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CSR LEADERSHIP

Managing Risks for Sustainable Development

CREATING A BETTER EVERYDAY

A look at how the IKEA Group is enabling communities and transforming business in its people and planet positive strategy

Turning a Blind Eye

Rajesh Tiwari
Publisher
rt@iccsr.org

It is no secret that a healthy mind resides in a healthy body. Adverse health of employees is certainly bound to impact enterprise efficiency. It is therefore in the interest of a corporate to put its resources to mitigate the situation.

Delhi was recently in the news for all the bad reasons. According to the World Health Organization (WHO), the Indian capital had gained the dubious distinction of having the worst air quality amongst all cities globally.

It didn't catch anyone unawares as Delhi's air quality was certainly poor but it sure came as a surprise that it was the worst. The gains from shifting public transport from fossil fuels to CNG (Compressed Natural Gas) seemed to have been squandered.

The Ambient Air Pollution (AAP) database's 2014 report collates outdoor air pollution from as many as 1600 cities across 91 countries. As per the report, Delhi contains the highest levels of PM2.5 (particulate matter less than 2.5 microns) in the air. The air contains PM2.5 levels of 153 micrograms and PM10 levels of 286 micrograms. These concentrations are way above the permissible norms.

Such high concentrations of PM make people more susceptible to respiratory diseases and other health problems.

There were certain sections of the media that took this already alarming situation to a new high. With the US President Barack Obama's impending visit to New Delhi, there were stories raising fears of how the pathetic air quality could impact his health. Staying in the national capital for three days could cut 6 hours from Obama's lifespan, some reports claimed.

Delhi already had more cars than the other three metros of Mumbai, Calcutta and Chennai put together. However, of late there has been a spurt in their sales. Delhi has been adding 1400 cars to its roads each day. In the last decade, the number of vehicles in the national capital has gone up by a whopping 97 percent.

This increased pollution from cars, coupled with apathetic stance of the public and the private sectors, have put the health of the inhabitants at risk.

Meanwhile, Beijing, which at one point in time was much more polluted than Delhi, has made significant improvements. Today, it has PM2.5 levels of 56 micrograms and PM10 levels of 121 micrograms.

Sensing the urgency of the situation, the Chinese government took strong and fast action. Acknowledging that such cities would drive growth for the country, China kick-started the 'Airborne Pollution Prevention and Control Action Plan' to curb the rising menace.

As part of this plan, the government roped in the corporate sector (IBM in this case). Starting off, Big Blue would work closely with Beijing Municipal Government to improve the air quality.

The IT behemoth, in the decade long initiative, would monitor three critical parameters in China – optimizing energy for industry, forecasting renewable energy, and managing air quality management.

Such urgency and private participation, on the other hand, is completely lacking in India. While the national capital is home to some of India's biggest corporates in diverse verticals, including telecom pharmaceuticals and real estate, the enterprises have turned a blind eye to the worsening air quality.

It is no secret that a healthy mind resides in a healthy body. Adverse health of employees is certainly bound to impact enterprise efficiency. It is therefore in the interest of a corporate to put its resources to mitigate the situation.

If Obama could lose 6 hours of his life by staying in Delhi for just three days, image the impact it would have on the lives of the public. This piece of statistics should get the top management of all these top corporate houses headquartered in Delhi sit back and take notice.

It is time the government and corporate sectors got together and took corrective measures. They owe it to themselves more than to anyone else.

Contents

12 COVER STORY

The IKEA Way

A look at how the IKEA Group is enabling communities and transforming business in its people and planet positive strategy

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Editor: Rajesh Tiwari

BCG Partners Google to Drive Digital Skills

The Boston Consulting Group (BCG) and Google Digital Academy have launched a new partnership. Together, the companies will work to drive an industry-wide initiative, the Talent Revolution, to significantly enhance digital marketing skills for leading companies. A strong group of leading advertisers is already participating in the Talent Revolution: Tesco, Unilever, P&G, Vodafone, the UK's Government Communication Service, and Cancer Research UK, are among more than 30 organizations that have assisted BCG with the initial phase of the initiative. A consortium of partners is also supporting it.

