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dus spoke India Inc

India CSR: reflections from the last decade, visioning for the next

2026

Vision Book



CSR Leaders 2026



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CSR Leaders 2026



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Sourabh Anand
EY FOUNDATION, INDIA



Vinod Mehta
TP IN INDIA

from the Board Room



Amit Chandra

CHAIRPERSON, BAIN CAPITAL INDIA;
CO-FOUNDER, A.T.E. CHANDRA FOUNDATION

CSR today accounts for barely 1% of India's social sector spending. If we use it simply to fund more projects, it will remain just that: 1%. However, its real power lies in being catalytic. CSR can do three things differently: take risks, build institutions, and generate evidence. In doing so, it can back innovative social ideas that governments and markets can later scale. Our challenge is to move beyond evaluating CSR solely through a short-term impact lens. We need to become more comfortable with taking risks and accepting that not every catalytic investment will succeed. That is how we create truly differentiated outcomes over the long term. Just as companies invest in research and innovation to fuel growth and remain competitive, every large CSR portfolio should allocate a portion of its capital to catalytic bets that address root causes and/or create systemic impact. CSR will never match the scale of government spending. For India to achieve its social goals, CSR must aspire to do something even more important: meaningfully improve the effectiveness of the remaining 99%.



Arundhati Bhattacharya

CEO & PRESIDENT,
SALESFORCE SOUTH ASIA

For me, CSR is about much more than writing a cheque. It is about understanding what communities truly need and finding ways to contribute that are meaningful and enduring. At Salesforce, we are fortunate to be able to bring together our people, technology, resources and partners to make a difference. When we listen, collaborate and stay committed for the long term, we can help create opportunities that enable people and communities to thrive.



Rohini Nilekani

CHAIRPERSON,
ROHINI NILEKANI PHILANTHROPIES

Over the past decade, India's unique CSR policy has created a new way of paying it forward. Now CSR must do more than meet a statutory requirement. It can better support the samaaj sector to address gaps that markets and governments overlook. It can start to fund solutions for emerging problems such as mental health and ageing. It must go beyond short-term projects to invest in the long, patient work of systemic change. The dus spoke India Inc report is a starting point for action: to reshape how CSR capital is deployed and to build more meaningful collaborations with nonprofits and philanthropic organisations. Socially responsible companies can make a difference way beyond the balance sheet.



Satish Reddy

CHAIRMAN, DR. REDDY'S
LABORATORIES LTD

When communities thrive, business thrives with them. CSR is built on that belief. Inclusive development does more than uplift lives today; it builds resilient communities, a stronger talent pipeline, and the trust that every enduring business depends on. By growing together, we create lasting prosperity for communities and business alike.



Sumit Virmani

TRUSTEE, INFOSYS FOUNDATION

Three decades at the grassroots have taught us that the needs of the community demands collective action across public institutions and private enterprise. Businesses thrive when communities progress alongside. When CSR is sharply focused, its impact at scale can move the nation forward.

ABHEJIT AGARWAL

Head - Sustainability & CSR

AXIS BANK



As India advances towards Viksit Bharat by 2047, CSR is well positioned to play a catalytic role to help build sustainable and scalable development models where education, inclusion, access and wellbeing reinforce one another to create resilient and empowered communities. At Axis, this philosophy, which we call "Dil se Open", is at the root of our purpose and guides our every endeavour.

MY FUEL

What keeps me going

Even in the remotest corners of India, the hunger and determination for a better tomorrow that I see in the communities I interact with, especially among the children, gives me a strong sense of purpose as an individual and as a professional.

MY BETS

Causes that I believe in deeply

I truly believe in the power of collaboration. I think we have now begun to recognize that India's developmental challenges cannot be solved in silos that have so far limited our vision, our policies, and our resources from working together effectively and efficiently. The idea of India's development being our "shared responsibility" shall take deeper root and our collective efforts shall lead to stronger outcomes.

MY INDIA 2047

India's future, the way I see it

From where we started in 1947, I think India has achieved far more than what we often give ourselves credit for. As a nation, I am convinced we are moving in a direction where we will better recognize and leverage our inherent strengths, have greater faith in our capabilities, and emerge as a competitive, just, and resilient society.

ANURADHA SEHGAL

Chief Brand & Sustainability Officer

COFORGE



Corporations often have motivated leaders with strong problem-solving skills, and the ability to move with speed and efficiency. When they combine these strengths with a strong sense of purpose and apply them to addressing social needs, they emerge as an unparalleled force for good.

MY FUEL

What keeps me going

Beyond academics, books can open up a boundless world of joy, knowledge, and inspiration. But for that, people need access to a well-curated collection and a calm space in which to read. Transforming a raw space into a beautiful library is deeply satisfying; seeing the joy and disbelief on people's faces when they discover it's free is fulfilling beyond measure. Spearheading the Coforge Public Library initiative feels like the best use of my skills and passion, and the response from visitors, and the pride it has generated across our organization, makes me want to do more.

MY BETS

Causes that I believe in deeply

The causes I hold closest are:

1. Education in its purest sense: the joy of reading, the power of words to inform and inspire, the lifelong pursuit of knowledge.
2. Human stewardship of the natural world: deep respect for all non-human life, and its protection over exploitation.

MY INDIA 2047

India's future, the way I see it

A nation where a brave new generation reimagines and rebuilds the core systems of society - education, health, livelihood, and justice - with integrity, equity, and efficiency. A country that cherishes and fiercely safeguards its animals, trees, forests, mountains, ponds, lakes, rivers, skies, and seas.

ARCHANA SAHAY

Global Head, ESG & Sustainability

LTM



CSR cannot drive sustainable societal transformation in isolation. True impact emerges when governments, communities, nonprofits, and corporates align around a common purpose, pool their strengths, and collaborate to solve challenges that are too complex for any one organization to address alone.

MY FUEL

What keeps me going

What keeps me going is the belief that meaningful work must improve someone's life. My early experiences with grassroots and tribal communities showed me the resilience people carry and the opportunities they're often denied. Every time a young person discovers confidence, a woman gains greater agency, or a community begins shaping its own future, I'm reminded why this work matters and why we must keep going.

MY BETS

Causes that I believe in deeply

My strongest bet is on education, particularly for girls and young people from underserved communities. Education does more than improve employability, it builds confidence, agency, and the freedom to imagine a different future. I also believe deeply in the power of technology to widen access, and in partnerships that bring together corporate resources, grassroots insight, educators, mentors, and government systems to make that opportunity meaningful and lasting.

