

A STUDY OF COMMUNICATION TOOLS ADOPTED FOR VARIOUS CSR INITIATIVES FOR VIKLANGS IN INDIA

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Abstract-India is making rapid progress in addressing disability equality. The percentage of disabled in India is 2.21 per cent as per the census of 2011, among which 2.41 per cent is male and 2.01 per cent is female. There are several efforts being made in India and around the world to address the issue of Disability Equality. In the recent times, Corporate Social Responsibility (CSR) initiatives have also been made in this regard.

CSR is a vehicle through which companies give something back to the society, but the challenge before the companies is to identify CSR priorities and the areas of invention which are meaningful in the context of society development. India CSR and Choice International (UK) are bringing together national and international resources to provide an environment for innovation and creativity, through which they aim to initiate change in Disability Equality and Accessibility in India. So, there is a need to study and understand the CSR practices being taken by different corporate houses predominantly for the differently-abled people who are a pivotal part of society.

This study aims to examine the perception of the companies about the philosophy of social responsibility for differently abled people. The study intends to map out the commonalities and differences of the companies with respect to the CSR approach towards differently-abled people and also recognize the value of communication and what kind of innovative strategies companies design for their CSR initiatives for the disables.

Case Study is the research design for this paper. The researcher picks up top two companies' cases among the BSE large caps, mid-caps and small caps companies of India to ascertain data for the study. The selection of the cases is done according to the ratings by a valid source.

Index Terms- CSR, Programmes, Disabled, Communication, BSE Companies

1. INTRODUCTION

India has a rich cultural and religious heritage. It is the world's fourth largest economy with a population of over one billion, and the largest democracy in the world (World Bank, 2010). India is growing in several aspects, fast becoming a global player with great potential to develop and influence other countries.

The present prime minister of the country Mr Narendra Modi has suggested the use of "divyang", instead of "viklang", for individuals with disabilities but the issue regarding its definition and mindset still remain unsolved. Any change in nomenclature is only for the disability division (of the social justice and empowerment ministry) to work out, after consultations. The condition remains still the same.

There are numerous changes taking place in relation to Disability Equality in India and around the world; anti-discriminative legislations, ratification of the UN Convention on the Rights of Disabled people (UNCRPD), Corporate Social Responsibility (CSR) initiatives, Disability Equality Practices and many more.

Today, each State in India is striving hard to compete for resources and investment and to bring the momentum of economic prosperity and welfare to the masses to some extent through CSR. In an increasingly competitive market place consumers are looking for companies that not only produce a quality product or service, but also reflect their own values.

Since, the implementation of the Companies Act, 2013, in India various enterprises are devoting substantial resources to various social and environmental initiatives ranging from community outreach and neutralizing their carbon footprint to socially responsible business practices in employment, product design and manufacturing. These unique CSR efforts are driven not only by the socio-political construct of a corporation as a force for social change but also by the financial return that could be procured from such endeavours. According to Infosys founder, Narayan Murthy, "Social responsibility is to create maximum shareholders value, working under the circumstances, where it is fair to all its stakeholders, workers, consumers, the community, government and the environment."

1.1 CSR and Disability

Several studies related to mandatory CSR activities in the Companies Act, 2013 reflect the negligence towards the disabilities. When the Companies Act, 2013 was being framed; the issue of disability was not taken into account. And only four to five companies out of 100 worked on the issue of disability. Disability accounted for

only 0.006% of the total workforce. Tracing the history of the Companies Act, it was noted that Schedule VII did not even include people with disability while talking about diversity in the work force and later on it was added in 2014, as an afterthought. Several reports revealed that of the top listed companies, only 11 disclosed about disability while talking about diversity in the workplace.

Javed Abidi from National Centre for Promotion of Employment for Disabled People spoke about status of CSR from the lens of disability while presenting an event report on CSR in India at India International Centre, New Delhi on 7 September, 2016. He said, "Disability is more than charity. But whatever little CSR happens in the name of disability, it's all charity. Distributing aids will not solve the problem in the long run". He cited conservative estimates to point out that people with disability formed at least 5% of the Indian population. He added that "the needs of 60-70 million people cannot be ignored. We are also citizens of this country, with aspirations to study, get a job, go for a film, go out, and be independent". There is a need to look at not discriminating against people with disability, he said, pointing out the need for inclusive infrastructure, employment of people with disabilities in work places and creating a more inclusive environment in the country.

1.2 CSR and Communication

CSR is emerging as a new field in the corporate communication research. It is becoming a significant issue in contemporary business, communication, management and politics, especially since the launch of the United Nations Global Compact in 2000; as an initiative to encourage businesses worldwide, to adopt sustainable and socially responsible policies, and to report on them.

