



Touching Lives



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Foreword

Communities are facing tumultuous times as the social and economic impacts of the pandemic take effect, and the Tata group is preparing itself to meet the enhanced social responsibilities that such a situation entails. We at Tata are uniquely placed to be a force for good in this situation, with philanthropy as a *raison d'être* for our organization and with a unique ownership structure that reflects the philosophy of giving back to society. One of the defining characteristics of the Tata Group in its rich history of 150+ years has been of going beyond the mandate; of engaging with our communities; understanding their aspirations, hopes and dreams; and working alongside them to realise those. This has entailed working on themes such as social inclusion, rural empowerment, women and child development, health and education et al much before they entered the developmental lexicon. It has also meant undertaking a critical appraisal of our community initiatives right from the conceptualisation to the implementation stage and beyond in the hope of creating public assets for our communities as also helping them lead meaningful and dignified lives. For us, in the ultimate analysis, the welfare of our communities continues to be one of the most important indicators of socio-economic development. The publication, "Touching Lives" showcases a selection of the work that the Tata group does with the communities it serves, that reflects these characteristics. It is focused on the year 2019-2020, on stories of change and betterment of people who had been left behind, and on the joys of doing business with a conscience.

Siddharth Sharma
Group Chief Sustainability Officer

INTRODUCTION



Introduction


Social responsibility has been the cornerstone of the Tata group's business philosophy right from the time of its inception more than 150 years ago.

The Group works closely with disadvantaged communities in India and in other countries in which it operates with the aim of empowering them and transforming their lives. In FY20, Tata companies spent a sum of Rs1,236.11 crore (\$170 million) on their corporate social responsibility (CSR) programmes, largely in India (Rs986.28 crore or \$135 million) — most of this on programmes and projects relating to health, education and livelihoods — and reached more than 10 million people till date. This is in addition to the expenditure undertaken by the Tata Trusts via a unique shareholding structure which ensures that the Group's profits directly support the Trusts' philanthropic activities.

Beyond the broad metrics are the stories — of planning and implementation, of engagement with communities, of people whose lives have changed, and of the kaleidoscope of challenges that the social development landscape throws up. Stories that do more to describe the Group's commitment towards its social responsibilities and its philosophy of being 'beyond compliance', than the mere encapsulation of numbers relating to expenditure and outputs.

This report is an attempt to tell some of these stories through three themes; Collaboration and Scale; Tata, the Global Citizen; and Beyond Section 135. The first looks to demonstrate the value of collaboration in today's technology-driven world in order to address the larger picture; the second is on the need to harness the synergy, scale and global presence of the Tata group to make a difference; and the third is on the work being done with communities that is beyond the requirements of laws that mandate expenditure on corporate social responsibility.

These stories, in our opinion, best represent what the Tata group strives for to meet its social responsibilities. We hope you enjoy them as much as we enjoyed putting them together!



A Confluence of COLLABORATION and Scale

Introduction

The challenges in the social development sector in India are both large and significant — 300 million Indians are illiterate; 190 million sleep hungry most nights; 15 million live in extreme poverty; India has more than a third of the world's malnourished children; 57 per cent of India's women are anaemic as are 69 per cent of its children — we could go on.

The statistics are reflected in India's global ranking in different development parameters — for example, India is 131st on the Human Development Index 2020 (out of 189 countries) and 94th on the Global Hunger Index (out of 107 countries). At the same time, the numbers mask many successes such as the lifting of 271 million Indians out of poverty between 2006 and 2016.

Addressing such challenges requires development actors who work with each other and work at scale. For the Tata group, this has required moving the spotlight from localised one-off projects to collaborative interventions that are both scalable and transformational. Collaboration brings out complementary competencies of participating organisations such as the CSR teams of Tata companies, government departments, civil society organisations and educational institutions, and enables the creation of synergies so that the benefits are more than the sum of inputs of each organisation. Partnerships can take various forms, ranging from resource provision in the form of financial grants or loans to capability development, co-implementation, enabling backwards and forwards linkages, and co-certification.





Inauguration of reconstructed school as a part of Nepal earthquake response programme by Minister Giriraj Mani Pokharel, Nepal's Minister for Education, Science and Technology.

In this section, we describe four examples of such collaboration within the social development sphere at Tata. The first is the Jamshedpur – Kalinganagar development corridor which highlights the work done by Tata companies in partnership with the government, NGOs and civil society to facilitate holistic development along a 280-kilometre route that spans two states in eastern India. The second is the Tata Trusts' innovative cancer care programme, an example of a partnership with six different state governments to aid terminally ill cancer patients. The third is TCS's Adult Literacy Programme that is operational in nine Indian states and in parts of West and South Africa and has made more than a million people, mostly women, literate since 2000 (including in 72,000 prisons). And the fourth is Tata STRIVE, which contributes to India's national skilling mission by focusing Tata and non-Tata resources on skill development programmes for under-privileged youth.



The Jamshedpur–Kalinganagar DEVELOPMENT CORRIDOR

Facilitating governance and enhancing social, natural, cultural and economic capital along a corridor connecting two steel production centres of Tata Steel

A vibrant corridor connects two industrial hubs of Tata Steel, wherein Tata companies and the Tata Trusts facilitate holistic development along this 280-kilometer-long route that stretches from Jamshedpur (Jharkhand) to Kalinganagar (Odisha). The central idea underpinning the corridor is that different stakeholders — businesses operating in the area, state and local governments, NGOs and civil society institutions — could work together to resolve key social issues and bring about comprehensive development, enhanced social, natural and cultural capital, and empowered community governance institutions in this traditionally backward area.

The Tata Steel Foundation team narrowed down the approach to five focus areas — social capital (i.e. the communities' enhanced potential to formulate and take charge of their own development agenda); natural capital (i.e. increased natural wealth in terms of the quality of soil, foliage and water); human capital (i.e. better health and education, where the vulnerable feel empowered and participate in the overall development process); cultural capital (i.e. strategies to leverage the unique culture of the community and work towards promotion and upkeep of their rich cultural heritage like language, art, music, food which are an enduring influence on the society) and economic development (i.e. enabling access to channels and facilities that could provide fillip to individual and collective economic growth).

Work on the corridor began in 2019, and some of the impacts thus far are enumerated below.

Data facilitates a 'corridor of well-being'

Target beneficiaries

Community, government delivery systems
and the Panchayati Raj Institutions (PRIs)



Geography

72 gram panchayats across 16 blocks
spread out over five districts: East
Singhbhum, West Singhbhum, Seraikela-
Kharsawan, Keonjhar and Jajpur in the
states of Jharkhand and Odisha



Reach

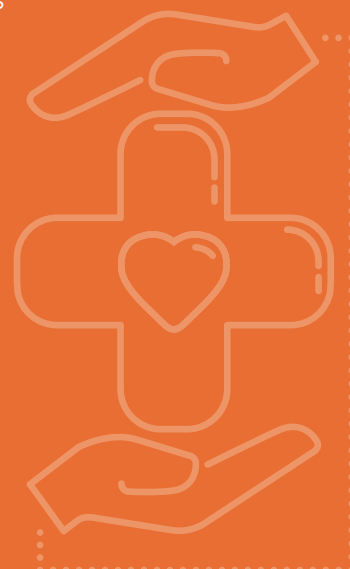
- Over 3,70,000
people till date

Spend

- Rs. 5.70 crore (cumulative
for FY19 and FY20)

Impact

- Village development plans for 440 villages have been created through participatory micro-planning exercises. Support has been extended to panchayats to understand existing development gaps and chalk out necessary interventions.
- 60 Anganwadis at Kolhan have been rejuvenated infrastructurally to re-engage meaningfully with children and the larger community.
- PRI members and traditional tribal leaders attended 34 Gram Sabhas organised in the panchayats.
- 'Sarkar Apke Dwar' programmes have brought district administrations and panchayats together.
- 91 Persons with Disabilities in Japur received support to avail of their disability certificates and learn about relevant government schemes.
- Community workshops have been held with experts on effective grassroot governance and small-scale entrepreneurship.
- 5 districts saw orientation sessions and discussions with senior district officials. Interactive platforms have been set up with PRI members and the community.



Data-driven governance and the Tata Trusts

A critical success factor in the development of the corridor thus far has been the role of data-driven governance within. It was recognised that, in order to plan and implement projects effectively, track the progress of the various social, environmental and economic initiatives, and ensure that the words 'corridor of well-being' were not empty rhetoric, there would have to be a focus on data management. And this is where the Tata Trusts stepped in! Its Data, Evaluation, Learning, Technology and Analysis (DELTA) framework was created to support development actors in planning, implementing and monitoring the various initiatives and enabling better decision-making.

