

INDIAN IT/ITES INDUSTRY: IMPACTING ECONOMY AND SOCIETY 2007-08

A **NASSCOM**[®] – **Deloitte.** Study **2008**

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NASSCOM Foundation

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PREFACE

Dear Friends,

The Indian IT / ITES industry has been one of the great success stories of modern India. An industry that did not exist barely 2 decades ago is now the toast of the nation and the envy of the world. It is arguably the most global of any Indian industry and has created international benchmarks for quality, proving to the world and to ourselves that Indian companies can compete globally and win on quality. It has also demonstrated what can be achieved by unleashing the power of middle class, first generation entrepreneurship in India. The overwhelming majority of companies in this sector were started by entrepreneurs with modest backgrounds and very limited access to capital. In many ways, this industry has helped create the brand of "New India" and served as an inspiration for everyone else.

While some of this is known and talked about, we had not attempted to understand the industry's contribution through any formal research. NASSCOM Foundation, for the last couple of years, has been bringing out its annual research publication 'Catalysing Change' which focusses on Corporate Social Responsibility (CSR) within the IT/ITES industry. This year we decided to look beyond these boundaries and undertake a more comprehensive study to identify and assess the overall social and economic contribution of this industry in India.

We are delighted that Deloitte & Touche were our partners in conducting this research. This study is based on the responses received from participating NASSCOM member companies as well as analysis of information available from various secondary sources. It attempts to bring forth the contribution of the industry and look at initiatives which have touched the lives of society at large, beyond the immediate stakeholders of the industry.

The study of course highlights some well known facts - the IT/ITES industry's contribution to the country's GDP has been steadily increasing from a share of 1.2% in FY98 to 5.2% in FY07; it has contributed to foreign exchange reserves of the country by increasing exports by almost 36% and its direct employment as grown at a CAGR of 26% in the last decade, making it the largest employer in the organized private sector in the country. In addition, it also indicates that the IT/ITES industry has significantly contributed through socially relevant products/services and community initiatives in human resource development, education, employability, health, encouraging women empowerment and employment of differently abled and 'out-of-the-mainstream' candidates. The research has also attempted a case study on Bhubaneswar to demonstrate the impact made by IT/ITES companies that spread their business to Tier II/III cities.

While the IT/ITES industry has made a promising start, there is indeed a long way to go. As the Nobel Laureate Dr. Amartya Sen said, during his keynote address at the NASSCOM India Leadership Summit 2007, - "My point is not that the IT industry should do something for the country at large, for that it does anyway. It makes enormous contributions: it generates significant incomes for many Indians; it has encouraged attention to technical excellence as a general requirement across the board; it has established exacting standards of economic success in the country; it has encouraged many bright students to go technical rather than merely contemplative; and it has inspired Indian industrialists to face the world economy as a potentially big participant, not a tiny little bit-player. My point, rather, is that it can do even more, indeed in some ways, much more. This is partly because the reach of information is so wide and all-inclusive, but also because the prosperity and commanding stature of the IT leaders and activists give them voice, power and ability to help the direction of Indian economic and social development."

The industry is fully aware of its responsibilities and the potential for making a difference. We have little doubt, on the basis of the enthusiasm and contributions we have seen already, that our member companies will blaze the same trail in this arena as they have in capturing global markets, with the same level of innovation and entrepreneurship that has made the industry what it is today.

Our Partners Deloitte & Touche, have done a commendable job in putting together this report and we are encouraged at their endorsement of the leadership role that NASSCOM Foundation can play in promoting, catalysing and helping scale socially relevant initiatives in the small and medium level companies as well. It is this collective contribution from all parts of our industry that can change the face of India.

We hope you find the study useful and would be delighted if it succeeds in inspiring you by showing you ways by which you can contribute to sustaining and scaling up innovative projects and taking them to parts of the country that have not yet been touched. We continue to seek your active participation and contribution to such studies in the future and welcome your feedback and suggestions on this, our first attempt.

Regards,



Saurabh Srivastava
Chairman - NASSCOM Foundation



Rufina Fernandes
CEO - NASSCOM Foundation

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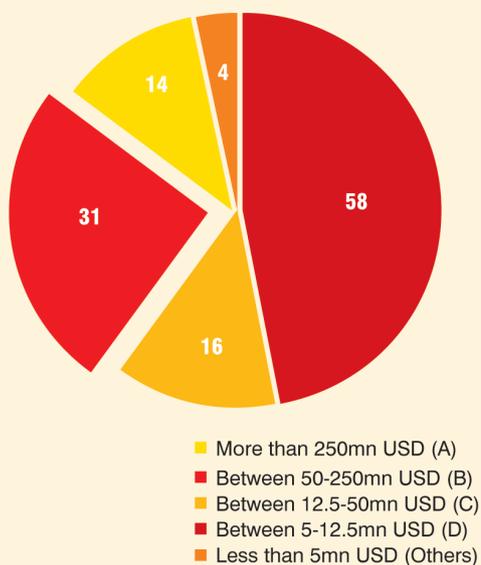
EXECUTIVE SUMMARY

Introduction

The IT/ITES industry has contributed to the growth and development of the country in terms of various economical and social aspects through its “for-profit” as well as “not-for-profit” activities. This particular study, commissioned by NASSCOM Foundation, attempts to identify areas in the economic and social sector where IT/ITES industry has made a significant contribution and assess the same based on quantitative and qualitative parameters.

123 member companies of NASSCOM participated in this study, well spread across geographical regions, turnover categories and areas of operation. The profile of the respondents is shown in Exhibit 1.

Exhibit 1: Profile of respondent cos. in terms of turnover range (in numbers)



Besides the information received from the participating companies, the study has relied heavily on past reports and articles on relevant aspects of the industry. Specific examples and case studies of member companies which help illustrate the points being made in the report have been liberally used. To illustrate the

impact made by IT/ITES companies by spreading their business to Tier II/III cities, a case study on Bhubaneswar has been included, which is based on field visit and secondary research.

An overview of the socio-economic contribution of the Indian IT/ITES industry has been shown in Exhibit 2.

Contributing to Economic Growth

In the last two decades, the Indian IT/ITES industry has contributed significantly to Indian economic growth in terms of GDP, foreign exchange earnings and employment generation. However, equally significant though not as tangible, has been the ripple effect it has created on the general economic environment in the national and international economic space.

