

**A**  
**Report on**  
**Corporate Social Responsibility...**  
**What are the Criteria's for a Successful Program?**  
**How do you sustain the Programs?**



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# Contents

<b>Overview</b>	1 - 2
<b>Global Issues and Challenges</b>	3 – 9
A) Energy	3 - 5
B) Population	5 - 6
C) Environment	7 - 8
D) Health	8 – 9
<b>Practices followed by us at HCC Ltd.</b>	10 – 18
A) Corporate Governance	10
B) Disaster Resource Network	10 - 13
C) HIV / Aids Initiatives	13 - 15
D) Educational Initiatives	15 - 16
E) Environment Initiatives	16 - 19
<b>Criteria for a successful program &amp; its sustenance</b>	20 – 21
A) A Management process model	20
B) Triple E Bottom Line	21
<b>Conclusion</b>	22
<b>References</b>	23

## Overview

Since the late 1990s, companies have been subject to a sharp increase in the levels of public scrutiny concerning non-financial activities. This has played a pivotal role for the increasing popularity of Corporate Social Responsibility (CSR) in the business community, as a means of demonstrating & communicating non-financial performance to a variety of stakeholders.

Historically, the social agenda for business reaches back to the early controversies around slavery, child labor and working conditions. The environmental agenda attracted increasing attention as governments during the later half of the 20<sup>th</sup> century began to acknowledge that the level of environmental degradation of today's economic development are unsustainable. Numerous examples bear witness to the fact that companies are held accountable not only by regulators but also, to an increasing extent, by environmentalists, Non-Governmental Organizations (NGOs), and the media.

Concepts such as 'Corporate Social Responsibility' and 'Corporate Citizenship' have become well established, internationally used concepts.

## Definition

**Corporate Social Responsibility** has been defined as 'companies integrating social and environmental concerns in their daily business operations and in their interaction with their stakeholders on a voluntary basis'. Taken literally, the term CSR is more 'biased' in its sole reference to corporate 'responsibility'.

**Corporate Citizenship** has been defined as 'understanding and managing a company's wider influences on society for the benefit of the company and society as a whole' or 'business taking greater account of its social and environmental – as well as financial – footprints'. The term 'corporate citizenship is based on the view that companies, as independent legal entities, are members of the society and as such can be regarded as citizens with legal rights and duties. Companies have a number of legal rights and are expected to carry out not only their legal duties,

such as paying taxes, but also expected to contribute to the well being of the society as good corporate citizens.

## *Global Scenario*

The role of Multinational Corporations (MNCs) in developing countries, within the context of globalization and free trade, continues to expand. Although globalization is boosting the economies of developing countries, these benefits come with their downside too. MNCs are being held accountable for the impact of their operations on social and environmental parameters. Apart from this, it is perceived that the wealth created by MNCs is not distributed equitably among all stakeholders. This has led to the increase in the number of MNCs subscribing to codes of conduct. Within the field of CSR, most standards are of a voluntary nature.

Companies are adopting a more integrated approach to CSR, in the sense that policies and practices are extended beyond the company itself. Responsible policies and practices are applied throughout the organization and extended to customers and clients. In some cases, demands on responsible policy and practices involve the entire supply chain (i.e. environmental responsibility in a life cycle perspective – ‘from cradle to grave’). This involves being responsible for the performance of their suppliers, sub-contractors, joint venture partners, distribution outlets and ultimately the responsible disposal of their products. Poor environmental or social performance at any stage of the supply chain process will damage a company’s most important asset, its reputation.

## Global Issues and Challenges

Global issues are issues that:

- Have significant impacts for large numbers of people
- are trans-national
- are persistent, or long-acting
- are interconnected

Political, social, environmental, economic, health, and security concerns are all impacted by global issues and are in themselves, global issues. Some of the major issues covered here are;

### A) Energy :



After food and water, energy to cook or heat or move from place to place is the most basic human need. Hydrocarbon fuels (oil, natural gas, and coal) still provide nearly 80 percent of the world's energy ***even though their carbon content leads directly to the development of greenhouse gases and global warming***, which in turn causes skin cancer & respiratory problems

More than two billion people in the developing world continue to use traditional biomass fuels like wood whose overuse has led to land degradation, deforestation, desertification, and air pollution.

The United States and Canada, with only 6 percent of the world's population consume nearly 30 percent of the world's energy while all of Africa consumes only 5 percent. It is estimated that almost two billion people still lack electricity in their homes.