DELTA supports the collection and analysis of data on individuals, households and institutions, and it has been used in the Maharashtra government's Village Social Transformation Mission and the NITI Aayog's Transformation of Aspirational Districts programme. In December 2018, the NITI Aayog released its first DELTA ranking — a significant move that helps rationalise performance benchmarking.

For the Jamshedpur - Kalinganagar Development Corridor, a monitoring dashboard has been set up to track progress and data has been captured for over 150 indicators that are mapped to the United Nations' Sustainable Development Goals.

The Trusts, along with Tata Steel, implemented the framework for data-intensive microplanning for the Jamshedpur-Kalinganagar corridor, to positively impact a population of 366,000 people in the region.



The way ahead

The work on the corridor thus far has created a momentum, and the focus of the near future will be to ensure that this is maintained. To do this, Tata Steel proposes to form an institution, the Corridor Collective, wherein different development actors and stakeholders can join hands to sustainably address common societal problems along the corridor. The Corridor Collective aims to –

- Define common goals for all partners
- Establish transparency in all processes
- Develop a 'theory of change' to make development more effective and sustainable
- Set up equitable processes for continuous stakeholder engagement
- Connect with key people at local, national and global levels
- Constantly evaluate the effectiveness of partnership, its decision-making processes, and the extent to which it reflects the views of and is trusted by all the stakeholders

Another important aspect of the plans ahead is that of enabling and enhancing the capacities of the panchayats along the corridor. One way of doing this will be to select and support a cadre of Corridor Fellows — grassroots workers who can take on leadership roles, assess ground realities, and identify and help leverage development projects based upon communities' needs. The Corridor Fellows will be expected to design and execute initiatives that benefit communities, and link communities with other stakeholders such as the government, local companies, academia, and other civil society institutions.

In all this, Tata Steel sees its own role within the corridor as a mobiliser and convener, fostering strong relationships and equal partnerships between stakeholders.



Anganwadi centers of Kolhan region in Jharkhand district were rejuvenated infrastructurally to re-engage meaningfully with children and the larger community.

The Tata Trusts and CANCER CARE in India



Holistically transforming cancer care in the country by partnering with state governments and like-minded organisations

India faces a huge cancer burden — one in ten Indians will develop cancer, and one in fifteen will die of it. Every year, over 1.4 million new cases are reported in the country — most of them in later stages, leading to high morbidity and mortality rates. Factors that aggravate the situation include –

- A shortfall of infrastructure and skilled manpower to treat the disease.
- The facilities that do exist are concentrated in urban areas.
- Low insurance coverage and high out-of-pocket expenses contribute to high drop-out rates during treatment.
- Unhealthy lifestyles and lack of awareness contribute to an increased risk.

Affordable and high-quality healthcare for Indians is a primary focus of the Tata Trusts, and one of the ways this is operationalised is an initiative to transform cancer care. The Cancer Care programme partners with state governments and like-minded organisations to develop a network of healthcare facilities to treat common cancers. The backbone of the programme is a 'distributed model of cancer care' that comprises of four pillars –

- Enhanced access
- Uniform high-quality care
- Affordable care
- Awareness, early detection and palliative care

Enhanced Access

This focuses on building a network of healthcare facilities closer to people's homes so that they don't have to travel long distances for diagnostic and treatment facilities. A step-down model and human resource development form the key components.

The Mahamana Pandit Madan Mohan Malaviya Cancer Centre at Varanasi has state-of-the-art facilities and oncology services.



Tata Trusts partnered with Tata Steel to develop Meherbai Tata Memorial Hospital (MTMH), Jamshedpur, into a comprehensive cancer care centre which was inaugurated by Mr. Ratan Tata on March 13, 2019.

The step-down model has four levels:

Level 1 – Apex centres that are equipped with an array of oncology services including radiation, medicine, surgery, nuclear medicine and allied facilities. The Mahamana Pandit Madan Mohan Malaviya Cancer Centre at Varanasi (Uttar Pradesh), jointly set up by the Tata Trusts, the Tata Memorial Centre (TMC) and Banaras Hindu University, is the first apex centre under the model. Another centre is being upgraded at the State Cancer Institute in Guwahati (Assam).

Level 2 – Hospitals with comprehensive oncology services and allied facilities, some of which are linked to the government medical college hospitals. The Tata Trusts have facilitated an upgradation in the capacity of two such facilities — the Indian Railway Cancer Institute and Research Centre at Varanasi (Uttar Pradesh) and the Meherbai Tata Memorial Hospital in Jamshedpur (Jharkhand). Seven green field centres are underway in Barpeta, Silchar, Diphu, Dibrugarh (all in Assam) Chandrapur (Maharashtra), Tirupati (Andhra Pradesh) and Ranchi (Jharkhand). Special Purpose Vehicles (SPVs) have been set up to run these facilities.

Level 3 – Diagnostic and daycare radiotherapy and chemotherapy units. Five such units in Assam will be managed by the SPVs, and the capacities of two existing units at Cachar (Assam) and Mangalore (Karnataka) are being enhanced. Ad-hoc daycare chemotherapy centres have also been set up in Tirupati, Dibrugarh, Diphu and Barpeta, which offer chemotherapy, consultation and diagnostic facilities to patients.

Level 4 – Outreach initiatives, including palliative care. Opportunistic screening kiosks have been proactively introduced to down-stage cancer. Health Screening and Awareness Centres, also known as Swasth Kiosks, are being set up in collaboration with government medical college hospitals and district hospitals. These provide a general checkup (including screening for oral, breast and cervical cancers) and target family members and relatives who accompany the patients. Swasth Kiosks have been set up in Guwahati, Barpeta, Tezpur, Dibrugarh, Diphu, Chandrapur, Ranchi and Tirupati. It is expected that these measures will help down-stage cancer and improve the early-to-late detection ratio from 30:70 to 70:30.

Uniform high-quality care

NCG guidelines and pathways are being adopted across the centres to enable successful implementation of the distributed model of cancer care. A central command centre is also being envisaged, which will link all centres and provide services such as virtual consultations, remote radiology and pathology reporting, a virtual tumour board, inter alia.

Affordable care

The Tata Trusts have lent their support to the development of uniform standards of care in the treatment of cancer, which encompass empanelment with government schemes, policy advocacy for insurance coverage of procedures, and group negotiation to procure drugs and equipment. The Trusts also support the operationalisation of the National Cancer Grid (NCG), a network of 140 cancer centres, research institutions, patient groups and charitable organisations.

A tobacco-free education programme being conducted in association with the National Tobacco Control Programme in Assam.



Awareness, early detection and palliative care

The focus on reducing the cancer burden includes awareness programmes on the causes of cancer and its prevention, screening, diagnosis and treatment. The Trusts' team works with the National Health Mission for smooth execution of the National Programme for Prevention and Control of Cancer, Diabetes, Cardiovascular Diseases and Strokes in institutions that are part of the step-down model. In addition, close to 5,000 frontline health workers have been trained for screening of non-communicable diseases (NCDs) and for community outreach — the impact of these activities are discernible in the box below.

An outreach screening activity being conducted in Nagaon, Assam.



The innovative Distributed Model of Cancer Care



Geography

Assam, Andhra Pradesh, Jharkhand, Maharashtra and Odisha.



Reach

- Currently 9 'Opportunistic Screening Kiosks' across India, with more in the pipeline.
- Over 3,800 patients availed OPD consultations across the 4 palliative care centres
- Over 3,000 OPD consultations and over 1,200 Chemo sessions have been held at the 4 Day Care Chemotherapy Centres.

Spend

- Rs1,732.04 crore (cumulative for FY19 and FY20)

Impact

- Over 9,500 frontline healthcare providers have been trained for screening of NCDs and implementation of community outreach.
- Over 90,000 people have been screened for NCDs through the community outreach programmes.
- Over 1 lakh people have been sensitised and trained on tobacco control initiatives and the harmful effects of tobacco.
- Over 8,900 people have been reached out through tobacco tele-counselling.



What the beneficiaries have to say / Beneficiary voices

Bikas Sarma, Sibsagar, Assam

Bikas Sarma (name changed to protect the patient's identity) was diagnosed with Non-Hodgkins Lymphoma in February 2020. The 43-year-old was advised to undergo chemotherapy sessions at an interval of 21 days. While he received the first cycle of chemotherapy at a hospital in south India, he couldn't go there again for the second round due to the pandemic-related lockdown. So, Mr Sarma went to Guwahati for the second and third cycles of chemotherapy. However, travel restrictions and financial constraints curtailed subsequent treatment there as well. Through the local media, he found out about the Onco Care day-care facility at Dibrugarh, which is run by the Assam Cancer Care Foundation (a joint venture between Tata Trusts and the Assam government). He then decided to go there to complete his chemotherapy cycles. Currently, Mr Sarma is doing well and is under the care of the team at Dibrugarh. He says he is relieved because he can access standardised treatment closer to home and doesn't have to stress about traveling to distant locations and arranging accommodation there.

