

## The Relationship between Corporate Social Responsibility and Sustainable Development

\* Shohreh Saboji  
\*\* Dr. M.Indira

### Abstract

Corporate Social Responsibility (CSR) is one of the important concepts applied and promoted by companies through specific programmes. Recent studies tried to understand the contribution of CSR to different dimensions of Sustainable Development (SD). The present study makes an attempt to understand the relationship between the CSR and SD in environment and social dimensions. While understanding this, the study also looks in to differences in the behavior of the small and large firms in their contribution to SD through to CSR.

**Keyword:** Corporate Social Responsibility, Sustainable Development, environment activities, social activities.

### Introduction

Corporate Social Responsibility (CSR) has gained importance in recent times all over the world. It is the major agenda of some companies. One of the reasons for this heavy shift towards social responsibility is globalization. CSR is closely linked with the principle of Sustainable Development (SD). Socially responsible corporation contributes to SD in different ways. CSR makes the companies obliged to make decisions, based not only on financial and economic factors but also on the basis of social, environmental and other consequences of their activities.

Sustainable Development is not just about bigger profits and higher standard of living for a monetary but also it should be about making life better for everyone and this should not involve using up natural resources, nor should it involve polluting the environment (Sanjay and Kagarwal, 2008). CSR can be applied as a strategic plan by any type of organization to reach SD.

The contribution of business to society has been increasingly discussed during the last century. With the globalization of the world economy and rapid flow of information, the concept of Corporation Social Responsibility (CSR) has been gaining importance.

CSR has no universal definition. It varies from nation to nation and culture to culture. Valor (2005) identifies, "CSR is an umbrella concept. It includes a variety of theories and practices which recognize the social and environmental responsibility of corporations". On the other hand CSR may provide a general framework to responsible use of corporate power and social involvement (Duygu, 2009).

The World Business Council for Sustainable Development (WBCSD) defines CSR as "the commitment of business to behave ethically and contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life in ways that are both good for business and good for development" (WBCSD, 2006). This description of CSR reflects the general idea of the concept to redefine the relationship between business and society. WBCSD recognizes the relationship between CSR and SD by emphasizing on the quality of life and society. The Commission of European Communities describes CSR as a concept whereby companies operate and interface with their stakeholders on a voluntary basis, as they are increasingly aware that responsible behavior leads to sustainable business success (Commission of the European Communities, 2001). This places CSR as purely voluntary activity by emphasizing the significance of sustainable development.

\*Senior Research Scholar, Department of Studies in Economics and Cooperation, University of Mysore, Mysore,  
Email: [shohreh\\_s1359@yahoo.com](mailto:shohreh_s1359@yahoo.com)

\*\* Professor of Economic, Department of Studies in Economics and Cooperation, University of Mysore, Mysore,  
Email: [mahindira@yahoo.com](mailto:mahindira@yahoo.com)

**Sustainable Development (SD)**

The term Sustainable Development (SD) was used for the first time at the United Nations Conference on the Human Environment in Stockholm in 1972. SD is defined as development that meets the needs of the present without compromising the ability of future generation to meet their own needs (WCED, 1987). SD demands that we seek ways of living, working and being that enable all people of the world to lead healthy, fulfilling and economically secure lives without destroying the environment and without endangering the future welfare of people and the planet (David, Nicholas, 2008).

The Triple Bottom Line (abbreviated as "TBL" or "3BL") theory has its origin in the concept of sustainable development. It includes three parts viz. people, planet and profit. It constitutes a popular reference to the concept of CSR and recognizes the integration of the economic, social and environment responsibilities in to business strategy of modern companies (Painter, Morland, 2006). The original, bottom line is about profit, such that increasing revenues without increasing costs improves the bottom line. Profitability, which is of central concern to shareholders, is one element of the economic dimension, but not all of it (Henriques, Richardson, 2004).

**Economic (Profit):** It is the economic value created by the organization after deducting the cost of all inputs, including the cost of the capital tied up. Within a sustainability framework, the "profit" aspect needs to be seen as the real economic benefit enjoyed by the host society. It is the real economic impact the organization has on its economic environment.