As a first step, BCG and Google Digital Academy will run an annual survey of digital-marketing capabilities across industries. Every company that participates with eight or more marketers will get its own digital-skills "health check" in the form of a benchmark report, showing the company's performance against its industry's average. The intelligence from the survey will also inform a new Digital-Skills Index and an annual report that will provide insight into cross-industry digital capabilities. The survey will be run annually, so the industry can see how digital skills are evolving.

Using the information gathered from the benchmarking, the Google Digital Academy and BCG partnership will identify key gaps in digital marketing skills.

Private Firms Unlikely to Meet 2% Target

Private sector companies, which have been working hard to get clarity on the Corporate Social Responsibility (CSR) Rules, 2014, are unlikely to meet the target of spending 2 percent of their net profit on CSR activities in this first year, a report in Live Mint said. The ministry of corporate affairs (MCA) has slashed its estimates on the corpus to be created through CSR expenditure by half. Early estimates pegged CSR spending at Rs.10,000-12,000 crore; recent estimates put the figure at Rs.5,000 crore.

"There are many queries we receive each day about the CSR rules and, therefore, feel that it will take some time for private companies to get used to the process before they can successfully spend the mandated 2 percent of their profits on CSR activities," said Pankaj Srivastava, director at MCA, the report said.

Government-run businesses have been under an obligation to spend a part of their profits, in a percentage slab inversely proportional to their profits, based on the guidelines being issued by the department of public enterprises (DPE), since 2010.

"Charity begins at home," says Bhaskar Chatterjee, director general and chief executive of the Indian Institute of Corporate Affairs and former DPE secretary, explaining why the guidelines for PSEs were initiated in 2010.

CSR Route for Infra Development

Chief Minister N. Chandrababu Naidu, at a recent meeting with industry bodies, had sought their cooperation for improving amenities in villages where new units are established. The CM's request was well received amid reports that some officials were mounting pressure on companies to do certain things rather than leaving the choice to them.

Industries in the capital region are doing their bit to improve the condition of villages by taking up various CSR activities, but they have not attracted much attention. "If one enterprise constructs a hospital, another company does something else. A commonality of approach to priorities recommended by the government will give excellent results," observed Andhra Chamber of Commerce and Industry Federation (ACCIF) executive director P. Bhaskara Rao.

He said there was nothing wrong in officials insisting that selected projects should be taken up, as they will be doing so in public interest. On its part, ACCIF has promised to contribute to the development of as many as 500 Smart Villages in the State. An Industries Department official, who did not want to be named, said some proactive officials were vigorously pursuing CSR projects, but at no point forced entrepreneurs to follow their dictates. Industrialists, he added, had been asked to bridge the gap in funding by the Central and State governments.

At least two per cent of the net profit of a company had to be spent on CSR activities earlier, but it was recently raised to five per cent to secure funding for facilities like hospitals and drinking water plants .

Managing Risks for Sustainable Development

It is important to ensure that all potential risks of disasters and the mechanisms of reducing the risks of disasters are factored into each of the Sustainable Development Goals BY **DR P G DHAR CHAKRABARTI**

It is now more than four decades that the world is deliberating on the dimensions of sustainable development and the means of achieving them. Our Common Future, as the report of the World Commission on Environment and Development is commonly known, had highlighted way back in 1987 the potential risks of natural disasters, but somehow risk management branched off to a separate track of disaster risk reduction (DRR). On this DRR track momentous global initiatives were taken – the International Decade on Natural Disaster Reduction (1990), the Yokohama Strategy for a Safer World: Guidelines for Natural Disaster Prevention, Preparedness and Mitigation and its Plan of Action (1995) and the Hyogo Framework of Action 2005-2015: Building Resilience of Nations and Communities to Disasters (2005) – but these remained largely disconnected with the mainstream discourse on sustainable development.

