



CSR PRACTICES AND INITIATIVES OF TATA CONSULTANCY SERVICES LIMITED - A SWOC ANALYSIS

Savitha P. R.^{1 & 2} & Ganesh Bhat S³

¹ Research Scholar, Institute of Management and Commerce,
Srinivas University, Mangalore, India

² Assistant Professor, Department of Commerce,
GFGC, T.Nararispura, Karnataka, India
Orcid-ID: 0000-0002-6763-2745

³ Research Professor, Institute of Management and Commerce,
Srinivas University, Mangalore, India
Orcid-ID: 0000-0003-1950-8536

ABSTRACT

Purpose: First-ever mandatory regulations on corporate social responsibility in India were enacted by the Companies Act of 2013. All companies who have been covered under Section 135 of the Act are obligated to invest a specified percentage of their earnings towards socially conscious initiatives. The key objective of the present study is to examine the sample company's spending patterns of corporate social responsibility activities through the SWOT analysis framework.

Design/Methodology/Approach: The present research is a case study of TCS Limited. The study used secondary data from the annual reports of the sample company, the Companies Act of 2013, and research articles on corporate social responsibility.

Findings/Results: There is a higher level of compliance of corporate social responsibility provisions by the sample company. The CSR expenditure of the company on CSR activities show the rising trend during the study period. The company contributes major part of the mandatory amount to be spend on CSR related activities to the TCS Foundation. The company have been undertaking multi-year CSR project and programmes. Promotion of Health, Education and Skill enhancement in the local community are the prominent and prioritized CSR areas of the company. The study also identified good financial performance, duly compliance with CSR-related law, effective human capital, employee participation in CSR activities, and rich history of philanthropic engagement of the company as well as its parent company, and strategic CSR policies are the main factors that strengthen the CSR practices.

Practical Implication: The findings of the current research study will facilitate understanding the effort of the sample company to address the social issues through its CSR activities.

Originality/Value: This research will contribute to the corporate world in complying with CSR rules, designing the CSR policy of the company, and spending on needed activities on a priority basis.

Paper Type: Company Analysis

Keywords: Corporate Social Responsibility, CSR, Legal framework, Spending pattern, SWOC/SWOT Analysis, Compliance

I. INTRODUCTION

Being a part of society, business entities have been getting many benefits from society to achieve their goals. In turn, through community development activities companies render needful services, which is globally accepted and acknowledged as Corporate Social Responsibility. Corporate social responsibility (CSR) is a self-policing corporate strategy that enables an organization to be socially accountable to its customers, employees, and stakeholders. Companies can be aware of their influence on society's economic, social, and environmental aspects by engaging in corporate social responsibility, often known as corporate citizenship. The institutional theory of corporate social responsibility includes a number of hypotheses outlining the circumstances under which businesses are likely to act in a socially responsible manner [1]. Corporate social responsibility (CSR) initiatives could improve relationships between businesses and stakeholders [2]. One of the biggest challenges that corporations face now is the integration of corporate social responsibility (CSR) programmes into their operations [3]. Organizations can gain from strategic CSR through increased market share, organisational learning, more dedicated and engaged employees, helpful external stakeholders, and favorable investor relations [4]. CSR is the modern strategic tool to address community issues and can maximize its potential. Companies are under undeniable pressure to satisfy the social requirements of their stakeholders while utilising limited organisational resources. As a result, it becomes essential for the strategist to emphasize how efficiently the organization's resources and market opportunities fit together creatively [5]. CSR activities have become inevitable for sustainable development. Companies join their hands to achieve national and global sustainable development goals through CSR initiatives. Sustainable corporate social responsibility (CSR) actions are essential and are becoming more relevant. Through CSR, a company gains a responsibility to the community and its stakeholders to support social welfare and sustainable development while adhering to national and international laws, maintaining high standards of conduct, and displaying open management [6]. Environmental protection, employee welfare, social development goals, and managerial effectiveness are some examples of a company's social responsibility efforts [7].

Corporate social responsibility has a long tradition in India, where industrial welfare has been pursued since the late 1800s. Indian businessmen's generosity has historically been anchored on religion, similar to western philanthropy. In the early 1900s, socially conscious business strategies included philanthropic charitable contributions, community involvement, improving employee wellbeing, and encouraging religious behaviour [8]. Till 2014, many companies voluntarily rendered their responsibilities toward CSR. The Indian Companies Act, 2013 mandates that large Indian companies spend 2% of average net profit on CSR initiatives every year and disclose such expenditures in their financial statements and a separate CSR report [9]. Our empirical findings indicate that the UK's requirement for mandatory CSR reporting notably enhances the quality for CSR reporting [10].

1.1 Legal Framework of Corporate Social Responsibility

Section 135 of the Companies Act, 2013 and the Companies (Corporate Social Reasonability Policy) Rules, 2014 gives the legal provisions relating to corporate social responsibility of companies in India. The regulations and rules specified by the enactment are mandatorily applicable to companies covered under section 135(1) of the Companies Act, 2013. The mandatory provisions of Section 135 of the Act, came into force from 1st April 2014.