MY INDIA 2047

India's future, the way I see it

I envision an India where a child's future isn't determined by geography, gender, income, or circumstance. By 2047, education, healthcare, livelihoods, technology, and public systems must work together to provide equitable access and dignity for every citizen. Achieving this will take trusted partnerships, accountable institutions, empowered communities, and the collective resolve to turn India's scale into inclusive opportunity.

ARPPNA MEHRA

Vice President, HR & CSR

HONEYWELL TECHNOLOGIES INDIA



Social impact cannot be shaped in isolation or handed down from the boardroom. It must be co-created with government, academia, implementation partners and communities, bringing together their experience and expertise. Lasting change happens when we learn from one another and build together.

MY FUEL

What keeps me going

Being human is the starting point of giving back. It means keeping our eyes open, recognising where help is needed and choosing to step up, whether for an individual, a community or a cause. In both our professional and personal lives, that reminder to be kind, to care and to act is what keeps me going.

MY BETS

Causes that I believe in deeply

I believe in creating pathways to self-reliance. When education, skilling and opportunity come together, especially for youth and the girl child, they empower individuals to stand on their own feet, transform their lives and contribute to stronger communities and a more resilient future for the country.

MY INDIA 2047

India's future, the way I see it

I envision an India where our youth have the skills and confidence to thrive in a rapidly changing world. By 2047, I hope every individual, regardless of background, has the opportunity to learn, innovate and contribute. By investing in STEM, artificial intelligence, vocational learning and future-ready capabilities today, we can prepare our youth for the opportunities of tomorrow, unlock India's full potential and take the nation to its next level of maturity.

BRIJESH AGRAWAL

Co-founder & Director

INDIAMART INTERMESH LIMITED



Talent and ambition are distributed far more equally than opportunities. And education is the strongest foundation of equal opportunity. Where a child is born should not determine how far their dreams can go. I know this from my own life, and it is what makes this work deeply personal. We are working in mission mode to create those opportunities on the ground, for every child.

MY FUEL

What keeps me going

What keeps me going is watching a child's confidence shape a family's trajectory. Breaking intergenerational poverty isn't quick. It demands showing up, listening before acting, and staying long enough to earn a community's trust. When a child begins to believe in themselves, we aren't just fixing a classroom, we're impacting generations.

MY BETS

Causes that I believe in deeply

First is education, as it gives a person - particularly girls and youth from underserved communities, the agency to shape their own destiny. Second, achieving real impact at India's scale requires deliberate experimentation, evidence, and open models that the entire ecosystem can replicate. This is a collective journey and no single organisation can achieve it alone.

MY INDIA 2047

India's future, the way I see it

The promise of a developed India will be realised when a child's postal code never decides the ceiling of their ambition. Where they are born, what their parents earn, or their gender should not determine their possibilities. An inclusive India@100 will be one where talent finds opportunity, and opportunity finds everyone.

FARIDA BALSARA

Sr. Vice President & Group Head - CSR, Business and Legal Governance

MAHINDRA GROUP



CSR is corporate citizenship in action. It is not an afterthought or a separate initiative; it is an integrated business mindset. The goal should be to build a self-reliant future by empowering the intersections of community development and environmental sustainability.

MY FUEL

What keeps me going

My fuel is the tangible shift from promise to progress. Seeing a first-generation schoolgirl from a remote village confidently read a book, or watching a farmer build a climate-resilient livelihood - that is what keeps me going. At Mahindra, we don't just measure our CSR in budgets spent; we measure it in lives permanently transformed. Knowing that our work creates that kind of generational ripple effect is what gets me up every morning.

MY BETS

Causes that I believe in deeply

In our 'Rise for Good' journey, my bets are placed firmly on the power of potential. I place my deep personal conviction in three core areas: giving a girl child her wings through Project Nanhi Kali, building financial and skill-based self-reliance for women through Project Kaabil, and restoring our environment. These aren't just checkboxes for us; they are deep, intentional commitments to systemic change.

MY INDIA 2047

India's future, the way I see it

When I look at India in 2047, I don't just see a multi-trillion-dollar economic superpower; I see a nation that has successfully closed the opportunity gap. My vision for India is an inclusive society where a girl born in a remote village has the exact same access to world-class education, technology, and economic independence as anyone in a metro. By 2047, our growth story will not just be driven by corporate balance sheets, but by the absolute empowerment of our grassroots communities.

GAURAV RAJPUT

Managing Director, Group Marketing & Communications

DBS BANK INDIA



CSR has found a much more meaningful place in boardrooms over the years. The questions are sharper, there is greater curiosity about impact, and people want to understand what happens after a programme is approved. That growing depth of engagement and governance gives me a lot of optimism about where CSR is headed.

MY FUEL

What keeps me going

There is a growing consciousness around social contribution and a recognition that privilege comes with a responsibility to give back. I find that deeply motivating. When people are given the opportunity to contribute their time, skills and resources, it can become part of who they are and, ultimately, part of the culture of an organisation.

MY BETS

Causes that I believe in deeply

The biggest opportunities often lie in spaces that remain under-invested, even within well-funded sectors. I believe in identifying these niches and investing in them patiently and consistently. When few others are participating, even a relatively small investment can create significant impact.

MY INDIA 2047

India's future, the way I see it

India's scale of social challenges means that corporates cannot create lasting impact alone. The future lies in stronger partnerships between business and government - with companies bringing innovation, risk-taking and new solutions, and government bringing reach and scale. The goal should be to build solutions that respond to real needs and endure.

GAURI BHURE ROY

Head - CSR

DXC TECHNOLOGY



CSR can play a unique role in driving innovation - testing new approaches, proving what works and scaling solutions. The greater risk is not experimentation but continued investments in inadequate solutions. Our women's entrepreneurship programme showed that skills alone aren't enough and access to credit and market linkages were equally critical. We piloted these interventions and integrated what worked into the model. We are now developing how we can move from income access to sustained income progression.

MY FUEL

What keeps me going

I believe a better world is possible, and everyone deserves a life of dignity, safety and opportunity. On some days it's the small wins - a woman building a business, children finding their voice, a family finally accessing a welfare scheme. On other days, it is impatience with what we have normalised and how slowly systems change. Both keep me moving: hope for what's possible and urgency for what isn't changing fast enough.