### ***Sustainable Solutions to the World Energy Crisis:***

1. Efficient use of existing energy, two thirds of which is currently wasted. At the same time, a global program of efficient use would also stress more equitable distribution

2. Shifting from hydrocarbons to renewable energy sources including wind, solar, geothermal, and hydrogen
3. Redesigning communities, businesses, homes, and modes of transportation so that they use less—as well as different forms of—energy
4. Transferring sustainable energy technologies directly to developing nations.
5. Adoption of international treaties and binding agreements concerning wise energy use.

**Case: Wockhardt**, a pharmaceutical company built a Glass Office (Green building) in Mumbai  
Green buildings reduce human exposure to toxic material; help conserve non-renewable energy and recycle waste including sewage water.

### **Key Features**

- Making optimum use of natural light.
- Use of plumbing installations which use less water
- Energy-efficient equipment for air conditioning and lighting systems
- Use of building material, which has a high-recycled content.
- Maintaining indoor environment quality to avoid sick building syndrome.
- Use of safe paints, sealants and adhesives

Materials used are Fly-ash, cement, Fly-ash blocks, Recycled aluminum, Recycled steel, Recycled tiles, Bamboo-based products, Recycled wood, Waterless urinals, Composting toilets

### **Benchmarks**

- Around 70 per cent of the lighting is natural until sunset.
- Monthly energy bill reduced by 40 per cent
- Use of sewerage recycling systems lead to a saving of 40,000 liters of water per day
- Wastewater undergoes charcoal and sand filtration and is run through a sedimentation tank to be recycled for gardening.

- Air conditioning is controlled using a computer and sensors, which track room temperature.
- Low power consumption bulbs are used, which can be brightened according to availability of natural light.
- Reflective glass panels with air-gaps in between to provide insulation against heat while allowing the light to come in.
- Pool water is filtered and recycled and has to be changed only once or twice a year. The quality of the water is monitored daily.

## B) POPULATION :



If population were stable, many global issues would be far more manageable. World population is currently increasing by 80 to 85 million people each year. Far more people are born each year than die.

Decisions about family size are often based on economic factors, and in poorer societies, having numerous children may be an important asset. They provide support and security in parents' old age, help raise food, haul water, care for younger siblings, and gather fuel wood. Children may also work for wages outside the home, be indentured, or even sold to help support the family.

Birth rates are also closely linked to education. In the areas of the world where education levels are highest – Europe, Japan, China, North America – fertility is correspondingly lowest.

Increasing population and consumption cause damage to the planet, and increase deforestation, soil erosion, extinction of species, and pollution of air and water. As world population and consumption grow, environmental impacts multiply, and resource scarcity worsens. As environmental destruction and scarcity spread, and as more people compete for limited resources, social, ethnic, and political tensions increase. This combination drives political instability, declining social health, and greater migration.



## ***Sustainable Personal and Structural Solutions to the World Population Crisis:***

1. On a personal level we can consider our own fertility.
2. Universal access to reproductive health care. If every couple in the world could reliably and affordably choose the number and spacing of their children, world population growth would slow by nearly 20 percent almost immediately.
3. Investment in community health care is also necessary. Adequate health care would significantly reduce infant, child and maternal mortality, and allow community members to be more socially and economically productive.
4. Educating and empowering women is extremely important. Women with higher levels of education tend to marry later, bear children later, and have fewer, and healthier, children.

**Case:** MNCs outsource their manufacturing operations to developing countries because it is quite cheaper. In Asia, **Reebok athletic footwear** has outsourced its manufacturing operations to several developing countries, such as China, Indonesia, Thailand, Vietnam, Philippines and Taiwan. In 1992, Reebok established its code of conduct to regulate the working conditions in all factories, which produced Reebok's products.

However, in spite of the measures taken by the company, it had to face several allegations regarding the violation of labor laws in its Chinese operations. China accounted for 44 percent of Reebok's outsourcing to Asia (1999). In May 1999, Reebok along with Mattel & Levi Strauss (which had large operational interests in China), teamed up with 21 human rights, fair trade & social investment groups, to endorse a set of principles for corporations doing business in China. Through these measures, Reebok attempted to address issues such as the use of force labor, child labor, inadequate wages, long working hours, safety & healthy working environment & physical, sexual or verbal abuse or harassment of workers, thus showing its inclination towards CSR



## C) ENVIRONMENT :



40 percent of the Earth's surface has been converted to cropland or pasture and half of the tropical forests have been destroyed or degraded. In the atmosphere surrounding us, the protective ozone layer has been damaged. Power plant and automotive emissions create widespread

air pollution. Fresh water is declining in quality and quantity.

