

CORPORATE SOCIAL RESPONSIBILITY TOWARDS WOMEN EMPOWERMENT

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ABSTRACT

Educational attainment and economic participation are the key constituents in ensuring the empowerment of women. Women will then have access to well paid jobs, or enhance their ability to influence changes to create a better society. Corporate Social Responsibility of multinational companies can provide education as well as information on political, legal and economic issues and awareness on health aspects too through their programmes. The present study is an attempt to find out the corporate social responsibility of selected Multinational companies towards women empowerment. It is not easy to empower women in the true sense. It needs the contribution of dedicated personals, committed people, generous funding agencies and strong political will. Therefore in order to draw the attention of these people and agencies, some empirical evidences and linkages between different factors related to women empowerment are needed to establish a strategic plan. This can be ascertained by conducting scientific studies on women empowerment.

Keywords: CSR, Women, Empowerment, MNC's.

INTRODUCTION

Corporate social responsibility has gone through many phases in India. The ability to make a significant difference in the society and improve the overall quality of life has clearly been proven by some of the corporate's. All the corporate's should try and bring about a change in the current social situation in India in order to have an effective and lasting solution to the social woes. Partnerships between companies, NGO's and the Government should be facilitated so that a combination of their skills such as expertise, strategic thinking, manpower and money to initiate extensive social change will put the socio-economic development of India on a fast track.

Empowerment is now increasingly seen as a process by which the one's without power gain greater control over their lives. This means control over material assets, intellectual resources and ideology.

The questions surrounding women's empowerment the condition and position of women have now become critical to the human rights based approaches to development. To achieve the aim of social development, commitments of sustained efforts and investment of economic resources not only by the government but other economic sectors is very much required.

However, discrimination against woman manifests in itself in most traditional as well as modern societies as a structural feature .Nowhere in the world are woman treated “as good as” men, and all countries slip on the scale of human development when inequality between sexes is measured. As CSR deals with corporate responsibility towards society, talking about women workforce becomes equally important. Corporate world now recognizes women in every possible area in which it functions. Society’s development without development of women is unimaginable. A representation is given in figure1:

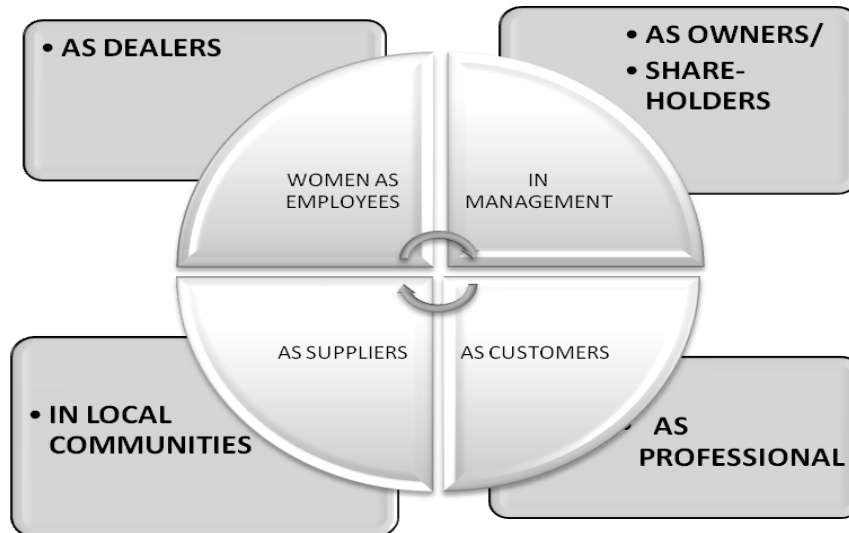


Figure 1

India, the world’s largest democracy has been one of the best performers in the world economy in recent years. A dynamic economy with a vibrant electorate, active judiciary and civil society groups along with a fiercely independent media has projected a consistent growth rate that has been supported by a number of favourable economic indicator’s including a huge inflow of foreign funds and growing reserves in the foreign exchange sector.