The rising disaster graph

Mounting natural and technological disasters and spiraling economic losses due to disasters in every part of the world, both developing and developed, brought home the realization that risks of disasters pose one of the greatest threats to sustainable development. The special report of the Intergovernmental Panel on Climate Change (IPCC) on Managing the Risks of Extreme Events and Disasters to Advance Climate Change Adaptation (2011) warned that

PHOTO COURTESY: WWW.MOTTMAC.COM

THE IKEA WAY

The IKEA Group recently released its Sustainability Report. Below are excerpts from it.

Our vision is to create a better everyday life for the many people. Our long term strategic direction, Growing IKEA Together, outlines our aim to create a better IKEA, and to be the leader in life at home with long-term growth and profitability. Sustainability is one of the four cornerstones of our Group strategy, and working together is an essential part of this. We have already achieved a lot, but we have big challenges ahead, and meeting these would not be possible alone. The average length of our supplier relationships is currently 11 years, and together we discover new ways of working that make IKEA and their companies more sustainable. The success of IKEA depends on the contribution of every co-worker and it's up to all of us to take responsibility. Lastly, we collaborate on a wide range of social and environmental issues with governments, NGOs and other organizations.

"IKEA is about creating a better everyday life for the many people. That's our mission and starting point. Last year we had about 716 million visits to our stores. While that might sound like a lot, with over seven billion people on the planet, most people have not had the opportunity to visit IKEA," says Peter Agnefjäll, President and CEO, IKEA Group.

"If we are to continue to grow and be successful in the long term, it is essential that we work within the limits of the planet. This is why sustainability is an integral part of our business strategy. We have decided that rather than simply reducing the harmful impact of our business, we will go further. We want to make a positive difference for our customers, co-workers, suppliers and the planet. I'm very proud of our People & Planet Positive strategy. The thinking around it is well anchored in everything we do, whether it's developing products, selecting materials or planning our investments. And great things are happening as a consequence. While we have achieved a lot, we still have a long way to go," he says

"We know that our customers want to live more sustainably at home and this is an area where we can make a significant difference. We also know that people won't accept compromise, which is why 'sustainable' products must be well designed, functional, good quality and be affordable for the many, not a luxury for the few. We are guided by the principle of 'democratic design', which

Financial Policy Best Practice Framework

Aggregate asset price valuation control is necessary over a focus on individual bank institutions to effectively mitigate credit risk factors

BY **ASTRID F. KOWLESSAR**

PHOTO COURTESY: WWW.UNOMAHA.EDU

On March 18th 2015 the US Federal Reserve Chair Janet Yellen stated the need for "reasonable confidence" in order to effectuate a more conservative monetary policy focusing on interest rate raise. Chair Yellen has indicated four macroeconomic factors that need to be further monitored.

- The labor market with further unemployment rate decline;
- A continued rise in currently slumped wages;
- Core inflation stabilization (independent of energy 'push');
- A higher "market-based" expected inflation rate.

The Fed's decision to hold off on short term rate hikes comes one week after its macroprudential bank stress tests. Notable amongst the results was the "conditional approval" of Bank of America's capital plan, with complete rejection of Deutsche Bank and Santander's capital plans. It is clear that under Yellen the Federal Reserve is attempting to uphold the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010. From a general standpoint, it is also quite glaring that the Federal Reserve as a central bank is fast adopting more of an eco-political role as a quasi-indirect financial system regulator through financial system monitoring. As has been mentioned before, monetary policy is the fastest mechanism to quell financial system defects, as fiscal policy results tend to lag.