As a result of over fishing, many species of fish exist only in small, isolated pockets in the oceans of the world. Groundwater close to the surface is especially vulnerable to environmental pollution from industrial waste, excessive irrigation and overuse of fertilizers.

An unexpected result of an environment out of balance is the increase in natural disasters. Overcrowding in cities has also meant that urban dwellers are more vulnerable to earthquakes and mudslides.

### *Sustainable solutions towards Protecting the Environment:*

1. To explore innovative forms of capitalism those are non-extractive. To include anti-pollution and resource protection clauses in all contracts with substantial consequences for violations.
2. Avoid dumping of hazardous materials, destruction of wetlands, and over fishing of endangered marine species.
3. Tree planting programs, recycling, promotion of car-pooling and bicycling and auto-free zones, encouragement to public transport systems.
4. Buying consciously contributes directly to rebuilding the environment; this includes selecting products that are recycled, patronizing companies with proven environmental records, and simply consuming less.

**Case: Argyle** (Australia), a diamond mining company, and a subsidiary of Rio Tinto, was on the verge of being closed in 2001 due to the non-viability of the mine in terms of its future life.

However, a new General Manager assessed the technical feasibility of the mine, proving that the mine could be operated up to 2007. This gave a new lease of life to the mine. The management implemented several initiatives to make its processes more efficient in a socially and environmentally sustainable manner and by adopting a culture of greater care across the organization. It adopted industrial ecology rehabilitation of the landscape & increased in the local component of the workforce. Based on Argyle's success, Rio Tinto plans to adopt some of these successful endeavors in its other mining operations worldwide.

#### D) HEALTH :



Good health is absolutely essential for social and economic development.

Population growth, globalization, and inappropriate development

Have had a tremendous impact on the developing world directly. In the richer nations, over consumption has caused serious environmental health impacts.

Food and water security are key links in the chain that leads to good health at all levels of a society and in the family of nations. Due to global warming there has been increased rainfall in many parts of the world, which has led to a higher incidence of cholera, dysentery, typhoid, and other water-borne disease. Everyone is familiar with increased skin cancer due to our depleted ozone layer, the harmful impacts of herbicides and pesticides on both agricultural workers and consumers, and the impact of air pollution on young and old alike. In the industrialized world, workplace-related mental illnesses often associated with stress are becoming commonplace.

The HIV-AIDS pandemic has had this effect on Africa where, in some countries like Uganda, Botswana, and Malawi, nearly an entire generation of farmers has died, crippling the ability of those countries to support themselves.

***Sustainable solutions towards Health Care:***

1. Immunization programs dramatically reduce infant mortality
2. Worldwide access to reproductive health care will help population stabilization. This would also significantly reduce migration. Stabilizing population movement, especially from rural to urban areas will also slow the spread of diseases like HIV-AIDS associated with transient groups such as sex workers and truck drivers.
3. People with a stable income will be able to afford adequate health care.
4. On a more global level, reduction of the crushing national debts of the poorest nations of the world is essential; these countries can then budget for basic health services.
5. We must encourage sustainable organic agriculture at the local level, while resisting the pressures to grow cash crops and overuse technology.

**Case: Procter & Gamble Hygiene & Health Care India**, has launched Project **Drishti** – the first ever Sight Restoration Corporate project undertaken in association with National Association for the Blind (NAB). Project Drishti will attempt to restore sight to over 250 blind girls from across the country through Corneal transplant operations. In association with **UNICEF** it has announced the launch of “**OPEN MINDS**” – a special program targeted to support & educate working children.

## *Practices followed by us at Hindustan Construction Co Ltd. (HCC)*

**HCC** is amongst India's largest companies Specializing in infrastructure construction. Its Achievements include;

1. 43 dams & barrages: largest private contractor in Asia outside Japan
2. 15 hydel power projects: involvement in 40% of India's hydel capacity
3. 7 nuclear power stations: constructed 5 of 7 plants & 2 of 4 on-going
4. 127 km of tunnels: 52 km in Himalayas & 25 km using TBM
5. 300 bridges: Including award winning design-build projects
6. 1088 km of road: Including India's first access controlled which 450 km completed concrete pavement highway.