Jyothi Reddy, Chittoor, Andhra Pradesh

Mrs. Jyothi Reddy (name changed to protect the patient's identity) aged 44 years from Chittoor district, Andhra Pradesh noticed a small lump in her right breast two years ago, but she ignored it as it was painless. However, with time, the lump started growing in size. On 27th September 2020, she incidentally attended an awareness session in a health camp conducted by the ACF outreach team. She was strongly motivated post the session and went to attend the NCD screening camp at Madanambedu sub center, Dasukuppam PHC, Tirupati division, Chittoor district. During the camp, a clinical breast examination was done and a hard-painless lump was found in her right breast. The nurse counselled and advised her to visit the referral hospital for further diagnosis and evaluation. The patient navigator contacted Jyothi and counselled her to proceed with further investigations. She was initially reluctant and refused, but upon repeated counselling of the patient navigator, she visited the Sri Venkateswara Institute of Cancer Care and Advanced Research (SVICCAR) on 5th Oct 2020. She was navigated to the OPD consultation wherein she was advised to undergo biopsy. A Trucut biopsy from the breast lump was taken and sent to the pathology laboratory and results revealed an infiltrative duct cell carcinoma grade III. After the initial investigations, the patient was sent to the Clinical Oncologist at SVICCAR for further advice. She was put on adjuvant chemotherapy and is currently continuing with the chemotherapy. Due to the efforts of the outreach team, the patient could access timely treatment and have a healthier future.



TCS's

ADULT LITERACY Programme

A computer-based literacy programme has helped non-literate adult learners achieve functional literacy in one-sixth the time taken by conventional learning methods

According to a 2017 UNESCO report, 750 million adults across the globe, two-thirds of whom are women, are illiterate. In India, the situation is equally grave — with over 287 million illiterate adults who are unequipped to participate in its emerging knowledge-based society (as per the 2011 census). Despite years of investment in education, illiteracy remains a core impediment to people's ability to participate in and contribute to the national economy.

The Tata Consultancy Services (TCS) decided to bolster the Government of India's efforts to accelerate adult literacy through a strategic intervention called the Adult Literacy Programme (ALP). Launched in 2000, the programme harnesses the potential of TCS's unique Computer Based Functional Literacy (CBFL) solution, which helps non-literate adult learners achieve functional literacy (reading, writing and arithmetic) within 50 hours of learning over a period of three months. This is about one-sixth the time taken by conventional learning methods.

CBFL is based on the learning technique 'Recognition, Retention and Recall', where a learner is taught how to read through a combination of graphic patterns, repetition of sound patterns, language structures, and cognition of meanings. It works on the assumption that adults know the sounds of words and the things that they denote, and they need to connect spoken words to written graphics. Their cognitive abilities are first drawn upon to recognise the written form of words. These words are then divided into syllables, which are spoken and written together as whole words. From syllables, learners proceed to phonemes, and then to the alphabet, which makes the learning process much quicker.

Enhancing reach

Over the years, TCS has fostered strategic partnerships with local governments, prison authorities, NGOs and other organisations to enhance the ALP's reach. Addressing the Sustainable Development Goals (SDGs) of Quality Education and Gender Equality, the programme focuses on women and adults from disadvantaged communities and has been extensively used as a reformation process for prison inmates.

Two years after it was launched in India, the ALP found itself going global. Impressed by the programme's success in rural India, Ms. Zanele Mbeki, the then First Lady of South Africa, was convinced that it would work in her country as well. This led to the TCS team designing, developing, and initiating the first set of lessons in the Northern Sotho language. These were then implemented in Lephalale in the Northern Province of Pretoria.

Over the years, the scale of the ALP has grown; it is currently available in 12 languages (nine Indian languages and Arabic, Northern Sotho and Moore) and has reached over a million beneficiaries across the globe since its inception. (see box).

Literacy (and more)

Beneficiaries of the ALP programme have been able to acquire a vocabulary of around 700 words, which helps them read newspapers, bank documents and destination signs on buses. However, its impact goes beyond that — it has led to the development of new skills, which in turn aid livelihood opportunities and lead to enhanced incomes. It has also improved knowledge of and access to banking and government policies. In many traditional communities, women are combining their household responsibilities with literacy classes, which gives them a strong sense of empowerment. And mothers are using their newly acquired skills to educate their own children — the benefits of literacy are thus being passed to future generations.

The ALP exemplifies TCS's ethos. "Being a purpose-driven organisation is helping TCS accelerate innovation for business growth and social good. With our community initiatives, we are empowering greater access, equity and inclusion in society," says Mr Balaji Ganapathy, Chief Social Responsibility Officer, TCS.



Leveraging technology to improve literacy

Target beneficiaries

Women and adults from disadvantaged communities, prison inmates



Geography

9 Indian states (Maharashtra, Haryana, Tamil Nadu, West Bengal), Arabic, South Africa and Burkina Faso in West Africa

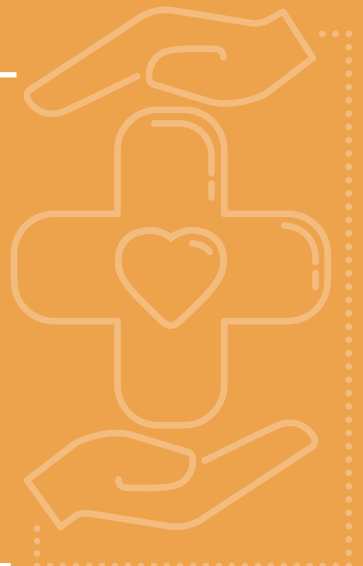


Reach

- Rs500 is the average cost of making one beneficiary literate

Impact

- 10,70,618 beneficiaries since 2000
- 72,000 prisons have benefitted
- Over 80 per cent of the beneficiaries have been women since 2016
- Lower dropout rates as compared to other ALPs



What the beneficiaries have to say / Beneficiary voices

Shivalingamma, Hiriur, Karnataka

From being unable to read or write, Shivalingamma from Hiriur in Karnataka now plays an active role in a women's self-help group (SHG). "Through the night literacy classes organised in my village, I have learnt how to read newspapers and short story books. This helped me become a representative in a SHG," says the 40-year-old.

Asha Devi, Narayanpur, Rajasthan

"How would you feel if you stepped out of the darkness and into the light? That is what the gift of literacy does to you," says 45-year-old Asha Devi of Narayanpur, Rajasthan. She runs a tailoring centre at her house and also teaches stitching. The ALP has helped her understand digits, take accurate measurements for the clothes she makes and jot them down.

Seema Devi, Bhuriyawaas, Rajasthan

Seema Devi is married to a dairy farmer and lives in Bhuriyawaas village in Rajasthan. Whenever her husband had to go somewhere, she had to depend on other people to write the records in the transaction diary. This changed after she did the ALP. In fact, she loves learning so much that she even sat with her children to continue her lessons with them!

Nurabati, Haryana

Literacy opened up a whole new world for Haryana-based Nurabati. While it provided much-needed financial security for her family, it also led to a lot more. "Reading newspapers, signing documents and helping my children with their homework — these were things that I couldn't do earlier. Now, I can do all this and more! My self-confidence has also improved," she says.

Nilendri Bag, Loisingha, Odisha

Nilendri Bag from Loisingha village in Odisha successfully completed the ALP a few years ago. Her skills helped her read aloud a government order that mandated two street lights be installed per ward, instead of just one, which the Panchayat officials were providing in her area. The officials installed two lights and Nilendri was hailed for this act. She went on to contest the panchayat elections and became a ward member.

SKILLING YOUTH in INDIA through Tata STRIVE

The Tata Trusts' skill development initiative, Tata STRIVE, illustrates how collaborative efforts with over 24 Tata companies and other partners can create impact at scale

With two-thirds of its 1.2 billion population being below the age of 35, India has the largest number of youth in the world. This is a mixed blessing — the economic and social benefits of such a large working-age population should be positive, but the ground reality is that a significant proportion of this demographic is unskilled or under-skilled and therefore unable to take their place as productive members of a modern economy. The Government of India has recognised this, launched several initiatives with a thrust on skill-building in preparedness for employment and entrepreneurship, and sought partnerships for this from companies, educational institutions and civil society.