Since the 2008 financial crisis, many economists have called for a more active regulatory role from central banks other than pure monetary rate fixes and being a lender of last resort. In January 2013 Fed Governor Powell met with members of the Financial Services Forum Policy Roundtable to the need for further engagement with appropriate bank regulators with regards to Dodd-Frank and specific cooperation among federal banking agencies. Here we see the Federal Reserve's role expand into embracing full regulatory responsibilities and acknowledging the need to be more cognizant of fiscal agency activities. Since it is fast becoming the trend of the US Federal Reserve and of central banks in

7 Reasons Why Water is Vital for a Sustainable Future

Alex Mung, head of the Water Initiative at World Economic Forum, outlines seven reasons why water is vital for sustainable development. BY **ALEX MUNG**

PHOTO COURTESY: WWW.WATERLOO.K12.IA.US

Climate change, extreme weather, health, rapid urbanization, water and sanitation, food security, energy and infrastructure are challenging communities around the world. All of these are expected to be part of theSustainable Development Goals (SDGs), a global framework to be announced this September aiming to set the world towards a sustainable future.

As we mark United Nations World Water Day on 22 March, it's more important than ever to understand the vital role of water in unlocking this future. Tackling water and sanitation challenges will create a ripple effect across the expected set of SDGs as water is crucial to many of the challenges the SDGs aim to address:

1 **Health and disease:** Globally, 2.5 billion people lack adequate sanitation facilities and 1 billion practice open defecation, costing the world $260 billion annually. Closing this gap will help prevent water-related diseases such as diarrhoea, the second

Indian Centre for CSR and **CSR Training Institute UK**
Offers

CERTIFICATE COURSE IN CORPORATE SOCIAL RESPONSIBILITY

Duration of the course: 4 months
Number of seats: 30
Start Date: 27th June 2015

INDIAN CENTRE FOR CSR

CSR Training Institute

Indian Centre for Corporate Social Responsibility (ICCSR) is a not for profit global advisory and training organization, engaged in the business of promoting Corporate Social Responsibility (CSR) in India and worldover. Many CSR practitioners in India have a misplaced notion of thinking that philanthropy and charities make good CSR. When used well, CSR mitigates business risk and ensures healthy survival of the Corporation.

The New Company's Act 2013 makes it mandatory for certain Indian companies to spend 2 per cent of their profits on CSR related activities. The Act also emphasizes the need for:

- Creating CSR Division
- Appointing of Independent CSR Directors
- Creating CSR committees to supervise and monitor CSR activities
- Mandatory reporting to the Government of India for CSR activities undertaken and expenses made on annual basis.

Globally there is shortage of professionally educated CSR professionals. Therefore, ICCSR has launched certificate course in CSR. This program helps you gain understanding of theoretical and practical aspects of Corporate Social Responsibility (CSR) and Sustainability. It also enables the students to undertake higher studies in the area of CSR.

PROGRAM HIGHLIGHTS & PEDAGOGY

- The content of the program is international, reflecting the increasing trend towards the transnational nature of CSR & environmental issues faced by corporations and Public sector undertakings
- The course will be conducted in classroom sessions on Saturdays and includes digital content, recent case studies and assignments.
- Students will be introduced to Global and Indian practices in CSR and will enhance their employbility.

LEARNING OBJECTIVES

- Introduce concepts of CSR and Sustainability
- Candidates will learn what global CSR companies consider while formulating their strategy and they can help CSR heads in leading organization in India to implement these activities.

CURRICULUM

The uniqueness of this kind of program in India is reflected in our curriculum:

- Evolution of CSR
- Concept of Sustainability
- Understanding Indian Companies Act 2013
- Corporate Governance & Ethics in Business
- Stakeholder Engagement

- Effective CSR Communication
- Introduction to ISO 26000
- Environmental Aspects
- Basics on Reporting Guidelines

CAREER OPPORTUNITIES

With government making CSR mandatory for all companies, there is huge employment opportunity as one can add CSR as an additional skill and a new career opening for participants. According to Economic times around 8,000 companies would fall under the Companies Act's ambit and this in turn would open a host of 50,000 new job opportunities for individuals looking to work in the social development field. (*PTI Oct 13, 2013, 11.18AM IST*)

CLASS DURATION AND TIMING

The classes will be held on Saturdays from 10 am to 1 pm for a period of sixteen weeks.

