

CSR at Tata Steel

Global Wires

binding community

Karen Rodriguez, August 2012

Content

1. Assessment
2. Community needs
3. Employee volunteering



1. Assessment

1. Assessment



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1. Assessment

Inputs

- Tata Protocol
- Tata Code of Conduct, 2008
- Social Responsibility Index, Mithapur
- CSR Booklet

Outputs

- Tata Protocol Score
- CSR Process
- CSR Index
- Recommendations
- CSR Booklet

1.1. Tata Protocol – Where do we stand?

Same band score → 30-60%

	2010	2012
System Process	36%	41%
People Process	24%	35%
Program Process	49%	54%
TOTAL SCORE	37%	43%

1.1. Tata Protocol – Where do we stand?

	2010	2012
TOTAL SCORE	37%	43%

Band score → 30-60%

The overall focus is to integrate CSR systems with employee participation, volunteering and high degree of engagement/heightened levels of passion.

systems for environmental management and complete compliance to the regulation. There is presence of a **proper deployment mechanism** that meets regularly and is in the early stages of evolving a 3-5 years strategy on CSR. There are **early signs of developing human development goals and other measures**, which link routine CSR activities to the overall Organizational purpose of improving the quality of life. However, there is **no** evidence of as **systematic approach** of enlisting business risks arising out of social and environmental factors and addressing them. CEO and Senior Leaders do provide an annual path on CSR although a **deeper level of involvement** is not evidence across the organization. The status of deployment is still desirable across the organization.

Protocol – System Response (41%)

• Leadership Commitment and involvement	52%
• Management Structure and Deployment	37%
• Strategy Development and Action Plan	46%
• Review Mechanism, Process Documentation and Reporting, Communications & Awareness	34%

- High degree of commitment of senior leaders
- Not formal involvement and a lack systematic approach to strategic planning for CSR is needed
- No a well-defined reviewing process (See CSR Index)
- Reports are maintained, but not adequately communicated.

Protocol – People Response (35%)

• Selection, Career Development of Key Employees, Performance Management & Succession Planning	26%
• Volunteer scheme and evolving degrees of volunteering	48%

- Need for formal environment for employee participation for CSR (See Employee Volunteering)
 - Volunteer policy
 - Feedback form
 - Review system
- Build capacity of CSR members, especially volunteers.

