AN OVERVIEW OF CORPORATE SOCIAL RESPONSIBILITY

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Origination of Corporate Social Responsibility

Corporate Social Responsibility (CSR) is associated with the conduct of corporations and in particular whether corporations owe a duty to stakeholders other than shareholders. While the phrase 'Corporate Social Responsibility' may be gaining momentum, the concept itself is not new. The question as to whether corporations owe duties to broader stakeholders has been debated at various times throughout the twentieth century.

Corporate history provides many examples of company's pursing profit without regard to relevant CSR matters, including:

- Nike factories in Asia were criticised for extremely poor working conditions and for employing young children;
- Nestle received criticism in relation to its' practices including unethical marketing and utilising a supply chain that uses child bonded labour;

- Ford Pinto scandal whereby Ford, although aware of a fatal design flaw, decided it would be cheaper to pay off possible law suits with regard to resulting deaths instead of recalling and fixing the affected cars;
- Shell's joint venture with the Nigerian government where, in 1995, Ken Saro-Wiwa and eight others were executed largely due to leading a non-violent campaign against environmental damage associated with the operations of multinational oil companies, including Shell and British Petroleum. Shell was criticised for not using its power to intercede with regard to the executions; and;
- Enron manipulated electricity in order to maximise profits at the expense of Californian citizens.

Historically, a narrow view of corporate responsibility has been enforced whereby a corporation's responsibility extends only to maximising profits.

In today's global environment, CSR has gained significance largely due to the following:

- globalisation and the proliferation of cross-border trade by Multinational entities resulting in an increasing awareness of CSR practices relating to areas such as human rights, environmental protection, health and safety and anti-corruption;
- organisations, such as the United Nations, the Organisation for Economic Co-operation and Development (OECD) and the International Labour Organisation (ILO), have developed compacts, declarations, guidelines, principles and other instruments that outline norms for acceptable corporate conduct;
- access to information and media enables the public to be more informed and to easily monitor corporate activities;
- consumers and investors are demonstrating increased interest in supporting responsible business practices and are demanding more information as to how companies address risks and opportunities relating to social and environmental issues;
- recent high profile corporate collapses have contributed to public mistrust and the demand for improved corporate governance, accountability and transparency;
- commonality of expectations by citizens of various countries with regard to minimum standards corporations should achieve in relation to social and environmental issues, regardless of the jurisdiction in which the corporation operates; and
- increasing awareness of the inadequacy of current regulations and legislation with regard to CSR matters and the regulation of Multinational entities.

Meaning of Corporate Social Responsibility (CSR)

Corporate Social Responsibility can be defined as the corporate initiative to assess and take responsibility for the company's effects on the environment and impact on social welfare.
The term generally applies to company efforts that go beyond what may be required by regulators or environmental protection groups.

The three pillars of CSR are

- Environment,
- Society and
- Commerce

Together, these create long-term sustainable development.

A single globally accepted definition of CSR does not exist, as the concept is still evolving. The language used in relation to CSR is often used interchangeably with other related topics, such as corporate sustainability, corporate social investment, triple bottom line, socially responsible investment and corporate governance. However, various individuals and organisations have developed formal definitions of CSR, some of them being:

Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.
- World Business Council for Sustainable Development

Corporate Social responsibility is essentially a concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment.
- European Commission; Employment & Social Affairs

Operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business
- Business for Social Responsibility

A set of management practices that ensure the company minimises the negative impacts of its operations on society while maximising its positive impacts
- Canadian Centre for Philanthropy

The integration of business operations and values whereby the interests of all stakeholders including customers, employees, investors, and the environment are reflected in the company's policies and actions
- The Corporate Social Responsibility Newswire Service

It is important to differentiate CSR from charitable donations and 'good works', ie corporate philanthropy. Corporate philanthropy and CSR are two different things.

<u>Business Ethics and Corporate Social Responsibility</u>

Very Simply put, 'Ethics' is 'a set of principles of right conduct'. Business ethics is the application of these principles in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations.

The term 'business ethics' came into common use in the United States in the early 1970s. By the mid-1980s at least 500 courses in business ethics reached 40,000 students, using some twenty textbooks and at least ten casebooks along supported by professional societies, centers and journals of business ethics. The Society for Business Ethics was started in 1980. European business schools adopted business ethics after 1987 commencing with the European Business Ethics Network (EBEN). Firms started highlighting their ethical stature in the late 1980s and early 1990s, possibly trying to distance themselves from the business scandals of the day.

Business ethics reflects the philosophy of business. If a company's purpose is to maximize shareholder returns, then sacrificing profits to other concerns is a violation of its fiduciary responsibility. Corporate entities are legally considered as persons in most nations. The 'corporate' as 'legal person' is legally entitled to the rights and liabilities due to citizens as persons. Economist Milton Friedman writes that corporate executives' "responsibility... generally will be to make as much money as possible while conforming to their basic rules of the society, both those embodied in law and those embodied in ethical custom".

Ethical issues include the rights and duties between a company and its employees, suppliers, customers and neighbors, its fiduciary responsibility to its shareholders. It also includes issues concerning relations between different companies and related issues like corporate governance, corporate social responsibility etc.

Corporate social responsibility resting on the foundation of Business Ethics, is a form of corporate self-regulation integrated into a business model. CSR policy functions as a built-in, self-regulating mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards, and international norms. The goal of CSR is to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered as stakeholders.

International Initiatives

Most attempts to regulate CSR have resulted from public international bodies and non government organisations (NGOs). Codes of conduct relating to CSR matters such as bribery, environment and human rights are voluntary and not legally binding, however, may represent subtle diplomacy by NGOs towards a consensus amongst governments which in turn may be embodied in national legislation or universally accepted standards. The trend in developed nations is to support the reporting of CSR without introducing legislation to mandate CSR practices, instead, governments appear to be content relying on initiatives introduced and championed by NGOs such as the Organisation for Economic Co-operation and Development (OECD), United Nations (UN) and The Global Reporting Initiative (GRI).

