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A Case Study on the Corporate Social Responsibility Initiatives of Tata Group from the perspective of Established CSR Models and Sustainability

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Abstract: *This research aims to identify and analyze the implementation of Corporate Social Responsibility activities by the multinational corporation Tata group, which is the oldest and biggest group leading in steel, automobiles, IT services, telecommunications, hospitality and consumer products. The concept of CSR emerged from the growing recognition that businesses have more responsibilities towards society and environment beyond just earning profit. The implementation of CSR activities is crucial for the company as company need to balance economic, social and environmental goals together as it cannot function separately. Qualitative method and CSR models have been used for analysis. Research found that Tata Group carries many activities including philanthropic, social, environmental, ethical and legal responsibility. This research explored, Tata Group exemplifies how a corporation can integrate various CSR frameworks including Carroll's ethical, philanthropic and legal responsibilities, the Triple Bottom Line's sustainability. The implementation of CSR by Tata Group from the perspective of the models and sustainability has a significant impact on growth of the company and can positively influence its business expansion and strength*

Keywords: Corporate Social Responsibility, CSR Models, Tata Group, sustainability

I. INTRODUCTION

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

Jamsetji Tata, Founder, Tata Group

Society is biggest stakeholder of any business and in this modern era companies have become responsible towards the society also. Corporate social responsibility is not only a legal compliance for the companies but also became a strategic move reflecting the shift from profit making model to more sustainable business practices. Beyond philanthropic initiatives, Tata's CSR programs are deeply aligned with sustainability principles, aiming to create shareholder value for stakeholders' as well as environment. The concept of CSR is not new in India. It is largely influenced by Gandhian principles of trusteeship and welfare of the society. Traditionally Indian companies were engaged in philanthropic activities. In same relation, Tata is the one of the biggest companies which contributes huge money in CSR activities. Tata Group founded in 1868 by Jamsetji Tata, is one of the largest, oldest and most reputed multinational conglomerates, having operations spanning over 100 countries. In 2023-24, the revenue of Tata companies, taken together, was more than Rs. 16500 crore. In context of effective implementation, CSR models plays crucial role to analyze the CSR spending.

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1.1 Models of CSR

• **1.1.1 Carroll's Pyramid of CSR:** The four step pyramid CSR model is a widely utilized model developed by A. Carroll in 1979.This model comprises economic, legal, ethical and philanthropic responsibilities.



Figure 1.1 Carroll's four step CSR pyramid. (Based on Carroll,1979)

1.1.2 Triple Bottom Line: The Triple Bottom Line model of CSR is a comprehensive framework which shifts the traditional focus of businesses from profit making to include social and environmental considerations. It includes triple P – People, Planet and Profit.

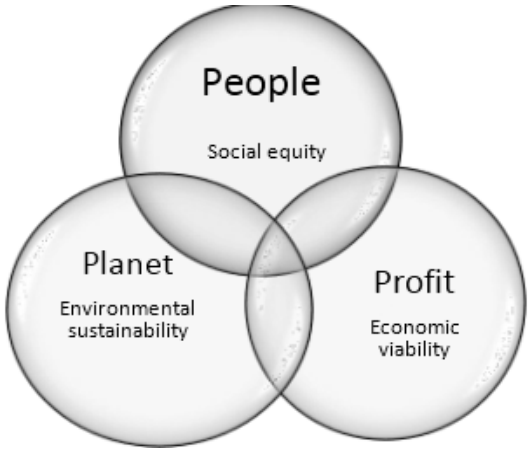


Figure 1.2 Triple Bottom Line.(Elkington, 1994)

II. LITERATURE REVIEW

Amadi and Ngozi (2025) investigated the connection between Corporate Social Responsibility sustainability spending and the market valuation of publically listed oil and gas companies of Nigeria. CSR expenditures were categorized into three types Scholarship and Training Costs (STC), Donation and Charitable Costs (DCC), and Corporate Welfare Costs (CWC). These were analyzed in relation to market value by Least Square Regression Analysis. The research found STC and DCC had a insignificant effect on market value whereas CWC had a significant impact. The overall regression model has indicated that CSR spending generally does not substantially explain changes in the valuation of the firm. The study was concluded by recommending a better alignment between CSR initiatives and business strategies, high transparency in CSR reporting and greater focus on employee and community welfare to enhance value creation.