PARTICIPANTS

- Working professional with a minimum 2 years of industry experience.
- Students having completed graduation or equivalent
- Professionally qualified Chartered accountants, Company secretaries and law graduates
- Professionals working in PSUs and
- People who run or work with leading NGOs

Admission is highly competitive and based on professional achievement and organizational responsibility.

PROGRAM FEE

Program fee Rs. 78,000 (Seventy eight thousand) excluding service tax.

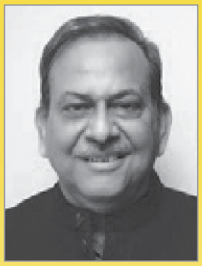
CERTIFICATION

On successful completion of this program, candidates will be awarded Certificate in Corporate social responsibility (CSR), jointly from ICCSR and CSR Training Institute UK.

“The New Company's Act 2013 makes it mandatory for Indian companies to spend 2 per cent of their profits on CSR related activities

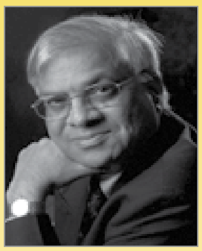
MEET THE PROGRAM FACULTY

The Program on Corporate Social Responsibility is developed and taught by a core faculty of practitioners and thought leaders in the area of CSR. The reputed faculty includes:



Rajesh Tiwari

DG & CEO - Indian Centre for CSR former Group Director at Reliance, Global CSR expert and Founder of Tikona Digital. He started his career with Hindustan Lever Limited. He has also served as Executive Vice President of Afro-Asian Satellite Communications. He is an alumni of St. Xavier's College, Kolkata and MBA from University of Hull, England besides Doctorate in Social Administration from USA.



Jitendra Bhargava

Jitendra Bhargava started his career with Coal India Limited as Class 1 officer and moved to Air India to become the Executive Director. He is known television and radio personality who speaks regularly on matters relating to civil aviation, human resources and corporate matters. With over 35 years of experience in Public Relations (PR) and Marketing, he is considered One of the Best PR Professionals in the country today and sought after speaker, invited from all leading institutions of the country to speak on various topics.

Toby Webbs

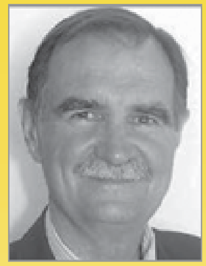
He teaches MSc students about how corporate responsibility fits with business strategy and helps supervise research for dissertations while researching for Phd in strategy, governance and sustainability. As the Chairman of Ethical Corporation, a business intelligence company, founded in 2000, he has hosted more than 80 conferences, published more than 8000 articles on corporate sustainability management, a dozen research reports and undertaken policy work for the UK Government on CSR.

Brahma Prakash Tripathi

Head – Knowledge and Dean, ICCSR

Brahma Prakash Tripathi heads Knowledge Vertical at Indian Centre for CSR and was the Dean of Masters of Science program in CSR and Ethical management, by University of Applied Sciences BFI, Vienna in association with ICCSR. In his last assignment, he was a growth consultant for small and medium sized companies, meeting their management certifications needs through a leading UK based Certifications Body in India and was also responsible for their training programs.

He has spoken at small industry associations on CSR and written on management education, CSR and Business Strategy. He brings over 18 years of middle to senior management experience across businesses - Citicorp Finance (I) Ltd , GE Capital, RPG group, Ashok Leyland Finance in India and retail business in USA. He has completed Masters in management from Mumbai University and MBA from Fox school of business, Temple University, majoring in Marketing and Risk



Wayne Dunn

Wayne Dunn is a global expert in CSR, consulting for major industries, governments and international organizations. He has worked for more than 60 CSR projects all over the globe. He has won World Bank Global Development innovation award and Star of Africa award for his innovative and Entrepreneurial skills. Wayne is a Professor of Practice in CSR at McGill University. He is a Stanford Sloan Fellow with a M.Sc. in Management from Stanford Graduate School of Business.