OECD Guidelines for Multinational Enterprises

The OECD Guidelines for Multinational Enterprises (MNEs), first adopted in 1976, are the longest standing initiative for the promotion of high corporate standards. The Guidelines contain voluntary principles and standards for responsible business conduct in areas such as human rights, supply chain management, disclosure of information, anti-corruption, taxation, labour relations, environment, competition, and consumer welfare. The Guidelines aim to promote the positive contributions of MNEs to economic, environmental and social progress. The Guidelines express the shared values OECD members and some non-member countries as well. While observance of the Guidelines is voluntary for companies, adhering governments make a formal commitment to promote their observance among MNEs.

Global Sullivan Principles

In 1977, the Reverend Leon Sullivan launched the original Sullivan Principles, which were designed to help persuade US companies with investments in South

African to treat their African employees the same as they would their American counterparts. These princples were then relaunched in 1999 as the Global Sullivan Principles for Corporate Social Responsibility.
The Global Sullivan Principles (GSP) released in 1999 consists of eight principles. It is a voluntary code of conduct seeking to enhance human rights, social justice, protection of the environment and economic opportunity for all workers in all nations.

International Labour Organisation's (ILO) Tripartite Declaration of principles concerning multinational enterprises and social policy (MNE Declaration)
The ILO, founded in 1919, is a specialised agency of the United Nations focusing on labour issues. In the 1960s and 1970s, the activities of multinational enterprises (MNEs) provoked intense discussions that resulted in efforts to draw up international instruments for regulating their conduct and defining the terms of their relations with host countries, mostly in the developing world. Labour-related and social policy issues were among those concerns to which the activities of MNEs gave rise. The ILO's search for international guidelines in its sphere of competence resulted, in 1977, in the adoption by the ILO Governing Body, of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration).

The principles laid down in this universal instrument offer guidelines to MNEs, governments, and employers' and workers' organizations in such areas as employment, training, conditions of work and life, and industrial relations. Its provisions are reinforced by certain international labour Conventions and Recommendations which the social partners are urged to bear in mind and apply, to the greatest extent possible. The adoption of the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up in 1998 highlighted the importance of the fundamental Conventions in realizing the objectives of the ILO, and consequently, the MNE Declaration takes into account the objectives of the 1998 Declaration.

United Nations Global Compact
Introduced in 1999, The United Nations Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. The Compact's 10 principles enjoy consensus across many jurisdictions and are derived from:

- The Universal Declaration on Human Rights;
- The International Labour Organisation's Declaration on Fundamental Principles and Rights at Work;

- The Rio Declaration on Environment and Development; and
- The United Nations Convention Against Corruption.

Critics argue that as adherence to the Compact cannot be enforced the Compact may be abused. The Compact itself states that a company's participation 'does not mean that the Compact recognises or certifies that these companies have fulfilled the Compact's principles'.

The Compact is considered to be one of the world's largest corporate responsibility initiative.

UN Norms

The UN Norms on the Responsibilities of Transnational Corporations and other Business Enterprises with regard to Human Rights (UN Norms) attempts to establish a comprehensive legal framework for the human rights responsibilities of companies. The Norms which endeavour to standardise existing standards are based solely on existing international law regarding human rights and labour standards and deal with issues such as workers rights, corruption, security and environmental sustainability. The UN Norms state that MNEs have an obligation to 'promote, secure the fulfilment of, respect and protect human rights recognised in international and national law'. The UN Norms is not a formal treaty under international law and therefore is not legally binding.

Principles for Responsible Investment

The Principles for Responsible Investment (PRI), issued in April 2006, is a voluntary initiative which strives to identify and act on the common ground between the goals of institutional investors and the sustainable development objectives of the UN. The audience targeted is the global community, however the focus is on the eleven largest capital markets, with a goal of protecting the long term interests of fund beneficiaries. The PRI were borne from the perceived disconnect between corporate responsibility, and the behaviour of financial markets, which are often influenced by short-term considerations at the expense of longer term objectives.

The PRI, developed by leading institutional investors and overseen by the UN Environment Programme Finance Initiative and the UN Global Compact, includes environmental, social and governance criteria, and provides a framework for achieving higher long term investment returns and more sustainable markets. The UN Secretary General has stated 'it is my hope that the Principles will help to align investment practices with the goals of the UN, thereby contributing to a more stable and inclusive global economy'.

Global Reporting Initiative
The Global Reporting Initiative (GRI), convened in 1997, was established to improve sustainability reporting practices, while achieving comparability, credibility, timeliness, and verifiability of reported information.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework. The reporting framework is developed through a consensus-seeking process with participants drawn globally from business, civil society, labor, and professional institutions.

To help improve sustainability reporting, many organizations have turned to the Global Reporting Initiative (GRI) as the quasi-standard setter for sustainability reporting.

To date, thousands of organizations in the auto, utility, consumer products, pharmaceuticals, financial, telecommunications, transport, energy and chemicals sectors, among others, in addition to public authorities and non-profits, have published reports that adopt part or all of the GRI Sustainability Reporting Guidelines.

The 2008 KPMG International Survey of Corporate Responsibility Reporting is a comprehensive look at the trends in the world's largest companies. It shows that corporate responsibility reporting (which covers all forms of sustainability reporting) is mainstream with nearly 80 per cent of the largest 250 companies worldwide issuing reports (but with only 4 per cent integrating corporate responsibility information into their annual reports). The survey also usefully provides good practices in corporate responsibility (sustainability) reporting and shows which reporting standards and guidelines are used by companies. More than three-quarters of the Global Fortune 250 and 69 percent of the largest companies by revenue follow the GRI Sustainability Reporting Guidelines.

GRI is an independent, global organization that is a collaborating centre of UNEP. The Board of Directors has ultimate responsibility for the GRI. GRI is governed through a multi-stakeholder governance structure of:

- Board of Directors, who have fiduciary, financial, legal, and overall strategic responsibilities for GRI;
- Stakeholder Council, an advisory group on broad policy issues;
- Technical Advisory Committee, an advisory group on technical issues;
- Organizational Stakeholders, who support GRI's mission, elect the Stakeholder Council and contribute to annual budget; and

- International Secretariat, based in Amsterdam, who implements the work plan of the Board.

Between 1997 to mid-2002, GRI was a project of CERES and the UNEP. In 2002 GRI incorporated as an independent non-profit in Amsterdam, the Netherlands. The Boston-based non-profit CERES (Ceres (pronounced "series") is a national network of investors, environmental organizations and other public interest groups working with companies and investors to address sustainability challenges such as global climate change.