**HCC** is the first engineering construction company in India to implement Integrated Management systems (IMS) - which includes ISO 9001 - 2000 Quality System, ISO 14001 - 2001 Environment Management system & OHSAS 18001 - 1999 Occupational Health & Safety system.

HCC has always worked towards improving the quality of life of the communities it serves. Be it within the organization, the industry or society, HCC has a strong sense of social responsibility, which is reflected in our values and actions.

**A) Corporate Governance:** Implemented Corporate Governance in 1999-2000, 2 years ahead of mandated time frame by Security & Exchange Board, India

**B) Disaster Resource Network (DRN):** **HCC** is one of the founding companies of DRN Global, an initiative of the World Economic Forum, to implement quick relief during natural disasters. DRN India has provided relief at the time of various disasters and emergencies since its inception in November 2002.



Left to Right: Mr Pramod Mahajan – Minister of Communication & IT, **Mr Ajit Gulabchand** – CMD, HCC, Mr Robert Bellhouse – Executive Director, WEF - DRN, Mr Lynn Fritz – Co Chairman WEF - DRN

DRN is a point of contact and coordination for companies that want to provide support to disaster management efforts in developing countries.

**HCC** CMD Mr Ajit Gulabchand is on the Board of Directors of DRN Global and also the Chairman of the Indian Chapter. It is associated with CII & CFI

### ***Floods in Mumbai-July' 2005 & Andhra Pradesh- Sep' 2005, India:***

1. Immediate cash donation was provided to a local charity association.
2. Networked with Local NGO's and Civic Bodies for making available Dumpers for evacuation of animal carcasses.
3. HCC volunteers went out to the local community to identify areas where assistance could be provided in tandem with local civic bodies and citizens.
4. Over 2000 food packets and basic necessity relief material was distributed to families at 2 sites identified for immediate action.
5. Provided vehicles for transportation of relief material and food. It also set up relief and medical camps at 2 sites
6. Volunteers monitored the relief effort at the identified sites and ensured that the effort was smoothly handled.



### ***Hurricane Katrina and Rita, USA – August' 2005:***

1. Offered to send a team of experts to help with the relief operations in the USA.
2. A team comprising of structural engineers, a telecom expert, an IT expert and an expert from the Fire Brigade drawn up and put on standby to travel to the United States as and when required by DRN Global.



3. Organized participation from Corporate (HCC, L&T, Bharti and Infosys) & Mumbai Fire Brigade.

The offer of help from DRN-India has been termed “a remarkable display of international support” and has been highly appreciated by the global community.

The screenshot shows the World Economic Forum website. The main headline is "Forum's Indian members offer support to Hurricane Katrina region". The article text reads: "In a remarkable display of international support, the Forum's Indian members have joined the Disaster Resource Network (DRN) to assist in the recovery efforts following the devastation caused by Hurricane Katrina. DRN-India has offered to send a team of engineers and other skilled professionals to the stricken areas. The World Economic Forum launched the DRN following an earthquake that devastated the Indian state of Gujarat in 2001." There is a photo of a group of people. To the right, there is a "Points of View" section featuring Peter Bakker, Chief Executive Officer of TNT, Netherlands, with a quote: "There is a continued need to reduce the fear (perceived abroad) of China and both China and the US need to work from the facts." The website footer includes "Disaster Resource Network | Global Risks Programme".

### **Pakistan & Jammu & Kashmir (J & K) Earthquake – Oct' 2005:**

1. Set up five teams to deal with the disaster.
2. Medical assistance was provided immediately to over 250 people on the first day of operation alone.
3. The teams with assistance from the Indian army reached its relief material which included over 1000 tents/tarpaulins, 5000 blankets, 500 sweaters, 500 jerseys, 1000 jackets, 1000 lanterns, utensils, dry rations in addition to cement, CGI sheets, small power generators and medicines.
4. For the inaccessible areas in J&K the relief material was air dropped in co-ordination with the Indian Army.
5. The teams reached out to over 21 villages in J&K in less than a fortnight, thus accomplishing a challenging task in adverse conditions such as rain, damaged roads and very cold temperatures.
6. Coordinated efforts for SEEDS (NGO working on building interim shelters in Jammu Kashmir) get Stitching Benevolentia (Cofra Group) grant through DRN Global. Grant amount is EUR 200,000.00

7. Provided site engineers to supervise construction in the villages and expedite the process
8. The grant has helped construct 255 shelters across 36 worst affected villages and rehabilitated over 1800 people in a record time of 20 days
9. Upgraded 100 semi skilled carpenters to skilled workmen Under the SEEDS Mason Association Program.