Table 1: Legal Framework of Corporate Social Responsibility

The Companies Act, 2013	
Section	Relates to
135(1)	<p>Applicability of CSR provisions: Section 135 of this Act, applicable to-</p> <ul style="list-style-type: none"> • Companies having a net worth of Rs.5000 crore or more during the immediately preceding financial year, or • Companies having a turnover of Rs.10,000 crore or more during the immediate preceding financial year, or • Companies having a net profit of Rs.5 crore or more during the immediate preceding financial year. <p>CSR Committee: Companies covered under section 135(1) required to constitute CSR committee consists of three directors including at least one independent director</p>
135(2)	<p>Disclosure in Board Report: The board report of a company must disclose the composition of the CSR committee.</p>
135(3)	<p>Functions of CSR Committee: Main functions of CSR Committee includes the following:</p> <ul style="list-style-type: none"> • Formulation of CSR Policies of the company • Recommendation to the Board on the activities to be undertaken under CSR

	<ul style="list-style-type: none"> • Recommendation of the amount to be spent on CSR being 2% of the average profit of the preceding three years. • Monitoring the CSR projects, programmes, and other activities undertaken by the company • Monitoring the policies relating to the CSR
135(4)	Responsibility of Board: The board is responsible to approve the CSR policy of the company based on the recommendations of the CSR committee.
135(5)	CSR Expenditure: The board shall ensure the specified amount to be spent by the company on CSR activities during every financial year. The Act specifies that the company must spend at least 2% or more of the average net profit of the immediate three preceding years on the corporate social responsibility of the company.
135(6)	Unspent Amount: In any financial year, if a company fails to spend the minimum mandatory amount to be spent on CSR activities and any unspent amount on ongoing CSR projects/programmes, the board shall specify the reasons for the unspent amount in its CSR report and ensure that such amount transferred to unspent CSR account within the specified time limit.
135(7)	<p>Penalty for non-compliance of provisions of Section 135(5) and Section 135(6): Companies shall be liable for a penalty which is the least of the following one crore rupees or Twice the amount liable to transfer by the company to the CSR fund.</p> <p>Every officer of the company who is in default shall be liable to a penalty which is least of the following:</p> <p>Two lakh rupees or The unspent amount of CSR account or One-tenth of the specified amount is to be transferred to CSR activities.</p>
The Companies (Corporate Social Responsibility Policy) Rules, 2014	
Rule	Relates to
Rule 1	The rules relating to CSR are named “The Companies (Corporate Social Responsibility Policy) Rules, 2014”. These rules came into force on 1 st April 2014.
Rule 2	Definitions: Rule 2 gives the definition of Corporate Social Responsibility, CSR Committee, CSR Policy, and Net profit
Rule 3	CSR: Rule 3 states that, every Indian company having its subsidiary or holding company and every foreign company having its branch office or
Rule 4	<p>CSR Activities: This rule specifies the activities which are covered under CSR of section 135 of the Act. The main areas of CSR activity include,</p> <ul style="list-style-type: none"> • Eradication of poverty, malnutrition, and hunger and promotion of health care. • Promotion of education, special education, and employment-enhancing skills • Women empowerment and gender equality • Environmental sustainability, conservation of natural resources, protection of flora and fauna, and protection/enhancement of ecological balances. • Protection of art, culture, and national heritage of India. • Measures for the benefit of armed staff and their dependents • Promotion of research and development • Development of rural areas and slum areas • Disaster management
Rule 5	CSR Committee: CSR committee refers to a committee constituted under section 135(1) of the Companies Act, 2013.
Rule 6	<p>CSR Policy: The CSR policy of the company includes</p> <ul style="list-style-type: none"> • List of planned programmes or projects relating to CSR activities of the company

	<ul style="list-style-type: none"> Information relating to the manner of implementation of CSR programme or projects Monitoring process of CSR projects or programmes of the company
Rule 7	CSR Expenditure: The amount spent on all approved project or programmes of CSR activities by the company during the financial year shall constitute the CSR expenditure of the company.
Rule 8	CSR Reporting: Corporation social responsibility activities undertaken by the company as per its CSR policy must be included in the annual report of the company in the specified manner.
Rule 9	Display of CSR related activities: The board of the company is responsible for the display of approved CSR Policy of the company in the company's website.

(Source: Bare Acts: the Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, 2014)

1.2 Tata Consultancy Services Limited: A Brief Profile

Tata Consultancy Services (TCS) is an Indian multinational public company. The company was founded in 1968 by J.R.D. Tata. Its corporate headquarters is in Mumbai. Globally, the company offers outsourcing, consulting, and information technology services. TCS has more than 50 subsidiaries and is a part of the renowned Tata Group, a parent business. It is the second-largest Indian multinational corporation that offers IT services across the world. Currently, the organization has 150 business locations in 46 different countries. The company is listed both in BSE and NSE.