In light of the many corporate scandals, social and ethical commitment of society has increased considerably, which puts pressure on companies to communicate Information related to corporate social responsibility (CSR). The main “responsibility” for corporations has historically been to make money and increase shareholder value.

THE OBJECTIVE OF THE STUDY

To investigate the efficacy of CSR activities, of the selected Multinational companies of Gujarat, towards women empowerment, in the areas of Health, Hygiene and Education.

HYPOTHESIS

H_0 = The multinational companies take into consideration the empowerment of women.

The Research Design is basically a “*Descriptive Research Design*”, based upon the collection of data through primary and secondary sources.

LITERATURE REVIEW

Corporate financial responsibility has been the sole bottom-line driving force. In the last twenty years, there has been a sea change in the nature of the triangular relationship between companies, the state and the society. No longer can firms continue to act as independent entities regardless of the interest of the general public. The evolution of the relationship between companies and society has been one of slow transformation from a philanthropic coexistence to one where the mutual interest of all the stakeholders is gaining paramount importance.

Perhaps for the same reason Robert Dahl's (1972), expression that , “every large corporation should be thought of as a social enterprise; that is as an entity whose existence and decisions can be justified in so far as they serve public or social purpose”, should be at the core of corporate policy making.

While India has definitely made the headlines in producing a lot of wealthy people, the fact that between 20 – 40 percent of the population is poor and even worse over 40 percent of children are malnourished, should make us stop and think. Should there be a responsibility on industry to give something in return? Given the tremors witnessed at times, we may have to change perceptions that growth has to be a ‘joint’ and not ‘trickle-down’ process. Today, corporate social responsibility {CSR} is a feeble attempt most of the time which aims to embellish annual reports, though admittedly some of the corporate's have done a lot for their local communities. Given that the redistribution channels through government expenditure are afflicted with leakages there has to be a direct effort made by the private sector to create trust. This way, when there are expansion plans, there will be support from local Constituency.

We address three specific questions: First is, what exactly CSR is, Second is, Why is CSR so important for the business world to consider and third is, what corporate decision- makers and leaders should do in an attempt to properly manage CSR. (David Waldman, Ron S. Kenett and Tami Zilberg 2006).

Although women's empowerment is extensively acknowledged as a vital aim in development, the concepts related with it differ and standards and yardsticks for logically measuring changes in empowerment are not uniformly accepted. In particular, it is the ability to make and carry out significant decisions affecting one's own life and the lives of others. According to Kabeer (1999), empowerment cannot be reduced to a single aspect of process or outcome. How women exercise choice and the actual outcomes will depend on the individual. Choices will vary across class, time and space.

In other words, there are measurement problems in capturing social change because of the unpredictability of human nature. Moreover, impacts on empowerment perceived by outsiders might not necessarily be those most valued by women themselves. Einstein says, “Not everything that can be counted counts and not everything that counts can be counted”. Considering the significant qualitative aspects of empowerment this seemed to ring true while selecting a methodology for studying women's empowerment.

DE-LIMITATIONS

1. The present study was de-limited to Five Major cities of Gujarat state which were AHMEDABAD, VADODARA, SURAT, RAJKOT AND JAMNAGAR.

2. The study was also delimited to the women who are the beneficiaries of the CSR undertakings of the selected multinational companies of the five cities of Gujarat.

The present study attempts to assess and examine the CSR practices in the state of Gujarat with reference to three Multinational companies which are:

- Reliance Industries Limited,
- Larsen and Toubro And
- Maruti Suzuki India Limited.

Tool- Development: Pre-Testing and Administration

The present investigation was carried out with the help a self constructed structured questionnaire. The research tool was a personal Interview cum Questionnaire. This method was considered as the most suitable technique for getting the complete and desired information. It provided first hand information from the respondents, in a face to face contact.