MY BETS

Causes that I believe in deeply

I think women's economic agency is the lever we pull to move the entire system. Creating pathways to income, solving for the care economy, and making women's labour visible are essential parts of that change. I believe that when a woman has greater control over her economic life, she gains greater freedom to shape her choices, challenge expectations, and imagine new possibilities for herself and her family. That's where I put my faith.

MY INDIA 2047

India's future, the way I see it

By 2047, I hope we recognise that nature has brought us to a point of reckoning - and that doing the bare minimum is no longer an option. I want to see all of us embrace ambitious, uncomfortable, transformative work, with social impact no longer at the margins but at the core of business, with people and planet at its centre. This will require us to look within as much as look around us for what needs healing and balance.

HIMANSHU NIVSARKAR

Head - CSR & ESG

KOTAK MAHINDRA BANK



Impact needs time and patience. We at Kotak Mahindra Bank have carefully built our programmes around challenges that our communities and the nation faces. Through long term funding commitment, we are building institutions that will hopefully continue to drive impact much beyond our horizon. We are fortunate to have supported NGOs that understand ground realities and are working at the grassroot level to drive real change. It is this partnership that will drive meaningful change and create long term impact.

MY FUEL

What keeps me going

My fuel is the frequent dose of impact that we at Kotak (and the sector as a whole) have been able to create. A diagnosis caught in time, a life saved, a child's education dream fulfilled, an entrepreneur talking about success. It's these real stories of people and communities that keep me wanting to do more.

MY BETS

Causes that I believe in deeply

CSR will become the global benchmark and gold standard for corporate giving – one that enables inclusive and sustainable growth. Targeted investments by corporates through CSR will drive meaningful changes across key areas like education, healthcare, and the environment.

MY INDIA 2047

India's future, the way I see it

Kushal, Saksham aur Majboot Bharat - 'In India, dreams come true'. A country where every person gets the opportunity to be the best version of themselves. A country that manages equitable and sustainable growth - where progress is not at the cost of the planet.

LATIKA TANEJA

Head - Corporate Communications, Corporate Affairs & CSR

HERO MOTOCORP LIMITED



dus spoke India Inc

As CSR leaders shaping India's CSR ecosystem, we will have to become more humane in the future. I hope that happens, because while we are increasingly turning this space into a science and technology-driven system, its true core is humanity, and I deeply believe that is something we must continue to reinstate.

MY FUEL

What keeps me going

Real impact comes from showing up consistently, with empathy, and for the long term. When healthcare, education, skilling, and livelihoods come together, they change the direction of a family's future. Working across our plant locations has taught me that. What motivates me most is seeing people gain confidence, dignity, and the ability to build better lives.

MY BETS

Causes that I believe in deeply

Sustainable development only happens when growth is truly inclusive, and for me, that means creating long-term opportunities for women and underserved communities. I also believe deeply in collaboration. When corporates, government programmes, and local administrations work toward a shared purpose, CSR stops being a project and becomes something communities actually own.

MY INDIA 2047

India's future, the way I see it

India's journey to Viksit Bharat 2047 is about far more than a USD 10 trillion economy. It is about who gets to participate in that growth, and on what terms. I hope to see universal access to healthcare, education, skilling, and livelihoods, with rural and urban India moving forward together. Stronger partnerships between industry, government, and communities will be what actually gets us there.

MAHARSHI VAISHNAV

Chief Executive Officer

MOTILAL OSWAL FOUNDATION



India's CSR journey has been transformative - no denying it. The next phase must move from compliance to consequence. The challenge is no longer simply to spend more, but to deploy capital better: backing institutions, funding evidence, absorbing early risk and solving for systems. CSR capital is most valuable when it can go where markets will not, government cannot yet, and conventional capital is unwilling to go.

MY FUEL

What keeps me going

What keeps me going is proximity to possibility. In my previous avatar, in just a decade, I saw more than two million out-of-school girls enter classrooms across 35,000 villages. Those numbers matter in a country of India's scale. But the real fuel is always one child, one family, one changed trajectory. Ultimately, the work is about widening possibility where circumstance has narrowed it.

MY BETS

Causes that I believe in deeply

I increasingly believe India's social sector needs fewer isolated pilots and more organisations/institutions capable of solving difficult problems over time. That requires good leadership, strong teams, financial resilience, evidence, and the ability to work effectively with government and other large systems. Strong institutions compound: talent improves, evidence accumulates, trust deepens and impact outlives the grant. My bet, therefore, is as much on organisational capacity as on individual programmes.

MY INDIA 2047

India's future, the way I see it

I hope India in 2047 is a country where ambition is ordinary, not elite, and circumstance has far less power over destiny. Where a government school is a school of choice, a farmer can build a dignified livelihood, a young woman can choose work without negotiating permission, and disability does not predict exclusion. This is going to sound poetic, but development, to me, is when dignity stops depending on pincode, pedigree or privilege.

MANISHA BHATTACHARYA

Managing Director, Corporate Citizenship - APAC

ACCENTURE



CSR cannot be built on strategy alone; it has to be built on staying in touch with reality, on the ground, with the people we serve. The real work is making sure organizations don't need us to return again and again, that what we build stays with them long after we leave. That's what sustainability actually means.

MY FUEL

What keeps me going

What keeps me going is a simple belief I have carried through my work: everyone deserves the chance to realise their potential. I have witnessed it in my case how one opportunity - a mentor, a skill, a chance to create, changed my entire trajectory. I want to be able to share that opportunity with others who deserve it. I have met young people whose confidence changed simply because someone believed in their potential. Those encounters make this work deeply personal for me. They remind me that behind every programme, number and outcome is a person whose life can be meaningfully different because we chose to act.

MY BETS

Causes that I believe in deeply

Skilling the younger generation is one of my deepest bets. India's greatest strength is its young people, and skilling gives them the ability to create, earn, adapt and make choices for themselves and their families. Equip the next generation with the right skills today, and we're not just changing individual lives, we're investing in the India of tomorrow.

MY INDIA 2047

India's future, the way I see it

By 2047, I want to see an India where opportunity is not determined by where you are born. An India where every young person can learn, earn and build with confidence; where education, health and livelihoods work together to unlock potential. For me, a developed India is not only about economic progress - it is about creating a society where every citizen has the agency, dignity, and opportunity to shape their own future.