In India, TCS was a pioneer in implementing voluntary CSR practices. The company's CRS activities helped it achieve a noteworthy milestone. TCS has made significant CSR investments since the implementation of the Companies Act, 2013. The company mainly focused on the health sector. Tata Group has reached people in order to raise their standard of living, realize their aspirations, and take advantage of their marketable abilities [11]. There exists a vast variation in CSR expenditure motivations among Indian enterprises according to company characteristics. Large and strongly established companies spend CSR expenditures with a concern for community development and a desire to have a positive reputation and relationship with third parties [12]. Various areas and sector in which TCS mainly focuses are exhibited in

Table 2: Focus Areas CSR Activities of TCS Limited

Sl. No.	Focus Areas	Sectors of CSR Activities/projects
1	Education and skill building	a) Promoting Education among women, children, and differently-abled persons b) Special Education for children, women, and differently-abled persons c) Enhancement of employability skills (through education and training) d) Project boosting Livelihood opportunities. (through education, training, and providing facilities)
2	Health and Wellness	a) Eradication of poverty, hunger, and malnutrition b) promotion of sanitization and preventive health care and sanitization c) Contribution to disaster relief (promotion of health and wellness) d) Technical support to hospitals e) financing high sanitization of hospitals
3	Environment sustainability	a) Environment sustainability and ecological balance b) conservation of natural resources c) maintaining the quality of soil, air, and water d) protection of flora and fauna e) animal welfare f) Agroforestry
4	Disaster Relief	a) Contribution to Prime Minister National Relief fund b) Contribution to other relief funds of the central government
5	Protection of heritage buildings	a) Protection of natural heritage, art, culture b) Restoration of buildings/sites of natural importance and work of art c) Setting up public libraries d) Development of traditional art and handicraft
6	Contribution to Trust and Foundation	a) Contribution to TCS Foundation

		b) Contribution to other trust/foundation engaged in Social welfare activities
7	Other focused areas	a) Promotion of Gender Equality b) Empowering Women c) Setting home and hostel for women and orphan d) Setting up old age home e) Setting up day care Centers f) providing facilities to senior citizens

(Source: Annual Report of TCS Limited from 2014-15 to 2021-12)

II. REVIEW OF LITERATURE

The existing literature relating to corporate social responsibility are reviewed for the study. The literature review mainly focused on practices, initiatives, disclosure and compliance of corporate social responsibility and exhibited in the following table.

Table 3: Review of literature relating to CSR

Sl. No.	Area	Contribution	Author Name
1	CSR Practices	The CSR practices of sample companies belonging to the power and electricity sector were the subject of the study. The investigation provided a comprehensive overview of CSR practices. Although all of these businesses are performing well in terms of CSR initiatives, the researcher has recommended more effective CSR initiatives.	Kundu, B. (2014). [13]
2	Effect of CSR on Employee Cognizance	The study identified that CSR significantly affects employee job engagement. CSR can improve employee attitudes and behaviors while also assisting firms in succeeding, which makes it a win-win situation. Therefore, entities must give top priority to staff in their CSR initiative. The economic, legal, ethical, and discretionary aspects of corporate social responsibility (CSR) must all be given equal weight. There is an inevitable ramification for each dimension. The results show that CSR charitable responsibility affects work attitudes, job happiness, and organizational commitment	Bindhu D & Niyaz. (2022) [14]
3	Disclosure of CSR initiative	The study is interested to know the extent of involvement of corporate entities. It gives an insight into the corporate entities' engagement through the social scores. Companies are falls under high level, medium level, and lower level of engagement in CSR initiatives.	HS Sandhu, S Kapoor (2010) [15]
4	CSR strategic practices	The study attempted to study the strategies of CSR practices of sample Banks in India. The findings of the study found that societal CSR activities are offered as pure social 4responsibility of the group without any commercial expectation. The societal CSR activities include Open-minded treatment of its employees and further identified customer retention strategies through CSR.	G. Nandini Prabhu1 & P. S. Aithal. (2021) [16]
5	CSR on financial performance	An explorative study was conducted to know the impact of financial performance on CSR expenditure. The study observed that Technology companies spend huge amount on	Okafor, A., Adeleye, B. N., & Adusei, M (2021) [17]

		corporate accountability initiatives. Firms spend more amount with the increase in its profitability.	
6	CSR effect on Corporate Reputation	The study analyzed the effect of CSR on the well being of the company. It came to light that corporate reputation is the outcome of CSR.	A Perrez (2020) [18]
7	Role of CSR in Rural development	The study examined the contrition of the companies under CSR practices for the rural development. The study came to the conclusion that Indian businesses, regardless of size, industry, or corporate objective, considered social responsibility as a critical business challenge. CSR initiatives thus benefit the growth of rural communities as well as their businesses. the study also provided insight into CSR practices in India that could really help corporate organisations conduct CSR initiatives more effectively.	Pradhan, S., & Ranjan, A. (2011). [19]
8	CSR initiatives and practices	An empirical investigation was conducted to analyze the CSR initiatives and practices in the metal and mining industries. The study found that, the disclosure practices significantly enhanced after the affirmative policy regarding CSR	Ajay K Singhal (2021) [20]
9	CSR Practices and Sustainable development	The investigation was carried out to determine the relationship between the CSR activities of Indian companies and Sustainable Development Goals. Changes in the climate, the preservation of biodiversity and environmentally friendly production and consumption are the areas where Indian firms allocate their CSR expenditures.	Poddar, A., Narula, S. A., & Zutshi, A. (2019). [21]
11	Legislated CSR	Corporate social responsibility (CSR) is often thought of as a voluntary activity that identified sponsors, but government involvement in CSR, or what we refer to as mandatory CSR, has been growing globally. But there are regional disparities in the type and reach of CSR regulation. To explore thoroughly how and why CSR legislation originates and what their potential ramifications for CSR might be, this chapter provides a broad overview of CSR laws while also presenting a detailed examination of one specific CSR legislation, the CSR law of India.	Panwar, R., Nawani, S., & Pandey, V. (2018 [22]
12	Influence of CSR	The goal of the study was to determine how CSR affected a variety of businesses, including banking, retail, automobiles, IT, and FMCG. It came out with the fact that CSR had a good impact, but on several factors.	Ingale, D. (201984-92. [23]
13	The notion of CSR activities	The study mainly concentrated on the CSR contribution of the sample company. The study found that CSR activities must be an integral routine part of an organization. CSR activities help a business firm to acquire goodwill while engaging in its social commitments. As a result, enterprises must assess and emphasize CSR efforts as an integral part of their daily operations.	Bindhu D. 1 & Niyaz (2021) [24]