In the present era CSR has become multi-disciplinary. Discussion on the subject is increasingly evident in the business world (FTSE, 2001; Ross, 2000), politicians (Hewitt, 2001) and the media (Macalister, 2001; Roberts and Hunt, 2001; BBC Radio 4, 2001). Different scholars discuss the term CSR differently according to their specialisation- accountancy; law (Whitehouse 2001); marketing (Adkins 1999a,b); economics (Kell and Ruggie, 2001; McWilliams and Siegel, 2001); political theory (Held, 2002; Moon, 2001).

With the increasing institutionalization of CSR to corporations, corporate communication on CSR is getting pivotal. CSR communication is defined as a process of anticipating stakeholder expectations, articulation of CSR policy and the managing of different communication tools designed to provide true and transparent information about a company or a brand's integration of its business operations, social and environmental concerns, and interactions with stakeholders (Podnar, 2008).

There are several aspects of communication and CSR which needs to be looked into:

- External aspects- Public Relations, Pressure Group, Media.
- Internal aspects- Corporate Identity, Corporate Culture, Leadership and CSR Management.
- CSR and Implementation- Communication plan, tools
- CSR and the Social Media.
- Theoretical perspectives on CSR and Communication- Meta-Analysis, Deconstructivism etc.
- CSR in the crisis context.
- International aspects- e.g. Intercultural CSR Communication.

During the preliminary review of the CSR activities and literature it was found that, not much organized efforts or research work has been done on communication strategy used for various CSR activities for people with disability by different Bombay Stock Exchange (BSE) companies in India. Mostly financial performance has been discussed and debated of the corporate houses in financial magazines, and there are very few efforts made on the market potential analysis, market share analysis and competitors' analysis in India, although there is a close linkage between market value and CSR initiatives. Not much of the structured efforts have also been made to understand the CSR activities of different companies in India which varies in market capitalisation.

Therefore, it has interested the researcher to know the perception of various companies about the philosophy of social responsibility of business towards disables. In the present research an attempt will be made to explore the communication tools adopted by the players to make their CSR initiatives successful in the competitive environment for differently abled people as the treatment would be different for them.

1.3 Aim

The study aims to emphasize about the kind of believe the Indian firms have regarding its CSR and the ability to do social good in terms of differently abled people. The study intends at bringing to the fore various implications attached to CSR activities and communication that are being undertaken by various corporate houses for differently abled people. The research paper would also recognize the value of communication and what kind of innovative campaigns do the companies design for their CSR initiatives for the disables.

1.4 Objectives

The objectives of this study are to:

- examine the perception of companies about the philosophy of social responsibility for differently abled people;

- map out the commonalities and differences of the companies with respect to the CSR approach towards differently-abled people; and
- evaluate the communication strategies adopted by several companies for their CSR activities

2. RESEARCH METHODOLOGY

2.1 Case Study

This study has case study as the design. It picks up cases i.e., companies from among the large caps, mid-caps and small caps companies of India to ascertain data for the objectives stated earlier.

Case Study as a research design entails the detailed analysis of a single case, and for the purpose of the present study multiple cases are considered of various large caps, mid-caps and small caps companies (Details regarding selection of companies are mentioned in the Selection of Cases Section) in India. Their CSR communication pattern for disabled are focussed more.

The researcher collected data by going through the information related to CSR provided to public on the company's websites, sustainability reports, annual reports, journals and corporate magazines/ newspapers and then scrutinized this gathered data according to various concepts in CSR communication. Then, the analyses of the various companies CSR initiatives were done, and from that the researcher arrived at answers.

Issues to be looked into while doing the Case Study analysis

- CSR department structure of the organisation (if exist)
- Communication Plan for disables
- Research techniques used while implementing and monitoring of CSR activities
- Philosophy of the organisation regarding responsibility towards disables
- What kind of Communication technique the organisations use

2.2 Cases

The Companies from BSE Sensex list have been selected as the cases for the present study. There are three main classifications when it comes to stocks –

- Large Cap stocks;
- Mid Cap stocks; and
- Small Cap stocks.

Here, the term 'cap' simply refers to the 'market capitalisation' of the stock.

Market capitalisation is the value of the stock that you arrive at by multiplying the stock price by the company's outstanding number of equity shares.

$$\text{Market Capitalisation} = \text{Current Stock Price} \times \text{Number of Shares outstanding}$$

The various components of large caps, mid- caps and small caps companies have led the researcher to select it as cases. It is significant to know how the various companies which are large, medium or startups are contributing in form of CSR initiatives for disables and the kind of communication they have for differently abled people in their strategy making process for a better understanding.