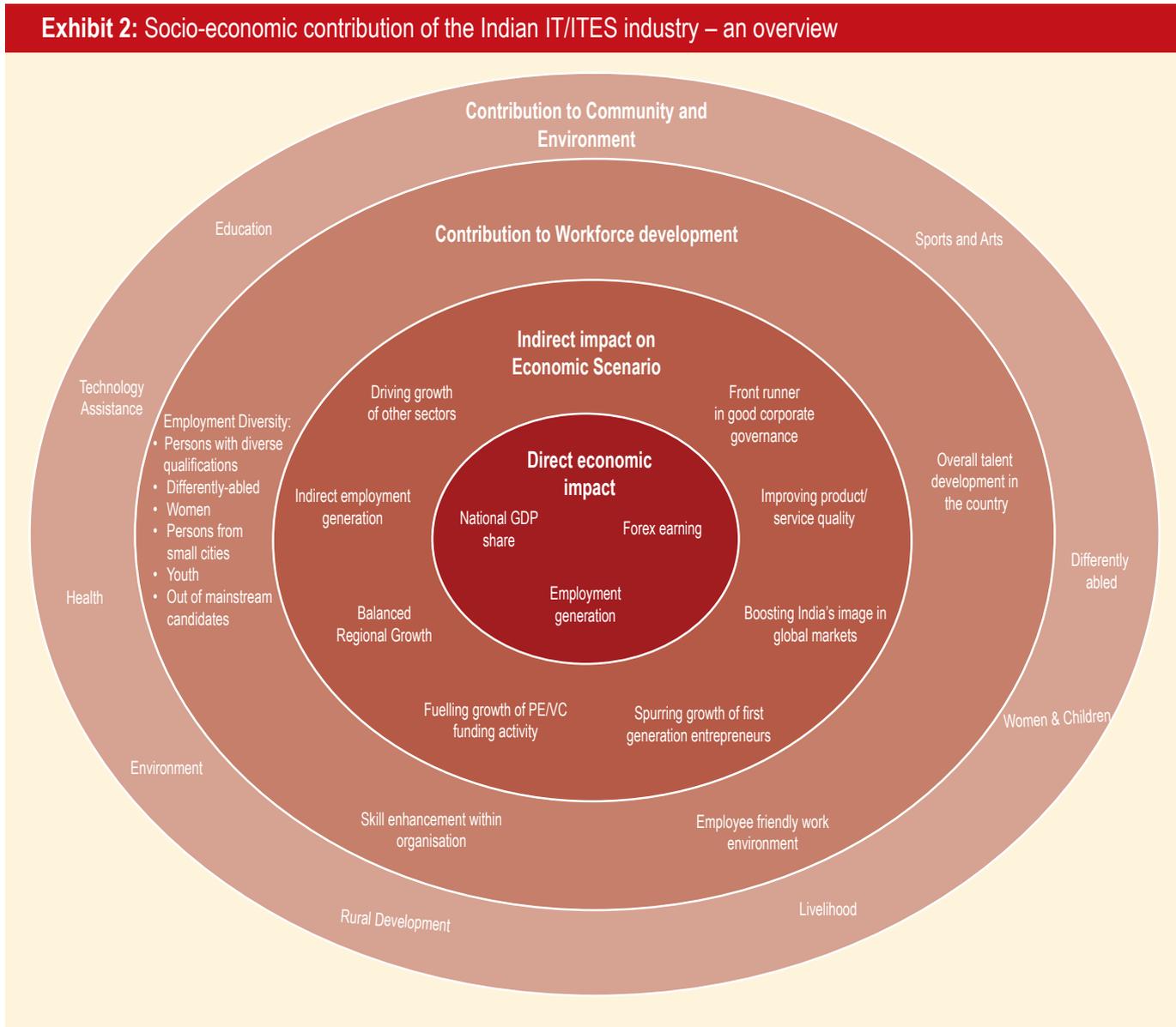
The industry has been the trigger for many “firsts” and has contributed not only to unleashing the hitherto untapped entrepreneurial potential of the middle class Indian but also taking Indian excellence to the global market.

Direct contribution to the Indian economy

The current and evolving role of IT/ITES industry in India’s economy is well established. The sector is proving to be the major growth pole within the services sector, which in turn drives several economic indicators of growth in the country. A few key indicators of direct contribution are:

- **Growing share of the country’s GDP:** The sector’s contribution to the country’s GDP has been steadily increasing from a share of 1.2% in FY98 to 5.2% in FY07
- **Boosting the foreign exchange reserve of the country:** Export earnings in FY08 stood at approximately USD 40.0 billion with a growth of 36%
- **Employment generation:** Direct employment in the sector is expected to be 2.0 million by end of FY08,

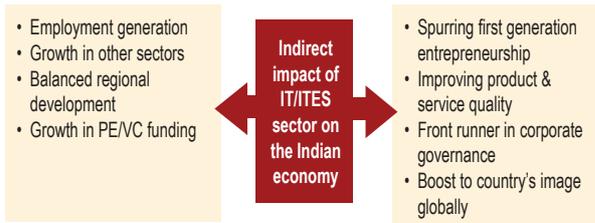
Exhibit 2: Socio-economic contribution of the Indian IT/ITES industry – an overview



growing at a CAGR of 26% in the last decade, making it the largest employer in the organized private sector of the country.

Indirect contribution to the Indian economy

The growth of the IT/ITES sector and its resultant contribution to the economic growth and development has also resulted in certain wider impacts, which in many cases have had a rub-off effect and set benchmarks for other sectors of the economy while boosting the image of India in the global market.



- **Additional employment generation:** The indirect employment generated, at the rate of 4 additional jobs created in the economy for every 1 job created in the sector, is even more socially relevant as nearly 75% of the workforce employed in those additional jobs are SSC/HSC or less educated

- **Driving growth of other sectors of the economy:** Apart from contributing to the growing income of its direct stakeholders (promoters, shareholders and employees), the IT/ITES industry has had a multiplier effect on other sectors of the economy with an output multiplier of almost 2 through its non-wage operating expenses, capital expenditure and consumption spending by professionals

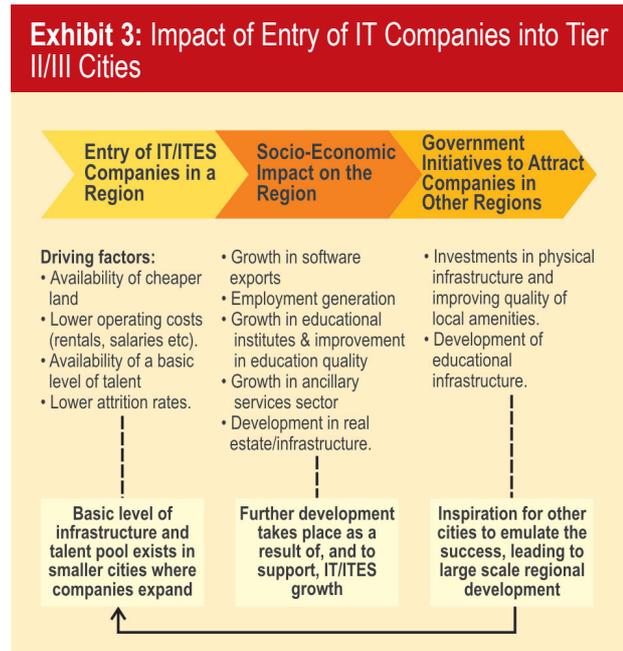
- Study show that USD 15.85 billion spent by the IT/ITES industry in the domestic economy in FY06 generate an additional output of USD 15.5 billion

- **Encouraging balanced regional development:** By gradually spreading their business operations to smaller Tier II/III cities, the IT sector (besides generating revenue and employment) is also assisting in improving the supply of talent pool and development of physical and social infrastructure, either directly by themselves or by spurring the Government to action

- In case of Bhubaneswar (a Tier III city), some of the key impact of the IT/ITES sector has been,

1. **Increase in software exports** - Software exports from the state reached USD 183 million in 06-07, a 60% rise over exports in 05-06, on track to reach the target of 500mn USD by 2011-12.