- Total area of shelter: 19.2 sq.mt. (dimensions 16'x12'x 10') (lxbxh)
- Modular type design with minimum wastage of materials
- Shape of the shelter is rectangular type with coherent load path
- Basic structure is made of wooden frame
- Wall cladding is made with 12mm thick waterproof plywood for quick construction of the shelter
- Foundation is made of cement concrete in order to have better connectivity with the ground for seismic resistance

**C) HCC HIV / AIDS Initiative:** HCC believes that HIV AIDS is no longer a social issue but a socio-economic issue as the maximum infected is in the working age group of 15 – 49 years. It has undertaken an Awareness initiative at Head office and sites across India to educate the most vulnerable group of migrant workers and truck drivers



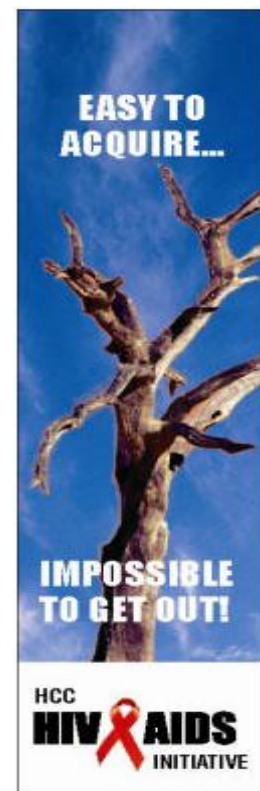
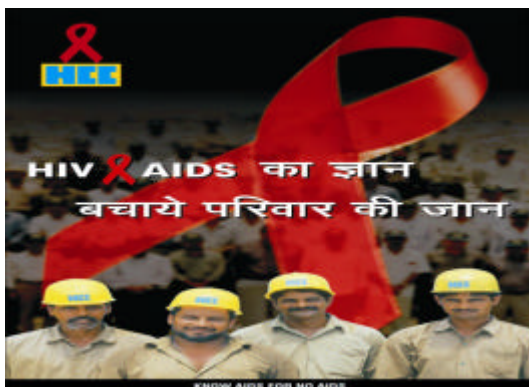


The Awareness Sessions included;

1. Distribution of Book Marks
2. Distribution of Condoms
3. Information Booth
4. Slogan Competition
4. Message Board & Register
5. Rally for HIV AIDS
7. Street Play



All Employees took an oath to fight the disease



HCC has collaborated with FXB, a non-profit organization in the fight against HIV/AIDS

FXB is a global non profit organization headed by Countess Albina Du Boisrouvray. FXB has been a leading innovator and pioneer in the fight against HIV/AIDS and the formulation of low-cost solutions to care for those infected and affected by the virus.

FXB has international presence in Bolivia, Brazil, Columbia, France, India, Mongolia, Niger, Rwanda, South Africa, Switzerland, Thailand, Togo, Uganda, USA & Uruguay.



Also collaborating with International Labour Organization (ILO) & Maharashtra District AIDS Control Society (MDACS) for formulation of **HCC** company policy on HIV/ AIDS

### ***Sustainable solutions towards HIV/AIDS & STD awareness:***

1. To create and raise awareness regarding the modes of transmission and prevention
2. To help support employees to adopt safe behavioural practices
3. To provide reference for HIV testing and early diagnosis and treatment of HIV & STD
4. To provide care and support to the employees of HCC who are HIV positive
5. To select and train peer educators
6. Favourable environment at the project site to discuss HIV/AIDS and STD related issues
7. Reduced number of encounters of unprotected and multi - partner sex among the workers
8. Continuum of information, education and communication activity and free condoms
9. Easy accessibility and availability of IEC materials and condoms at the project site
10. Referral to VCT Centres and Local NGO's

### **D) HCC Educational Initiatives**

Apart from financial help at critical stages, **HCC** regularly supports in terms of providing leadership and vision, sponsoring programs, networking, placement of students, and so on.