2.3 Selection of Cases

For the purpose of study the various cases of BSE Companies in India have been selected as they are the force drivers of the market. There are three lists under which the companies are divided large caps, mid-caps and small caps. The list of the companies is retrieved from <http://www.moneycontrol.com/stocks/marketstats/gainerloser.php?optex=BSE&index=73&opttopic> on 09.06.2016. CNBC TV 18 money control is India's no. 1 financial portal the content of is for informational and educational purposes. As these companies have different characteristics like some are the leaders of the market, while others are aiming to become the leaders and some are start-ups because of several characteristics, so it would be interesting to study about their take on the communication pattern while implementing CSR for disables. Top 10 companies from each segment are selected from the list of BSE. The following companies were studied by the researcher and then 2 companies were selected on the basis of the CSR initiatives for disabled.

The companies' status in share market keeps on changing, so the list retrieved on 09.06.2016 by the researcher from a valid source is taken into consideration for the study.

2.4 List of Companies Included in the BSE Sensex Index

Table-2.1 Large Caps Companies (Top 10)

| S. No. | Name of Companies |
|--------|--------------------------------|
| 1. | TATA CONSULTANCY SERVICES LTD. |
| 2. | RELIANCE INDUSTRIES LTD. |
| 3. | HDFC Bank Ltd |
| 4. | ITC LTD. |

| | |
|-----|---------------------------------------|
| 5. | INFOSYS LTD. |
| 6. | COAL INDIA LTD. |
| 7. | HOUSING DEVELOPMENT FINANCE CORP.LTD. |
| 8. | HINDUSTAN UNILEVER LTD. |
| 9. | OIL AND NATURAL GAS CORPORATION LTD. |
| 10. | SUN PHARMACEUTICAL INDUSTRIES LTD. |

Table-2.2 Mid-Caps Companies (Top 10)

| S. No. | Name of Companies |
|--------|-------------------|
| 1. | Torrent Power |
| 2. | Oberoi Realty |
| 3. | Neyveli Lignite |
| 4. | Indian Bank |
| 5. | Apollo Hospital |
| 6. | Oriental Bank |
| 7. | MphasiS |
| 8. | Canara Bank |
| 9. | JSW Steel |
| 10. | Bank of India |

Table-2.3 Small Caps Companies (Top 10)

| S. No. | Name of Companies |
|--------|-------------------|
| 1. | MMTC Ltd |
| 2. | KDDL |
| 3. | Vaibhav Global |
| 4. | Hind Copper |
| 5. | STC India |
| 6. | Supreme Infra |
| 7. | Raj Television |
| 8. | Sarda Energy |
| 9. | Pricol |
| 10. | Vipul |

2.5 Data Collection Method

To accomplish the above stated objectives of the study secondary data was taken into consideration. Secondary data was collected as the objectives needed the archival study as well as Case Study design required it. The data was collected mainly from-

- Annual reports
- Sustainability reports of companies
- CSR Reports of companies
- Official websites of companies
- Reports of surveys if done by companies
- Karma Yoga Study report on CSR
- Blogs on CSR
- Short films on You Tube
- Case Study Findings

**2. TWO LARGE CAPS, MID-CAPS AND SMALL CAPS COMPANIES (JUNE 2016)-
COMMUNICATING CSR INITIATIVES FOR DIFFERENTLY-ABLED PEOPLE**

Several Indian companies are doing an outstanding work as far as CSR is concerned. The researcher has gathered information about 2 companies in terms of CSR initiatives that have been taken from financial portal of CNBC TV 18. The present study is based on the examination of publicly disclosed information online, the official websites and via Annual Reports, CSR Policy Report as well as Sustainability Reports of 2014-15. CSR Philosophy of companies for Differently abled people, Key CSR areas, Flagship Programme and Communicating CSR for differently abled people would be the themes for this research study. In communicating CSR, the organisation structure and tools used by the companies for disabled would be predominantly looked into.

2 companies from each category have been selected as they are actively involved in designing Sustainable Community Initiatives for differently abled people.

3.1 Large Cap Stocks

These are stocks of usually large and well-established companies that have a strong market presence and are generally considered as safe investments. One important fact about large caps is that information regarding these companies is readily available in newspapers and magazines. Most of the large cap companies have good disclosures and therefore there is no dearth of information for an investor looking into them. These kind of companies have been around in the industry long enough and have firmly established themselves as leading players.

Tata Consultancy Services and Reliance industries are selected for the present study under the category of Large Cap Stocks.

3.1.1 Tata Consultancy Services (TCS)

CSR Philosophy for Differently Abled People- TCS' commitment to CSR stems from Tata Group's abiding concern for society and environment. A concern captured in the words of the Founder, Jamsetji Tata- "In a free enterprise, the community is not just another stakeholder in our business, but it is in fact, the very purpose of its existence."

At TCS, CSR programs seek to create sustainable well-being. The guiding principle is "Impact through Empowerment", where outcomes and measurable impacts are delivered through a long term sustained effort.

TCS believes that by designing programmes for differently abled people they are not doing any favour, it's just that they are providing an opportunity to them to live a normal life.