2. **Increase in registered IT/ITES units** – The number of registered and exporting units has risen steadily showing a CAGR of 118 and 170% respec-



tively as compared to 98-99. Besides the capacity expansion of existing units, many of the big companies are also setting up operations in the city

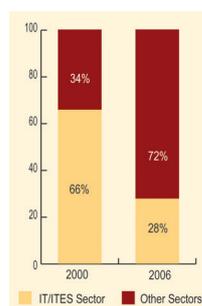
3. **Employment** – Supply of IT professionals, which was higher than demand till 2004, now have a shortfall of 62,697. Demand for IT professionals is expected to reach 430,000 by 2011-12 with the corresponding figures on indirect employment being 1,720,000

4. **Education** – While building and expanding capacity of educational institutes are underway, IT majors are undertaking training initiatives to improve student quality. At least 5 new educational institutions (including IIIT and IIT Kharagpur campus) by both Government and private players are also being set up

5. **Infrastructure and other amenities** – Keeping in line with the expansion/entry plans of major IT/ITES companies, IT parks and townships are being

built with a corresponding improvement in other amenities like roads, housing, retail and entertainment facilities

• **Fuelling the growth of PE/VC funding:** The worldwide dot com boom and growth in the IT sector kick-started VC activity in India which led to the creation of first generation of India-centric VC funds. Other sectors, such as healthcare, manufacturing and financial services have also benefitted from this phenomenon as these sectors are now also being able to access this source of funding.



• While IT/ITES continues to be the favourite sector with the largest share (28%) of PE/VC funding, other sectors now account for 72% share as compared to 34% in 2000

• **Spurring first generation entrepreneurship:** Corporate India consisted of either large family owned businesses or multinational companies till the advent of the IT/ITES industry, and it was rare to see a first generation entrepreneur. The shift of focus from physical capital to intellectual capital and the advent of the PE/VC funding enabled a large number of first generation entrepreneurs with no wealth to try their hand at starting new enterprises. The demonstrated success of these entrepreneurs created an aspiration among the middle class and spurred them to exploit their potential with confidence.

• As per information available with Software Technology Parks of India (STPI), 1,905 new units were registered during the period FY01 to FY05, most of which are likely to be set up by first generation entrepreneurs

While many first-generation entrepreneurs became billionaires in the process, the wealth created was not

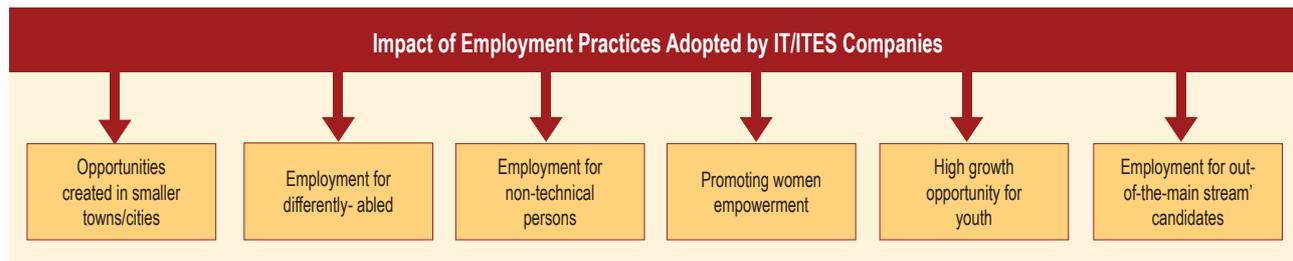
restricted among the founders alone. The practice of Employee Stock Option Plan (ESOP), first started by the IT/ITES industry before it was adopted by many other industries as well, shared this wealth among employees as well thereby creating many salaried millionaires.

• **Improving the product/service quality level:** The fact that IT/ITES companies cater to and compete with global players has led to their adopting the highest quality standards. This high quality of services and products has been the driver and sustainer of growth which has helped move India out of the “mediocrity”, low quality image and has in fact raised the bar for other industries as well. Indian exports had traditionally been restricted to low end, low-technology oriented products like gems and jewellery and garments/aparels. It is with the advent of IT/ITES industry that the world began to recognize that Indian products and services could also compete and win against global competitors on quality parameters. India is now also emerging as a research and development centre for some of the large IT/ITES companies in the world, once again demonstrating that India now stands for quality.

• 30% of companies worldwide who have reached Level 5 of Capability Maturity Model Integration (CMMI) are Indian IT/ITES firms

• Nearly 75% of Fortune 500 and 50% of Global 2000 corporations source their technology related services from India with an increasing number of MNCs outlining their investment plans for setting up R&D operations in India

• **Front runner in practising good corporate governance:** The industry has been a front runner in practicing good corporate governance and their commitment to infuse it in their business activities have led to a creating a positive pressure within the industry, as well as in other industries, with more and more companies adopting global standards in corporate governance practices.



- The major IT/ITES companies in India have in recent times received national and international recognition for their corporate governance initiatives

- Boosting the image of India in the global market:** Widely travelled Indians have watched with pride as different countries and people look at India and Indians with hitherto unknown respect and admiration. The India IT/ITES industry has contributed to what brand 'India' stands for in today's global market.

- While India Inc. has been witnessing an acquisition spree of overseas companies in recent years, the IT/ITES sector has led this phenomenon with the highest share (23%) of outbound M&A deals in 2006

- Listing of Indian IT/ITES companies in global stock exchanges, which requires adherence to stringent global accounting norms, has helped build a strong brand of the companies and the sector outside India

- Made in India software products have found widespread use across the world while several Indian IT/ITES firms have been partnering with high profile global brands and events

Diversity in employment

Besides being the largest employer in the organized private sector, the IT/ITES industry also consciously follows a diverse employment practice and encourages diversity in the work place in terms of qualification, abilities, gender, skill sets.

- Creating employment opportunities in smaller towns/cities:** By recruiting talent from non-metro towns and rural background, the industry has reached

out to the educated resource pool in these places and created employment opportunities, which hitherto was largely limited

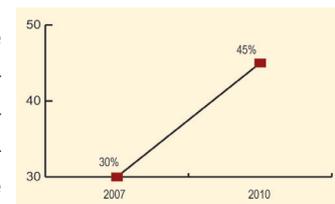
- Large IT/ITES companies often have 33 to 50% of their employees coming from non-metro/rural areas

- Encouraging employment of differently-abled:** Through their policy and practice of employing differently abled people, training them and creating a conducive working environment, IT/ITES companies are initiating a trend which could have a significant impact on employment opportunities for the differently abled in India.

- 64% of the companies surveyed by Deloitte employ people with disabilities

- Opening opportunities for non-technical personnel:** The growing employment opportunities in this sector (both direct and indirect) are not restricted to the better educated or technically educated people alone. While 75% of the employment generated through the indirect route are filled in by candidates who are SSC/HSC or less educated, companies also help under qualified candidates to reach a desired skill level by investing in their training and skill upgradation

- If one were to consider graduates/post graduates from arts, commerce and science streams and less/non-qualified employees, ratio of technical and non-technical people in the talent pool is 20:80



- **Promoting women empowerment:** The growing trend in the number of women employed in this sector indicates that not only does the industry offer equal opportunity to women but also has in place proactive and sensitive mechanisms which counter the common causes that discourage women from pursuing employment in the corporate sector.

- Women employment in the industry is set to rise to 45% by 2010 from the current 30%

- **Providing high growth opportunities for the youth:** The industry has created excellent employment and fast track growth opportunities for the younger section of the population and is likely to become one of the largest employers of a growing 'young population' of India

- The overall median age group of the sector is 28.9 years with 70% of the workforce being in the age-group 26-35 years

- **Creating opportunities for the 'out-of-the-mainstream' candidates:** The IT industry through its innovative recruitment practices has also hired persons who would not typically be considered employable such as retired persons and housewives.