Arpita Singh

Asst. Registrar, ICCSR

Assistant Registrar for MS program in CSR and Ethical management and Diploma in CSR and Ethical Management being jointly offered by CSR Training Institute UK. She holds a Master's degree in CSR and Ethical Management from the University of Applied Sciences BFI, Vienna and MBA from Wigan & Leigh, majoring in Finance. She is an accounting and finance professional with over 13 years' experience in Finance & Accounts with NMIMS University, JSW Steel Ltd etc

Nilesh Jagad

Nilesh Jagad comes with a solid experience of over 22 years, spanning India and Middle East in all disciplines of marketing communications, Strategy and ideation. At ICCSR, he leads business operations for all verticals – Knowledge, Advisory & Publishing. Nilesh was successfully operating his own agency in Middle East, where he crafted strategies for brands like 3M, Natuzzi, DAMAC, Dubai Tourism and Disney among others.

He has also worked with Etisalat, in UAE, Maa Bozell Corvo Draft Direct and Trikaya Grey worldwide. Nilesh has completed his Masters in Business Administration from University of Leicester, UK. He has also done Diploma in Advertising & Public Relations from K.C.College, Mumbai and Diploma in Printing Technology from MIPT, Pune.

Dr. Rupal Tyagi

Dr. Rupal Tyagi is Asst. Vice President, Indian Centre for CSR and specializes in knowledge management and research. She holds a Ph.D. in CSR from Indian Institute of Technology, Roorkee, and was awarded a gold medal in her Masters of Business Management. She has worked on projects like 'Refining CSR Market Positioning', 'Status of CSR practices in India' and her research focused on identifying challenges and critical factors of Indian CSR, what impacts corporate decision making, and measuring 'CSP-CFP relationship of Indian firms'. She has also published articles, papers on various CSR themes as the competitive advantages from CSR, social and environmental reporting.

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104, Nirman Kendra, Dr. E Moses Road, Mahalaxmi Estate, Mumbai – 400 011.

World's Largest Diamond Greenhouse

IIa Technologies' sprawling new facility in Singapore that produces diamonds for the luxury and high-tech sectors is the world's largest, and helps put the city-state on the map for leadership in advanced manufacturing.

Singapore-based IIa Technologies on 17 March opened the world's largest diamond 'greenhouse' in the country, a state-of-the-art laboratory which makes diamonds that cost about 40 per cent less than natural mined diamonds, but with none of the environmental or ethical controversies that surround the precious stones.

Located in the city-state's Tukang Innovation Drive industrial area, the new 200,000-square-foot facility houses about 200 diamond greenhouse machines that use a revolutionary method known as Microwave Plasma Chemical Vapour Deposition (MPCVD) to grow Type IIa diamonds, the purest diamond that can be found underground.

The facility aims to fill the widening gap between global demand for diamonds and available supply from mines, as well as open up new possibilities for the use of diamonds in high-technology applications in precision engineering, optics, healthcare, and electronics manufacturing, among others.

Vishal Mehta, chief executive officer of IIa Technologies, predicted that the supply of grown diamonds will be in high demand among jewellers and technology businesses, thanks to growing demand from industries and increasingly affluent consumers in countries such as India and China.

Bridging the supply gap sustainably

Global diamond supply has been constantly declining in the past decade, and several key mines have passed their peak production levels. Global consultancy Frost and Sullivan in a recent report found that the global supply of mined rough diamonds could fall from 134 million carats in 2014 to 14 million carats by 2050.

Demand is expected to rise to 292 million carats, leading to a potential supply gap of 278 million carats by 2050.

Lab-grown diamonds could have a major role in addressing this shortage. Frost and Sullivan predicts that grown diamond

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