NADHIYA MALI

Head - Corporate Communications & CSR

KARUR VYSYA BANK



I believe every CSR project has a story worth sharing. When we communicate not just what we're doing, but why it matters to us, we help employees, leadership, and communities build a stronger connection to the impact we're creating.

MY FUEL

What keeps me going

I am a first-generation graduate. My mother believed that I should have the same education and opportunities as my brother, and she made sure I did. That experience has stayed with me. Today, when I meet women who want the same opportunities for their daughters, I see a part of my own story in theirs. That belief in the power of opportunity - and the impact it can create in a person's life - has shaped my journey as a CSR professional and continues to fuel this work.

MY BETS

Causes that I believe in deeply

Women empowerment, gender equality, equal work for equal pay are my bets. When a woman earns, she doesn't just spend differently, she thinks differently. About her children, her home, her own worth. Income in a woman's hands is the most quietly radical thing I've seen in this work. That's where I put my faith.

MY INDIA 2047

India's future, the way I see it

My India in 2047 is built from its small towns outward, where local businesses flourish, families save with confidence and communities look after their own. I envision young people finding timely support for their mental well-being and elders aging with dignity and care, close to home, so that every generation, in every village and town, has the means to thrive.

NATASHA RAJ

Head - HR & CSR

CREDILA FINANCIAL SERVICES LIMITED



The question we keep coming back to is: can education help break generational poverty within a single generation? It can, when students from vulnerable backgrounds can access and compete for the best education our country offers. As CSR funding grows, we must make every intervention count by building on government programmes, avoiding duplication, and sharing accountability for meaningful, lasting outcomes.

MY FUEL

What keeps me going

What drives me is the possibility that the right educational opportunity can change not only a student's life, but an entire family's future. Education should give students from disadvantaged backgrounds the guidance, support and access to reach the country's best institutions and pursue futures beyond what they thought possible. That is how we can help break generational poverty.

MY BETS

Causes that I believe in deeply

I believe lasting impact comes when corporates, nonprofits and government work together with shared purpose, rather than in silos. Each brings something essential - resources, community understanding or the ability to reach people at scale. Together, these strengths enable CSR to build on what exists, avoid duplication, and create outcomes for which every partner shares responsibility.

MY INDIA 2047

India's future, the way I see it

By 2047, I envision an India where a student's background does not limit their aspirations or access to quality education. Every young person should have a fair chance to reach the country's finest institutions, pursue meaningful opportunities and change their family's future. Realising this vision will require partnerships that strengthen nonprofits, work alongside public systems and sustain progress for generations.

NURIYA ANSARI

Chief Executive Officer

BHARTI AIRTEL FOUNDATION



The future of social impact lies in how we see ourselves, not as a series of isolated interventions, but as part of a continuum, and that is the shift our sector needs to make. Sustainability was never meant to mean handing over assets and stepping away, or simply marking a project complete. It means staying accountable to the beneficiary's journey until it reaches a meaningful outcome.

MY FUEL

What keeps me going

The belief that social impact is not about completing projects but staying accountable to people and their journeys. Every child who discovers possibility, every teacher who grows in confidence, and every family that moves forward reminds me why this work matters.

MY BETS

Causes that I believe in deeply

Causes that create lasting agency - quality education, empowered teachers, girls' aspirations, and opportunities for young people. My bet is on interventions that build capability, leverage technology and partnerships, and remain invested until they translate into meaningful outcomes.

MY INDIA 2047

India's future, the way I see it

An India where opportunity is not determined by geography, gender or circumstance. An India where every child can aspire, every teacher can enable, and institutions work together to ensure that development is sustained, inclusive and truly transformative.

PAKZAN DASTOOR

Head - Sustainability and CSR

GODREJ INDUSTRIES GROUP



Our vision for Good & Green at Godrej Industries is simple, yet deeply ambitious: Crafting a better world for every generation. A world that is a gateway to progress, prosperity, and infinite possibility, where business is a force for good. We see a future built on dignity, equal opportunity, and ideas bold enough to change industries. This is not about perfection; it is about the courage to keep committing, learning, evolving, and pushing forward now and always. Because we believe when purpose leads, progress follows. And every generation thrives.

MY FUEL

What keeps me going

My fuel is to build a world where good for business and good for society thrive together, because real progress is never a zero-sum game.

MY BETS

Causes that I believe in deeply

My bets are on innovations, that aim to solve the industry's and country's big hairy problems, ideas ambitious enough to reset what's possible in the materials we use in our manufacturing processes and how we include communities in our ecosystem. I believe the bets that we take today will help us leap forward as an industry and as a country for the future.

MY INDIA 2047

India's future, the way I see it

An India where people and planet thrive alongside business performance - not as a trade-off, but as the very definition of growth. A nation that leads not just in scale, but in how it builds: with dignity at the core, sustainability as instinct, and prosperity that lifts all boats.

ABBOTT



> Meaningful community impact starts by listening, understanding local needs and working alongside trusted partners. Lasting change comes from strengthening systems, building local capacity and creating solutions that communities can sustain and own over time.

POONAM SHARMA

Director of Global Citizenship and Sustainability at Abbott in India

What keeps us going

Seeing what stronger primary healthcare can mean for a community keeps us going. When a health facility becomes more accessible, a frontline worker is better equipped, or a family seeks care earlier, the change goes beyond an individual intervention. At Abbott, these everyday shifts reinforce our belief that strengthening healthcare systems can create lasting impact.

Causes we believe in deeply

A key focus for us is strengthening primary healthcare—bringing quality care closer to communities while building the systems around it. At Abbott, we see infrastructure as one part of the solution; capable frontline health workers, informed communities, strong NGO partners and coordination with government initiatives are equally important. Together, these can make access to healthcare more equitable and sustainable.

India's future, the way we see it

We see an India where quality healthcare is accessible regardless of geography or circumstance, and where strong primary healthcare systems help people prevent chronic disease and seek the right care at the right time. Getting there will require government, communities, civil society and companies to work together—strengthening institutions, using technology thoughtfully and building solutions that can endure and scale.

PRABHAT BHATTACHARYA

Head - CSR and Community Impact, India and APJ

DELL TECHNOLOGIES



Impactful CSR is not a series of one-time events. It is the continuous strengthening of an entire ecosystem. By uniting stakeholders around shared value creation, we create pathways to move beyond traditional compliance and build measurable, durable capabilities that empower communities for the long term.