III. RESEARCH GAP

CSR is an interesting area in academic research, as it connects business and community development. So far, many extensive research studies have been conducted on a topic related to CSR. The involvement of companies in business responsibility activities depends on their strength and strategies along with legal provisions. The trend of spending amount in CSR activities has been changing since the provisions of the Companies Act of 2013 came into force. It observed from the literature survey that, Indian companies are following Section 135 of the Companies Act, 2013. Although, the level of compliance with CSR-related legal provisions, policies, and, initiatives is different among them. There are no in-depth studies available recently covering all these aspects. The present study concentrates on Tata Consultancy Services Limited to explore the trend of its CSR activities.

IV. RESEARCH AGENDA

The current research study is conducted with the following research agenda.

- a) Is the sample company in compliance with CSR-concerned legal provisions?
- b) In which area and activity of CSR is the sample company concentrated?
- c) Do the sample company contributes to skill-building initiatives under CSR?

V. OBJECTIVES OF THE STUDY

Objectives of the study include:

- a) To understand the level of compliance with CSR provisions by the company.
- a) To analyse the CSR spending patterns of the company.
- b) To understand the Skill development initiatives undertaken by the company under CSR.
- c) To analyse the CSR Practices of the company through the SWOT Analysis framework.

VI. RESEARCH METHODOLOGY:

The study uses an exploratory research method. The research is based on secondary data, which are secured mainly from the published annual report of the sample company from the year 2014-15 to 2020-22, previously published literature, and the Companies (Bare) Act, 2013. The Content Analysis method is used to understand the data and achieve the research objectives.

VII. DATA ANALYSIS AND INTERPRETATION

7.1 CSR Practices and Spending Patterns of TCS

The focus areas of CSR practices of the company include Education and Skill development, Health and wellbeing, Environment sustainability, contribution to disaster relief, restoration of heritage buildings, Contribution to the foundation or trust engaged in social development activities to promote the community development in various forms, other activities like women empowerment, gender equality, and the like. The corporate responsibility strategies of the company incorporate sustainable development and an inclusive approach. The company implemented CSR projects or activities directly or through the TCS foundation or through implementing agency.

Table 4: Average Profit before Tax, CSR Budgeted, Actual CSR Expenditure and Unspent amount

(Rupees in crores)

Year	Average Profit	Amount to be Spent	Amount actually Spent	Amount Unspent
2014-15	14250	285	219	66
2015-16	17994	360	294	66
2016-17	22275	446	380	66
2017-18	24868	497	400	97
2018-19	27078	542	434	108
2019-20	30003	600	602	0
2020-21	33153	663	674	0
2021-22	35086	716	727	0

Source: (Source: Annual Reports of TCS Limited from 2014-15 to 2021-12)