Key CSR Areas- The core themes for TCS CSR programmes are- Education and Skill Development, Health and Environment. Programs under Education include IT enabled modules and advisory systems for learning and creating an interest and enabling an interest in IT for all including disables.

Flagship programme- ACTC-Helping to make the workplace, a place with a vision. TCS pioneered an Advanced Computer Training Centre (the first of its kind in India) for the visually impaired graduates in 2008. This centre was launched at the MN Banajee Industrial Home for the Blind at Jogeshwari, Mumbai. It offers courses that are in sync with industry requirements, providing the visually-impaired with life-affirming employment opportunities.

Communicating CSR- TCS Limited is an IT services, business solutions, and outsourcing organization that delivers real results to global businesses, ensuring a level of certainty no other firm can match. Within its CSR activities, it increasingly employs the use of technology as a key enabler to assist and resolve business challenges faced by social organizations and to tackle development issues faced by diverse communities globally.

The CSR committee of the Board was constituted on April 16, 2014 as per the requirements of Section 135 of Companies Act, 2013. The Committee is responsible for recommending to the board a CSR policy as well as the expenditure, monitoring the CSR policy from time to time, overseeing the activities impacting the quality of life of various stakeholders and overseeing the Company's corporate and societal obligations.

TCS-Maitree has pro-actively worked towards providing an inclusive environment for the differently-abled people. The ACTC for Visually Impaired has trained 156 individuals while facilitating employment for 119 candidates across multiple companies till the financial year 2015-16. As per the Annual Report 2015-16, 5 of these trainees are currently pursuing higher studies. The following are some of the roles in which the visually impaired persons are working in TCS-

- Infrastructure Services Management
- BPO processes
- Learning & Development coordinator
- Human Resource Manager
- Global Helpdesk
- Accessibility testing

Multiple communication channels have been formulated to implement CSR initiatives for visually impaired people, provide accurate information and awareness in society so that everyone is benefitted. Organising soft skill workshop, rigorous training through ICT are some common tools of communication that are being used by TCS. A special text to speech software JAWS has been designed for training purpose in different sectors like IT and BPO. Special courses like soft skills are designed for the selected visually impaired graduates. Full day training programmes are conducted in batches of 15 for 45 days focusing a lot on communication skills and corporate etiquettes. The amalgamation of soft skills and technical skills during ACTC workshop is making the differently abled people more confident and ready to compete with the outer world. To communicate with the masses TCS use audio visual medium as well as new media. Success stories of individuals through their CSR programmes are depicted through short films which are very informative as well as engrossing. TCS uses social media tools to hire and engage the best talent from around the world. The potential graduates are informed about

ACTC workshop through different websites like <http://www.eyeway.org/?q=tcs-maitree-advanced-computer-training-centre-actc>. After joining TCS, employees use the internal social networking platform Knome to collaborate and share knowledge. Knome helps break down organisational silos, encourages exchange of ideas amongst different teams and facilitates social learning.

3.1.2 Reliance Industries Limited (RIL)

CSR Philosophy for Differently Aabled People-“Our mission is to continue growing as a responsible organisation that believes in enriching lives of those around us”, Shri Dhirubhai H. Ambani, Founder Chairman.

To provide thrust to various social responsibility activities across the group, Reliance Foundation (RF) was set up in 2010. Led by Smt. Nita M Ambani, RF has a comprehensive approach towards development with an overall aim to create and support meaningful and innovative activities that address some of India's most pressing development challenges, with the aim of enabling lives, living and livelihood for a stronger and inclusive India.

The key philosophy of all CSR initiatives of RIL is guided by three core commitments of SIS- S- Scale, I- Impact, S- Sustainability. To bridge societal gap, in the field of education and health the society needs to work.

RIL believe in lightening lives of visually impaired for which various steps are being taken in the field of education and health. “Your eyes can live beyond your lifetime. Donate your eyes and give the precious gift of sight to those who are not able to enjoy the colours of this wonderful world. A large load of the world's visually impaired population lies in the developing countries and there is no reason for this section of the society to be deprived of knowledge because of their physical handicap. Reliance Foundation Drishti is the first and a modest step in helping in the empowerment of the visually impaired.” Nita M. Ambani, Founder & Chairperson, Reliance Foundation

Key CSR Areas- For a company with diversified businesses like RIL, there are several opportunities to increase and deepen social impact at scale and generate value for all. RIL seeks to strategically consolidate the company's CSR initiatives to focus on discrete social problems, all aimed at enabling lives, living and livelihoods. RIL has identified 6 focus areas- Rural Transformation, Health, Education, Environment, Arts-Heritage and Culture and Disaster Response. Various Programmes under Health and Education are working for visually impaired.