MY FUEL

What keeps me going

What drives me every day is witnessing a young person's trajectory completely change when given the right tools. Knowing that by putting emerging technologies and real-world skills into their hands, we aren't just filling jobs - we are unlocking lifelong paths of economic mobility for them and their families.

MY BETS

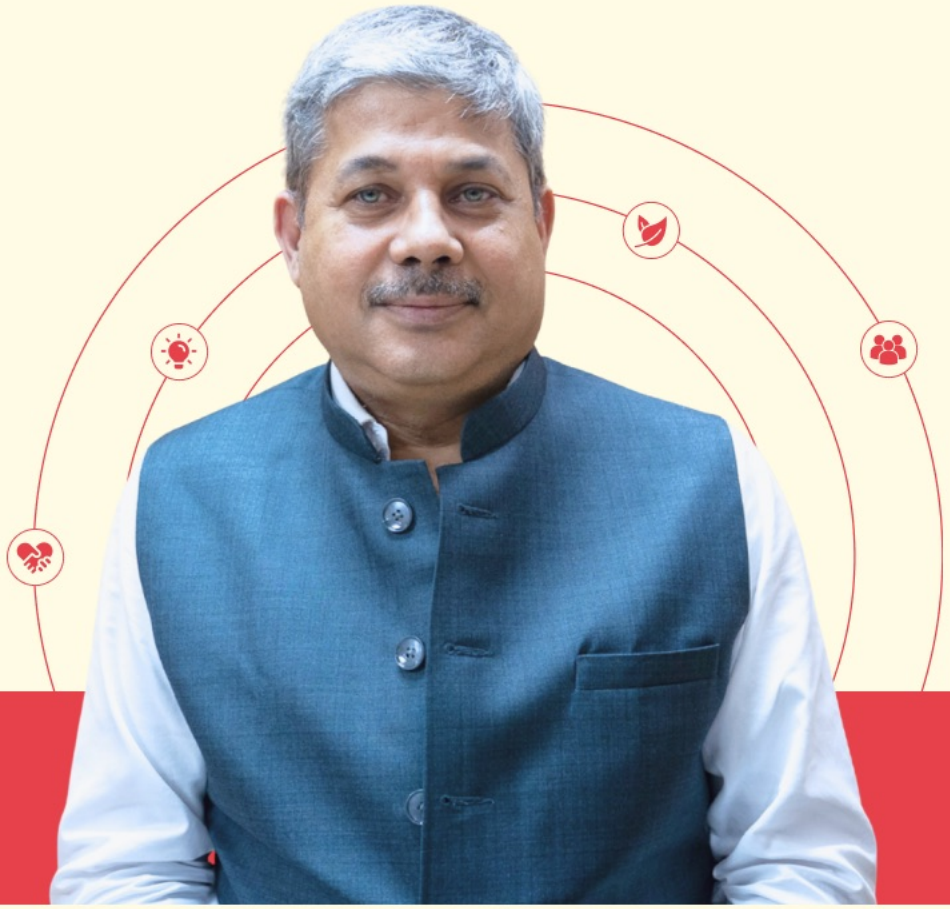
Causes that I believe in deeply

An integrated PPP intervention that fosters collaborative impact. India's AI economy is creating roles faster than employers are able to fill them. Establishing strong employer linkages that support structured job placement pathways, real entrepreneurship opportunities and apprenticeship programs - this is the systemic shift that I feel confident to place my trust in.

MY INDIA 2047

India's future, the way I see it

My India in 2047 is a nation defined by the unbreakable resilience of its communities and the deep strength of its institutional foundation. It is a fully realized vision of equitable progress, where collaborative action has matured into permanent, self-sustaining opportunity for all. Ultimately, I see an interconnected society where inclusive, generation-spanning prosperity is woven directly into our everyday lives.



PRATYUSH MEHROTRA

President & COO

SBI FOUNDATION

AMAN BHAIYA

Vice President & Head (Strategy & Growth)

SBI FOUNDATION



India's first decade of CSR was largely about spending what the law mandated. The next decade must focus on impact: what CSR funds actually change on the ground. For us, that means strengthening the NGOs we fund, investing in research that shows the government where to scale, and bringing individuals into CSR so more people own the outcome.

OUR FUEL

What keeps us going

Every rupee we spend carries the trust of millions of people who bank with us, and we feel that responsibility every day. What keeps us going is seeing that trust repaid in the places that need it most: a child in a village school with a better shot at the future, a young person who no longer has to migrate to find work, a family on firmer financial ground.

OUR BETS

Causes that we believe in deeply

We are betting on inclusion for persons with disabilities. Every person deserves the chance to study, work, compete, and live independently, on their own terms. That means skills that lead to real jobs, workplaces ready to welcome them, and support for para-athletes who represent India on the world stage. When opportunity is truly open to everyone, the whole country gains.