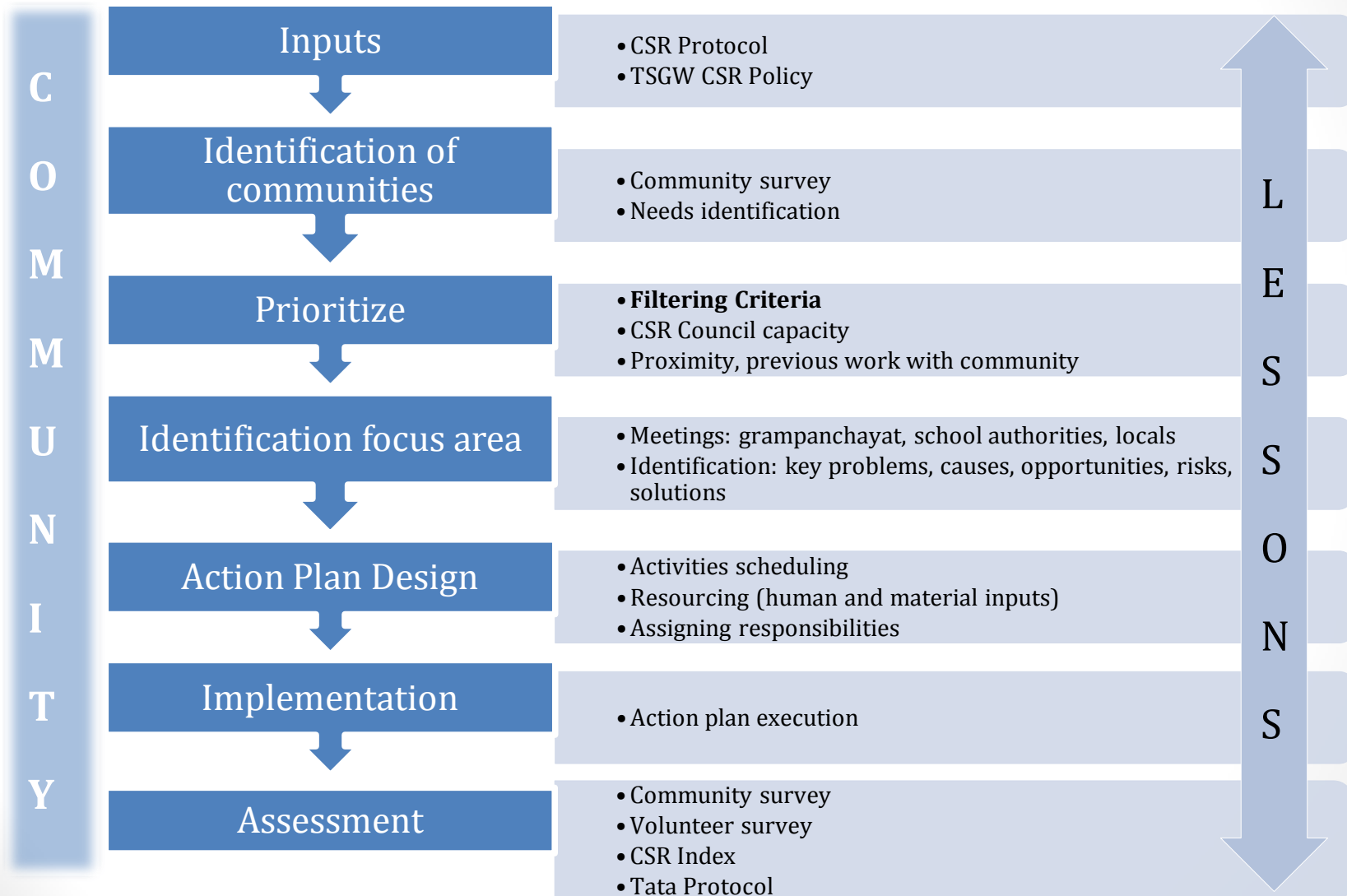
Protocol – Program Response

(54%)