Keeping in mind, the purpose of the investigation, the questionnaire was well structured with suitable questions, formulated to collect information about Top Management and women beneficiaries, of the three MNC's in the five selected cities of Gujarat.

The administration of the Questionnaire was followed by personal discussions with the Top management and the CSR heads of each company, to verify the accuracy of the information gathered through the Questionnaire and seek further clarification.

The questions were close-ended type. The Likert scaling technique was used.

The following statistical methods have been used in the present study;

Percentages:

Simple comparisons were made on the basis of percentages.

Mean Score:

Standard deviation

The standard deviation of a set of values is a measure of how widely the values differ from each other. Specifically, standard deviation follows the equation:

$$\sigma(x) = \sqrt{\frac{\sum(x - \bar{x})^2}{n - 1}}$$

Two-sample z-test:

$$z = \frac{(\bar{x}_1 - \bar{x}_2) - d_0}{\sqrt{\frac{\sigma_1^2}{n_1} + \frac{\sigma_2^2}{n_2}}}$$

Normal population and independent observations and σ_1 and σ_2 are known.

In the present investigation, systematic random sampling method has been used, for selecting the sample of women beneficiaries.

The present research required two different samples which are depicted in Tables 1 and 2.

Sample A - Top management - Sample size = 30 (Table 1)

Sample B - Women Beneficiaries - Sample size = 375 (Table 2)

Table 1. Top Management Sample Distribution

CITY	RELIANCE INDUSTRIES	LARSEN & TOUBRO	MARUTI-SUZUKI	TOTAL
AHMEDABAD	02	02	02	06
VADODARA	02	02	02	06
SURAT	02	02	02	06
RAJKOT	02	02	02	06
JAMNAGAR	02	02	02	06
TOTAL	10	10	10	30

Table 2. Women Respondents Distribution

CITY	RELIANCE INDUSTRIES	LARSEN & TOUBRO	MARUTI-SUZUKI	TOTAL
AHMEDABAD	25	25	25	75
VADODARA	25	25	25	75
SURAT	25	25	25	75
RAJKOT	25	25	25	75
JAMNAGAR	25	25	25	75
TOTAL	125	125	125	375

The sample A, comprised of the Top Management of the selected MNC's. To make the study as representative as possible, the Top Management and the CSR Heads of the CSR department of each company were selected.

Sample B, comprised of the women beneficiaries of the various CSR undertakings of the selected Multinational companies for the study.

The women beneficiaries were selected by systematic random sampling method.

To achieve the objectives of the present study, the primary data so gathered has been tabulated, analysed and interpreted with the help of appropriate analytical methods. The data was coded for ease of interpretation. Quantifiable data from the questionnaire was coded in the Statistical package for social sciences (SPSS 15.0) and MS Excel 2007 for analysis.

FINDINGS

It can be seen from table 3, that CSR programmes help in the prevention of sexual harassment of women at the workplace and the MNC's pay equal remuneration including benefits of equal value to women these are the only two benefits which seem to be empowering women.

Table 3.

Statements related to CSR Activities	Reliance Industries Limited		Maruti Suzuki		Larsen & Toubro	
	Average Score	Level of Agreement	Average Score	Level of Agreement	Average Score	Level of Agreement
The CSR programmes provide a good platform for upliftment of women	2.48	Dis-agree	2.52	Dis-agree	2.48	Dis-agree
The CSR programmes create employment for women at different levels of hierarchy	2.2	Dis-agree	2	Dis-agree	2	Dis-agree
The CSR activities are truly beneficial to women	2.61	Un-decided	2.65	Un-decided	2.54	Dis-agree
The programmes help in the prevention of sexual harassment of women at the workplace	4	Agree	4	Agree	4	Agree
The programmes help in protecting the rights and interests of women	3.06	Un-decided	2.89	Un-decided	3.18	Un-decided
The MNC's pay equal remuneration including benefits of equal value to women	3.96	Agree	4	Agree	4	Agree

The response of the women beneficiaries to the statement that whether the CSR programmes help in the prevention of sexual harassment, was affirmative for all the three MNC's. The average score was 4.0 for all MNC's.