International CSR Standards

There are several reporting standards followed internationally for measuring the social impact of corporate actions in the normal course of business so far as those are linked with its social responsibility. Some of the International Corporate Social Responsibility Standards are as follows.

1. International Organisation for Standardization - ISO 26000

The International Organization for Standardization (ISO) has launched an International Standard providing guidelines for social responsibility named ISO 26000 or simply ISO SR and was released on 1 November 2010.

This standard offers guidance on socially responsible behaviour and possible actions; it does not contain requirements and, therefore, in contrast to ISO management system standards, is not certifiable.

ISO 26000:2010 provides guidance to all types of organizations, regardless of their size or location, on:

▪concepts, terms and definitions related to social responsibility;
▪the background, trends and characteristics of social responsibility;
▪principles and practices relating to social responsibility;
▪the core subjects and issues of social responsibility;
▪integrating, implementing and promoting socially responsible behaviour throughout the organization and, through its policies and practices, within its sphere of influence;
▪identifying and engaging with stakeholders; and
▪communicating commitments, performance and other information related to social responsibility.

ISO 26000:2010 is intended to assist organizations in contributing to sustainable development. It is intended to encourage them to go beyond legal compliance, recognizing that compliance with law is a fundamental duty of any organization and an essential part of their social responsibility. It is intended to promote common understanding in the field of social responsibility, and to complement other instruments and initiatives for social responsibility, not to replace them.

In applying ISO 26000:2010, it is advisable that an organization take into consideration societal, environmental, legal, cultural, political and organizational diversity, as well as differences in economic conditions, while being consistent with international norms of behaviour.

ISO 26000:2010 is not a management system standard. It is not intended or appropriate for certification purposes or regulatory or contractual use. Any offer to certify, or claims to be certified, to ISO 26000 would be a misrepresentation of the intent and purpose and a misuse of ISO 26000:2010. As ISO 26000:2010 does not contain requirements, any such certification would not be a demonstration of conformity with ISO 26000:2010.

ISO 26000:2010 is intended to provide organizations with guidance concerning social responsibility and can be used as part of public policy activities. However, for the purposes of the Marrakech Agreement establishing the World Trade Organization (WTO), it is not intended to be interpreted as an "international standard", "guideline" or "recommendation", nor is it intended to provide a basis for any presumption or finding that a measure is consistent with WTO obligations. Further, it is not intended to provide a basis for legal actions, complaints, defences or other claims in any international, domestic or other proceeding, nor is it intended to be cited as evidence of the evolution of customary international law.

ISO 26000:2010 is not intended to prevent the development of national standards that are more specific, more demanding, or of a different type.

2. Global Reporting Initiative (GRI) - G3.1 Guidelines

The GRI Sustainability Reporting Framework consists of the Sustainability Reporting Guidelines, Sector Supplements, National Annexes, and the Boundary and Technical Protocols.

The Sustainability Reporting Guidelines are the foundation of GRI's Framework and are now in their third generation. They feature sustainability disclosures that organizations can adopt flexibly and incrementally, enabling them to be transparent about their performance in key sustainability areas.

The G3.1 Sustainability Reporting Guidelines are the latest and most complete version. Launched in 2011, G3.1 completes the content of the G3 Guidelines released in 2006. G3.1 features expanded guidance on local community impacts, human rights and gender. While G3-based reports are still accepted, GRI recommends that reporters use G3.1, the most comprehensive reporting guidance available today.

The fourth generation of Guidelines – G4 – are currently in development and will be launched in May 2013.

3. Social Accountability International (SAI) - SA 8000

SA8000 is a global social accountability standard for decent working conditions, developed and overseen by Social Accountability International (SAI).

Social Accountability International (SAI) is an independent, nongovernmental, not-for-profit organization that promotes the human rights of workers through the implementation of its SA8000 standard.
The SA8000 standard is based on the principles of the International Labour Organization (ILO) Conventions, the United Nations Convention on the Rights of the Child, and the Universal Declaration of Human Rights.

The key features of this Standard are:

- The application of the SA8000 standard is not restricted to any particular sector, product group or service activity.
- SA8000 is a process-type standard not a product-type standard. There is no seal or label on goods produced by companies certified against the standard.
- SA8000 integrates nine core elements: child labor, forced labor, health and safety, freedom of association and right to collective bargaining, discrimination, discipline, working hours, compensation and management systems.
- SA8000 requirements apply universally, regardless of a company's size, its geographic location or industry sector.

4. The Institute for Social and Ethical Accountability (ISEA) (also known as AccountAbility) – AA 1000 Standard for Ethical Performance

Accountability 1000 (AA1000) is the work of ISEA - the Institute for Social and Ethical Accountability. ISEA (also known as AccountAbility) is an international membership organisation, based in the UK. It exists to encourage ethical behaviour in business and non-profit organisations.

AA1000 is promoted as a standard for the measuring and reporting of ethical behaviour in business. It provides a framework that organisations can use to understand and improve their ethical performance, and a means for others to judge the validity of claims to be ethical.

5. Triple Bottom Line Reporting (TBL)

The term 'triple bottom line' (TBL) is used as a framework for measuring and reporting corporate performance against economic, social and environmental parameters.

TBL has achieved considerable importance because corporations such as Shell and BP Australia have adopted it. The World Business Council for Sustainable Development, a coalition of international companies, has also given strong endorsement to the concept.

The phrase "the triple bottom line" was first coined in 1994 by John Elkington, the founder of a British consultancy called SustainAbility. His argument was that companies should be preparing three different (and quite separate) bottom lines. One is the traditional measure of corporate profit—the "bottom line" of the profit and loss account. The second is the bottom line of a company's "people account"—a measure in some shape or form of how socially responsible an organisation has been throughout its operations. The third is the bottom line of the company's "planet" account—a measure of how environmentally responsible it has been. The triple bottom line (TBL) thus consists of three Ps: profit, people and planet. It aims to measure the economic, social and environmental performance of the corporation over a period of time. Only a company that produces a TBL is taking account of the full cost involved in doing business.

Corporate Social Responsibility and Millennium Development Goals

The Millennium Development Goals (MDGs) are 8 international development goals that all 192 United Nations member states and at least 23 international organizations have agreed to achieve by the year 2015. There are 8 MDGs with 21 targets. These targets have one or more indicators that can be used to measure progress against the MDGs.