OUR INDIA 2047

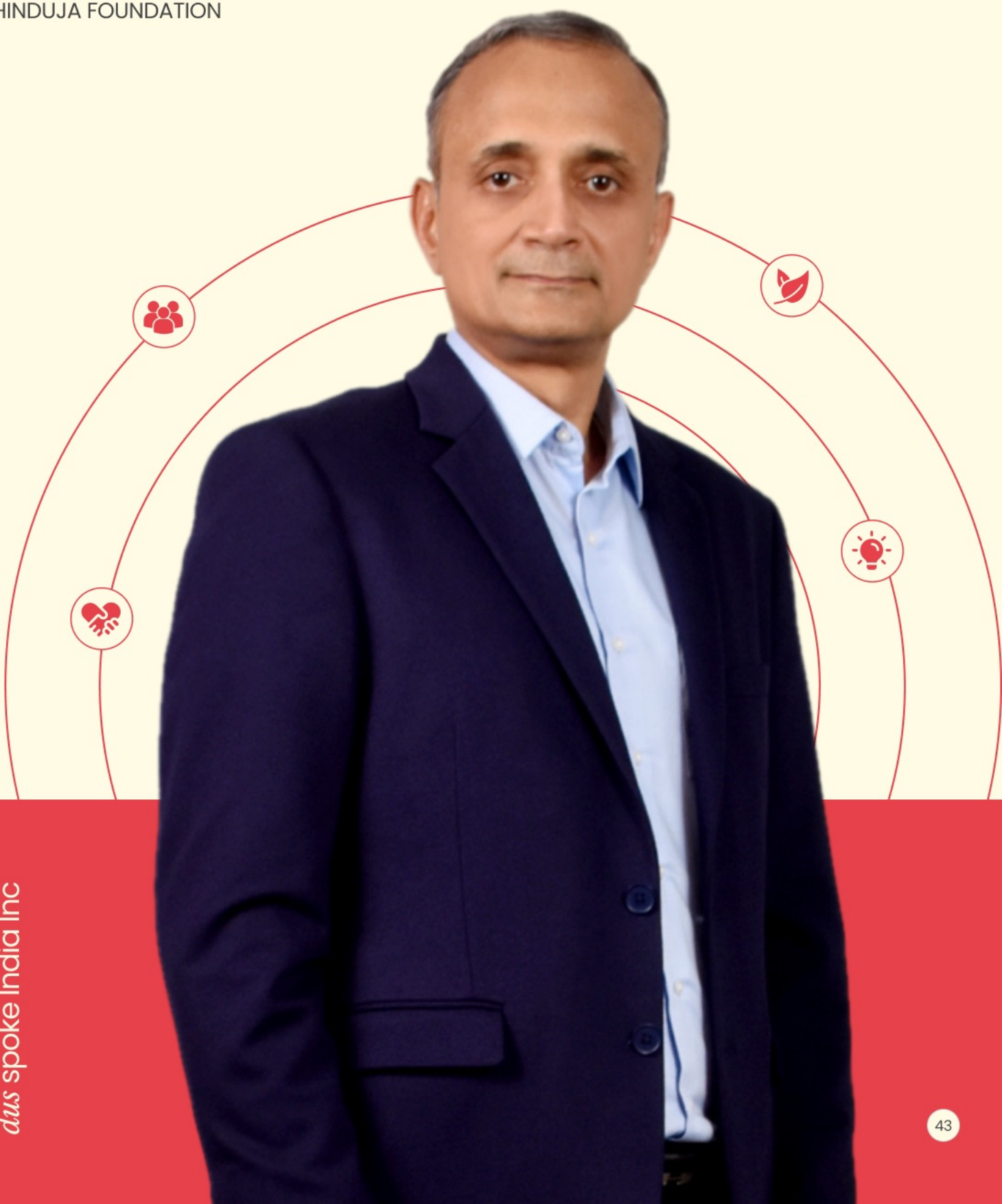
India's future, the way we see it

By 2047, we hope CSR in India is judged by the change it creates, backed by evidence that helps the government scale what works. We see strong, well-resourced NGOs, opportunity that reaches every village, and a giving culture where every individual, beyond companies, has a part in building the nation.

RAMAN KALYANAKRISHNAN

Chief Executive Officer

HINDUJA FOUNDATION



CSR's real value isn't in claiming credit for every change in society, it's in filling the gaps others can't reach, taking the risks others can't afford, and proving models that can be replicated. But none of that works without empathy and patience on the ground, staying close to the people we serve. That's what real impact looks like.

MY FUEL

What keeps me going

The most powerful moments in my journey never came from boardrooms, they come from villages. A farmer speaking about hope after years of uncertainty, a young woman becoming the first in her family to earn an income, a child dreaming bigger than their circumstances. Those moments remind me that meaningful change begins when people start believing in their own potential.

MY BETS

Causes that I believe in deeply

I believe the real test of development is not how much we build, but how many people have access to the fundamentals. Education, water security, sustainable livelihoods, and opportunities for women are not aspirations, they are the minimum every individual deserves.

MY INDIA 2047

India's future, the way I see it

By 2047, India should not be known just for the scale of its economy, but for the strength of its human development. Every child should have the opportunity to learn, every family access to quality healthcare, every community access to clean water, and every individual the chance to earn with dignity. That, to me, is the true measure of a developed nation.

RENU VASANTH KUMAR

Head - Citizenship, Asia Pacific and Middle East

BARCLAYS BANK PLC



Citizenship is not just about funding good intentions, it is about creating meaningful, lasting change. That requires the same discipline, accountability, and focus on outcomes that we apply to any other part of our business. Real impact comes from staying alongside people long enough to see lives transformed, while never losing sight of the dignity and potential of every individual we serve.

MY FUEL

What keeps me going

A young woman I'll call Deepika came through our LifeSkills programme and landed her first corporate job. Months later, she told us she'd found the confidence to help her mother leave an abusive home and start a new chapter together. That story stays with me, it's a reminder that empowerment isn't just employment, it's confidence to make choices you never thought possible.

MY BETS

Causes that I believe in deeply

I'm most passionate about creating pathways to opportunity. I've seen firsthand how access to education, skills, and meaningful employment transforms not just an individual's future, but entire families and communities. That's what drives my work every day.

MY INDIA 2047

India's future, the way I see it

When I think of India in 2047, I see a nation shaped by its young people, not their numbers, but their mindset, dreamers and builders carrying quiet confidence that change is possible. Invest in their potential today, and they'll build an India defined by opportunity, inclusion, and purpose.

ROHINI KAUL

Senior Consultant - CSR

KANTAR



CSR can be most valuable where the ecosystem needs someone to stay before the answer is obvious; to fill gaps, absorb early risk, bring actors together, and create space to test what works. Its role is not to fund an intervention, but to help models mature. Measure it by whether communities gain voice, institutions gain evidence, and systems sustain what works.

MY FUEL

What keeps me going

What fuels me is the belief that we are more connected than we often recognise. We are quick to see people, communities, and causes as different, creating distance where there is often so much that we share. I want to create and nurture spaces where that othering can soften, people can see our shared humanity, and harmony becomes something we experience, not simply speak about.

MY BETS

Causes that I believe in deeply

Equal opportunity means little if the conditions people live in continue to produce unequal choices. I want to work across it all; connecting education, skills, livelihoods, communities, markets, and ecosystems rather than treating them as fragments. Income is not the end itself; it can create freedom to make choices, exercise agency, and shape life. For women, that freedom can reshape futures.

MY INDIA 2047

India's future, the way I see it

By 2047, I imagine a nation defined by integrity and responsibility towards its citizens, with equity at the core of how institutions are designed, delivered, and held accountable. A nation where rights are enabled through systems that let people participate, question, learn, and correct course. Where safety and opportunity are not determined by circumstance, and difference does not become division.