The response to the statement that the programmes help in protecting the rights and interests of women, was undecided by all the respondents. They said they did not receive any such kind of information about their rights or interests. The average scores for the three selected MNC's were 3.06, 2.89 and 3.18 for Reliance Industries Limited, Maruti-Suzuki and Larsen & Toubro. The response to whether they were paid equal remuneration was in the affirmative, they agreed to the statement.

It can be inferred that CSR programmes help in the prevention of sexual harassment of women at the workplace and the MNC's pay equal remuneration including benefits of equal value to women these are the only two benefits which seem to be empowering women.

All disagree on the point that the CSR programmes create employment for them and it is a good platform for upliftment of women.

Table 4.

Statements related to CSR Activities	Reliance Industries Limited		Maruti Suzuki		Larsen & Toubro	
	Average Score	Level of Agreement	Average Score	Level of Agreement	Average Score	Level of Agreement
The CSR programmes keep in mind the weaker sections of the society	3.88	Agree	3.23	Un-decided	4	Agree
The CSR programmes are a means to gain financial upliftment.	3.8	Agree	3.62	Agree	4	Agree
The problem of drinking water is solved by the ongoing CSR programmes	3.34	Un-decided	2.81	Un-decided	3.03	Un-decided
The programmes provide adequate information on common ailments/illnesses and ways to combat them	3.41	Agree	2.82	Un-decided	3.21	Un-decided

There is a provision for treatment of various diseases	3.68	Agree	3.12	Un-decided	3.68	Agree
The programmes help in solving the social problems	3.34	Agree	2.58	Un-decided	2.81	Un-decided
The MNC's play a dominant role in shaping our society into a socialistic society	3.41	Agree	3.58	Agree	3.5	Agree
The programmes provide the resources and talents for economic development	3.96	Agree	4	Agree	4	Agree
The programmes create new avenues for income generation	4	Agree	4	Agree	4	Agree
“Self help groups”, have been achieved through CSR programmes	4	Agree	4	Agree	4	Agree
CSR programmes aim at achieving commercial success in such a way that does not compromise the well being of the local community	2.6	Un-decided	2.52	Disagree	2.48	Disagree

CSR programmes help in the prevention and eradication of child labor	3.8	Agree	4	Agree	4.7	Strongly Agree
CSR programmes help in the promoting equality through community initiatives and advocacy	2.2	Disagree	2	Disagree	2	Disagree

The respondents were asked whether the ongoing CSR programmes of the specific companies keep in mind the weaker sections of the society. The result was that the respondents agreed to this in relation to the CSR programmes of Reliance Industries Limited. The average score was 3.88. The respondents were unable to decide about this statement of the CSR programmes of Maruti-Suzuki and the average score was 3.23. The average score of L&T was 4.0 and the respondents agreed that the CSR programmes do keep in mind the weaker sections of the society.(see table 4).

“The CSR programmes are a means to gain financial upliftment”, the respondents were asked to give their opinion on this statement. The beneficiaries of all three companies agreed to this, as they considered that the CSR programmes help them gain financially. The average scores of Reliance Industries Limited, Maruti-Suzuki and Larsen & Toubro were 3.8, 3.62, and 4.0 respectively.

When the respondents were asked whether the problem of drinking water is solved by the ongoing CSR programmes of the selected MNC's, the respondents were unable to decide. According to them at present no such CSR programmes were helping them solve the problem of drinking water. The average scores were 3.34 for Reliance Industries Limited, 2.81 for Maruti-Suzuki and 3.03 for Larsen & Toubro.

The CSR programmes should ideally provide adequate information on common ailments/illnesses and ways to combat them. The beneficiaries of Reliance Industries Limited and Larsen & Toubro agreed to this statement with average scores of 3.41 and 3.21 respectively. The CSR programmes of both these companies provide information about various diseases and illnesses. The beneficiaries of Maruti-Suzuki were not aware of such provisions by the company through its CSR programmes. The average score was 2.82.