The 8 MDGs are:

GOAL 1: ERADICATE EXTREME POVERTY & HUNGER
GOAL 2: ACHIEVE UNIVERSAL PRIMARY EDUCATION
GOAL 3: PROMOTE GENDER EQUALITY AND EMPOWER WOMEN
GOAL 4: REDUCE CHILD MORTALITY
GOAL 5: IMPROVE MATERNAL HEALTH
GOAL 6: COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES
GOAL 7: ENSURE ENVIRONMENTAL SUSTAINABILITY
GOAL 8: DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT

Incorporating these Millenium Development Goals into corporate practices, can serve the purpose of Corporate Social Responsibility.

Corporate Social Responsibility – Indian Scenario

With the internationalization of cross-border portfolios, and the financial crisis that have occurred in many parts of the world, it is perhaps not surprising that institutional investors in particular increasingly look more carefully at the non financial information of the company particularly the corporate social responsibility information and the corporate governance practices of companies. Although there was a relative lack of use of non-financial information in earlier decision-making by investors, with the changing global economic environment, investors have now consciously started paying more attention to the corporate social responsibilities and its corporate governance. And the future lies with those who can win over the investors by their extraordinary non financial performance.

Urged by the Prime Minister's Ten Point Charter, given By Dr. Manmohan Singh on May 25, 2007 while addressing the annual general meeting of the Confederation of Indian Industries (CII), the Corporate Sector is trying to ensure that economic growth is socially and environmentally sustainable.

The Indian government has been trying to make CSR mandatory for companies to spend at least 2% of net profits on CSR. Facing strong criticism, it gave up the effort and made the spending voluntary. However in the recent Companies Bill 2011, the government has again propagated the concept of CSR and asks that companies keep tabs on CSR spending and disclose it to their principal stakeholders.

In India, it is not very clear as to what the term Corporate Social Responsibility encompasses. The Government has nowhere spelt out what constitutes CSR and therefore there exists a vagueness about the term. Today, CSR to some companies means providing lunch to employees. To others, it's about tackling global warming and environmental issues. India has a tradition of corporate philanthropy. However the lines between philanthropy and CSR have grown hazier. CSR should actually relate to the way you conduct your business, whereas it gets confused with giving to the local communities in which you operate. The first Government paper on CSR -- released by the Ministry of Corporate Affairs in 2009 -- also talks of health, cultural and social welfare, and education coming under the CSR head.
Although the Government has not defined CSR, it recast it as "responsible business" in the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, 2011.

An Ernst & Young white paper titled, "The Emerging Role of Business -- Not Just for Profit," offers other options: "CSR could be and is used synonymously with terms like corporate responsibility, corporate citizenship, sustainable responsible business, corporate social performance and corporate sustainability."

A white paper by KPMG and the Associated Chambers of Commerce and Industry of India (ASSOCHAM) presented at the first International Summit on CSR held in New Delhi in 2008 says: "CSR is comprehended differently by different people." The report -- titled, "CSR: Towards a Sustainable Future" -- noted that until the 1990s, CSR was dominated by the idea of philanthropy and that business efforts were often limited to one-time financial grants. "Moreover, businesses never kept the stakeholder in mind while planning such initiatives, thereby reducing the efficacy and efficiency of CSR initiatives," according to the report. "However, over the past few years, the concept of CSR has been changing. There has been an apparent transition from giving as an obligation or charity to giving as a strategy or responsibility."

A report from global accounting and consulting firm Grant Thornton that used data collected in late 2010 and early 2011 noted that CSR activities across the world have increased dramatically in recent years as "businesses realize their value not only commercially, but also in terms of boosting employee value, attracting staff and cutting costs." Incidentally, "Saving the planet" came in sixth in the survey of drivers of CSR. The Grant Thornton International Business Report was launched in 1992 and now covers over 11,000 respondents per year in 39 economies.

The world over, very few countries have a CSR requirement; Saudi Arabia is possibly the only exception. The laws in developed countries do not stipulate mandatory CSR contributions. In the recent past, many European countries have specified that companies must include CSR information in their annual reports. The Indian Industry has been almost totally against a mandatory CSR clause. It says that compulsory corporate responsibility would be counterproductive. Companies may resort to camouflaging activities to meet such regulations, particularly during recessionary periods and economic downturns.

Corporate Social Responsibility and Corporate Governance

The principles of Governance have been in existence for centuries. History reveals that Kautilya also called Chanakya in 300 BC propounded principles of good governance. In his celebrated treatise on statecraft "Arthashastra", he provided principles of governance. He states the fourfold duty of a King as: Raksha (Protection), Vriddhi (Enhancement), Palana (Maintenance). Yogakshema – Safeguard

These four principles can be elaborated in the modern context as:

- Protecting shareholders wealth;
- Enhancing the wealth through proper utilization of assets;
- Maintenance of that wealth and not frittering away in unconnected and non profitable ventures or through appropriation; and
- Safeguarding the interests of the shareholders

Corporate Governance is generally understood as the framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in corporations. It encompasses the framework of business reporting, accountability and benefits - whether self imposed or prescribed by an authoritative body. Corporate governance influences how the objectives of the company are set and achieved, how risk is monitored and assessed, and how performance is optimised.

Corporate Governance is a broad concept and has been defined and understood differently by different groups and at different points of time. The following definitions illustrate that, while definitions vary, the same fundamental ideas are present.

The Cadbury Committee report defines it as "the system by which companies are directed and controlled". It is generally understood as the framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in corporations."

The Kumar Mangalam Birla Committee report defines it as"…fundamental objective of corporate governance is the 'enhancement of the long-term shareholder value while at the same time protecting the interests of other stakeholders."

Hence, Corporate Governance can be understood to be a systematic process by which Companies are directed & controlled to ensure that they are managed in the manner that meets stakeholders' aspirations & societal expectation. This leads to the corporate governance philosophies of: Trusteeship; Transparency; Empowerment & Accountability; Control and Ethical Corporate Behavior

Need for good Corporate Governance

Since good corporate governance is based on the principles of transparency, efficiency, timeliness, completeness, and accuracy of information at all levels, investors get the opportunity to know the company's business operations and financial data. Even when the information is about poor performance or other negative matter, it reduces uncertainty and prevents rumours.
Recent trends have also shown that investors are using a company's corporate governance practices as a key decision-making criterion in investment decisions as good governance practices reduce the likelihood of misuse of assets and information by insiders.
A strong governance record creates a positive impression in the minds of investors and other members of the financial community However sophisticated the markets, reputation and trust are crucial. A company's reputation and image constitute an integral, if intangible, part of its assets.