One such partner of India's skilling mission is the Tata Trusts through its skill development initiative, Tata STRIVE. Set up in 2014, its goal is to impact 1 million people by 2022 by enhancing livelihoods and strengthening the skill development ecosystem. The three pillars of its programme are standardised methodology, customised pedagogy and the use of technology.

Partnerships form the core of Tata STRIVE's delivery model. These include collaborations with over 24 Tata companies and with other corporate organisations, public sector undertakings, non-profit organisations and government agencies (see boxes/infographics below).

Within the Tata ecosystem



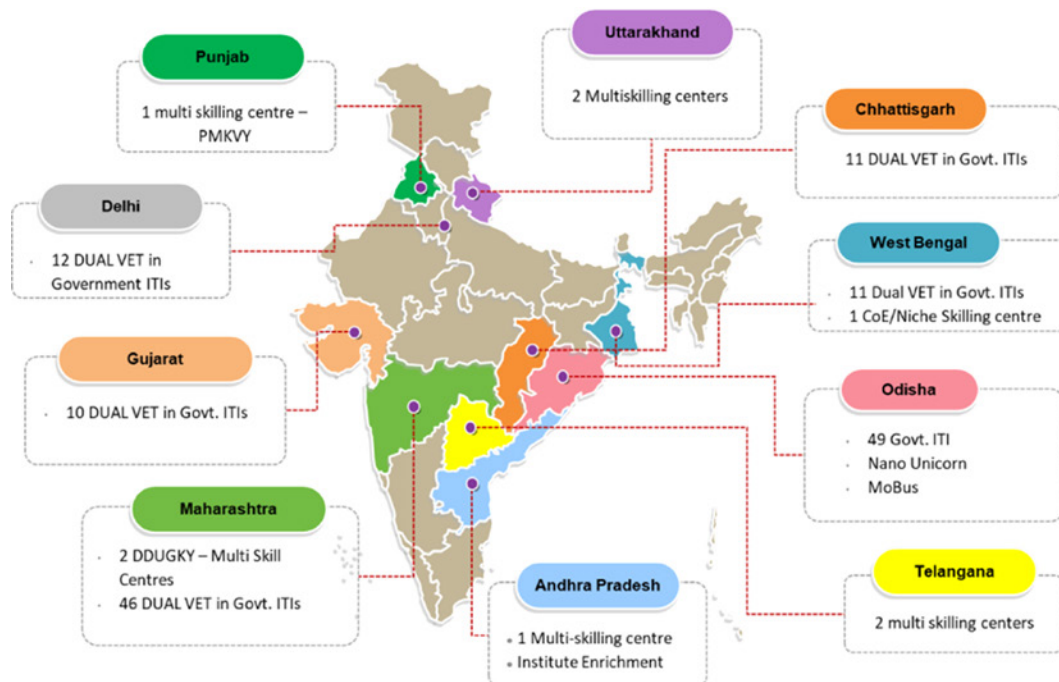
Other corporates and PSUs



Implementation and NGO partners



Government partnerships



- Non Funded NSDC partner
- State and Central Skill Mission Affiliations



- Armed forces: Army, Navy, Air force
- Indian Railways

Bridging the skills gap

Tata STRIVE's partnership model is implemented in two ways:

- Utilise infrastructure available with Tata companies to set up Tata STRIVE Skill Development Centres (TSSDCs) in different parts of the country.
- Work with other centres (run by the government, NGOs and other institutions) and help them scale up their training capacity and capability.

In its journey thus far, Tata STRIVE's approach demonstrates the ability to create a multiplier effect by leveraging people, technology, and domain and industry expertise. Here are some examples:

TSSDC, Aligarh

The Tata STRIVE Skill Development Centre at Aligarh showcases the power of collaboration. Tata Chemicals funded the centre and provided the space, experts from Tata Realty and Tata Consulting Engineers helped redesign the facility, specialists from Tata Elxsi chipped in with design and branding, TCS provided the IT team, Tata Teleservices helped in connectivity-related issues and Voltas provided learning material and equipment for the room air conditioning (RAC) courses. Inputs and support were also provided by Schneider Electric, a global specialist in energy management. Volunteers from Tata companies were also sourced from Tata Engage, the platform that enables employees to lend their time for community development efforts. The centre has trained more than 5,000 youth and currently offers four courses.

Collaboration with Voltas

One of Tata STRIVE's earliest partners, Voltas has developed two training programmes that are taught in 12 STRIVE centres across India — a 4.5-month-long Air Conditioning and Refrigeration (Technician) Operator course and a 3-month-long RAC Technician course. Voltas' engagement begins right from the onboarding stage and continues into the on-the-job training component of the course at its manufacturing and servicing units. Volunteers from the company also add their touch to the course by sharing their experiences, which gives students an idea of what the work is about and strengthens their relationship with the brand.

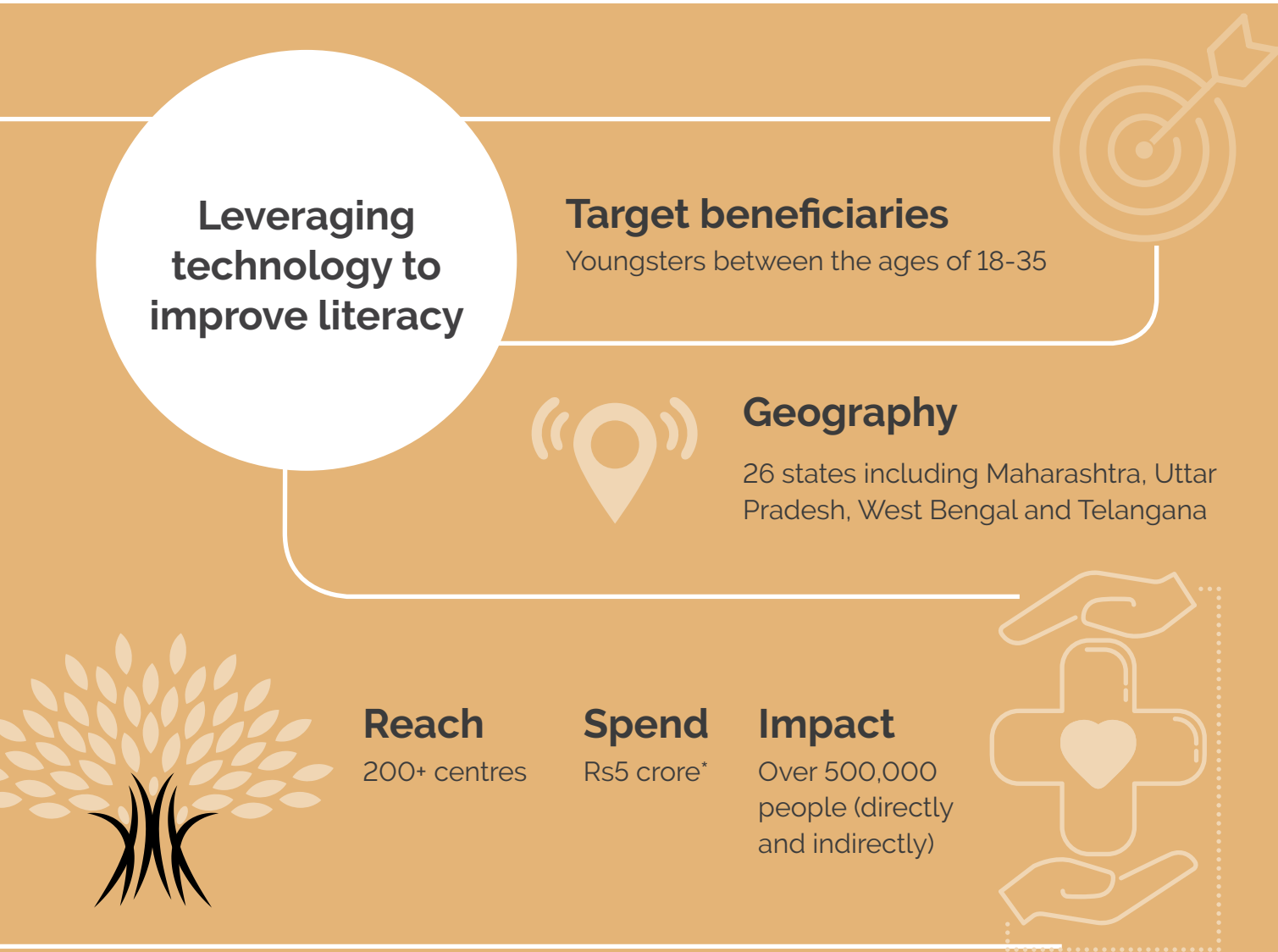
The other areas of collaboration with Voltas include setting up a Centre of Excellence (CoE) in Thane (Maharashtra), establishing a centre in Jamshedpur (Jharkhand), launching state-of-the-art RAC centres in Mohali (Punjab) and Aligarh (UP), working on youth development modules, inter alia. The collaboration has impacted 6,448 youngsters, both directly and indirectly, thus far.