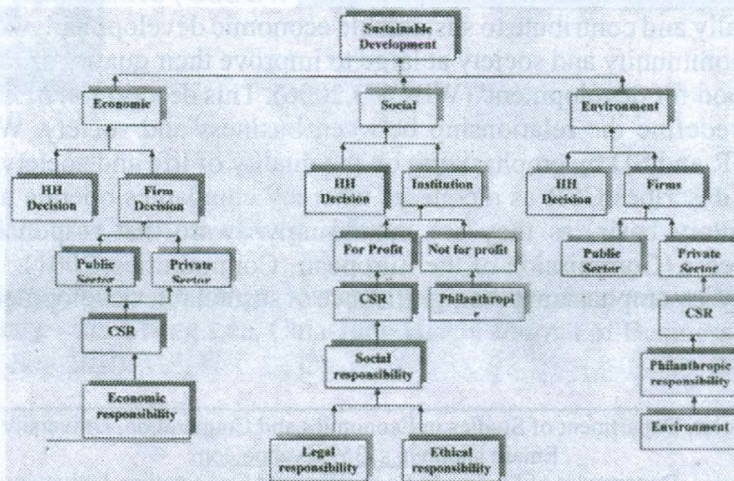
**Social (People):** pertains to fair and beneficial business practices towards labor and the community and region in which a corporation conducts its business. A Triple Bottom Line (TBL) business would pay fair salaries to its workers, would maintain a safe work environment and tolerable working hours, and would not otherwise exploit a community or its labor force.

**Environment (Planet):** It refers to sustainable environmental practices. A TBL company endeavors to benefit the natural order as much as possible or at the least do no harm and curtail environmental impact.

**The Relationship between Corporate Social Responsibility (CSR) and Sustainable Development (SD)**

Sustainable Development (SD) and Corporate Social Responsibility (CSR) have a close relationship to each other. CSR can be applied by all types of private and government enterprises which select a right strategy to reach the sustainable development in society and environment. Organizations promote CSR at different levels in terms of their participation in social and environmental activities, but the effectiveness of CSR activities in promoting sustainable development is more important.

Figure 1: Linking between Sustainable Development and Corporate Social Responsibility



There are several methods to explain corporate social activities. Combining Carroll's (1991) framework with Triple Bottom Line (Painter, Morland, 2006), above diagram is developed to explain the linking between CSR and SD. has three important dimensions viz. economic sustainability, social sustainability and environment sustainability. The diagram shows how different dimension of corporate social responsibility exhibited by different firms at grass roots level leads to SD in all the three dimensions. In this diagram the direction is from bottom to top. Economic responsibility component of CSR followed by the decisions of both public and private sector companies/ firms influence the economic sustainability of the economy. This is supplemented by the HH decisions. The other component of SD, i.e. Social component is also influenced by the HH decision and the institutional decisions of both for-profit and not-for-profit institutions. The CSR activities of the corporations and philanthropic activities of not-for-profit institutions influence social responsibility. Social responsibility has two aspects. While one is legal aspect which has legal sanctity, the other one is ethical responsibility followed by the institutions in their decision making. The philanthropic responsibility which also addresses environmental issues, of the public and private sector companies influence the environmental sustainability and environmental sustainability is one of the important dimensions of sustainable development.

### CSR in Indian Context

One of the important studies which have measured the status of CSR in India is the study conducted by Karmayog (2008). Based on the CSR activities the necessary and, sufficient conditions were fixed for a company to reach different levels.

#### Necessary conditions

A company will be eligible for level 1, if that company undertakes any CSR activities to develop society and communities. If the CSR activities of the company are linked to improve processes and products of the company, then, the company is placed at level 2. A company reaches level 3, if its CSR activities are focused on those who are affected directly by the company. If the company makes CSR activities as part of their daily business activities, they will be eligible for level 4. Finally, level 5 is a stage where the CSR of the company activities enable sustainable and replicable solutions to the problems faced by the society.