SAHISTA IQBAL

Lead - CSR

GSK



I've learned that meaningful impact rarely begins at scale. It starts with listening, testing, learning, and earning the trust of communities. That's why I believe in investing in well-designed pilots that help us understand what truly works before we scale. The most sustainable outcomes are built not through quick wins, but through consistency, evidence, and partnerships that stay the course.

MY FUEL

What keeps me going

Seeing possibility turn into progress, whether it's a student becoming the first doctor in their family or a community gaining access to opportunities they never had before, is what energizes me to keep learning, adapting, and staying committed to change that may take years to fully unfold.

MY BETS

Causes that I believe in deeply

I believe in starting small but thinking long term. My strongest bets are on ideas that are grounded in evidence, shaped by communities, and strengthened through collaboration. When we invest in thoughtful pilots, strong implementation partners, and continuous learning, we create the foundation for impact that can scale responsibly and sustainably.

MY INDIA 2047

India's future, the way I see it

I envision an India where growth is inclusive, opportunities are equitable, and communities are active partners in shaping their own futures. By 2047, I hope we're known not just for the scale of our social investments, but for their depth, quality, and lasting impact, where every voice is valued and progress reaches those who need it most.

SAUMYA LASHKARI

Director & Board Member

360 ONE FOUNDATION



Domestic capital needs to become far more creative and catalytic. At 360 ONE Foundation, we adopt approaches such as blended finance and outcomes-based finance to generate a multiplier effect across our livelihoods portfolio. It's measured across 3 KPIs to quantify efficiency and effectiveness of our grants: Impact Leverage, the amount of verified beneficiary income generated through our grants; Financial Leverage, the capital our grant has unlocked or recycled; as well as Additional Beneficiaries Reached compared to traditional cheque writing.

MY FUEL

What keeps me going

What keeps me going is the untapped potential of CSR as patient, catalytic capital. India has a significant pool of domestic capital that can do more than fund activities and inputs - it can take risks, test new models and unlock additional capital for exponential inclusive growth. The opportunity to help reimagine how this capital is deployed is what drives me.

MY BETS

Causes that I believe in deeply

I care deeply about bridging the white spaces in financial access. A bank account, digital payment, or literacy training is just a start for nano entrepreneurs. They know their customers, margins, and seasons, the ambition is there. What's missing is timely, affordable capital without collateral or paperwork they've never had reason to build. My bet is on their graduation to formal finance.

MY INDIA 2047

India's future, the way I see it

I envision an India where every young person has the opportunity to participate meaningfully in the economy - through dignified employment or entrepreneurship. An India where the youth have the skills and opportunities to find productive work, while entrepreneurs have the capital and support to build and grow businesses that create jobs and sustainable livelihoods, unlocking the full potential of our demographic dividend.

SHAILJA MEHTA

Chief Executive Officer

TATA CONSULTANCY SERVICES FOUNDATION



India's greatest possibilities live in its people. Communities carry the knowledge, leadership, and conviction to imagine a different future. Our opportunity is to listen to that intelligence and connect communities with the institutions, technology, and partnerships that help their ideas travel further. When people shape progress and have the power to sustain it, transformation grows from the ground up and belongs to everyone.

MY FUEL

What keeps me going

What fuels me is the belief that we belong to one another, and each of us has a responsibility to serve the whole. We build a bigger table when we recognise that everyone has something to contribute - courage, knowledge, care, resources, technology or influence. Real progress comes from bringing these strengths together, sharing responsibility and making room for more people to participate. For me, a purposeful life is about continually widening that table.

MY BETS

Causes that I believe in deeply

I place my bets where accepted answers feel inadequate: training without pathways to work, digital access without the power to use it, women's participation without voice or control, and young people consulted but rarely trusted to shape decisions. These gaps demand better questions and approaches that bring together technology, evidence, community knowledge and collective action. I believe the biggest possibilities lie at these intersections, where different perspectives can make a different future possible.

MY INDIA 2047

India's future, the way I see it

My India in 2047 is confident enough to hold many truths, identities and ambitions at once. It is a country where difference fuels imagination, democracy is lived through dignity and voice, and opportunity reaches everyone. Its young people can shape work that does not yet exist; its women have equal power to earn, own, lead and decide. I hope India turns its complexity into its greatest advantage - where scale includes, innovation serves and everyone can shape its future.

SOURABH ANAND

Head

EY FOUNDATION, INDIA



dus spoke India Inc

Working alongside communities, from students and young people to women entrepreneurs, has reinforced my belief that meaningful change begins with understanding people's realities. When we listen, learn and build together, communities become more than beneficiaries of change; they become co- creators of it. And when people have the agency to shape their own progress, change is not only more meaningful, it is far more likely to endure.

MY FUEL

What keeps me going

What keeps me going are the stories of change I see around me, women turning small livelihood opportunities into thriving enterprises, young people overcoming self-doubt to become role models in their communities. Philanthropy can create opportunities, but real change comes when people gain the confidence to shape their own lives.

MY BETS

Causes that I believe in deeply

Two causes I believe in deeply are employability and water security. India's journey to Viksit Bharat depends on equipping young people with future-ready skills to participate meaningfully in the economy and harness our demographic advantage. At the same time, growth must be resilient to rising water stress. For me, these are fundamental investments in India's future: one safeguards a critical natural resource, while the other builds the human capital that will drive progress.

MY INDIA 2047

India's future, the way I see it

An India where communities shape their own progress, growth is inclusive, and opportunity is more equally distributed. I see philanthropy evolving from addressing social inequities to catalyzing innovation, research and partnerships that enable millions to participate in India's growth story. Above all, I hope this growth remains sustainable, balancing economic progress with our responsibility to protect the planet.

SUDHAKAR PAI

Head of ESG & Sustainability, CSR Leader - Asia Pacific

CGI



CSR should not be measured only by what we spend or how many people we reach, but by what changes because of our contribution.

The first 13 years built the foundation for CSR in India. The next phase is about moving from compliance to purpose, from projects to problems, and from individual efforts to collaboration that creates lasting impact at scale.