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Aithal P.S. (2024) investigated the impact of ethical business practices on excellence of organizational performance, used Tata Group as case study. This research aimed to demonstrate how ethical frameworks can serves as a foundation for business success, stakeholder trust, and long term sustainability by examining commitments of Tata Group to ethical principal. The study emphasized on the relationship between ethical business model and competitive advantages, provided the insights for academics, industry experts, regulators and organizations aiming to ethical leadership.

Rahman and Singh (2021) analyzed the CSR activities taken by Tata Group and also studied the Indian government policies and programmes of CSR. Annual Reports were extensively analyzed. They found that Tata Group is very sincere and honest in fulfilling its responsibilities towards the development of society.

Jeet V. et. al. (2020) analyzed various CSR models in order of significance, philanthropic roles, scope of responsibilities, relationship between financial performance and attractiveness and how it affected sustainable development. The study found that many CSR models have been modified and proposed still there were huge gap between the theoretical concept and practical execution of CSR models due to strategic steps adopted by organization. These strategies may vary from nation to nation depends of the business environment. As per the stakeholder model of CSR, companies should take care for the interests of all the stakeholders of the organization for the sustainability in the business.

Mahapatra and Aruna (2012) examined the role of corporate social responsibility with special reference to Tata Steel in transformation to health, education and livelihood of population of rural area.This research also explored the practical implication of Ethical theory of CSR. They found on the basis of applied theory that Tata steel meets the challenges related to Human Resource for sustainability successfully. There was improvement in the health of rural persons by implementing the projects such as ASTHA and MANSI. They achieved 100% immunization target. In education also achieved 100 % girls' education and zero drop outs target. In livelihood, they introduced income generating activities and marketing of local products, through these initiatives tribal women benefits and rural people earned a lot for the family income.

Shrivastava A.K. et. al. (2012) developed an understanding about the corporate social responsibilities and found its scope taking the Tata Group as an example for the case study. For the study exhaustive literature review has been done. This research explored that Tata Group is responsible for its stakeholders' interest, health and welfare of employees.

III. BACKGROUND OF CSR IN INDIA

In India, Corporate Social Responsibility (CSR) has evolved very significantly over the time, notably since the implementation of companies Act of 2013, which made CSR spending mandatory for all the Indian companies' falls under the guidelines. As per the section 135 (A) of the act, companies with a net worth of Rs. 500 crore or more, or turnover of Rs. 1000 crore or more, or net profit Rs. 5 Crore or more are required to spend at least 2% of their average profit of preceding three years on various CSR activities (Ministry of corporate Affairs, 2013).

The concept of CSR is not new in India. It is largely influenced by Gandhian principles of trusteeship and welfare of the society. Traditionally Indian companies were engaged in philanthropic activities specially called "DAAN" but the statutory action has formalized and expanded role of companies in various areas including education, healthcare, equality, environmental sustainability development and many more. (Kumar & Das, 2020).

Major companies like Tata Group, Reliance Industries, Infosys were pioneers in adopting CSR as strategic methodology. For instance, Tata Group has strong initiatives in education, public health which demonstrate how CSR may be aligned with core corporate values (Sundar, 2018).

The main objective of CSR is to maximize the overall impact of the company on the society and stakeholders. Currently companies are spending more than mandatory amount on CSR to protect reputation and goodwill and to enhance business competitiveness.

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IV. TATA GROUP

Tata Group founded in 1868 by Jamsetji Tata , is one of the largest, oldest and most reputed multinational conglomerates, having operations spanning over 100 countries. Tata group has highly diversified business portfolio including the key sectors like steel, automobiles, IT services, telecommunications, and hospitality and consumer products. In 2023-24, the revenue of Tata companies, taken together, was more than $165 billion. These companies collectively employ over 1 million people. Over the time, Each Tata Company or enterprise functions independently, guided and supervised by its own board of directors. As of March 31, 2024, there are 26 publicly listed Tata firms with a total market value of more over $365 billion. Tata group has been entitled as introducing pioneering ventures including Indian's first steel plant, luxury hotels, airline and hydroelectric power plant and many more. These initiatives contributed to industrial innovation and growth and also contributed to build nation's economy.