#### Sufficient conditions

While the above are the necessary condition for a company to be placed at different levels in terms of CSR ratings, several sufficient conditions were also prescribed.

According to the sufficient conditions, a company gets a level 1 or 2 if it does CSR activities automatically. For example, if a company undertakes the activities which are not being done by government, NGO, etc, they will be in level 1. Similarly if the company is committed to measuring and reporting its CSR initiatives voluntarily as per the globally accepted framework, they get level 2 automatically. Level 3 condition is that, if company's annual expenditure on CSR equal or more than 0.2% of sales.

Table 1: Comparative Results of the Karmayog CSR Ratings for 2009, 2008 and 2007

Rating	2009		2008		2007	
	No. of cos.	%	No. of cos.	%	No. of cos.	%
Level 5	0	0%	0	0%	0	0%
Level 4	13	3%	10	2%	4	1%
Level 3	66	13%	38	8%	38	8%
Level 2	146	29%	161	32%	144	29%
Level 1	147	29%	118	24%	931	8%
Level 0 (lowest)	128	26%	173	35%	221	44%
Total	500	100%	500	100%	500	100%

Source: www.Karmayog.org/csr 2009, and, www.asisansr.com

Level 0: lowest company's spent in CSR

Level 5: Highest Company's spent in CSR

CSR activities in India are increasing every year, and it is seen that companies are moving to create a sustainable development.

### Corporate Social Responsibility Disclosure in India

Recent survey has revealed that India is among the top five Asian countries that lay heavy emphasis on Corporate Social Responsibility (CSR) disclosure norms. According to Asian Sustainability Ranking, India ranked fourth in the list topped by Australia. However, the report further said that though there are increasing levels of disclosure in the Asian region, it still is generally poor compared with Europe and North America.

CSR India is a leading social enterprise that focuses on sustainable business practices in Asia. High levels of disclosure, particularly from large companies with recognized brands such as Tata and Infosys is observed in India. Leading oil companies also have reasonable levels of disclosure. The top 10 companies in India's CSR rankings include Tata Consultancy Services, ITC Ltd, Infosys Technologies, Larsen & Toubro, Reliance Industries, Oil and Natural Gas Corporation, Indian Oil Corporation, Bharti Airtel, Steel Authority of India Ltd, and NMDC Ltd.

Indian firms are most transparent in terms of governance, policies and code of conduct. They also provide more information than most companies on issues relating to community impact and development. Disclosure on environmental issues is also relatively high (report Asian Sustainability Ranking, 2009).

The disclosure rate and the level of CSR of top 20 Indian companies presented in table 2.

Table 2: Corporate Social Responsibility Disclosure and level of CSR Activities of Indian companies in 2009

Company	%CSR disclosure	Rank in India	Rank in Asian	Level of CSR activities *
Tata Consultancy Services Ltd	90.2	1	3	4
ITC Ltd	85.3	2	7	0
Infosys Technologies Ltd	80.4	3	14	4
Larsen and Toubro Ltd	79.4	4	17	4
Reliance Industries Ltd	71.6	5	24	2
Oil and Natural Gas Corporation Ltd.	62.7	6	32	2
Indian Oil Corporation Ltd.	58.8	7	37	3
Bharti Airtel Ltd.	56.9	8	42	3
Steel Authority of India Ltd	55.9	9	46	2
NMDC Ltd	51.9	10	56	2
ICICI Bank	49.0	11	61	3
NTPC Ltd	47.1	12	67	1
MMTC Ltd.	45.1	13	72	1
Bharat Heavy Electricals Ltd.	44.1	14	77	3
State Bank of India	39.2	15	91	3
DLF Ltd.	37.3	16	97	2
Reliance Communications Ltd	34.3	17	108	1
Reliance Petroleum Ltd	27.5	18	134	0
Housing Development Finance Corporation Ltd.	24.5	19	141	4
HDFC Bank	24.5	19	141	2