Partnership with Indian Hotels Company Limited (IHCL)

The engagement with IHCL focuses on skilling programmes for the hospitality sector. It began with the company providing support to develop content for hospitality courses and funding to set up training facilities at the Taj premises. However, over the years, the collaboration has expanded to cover Training of Trainers, implementing content that was jointly developed in training centres, Recognition of Prior Learning (RPL) programmes, and knowledge partnerships.

The IHCL-Tata STRIVE Hospitality Skill Centres emphasise classroom sessions, hands-on sessions in labs, and on-the-job training supplemented with tutorials.

The IHCL-Tata STRIVE partnership has impacted the lives of over 100,000 people across 18 states in India.

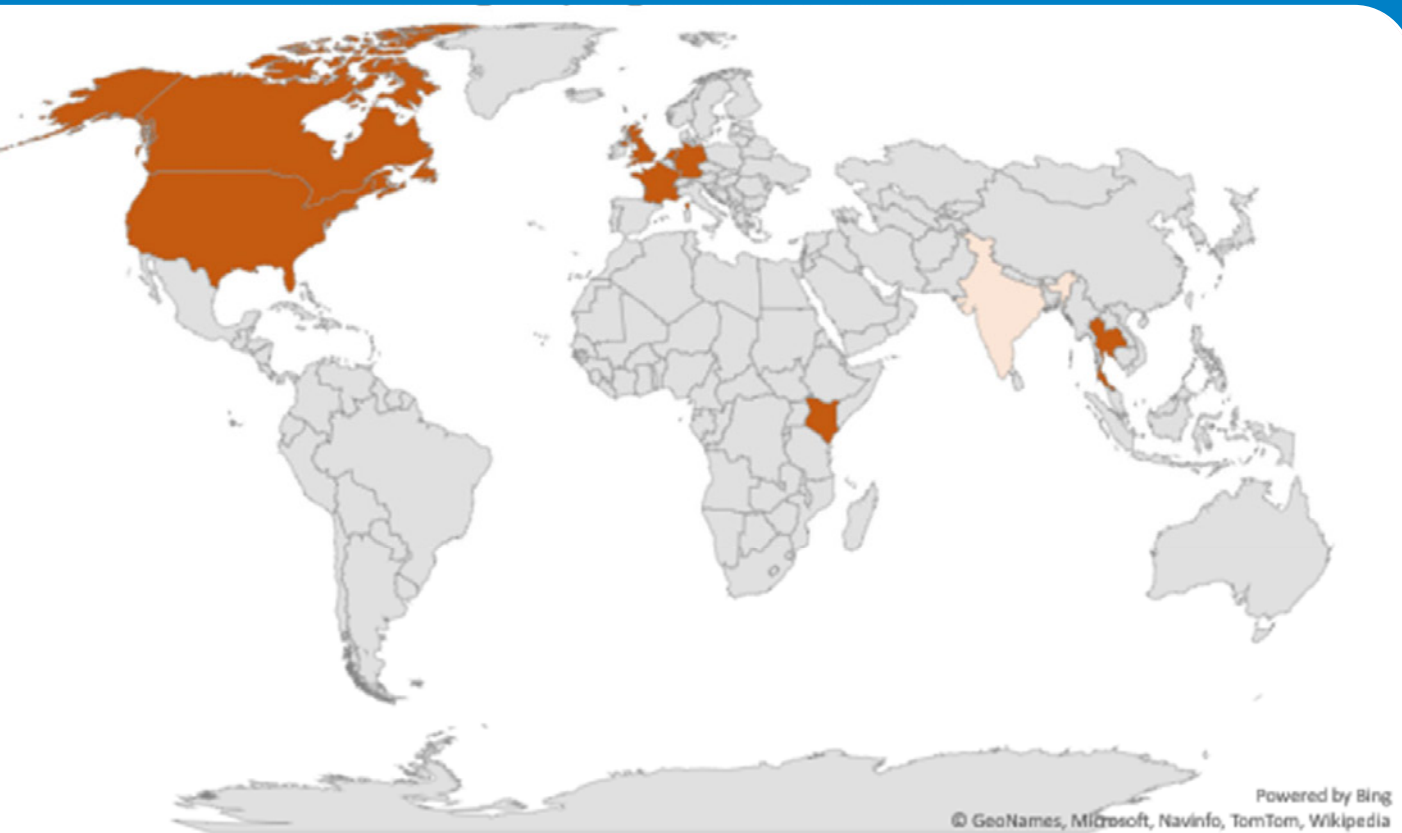


Tata, THE GLOBAL Citizen



The Tata group operates in more than 100 countries across six continents, making it a global conglomerate. The communities it serves, too, are spread out across the world, as are its commitments and responsibilities to them.

This section captures some of Tata's social responsibility initiatives in countries other than India — from using technology to work with school students in different countries to community outreach programmes in Africa.



Europe

Land Rover and the International Federation of Red Cross and Red Crescent Societies (IFRC)

For over 66 years, Land Rover and IFRC have worked together to access remote communities, improve health and sanitation, support the homeless and assist at-risk communities in preparing for natural disasters. The collaboration has reached over 1.12 million beneficiaries since it began, against a target of 1 million beneficiaries. Since 2013, 22 humanitarian projects in 25 countries have also received funding worth £10.75 million. 2019 marked a milestone for both partners — they agreed to a new three-year-long global partnership to focus on disaster preparedness and deliver humanitarian assistance and knowledge to remote and vulnerable communities, with projects based in Australia, Italy, India, Mexico and the UK. The second milestone was that the IFRC was one of the first organisations in the world to test the new Land Rover Defender at its global fleet base in Dubai.

TCS' GoIT programme

Through the GoIT programme, school students are introduced to digital innovation and design thinking as a problem-solving framework, while troubleshooting designs, improving their ability to cooperate and coordinate, and refining their communication skills through public presentations. Participants across the globe learn how to produce inventive technology-enabled solutions to real-life problems, then go a step ahead and benchmark their solutions against those existing in the market, before finally presenting their ideas to experts within the field. The GoIT programme targets middle school students, including those from disadvantaged and under-represented communities. Over 75,000 students from Europe, the UK, the US, Latin America (LATAM) and Australia have benefitted from it till date.



TCS associates invest time to share their expertise with students while delivering the flagship STEM Education curriculum to thousands of children each year.