Human Resource Development

The fast growing IT/ITES industry has been struggling with several issues concerning availability and quality of talent. The industry has responded to this issue by evolving sustainable and innovative solutions. Since the educational institutes lagged behind in supplying the requisite number of trained people required for the industry and their curriculum could not keep pace with the changing trends in technology, the IT/ITES industry themselves came forward and made massive in-house training investments, which helped them power their growth and compete at par with international gi-

ants in the global market. The industry has also gone beyond and collaborated with the government, private educational institutions as well as industry associations to contribute towards capacity building, skill development and continual training of existing and potential employees to enhance their capabilities and competitive skills. The industry is also making efforts to ensure that employees are provided a stimulating and healthy working environment for improving their level of satisfaction and productivity.



- **Training of workforce:** The industry has played a pioneering and pro-active role in developing the talent pool in the country by forging links with the academia and the Government. It has not restricted its efforts to developing its own employees but is also investing in raising the overall standard of education. The industry has collaborated with academic institutions for the bridging the gap between the education imparted to students and the actual requirements in the job scenario. Collaborations have been in the areas of curriculum development and course design, training for students. NASSCOM has been involved in developing standards for training and recruitment at entry level to make students more employable. These training address both the technical and soft skills training needs

- The top 5 software companies are investing close to USD 430 million in FY08 to train around 100,000 engineers hired during this period

- Companies on an average conduct 163 training programmes annually, with almost 80% spend on training entry level hires

- **Promoting higher education:** The industry has emphasised upon developing its workforce by encouraging and aiding upgradation of skills and abilities. It has done so through various means including provision of scholarships as well as training and development activities. Many companies have tie-ups with educational institutes for supporting the higher education needs of their employees and provide full/partial scholarships thus supporting their career goals. NASSCOM has been involved in building the talent base for high end skills in areas like multimedia convergence and bio-informatics while working with the Ministry to develop institutes that produce highly specialized professionals.

- 68% of the companies surveyed offer scholarships for their employees

- **Improving the work environment:** Improving the work environment: IT/ITES companies have been taking the lead in providing a conducive work environment to employees leading to increased productivity and better morale. The facilities provided focus on health of employees by providing gymnasium, yoga/meditation facilities as well as their safety through pick and drop facilities.

- To cater to the need of providing a work-life balance, particularly to women employees, 90% of the companies surveyed offer flexible working hours while 59% offer a work from home option

Contributing to society through socially relevant products/services and community initiatives

As socially responsible organizations, companies in the IT/ITES sector in India have undertaken various initiatives, which have had a significant impact on various disadvantaged sections of the society. These initiatives have been a combination of the following:

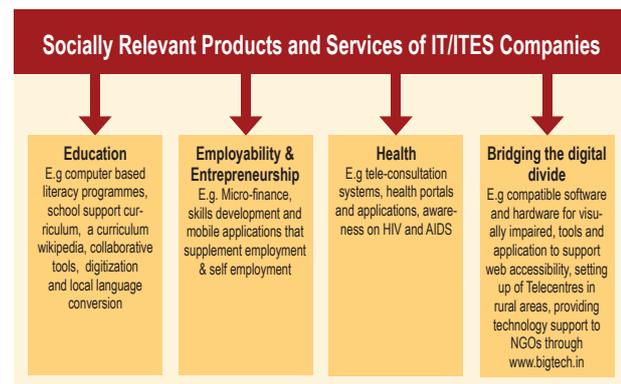
- Developing products and services, either as part of their regular business activity or consciously develop-

ing offerings, that enable betterment of lives and thus ensure that the benefits of technology percolate to all levels of the society

- Undertaking various community based programmes for sustainable development which have a focus on the marginalized and span across a wide range of sectors such as health, education, rural development and women and children.

Socially relevant products and services

Some of the areas where products and services developed by IT/ITES companies have created a positive impact are as follows:



- **Education:** Many products have been developed with a view to provide access to high quality education and cater to a diverse group of users ranging from adults who are being provided elementary level education to researchers who collaborate on multi-disciplinary projects

- Examples include computer based functional literacy programme for providing adult literacy through innovative means and Web ROM technology for ensuring availability of standardized quality of education to students

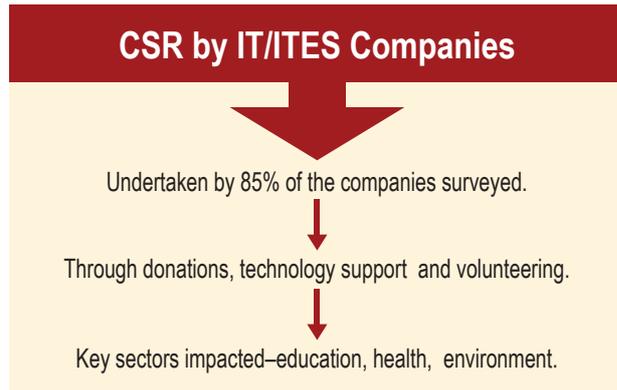
- Creating computer based graphical content as well as books that are being made available to children from rural areas to support their school curriculum

- Encouraging project based learning through the use of collaborative tools and portals for primary and secondary school kids
- Creating a curriculum wikipedia that can help teachers and students from rural areas to get access to the current curriculum and content
- **Employability and Entrepreneurship:** Products facilitate improvements in lives of people by creating a positive impact on the manner in which they earn their employability and entrepreneurship by providing improved access to accurate information, standardized systems and processes.
 - Examples include mobile application products to provide critical information related to market prices, weather information and MIS products which help improve operations of micro finance institutions
 - Setting up of rural BPOs which provide training in English speaking and computers to the rural youth thereby creating employment opportunities
 - Creating applications, curriculum and courses for alternate skills development in several verticals like animation, retail and micro-finance
 - Over 500 technical and personality development online courses for workforce development
- **Health:** One of the critical sector where application of IT tools can help bring about significant improvements like development of systems/services which enable rural population of the country to access quality health care.
 - Example include a tele-consultation system which enables hospitals to reach out to semi-urban and rural centres and provide access to specialists at minimum charges and wireless solution for eye care in rural areas
 - Providing service for medical emergencies through a network of ambulances fitted with advance life support systems

- Creating awareness on HIV and AIDS through workshops, conferences, blood donation drives, creating computer based applications.
- Efforts are also on by many companies to mainstream the workplace policy on HIV & AIDS prescribed by the ILO and other international agencies.
- **Bridging the digital divide:** Many IT/ITES companies have taken initiative to ensure that IT aided growth and development is not restricted to particular sections of the society by developing software in local languages
 - Examples include multilingual software, software for visually impaired and textless user interface for illiterate people
 - Creating tools and applications to increase web accessibility
 - Setting up executive training centres for people with disabilities to increase the employability and self reliance
 - Setting up of Telecentres/ knowledge centres in public-private partnerships (PPP) across rural india and urban slums to ensure inclusiveness of the underserved communities
 - Providing technology assistance innovatively to NGOs by routing their product and services philanthropy through NASSCOM Foundation's BiG Tech program (www.bigtech.in)

Socially relevant community initiatives

Based on the NASSCOM-Deloitte survey, it was observed that the socially relevant community activities undertaken by companies in IT/ITES industry have a focus on the marginalized and span across a wide range of sectors such as health, education, rural development, livelihood, women and children. This is especially relevant in the light of global efforts to meet the Millennium Development Goals (MDGs), which include universal primary education, empowerment of women, reducing child mortality, eradication of poverty and combating diseases such as AIDS and malaria.



Some of the key findings w.r.t. socially relevant community initiatives undertaken by IT/ITES companies are as follows:

- 85% of the companies who participated in the survey undertake some kind of socially relevant initiatives with 44% of them having a policy in place/process of forming a policy for such activities
- Majority of the companies (63%) participate in community initiatives through a combination of making donations and time spent by volunteers/employees
- 22% of the companies surveyed have a dedicated department/personnel for community initiatives while in most of the other companies (66%) such activities are being driven by other functional departments

The typical activities carried out by various IT/ITES companies in the various thematic areas are described in subsequent sections.