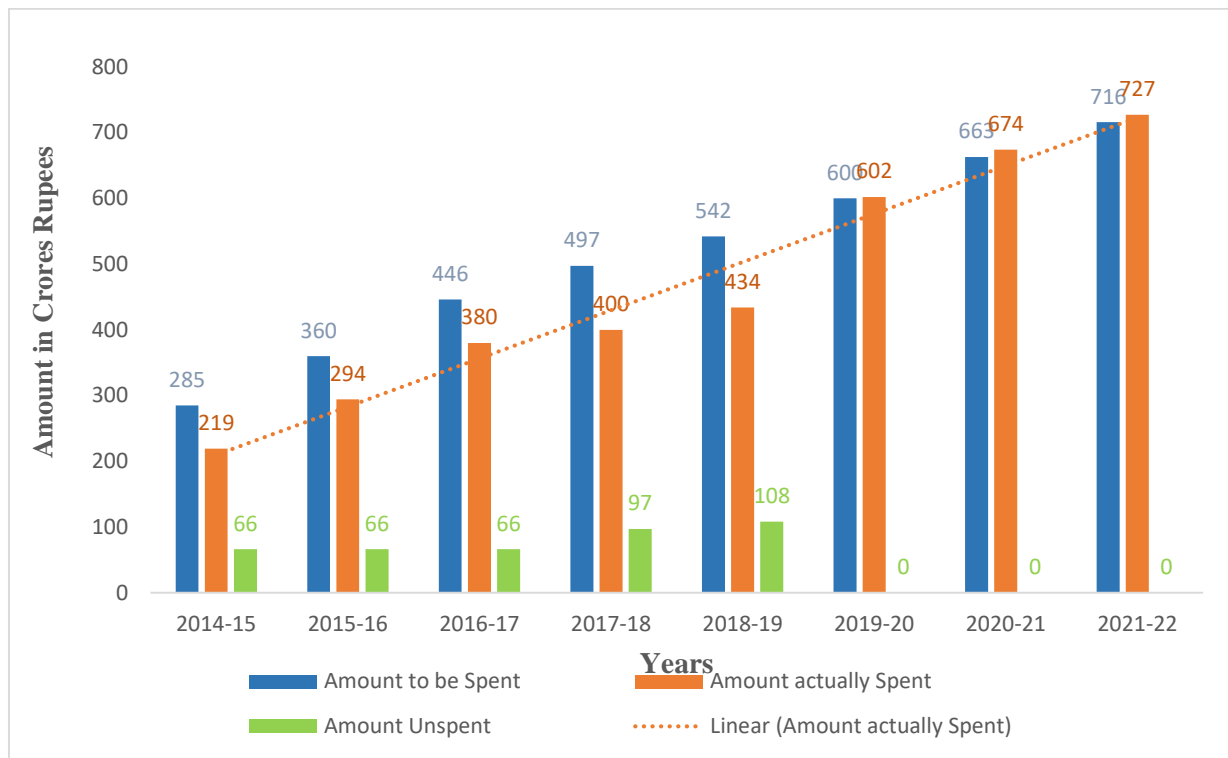
Graph 1: CSR Budgeted Amount, Amount spent and Unspent amount details of TCS Limited

Table 4 and Graph 1 exhibit the facts and figures of average profit, CSR budgeted, CSR Expenditure, and amount unspent from the financial year 2014-15 to 2021-22. The previous three years' average profit after taxes increased from Rs.14250 crore in the year 2014-15 to Rs.35086 crore in the year 2017-18, which is 146.21%. CSR budget computed at 2% on the average profit also increased from Rs.285 in 2014-15 crore to Rs.716 crores in 2021-22 at the rate of 151.23% to the base year 2014-15. The company has spent less than the 2% CSR budget and kept the unspent amount from 2014-15 to 2018-19. More than 2% of the average profit from 2019-20 to 2021-22 was spent by the company on community development activities. There is a rising linear trend in the company's corporate responsibility practices.

Table.5: Focus Area-wise CSR initiatives and Spending Pattern in TCS Limited**(Rs. in Crores)**

Year	Educational and Skill Building	Health and Wellness	Environment sustainability	Disaster Relief	Restoration of heritage building	Contribution to TCS Foundation	Others	Total
2014-15	34.38	21.05	1.99	17.37	3.63	140.00	0.00*	218.42
2015-16	78.08	79.44	0.07	18.24	0.33	118.07	0.00*	294.23
2016-17	90.60	88.30	0.60	0.00*	0.20	200.00	0.00*	397.70
2017-18	91.00	136.00	1.00	0.00*	0.00	172.00	0.00*	400.00
2018-19	39.00	292.00	3.00	1.00	1.00	92.00	0.00*	434.00
2019-20	116.00	175.00	6.00	2.00	0.00*	303.00	0.00*	602.00
2020-21	28.00	22.00	1.00	273.00	1.00	350.00	0.00*	674.00
2021-22	14.00	17.00	2.00	0.00*	0.00*	680.00	14.00	713.00
Total	492.06	837.79	15.66	311.61	6.16	2055.07	14.00	

(0* represents less than .05 crores rupees spent on projects/activities)