Flagship Programme- In order to improve the lives of the visually- impaired individuals in the country, RF devised a program in association with the National Association for the Blind (NAB) called Drishti. Through this initiative, it intends to encourage eye donation and also raise awareness regarding organ donation. Furthermore, this program also facilitates interaction between donors and beneficiaries. Drishti aims to eradicate the superstitious beliefs regarding organ donation through awareness programs which would encourage more individuals to sign up for donations, thereby improving the lives of many.

Over the last 10 years, Reliance Foundation Drishti sponsored over 14,500 corneal transplants – a stunning number considering that only about 2100 transplants are done in Maharashtra annually.

Under this program an international Braille newspaper is published every fortnight which reaches thousands of visually impaired readers across India and other countries. On World Braille Day, January 4, 2013, Reliance Foundation Drishti also launched a braille calendar in Hindi.

Communicating CSR- RIL is India's largest private sector enterprise with businesses across the energy and materials value chain and a strong presence in the rapidly expanding retail, telecommunications and media sectors. The company aims to continue its efforts to build on its tradition of social responsibility to empower people and deepen its engagement with a view to improve lives, living and livelihood of millions on a sustainable basis.

A three-tier governance structure is responsible for implementing CSR activities at RIL and its subsidiaries. These include the CSR Committee of the Board, Corporate CSR Team, and Operational CSR Teams located at respective project/plant site. RIL Board of Directors have formed CSR and Governance Committee. This committee, along with the CSR team, to be responsible for the decision making with respect to RIL CSR policy. The Board level Committee meet at least twice a year to review the implementation of CSR projects/ programs and give suitable direction. Dedicated CSR team is constituted at Corporate Office for implementing the CSR Policy. Operational CSR Team is located at respective plant / project locations to carry out the CSR project effectively.

Several communication tools are used by RIL to deliver their messages. The project Drishti by Reliance Foundation as a CSR initiative for RIL is turning out to be a successful one but still a long way to go. As per the company's annual report of 2014-15, this scheme has helped to improve the vision of over 14,000 visually challenged people through free corneal transplants. In order to increase awareness about the importance of eye donation, event such as the Reliance Drishti Essay Competition and Reliance Drishti Art Competition are organised every year. Communication through words and art by kids are turning out to be an effective one.

India's first registered national Braille newspaper in Hindi in association with CNN-IBN's Real Hero Swagat Thorat was launched under Reliance Drishti in 2012. AT present this newspaper has become an international one with 20,000 readers across 300 institutes. This fortnightly newspaper is distributed free of cost. The importance of communication is clearly seen. During the launch of the newspaper the founder of RF said “What

about their wish to stay abreast with the happenings in the world? For that the blind have to rely on a TV, Radio or a patient voice to explain them the news. It steals the independence from the blind. At such a time, a newspaper in Braille, the universal language of raised dots and dashes, literally has opened a new window to the world.”

Reliance Foundation notebook design, Bioscope is another innovative technique of communication. The monthly issue covers real stories of real people with pictorial representation which makes it worth reading. The issue of July, 2015 talks about Pratiksha, who had been blind from birth, and how the timely help from Reliance Drishti completely changed her life. She is now pursuing her education and aspires to become a doctor. Pratiksha continues to share her achievements, however big or small, with Sanjay (who was present at an awareness program of RF along with family, made up his mind to sign a donation form), who now realizes the change that an eye donation can bring to anybody's life.

The brochure designed for Drishti with an interrogative statement makes it a powerful medium of communication. The web links for each initiative is different and easily accessible. The toll free number of Reliance Foundation is another way of communication and is easily accessible. The compilation of CSR projects in a short film by Reliance Foundation is another means of communication. This video shows the optimistic society with a message that still a long way to go.

3.2 Mid Cap Stocks

Mid-caps lie between large cap stocks and small cap stocks. Mid cap stocks are those that generally have a market capitalisation within the range of Rs 50 bn and Rs 200 bn. These represent mid-sized companies that are relatively more risky than large cap as investment options yet, they are not considered as risky as small cap companies. They rank between the two extremes on all the important parameters like size, revenues, employee and client base.

NLC India Limited and Apollo Hospitals are the two companies selected for the study under mid cap companies.

3.2.1 NLC India Limited (NLCIL)

CSR Philosophy for Differently Aabled People- NLCIL (formerly Neyveli Lignite Corporation Limited) has been practicing CSR in its best form for around 6 decades, well integrated with its day to day business and focused on people and the planet.

NLCIL believe in the overall development and improvement in the quality of life of habitations and communities, particularly of the disadvantaged groups, in and around mining and thermal power station sites and its neighbourhoods. The company has evolved a comprehensive policy for Persons with Disabilities (PwDs) as per the guidelines of DoPT for providing certain facilities/amenities to PwDs to meet their requirements and enable them to effectively discharge their duties.