The McKinsey Investor Opinion Survey (2000) of institutional investors found that the majority of investors were prepared to pay a premium to invest in a company with good corporate governance. The survey states that "good" governance in relation to board practices includes a majority of outside directors who are truly independent; significant director stock ownership and stock-based compensation; formal director evaluations; and responsiveness to shareholder requests for governance information.

The McKinsey Emerging Market Investor Opinion Survey (2001) showed that respondents (in this case private equity investors invested in a range of emerging market countries in Asia, Eastern Europe and Latin America, and managing approximately US$4.1 billion in these regions) considered greater transparency the most important corporate reform in emerging markets.

Principles of Corporate Governance

Studies have found that corporate governance developments bode well for both organisations and their internal audit staffs. A strong governance record increases the trust and creates a good reputation which increases its appeal to investors and others in the financial community. In addition, research suggests that governance-related investments can have a positive bottom-line impact as the heightened awareness and disclosures leads to avoidance of legal liabilities, preservation of organisation's reputation and prevention of lost productivity.

A strong system of corporate governance is usually marked by the following fundamental principles:

- Ethical and disciplined corporate behavior
- Independent and considered judgment
- Parity between accountability and responsibility
- Transparency and effective and adequate disclosures.
- Success of a good governance culture depends upon the perpetual existence and effective and, most important, ethical interplay of these planks not only by themselves, but also with other variables in the social and economic environment (i.e., the stakeholders) of the company

The Organization for Economic Cooperation and Development (OECD), identifies the following key elements of good corporate governance:

- The rights and obligations of shareholders
- Equitable treatment of shareholders
- The role of stakeholders and corporate governance
- Transparency, disclosure of information and audit
- The Board of Directors
- Non-executive members of the board
- Executive management, compensation and performance

Creating frameworks for good corporate governance

A Framework Code of Corporate Governance is a guide for the independent, phased implementation of corporate governance best practices by the business sector on an individual basis.

The objective of a Corporate Governance Framework is, to furnish corporations with a tool for ensuring the sustainability and competitiveness of businesses in today's globalized economy.

The underlying principles of a framework code on corporate governance are:

- Transparency
- Accountability
- Social Responsibility
- Fairness

In national and international literature the term 'corporate governance' is often vague and used to refer to a variety of different accountability mechanisms. Over time, the literature has progressed from a conformance-only focus, to a conformance and performance focus. The primary importance of performance is recognised in the corporate governance framework developed by the organisation.

There is no one model of corporate governance that can be applied universally. Best practice concepts are emerging from work undertaken internationally, nationally and locally, and these provide useful guides. Nonetheless, any model of corporate governance should be designed to fit a specific organisational context, be inclusive of a diversity of stakeholder views, and relevant to the broad range of internal and external stakeholders of the organisation(s).

While the literature is not decisive on whether corporate governance directly improves organisational outcomes, corporate governance should be invested in wisely and carefully. Some level of corporate governance is required to ensure an acceptable level of stakeholder confidence in an organisation's ability to identify and achieve outcomes that its stakeholders value. The larger the organisation, the greater the need for more sophisticated corporate governance processes. A corporate governance framework can help to determine the optimum level of corporate governance process.

Although some organisations have strategies for corporate governance, few have overt frameworks that bring together all elements of corporate governance in a consistent way.

Most organisations with corporate governance frameworks have frameworks that are structurally based. These consist of structures for addressing corporate governance issues (e.g. boards and committees), and appropriate methods of managing those structures (e.g. board size, composition and practices). There are no known precedents in either the public or private sector, of corporate governance frameworks that apply across two or more organisations.

For a corporate governance framework to be successfully communicated to, and used by, a broad range of stakeholders, a clear definition of corporate governance and a visual metaphor that illustrates the components of corporate governance and how they fit together are necessary.

Steps to setting up an effective Corporate Governance Framework

1. Better board preparedness and balance of power
The first step is to select informed people with integrity and independence of mind for board positions. These people must be taken through a robust training and certification program on board governance. The business-specific part of the program may be held by the officers of the corporation, while the board governance training can be held by specialist organizations.
Secondly, every year, there should be a peer evaluation for each member of the board.

2. Increased accountability to shareholders
Shareholders must actively step up as owners, and engage directors on corporate issues. Independent directors, in general, and chairmen of all committees, in particular, must participate more actively in annual general meetings, by owning up to their board decisions and answering shareholder queries.

3. Creating a mindset that decency and honesty pays
Good governance requires a mindset within the corporation which integrates the corporate code of ethics into the day-to-day activities of its managers and workers. Corporations must integrate their value systems into their recruitment programs. Compliance with the value system should be a key requirement from each potential employee. Corporations must reinforce exemplary ethical conduct among employees, through reward and recognition programs. Ethical standards and best practices must be applied fairly and uniformly across all levels of the organization. Any non-compliance must be swiftly dealt with. Additionally, there should be strong whistleblower mechanisms within the corporation for exposing unethical or illegal activities. Every employee has to appreciate that the future of the corporation is safe only if he / she does the right thing in every transaction.

4. Lead by Example
Corporate leaders are powerful role models. Every employee watches them

carefully and imitates them.
Corporate leaders wear a badge of increased distinction and responsibility - *Peter Drucker* .

5. CEOs must follow simple business rules
Great corporate leaders are expert simplifiers. They operate on simple business rules. Such rules are easy to understand, easy to follow and easy to communicate. Without exception, every corporation that violated basic governance principles did so by creating a web of complex and confusing rules.

6. Ensure 'responsible governance'
Corporations must ensure that incentives for senior management and board members are effectively aligned with responsible governance and long-term corporate health. The pay of principal officers must be directly linked with overall performance covering all functions of the corporation – operational health and efficiency, client and employee satisfaction, and shareholder value.