Source: WWW.asiansr.com and WWW.karmoyog.com \*based on karmoyog report 2009

The tables reveals that Tata consultancy services Ltd is the highest rating company in India with 90 percent of disclosure and at level four in terms of the activities. No other company has reached the level of 90% disclosure. The other companies with more than 70% disclosure are ITC Ltd, Infosys Technologies, Larson and Toubro (L&T) Ltd and Reliance industries Ltd. Among these only Infosys and L&T are at level 4 in CSR activities. Public sector companies like Oil and Natural Gas Corporation, Indian Oil Corporation, steel Authority of India, NMDC are showing between 50%-60% disclosure. The other private companies with nearly 25% disclosure are Reliance Petroleum Ltd, HDFC Corporation Ltd and HDFC Bank.

### Objectives and Methodology

The following are the objectives of the present study

1. To examine the CSR activities of selected companies in Mysore
2. To understand the linkage between the size of the companies and CSR activities

Small and Medium Enterprises (SMEs) play a major role in global economic growth in terms of their contribution to industrial employment, output and export . But, there is no uniform definition in the global economy. Each country has its own different ways of defining SMEs. The definition adapted by the European Union based on the employment is adapted for the present study (European commission, 2005). According to this definition small firms are firms with less than 50 employees; medium- sized firms are firms with less than 250 employees. Firm with more than 250 employees are considered as large firm. The above definition is used in the present study for the classification of industries. Sample firms were randomly selected from the list of firms registered in Mysore district. A self-administered questionnaire was prepared for the study and it was submitted to managers directly. It was aimed to reach 45 companies but only 23 companies responded positively. The collected data were analyzed by using SPSS.

### Measuring CSR

Several models were developed to measure CSR and its contribution to the community and the organization. One of the models proposed by Carrol is used in the present study.

The CSR **pyramid (Carrol's model)** is based on a four-part perspective, namely Economic, Legal, Ethical and Philanthropic. However in the present study only the social and environmental perspectives are taken in to consideration to analysis the relationship between CSR and SD.

**Economic responsibility** is the most fundamental one since “all other business responsibilities are predicated upon the economic responsibility of the firm, because without it the others become moot considerations” (Carroll, 1991).

**Legal responsibility** suggested that businesses are expected to pursue their economic responsibility within the framework of the legal one. At the same time business is expected to comply with the laws and regulation promulgated by federal, state and local governments as the ground rules under which business must operate. (Andrew et al, 2008).

**Ethical responsibility** is referring to those activities and practices that are expected or prohibited by societal members even if they are not codified into law. Those responsibilities are about accepted norms, standards and expectations that reflect a concern for what consumers, employees, shareholders, and the community regards as fair. It is simply about respecting and protecting stockholder's moral rights. In some cases, ethical norms and standards precedes the establishment of law. Ethical responsibility can also seen as embracing new values and norms which businesses are expected to meet, even if those values and norms may reflect on a standard performance that is higher and that is not currently required by law.

**Philanthropic responsibility** refers to corporations acting as good corporate citizens by contributing resources to the community and improve quality of life. The distinction between ethical and philanthropic is that the philanthropic one is not expected in an ethical or moral

sense. It is good if businesses give away charities, but they are not seen as unethical corporations if they aren't engaged in those kind of activities. Even though the above responsibilities have been explained and treated separately, they are not mutually exclusive (Carroll, 1991).

**Hypotheses** This study tries to evaluate the relationship between corporate social responsibility and sustainable development. Hence bellow hypotheses have been formulated to better understanding of this relationship.

H1 = Corporate Social Responsibility is positively associated with the size of the firm.

H2 = Environmental concerns of large companies is more than small companies.

Analysis of Variance (ANOVA) procedure was used to estimate the difference among the firms of different sizes. The ANOVA test is applied by calculating two estimates of the variance of group distribution, the variance between groups and the variance within groups.

In the one way ANOVA test, the null hypothesis is that the means for all groups are equal, and the alternative hypothesis is that not all group means are equal. For this study, we selected 23 different companies from Mysore district and these are divided in to three groups viz. Small, medium and large companies for testing hypotheses.