**NICMAR** : National Institute of Construction Management and Research (NICMAR), founded in 1983, is a pioneering management institute catering to the needs of construction industry. In collaboration with peers in construction industry, **HCC** took lead in founding NICMAR In response to the rising demand for trained manpower in the construction industry. NICMAR's main campus is now located on a 12-acre campus at Pune (about 200 Kms from Mumbai) with modern amenities. **HCC** provided a substantial contribution of USD 700,000.00 for campus construction. NICMAR's Advanced Construction Management program, structured in collaboration with MIT and Michigan (USA), ILO and IIM-A, is a highly rated program by academia and industry. NICMAR has about 400 students in its Pune campus and about 150 at Hyderabad and Delhi. Over 1200 students are enrolled for the distance education programs. NICMAR has a record of 100% placement for its students since inception. **Mr Ajit Gulabchand** is the Chairman of the board of Governors of NICMAR and has played a key role in the current phase of its growth.

Similar contribution has been done for Walchandnagar College of Engineering in Maharashtra.

## **E) HCC Environment Initiatives**

Construction Industry requires large quantities of concrete. Approximately 5 billion tones of concrete are used annually worldwide, requiring about 1.5 billion tones of cement. The annual global production of Portland cement contributes between 3 to 5% of global CO<sub>2</sub> emissions from human activity.

Efforts are being made to reduce CO<sub>2</sub> deriving from the world's high cement consumption. Global concern over climate change has led to newer concepts like 'Clean Development Mechanisms' (CDM). The Kyoto Protocol establishes the CDM to enable industrialized countries to finance green house gas emissions avoiding projects in developing countries and receive credit for doing so. On another, there is a global effort aimed at increasing the usage of supplementary cementing materials such as fly ash in production of concrete. Fly ash is produced from the combustion of coal in electric utility or industrial boilers. It is

estimated that India generates more than 100 million metric tons of fly ash annually, out of this only less than 10% is utilized; the balance is disposed of in lands occupying more than 65,000 acres area. Disposal of such huge quantities in the disposal sites results in resettlement issues and loss of agricultural production, grazing land and habitat.

### ***Solution to the problems***

We must use more environmentally friendly Supplementary Cementing Materials (SCM) in concrete. These materials are:

- Fly Ash
- Granulated B.F. Slag
- Silica Fume
- Rice-husk Ash
- Natural Pozzolans



### ***Advantages of using Fly ash in Concrete:***

1. Due to reduction in OPC consumption, there will be less demand for production of OPC, thereby conserving raw materials and fuel used in OPC production. In addition equivalent quantum of CO<sub>2</sub> release to the environment will be avoided
2. The utilization of large quantities of solid wastes generated in other industries, such as fly ash from thermal power plants, results in solving the disposal issues for such wastes, including reduction in demand for land for such disposal.
3. Since Indian coal has high fly ash content, large-scale utilization of fly ash can help in its proper usage.
4. Due to reduction in OPC consumption, there will be less demand for production of OPC, thereby conserving raw materials and fuel used in OPC production. In addition equivalent quantum of CO<sub>2</sub> release to the environment will be avoided

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7. Since Indian coal has high fly ash content, large-scale utilization of fly ash can help in its proper usage.
8. All fly ash contain very small quantities of heavy metals (arsenic, chromium, selenium, titanium and vanadium) that can leach to groundwater when disposed on land. When used in concrete mix, due to hydration reaction, the heavy metals form immovable complexes in the concrete mix thereby preventing leaching to groundwater from concrete mix.
9. The reduction in the cost of concrete mix would have good impact on the economy.
10. Avoided emissions of SPM, CO, NO<sub>x</sub>, and SO<sub>2</sub> due to OPC production.
11. Utilization of fly ash in concrete will result in reduction of CO<sub>2</sub> (GHG) emission, hence it can be used to develop Clean Development Mechanism Project **(CDM)**

**HCC** has taken up a CDM project to reduce Green House Gas (GHG) emission from the concrete production by partial replacement of cement with fly ash (cementing material) and using admixtures. This method or technology is defined as **Lower Cement Concrete Technology (LCCT)**. *HCC has targeted to reduce at least 1 million tones of CO<sub>2</sub> emission in next 10 years.*

LCCT involves:

1. Use of "high range water reducing admixtures" to decrease the OPC content by 10-20% in concrete mix and
2. Further decrease the OPC content from 20 to 55% in concrete mix through partial replacement with alternate cementing material like fly ash



CO<sub>2</sub> Emission Reduction in various HCC projects from July'05 to March'06 is approx. 15,000 tones while consumption of fly ash is 16,500 tones

HCC has won the **NATIONAL AWARD for Fly Ash Utilization in the Category of FACILITATOR** - for use of Fly Ash based Self Compacting Concrete at Nuclear Power Project on 4th December 2005.