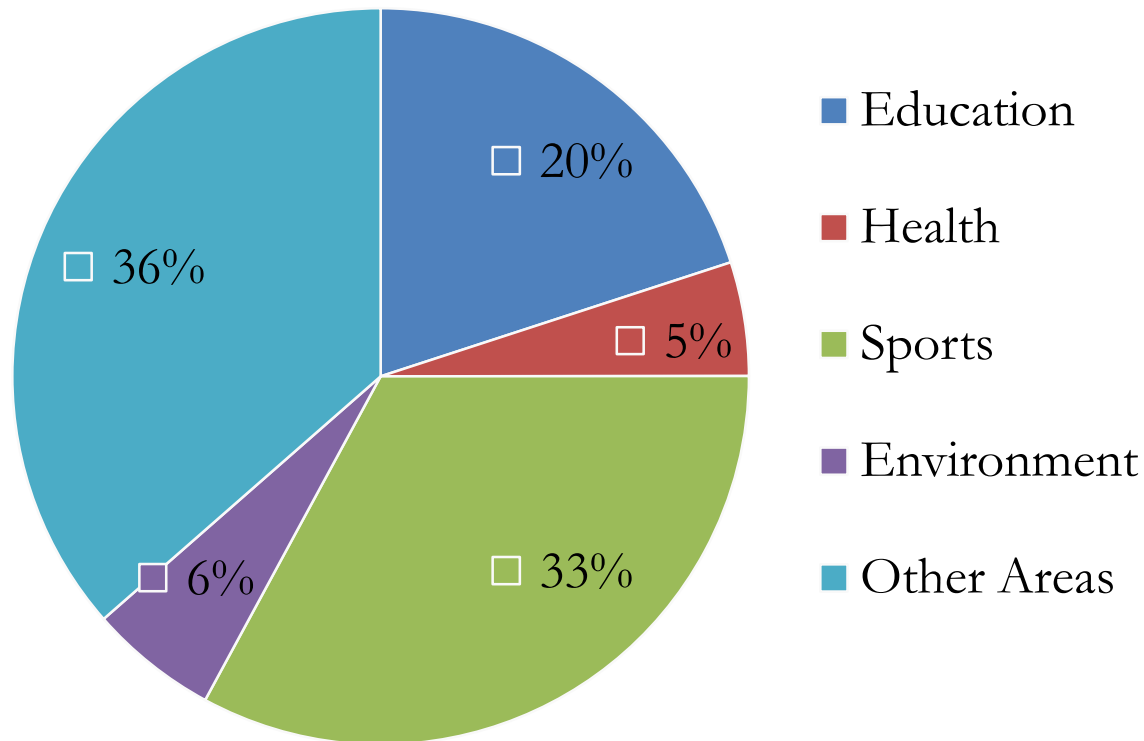
• Risk Management of Social/Environmental impact, Establish process on sustainability, strive towards developmental change, Biodiversity Restoration & wildlife conservation	59%
• Serving communities around basic needs in the neighbourhood	54%
• Building Community & Sustainable livelihoods, extending core competence and with poor as partners/strengthen potential capacities	27%
• Encouraging Social & Novel Entrepreneurship to convert existing charity driven initiatives into sustainable ventures	54%

- Need to promote CSR work on building community and sustainable livelihoods
- Sustainability in risk if leadership is not enhanced in the community. (See Section 2)
- Lack of parameters to prioritize areas of improvement
- Encouraging Social & Novel Entrepreneurship to convert existing charity driven initiatives into sustainable ventures.

1. 2. Process



1.3. Resource allocation (17,01 L)



5,5 L (32,3%) → Organise Cricket Coaching Camp and provide facilities to sportsmen

2,3 L (13,5%) → Glasses for masses Project

1,3 L (7,6%) → To construct Toilets at Kurgaon Z P school

0,31 L (1,8%) → Notebook distribution

1.4. CSR Index

- *Tata companies are also encouraged to develop systematic processes and conduct management direction for social development activity' based on Tata code of conduct (2008)*
- **Qualitative, quantitative and time targets.**
- **MDG framework**
- New area '**sustainable development**'.
- **Weightage**
- **Volunteering** measured by **number of hours**.
- **Monthly review** by CSR council.
- **Quarterly review** by members outside the CSR council.