Source: Annual Reports of TCS Limited from 2014-15 to 2021-22

Graph 2: Focus Area-wise Spending Pattern in TCS Limited

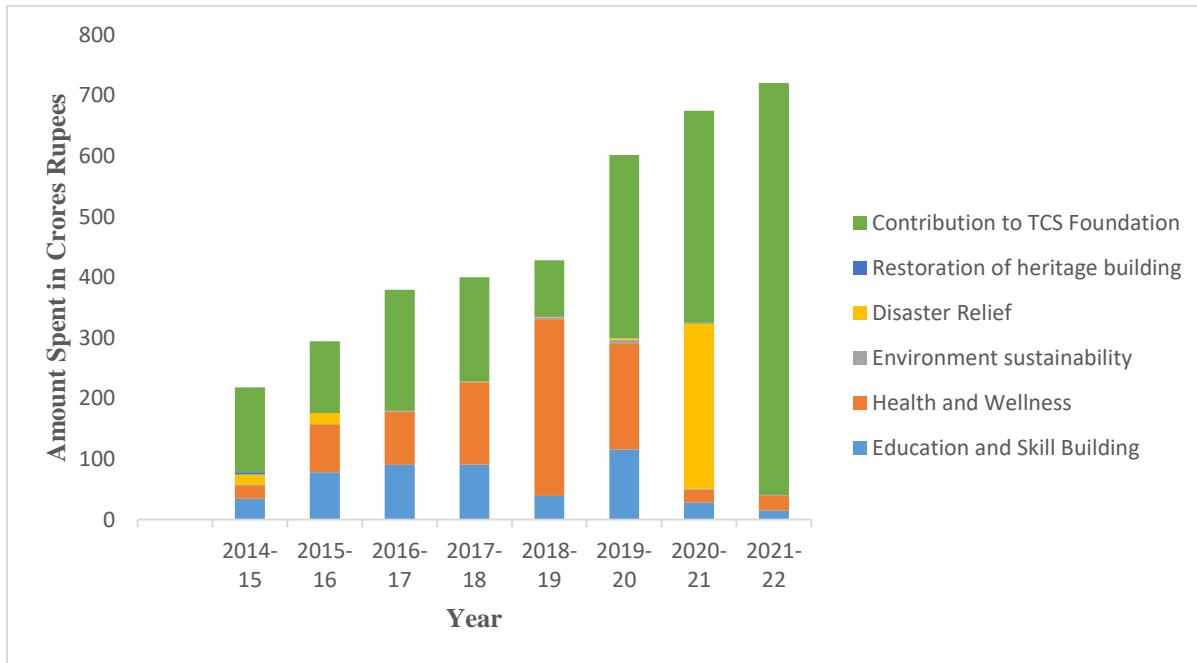
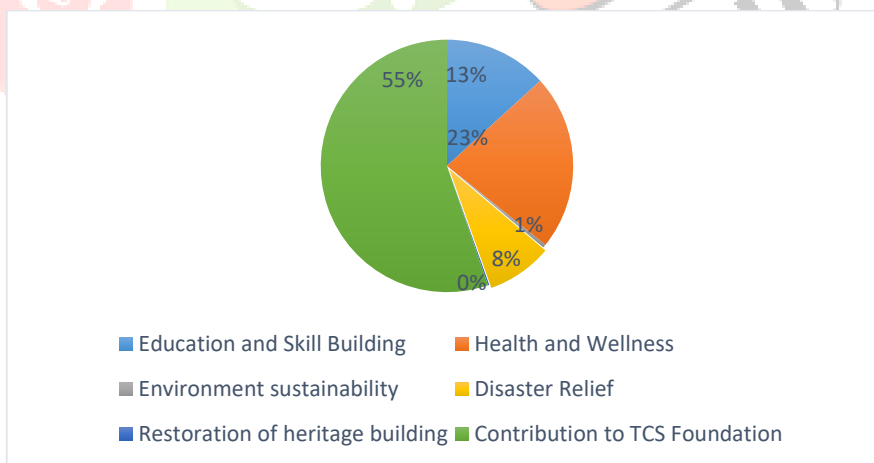


Table 5 and graph 2 reveals the TCS Company’s social capital investment details for the sample period covering from 2014-15 to 2021-22. The investment of social capital in Health and wellness as well as education and skill building is in the increasing trend from 2014-15 to 2019-20. There is a marginal investment in environmental sustainability projects out of CSR funds. The company has contributed the highest amount in the year 2020-21 to disaster relief. TCS also shows its concern for the protection of heritage buildings and sites of national importance.

Chart 1: Consolidated CSR Expenditure in TCS Limited from 2014-15 to 2021-22

Graph 2 and chart 1 shows the core areas and activities where TCS Limited has been connecting the community through its corporate responsibility activities. TCS Limited has spent 55% of the amount through the TCS foundation during the study period. Community health and wellness have been given prime priority and education and skill building are given the second priority during the sample period. The company has spent 23% and 13% of its total CSR expenditure during the sample period. The company has spent less than 10% of its total CSR expenditure on environmental initiatives, contributions to disaster relief, and the protection of heritage buildings.



7.2 Compliance with mandatory CSR provisions and rules by TCS Limited

The government of India put pressure to engage companies in CSR initiatives through the enactment of the Companies Act 2013. The statutory pressure impacts the companies’ heterogeneity [27]. While corporate social responsibility (CSR) is generally regarded as a discretionary initiative that business enterprises choose to undertake, there has been a growing trend globally in the role of the state in CSR, which we refer to as regulated CSR. There exists a difference among the various countries about characteristics and reach of CSR laws. In addition to giving a general review of CSR legislation, this chapter analyses the CSR law of India in detail to investigate the reasons and processes behind the creation of CSR laws as well as the possible implications for CSR [28].

A three-point Likert-type structured questionnaire is used in the study. Non-compliance mandatory CSR scores 1, moderately complied scores 2, and extremely complied scores 3. The highest expected score will be three. The average legal compliance scores of the company during the sample period along with the gap in the score between them are given in table 5. The gap score is the difference between the expected score and the gap score.

The average legal compliance score of all the provisions/rules is exactly equal to the expected score. This score indicates that there is a higher level of legal compliance with mandatory CSR provisions/rules in TCS Limited.