Americas

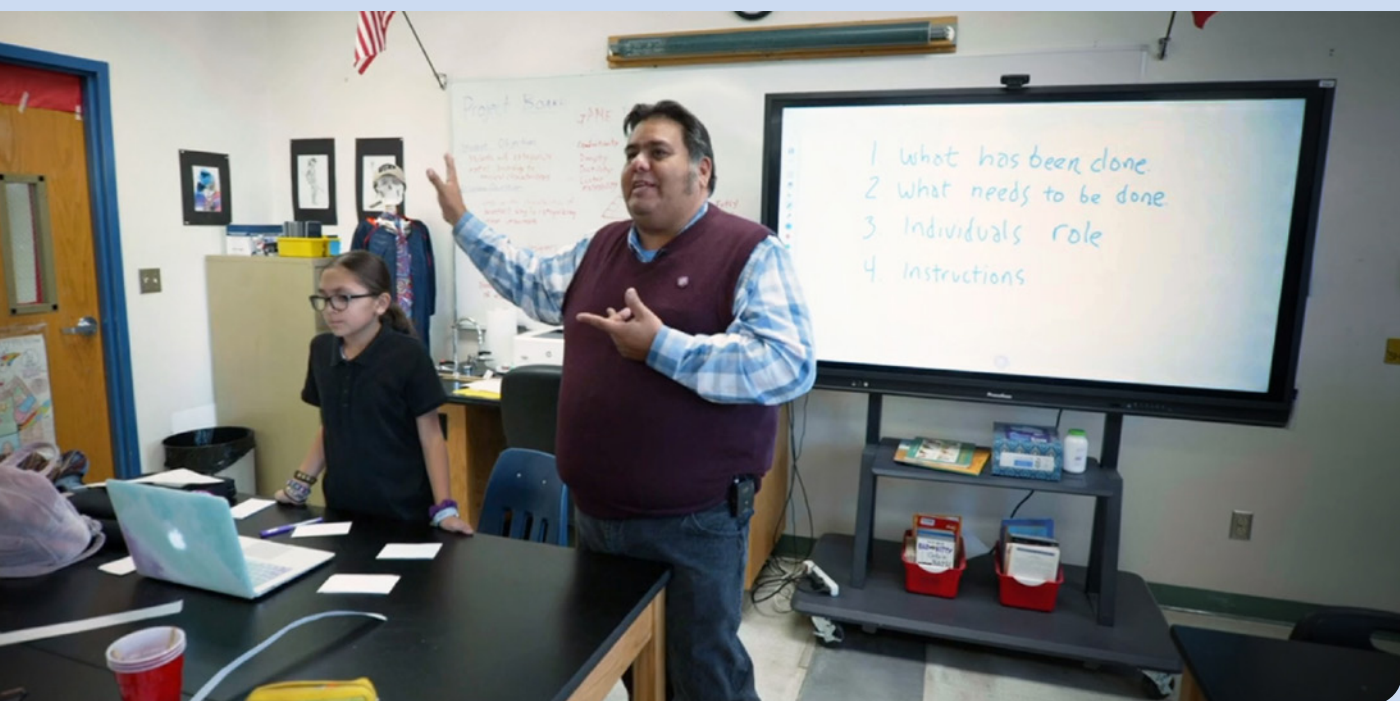
Ignite My Future in School by TCS

This initiative has been a pioneering effort to empower educators in the US through a transdisciplinary approach. Ignite My Future in School (IMFIS) integrates computational thinking with core subjects such as English, Math, Science, Art, and Social Studies. Students learn how to collect and analyse data, find patterns, break down complex problems, build models and develop algorithms.

The programme also offers assistance throughout the year through:

- Learning Leaders Network: A responsive and involved nationwide network of teachers.
- Community Nights: An immersive and interactive event for students, teachers and families to experience the curriculum.
- Days of Discovery: In-person professional development training for educators to meet with programme experts and understand the curriculum.

IMFIS is aimed at teachers, students, parents and school administrators, with an emphasis on youngsters from disadvantaged groups and under-resourced school districts. So far, the programme has reached over 670,000 students and more than 11,600 educators in the US. There are plans to activate IMFIS in other key geographies such as LATAM, Europe, and the Asia Pacific (APAC) region.



APAC

NatSteel's Bursary Award programme, Singapore

The Bursary Award Programme was launched in 2007 to enable physically disabled students to focus on their education in mainstream schools by alleviating the financial burden on their families. In 2017, the programme expanded to include students with sensory disabilities. Through these grants, NatSteel aims to empower specially-abled students and enable them to focus on learning without worrying about finances. NatSteel has pledged 75,000 Singapore Dollars to the cause and 950 specially-abled students have been beneficiaries so far.



Tata Communications's Network for Teaching Entrepreneurship programme, Singapore

Targeted at mid-risk youth (between the ages of 15-19) from disadvantaged and underserved families, since 2016, Tata Communications' Network for Teaching Entrepreneurship programme (NFTE, pronounced 'nifty') in partnership with Halogen Foundation is dedicated to transforming street-smart youngsters into business-smart individuals. NFTE teaches skills which are relevant to the real world, motivates students to stay in school, enables their self-confidence and helps them develop entrepreneurial skills through experiential learning. Students learn how to recognise opportunities for success, get industry exposure and are mentored in order for them to graduate with presentation, leadership and problem-solving skills. They also receive financial literacy skills, which help them develop sound financial management strategies. NFTE helps these youngsters continue their education and contribute to the economy by either running their own businesses or joining the workforce.

Africa

Tata Chemicals Magadi

The Tata Chemicals Magadi (TCM) operation is in a remote location with harsh climatic conditions in the Rift Valley, about 120km south of Nairobi (Kenya). The annual rainfall is just enough to support scanty vegetation of hardy acacia trees and pasture for roaming herds of livestock. The predominant ethnic group in this area is the Maasai, whose economic mainstay is livestock rearing.

TCM's partnership with the community was strengthened after a severe drought in 2000, which wiped out a significant part of livestock, which the Maasai consider their wealth. TCM works with local community leaders and NGOs to provide vital inputs and support in critical areas. For instance, the company-supported hospital is the only one within a radius of 80km and it caters to a population of about 30,000 people. Currently, the local community comprises 60 per cent outpatient and 95 per cent of inpatient attendance. Despite TCM subsidising medical care, most patients still can't afford medical services. The spread of HIV has also put the hospital under increased pressure.

In order to meet the community's rising medical needs, Magadi Hospital works with other partners on preventive measures. One such partner is the African Medical and Research Foundation (AMREF) clinic at Nkurumani, which receives financial and material support from TCM. The clinic closely works with Magadi Hospital and refers complicated cases to it. When the clinic runs short of supplies, TCM shares those available at the hospital. It also assists the local health centres by transporting drugs and medicine by rail.

TCM is also part of the Maasai Integrated Development Partnership Project (MIDPP), an umbrella body which brings together various stakeholders including NGOs, the Kenyan government and the local community.



People from the Maasai tribe at a community outreach programme organised by Tata Chemicals Magadi.



Beyond

SECTION 135

of the Indian Companies' Act



In 2014, India became the first country in the world to require companies to undertake social development activities as a part of their social responsibilities via Section 135 of the Companies Act, 2013.

Section 135 outlined a framework for companies to oversee, manage and communicate about their CSR initiatives, listed criteria for companies to mandatorily spend on CSR, prescribed the minimum quantum of expenditure, and listed a broad set of activities that could be considered admissible as CSR.

CSR is not new to the Tata group — its commitments to the communities it serves has included social, economic and environmental development initiatives and responses to disasters from the time of its inception more than 150 years ago, and these are woven into the fabric of Tata companies and into the DNA of Tata employees. This section looks at initiatives that demonstrate the Tata commitment to be 'beyond compliance' in its relationship with the communities it serves — that go beyond Section 135 in their intent, implementation and impact.

This section has been a difficult one for the many worthy Tata initiatives that we have had to exclude, despite their falling within the criterion of being 'beyond Section 135' due to space and capacity constraints. The initiatives that have been included are –

- Tata Steel's Samvaad, an ecosystem that enables tribal communities to have agency over their development agenda while recognising and appreciating tribal values and way of life.
- Tata Communications' M-Powered, which harnesses the power of technology to enable inclusion of women from impoverished backgrounds.
- Tata Power's Adhikaar, that focusses on financial inclusion of disadvantaged communities.
- Titan's Kanya, which supports quality education for girls from less privileged backgrounds



Tata Steel and SAMVAAD

Samvaad enables tribal communities to have agency over their development agenda while also recognising and appreciating tribal values and way of life

The communities served by Tata Steel are mostly indigenous, with a rich heritage and a unique world view within which language, literature, art, culture, music and sports are entwined with social structures and governance. However, despite being considered the original inhabitants of the Indian sub-continent, these communities are marginalised in India and risk losing their identity as they integrate with the mainstream.

As a responsible corporate citizen, Tata Steel recognises the importance of an equitable society in which all communities have a say in their future and are able to participate in the country's progress. Therefore, in addition to standard social development programmes relating to health, education, livelihoods, et al, indigenous communities require support to continue their cultural ethos and to bequeath their philosophy of life to future generations. Towards this, Tata Steel is working to create a space wherein members of tribal communities can come together to discuss experiences, celebrate cultural similarities and uniqueness, and share their wisdom with others in a spirit of dialogue, discussion, informed dissent. This is Samvaad — a place where people can enjoy the essence of being tribal.

Samvaad's roots trace back to 2014 when Tata Steel first organised a tribal conclave in Jamshedpur to commemorate the birth anniversary of Birsa Munda, an iconic tribal freedom fighter (also the Statehood Day for Jharkhand). At the time, more than 2,000 delegates from tribal communities across the country converged to share their perspectives on culture, heritage and development issues.

Over the years, more than 4,000 scholars, thinkers, artists, development practitioners and activists representing tribal and non-tribal communities from across the country and abroad have participated in Samvaad. The list includes eminent personalities such as Nobel Laureate Professor Muhammad Yunus, Dr Virginius Xaxa, Padma Shri Patricia Mukhim, Padma Shri Tulasi Munda and Dr Niketu Iralu.

In 2017, Samvaad went international and hosted delegates from Australia, Canada, Zimbabwe and Kenya. Personalities such as John Corowa, Armand McKenzie, Louise Poirier and Kathia Angela Luce Rock gave the audience a perspective of indigenous communities from beyond the shores of India.

Samvaad has grown by leaps and bounds! In FY20, it witnessed the participation of 13 countries and 25 states and Union Territories within India.



A demonstration of a tribal dance at the Samvaad gathering.



A musical demonstration by tribal musicians at the Samvaad gathering.