**Findings and Discussion**

Major Findings and Discussion are presented below

**Environmental responsibility**

Environmental responsibility is part of philanthropic activities from the Carrols model. This present study examined the environment responsibility of the companies in terms of conservation and environment protection. Environment activities are embedded within an organization's culture and operations.

**A. Conservation of Environment**

Conservation of environment includes two important activities, viz, water conservation and using renewable energy. The following tables shows the environmental conservation measure adopted by the sample companies

Table 4: Initiatives to Conserve Environment

Environment	Number	Percent
Nothing	2	8.6
Using renewable energy and Water conservation/recycling	4	17.39
Water conservation/recycling only	17	73.91
Grand Total	23	100

Source: survey data

Water conservation refers to reducing the usage of water and recycling of waste for different purposes such as cleaning, manufacturing, and agricultural irrigation. Water conservation helps to create a sustainable development in terms of availability of resourced for future generations. The withdrawal of fresh water from an ecosystem should not exceed its natural replacement rate to reduce environmental pollution.

Result shows that all the selected companies in different sizes have paid more attention to water conservation and recycling activities rather than using renewable energy. While 74 percent of the companies are involved in water conservation only 17% are using renewable energy. In other words most of the private companies have more responsibility to water conservation.

**B. Environmental Protection**

Environmental protection is a practice of protecting the environment, at individual, organizational or governmental level for sustainable development. For the present study two environment activities are considered to understand the environment concerns of the companies. These two are controlling pollution and developing green belt. The results are presented in the table below.

Table 5: Initiatives to Protect Environment

Environment	Total	Frequency
Nothing	1	4.34
Controlling pollution	1	4.34
Controlling pollution an developing green belt	13	56.52
Developing green belt	8	34.78
Grand Total	23	100

Source: survey data

Greenbelt is defined as the large greenways; usually located at urban suburb, filled with various vegetations. The main functions of greenbelt were to limit urban sprawl, evacuate centralized urban population and improve ecological environment (Li Wei, 2004).

The result shows that all selected companies in different sizes have paid more attention to developing green belt activities and controlling air or water pollution. It can be observed that 56.52% of companies are involved in both activities and 35% are involved in developing green belt. Only 4.34% of the companies are not contributing to controlling pollution.

**Social responsibility**

Social responsibility is part of ethical and legal activities from the Carrols model. Social responsibility includes some activities which make companies to be responsible about social issues. In this present study, social responsibility is measured in terms of activities undertaken by the company for the health and welfare of the employees and the community

**A. Sponsorship for project**

Sponsorship social project is one of the methods adapted by the companies to show their CSR.

Tables 7: initiative of companies to sponsor for project

Social activities	Number of companies	frequency
Nothing	4	17.39
School adaptation	5	521.73
Health camps	10	1043.47
All activities	4	417.39
Grand Total	23	100

Source: survey data

These activities include of Health camps, Village adaptation, School adaptation, etc. The results indicate that the companies gave more importance to organize health camps than other activities.

Village adaptation is another important social activity of several companies adapting to improve the social life of the people living near the company. The result show that most of the large companies have adapted all the three activities to help people living under poverty line

**B. Support to Family**

Companies may provide sponsorship to support family members such as scholarship to the children, gifts to encourage talent and assistance to the employees with a disabled child. The result shows that all selected companies of different sizes have paid more attention to Children's Scholarship from companies and gifts to encourage a talent. 47.81 percent percentages of companies have provided scholarship to children. Another 30.42 percent of the companies are encouraging better performance by giving gifts to the talented children of the employees.

Table 8: Initiatives to Support family

Social activities	Number of companies	percent
Nothing	2	8.69
Scholarship to the children	11	47.81
Gift to encourage talent	7	30.42
Employee children	1	4.34
All activities	2	8.69
	23	100

Source: survey data

**C. Welfare to Employees**

Companies are encouraging cultural events and competition. The result shows that 65.21% of selected companies in different sizes have contributed to both the activities and only 35% are involved in cultural events.