Tata group stands out not only for its business size and legacy but also for its prompt commitment to nation building and responsible business practices. Tata group is renowned Indian multinational conglomerates headquartered in Mumbai, Maharastra. It comprises various companies across various segments. Below is the list of all registered companies under Tata Group, along with their foundation year and headquarter:

S.No.	Company Name	Founded Year	Headquarters
1	Tata Sons	1868	Mumbai, Maharashtra
2	Taj Hotels (IHCL)	1903	Mumbai, Maharashtra
3	Tata Steel	1907	Mumbai, Maharashtra
4	Tata Power	1915	Mumbai, Maharashtra
5	Air India (originally founded, now reacquired)	1932	New Delhi, Delhi
6	Tata Chemicals	1939	Mumbai, Maharashtra
7	Tata Motors	1945	Mumbai, Maharashtra
8	Tata Global Beverages (now Tata Consumer Products)	1962	Mumbai, Maharashtra
9	Tata Consultancy Services (TCS)	1968	Mumbai, Maharashtra
10	Tata Projects	1979	Hyderabad, Telangana
11	Tata Housing Development Company	1984	Mumbai, Maharashtra
12	Titan Company	1984	Bengaluru, Karnataka
13	Tata Communications (as VSNL)	1986	Mumbai, Maharashtra
14	Tata Elxsi	1989	Bengaluru, Karnataka
15	Tata AIA Life Insurance	2000	Mumbai, Maharashtra
16	Tata Sky (now Tata Play)	2001	Mumbai, Maharashtra
17	Tata Capital	2007	Mumbai, Maharashtra
18	Tata Advanced Systems	2007	Hyderabad, Telangana
19	Tata Realty and Infrastructure	2007	Mumbai, Maharashtra
20	Croma (Infiniti Retail)	2006	Mumbai, Maharashtra
21	Vistara	2013	Gurugram, Haryana
22	Big Basket (founded 2011, acquired 2021)	2011	Bengaluru, Karnataka
23	1mg (founded 2015, acquired 2021)	2015	Gurugram, Haryana

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V. RESEARCH METHODOLOGY

5.1 Research objectives:

1. To find the amount spent on CSR activities by Tata Group.
2. To categorize and analyze the CSR activities of Tata Group based on Carroll's pyramid.
3. To categorize and analyze the CSR activities of Tata Group based on three pillars of Triple Bottom Line Model.
4. To categorize and analyze the CSR activities of Tata Group based on sustainability.

5.2 Research Design: This study is an exploratory research, used a qualitative approach to explore and analyze the CSR initiatives of Tata Group. This approach is appropriate to get deep insights of the organization and how these align with established theoretical frameworks. This research is descriptive and analytical in nature, aiming to map CSR activities and initiatives using Carroll's pyramid of CSR and Triple Bottom Line model.

5.3 Data sources: This research is based on secondary data. Data was collected from various official sources including CSR reports, academic journals, official Tata group websites, annual report of the group, company, (e.g., CSR reports, sustainability reports, academic journals)

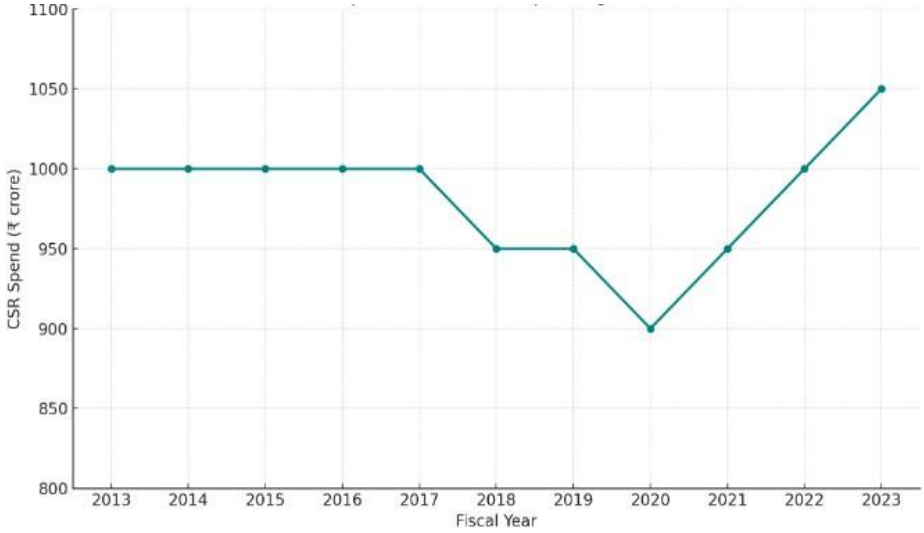
5.4 Analytical framework: To analyze the CSR activities and initiatives of Tata Group, this study used two highly recognized theoretical models- Carroll's Pyramid Model and Triple Bottom Line Model. In this study, CSR initiative of Tata Group will be mapped against four levels of Carroll's pyramid to assess the depth of company' CSR strategies. Additionally sustainability initiatives of Tata group will be analyzed through Triple Bottom Line model to determine the commitment of Tata group towards balanced growth.