Area of action	Goal No. (MDG Goals/1; GRI)	Weightage	Unit	Description	1st Quarter				2nd Quarter				2012-13		Index		
					Monthly Compliance			Compliance	Target	Monthly Compliance			Compliance	Target		Achieved	Target
					Apr	May	Jun			Jul	Aug	Sep					
Sustainable Development	MDG 3 MDG 8	4	# Trained	Employment oriented training				0					0		0	0	
			# Projects	Sustainable projects started				0					0		0	0	
			# Projects	Sustainable projects continuing				0					0		0	0	
			# Meetings	With underprivileged				0					0		0	0	
			Volunteer hours					0					0		0	0	
Education	MDG 2	3	# of students	Receiving notebooks				0					0		0	0	
				Receiving benches				0					0		0	0	
				New enrollment				0					0		0	0	
			% of students	Drop-out				0					0		0	0	
				Passing SSC				0					0		0	0	
				Passing HSC				0					0		0	0	
			# of teachers	Trained				0					0		0	0	
			Volunteer hours	Mentoring children				0					0		0	0	
			# of volunteers	Mentoring children				0					0		0	0	
# of PPEs	Distributed				0					0		0	0				
Health	MDG 4 MDG 5 MDG 6	2	# children	Attending check up camps				0					0		0	0	
			# people	Poor people from nearby villages				0					0		0	0	
			# people	Treatment for special cases				0					0		0	0	
			# bottles	Blood donation Campaign				0					0		0	0	
			# of volunteers	Blood donation Campaign				0					0		0	0	
			Rs. Lakhs	Help Cancer patients Aid Association				0					0		0	0	
			Volunteer hours					0					0		0	0	
Environment	MDG 7	1	No. Of trees	Planted				0					0		0	0	
			No. Students	Involved in plantation				0					0		0	0	
			Volunteer hours					0					0		0	0	
Total		10															