Education

It is an established fact that basic education improves the level of well being of society especially with regard to life expectancy, infant mortality, nutritional status. However, only about 1.7% of GDP is spent on primary education and 3.4% on education overall in India. The key issues that plague basic education relate to providing access to all, retaining students and ensuring high quality in teaching standards.

Education is perceived to be the fundamental enabler for catalyzing social change and is therefore the

most preferred sector for socially relevant initiatives. Many IT/ITES companies have adopted education as the central theme for their social programs. Some key findings from the NASSCOM-Deloitte survey have been,

- Out of all the companies that undertake socially relevant activities, 68% contribute to the cause of education.
- Out of the companies who have initiative in the education sector, the average number of initiatives per company is 5.
- Initiatives by the top six companies in the sector (in terms of number of lives touched) impacted almost 1.75 million people during 2006-07

The involvement of IT/ITES companies in the sector has contributed to the overall effort towards improving the quality of education at various levels. Efforts made have not only been confined to local regions in which companies operate, but have implications for the country's existing education system as a whole.

Some of the key initiatives undertaken by IT/ITES companies in this sector, which attempts to address the issue of access, retention and quality include:

- **Access:** Many initiatives have contributed in ensuring that all groups of society, especially the marginalized ones, are able to access educational facilities include sponsoring schools in rural areas, provision of scholarships to deserving and needy candidates.
- **Retention:** Initiatives by companies such as provision of mid-day meals, counseling/motivation by employees for deprived groups to send and keep their children in school as well as working towards ensuring a more child friendly learning environment are some of the means by which students are motivated to attend school regularly.
- **Quality:** IT/ITES companies are making significant effort to improve the overall standard of education in

Other sectors

Besides education, health and environment, IT/ITES companies have been involved in community based activities in a variety of other sectors such as

- Empowering the lives of women, children and differently-abled.
- Using technology to improve the quality of life in rural areas.
- Providing livelihood opportunities.
- Encouraging arts and sports.

The contribution of IT/ITES companies in these areas is mainly through financial assistance, either directly or through NGOs working in these sectors, providing opportunities for the less privileged and using technology to improve living standards.

Contribution by NASSCOM Foundation

NASSCOM Foundation's key activities are geared to contribute to the achievement of the Millennium Development Goals (MDGs) as it focuses on poverty reduction through improved access and opportunities to education, healthcare and livelihood. NF initiatives so far have impacted over 30,000 community members including youth, women and children through technology assistance, adult literacy, health awareness, IT skills development, micro-enterprises, life-skills and women empowerment.

Some of the initiatives of NASSCOM Foundation in the social arena have been:

- **NF STEP (Sustainability through Education, Employability and Entrepreneurship) Approach:** This is a comprehensive, collaborative approach that provides quality education, training and skill development to improve employability and micro-entrepreneurship
- **NASSCOM Knowledge Network:** This multistake holder partnership programme aims to setup Telecentres that are equipped with computers and have connectivity of some sort. It is aimed at creating an enabling environment for underserved communities by facilitating access to information and services. The

programme has currently extended to a national grid of 140 knowledge centres across 12 states and 75 districts in India.

- **Building ICT @ the Grassroots:** The training and capacity building (BiG) programme aims to build capacities of small and medium NGOs to use ICT as part of their activities. With the purpose of using ICT as a tool to further development, the focus is on training, disseminating the knowledge gathered locally to help NGOs become sustainable.

- **BiG Tech (www.bigtech.in):** This global programme enables technology companies to route innovatively their philanthropy and CSR initiatives to NGOs and charities with an aim to help NGOs conserve their ICT budget and become tech savvy.

- **Disability Initiative:** This is a scalable weekend executive development programme that can be adopted by IT/ITES companies to train People with Disabilities (PwDs) to seek employment in the industry or become self reliant.

- **I-Get Involved:** Individuals and institutions can donate, volunteer and provide research support to NF programmes as well as to its NGO network, thereby harnessing intellectual and financial resources to make a positive impact.

Way forward

Challenges ahead

The contribution of the IT/ITES industry to India's economy and society has been well established and is indeed significant. As the industry grows in stature and size, it would be expected to play an even larger role, especially in contributing to the marginalised and vulnerable sections of the community. This is even more important as the industry has at its call, the two most important tools for making this impact, a young motivated work force and technology. Both together

also help in assessing the impact and allowing course correction where necessary.

- **Identify sector specific investment opportunities:**

As the survey has shown, the sectors in which companies undertake their community initiatives are diverse and are often chosen in an isolated manner based on personal perspectives. A conscious decision to link the activities with MDG goals or Government initiatives in promoting socio-economic development could help the IT/ITES industry achieve more in public-private partnerships (PPP) than what is possible through the individual efforts of specific companies. It could also help ensure that the initiatives are spread across all parts of India and not merely to areas near the locations of companies. NF's role could be to act as the intermediary or as a catalyst between the Government and industry in helping identify specific opportunities in the social sector which could be focused on by the member companies through PPP.

- **Initiate award/recognition system for socially relevant community activities:**

To recognize and encourage companies which undertake community initiatives and motivate others to participate as well, there is a need to inform the direct and indirect stakeholders about the activities being undertaken by the companies in the IT/ITES industry. Taking a cue from other NASSCOM initiatives like '100 IT Innovators', NF can initiate a recognition system to showcase some of the commendable activities being undertaken by the member companies.

- **Capacity building of NGOs:** The activities of NGOs, many of whom partner with IT/ITES companies in their community initiatives, are often hindered by their lack of technical and project management skills and lim-

ited access to technology solutions. Capacity building efforts, both technical and functional, supported by NF would help the NGOs to extend the reach and scalability of various innovative community initiatives of the IT/ITES companies.

Conclusion

The IT/ITES industry has made a beginning and with the encouragement and support of NASSCOM and NASSCOM Foundation, it is on track to set an example that would encourage others to emulate and help change the face of India.

It is apt to conclude with a remark made by Nobel Laureate Dr. Amartya Sen, about the Indian IT/ITES industry, during his keynote address at the NASSCOM India Leadership Summit 2007 - *"My point is not that the IT industry should do something for the country at large, for that it does anyway. It makes enormous contributions: it generates significant incomes for many Indians; it has encouraged attention to technical excellence as a general requirement across the board; it has established exacting standards of economic success in the country; it has encouraged many bright students to go technical rather than merely contemplative; and it has inspired Indian industrialists to face the world economy as a potentially big participant, not a tiny little bit-player. My point, rather, is that it can do even more, indeed in some ways, much more. This is partly because the reach of information is so wide and all-inclusive, but also because the prosperity and commanding stature of the IT leaders and activists give them voice, power and ability to help the direction of Indian economic and social development."*

Access the report at www.nasscomfoundation.org

1. INTRODUCTION

Background of the study

1.01 NASSCOM Foundation, for the last couple of years, have been bringing out their annual publication titled 'Catalysing Change' which highlights the state-of-play of Corporate Social Responsibility (CSR) within the IT/ITES industry. For this year, it was decided to look beyond the boundaries of CSR activities and to do a more comprehensive study for identifying and assessing the overall social and economic contribution of the IT/ITES industry in India.