This Award is a recognition from the Government of India to the efforts taken by HCC to promote fly ash utilization with implementation of latest technology in construction and making our structures eco-friendly by using green concrete.

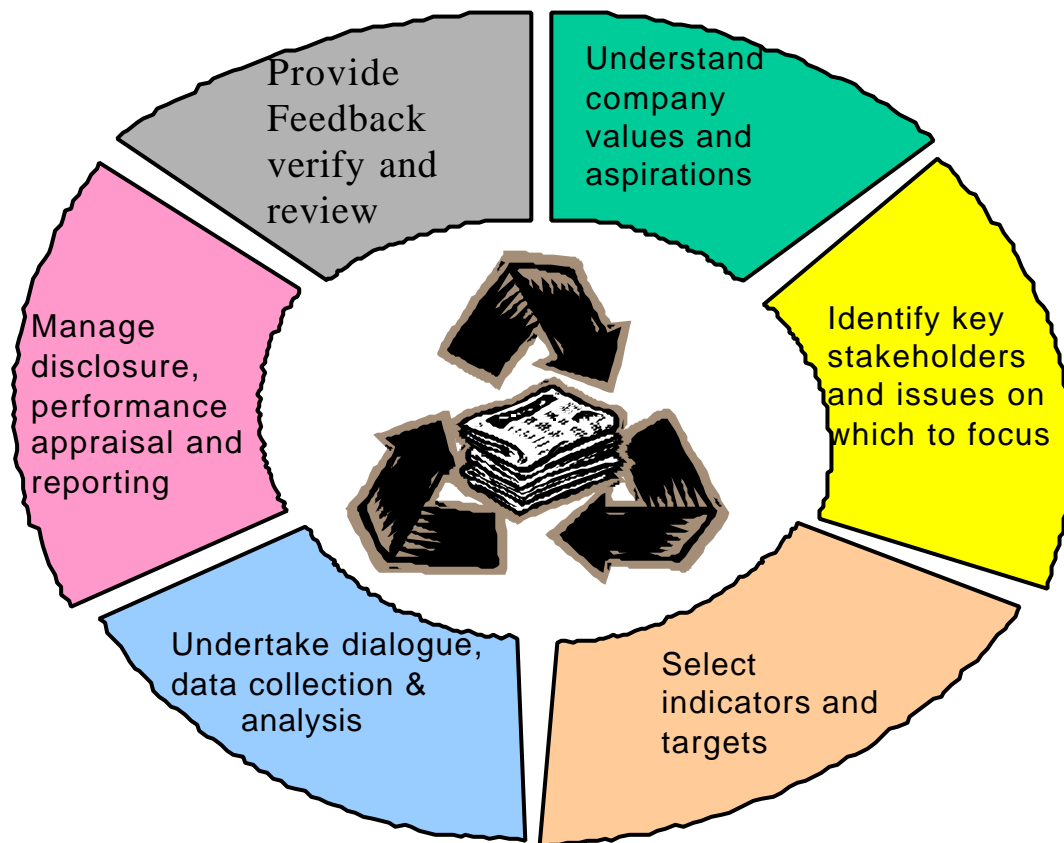
This is a big boost to our mission of green construction and encouragement to continue both R&D and Implementation at Sites.



## Criteria for a successful program and its sustenance

### A Management Process model:

Managing corporate responsibility & being accountable for the company's operation involves a set of process steps. The starting point is one of understanding & communicating company's values & aspirations. This involves understanding what the company's foundation values & missions are; understand how the vision differs from the current reality & making top-level commitment & leadership visible throughout the organization.