2. Community Needs

5. Community Needs

2. Community Needs

Inputs

Community survey 2010

Community visits: Boisar, Kurgaon, Navapur, Saravali, Kolowade, Chinchani.

Mithapur visit: '*Participatory development* is the mantra for TCSR D'.

Meeting Tis Wish ladies

Logical Framework/Project Cycle Management

Output

Community survey 2010 updated

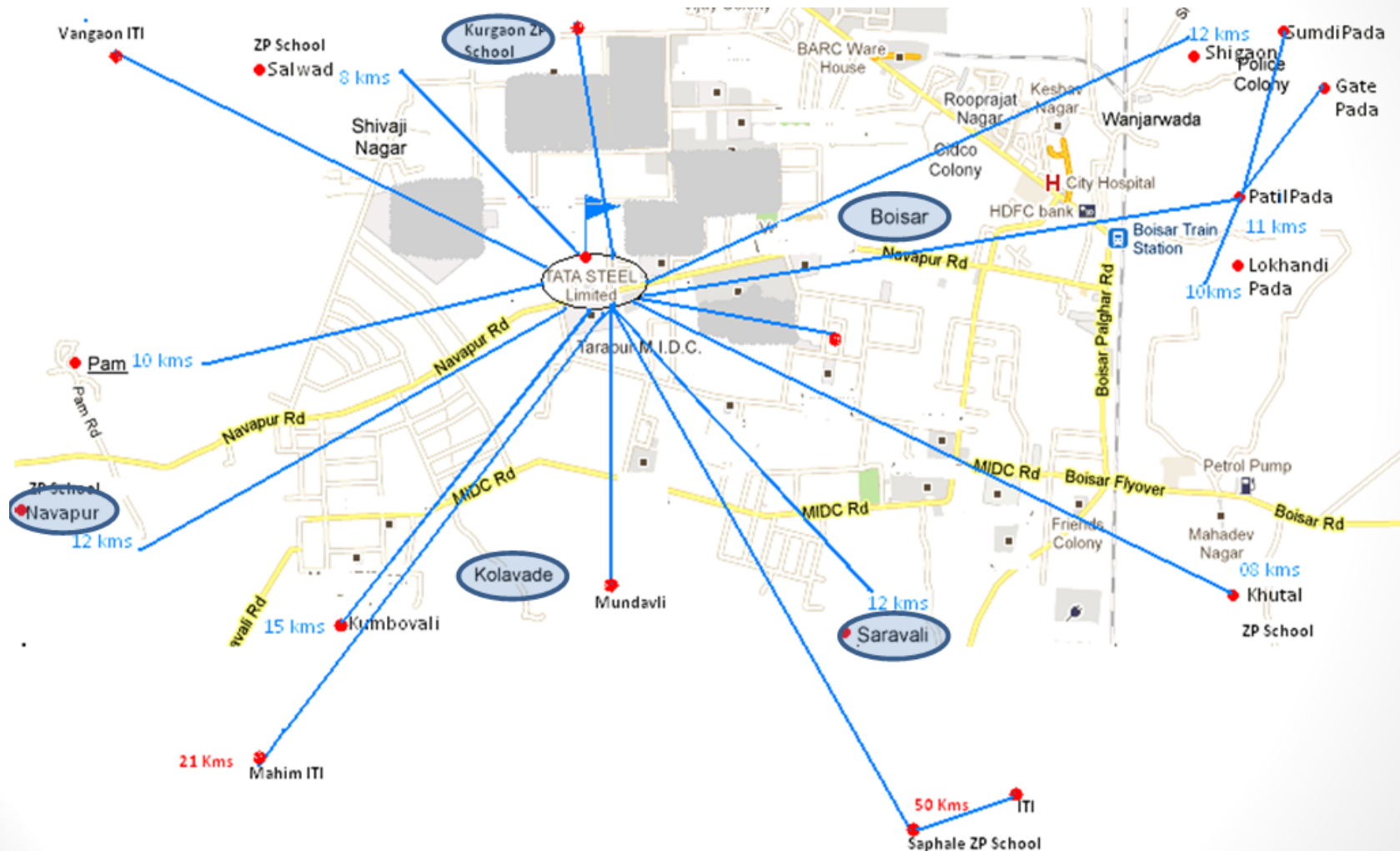
Identification focus areas

Stakeholder analysis

Starting Self Help Group, Ujjwal ladies

Recommendations

Community visits



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Community visits - Sarpanch's answers

- Data for 2010
- Basic needs are covered
- Surprisingly, full employment
- Access to education and health services
- Infrastructure problems.
- No environmental issues.
- Potential help required from TSGW: construction of parks for children and older people or the beautification of social areas.

Perception of CSR activities -> short term solution

Communities identified - Filtering criteria

Name of the Village	Within 15Km	Helped	Activities
Navapur	X	X	Notebook
Chinchani	X	X	Notebook (3), Tree Plnt, Senior Citizen Association
Kumbovali	X		
Vangaon	X	X	Health Check up
Mahim		X	Notebook
Salwad	X	X	Notebook, Health Centre
Palghar	X		
Saphale		X	Notebook
Lokhandi Pada	X	X	Notebook
Mundavali	X	X	Notebook
Talasari			
Saravali	X		
Boisar	X	X	TVM, Notebook (2), Tree Plantation
Kurgaon	X	X	Cricket, Glasses for masses, lights
Kolowade	X	X	Notebook
PatilPada	X		
Church Gate		X	Help Cancer Patients
Pam	X	X	Health Check up
Vaadvann		X	Notebook
Parnali	X	X	Notebook

Stakeholders Analysis

The company shall encourage volunteering by its employees and collaboration with community groups.

Tata Code of Conduct, 2008

Who are they?

