignment

Our objective is to create meaningful, scalable and sustainable social impact across education, healthcare, environment, women's empowerment, skill development and rural development. By aligning with Schedule VII, national priorities and the UN SDGs, we ensure that Silox India's growth contributes to stakeholder trust, social progress and environmental stewardship.

Innovative Approaches to Advance CSR

We believe innovation in CSR must be practical, inclusive and community owned. Our initiatives—such as science laboratories, specialised healthcare camps, Miyawaki forests, sustainable agriculture, livestock support, water-resource strengthening and livelihood programmes—have created visible social and environmental impact. These efforts directly support our ESG agenda by advancing inclusion, biodiversity, climate resilience, responsible resource use and local economic development. Employee volunteering further strengthens ownership and our long-term connect with communities.

Meeting the CSR Mandate: Challenges and Opportunities

Our initial challenge was to move from activity-based giving to a structured, compliant and outcome-oriented CSR framework. We had to identify credible partners, define measurable impact and strengthen monitoring systems. We addressed this through stronger governance, expert partnerships, better documentation, stakeholder engagement and disciplined project reviews. This enabled us to move beyond compliance and build a CSR model that is accountable, sustainable and truly relevant to the communities we serve.

Looking Ahead:

Shaping the Next Decade of CSR

The perspectives of companies across sectors provide important signals on the direction in which the CSR ecosystem could evolve over the coming decade.

The experience of the past twelve years reinforces a fundamental principle that development outcomes cannot be secured through isolated projects or time-bound interventions alone. A central priority emerging from industry is the need to achieve the right equilibrium between regulatory rigour and implementation agility. **Industry is increasingly moving beyond the statutory obligation, embedding social impact consideration within organisational strategy rather than a philanthropic function.**

The next decade could therefore see CSR **increasingly evolve as a platform for collective problem solving, for creating replicable models across geographies** and capable of influencing systems at scale.

This next frontier will require a **shift in how CSR performance is measured from expenditure to impact accountability.**

The emphasis must be on ensuring that CSR resources are utilised efficiently and generate lasting, attributable improvements in the lives of communities, rather than simply meeting the prescribed two percent expenditure.

Technology will be another important enabler in this next phase, helping ensure that benefits reach underserved geographies and communities, while strengthening beneficiary feedback, improving resource allocation and enabling evidence-led decision-making.

Four Moves to Build an Enabling CSR Ecosystem: Steps for the Next Decade

01

Design Programmes for Long-Term Impact

Move beyond annual expenditure cycles and project-by-project interventions towards multi-year, integrated programmes designed for sustained impact. Design long-term programmes that allow interventions to build community trust, strengthen local institutions and deliver outcomes that are measurable and enduring.

02

Build Partnerships That Enable Scale

Incentivise collaboration and create a **diverse portfolio of implementation models** spanning direct implementation and partnerships with civil society organisations, specialised institutions, corporate foundations, social enterprises and academia. **Establish a standardised, risk-based due-diligence framework**, coupled with simplified reporting and ongoing capacity-building, to make partnerships efficient and effective. Enable proven models to scale across geographies while strengthening the capacity and resilience of implementing institutions.

03

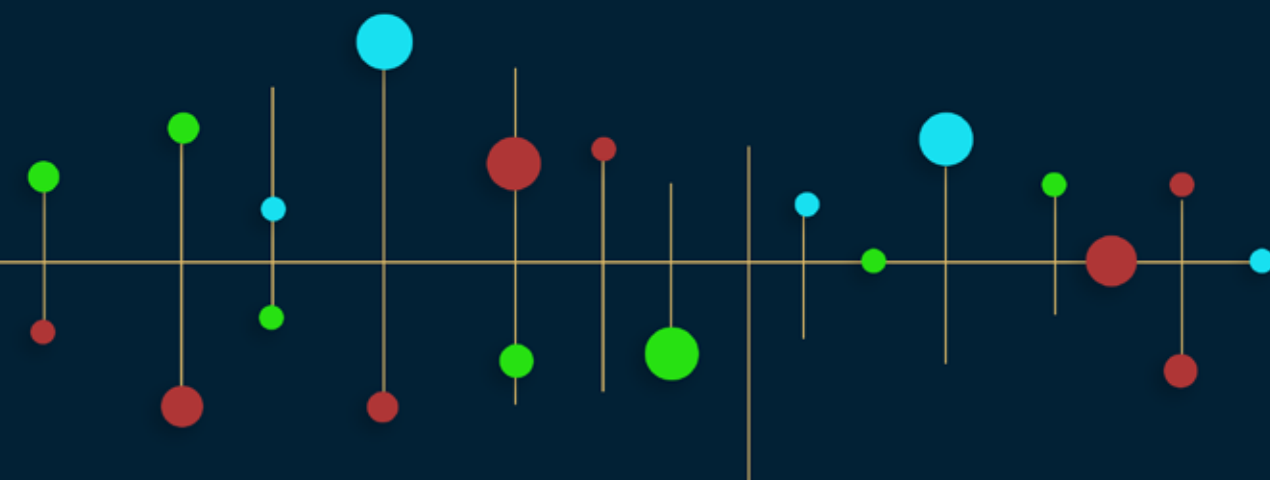
Shift from Outputs to Outcomes and Impact

Embed standardised impact measurement frameworks, including Social Return on Investment (SROI) where appropriate, to identify what works, understand the value created and strengthen resource allocation. Impact insights should be incorporated into programme design, enabling continuous learning, course correction, improvement, and guiding companies towards strategic and evidence-based CSR investments.

04

Leverage Digitalisation for Transparency and Efficiency

Standardise and simplify digital reporting mechanisms to reduce the administrative burden on implementing partners. Leverage technology to improve quality, consistency and timeliness of data. **Accelerate adoption of integrated digital monitoring systems, real-time dashboards and data analytics** to generate data-driven insights and enable evidence-led course correction across the CSR ecosystem.





Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society through advisory and consultative processes.

For more than 130 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. With its extensive network across the country and the world, CII serves as a reference point for Indian industry and the international business community.

In the journey of India's economic resurgence, CII facilitates the multifaceted contributions of the Indian Industry, charting a path towards a prosperous and sustainable future. With this backdrop, CII has identified "Accelerating Competitiveness: Growth, Resilience, Inclusion, Sustainability, Trust" as its theme for 2026-27, prioritising five key pillars. During the year, CII will align its policy advocacy, institutional initiatives, partnerships, and outreach to support Indian industry in strengthening these five interconnected pillars of competitiveness.

Confederation of Indian Industry

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CII-ITC Centre of Excellence
for Sustainable Development

The CII-ITC Centre of Excellence for Sustainable Development (CESD) is the ecosystem creator for sustainable development in India. As a 20-year-old Industry-led institution within CII, the Centre drives sustainable, environmental, inclusive and climate-friendly transformation among stakeholders through research, data-driven digital tools, frameworks, collaborative initiatives and capacity development.

CII-ITC Centre of Excellence for Sustainable Development

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