When asked whether there is provision for treatment of various diseases, the beneficiaries of Reliance Industries limited and Larsen & Toubro agreed with an average score of 3.68 and 3.68 respectively, while the beneficiaries of Maruti-Suzuki did not respond well, rather they did not get any such benefits through the CSR programmes of the company in the selected cities chosen for study. The average score for Maruti-Suzuki was 3.18.

The women beneficiaries of all the three selected MNC's were asked to opine to the statement whether these companies play a dominant role in shaping our society into a socialistic society. The respondents or the beneficiaries of all the three selected MNC's agreed to the statement with average scores of 3.41(Reliance Industries Limited), 3.58(Maruti-Suzuki) and 3.5(Larsen & Toubro).

It is the responsibility of the business houses to give back to the society. Social welfare is the need of the hour. The respondents were asked whether the ongoing CSR programmes of the selected MNC's helped in solving the social problems, to which the respondents of Reliance Industries Limited (average score of 3.34) agreed. The respondents of Maruti-Suzuki and Larsen & Toubro both did not reply in the affirmative. Their opinion was that the programmes do not go to such depth that the social problems of the women are addressed to. The average scores of Maruti-Suzuki and Larsen & Toubro were 2.58 and 2.81 respectively.

When the respondents were asked whether the CSR programmes provide the respondent resources and talent for economic development, the response of all three companies was good with average scores of 3.96, 4.0 and 4.0 of Reliance Industries Limited, Maruti-Suzuki and Larsen & Toubro respectively.

The respondents were asked whether these ongoing CSR programmes creates new avenue for income generation, the response was in the affirmative for all the three selected MNC's. According to them, there are some skills developing activities which help in earning extra income. The average scores for all three MNC's were 4.0.

One of the proven ways to improve women empowerment in rural India has been the SHG approach and credit and other support for micro enterprise development (Kabeer, 2001). As SHG's graduate into micro enterprise activities which are sustainable, economic empowerment is experienced by the women undertaking its activity.

The response to the statement that whether the SHG's have been achieved through the CSR programmes was affirmative for all the three MNC's with an average score of 4.0 for all.

The statement that the CSR programmes aim at achieving commercial success in such a way that does not compromise the wellbeing of the local community was disagreed upon, by the women beneficiaries of Maruti-Suzuki and Larsen & Toubro with an average score of 2.52 and 2.48 respectively while the respondents of Reliance Industries Limited could not decide about it. They were uncertain. The average score of Reliance was 2.6.

According to the Voluntary guidelines (2009), "The companies should provide a workplace environment that is safe, hygienic and humane and which upholds the dignity of employees. They should provide all employees with access to training and development of necessary skills for career advancement, on an equal and non-discriminatory basis. They should uphold the freedom of association and the effective recognition of the right to collective bargaining of labour, have an effective grievance redressal system, should not employ child or forced labour and provide and maintain equality of opportunities without any discrimination on any ground in recruitment and during employment."

The response to the statement that the CSR programmes help in the prevention and eradication of child labour was in the affirmative. The ongoing CSR programmes of the three selected MNC's were making efforts to prevent and eradicate child labour. The average scores of the companies were 3.8, 4.0 and 4.7 of Reliance Industries Limited, Maruti-Suzuki and Larsen & Toubro respectively.

When the respondents were asked whether the CSR programmes help in promoting equality through community initiatives and advocacy, all the responses were negative for all the three MNC's with an average score of 2.2 for Reliance Industries Limited, 2.0 for Maruti-Suzuki and 2.0 for Larsen & Toubro.