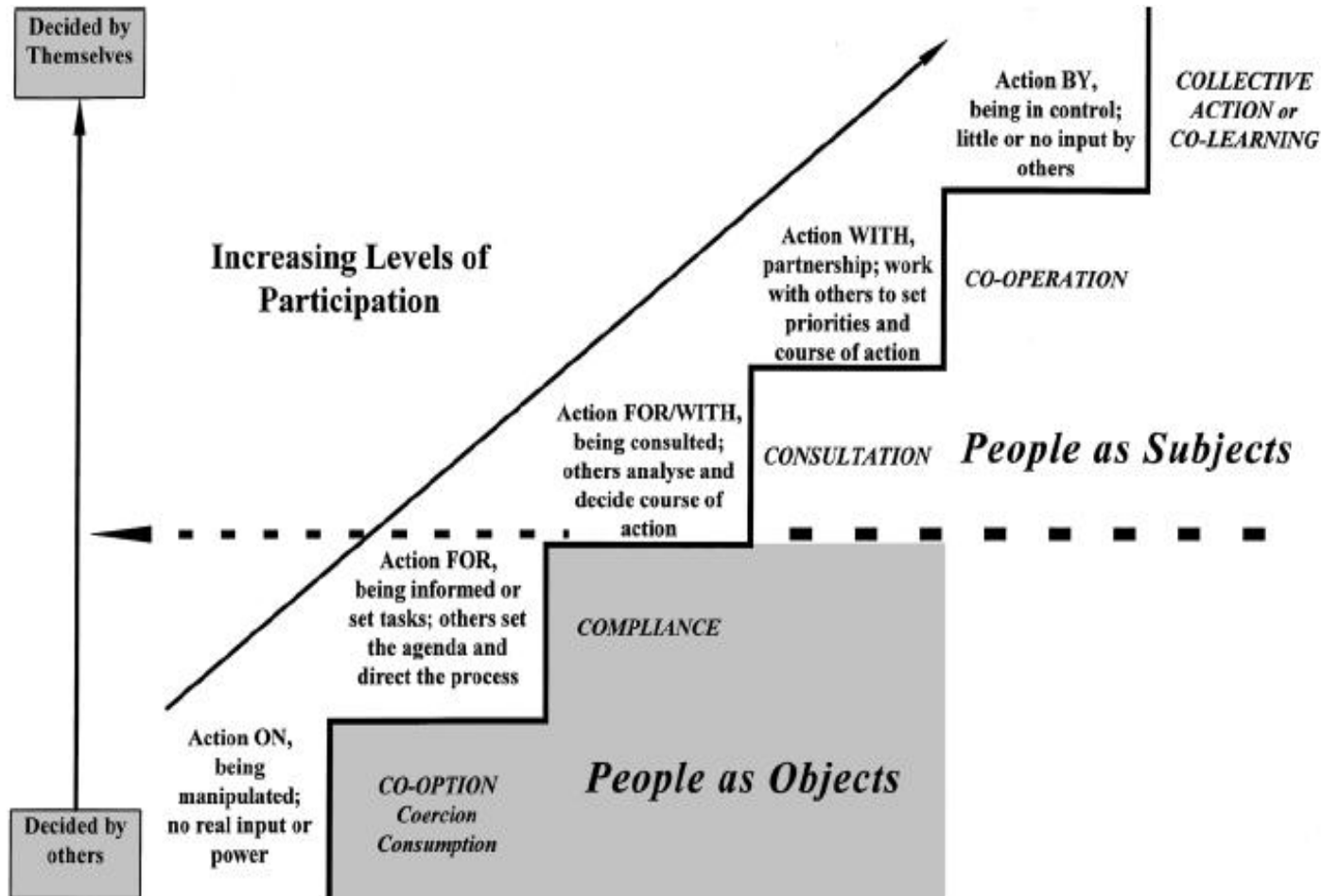
- People affected -> community
- People can influence impact -> Tata Wiron, volunteers

Real participation involves primary stakeholders playing an **active role in decision making**

Why stakeholder participation is important

- Effectiveness. -> ownership, responsiveness
- Efficiency
- Sustainability -> commitment after outside support has stopped.
- Transparency and accountability
- Equity

Community Participation



Mithapur experience

Participatory development is the mantra for TCSR'D'



- **Self Help Groups**

- Grass root level
- Access to affordable credit
- Ending dependence
- Women participate in sustainable development

- **How does it work?**

- Entry point: Watershed Development Program
- Awareness
- Facilitate link with banks
- Knowledge and practice of income generation
- Act as a block
- Regular meetings, discussion, and savings

Empowerment

- **Income generation activities**

- Establishment of general stores
- Shuttering work
- Cycle repairing
- Tent house
- Catering services
- Honey Production
- Paper Plate Production
- Paper Envelope Production
- Incense sticks production