Table: Average Legal Compliance Score TCS Limited

Sl. No.	CSR Provisions/rules	Average Score	Gap Score
1	Whether the company constituted CSR Committee?	3	0
2	Whether the CSR committee of the company formulates the CSR policy and recommends the same to the board?	3	0
3	Whether the CSR policy of the company comes under the areas prescribed under Schedule VII of the Companies Act?	3	0
4	Whether the committee recommends the amount of CSR Expenditure?	3	0
5	Whether the committee monitors the CSR policy of the company?	3	0
6	Whether the board of the company approves the CSR policy recommended by the board?	3	0
7	Whether the company discloses the CSR policy of the company in the company website	3	0
8	Whether the board ensures the activities indicate the CSR policy of the company?	3	0
9	Whether the board considers profit after tax for the calculation of the amount to be spent on CSR activities?	3	0
10	Whether the company computes the average net profit after tax for the preceding three years?	3	0
11	Whether the company computes the minimum amount of CSR expenditure which is equal to 2% of the average net profit?	3	0
12	Whether the board gives preference to spend the amount for the social welfare of the local community?	3	0
13	Whether the company has a valid reason for the unspent amount of mandatory minimum CSR expenditure in any year?	3	0
14	Whether the company keeps the unspent amount as per the CSR norms?	3	0

Source: Annual Reports of TCS from 2014-15 to 2021-22

7.3 CSR –based Skill Development initiatives of TCS Limited

Skills determine the ability to achieve goals and execute better plans. Keeping this in mind, the Government of India introduced the initiative of 'Skill India' in 2015.

UDDAN:

UDAAN was a program to enhance the employability of Kashmiri youth. The TCS was the first company to sign a Memorandum of Undertaking with the National Skill Development Corporation to increase employment among youths from Jammu & Kashmir. Udaan aimed to improve participants' work opportunities and industry-relevant skills through a 14-week training programme designed by TCS.

In the financial year 2014-15, 200 youths were trained by the organization of which 126 of them obtained job offers from TCS. 75% of the applicants were mobilized for Operation Megh Rahat, of the Indian Army. During the financial year 2015-16, the programme trained 497 youths, of whom 244 secured jobs in TCS Limited. More than 100 people get job opportunities in various sectors. 743 young job aspirants have undergone training in the year 2017–18. Of them, 675 have received job offers from TCS.

EMPOWER

Empower was a CSR-initiated skill development programme of TCS. This programme aimed to build the capacity and capabilities of its support and contract staff of the TCS office. Empower offered skill training in basic knowledge of computers, English communication, and relevant soft skills. In 2014-15, 480 1200 in 2016-16, and 2178 in 2016-17, and around 2000 support and contract staff in 2017-18 have benefited from this program.

Academic Interface Programme (AIP)

AIP is a skill based programme. Through this programme the company shows its commitments towards designing the curricula as per the industry needs, improvement of employability of students and develop developinculty for academic institutions. The TCS have assisted 37 boards of various institutes across the counting to revamping their industry trends and needs. In addition, TCS aimed to serve as a partner in establment of IIT in vododara, Guwahati, Tiruchirppalli, Nagput and Ranch by singing MOU with the respective state governments. In Financial year 2014-15, 993 workshops were conducted under AIP reaching 1,51,834 students. In addition, 318 faculty development programmes were also conducted which reached 10,757 faculty. In the financial year 2015-16, hundreds of students and faculty members were the beneficiaries this programme.

Advanced Computer Training Center (ACTC)

The Advanced Computer Training Center (ACTC) was launched by TCS Maitree in 2008. The company has initiated this programme that offers IT-enabled vocational courses that are in line with industry standards, personality development, and training in corporate culture to boost employment among people with visual impairment. This innovative programme strives to close the digital divide between visually impaired people and individuals with the necessary IT/ITES capabilities. The programme also provided trainees with employment opportunities.

BrigdeIT

BridgeIT is a special initiative of TCS. The programme uses Information Technology as a vital tool in adult literacy programmes, school education, and the creation of efficient entrepreneurs in remote villages. Rural communities are successfully educated via the use of technology, which also offers a platform for the development of concepts and abilities that might boost employability and living standards. The programme has 437 active digital entrepreneurs that are offering digital services to 200,000 beneficiaries on average every three months till the year 2020–2021. BridgeIT has empowered 321 entrepreneurs across 20 districts and 9 States in FY 2022.

Youth Empowerment Programme

TCS launched the Youth Empowerment Programme (YEP) to tackle India's socioeconomic issues. The programme emphasized the challenge of unemployment, underemployment, and difficulty accessing well-paying jobs among the Indian youth. Through the development of skills in arithmetic ability, logical reasoning, communication, programming, and domain knowledge. YEP connects India's young to employment in the digital economy. The programme also imparts interview skills and career assistance to empower young people in navigating the market's prospects. In FY 2022, more than 19,700 students were trained in India and LATAM, of whom more than 7,400 students gained employment in sectors such as IT and ITes, Retail, Banking, and others. Today, the program runs in 35 States & Union territories across India.

Ignite My Future (IMF)

Ignite My Future (IMF) enables instructors and develops career abilities. IMF empowers educators and creates the skills of the future. The workforce of the future will need modern skills and competencies to be productive as technological transformation picks up speed. One such cutting-edge talent is computational thinking, which not only gives students a problem-solving attitude but also opens doors to high-skilled employment, allowing communities to gain from the adoption of new technology. Nearly 435,000 students and instructors were empowered by the initiative in FY 2022.

IT and BPS Employability Programme

TCS introduced the IT and BPS Employability programme, which aims to enhance the employability of students from rural colleges by educating them in business and technical skills, general aptitude, business English, and corporate culture, to close the employability skill gap. In FY 2019, 2,528 participants in the IT and BPS Employability programs joined TCS.