Key CSR Areas- NLCIL's CSR is aimed at Human Development through innovative strategies and measurable social impacts. NLC has been contributing to the society at large for the upliftment of the poorer sections of the society in its operating region at Neyveli by extending various community welfare measures to the surrounding public, like Preventive and primary health care services and sanitation, Education, library and sports facilities and services, Opportunity services to the ' Special and differently abled children / persons, Rural development works, Community Centres etc for community development, on need basis.

Flagship Programme- Sneha Opportunity Services (SOS), a society functioning under the aegis of NLCIL is providing special education, medical attention and vocational training to 78 differently-abled children till date.

It is extending all assistance including grant and infrastructure facilities in running the Sneha Opportunity School, a day-care centre for mentally disabled children run by the Neyveli Ladies Club. The School has a strength of around 100 children and adopts a holistic approach towards providing individual attention and by training them in different skills like arts, crafts, weaving, carpentry, gardening, screen printing, doll making etc., to make them self reliant and fit for earning their livelihood.

Neyveli Health Promotion and Social Welfare Society patronised by your Company has been serving the society by supplying artificial limbs / callipers to the differently abled, apart from running a school for the hearing impaired and a Computer Centre, imparting training for differently abled, widows and destitute and gainfully employing them.

Communicating CSR- NLCIL is a government-owned lignite mining and power generating company in the country. The purpose of NLC's CSR Policy is to maximize its contribution to gain the sustainable growth of the localities in which it operates.

The CSR initiatives of NLCIL are spiritually evolved by its conscious and dedicated leadership. A well structured CSR Machinery is formed for carrying out the various CSR projects effectively and efficiently, along with day to day business. A Corporate Level Coordination Committee consisting of Executives has been constituted as a formal CSR machinery of NLCIL. This committee is engaging itself in the preparation of plan and implementation of activities in consultation with the unit heads. Its role is to channelize and professionalize

the CSR-work, document the programmes being implemented, generate CSR reports for various purposes and introduce best practices for the benefit all stakeholders.

The various communication methods adopted by the company assist in sharing information with external as well as internal publics. Conducting workshop, skill development training programmes, baseline surveys are some of the common tools of communication with the needy. Celebrating national day of mentally challenged with the students of SOS on 15.12.2016 is another modus operandi adopted. Motivating the special kids with gifts is one of the most effective interpersonal communications. Monthly newsletter by the organisation is another technique to communicate with their employees as well as with the masses. A 42 sec video titled NLC India Cares for Society gives an overview about the CSR initiatives.

The company has a unique way of communicating with the masses by writing in second person i.e. 'Your Company' everywhere. While going through the annual reports the researcher came across this unique writing skill which she worth mentioning. 'Your Company' gives a personal touch while going through the reports.

The company's website is not so friendly and many hyper links are missing which is a barrier in communication. Another barrier in communication is that when one visits this web page https://www.nlcindia.com/new_website/index.htm the video automatically starts playing every time which acts as a noise.

3.2.2 Apollo Hospitals

CSR Philosophy for Differently Abled People- "Life is a journey on this road, we never know what lies ahead and yes we want the future to be free from anxiety. To wipe all tears of suffering and sadness from every face, helplessness too would end and pain would melt away. We hold so strong, won't lose our ground. Forward we'll move on and on. To strive to heal this world from disease, we'll work to find new ways", anthem of Apollo Hospitals.

Apollo hospital is commitment to social responsibility and pursuit societal good through inclusive healthcare to poor regardless of geographic location. The Company intends to touch a billion lives by reaching out to people from every walk of life to help them stay healthy. The objective is to promote wellness and not treatment for all including the differently abled people.

Key CSR Areas- Apollo Hospitals want to create a meaningful and lasting impact on the communities in remote areas by helping them transcend barriers of socio-economic development and develop the skills of the youth through high quality education and research in healthcare services. The company focuses primarily on the programmes related to rural development, healthcare, research in health care and education and skills development.

Flagship Programme- SAHI (Society to Aid the Hearing Impaired)-Let All Hear. It is one of the unique CSR initiative by Apollo Foundation which strives to help and identify underprivileged hearing and speech impaired children from the extreme rural parts of the state that have little or no access to modern medical treatment.

Since November 2004, SAHI, an Indian NGO is helping underprivileged children with impaired hearing.

SAHI mainly seeks to identify and aid children living in rural areas, with little or no access to modern medical treatment. Since its establishment, SAHI has been addressing this problem by means of conducting camps in remote areas of the state. Children with learning disabilities or hearing loss are given hearing aids by SAHI at the camps and those with ear diseases are given free ear surgeries. Children with severe to profound hearing loss are helped by SAHI financially to undergo the Cochlear Implant surgery, which is a state-of-the-art surgery.

SAHI played a significant role in convincing the Honourable Chief Minister to include Cochlear Implant surgery for Children in the Rajiv Aarogyasri Community Health Insurance Scheme through which all poor families can avail the benefit of the surgery because of its prohibitive cost.