Study objective

1.02 The objective of this particular study has been to highlight, besides the CSR activities of the member companies, the significant economic and social contribution of the 'for profit' activities of the industry. The study, based on the responses received from the participating companies and analysis of facts and information available from various other secondary sources, has attempted to bring forth the contribution of the industry both in social and economic terms. A conscious attempt has been made to look at those instances wherein the initiative has touched the lives of wider segments of the society instead of being restricted to the direct and immediate stakeholders of the industry only.

1.03 The extent of involvement of member companies in socially relevant community activities varies greatly, depending on factors like size, years of existence and commitment of the top management. While initiatives of relatively bigger and renowned companies are often talked and written about, innovative and significant initiatives of smaller and lesser known companies often do not get the coverage they deserve. While attempting to highlight and showcase initiatives of member companies cutting across cate-

gories, the study aims to fulfill an important objective – to encourage more member companies to participate in community activities, share their success stories and promote creating a greater awareness within the industry.

Study methodology

1.04 The study methodology involved a combination of secondary research and primary survey of member companies.

Primary survey

- As a first step, a one-pager questionnaire was designed to capture some basic information about the companies and their relevant activities. This was uploaded on the NASSCOM Foundation website and individual e-mails were sent to all the member companies briefing them about the study being undertaken and requesting their participation
- Based on the companies which responded to the questionnaire and a stratified random sampling process (to ensure representativeness of the target universe), select companies were contacted for administering a detailed questionnaire (comprising of both close ended questions to solicit facts/information and open ended questions seeking views/opinions) and conducting discussion with relevant personnel
- The response constituted either or all of the following:
 1. Completing the questionnaire
 2. Discussion with the consultants on various qualitative issues pertaining to the study
 3. Sharing of select data sought and/or brochures/articles/newsletters/web-items which would help provide some of the information relevant for the study
- Discussion with relevant Government departments, IT/ITES companies and other respondent categories (e.g. real estate developers) in Bhubaneswar (Orissa) to highlight the impact of IT/ITES industry in a Tier III city

- Discussion with NASSCOM Foundation/NASSCOM personnel and Steering Committee members (constituted for this study) to get their inputs on relevant aspects of the study

Secondary survey

- Past study reports and information available with NASSCOM/ NASSCOM Foundation which would be relevant considering the study objective
- Annual Reports, websites of member companies and documented information shared by companies who had participated in the survey
- Information/reports shared by relevant Government Departments in Bhubaneswar
- Articles, newspaper clippings, reports available in public domain

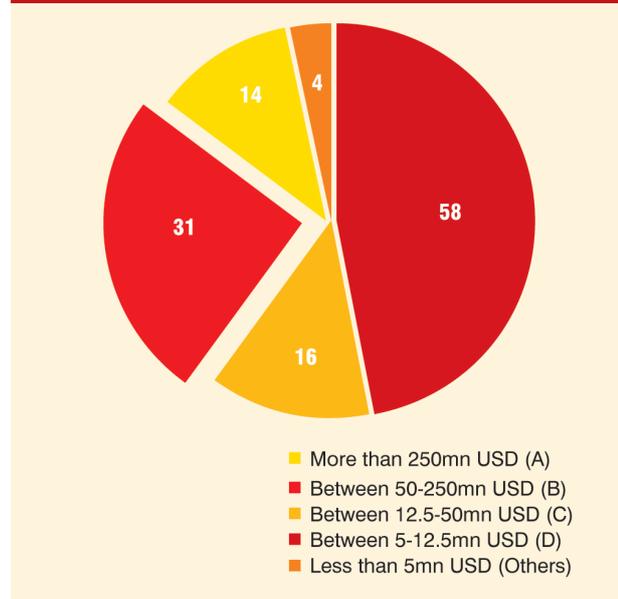
Respondent Profile

1.05 Finally 123 companies participated in the survey, most of which are member (regular/associate) companies of NASSCOM and are spread across different areas of operation like Software services, IT enabled services, Product Development, Engineering and R&D.

1.06 Classifying on the basis of their turnover range, the distribution of the 123 companies is as follows:

1.07 As seen from exhibit 1.1, A and B category companies constitute 36% of the total number of respondents who participated in the survey. The smaller

Exhibit 1.1: Profile of respondent cos. in terms of turnover range (in numbers)



companies (D category) account for almost 48% of the total number of respondents.

1.08 Most of the companies who participated in the survey are located across the 3 main IT/ITES hubs of the country, namely

- Bangalore, Hyderabad and Chennai (Southern hub)
- NCR (Northern hub)
- Mumbai and Pune (Western hub)

1.09 The list of companies who participated in the study is attached in Annexure I of this report.

Structure of the Report

1.10 The report is structured as follows:

Chapter No	Name	Coverage
2	Contributing to Economic Growth	The direct contribution and indirect impact made to the economy and economic scenario of the country
3	Contributing to Balanced Regional Development	Impact made to Tier II/III cities/ towns by the presence of IT/ITES companies with a case study of Bhubaneswar
4	Diversity in Employment	How the sector has been creating employment opportunities for various groups in society, encouraging diversity at the work place
5	Human Resource Development	The initiatives taken by the industry to train workforce, enhance their employability and creating a conducive work environment
6	Contributing through Socially Relevant Products and Services	Examples/case studies of how products/services of IT/ITES companies are helping the disadvantaged sections of the society
7	Contributing through Socially Relevant Community Initiatives	Details of various socially relevant community initiatives by IT/ITES companies in various thematic areas including education, health and environment
8	The Way Forward	Challenges being faced by companies/ industry to undertake community initiatives and suggested roles of NASSCOM Foundation

Access the report at www.nasscomfoundation.org

2. CONTRIBUTING TO ECONOMIC GROWTH

2.01 In the last two decades, the Indian IT/ITES industry has contributed significantly to Indian economic growth in terms of GDP, foreign exchange earnings and employment generation. However, equally significant though not as tangible, has been the ripple effect it has created on the general economic environment in the national and international economic space.

2.02 The industry has been the trigger for many “firsts” and has contributed not only to unleashing the hitherto untapped entrepreneurial potential of the middle class Indian but also taking Indian excellence to the global market.

2.03 Some of the direct and indirect impact of the industry in the economic scenario has been discussed in the following paragraphs.

Direct contribution to the Indian economy

2.04 The current and evolving role of IT/ITES industry in India’s economy is well established. The sector is proving to be the major growth pole within the services sector, which in turn drives several economic indicators of growth in the country. A few key indicators such as GDP, foreign exchange and employment are discussed in subsequent sections.

Share in national GDP

2.05 The Indian IT/ITES sector’s contribution to the country’s GDP has been steadily increasing over the last few years as shown in Exhibit 2.1. As a proportion of national GDP, the IT/ITES sector has grown from 1.2% in FY98 to 5.2% in FY07.