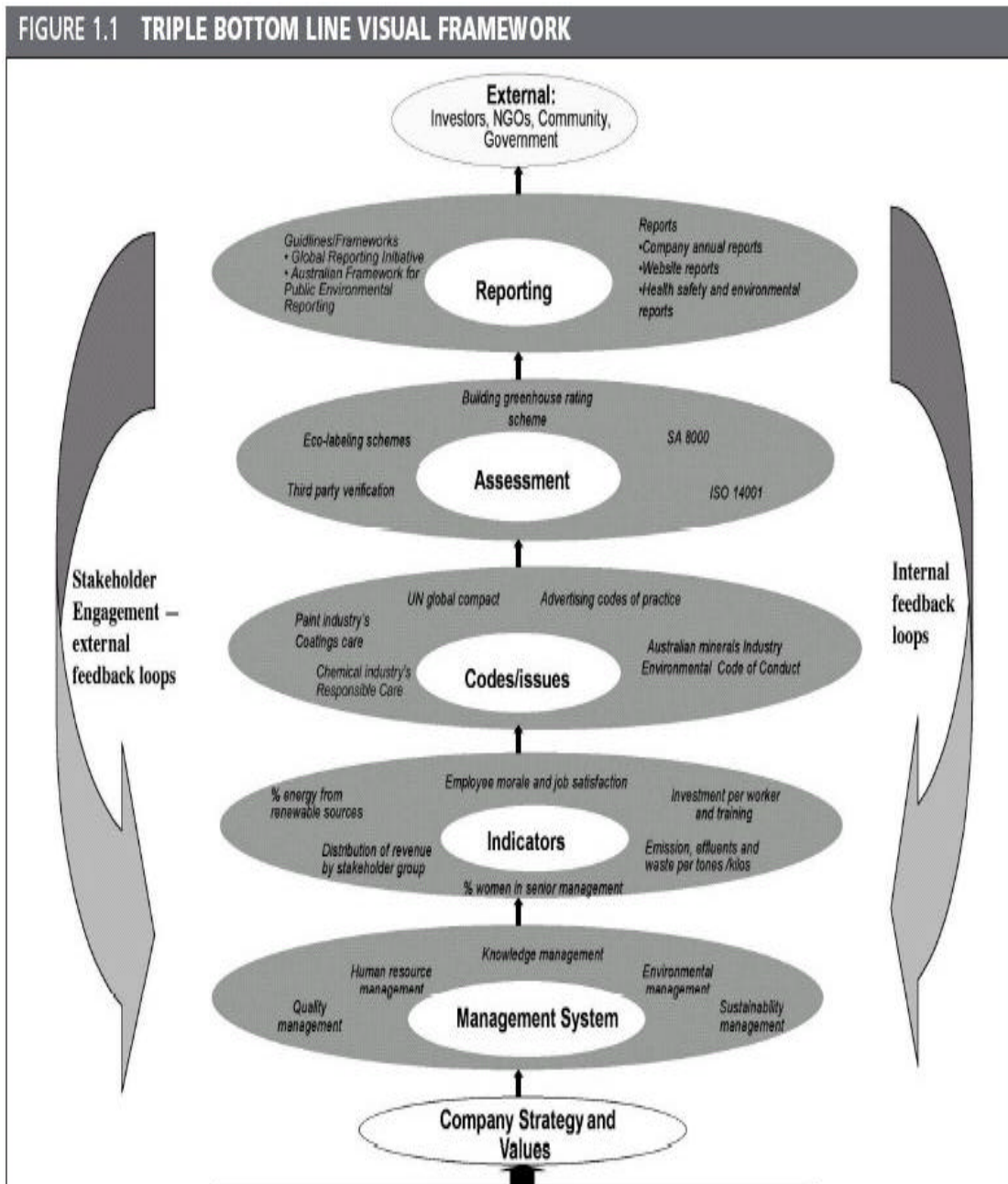


This generic management system approach can be applied to both small & large organizations. The **process is continuous in nature like a cycle wheel** – that has to keep on running.



## Triple E Bottom Line (TBL):

The triple e (economic, ethical & environmental) bottom line evaluates a corporation's performance according to their respective values. It's a measurement & reporting of corporate governance, which includes clarifying the corporation's purpose & taking into consideration all stakeholders.



## Conclusion

Increasing social issues impacts the entire society in general & business in particular because to a large extent business is dependent on the society for its growth & prosperity. Both public & private efforts must be extended to solve the problems identified. CSR can thus be expressed in terms of three principles: legitimacy, public responsibility & managerial discretion. We need to create innovative strategies & methodologies – which creates win-win situation for all & communicate to others how consultative & collaborative model of change is really profitable for all.

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