Communicating CSR- In 1983, Dr. Prathap C Reddy made a pioneering endeavour by launching India's first corporate hospital - Apollo Hospitals in Chennai. Today, Apollo Hospitals are consistently ranked amongst the best hospitals globally for advanced medical services and it has touched the lives of over 45 million patients, from 121 countries.

The Company has set up dedicated teams for implementation of CSR projects. The mode of implementation includes a combination of direct implementation and implementation through trust/foundation/society set up by the Company and partners such as Foundations, Registered Societies, Trusts, etc. The CSR governance structure is divided into four steps. First is the Board of Directors who will be responsible for approval of the CSR Policy of the Company followed by CSR Committee who will monitor the policy from time to time and recommend changes to the board. The third tier is CSR Implementation Team which acts as a central coordinating point for the delivery of CSR activities. And the last tier is further splitting of the implementation team into rural development, healthcare and education for delivering the CSR activities properly.

Apollo Hospitals believes in transparency, inclusiveness and trust. Tools and techniques of communications are periodically reviewed and re-configured to meet the needs of community. Need assessment programmes, regular interactions with different NGO's and local communities are the common communication techniques adopted during CSR work. Organising periodic awareness programme in schools, setting up health camps for regular check up of underprivileged kids are some common CSR initiatives. The messages in brochures of each

initiative are informative and impactful. A regular success story on the website under different initiative is another medium which encourages everyone to be a part of it. The social media platforms are being used in an effective way as all their flagship programmes have different web links as well as Facebook and Twitter account to get instant response.

Gift an ear, Deaf Free Telangana, Hearing impaired Girl initiative, Foster Parents Programme are some of the popular projects undertaken by SAHI. Neonatal Screening, auditory verbal therapy and spreading awareness informing people about auditory health and related issues are core to SAHI's overall objective of assisting the hearing impaired. Awareness programmes and drives are carried out using various channels, from newspaper articles to the printing and distribution of pamphlets, banners as well as direct interaction with the rural population. SAHI also releases quarterly newsletters that answer frequently asked questions and offers good amount of content on new technology and treatments available. SAHI directors often partake in television programmes and radio talks to help with community and public outreach efforts.

3.3 Small Cap Stocks

Lying at the lowest end of market capitalisation, Small cap stocks are generally viewed under the misconception of being hazardous or 'quick rich' stocks. However, both these labels are untrue. Small cap companies have smaller revenue and client bases, and usually include the start-ups or companies in the early stage of development. Small cap stocks are potentially big gainers as they are yet to be discovered within the sector and can show growth potential in large numbers once unfurled in the market. Small caps are often stated to be a platform to make big returns in a short span of time.

MMTC and Hindustan Copper Limited are the two companies selected for the study under small cap companies.

3.3.1 MMTC

CSR Philosophy for Differently Abled People- As the largest trading company of India and a major trading company of Asia, MMTC aims at improving its position further by achieving sustainable and viable growth rate through excellence in all its activities.

It involves on enduring and balanced approach to economic, social progress and environmental responsibility. MMTC believes in responsible development for all including the differently abled people.

Key CSR Areas- MMTC has always been a responsible corporate, committed to fulfilling its CSR obligations. It follows a three pronged approach for carrying out CSR activities which encompass the Company's role as a promoter, a partner and a facilitator towards adding value to the triple bottom line. The thrust areas identified for this purpose include health and medical care, sanitation, education/literacy enhancement, community development and rehabilitation measures, environment protection etc. Apart from these CSR areas their efforts are aligned with the Millennium Development Goals.

Flagship Programme- Support to Music Therapy Trust for providing Music Therapy to people with disabilities through its Outreach Programme and Financial assistance to Amar Jyoti Charitable Trust for its school for disabled children to purchase school bags.

Communicating CSR- Established in 1963, MMTC is a leading international trading company of India with a turnover of around Rs. 12,500 crore.

The CSR committee board consists of 3 directors which include two independent directors. The roles and responsibilities of the CSR committee are to formulate CSR policies and recommend to the board. This committee also informs the board regarding the activities to be undertaken as well as proposes expenditure to be incurred on the activities.

Meetings with local community, public hearing, quarterly and daily report, community development initiatives communication, capturing societal concerns, action plans, organising skill development workshops are the common means of communication used for CSR ingenuities.

As part of flagship programme MMTC purchased Mobile Therapy Van/Instruments for physically challenged students of Music Therapy Trust and equipments for skill development through Leprosy Mission Trust. It also supported events Suron ke Ustaad-2, SAMBHAV 2012 for differently-abled people.

MMTC has extended support for skill development centers for persons with disabilities, for creation of self-employability initiatives for the economically deprived urban youth, and for skill development training in stitching, photography, computer and multi-media to women from economically weaker sections.