<u>Corporate Social Responsibility under the Companies Bill, 2011</u>

The CSR measures are actually part of a new Companies Bill that has been in the works for several years. The Companies Act of 1956, which is currently the rule of law, has several clauses inappropriate to the current business and economic environment.
The review and redrafting of the Companies Act, 1956 was taken up by the Ministry of Corporate Affairs on the basis of a detailed consultative process. A 'Concept Paper on new Company Law' was placed on the website of the Ministry on 4th August, 2004. The inputs received were put to a detailed examination in the Ministry. The Government also constituted an Expert Committee on Company Law under the Chairmanship of Dr. J.J. Irani on 2nd December 2004 to advise on new Companies Bill. The Committee submitted its report to the Government on 31st May 2005. After considering the report of the Committee and other inputs received from time-to-time, the Government took up the exercise of comprehensive review of the Companies Act, 1956.

A Companies Bill 2008 was introduced by the Government in the Lok Sabha on October 23, 2008. Due to dissolution of the 14th Lok Sabha, the Companies Bill, 2008 lapsed. The Government decided to re-introduce the Companies Bill, 2008 as the Companies Bill, 2009, without any change except for the Bill year and the Republic year. The Ministry of Corporate Affairs had introduced the Companies Bill, 2009 in the Lok Sabha on August 3, 2009. The 2009 Bill was referred to

Parliamentary Standing Committee on Finance which gave its report on 31st August, 2010.

In view of numerous amendments to the Companies Bill 2009 arising out of the recommendations of the Parliamentary Standing Committee on Finance and suggestions of the stakeholders, the Central Government withdrew the Companies Bill 2009 and introduced a fresh bill – The Companies Bill 2011.
The 2011 bill was introduced in Parliament on Wednesday, 14th December 2011.
The Bill is currently wending its way slowly through.

The CSR provisions in the Bill are as follows:

- Clause 135 of the Companies Bill 2011
- Every company having net worth of Rs. 500 crore or more, or turnover of Rs. 1000 crore or more or a net profit of Rs. 5 crore or more during any financial year shall constitute a Corporate Social Responsibility Committee of the Board consisting of three or more directors, out of which at least one director shall be an independent director.
- 2% of average net profits of the previous three years will have to be spent on corporate social responsibility activities with disclosure to shareholders about the policy adopted in the process, giving reasons on failure of implementation
- The Corporate Social Responsibility Committee shall
  (a) formulate and recommend to the Board, a Corporate Social Responsibility Policy which shall indicate the activities to be undertaken by the company as specified in Schedule VII;
  (b) recommend the amount of expenditure to be incurred on the activities referred to in clause (a)
  (c) monitor the Corporate Social Responsibility Policy of the company from time to time
- If the company fails to spend the specified amount on corporate social responsibility activities, the Board shall, in its report made under clause (o) of sub-section (3) of section 134, specify the reasons for not spending the amount.

SCHEDULE VII

Activities which may be included by companies in their Corporate Social Responsibility Policies

Activities relating to:—

(i) eradicating extreme hunger and poverty;
(ii) promotion of education;
(iii) promoting gender equality and empowering women;
(iv) reducing child mortlity and improving maternal health;
(v) combating human immunodeficiency virus, acquired immune deficiency syndrome, malaria and other diseases;
(vi) ensuring environmental sustainability;
(vii) employment enhancing vocational skills;
(viii) social business projects;
(ix) contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government or the State Governments for socioeconomic development and relief and funds for the welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women; and
(x) such other matters as may be prescribed.

Corporate Social Responsibility Reporting

Some organizations follow a "Triple Bottom Line" reporting strategy, which covers Economic, Environmental and Social Responsibility. Internationally, this theme is prevalent in mining, forestry and Oil companies, where the environment has been an important focus of advocates, governments and communities. These organizations may also refer to CSR as Sustainable Development, because their focus on the environment is so strong.
Other organizations focus on Economic and Corporate Social Responsibility, where the environment is included under the CSR umbrella.

Depending on the organizations risk profile, globalization and maturity, it may include some or all of the following elements within CSR objectives:

- Ethics
- Transparency
- Environment
- Health & Safety
- Corporate Governance
- Human Rights
- Community Investment

The National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, 2011 and Business Responsibility Reporting Framework

Corporate Social Responsibility is still voluntary and it is not mandatory in India. The Ministry of Corporate Affairs has issued The National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, 2011 in this regard. These guidelines are a refinement over the Corporate Social Responsibility Voluntary Guidelines 2009, released by the Ministry of Corporate Affairs in December 2009. Keeping in view the feedback from stakeholders, it was decided to revise the same with a more comprehensive set of guidelines that encompasses social, environmental and economical responsibilities of business.

A Business Responsibility Reporting Framework has been laid down under "The National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business, 2011".

A separate chapter on reporting has been included so that the business entities are not only able to adopt the Guidelines but also to demonstrate the adoption to their stakeholders through credible reporting and disclosures. The reporting framework is designed on the 'Apply-or-Explain' principle which is also the fundamental basis of the Guidelines. The suggested framework takes into account the requirements of the business entities that are already reporting in other recognized frameworks as well as those which yet do not have the capacity to undertake full reporting.

The Guidelines encompass Nine Principles and related Core Elements which identify the areas where responsible practices need to be adopted. The Reporting Framework provides a standard disclosure template which can be used by businesses to report on their performance in these areas.

The objective of the Business Responsibility (BR) Framework is to help businesses to reach out to their stakeholders with necessary information and data demonstrating the adoption of these Guidelines.

In the context of BR reporting, it is appreciated that there are three categories of businesses as under and the Reporting Framework, accordingly, suggests different approaches that may be adopted by the three categories of entities:

1. Business entities already preparing responsibility and sustainability reports

based on internationally accepted reporting frameworks

This category of entities may not prepare a separate report for the purpose of these Guidelines but furnish the same to their stakeholders along with the details of the framework under which their BR report has been prepared and a mapping of the nine principles contained in this Guideline to the disclosures made in their BR reports.