Foreign exchange earnings

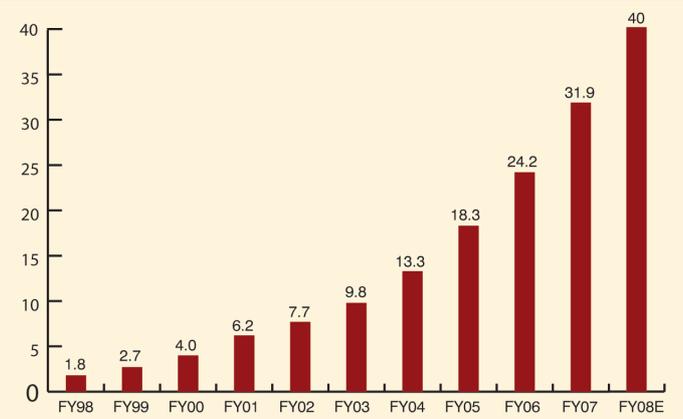
2.06 If export earnings of the industry are considered as an indicator of contribution to foreign exchange reserves of the country, the IT/ITES industry has clocked an impressive growth of 32.6% in FY07. Export earnings for FY08 stood at approximately USD 40.0 billion as compared to USD 18.3 billion in FY05

Exhibit 2.1: Contribution of IT/ITES industry to GDP



Source: NASSCOM Strategic Review 2007, NASSCOM

Exhibit 2.2: Export earnings of the IT/ITES industry (USD billion)



Source: NASSCOM Strategic Review 2007, NASSCOM

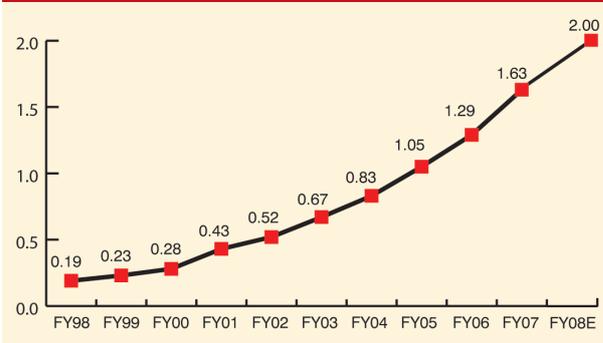
as shown in Exhibit 2.2.

Employment Generation

2.07 The direct employment in the IT/ITES sector is expected to be 2.0 million by end of FY08 and has been growing at a CAGR of 26% in the last decade as shown in Exhibit 2.3. This makes it the largest employer in the organized private sector in the country. As per data from Ministry of Labour & Employment

(DGET), IT services accounted for almost 12% of the employment in organized private sector in 2004.

Exhibit 2.3: Direct Employment in IT/ITES industry (in million)



Source: NASSCOM Strategic Review 2007, NASSCOM

Indirect impact on the Economic Scenario

2.08 The growth of the Indian IT/ITES industry and its resultant contribution to the economic growth of the country has also had wider impacts like indirect employment generation, driving the growth of other sectors, fuelling the rise and growth of Private Equity (PE)/Venture Capital (VC) funding, spurring the growth of first generation entrepreneurs, improving the product/service quality level, practicing good corporate governance and boosting the image of India in the global market.

Indirect employment generation

2.09 If one were to consider the multiplier effect on employment, it is even more compelling. Studies have shown that for every one job created in the IT/ITES sector, four additional jobs are created in the rest of the economy. Therefore, the indirect employment generated by the sector can be considered to be almost 6.5 million. These include direct service providers to the IT/ITES industry like catering, transport and housekeeping, se-

curity, etc. Among the various consumption categories, spending on housing/ construction, food items, clothing, outdoor eating/holidays induce maximum employment.

2.10 It needs to be noted, that the increased indirect employment opportunities are not restricted to the educated/skilled professionals. Past study by NASSCOM has shown that nearly 75% of the workforce employed by the major service providers to IT/ITES is SSC/HSC or less educated. Thus, the IT/ITES sector is providing employment to low skilled/educated workers as well.

Driving the growth of other sectors of the economy

2.11 The growth of the IT/ITES sector is having a considerable multiplier effect on output in the Indian economy. It has been established that every Re 1 spent

Table 2.1: Multiplier effect of IT/ITES industry on other sectors of the economy (FY06)

Sectors	Spending by IT sector (USD bn)	Output impact (USD bn)	Output multiplier
Other services	5.45	10.48	1.9
Construction/housing	3.15	6.18	2.0
Transport services	1.28	2.77	2.2
Furnishing/clothing	0.73	1.59	2.2
Communication	1.00	1.59	1.6
Food items	0.56	1.38	2.5
Entertainment/travel	0.63	1.30	2.0
Consumer durables	0.43	1.12	2.6
Health/Insurance	0.58	1.01	1.7
Fuel and power	0.42	0.95	2.3
Hotels/restaurants	0.45	0.95	2.1
Education/research	0.62	0.76	1.2
Automobiles	0.27	0.66	2.5
IT infrastructure	0.20	0.43	2.1
Printing/publishing	0.09	0.19	2.2
Total	15.83	31.34	2.0

Source: NASSCOM CRISIL Research – The Rising Tide: Employment and Output Linkages of IT/ITES, 2007

by the IT/ITES sector (on domestically sourced goods and services) translates into a total output of about Rs 2 in the economy – driven by derived demand from firm-level spends (capital expenditure as well as operating expenses) and high level of consumption spending by professionals employed in this sector.

2.12 Past study by NASSCOM indicated that in FY06, out of the total revenue of 33.55 billion USD of the industry, 15.85 billion USD is spent in the domestic economy via non-wage operating expenses, capital expenditure and consumption spending by professionals. This spending, in turn, generates additional output of 15.5 billion USD via its direct and indirect backward linkages with other sectors and induced effect of wages and salaries. The sectors which are most impacted through this multiplier effect include housing/construction, transport services, communications, consumer durables, food items and clothing.

Fuelling the growth of PE/VC funding activity

2.13 Shift in the Indian Government’s economic policy towards liberalization led to the genesis of venture capital operations in India. The worldwide dot com boom and growth in the IT sector kick-started VC activity in India which led to the creation of first generation of India-centric VC funds like ChrysCapital, Infinity, Baring Pvt. Equity

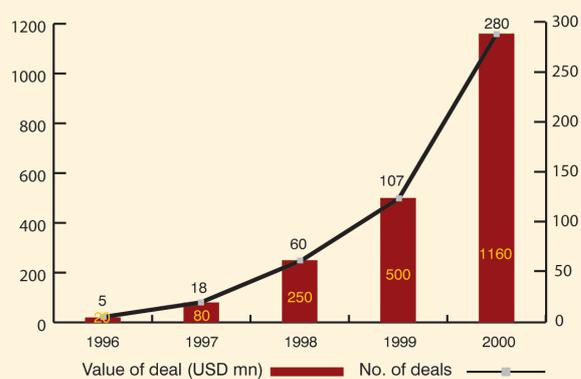
Partners, etc. They were followed by larger private equity players like CDC Capital, HSBC Pvt. Equity, etc. The main focus was on IT/ITES sector as initial investments in IT/ITES sector had offered relatively better returns and high growing industries like IT offered a continuous flow of good investments for PE and VCs. Investment in Indian companies which was only USD 20mn in 1996 (5 deals) shot to USD 1160mn (280 deals) by 2000 as shown in Exhibit 2.4. IT and ITES sector accounted for 65.5% of the number of deals by the year 2000.

2.14 However, soon it was not just the IT/ITES industry that was the focus of the PE/VC fund. Exhibit 2.5 indicates that while IT/ITES still attracted the largest number of deals in 2006, other sectors such as health-care, manufacturing and financial services are now also being able to access this source of funding.