While the monitoring of the CSR projects is undertaken internally by MMTC, the social audit/ impact assessment is undertaken by an independent agency in order to assess the "social impact" of its CSR activities. The agency appointed for conducting the Impact Assessment Study has designed assessment tools to assess the impact of the project undertaken especially on target group, sector of intervention and value chain.

3.3.2 Hindustan Copper Limited (HCL)

CSR Philosophy for Differently Abled People- For Hindustan Copper Limited (HCL) CSR is the company's commitment to its stakeholders to conduct business in an economically, socially and environmentally sustainable manner while recognizing the interests of its stakeholders. It is committed to sustainable

development and to meet the interests of its stakeholders. It is also committed to continuously upgrade its CSR initiatives in order to make a positive impact on the people staying in and around the areas of its mining Units on a continuous basis.

HCL's CSR philosophy is centered on the idea of creating shared value focusing on the Triple Bottom-line approach (People, Planet & Profit). The thrust of CSR shall be on capacity building, empowerment of communities, inclusive socio-economic growth, environment protection, promotion of green and energy efficient technologies, development of backward regions as well as upliftment of the marginalized and under-privileged sections of the society. Further, the surplus, if any, arising out of the CSR projects or activities shall not form part of the business profit of HCL.

Key CSR Areas- HCL's CSR programmes are in the areas of Health, Gender Equality, Environment sustainability, Education including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled etc.

Flagship Programmes- Under the category education, vocational skills and livelihood various CSR activities in several districts of Jharkhand, Madhya Pradesh, Maharashtra, Rajasthan and West Bengal is taken for promoting education including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects. The programmes are implemented by the company solely or by their implementing agencies. The implementation process varies from district to district depending on the reach and availability of the resources.

Communicating CSR- HCL is a public sector undertaking under the administrative control of the Ministry of Mines. It has the distinction of being the nation's only vertically integrated copper producing company as it manufactures copper right from the stage of mining to beneficiation, smelting, refining and casting of refined copper metal into downstream saleable products.

The CSR project in the company is implemented under the guidance of the Board's Sub-Committee on CSR comprising of three or more Directors. The CSR Sub-Committee of the Board is responsible for implementation and monitoring of the activities. A Nodal Officer for CSR at Corporate level shall coordinate Company's CSR initiatives and shall be assisted by a team of designated officers.

It uses multiple communication platforms, including formal and informal channels of communication, in its dialogue with stakeholders, employees and community. Based on feedback, the framework is re-modelled to enable the company to customize its communication and undertake engagement initiatives for internal and external public. Informed interaction helps in strategy formulation, superior decision-making and accountability. Base line surveys, regular interactions with NGO's and local communities are the common communication techniques adopted during CSR work. House Journal "Tamralipi" is one of the oldest tools of communication used by HCL to communicate with its employees.

HCL focuses a lot on vocational training and workshops for the differently abled people for their better livelihood.

3.4 General Findings

- Goodwill creation- The CSR improved the reputation; create positive image, goodwill, & loyalty. None of the sample units adopts CSR for any financial benefits.
- Strategy- The small cap companies need to pay attention towards CSR more and should frame strategy for policy implementation in detail.
- Trust- Trust building between units and local community is keys to success of any CSR initiative at local level.
- Acceptance- Most of the companies accepted CSR practice for disabled people as a part of their day to day working.
- Lack of appropriate guidelines- Non-availability of appropriate guidelines is major reason of failure of CSR initiatives and practice especially for the disabled.
- Narrow representation- NGOs and Governments usually possess a narrow outlook towards CSR. It resulted into that to decide whether they should participate in such actives.

CONCLUSION

In the present age, boundaries to the organisations are turning global and businesses are not only a profit-making proposition but social act of mankind. This character of business has brought CSR in limelight and it has gained immense prominence and popularity in the decision- making world. After the enactment of the Companies Act-2013 the new legislation seems to be a game-changer, infusing new investments, strategic efforts and accountability in the way CSR is being conceived and managed in India.

The vision of the Government is to have an inclusive society in which equal opportunities and access is provided for the growth and development of PwDs to lead productive, safe and dignified lives. In furtherance of the vision, a Nation-wide Awareness Campaign, "Accessible India Campaign (Sugamya Bharat Abhiyan)" was

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launched in December 2015. Creation of a portal along with mobile app for creating a crowd sourcing platform to comprehensively obtain information about inaccessible places, processing information for approving proposals for creation of ramps, accessible toilets and accessible ramps etc., and channelizing CSR resources for creation of accessible buildings and transportation is one of the major action plans.

With the successful launch of the Accessible India Campaign, India joins the rest of the world, as an inclusive society with universal accessibility, caring for its citizens, accessibility rights and independent living. The CSR initiatives need to be designed more carefully to gain sustainable development by the corporate houses. Designing unique CSR programmes with proper communication plans for differently abled people is the need of the hour.

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