2. Business entities that have chosen to adopt these Guidelines completely or in part, but are not yet fully capacitated to prepare a comprehensive BR report

This category of entities may furnish a simple communication to their stakeholders indicating their commitment to adoption on these Guidelines in full or in part, and basic details of the activities undertaken in pursuance to these Guidelines. The communication may be in a free format and should be signed by the owner/Managing Director of the CEO of the entity. Such entities are encouraged to see the suggested framework for the third category and upgrade their BR communication on a progressive and continuous basis

3. Business entities that would like to prepare comprehensive reports after adopting these Guidelines

The BR reporting framework is suggested. This framework identifies certain basic parameters on which the businesses can disclose their performance so as to demonstrate their adoption of these Guidelines in letter and spirit. It has been divided into two parts- Part A incorporates the basic information about the operations of the business entity so that their BR report can be a self contained document and Part B incorporates the performance indicators for different Principles and Core Elements.

Business Responsibility Report - Suggested Framework

Part -A

Part A of the report includes basic information and data about the operations of the
business entity so that the reading of the report becomes more contextual and comparable with other similarly placed businesses. It may be written in a free format incorporating at least the following:

A-1

• Basic details of the business – Name; nature of ownership; details of the people in top management; location of its operations - national and international; products and services offered; markets served;

• Economic and Financial Data – Sales; Net Profit; Tax Paid; Total Assets; Market Capitalization(for listed companies); number of employees;

A-2

• Management's Commitment Statement to the ESG Guidelines
• Priorities in terms of Principle and Core Elements
• Reporting Period/Cycle
• Whether the report s based on this framework or any other framework
• Any Significant Risk that the business would like its stakeholders to know
• Any Goals and Targets that were set by the top management for improving their
performance during the Reporting Period

Part -B

Part-B of the report incorporates the basic parameters on which the business may report their performance. Efforts have been made to keep the reporting simple keeping in view the fact that this framework is equally applicable to the small businesses as well. The report may be prepared in a free format with the basic performance indicators being included in the same. In case the business entity has
chosen not to adopt or report on any of the Principles, the same may be stated along with, if possible, the reasons for not doing so.

B-1

Principle 1 – Ethics, Transparency and Accountability

• Governance structure of the business, including committees under the Board responsible for organizational oversight. In case no committee is constituted, then the details of the individual responsible for the oversight
• Mandate and composition (including number of independent members and/or non-executive members) of such committee with the number of oversight review meetings held.
• State whether the person/committee head responsible for oversight review is independent from the executive authority or not. If yes, how.
• Mechanisms for shareholders and employees to provide recommendations or direction to the Board/ Chief Executive.
• Processes in place for the Board/ Chief Executive to ensure conflicts of interest are avoided.
• Internally developed statement on Ethics, Codes of Conduct and details of the process followed to ensure that the same are followed

• Frequency with which the Board/ Chief Executive assess BR performance.

Principle 2 – Products Life Cycle Sustainability

• Statement on the use of recyclable raw materials used
• Statement on use of energy-efficient technologies, designs and manufacturing/ service-delivery processes
• Statement on copyrights issues in case of the products that involve use of traditional knowledge and geographical indicators
• Statement on use of sustainable practices used in the value chain

Principle 3 – Employees' well-being

• Total number of employees with percentage of employees that are engaged through contractors
• Statement on non-discriminatory employment policy of the business entity
• Percentage of employees who are women
• Number of persons with disabilities hired
• Amount of the least monthly wage paid to any skilled and unskilled employee
• Number of training and skill up-gradation programmes organized during the reporting period for skilled and unskilled employees
• Number of incidents of delay in payment of wages during the reporting period
• Number of grievances submitted by the employees

Principle 4 – Stakeholder Engagement

• Statement on the process of identification of stakeholders and engaging with them
• Statement on significant issues on which formal dialogue has been undertaken with any of the stakeholder groups

Principle 5 – Human Rights

• Statement on the policy of the business entity on observance of human rights in their operation
• Statement on complaints of human rights violations filed during the reporting period

Principle 6 – Environment

• Percentage of materials used that are recycled input materials
• Total energy consumed by the business entity for its operations
• Statement on use of energy saving processes and the total energy saved due to use of such processes
• Use of renewable energy as percentage of total energy consumption
• Total water consumed and the percentage of water that is recycled and reused

• Statement on quantum of emissions of greenhouse gases and efforts made to reduce the same
• Statement on discharge of water and effluents indicating the treatment done before discharge and the destination of disposal
• Details of efforts made for reconstruction of bio-diversity

Principle 7 – Policy Advocacy

• Statement on significant policy advocacy efforts undertaken with details of the platforms used

Principle 8 – Inclusive Growth

• Details of community investment and development work undertaken indicating
the financial resources deployed and the impact of this work with a longer term perspective
• Details of innovative practices, products and services that particularly enhance access and allocation of resources to the poor and the marginalized groups of the society

Principle 9 – Customer Value

• Statement on whether the labeling of their products has adequate information regarding product-related customer health and safety, method of use and disposal, product and process standards observed,
• Details of the customer complaints on safety, labeling and safe disposal of the products received during the reporting period

Part –C

Part C of the report incorporates two important aspects on BR reporting. Part C-1 is a disclosure on by the business entity on any negative consequences of its operations on the social, environmental and economic fronts. The objective is to encourage the business to report on this aspect in a transparent manner so that it can channelize its efforts to mitigate the same. Part C-2 is aimed at encouraging the business to continuously improve its performance in the area of BR.

C-1

• Brief Report on any material/significant negative consequences of the operations
of the business entity

C-2

• Brief on Goals and Targets in the area of social, environmental and economic responsibilities that the business entity has set for itself for the next Reporting Period

Corporate Responsibility and the Climate Change Mechanism

Public awareness of the threat of climate change has risen sharply in the last couple of years and an increasing number of businesses, organizations and individuals are looking to minimize their impact on the climate.

Scientists believes that global warming will cause the average World temperature rise by one Degree Celsius by the year 2020 and four Degree Celsius by the end of 21st century. The Earth has warmed about 1ºF in the last 100 years.The eight warmest years on record (since 1850) have all occurred since 1998. Periods of increased heat from the sun may have helped make the Earth warmer. But many of the world's leading climatologists think that the greenhouse gases people produce are making the Earth warmer, too.

The international community rallied around the threat of climate change because scientists agree that the risk is real. Over a decade ago, most countries joined an international treaty -- the United Nations Framework Convention on Climate Change (UNFCCC) -- an international agreement to address the danger of global climate change, to begin to consider what can be done to reduce global warming and to cope with whatever temperature increases are inevitable. More recently, a number of nations approved an addition to the treaty: the Kyoto Protocol, which has more powerful (and legally binding) measures. The Kyoto Protocol, an international and legally binding agreement to reduce greenhouse gas (GHG) emissions worldwide assigns mandatory targets for signatory nations. Countries that ratify this Protocol agree to reduce their emission of the specified 6 greenhouse gases, or engage in emissions trading if they maintain or increase emission of these gases.