VI. FOCUS AREA AND ANALYSIS

Graph 1 indicates the spending pattern of Tata Group on CSR. The spending has consistently close to Rs. 1000 crore annually. In the year 2020 the amount was reduced as the entire world was suffering from Covid 19 pandemic. But Tata Group recovered its position in next few years. It can be observed that the expenditure of Tata Group was highest in the year 2023 where company spent around Rs. 1050 crore.

Graph 1

CSR spending by Tata Group



Sources: company annual report, The Hindu businessline, IndiaCSR

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6.1 Case study Analysis: CSR Practices by Tata Group

"We do not claim to be more unselfish, more generous or more philanthropic than other people. But we think we started on sound and straightforward business principles, considering the interests of the shareholders our own, and the health and welfare of the employees, the sure foundation of our success. " (Jamsetji Tata, Founder, Tata Group)

The commitment of Tata group towards corporate social responsibility runs very deep, focuses on creating long lasting and sustainable benefits for the society. Their philosophy is holistic touching lives through education, healthcare, community empowerment and environmental care. The following focus areas of Tata Group-

6.1.1 Education and skill development

Tata believes education is the foundation of progress and development. Through initiatives such as:

• Tata Strive: Under this they empower young people with vocational skills which enhance their competencies, employability and economic independence. They also support to underprivileged students to crack competitive examinations in engineering and medicine by extending academic guidance and coaching. (Tata Sustainability Report, 2020).

• Prag Initiative: under this initiative they promote children's literature interest in Indian languages and builds libraries in rural schools.

• Tata Trust Education Portfolio: under this they support to reform schools, organize teacher's training program and spread digital learning in tribal areas.

• Jyoti Fellowship: Tata Steel supports financially to SC/ST students pursuing higher education.

• Girl Child Education Program: Tata Power provides educational sponsorship and mentoring to underprivileged girls.

6.1.2 Healthcare and Nutrition

Every individual is entitled to receive high quality healthcare as a basic human right, in this line healthcare initiatives of Tata aims to bridge the gap between rural and marginalized regions. Projects such as:

• Swath and Arogya: The project of Tata Steel focuses on mobile clinics, health camps and nutrition programs specifically designed for women and children. These initiative not only provide immediate medical assistance but also promote preventive healthcare an awareness, addressing malnutrition and maternal health challenges. (Tata Sustainability Report, 2021).

• Cancer care Program: Tata trust cancer care program focuses on providing a pan India cancer care network contains accessibility, affordability and quality.

• Maternal and Newborn Survival Initiative (MANSI): in partnership with NGOs and local governments, Tata Steel's this projects reduces infant and maternal mortality through trained health workers in tribal region.

• Wellness Van: Tata power's this initiative provides mobile healthcare facilities in remote targeted area.

6.1.3 Rural Development:

Rural development has emerged as most focused area within the CSR framework. True to its legacy of nation building, several companies of Tata Group have taken initiatives to improve livelihood, build sustainable rural communities, and improve the access of resources for them. In this line major initiatives are as follows:

• The Integrated Village Development Programme (IVDP): this program empowers communities through water security, sustainable farming and lively hood support.

• Lakhpati Kisan – Smart Villages: Tata Trust's this program targets to make one million rural households earn over Rs. One Lakh per year through promoting sustainable agriculture, livestock and water management.

• Self-Help Groups (SHGs): Tata Steel launched self help groups and microfinance in tribal areas for women for economic empowerment.

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• Okhai: Tata Chemicals' this initiative helps to rural women artisans in Gujarat and Maharastra gain market access by providing training them in branding , designing , and e – commerce. Products made under this Okhai brand sold globally.
• Tata STRIVE – Rural Skill Hubs: It provides employability training in trades like electrical, mechanics, IT, retail and constructions especially in rural villages.

6.1.4 Environmental Sustainability:

Sustainable practices ensure the prevention of essential resources like clean air,water, fertile soil and biodiversity. In light of it, Tata Group is deeply concerned for wellbeing of the earth. Its environmental initiatives such as:
• Urban Forestry Initiative: This initiative has taken by Tata power which focuses on greening the urban and semi urban regions through planting native species, degraded lands and engagement of local communities in the maintenance of trees. It facilitates air quality, biodiversity and ecological awareness within industrial sectors and around Tata project area. Under this over 2.5 million trees were planted with active participation of citizen and employees. This greenery contributes in urban cooling and carbon sequestration.
• Project Jalodari: Jalodari is a water conservation program initiated by Tata Power. It tackles issues of water scarcity and droughts facings in villages by constructing check dams, farm ponds and watershed developments.(Tata Group Sustainability Report, 2022).
• Project Alingana: This initiative focuses on decarbonisation, promotes a circular economy and restoring natural ecosystems aiming for net zero carbon emissions by 2045.(official sources)
• Tata Shudh: initiative of Tata Chemicals provides low cost purified drinking water underserved urban and peri urban area. It uses community based water purification plants which deliver clean and affordable water to individuals.