Celebrating indigenous communities

Target beneficiaries

Tribal communities from across the country



Geography

13 countries and 25 Indian states and Union Territories

Reach

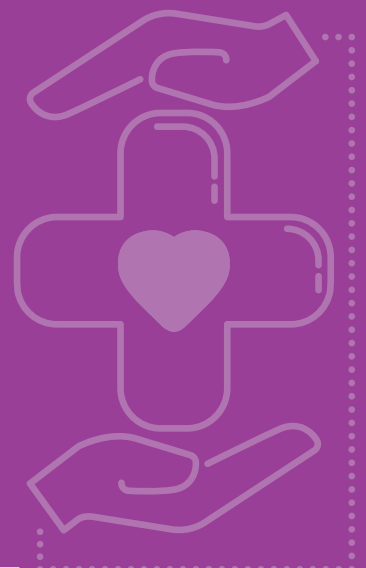
16,000+ people in FY20

Spend

Rs9.13 crore*

Impact

- 2,115 participants from 159 tribes attended Samvaad 2019 and discussed various facets of 'Tribalism Today' to tackle their current challenges, while understanding the interplay between the contemporary world view vis-à-vis the tribal way of living.
- 738 people from 104 tribes of 19 states have attended the regional editions of Samvaad in 7 different locations to share their perspectives and voices.
- 13,091 women, children and men have been reached through Samuday Ke Saath, our initiative on tribal cinema which has brought together 130 filmmakers and 33 films (including original amateur work) across 42 screenings.
- 94 youngsters went through a second touchpoint for the year under our Tribal Leadership Programme, as part of the now recalibrated year-long engagement.
- 203 new tribal language centres were set up and new curriculum was introduced in 261 old centres.
- 23,005 learners have benefited through these tribal language centres
- 15 manuscripts on tribal history, rituals, poetry and tribal heroes have been readied for publication.
- Formation of National Traditional Tribal Healers Association of India comprising of 120 healing practitioners belonging to 14 States/UTs of the country.



Tata Communications and MPOWERED

Harnessing the power of mobile technology to enable inclusion of women from impoverished backgrounds

Women from tribal communities are considered particularly vulnerable in India due to the structural challenges they confront in the form of poverty, gender discrimination and access to basic infrastructure and services. Many of them are from impoverished backgrounds and live on less than \$1.25 a day. India is projected to lead the global growth in internet users contributing 24% of 700 million projected new users by 2025. 75-80% the new users are expected to come from rural areas and from the bottom of pyramid.

Tata Communications' MPowered programme, implemented in collaboration with the Odisha and Jharkhand chapters of the National Rural Livelihoods Mission, aims to leverage its competency in digital enablement to support such women through livelihood enhancement and digital, social and financial inclusion. It was launched in 2016 in partnership with Trickle Up, a non-profit organisation, when 1,800 ultra poor women from four districts (Sundargarh and Bolangir in Odisha and Pakur and West Singhbhum in Jharkhand) and predominantly belonging to affirmative action communities were selected to participate. They received smartphones preloaded with Package of Practices (PoP), a mobile application specifically developed that supports agriculture, livestock management and financial literacy. The women were then organised into self-help groups, trained in smartphone and PoP usage, and provided with seed grants of Rs3,000 each. The results of the programme are denoted in the box.



MPowered's success can be attributed to PoP, which is in regional dialects with voiceovers and visual cues so that it is usable by women with low literacy levels. Moreover, the intent was to compliment traditional knowledge of agriculture with the help of technology. This has served to guide the project participants in their journey towards enhanced livelihoods and financial inclusion by enabling informed decision-making.

Empowering women through mobile technology



Target beneficiaries

Vulnerable and impoverished tribal women, who live on less than \$1.25 per day



Geography

Sundergarh and Balangir districts in Odisha, and Pakur and West Singhbhum districts in Jharkhand



Reach

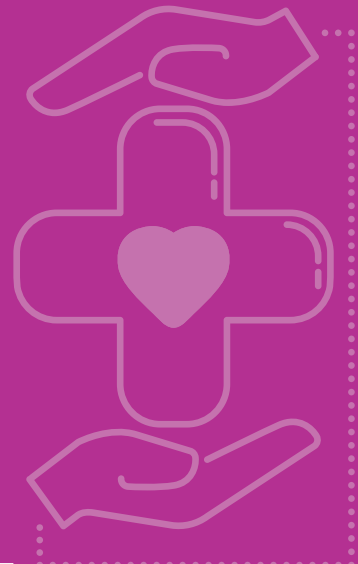
20,800 women in FY20

Spend

Rs5.8 crore* (cumulative from FY16 to FY20)

Impact

- 79% of project participants successfully adopted better agricultural practices and business practices through consistent use of the PoP app
- 73% women are engaged in livelihood activities. The women have also experienced an increase of INR 6,148 in their annual income while 88% women observed an increase of INR 3,247 in annual savings
- Migration of families have reduced by 73%
- Increase in access to government schemes like Pro-Poor Inclusion Fund (PPIF), Vulnerability Reduction Fund (VRF) and MGNREGA (Mahatma Gandhi Employment Guarantee Act), an Indian labour law and social security measure that aims to guarantee the 'right to work' (social and financial security)



What the beneficiaries have to say / Beneficiary voices

Mirju Champia, Project participant, Odisha

After I faced the first setback with the hens I was trying to raise, I never thought that I would have the courage to invest in livestock again. But this time, my smartphone and the Package of Practices app came to my rescue. It not only guided me on the best way to raise livestock, but I also got important tips on how to save them from diseases. All my fear was washed away and I felt confident and empowered.

Mahima Majhi, Project participant, Odisha

I will use the profits that I make from my business to ensure that my daughters complete their education. I don't want them to grow up and be dependent on anyone. They should stand on their own feet and build their future themselves.



Beneficiaries using their smartphones for agriculture management

Tata Power and ADHIKAAR

Enabling financial inclusion of disadvantaged communities

Financial inclusion is a key driver of economic development, and the large number of unbanked Indians (190 million adults, according to the World Bank, of whom 60 per cent are women) despite the considerable progress of the government's flagship Pradhan Mantri Jan Dhan Yojana is a source of considerable concern.

As a company that has been part of the fabric of this country for more than 100 years, Tata Power saw the need for the private sector to join governmental efforts in addressing the situation. This translated to the Adhikaar programme that enables people to access their social welfare and developmental entitlements through convergence with different government schemes. Adhikaar particularly targets women, the elderly, the differently abled and other disadvantaged sections of society.

Adhikaar is implemented directly by Tata Power in eight states of India, and also in partnership with Haqdarshak, a technology platform.



Health cover insurance drive organised under Adhikaar.



Technology facilitates financial inclusion

Target beneficiaries

Women, elderly people, the specially-abled, disadvantaged and vulnerable sections of society



Geography

16 states including Maharashtra, Madhya Pradesh, Rajasthan, Uttar Pradesh, Karnataka, Tamil Nadu, Assam, etc.



Reach

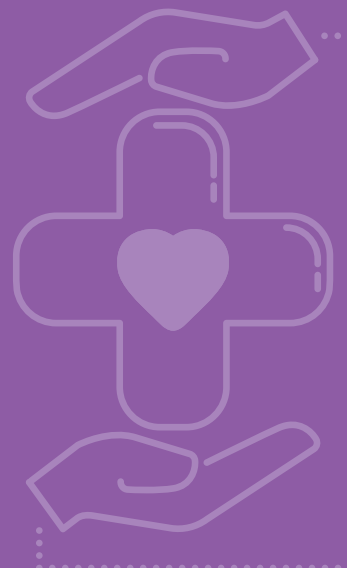
3.75 lakh beneficiaries empowered

Spend

Rs1.82 crore (cumulative for FY20 and FY21)

Impact

- Over 100,000 people impacted by the partnership with Haqdarshak in 8 states and the remaining by the Tata Power CSR team.
- More than 30,000 people from disadvantaged communities have received support in 8 states .
- 40+ women have been trained as Haqdarshaks and are known as ambassadors of social change, who are also a part of another synergic Tata Power CSR initiative, Abha.
- These Haqdarshaks now earn around Rs20,000 every month.



Titan and KANYA



Supporting quality education for girls from less privileged backgrounds

Girls from under-privileged backgrounds face a myriad of barriers — they are malnourished, they have difficulty accessing education, they get married young, and they are often exploited or abused. It is also well known that educating a girl is equivalent to empowering a community, which in turn is a critical factor in a nation's progress. This notion was a trigger for Titan to devise a programme for girls from less-privileged backgrounds with the objectives of getting them into school, keeping them there, and enabling them to complete their education. Titan Kanya began in 2013 in partnership with two renowned grassroots organisations involved in girls' education, wherein teams worked together to identify locations and finalise delivery models. The locations chosen were in the states of Tamil Nadu, Uttar Pradesh, Uttarakhand and West Bengal, and the curriculum too was aligned with that of each particular state.