MY FUEL

What keeps me going

My fuel is seeing an idea become a solution, and a solution become lasting change. What keeps me motivated is bringing together people, technology, funding and partnerships around a real community need. When an initiative builds capability, creates opportunity or changes lives, it shows that CSR can go beyond a contribution - it can become a catalyst for meaningful change.

MY BETS

Causes that I believe in deeply

My biggest bet is on collaboration. Social challenges are too complex for one organisation to solve alone. The opportunity is to bring together businesses, NGOs, governments, employees and communities, with each contributing their strengths. Start with the problem, bring the right partners together, build capability, measure what changes - and take what works to a larger scale.

MY INDIA 2047

India's future, the way I see it

My India 2047 is an India where every community has the opportunity to participate in its growth. I see education creating possibilities, technology reaching the last mile, women and young people building livelihoods, and organisations working together to solve complex social challenges. A developed India should not only be economically strong, but also inclusive, sustainable and resilient.

SWATI ARORA

Director ESG - India, SouthEast Asia & ANZ

CONCENTRIX



I believe leadership is ultimately about creating opportunities for others to succeed. Whether through education, community development, or environmental stewardship, lasting impact comes from empowering people to realize their potential. For me, CSR is not a responsibility to be managed - it is an opportunity to shape a more inclusive, resilient, and sustainable future for generations to come.

MY FUEL

What keeps me going

One memory from my childhood continues to shape how I view impact and opportunity. I often saw my maid's daughter accompanying her to work instead of attending school. It made me realize how profoundly access - or the lack of it - can influence a life's trajectory. That experience instilled in me a deep belief that education is one of the most powerful tools for unlocking human potential.

MY BETS

Causes that I believe in deeply

If there are two areas I would continue to invest in relentlessly, they are young people and our planet. Youth bring the ideas, energy, and ambition that shape the future, while sustainability ensures that future remains viable. When we combine education, skills, and opportunity with responsible growth, we create stronger communities and enduring progress for society.

MY INDIA 2047

India's future, the way I see it

By 2047, I envision an India where opportunity is not determined by circumstance, but enabled by access, inclusion, and aspiration. An India that leads not only through economic growth and innovation, but through its commitment to education, sustainability, and social progress. A nation where every young person has the chance to contribute, succeed, and help shape a better future for all.

VEDIKA KAPOOR

Director Corporate Affairs & CSR

HALEON



For me, impact is ultimately about changing lives. When a scholarship enables a student to complete their dental education, that is meaningful change. But the bigger realization is that no individual company can address our societal challenges at scale. The real opportunity lies in collective action, with companies combining their strengths, resources and intent to create far greater impact.

MY FUEL

What keeps me going

Most of the health problems I see in communities are not complicated; they are untreated. A child who has never sat in a dentist's chair, a family that loses a day's wages to reach a clinic, a cleft that goes uncorrected for years. When one of our vans pulls into a village and someone gets care that no longer costs them a day's work to reach, I am reminded why this work matters.

MY BETS

Causes that I believe in deeply

My bet is on everyday healthcare that reaches people where they are. Good health is the foundation for everything else: a child who can learn, a parent who can work, a family that is not one illness away from debt. When care is close, affordable, and preventive, people stop treating their health as a luxury and start treating it as a right.

MY INDIA 2047

India's future, the way I see it

By 2047, I hope India's progress shows up in how well its people live: in clean air and green spaces in our cities, in children who grow up healthy and confident, and in businesses that treat the wellbeing of their communities as part of their own success. Prosperity that people can feel in their daily lives is the kind that lasts.

VINOD MEHTA

Chief Human Resources Officer

TP IN INDIA



India's development story is being written by millions of young people eager to learn, work and lead. CSR gives business a remarkable opportunity to be part of that story: to open doors, build confidence and connect potential with possibility. Over the past decade, CSR has shown what committed corporate effort can achieve. In the decade ahead, it can help turn India's energy and ambition into progress that reaches every corner of the country.

MY FUEL

What keeps me going

What keeps me going is to witness how quickly change travels once it takes root. A girl who is learning in school inspires her younger sisters to do the same. A youth learning digital skills enables the access of multiple services to the whole family. A community that sees one success story begins to believe in many more. Being part of those journeys, however small, is a privilege I never take lightly.

MY BETS

Causes that I believe in deeply

My bets are on India's young people and on everything that shapes who they become: a good school, digital tools that open world of opportunities, skills that lead to meaningful work, and care for their health and wellbeing. Proud to lead a young and multicultural workforce at TP in India comprising of over 90,000 passionate employees, I believe in programmes that give opportunities to young minds to achieve their best.

MY INDIA 2047

India's future, the way I see it

I envisage a community where every young person grows up healthy, learns with curiosity and has the confidence to choose their own path to thrive - whether they take up a job, become an entrepreneur or believe in serving the community.

India's future, the way I see it, is a nation where technology brings opportunities closer to every small village and town; and where communities, businesses and government build their future together - a nation young in spirit and mature in compassion.

CSR Leaders 2025



Aditya Natraj



Bhawna Ranganadhan



Garima Dutt



Prashanth Balarama



Rachana Iyer



Rachna Chugh



Ravi Bhatnagar



Rumi Mallick Mitra



Sagarika Bose



Sanket Atal



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Snigdha Singh



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Nirbhay Lumde



Rema Mohan



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Pooja Thakran



Pratyush Kumar Panda



Shilpashree Muniswamappa



S. Sivakumar



Sourav Roy



Sridhar N. E.

Sumit Tayal

CEO, GIVE



Over the last three editions of dus spoke India Inc, one thing stood out for us again and again: CSR is shaped by more than policies, budgets and priorities. It is shaped by people.

Corporates are organisations, but they are run by people, each bringing their own life stories, experiences and beliefs to the work they do. These convictions find expression within their organisations' strategies and priorities, but they are not always confined by them.

Behind the frameworks, processes and targets are individuals who care deeply about the causes they champion. People who question accepted ways of doing things, challenge the status quo, and believe that things can be done differently. This human element makes CSR more than a set of rules or obligations.

The vision these leaders hold for the future of India is shaped by this same spirit: by what they believe is possible, what they feel needs to change, and what they are willing to do to make it happen.

I hope these reflections offer a glimpse into the people behind the work, and inspire more of us to question what is, imagine what could be, and contribute to the India we hope to build.





> All our philosophy is dry as dust if it is not immediately translated into some act of loving service

Mahatma Gandhi

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