6.2 CSR Model & Sustainability-Based Analysis

CSR Initiative	Carroll's Pyramid	Triple Bottom Line	Sustainability	Description
Tata STRIVE	Economic, Ethical	People	Social and Economic sustainability	This initiative provides vocational training and career counseling to enhance employability among youngsters and women, contributing to economic development and ethical responsibility by empowering marginalized communities.
Project Swasth	Ethical, Philanthropic	People	Social and Economic sustainability	It aims to improve healthcare access in undeserved communities by enhancing infrastructure and promoting preventive healthcare measures, reflecting ethical and philanthropic responsibilities.
Kaushalya Programme	Economic, Ethical	People	Social and Economic sustainability	It focuses on skill development for unemployed youth through training in various trades, aligning with economic and ethical responsibilities by promoting self-reliance and reducing unemployment.
			Social and Economic	It provides automotive skills training to

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LEAP (Learn Earn and Progress)	Economic, Ethical	People	sustainability	underprivileged youth, combining classroom education with on-the-job training, supporting economic growth and ethical responsibility by uplifting disadvantaged groups.
Save the Whale Shark Campaign	Ethical, Philanthropic	Planet	Environmental Sustainability	This initiative aimed at protecting whale sharks through habitat study and rescue operations, reflecting ethical and philanthropic responsibilities towards environmental conservation.
Zero Waste to Landfill Initiative (Tetley Factory)	Economic, Ethical	Planet, Profit	Social, Environmental Sustainability	This initiative achieved zero waste to landfill by recycling all waste and reducing energy consumption, aligning with economic and ethical responsibilities and contributing to Environmental sustainability and profitability.
Water Conservation Projects (New Parliament Building)	Legal, Ethical	Planet, Profit	Social, Environmental, Economical Sustainability	It Implemented advanced water recycling systems during construction to minimize environmental impact, adhering to legal and ethical responsibilities while achieving cost savings.
Holistic Nutrition Project	Ethical, Philanthropic	People	Social and Economic sustainability	It targets child health by providing nutrition and healthcare services to women and children in rural areas, reflecting ethical and philanthropic responsibilities.
Learning and Migration Programme	Ethical, Philanthropic	People	Social and Economic sustainability	It enhances learning capabilities of children in migrant communities through education support, aligning with ethical and philanthropic responsibilities.
Swachh Tarang (Clean Water and Sanitation)	Legal, Ethical, Philanthropic	People, Planet	Social, Environmental, Economical Sustainability	It improves access to clean water and sanitation facilities in rural communities, fulfilling legal, ethical, and philanthropic responsibilities and contributing to social and environmental well-being.
OKHAI (Artisan Empowerment Initiative)	Economic, Ethical, Philanthropic	People, Profit	Social and Economic sustainability	It empowers artisans, especially women, by providing market access and entrepreneurship opportunities, aligning with economic, ethical, and philanthropic responsibilities and promoting inclusive economic growth.

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Integrated Village Development Programme (IVDP)	Ethical, Philanthropic	People, Planet, People	Social, Environmental, Economical Sustainability	It comprehensively focuses on rural upliftment water, livelihood, and governance.

VII. DISCUSSION AND CONCLUSION

Tata is one of the top companies which spend high amount on CSR activities. Therefore Tata Group introduced many initiatives which show valuable insights into the role of CSR in economic, social and environmental sustainability. From this case study analysis found that CSR of Tata Group is not only theoretically aligned global CSR and sustainability frameworks but also shows a value first strategy. Its key values are social care initiatives, ethical commitments, and philanthropic initiatives. According to Carrol's model Tata's initiatives are strongly aligned with ethical and philanthropic responsibilities through Whale Shark campaign, LAMP Holistic nutrition while skill based programs shows alignment with economic responsibilities. Additionally according to triple bottom line model, initiatives such as OKHAI and Tetley's Zero Waste balance all three and are highly linked with people, moderately to planet and tactically to profit. As per sustainability model programs like IVDP, Swachh Tarang and water conservation projects reflect multidimensional sustainability covering social. Environmental and economic aspects.

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