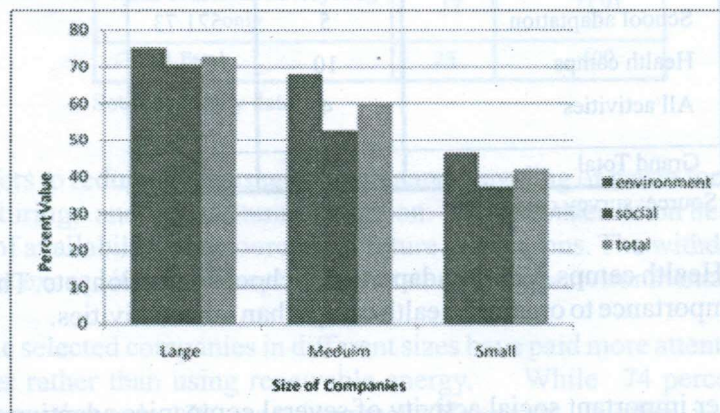
Table 6: Social activities of the companies

Social Activities	Total	Frequency
Cultural Events	834.	78
Cultural Events/Competition	1565.	21
Grand Total	23100	

Source : survey data

The below figure shows the environment and social activities of different companies

Figure 1. Shows Environment and Social activities in different Size Companies



Source: survey data

This figure also shows that environment activities of large companies are more than medium and small

companies. In the case of social activities also large companies performance is better than medium and small companies, however social activities received less attention compared to environment activities.

In a developing country such as India with availability of new and better technologies, the rate of environmental degradation (atmospheric sculpture dioxide, for example, and soot and smoke) has been slower than that experienced by industrial countries, but there are some areas and issues that require sustained support of a greater depth.

### **Correlation between Environment Activities and Social Activities**

An attempt is made to analysis the relationship between the environment activities and social activities of the firms to understand if the companies which are having greater concern for the society are also the companies with greater concern for the environment.

The correlation between environmental activities and social activities initiated by the companies under CSR activities shows a positive correlation of 0.416 which is significant at 5% level. However there is a difference among the small, medium and large of companies. In other words, all companies have paid more attention to environment activities rather than social. Hence, to reach an acceptable level of CSR firms should pay more attention to social activities to improve SD.

### **Relationship between the Size of the Firm and CSR**

The present study used Analysis of Variance (ANOVA) procedure to estimate the difference among the firms of different size.

The main objective of this study is to examine the Corporate Social Responsibility activities (in term of social and environment activities), in different sized of companies. The result of this study shows that, for environment activities since test statistic ( $F= 3.757$ ) is greater than the critical value ( $F= 3.49$ ), we reject the null hypothesis and conclude that the mean number of environment activities by each of companies is not the same. In other words, environment activities of large companies are significantly different from the medium and small companies. This shows that large sized companies compare with medium and small sized companies gave more importance to environmental activities. There is a positive relationship between with the size of the company and environment activities.

For social activities, also the value of the test statistic ( $F= 7.502$ ) is greater than the critical value ( $F= 3.49$ ), and consequently we reject the null hypothesis and conclude that the mean number of social activities by each of companies is not the same. Mean social activities of large sized companies compared to medium and small sized companies is more. There is a positive relationship between the size of the company and social activities

### **Conclusion**

Several Companies are introducing activities for the conservation of environment and also for the social welfare of the employees and the communities living around the company. The present study tried to understand the CSR activities of select companies working in Mysore District. Higher environment and social activities contribute to better sustainable development leading to better CSR levels over the company's performance. This study concludes that selected small-medium and large sized companies have taken up environmental activities which includes using renewable energy, water conservation and recycling, controlling pollution and developing green belt contributing to the environmental component of the sustainable development. However the social activities which include village adoption, school adaption and health campus, cultural event program, sport competitions etc, which contribute to the social dimension of sustainable development, are given less importance. The study also showed that the CSR initiatives of any company are dependent on the size of the company. Larger companies appear to have shown greater environmental responsibility.