Legislations regulating the Climate Change Mechanism

The United Nations Framework Convention on Climate Change (UNFCCC) is an international environmental treaty that sets general goals and rules for confronting climate change. It was entered into force on 21st March 1994.
The UNFCCC provides the basis for concerted international action to mitigate climate change and to adapt to its impacts. Its provisions are far-sighted, innovative and firmly embedded in the concept of sustainable development.

States and regional economic integration organizations may become Parties to the Convention. Currently the Convention has been ratified by 195 parties.

The Kyoto Protocol is an international and legally binding agreement to reduce greenhouse gas emissions worldwide and is an addition to the UNFCCC treaty. The Kyoto Protocol was adopted in Kyoto, Japan, on 11 December 1997 and entered into force on 16 February 2005. Currently, 193 parties of the UNFCCC have ratified the Protocol. The major feature of the Kyoto Protocol is that it assigns mandatory targets for 37 industrialized nations and the European Community to reduce their emission of the specified 6 greenhouse gases (GHGs). These amount to an average of five per cent against 1990 levels over the five-year period 2008-2012.

India signed UNFCCC on 10th June 1992 and ratified it on 1st November 1993. India acceded to the Kyoto Protocol on 26th August 2002. Under the UNFCCC, developing countries such as India do not have binding GHG mitigation commitments in recognition of their small contribution to the greenhouse problem as well as low financial and technical capacities.

The Ministry of Environment and Forests is the nodal agency for climate change issues in India.

About the Author

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Mr.Rajkumar S Adukia is an eminent business consultant, academician, writer, and speaker. A senior partner of Adukia & Associates he has authored more than 34 books on a wide range of subjects. His books on IFRS namely, "Encyclopedia on IFRS (3000 pages) and The Handbook on IFRS (1000 pages) has served number of professionals who are on the lookout for a practical guidance on IFRS. The book on "Professional

Opportunities for Chartered Accountants" is a handy tool and ready referencer to all Chartered Accountants.

In addition to being a Chartered Accountant, Company Secretary, Cost Accountant, MBA, Dip IFR (UK), Mr. Adukia also holds a Degree in Law and Diploma in LaborLaws. He has been involved in the activities of the Institute of Chartered Accountants of India (ICAI) since 1984 as a convenor of Kalbadevi CPE study circle. He was the Chairman of the Western Region of Institute of Chartered Accountants of India in 1997 and has been actively involved in various committees of ICAI. He became a member of the Central Council in 1998 and ever since he has worked tirelessly towards knowledge sharing, professional development and enhancing professional opportunities for members. He is a regular contributor to the various committees of the ICAI. He is currently the Chairman of Committee for Members in Industry and Internal Audit Standard Board of ICAI.

Mr. Adukia is a rank holder from Bombay University. He did his graduation from Sydenham College of Commerce & Economics. He received a Gold Medal for highest marks in Accountancy & Auditing in the Examination. He passed the Chartered Accountancy with 1st Rank in Inter CA & 6th Rank in Final CA, and 3rd Rank in Final Cost Accountancy Course in 1983. He started his practice as a Chartered Accountant on 1st July 1983, in the three decades following which he left no stone unturned, be it academic expertise or professional development. His level of knowledge, source of information, professional expertise spread across a wide range of subjects has made him a strong and sought after professional in every form of professional assignment.

He has been coordinating with various professional institutions, associations' universities, University Grants Commission and other educational institutions. Besides he has actively participated with accountability and standards-setting organizations in India and at the international level. He was a member of J.J. Irani committee which drafted Companies Bill 2008. He is also member of Secretarial Standards Board of ICSI. He represented ASSOCHAM as member of Cost Accounting Standards Board of ICWAI. He was a member of working group of Competition Commission of India, National Housing Bank, NABARD, RBI, CBI etc.

He has served on the Board of Directors in the capacity of independent director at BOI Asset management Co. Ltd, Bharat Sanchar Nigam Limited and SBI Mutual Funds Management Pvt Ltd. He was also a member of the London Fraud Investigation Team.

Mr. Rajkumar Adukia specializes in IFRS, Enterprise Risk Management, Internal Audit, Business Advisory and Planning, Commercial Law Compliance, XBRL, Labor Laws, Real Estate, Foreign Exchange Management, Insurance, Project Work, Carbon Credit, Taxation and Trusts. His clientele include large corporations, owner-managed companies, small manufacturers, service businesses, property management and construction, exporters and importers, and professionals. He has undertaken specific *assignments on fraud investigation and reporting in the corporate sector and has developed background material on the same.*

Based on his rich experience, he has written numerous articles on critical aspects of finance-accounting, auditing, taxation, valuation, public finance. His authoritative articles appear regularly in financial papers like Business India, Financial Express, Economic Times and other professional / business magazines. He has authored several accounting and auditing manuals. He has authored books on vast range of topics including IFRS, Internal Audit, Bank Audit, Green Audit, SEZ, CARO, PMLA, Antidumping, Income Tax Search, Survey and Seizure, Real Estate etc. His books are known for their practicality and for their proactive approaches to meeting practice needs.

Mr. Rajkumar is a frequent speaker on trade and finance at seminars and conferences organized by the Institute of Chartered Accountants of India, various Chambers of Commerce, Income Tax Offices and other Professional Associations. He has also lectured at the S.P. Jain Institute of Management, Intensive Coaching Classes for Inter & Final CA students and Direct Taxes Regional Training Institute of CBDT. He also develops and delivers short courses, seminars and workshops on changes and opportunities in trade and finance. He has extensive experience as a speaker, moderator and panelist at workshops and conferences held for both students and professionals both nationally and internationally. Mr. Adukia has delivered lectures abroad at forums of International Federation of Accountants and has travelled across countries for professional work.

Professional Association: *Mr. Rajkumar S Adukia with his well chartered approach towards professional assignments has explored every possible opportunity in the fields of business and profession. Interested professionals are welcome to share their thoughts in this regard.*