Kanya has since grown, and its impacts can be discerned from the appended box. As Kanya's effectiveness became clear, the Titan team began to explore ways to add value to the learning process. One such way was the 'Science on Wheels' initiative that made learning science fun and brought it to the doorstep of schools. Another was to introduce students to state-of-the-art technology through tablet devices and on-line teaching. A professionally designed sports curriculum, too, was integrated into the programme, thus enabling the students to participate in fitness activities. In addition, there has been a focus on soft skills and information on gender relations, menstrual hygiene and sanitation.

Kanya's success can be attributed to the support it receives from teachers and Titan's employees. The teachers, all young women from the same localities as the Kanya centres, are the programme's fulcrum. They are trained by Titan's partners and are provided with teaching material for subjects such as English, Mathematics, Science and Environmental Studies. The strong rapport that teachers establish with the students, their parents and the community has been key to the programme's success.

The Kanya programme has also struck a chord within the Titan employee ecosystem and many have come forward to passively adopt girls and support their education. Employees have also drummed up support in different ways. For example, one Titan associate skated along the 6,000-km-long golden quadrilateral of roads for 100 days to raise financial support and spread awareness about girl child education.



Education as an enabler for the girl child



Target beneficiaries

Young girls under the age of 18



Geography

Tamil Nadu, Uttar Pradesh, Uttarakhand and West Bengal



Reach

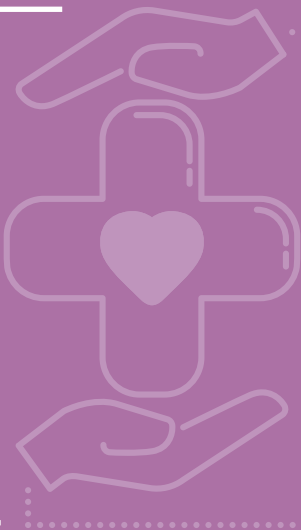
200+ centres

Spend

Rs5 crore*

Impact

- 17,332 girls have been educated so far.
- 826 children have passed out of class 10.
- 4,892 girls have been mainstreamed into school education in the learning centre mode.
- Over 90 per cent of the girls have returned to the learning centres after the pandemic-related lockdown.
- 419 Titan employees have been supporting a child's education.



What the beneficiaries have to say / Beneficiary voices

Monisha, Class 5 student, Tamil Nadu

I live in a remote forest area in Krishnagiri and my father is a daily wage labourer. The Kanya programme has helped me focus on my studies. I ensured that I attended the programme throughout and have been using the materials provided by them. All this helped me score 94 per cent in my annual exams! I want to become a doctor when I grow up so that I can help people in my village who don't have access to basic health facilities.



CONCLUSIONS

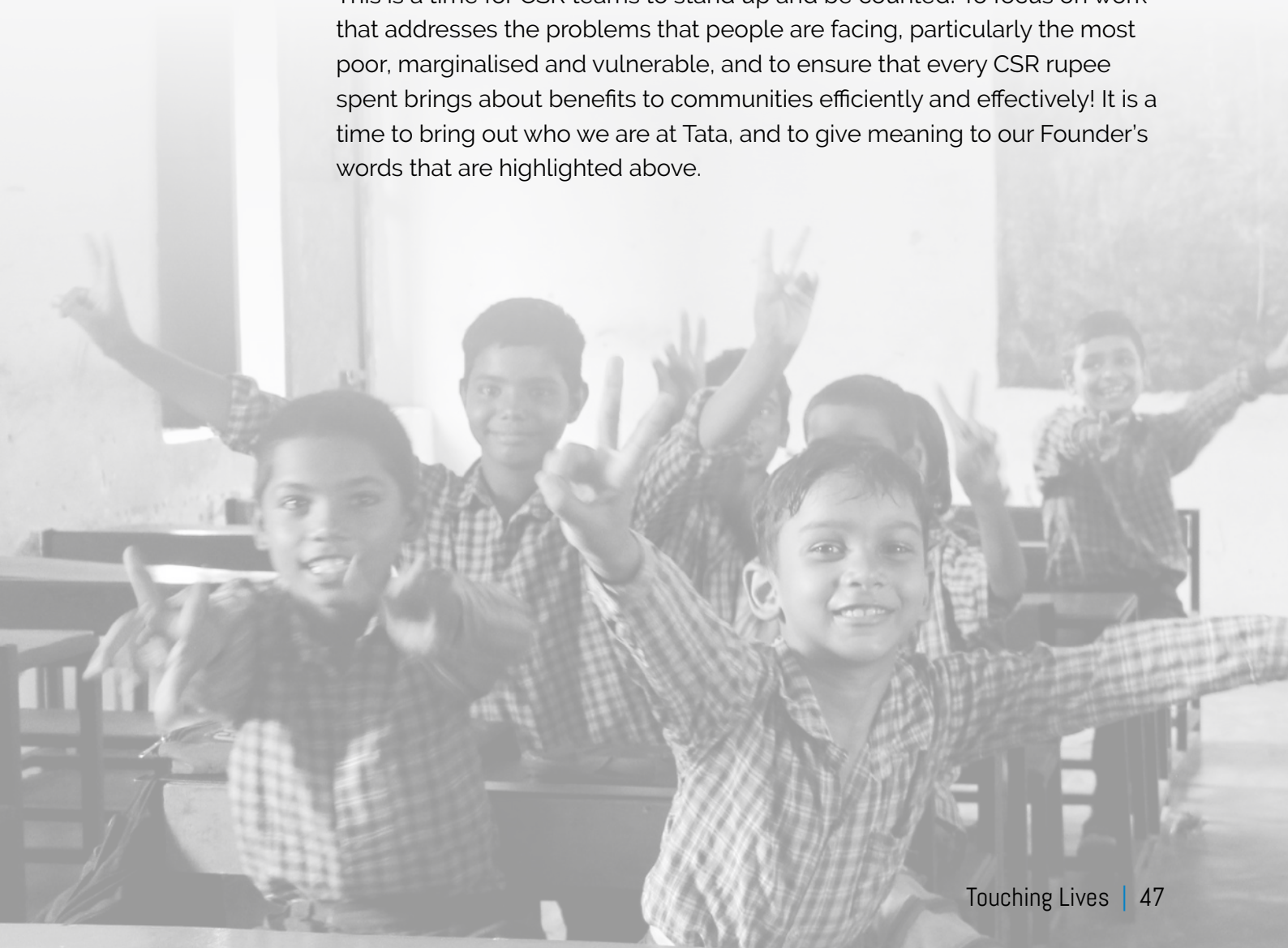
and the way ahead



In a free enterprise, the community is not just another stakeholder in business but is in fact the very purpose of its existence.

The challenges ahead for corporate social responsibility at Tata are considerable. The world is in the middle of a pandemic that has had and will have severe social, economic and developmental consequences. The lockdown and consequent slowdown have resulted in negative economic growth rates and hugely reduced employment, particularly at the lower ends of the skills spectrum. In India, this has led to mass reverse migration of people back to their villages in search of livelihoods, while inflation too has raised its head and further curtailed the purchasing power of households at a time of rapidly depleting savings. The private sector is struggling to get back on to its feet, and the government's tax revenues that finance delivery of basic services are depleting at a time of vastly increased demand. The low-end private schools that educate about half India's children are folding, leaving many children at risk of child marriage, child labour and trafficking.

This is a time for CSR teams to stand up and be counted! To focus on work that addresses the problems that people are facing, particularly the most poor, marginalised and vulnerable, and to ensure that every CSR rupee spent brings about benefits to communities efficiently and effectively! It is a time to bring out who we are at Tata, and to give meaning to our Founder's words that are highlighted above.



We propose to do this through a continued focus on the key tenements of CSR at Tata, which are –

- Beyond compliance
- Impactful
- Linked to business
- Relevant to national and local contexts
- Based on sustainable development principles
- Participative and bottom-up
- Focused on the disadvantaged
- Strategic and built to last
- Partnerships with others
- Opportunities for employee volunteering

In addition, there will be an emphasis on harnessing the power of technology to add to social good and enable communities to access services and better themselves. There will be work done to understand the effects of climate change and global warming on communities and the possibilities for mitigating them. And there will be work on integrating the concepts of resilience building and disaster risk reduction into the Tata group's corporate social responsibility initiatives.

The Tata group expects to continue to be significant in its CSR, to drive positive change, to make life better for the poorest, most marginalised and worst-off, and to serve our communities, the nation and the world. Because that is who we are!





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