7.4 SWOC Analysis of TCS's CSR Initiatives

SWOC (Strengths, Weaknesses, Opportunities, and Challenges) Analysis is a strategic planning technique, that is used as an assessment to evaluate a company's competitive position and help the company to develop more effective strategic planning to reach its goals. Many research studies used SWOC analysis to identify the Strengths, Weaknesses, Opportunities, and Challenges through the evaluation of internal and external factors of the organization of the related studies [29], [30],[31]

The present study attempted to assess the sample company through the SWOC Analysis framework.

Internal Factors

STRENGTHS:

Philanthropic business family: The Company belongs to a great TATA Group, a parent company that has been continuously engaged in philanthropic activities.

Financial performance: The financial performance of the company is in increasing trend from year to year. This enables the company to involve in business social responsibility activities [32], [33].

Sustainable development: The Company strongly believes in sustainable development and inclusive development through its CSR initiatives.

Corporate and Brand image: The Company assists to provide education, skill-building, Health and wellness programmes, etc. through its CSR initiatives. In long run, CSR activities build the corporate and brand image [34].

Investment opportunities: As the public image of the company enhancing through its CSR practices, wider investment opportunities are available to the company.

Employee engagement: Employees of the company always show their interest to involve themselves in CSR programme of the company. Employees are also enhancing their domain knowledge and skill through participation in the programme either as a trainer or beneficiaries.

Monitoring team: CSR committee identifies the thrust areas for its CSR activities and regularly monitors its CSR programme/project.

Subsidiaries: The company has a number of subsidiaries, which are also involved themselves to help the local community development in which they operate.

Own Foundation for CSR: The company has its own foundation called TCS Foundation to implement the company's CSR project/programme by meeting the justice needs of customers, CSR is likely to increase customer satisfaction. (gellberth J)

WEAKNESSES:

Multi-year project: It is observed from the business responsibility reporting, the company implemented a multi-year CSR project with huge CSR expenditure. This will reduce the opportunity to extend its service to more stakeholders.

Lower awareness about CSR programmes: The company or the implementing agencies have not been creating awareness about their social sustainability programme.

External Factors

OPPORTUNITIES

Creation of new customers: The CSR activities of the company pave the way to create new customers.

Create awareness among the public: The employees and the implementing agencies must put their effect to create awareness about the CSR activities of the company.

Memorandum of Undertaking: The company can sign the MOU with the Government organization, Implementing agencies to provide better services through its CSR practices.

CHALLENGES:

Specified areas to be focused: The Companies Act, 2013 restricts the company to spend the CSR amount only in areas mentioned in Schedule VII. Initiatives that are not covered under Schedule

Public Policy: There is no public policy related to CSR. Community people are not actively engaged in the CSR programme of the company. Use the "Insert Citation" button to add citations to this document.

VIII. FINDINGS

The following main findings are observed from the present study of Tata Consultancy Services Limited.

- a) The company has been continuously showing its true community commitment to reduce the disparities in the social, economic, ecological environment, and the like through its CSR practices.
- b) The company gives priority to addressing the issues of the local community. The company's CSR activities are taking place at PAN in India and also concentrating global CSR initiatives throughout its subsidiaries across the world.
- c) The company has been spending more amount of its CSR budget through its own foundation called TCS Foundation.
- d) Health and wellness and Education and skill development are the key focus area of CSR practices of the company.
- e) In the year 2020-21 the company has contributed a huge amount to the national relief fund to face the COVID pandemic issued by the nation. It shows the effective strategy and real concern of the CSR committee and Board of the company.
- f) Throughout the study period the company duly complied with the legal provisions of CSR under the Companies Act, 2013, and Companies (CSR) Rules, 2014.
- g) The amount spent on CSR initiatives shows a rising trend during the study period.
- h) Many of the CSR projects are multi-year requiring huge social capital mainly to promote skill education and health initiatives.
- i) Keeping in mind the fact that skills possessed by the youth, women as well as school children the company has been engaging in numerous skill development initiatives.

- j) Good financial performance, duly compliance with CSR-related law, effective human capital, employee participation in CSR activities, and rich history of philanthropic engagement of the company as well as its parent company, and strategic CSR policies are the main factors that strengthen the CSR practices.

IX. SUGGESTION

The company and the implementing agencies need to create awareness among the public at the national level to make the CSR practices of the company more useful both to the community and the company.

X. CONCLUSION

Many Indian Companies are actively engaged in the CSR arena voluntarily as well as through mandatory action of the company. The volume both in terms of the number of companies and the amount of CSR contribution drastically enhanced after the enactment of legislation relating to corporate social responsibility in India. Companies always aimed to reach sustainable development through their CSR practices and initiatives. The degree of involvement of companies in community development slightly differs among the industries. Indian Companies frame their own CSR strategies within the umbrella of legislative CSR. CSR strategies of a company are mainly influenced by philosophic, operational improvement and business model transformation. CSR practices and initiatives of companies based on different models ultimately facilitate community development to reduce social problems. Tata Consultancy Services Limited makes a remarkable contribution to meeting its social responsibility. TCS is aims and committed to serving the local community and the global community through its subsidiary.

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