- 365 groups; 5000 members; saving Rs. 117.71 lakhs; Rs.183 lakhs of loan

UJJWAL ladies



Kaushalya

Kavita

Deepa

Rupali

Self Help Group – Action Plan

Process owner – CSR Coordinator

- **Establishment Self-help Groups Of underprivileged ladies**
- Community or village entry
- Data collection
- Identification of the target group
- Formation of self-help groups of underprivileged ladies
- **Strengthening Self-help Groups Of underprivileged ladies**
- Meetings conducted twice per month with the presence all the members.
- Self-help group activities
 - Awareness raising
 - Needs assessment
 - Confidence building
 - Training
 - Motivation
 - Developing group Rules, Policies and Principles
 - Establishment of savings and credit scheme
 - Drawing up an action plan
 - Involvement in social activities
 - Networking
 - Problem solving

3. Volunteer Policy

3' ΛΟΓΟΤΥΠΟ ΠΟΛΙΤΙΚΗΣ



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3. Volunteer Policy

Inputs

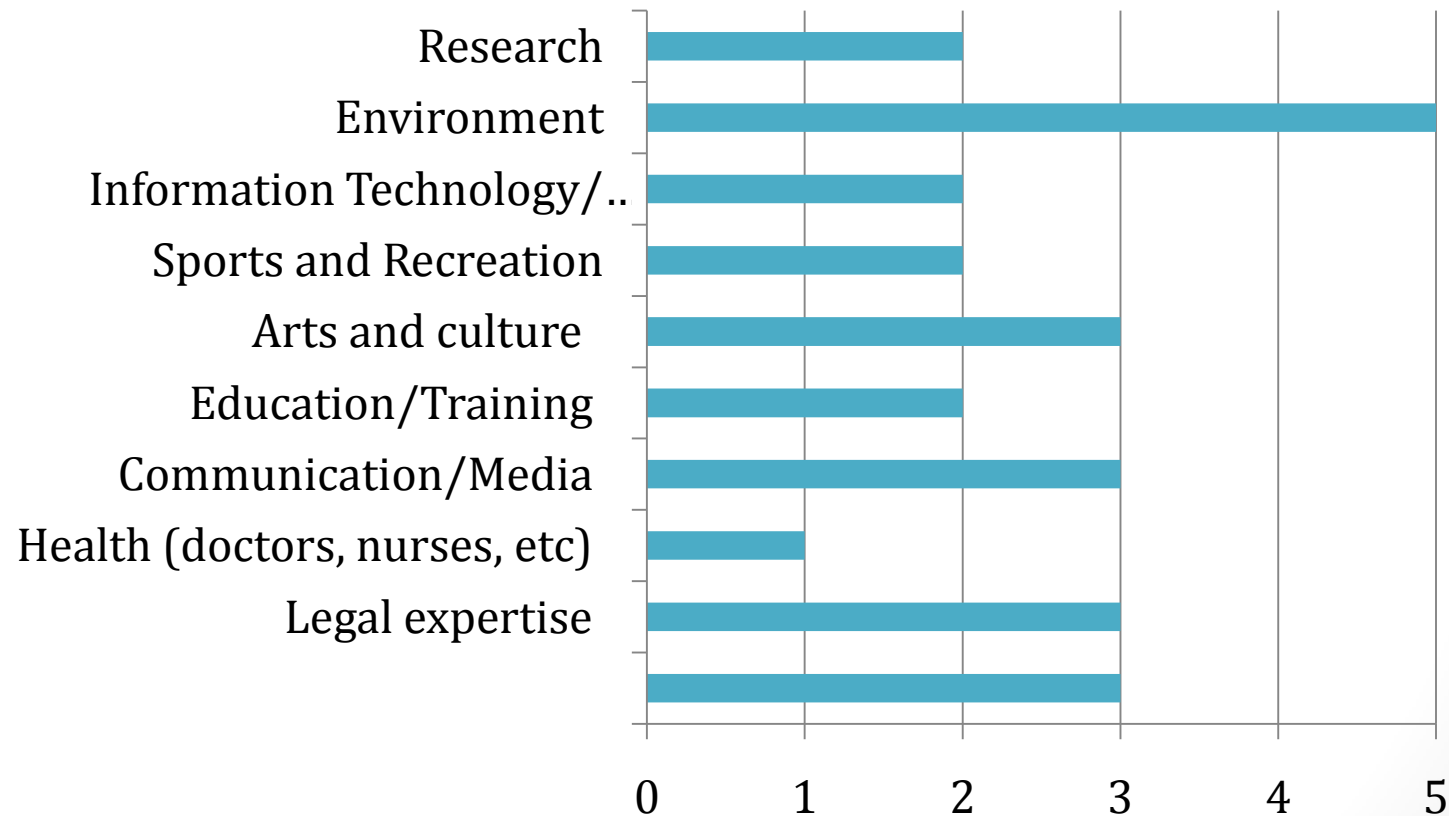
- Tata Protocol.
- Employee volunteer survey.
- Meetings with plant heads and officers.
- Mithapur volunteering program (HOPE).
- Tata Steel Education Excellence Model.
- Meeting at TVM with Gita Diwan (Primary Section Principal), Sarita Nair (IT Faculty), and other teachers.
- Meeting with Sunil Wagh (Counsellor, TVM trainer).
- Meeting teachers at L.J.RAUT ITC, Chinchani.
- Meeting with John Abraham, Vision In Social Arena.