The responses of women beneficiaries of the three selected companies shown in table 4 clearly indicate that Reliance and L&T have good programmes for conducting CSR activities, while the performance of Maruti is not up to the mark

There are some issues where respondents of the three companies have different opinions like, the CSR programmes keep in mind the weaker sections of the society, the problem of drinking water is solved by the ongoing CSR programmes, the programmes provide adequate information on common ailments/illnesses and ways to combat them, there is a provision for treatment of various diseases, and the programmes help in solving the social problems. These are the issues where respondents are not having clear view that whether they are really getting benefits in such a way or not.

After thorough analysis of three companies in a summarized way it can be said that no doubt society is getting benefits from CSR activities but still there is a scope of improvement for the companies.

Benefits Received in the area of Health:

Table 5

Statements related to CSR Activities	Reliance Industries Limited		Maruti Suzuki		Larsen & Toubro	
	Average Score	Level of Agreement	Average Score	Level of Agreement	Average Score	Level of Agreement
The programmes provide knowledge on HIV/AIDS	3.9	Agree	3.63	Agree	4	Agree
The programmes provide good knowledge on pregnancy and its related disorders	2.47	Disagree	2.49	Disagree	2.34	Disagree
There are maternal and child health care programmes under CSR activities	4	Agree	4	Agree	4	Agree

CSR programs play a vital role in offering health benefits to the women, as it is clear from the analysis that CSR programs not only provide maternal and child health care program but also provide knowledge of HIV/AIDS. There is lack of providing information on pregnancy and its related disorders, as shown in table 5.

Benefits received by women in the area of hygiene:

Addressing the complexity of hygienic behaviour is necessary to fully realize the health benefits of improved water and sanitation infrastructure.

A large part of the population still practice open defecation. Such unhygienic conditions lead to infections and high mortality and high morbidity in the community. Low sanitation coverage could be due to the lack of affordable sanitation technology and awareness or motivation.

CSR activities towards better hygiene and sanitation practices could substantially reduce the financial burden of the local Government.

A woman can keep her family healthier, if she knows to maintain hygienic environment, CSR program should also work in this direction. According to table 6, all the women respondents agree on this point that CSR programmes not only help in the awareness of good sanitation and hygienic practices but also help in the hygienic construction of toilet facilities in the locality.

One statement on which either women have no clear opinion or disagree with it is that the CSR programmes provide sound knowledge on the proper disposal of house-hold waste.

Table 6

Statements related to CSR Activities	Reliance Industries Limited		Maruti Suzuki		Larsen & Toubro	
	Average Score	Level of Agreement	Average Score	Level of Agreement	Average Score	Level of Agreement
The CSR programmes help in the hygienic construction of toilet facilities in the locality	3.88	Agree	4	Agree	4	Agree
The CSR programmes help in the awareness of good sanitation and hygienic practices	3.76	Agree	3.76	Agree	3.68	Agree
The programmes provide sound knowledge on the proper disposal of house-hold waste	2.82	Un-decided	2.22	Disagree	2.8	Un-decided

Benefits received by women in the area of Education:

Studies have shown that education for women confers the greatest benefit and that education is most beneficial to mothers when they also have moderate access to resources and wealth (Malhotra et al. 2003).

School dropouts: education plays a particularly important role as a foundation for girl's development towards adult life. Girls are less likely to access school, to remain in school or to achieve in education.

The right of girls to education is one of the most critical of all rights- because it plays an important role in enabling girls and women to secure other rights.

Basic education provides girls and women with an understanding of basic health, nutrition and family planning, giving them choices and the power to decide over their own lives and bodies.

“Educating a Woman is educating a nation”

As per the women beneficiaries CSR program helps in promoting education, training and professional development for women and it also help in providing education to school dropout girls.

These benefits are very limited as CSR program do not help married women to complete their education, the programmes do not provide information on various legal and government support for women empowerment and neither do they incorporate educational privileges for women.