### **References**

Agarwal. Sanjay K. (2008), "Corporate Social Responsibility in India", Response book, New Delhi

- Andrew. Crane, Dirk. Matten, Lauraj. Spence. (2008), "Corporate Social Responsibility", Reading and Cases in a Global context, Rutledge.
- Commission of European Communities, (2001), "Green paper promoting a European framework for Corporate Social Responsibility", Brussels.com(2001).366 final
- David. Crowther, Nicholas. Capalidthe, (2008), "Ashgate Research Companion to Corporate Social Responsibility", Ashgate Publishing Limited
- Duygu. Turker, (2009), "Measuring Corporate Social Responsibility: A Scale Development Study Development study", journal of business ethics, 85:411-427
- Milton Edwards, Richard, (2008), "World Business Council for Sustainable Development". Encyclopedia of Global Warming and Climate Change. SAGE Publications
- Elkington. John, (1998), "Cannibals with fork; the Triple Bottom Line of 21st century business".
- Frederick, W.C. (1978) "From CSR1 to CSR2: the maturing of business-and-society thought", Business and Society, 33(2):150-164.
- Henriques. Adrian, Richardson. Julie. (2004), "The Triple Bottom Line; does it all add up ?, published earthscan, London.
- Maignan. I, Ralston. D.A. (2002), "Corporate Social Responsibility in Europe and the U.S.: Insights from Businesses", Self-presentations, Journal of International Business Studies, 33(3):497-514.
- Painter, Murland, Mullie, (2006), "Triple Bottom Line Reporting as Social Grammar: integrating Corporate Social Responsibility and Corporate Codes of Conduct", Business Ethics: A European Review, Vol. 15, No.4, PP. 352-364
- Kenneth. M Amaeshi, Bongo. C Adi, Chris. Ogbechie and Olufemi. O Amao. (2006), "Corporate Social Responsibility (CSR) in Nigeria: western Mimicry or Indigenous Practices", No. 39, ICCSR Research Paper Series - ISSN 1479-5124
- Li Wei. Feng. (2004), land Potential Evaluation for Large-Scale Greenbelt Development at Urban-Rural Transition Zone a Case Study of Beijing, China, <http://www.isprs.org/proceedings/XXXVI/8-W27/li.pdf>
- United Nations Environment Programme (UNEP), (1997), "Global Environment Outlook", New York: Oxford University Press.
- Volar. Garmen. (2005), "Corporate Social Responsibility and Corporate Citizenship towards Corporate Accountability", Business and Society Review, Vol. 110, No.2; pp191-222
- United States Department of Labor. (February 27, 2007). Health Care Industry Information Retrieved June 17, 2007, from Employment & Training Administration (ETA) - U.S. Department of Labor
- World Business Council for Sustainable Development .(2006), "Corporate Social Responsibility", URL:[Http://www.wbcd.org/templates/templates/wbcd/layout](http://www.wbcd.org/templates/templates/wbcd/layout)
- World Commission on Environment and Development . (1987), Brundtland report, our Common Future  
[www.Asiansr.com](http://www.Asiansr.com)  
[www.Karmayog.org/csr 2009](http://www.Karmayog.org/csr 2009)  
[www.Karmayog.org/csr 2008](http://www.Karmayog.org/csr 2008)  
[www.Karmayog.org/csr 2007](http://www.Karmayog.org/csr 2007)  
[http://www.indianhealthcare.in/index.php?option=com\\_content&view=article&catid=131&id=168%3AIndian+Healthcare:+The+Growth+Story](http://www.indianhealthcare.in/index.php?option=com_content&view=article&catid=131&id=168%3AIndian+Healthcare:+The+Growth+Story)  
(6)<http://www.referenceforbusiness.com/management/Comp-De/Corporate-Social-Responsibility.htm>  
(7)<http://business.rediff.com/slide-show/2009/oct/29/slide-show-1-corporate-social-responsibility-india-ranks-4th.htm>