Outputs

- Identification and matching of volunteer interest with community needs
- Employee volunteering policy
- Action plan for volunteering opportunities for Tarapur and Borivli
- Starting volunteering activities in Borivli

Matching interests and needs

- Employee volunteering survey



Matching interests and needs

Meeting plant head and officers

Education

- Teaching engineering subjects
- Teaching safety issues; how to use a LPG
- Spread the word on health awareness.
- Teaching in slum areas.
- Sponsor child's education
- English language teaching
- Mentoring children

Sustainable development

- Varli paintings created by villagers.
- Organizing community projects.

Others

- Rainwater harvesting, digging methodology.
- Listen elderly people
- Table tennis, volleyball

Mentoring TVM school children?

Understanding: children and family problems

- Time constraints
- Children unlikely to open
- Lack of skills
- Additional mechanisms
 - Monthly Parent Teachers Association meetings (PTA)
 - Parent orientation program (innovative teaching approaches)



Communication gap teachers-parents.

Real problem: children's behaviour problem

Teachers are keen on receiving training.

Meeting with Sunil Wagh (Counsellor and TVM trainer)

TVM: Parenting issue



Matching interests and needs


- Interest in education initiative, but platform needed.
- Time is the biggest constraint.
- Employees' expertise shapes their interests



Outputs

Employee volunteering policy

Volunteering initiative - Tarapur

Need Identified	Action Plan Response	Responsability	Date of completion
1. Lack of practical training	Identification of volunteers' specific subjects of interest	Karen Rodrigues, Kanchan Thakur, Rupesh Khismatrao	September
	Small training module is prepared	Rupesh Khismatrao	September
	Lectures program and schedule is prepared	Kanchan T. and volunteer team	September/October
	Employee volunteer training program is launched	Kanchan T.	October
	Additional volunteers are selected and trained	Kanchan T. and Rupesh K.	October
	Lectures start	Volunteer team	November
2. Industrial visits	Visits to the company to be arranged	Sunil N. Kanchan T.	

**Training at
ITI School, Chinchani**



Volunteering initiative - Borivili

Action Plan	Responsability	Date of completion
NGOs identification in Borivli	Karen Rodriguez	July
Meeting with NGOs	Karen Rodriguez	August
Indentification of potential volunteer opprotunities	Karen Rodriguez	August
First employee volunteering activity	Karen Rodriguez, Sunil Nadkarni, and Asha Shriyan	August
Outline specific activities for mentoring	Karen Rodirugez	August
Define frequency of visits with Vision in Social Arena		September
Online recritment and communication of the next mentoring activity		According to frequency decided in previous step

**Mentoring at
Vision in Social Arena**

Volunteering initiative - Borivili



Thanks!



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