Table 7

Statements related to CSR Activities	Reliance Industries Limited		Maruti Suzuki		Larsen & Toubro	
	Average Score	Level of Agreement	Average Score	Level of Agreement	Average Score	Level of Agreement
The CSR programmes are a source of help to married women to complete their education.	2.17	Disagree	2	Disagree	2	Disagree
The programmes do not provide information on various legal and government support for	2	Disagree	2	Disagree	2	Disagree

women empowerment						
The CSR programmes incorporate educational privileges for women	2.08	Disagree	2	Disagree	2	Disagree
CSR help in promoting education, training and professional development for women	3.8	Agree	3.74	Agree	4	Agree
The CSR programmes help in providing education to school dropout girls	4.44	Strongly Agree	4.52	Strongly Agree	4.48	Strongly Agree

HYPOTHESIS

“The multinational companies take into consideration the empowerment of women”

The various activities which are conducted by MNCs for the empowerment of women are listed in table 8. The average agreement score of women beneficiaries are also shown in front of the statement with the level of agreement.

Table 8

S. No.	Statements related to CSR Activities	Women Beneficiaries	
		Average Score	Level of Agreement
1	The programmes help in the prevention of sexual harassment of women at the workplace	4	Agree
2	There are maternal and child health care programmes under CSR activities	4	Agree
3	The MNC’s pay equal remuneration including benefits of equal value to women	3.986	Agree
4	CSR help in promoting education, training and professional development for women	3.847	Agree
5	The programmes help in protecting the rights and interests of women	3.043	Undecided
6	The CSR activities are truly beneficial to women	2.6	Undecided

7	The CSR programmes provide a good platform for upliftment of women	2.493	Disagree
8	The programmes provide good knowledge on pregnancy and its related disorders	2.433	Disagree
9	The CSR programmes create employment for women at different levels of hierarchy	2.067	Disagree
10	The CSR programmes are a source of help to married women to complete their education	2.057	Disagree
11	The CSR programmes incorporate educational privileges for women	2.026	Disagree
12	The programmes provide information on various legal and government support for women empowerment	2	Disagree
Mean Score		2.88	Undecided

Out of 12 statements women beneficiaries are agree with only 4 statements, on 2 statements they don't have any clear view while they totally disagree with 6 statements, which can be summarized as follows in table number 9.

Table 9. The multinational companies take into consideration the empowerment of women

Response	No. of Respondents	%age of Respondents	Cumulative %age
Yes	4	33.33	33.33
Can't Say	2	16.67	50.00
No	6	50.00	100.00
Total	12	100	

It can be clearly observed from the table 10, that 50 percent of women respondents do not find CSR activities supportive for women empowerment, while approximately 17 percent respondents do not have any clear view on it, so the hypothesis is rejected and it can be said that the multinational companies do not take into consideration the empowerment of women.

CONCLUSIONS AND RECOMMENDATIONS FOR FURTHER STUDIES

India is developing in all possible areas but there are certain areas where development is almost stagnant. "Gender discrimination is one of them". Corporate social responsibility can definitely empower women right from encouraging them to get education till getting respectable livelihood to become productive citizens.

It is not easy to empower women in the true sense. It needs the contribution of dedicated personnel's, committed people, generous funding agencies and strong political will. Therefore in order to draw the attention of these people and agencies, some empirical evidences and linkages between different factors related to women empowerment need to be established.

The present study is not an end in itself; rather it is an attempt to explore the various social, economic and other determinants of women empowerment that can be used as a guideline for the policy concerned and future researchers of this field.

The following measures should be undertaken to ensure participation of the corporate sector in social development;

1. Incorporation of a section on company's social responsibility initiatives and its spending in different social developmental projects.
2. Appointment of an independent authorized committee to gauge, monitor, evaluate and report the impact of CSR in Annual reports.
3. Periodic training programmes to train personnel involved in CSR activities.
4. Intervallic awareness camps to show company's concern for the stakeholder groups, especially for the community.
5. Establishment of a proper linkage between CSR and financial performance of the company.
6. Allocating and spending at least 2 percent of the company's net profit on social developmental projects that should reflect in the annual balance sheets of the companies.

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