Spurring the growth of first generation entrepreneurs

2.15 Traditionally, corporate India consisted of either large family owned businesses or multinational companies till the advent of the IT/ITES industry, and it was

Exhibit 2.4: Growth of PE/VC funding in India

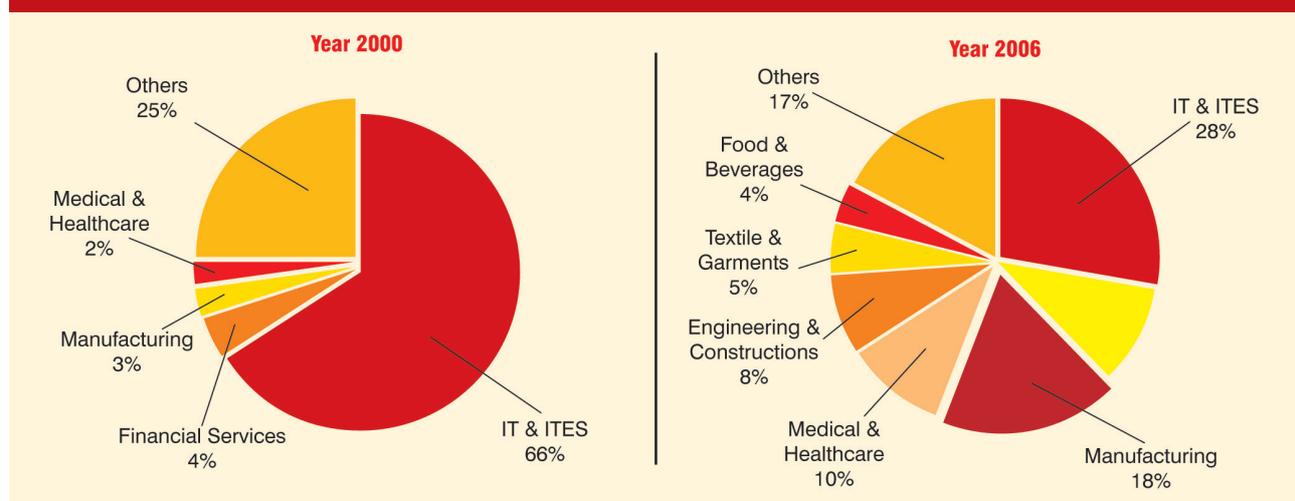


Source: Evalueserve, IVCA and venture Intelligence India

Box 2.1: Success stories of first generation entrepreneurs

- Seven software professionals including Narayana Murthy started Infosys in 1981 with an initial capital of only USD 250 (based on current exchange rate). Today, the company employs around 60,000 employees and has a turnover of around 3,175 mn USD (FY07)
- Another first-generation entrepreneur, Shiv Nadar together with five other engineers, launched a firm making office products like copiers, Hindustan Computers Limited (HCL) in 1976. In 1982, HCL came out with its first computer. Today, HCL derives 80% of its revenue from computers and office equipment and is the No.2 in the PC market in terms of market share.

Exhibit 2.5: Shift in investment across sectors



Source: Evalueserve, IVCA and venture Intelligence India

rare to see a first generation entrepreneur. The shift of focus from physical capital to intellectual capital and the advent of the PE/VC funding enabled a large number of first generation entrepreneurs with no wealth to try their hand at starting new enterprises. There are hundreds of success stories across the country.

2.16 The demonstrated success of these entrepreneurs created an aspiration among the middle class and spurred them to exploit their potential with confidence. IT/ITES firms brought in a new concept - first generation entrepreneurs who were not related to each other and didn't share the same language or background, who come together as professionals to create a first-generation company.

- As per information available with Software Technology Parks of India (STPI), 1,905 new units were registered during the period FY01 to FY05, most of which industry experts believe are likely to be set up by first generation entrepreneurs.
- The Indian entrepreneurship trend was also seen in the Silicon Valley. A study by UC Berkeley professor found

that in 1998, Chinese and Indian entrepreneurs ran 25 percent of Silicon Valley's high-tech businesses, accounting for 58,000 jobs and more than \$16.8 billion in sales.

2.17 While many first-generation entrepreneurs became billionaires in the process, the wealth created was not restricted among the founders alone. The practice of Employee Stock Option Plan (ESOP), first started by the IT/ITES industry before it was adopted by many other industries as well, shared this wealth among employees as well thereby creating many salaried millionaires.

Improving the product/service quality level

2.18 Indian IT/ITES companies have evolved from being preferred low-cost solution providers to becoming high value partners for companies across the world. The BPO sector too is maturing rapidly which is apparent through the volume and complexity of work being outsourced to India. In line with this evolution, companies are now re-defining/setting global benchmarks in quality in order to differentiate and attain business excellence.

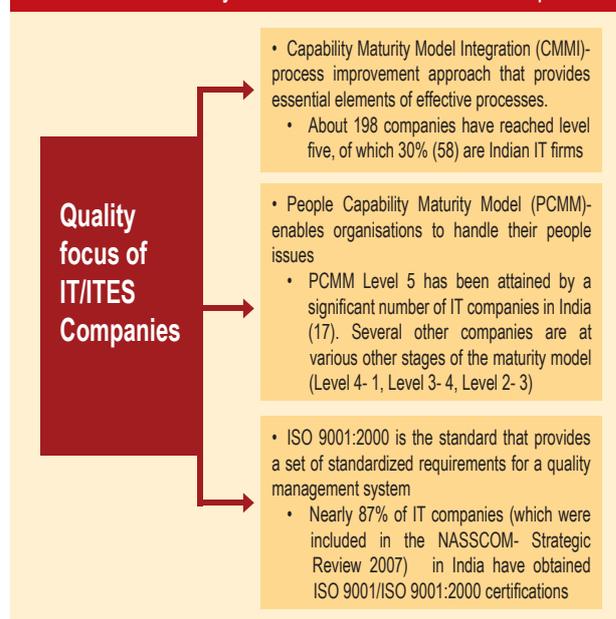
2.19 The fact that these companies cater to and compete with global players has led to their adopting the highest quality standards. This high quality of services

and products has been the driver and sustainer of growth. This has helped move India out of the “mediocrity”, low quality image and has in fact raised the bar for other industries as well.

2.20 Indian exports had traditionally been restricted to low end, non-technology oriented products like gems and jewellery and garments/apparels. It is with the advent of IT/ITES industry that the world began to recognize that Indian products and services could also compete and win against global competitors on quality parameters.

2.21 Several IT/ITES companies in India, irrespective of their size have been able to demonstrate their commitment towards achieving and maintaining high quality standards by receiving quality certifications as depicted in Exhibit 2.6.

Exhibit 2.6: Quality certifications of IT/ITES companies



Source: Software Engineering Institute, NASSCOM- Strategic Review 2007

2.22 The high quality standards adhered to by IT companies in India can also be gauged from the fact that a large number of companies source their technology related services from India. Nearly 75% of the Fortune

500 and 50% of Global 2000 corporations source their technology related services from India.

2.23 India is now also emerging as a research and development centre for some of the largest IT/ITES companies in the world, once again demonstrating that India now stands for quality. According to data from the Ministry of Communications and Information Technology, out of the 28 companies that have outlined their investment plans, 17 have already infused capital and six of these have committed over US\$ 1 billion each towards their India operations.

Box 2.2: Companies with R&D operations in India

- **SAP Labs India** is SAP's largest development facility outside Germany.
- US-based **Synopsys Inc**, a US\$ 1.1-billion semiconductor design software firm, plans to invest US\$ 50 million in its India operations which will be used to expand R&D facilities in the cities of Bangalore and Hyderabad over the next three years.
- **Cambridge Silicon Radio (CSR)**, a provider of personal wireless technology, including Bluetooth and FM receivers, has its largest R&D centre in India outside the UK.
- **Adobe Systems** has 900 people in its India R&D operations — the highest number outside the US.
- **Intel** has a staff of 3,000 people in India, the majority in its R&D unit.

Front Runner in practicing Good Corporate Governance

2.24 Some of the Indian IT/ITES companies have played a role in institutionalising good corporate governance practices by creating a positive pressure within the industry as well in other industries to adopt global standards.

2.25 In a majority of the cases, the drivers behind companies adopting increased disclosures have been the

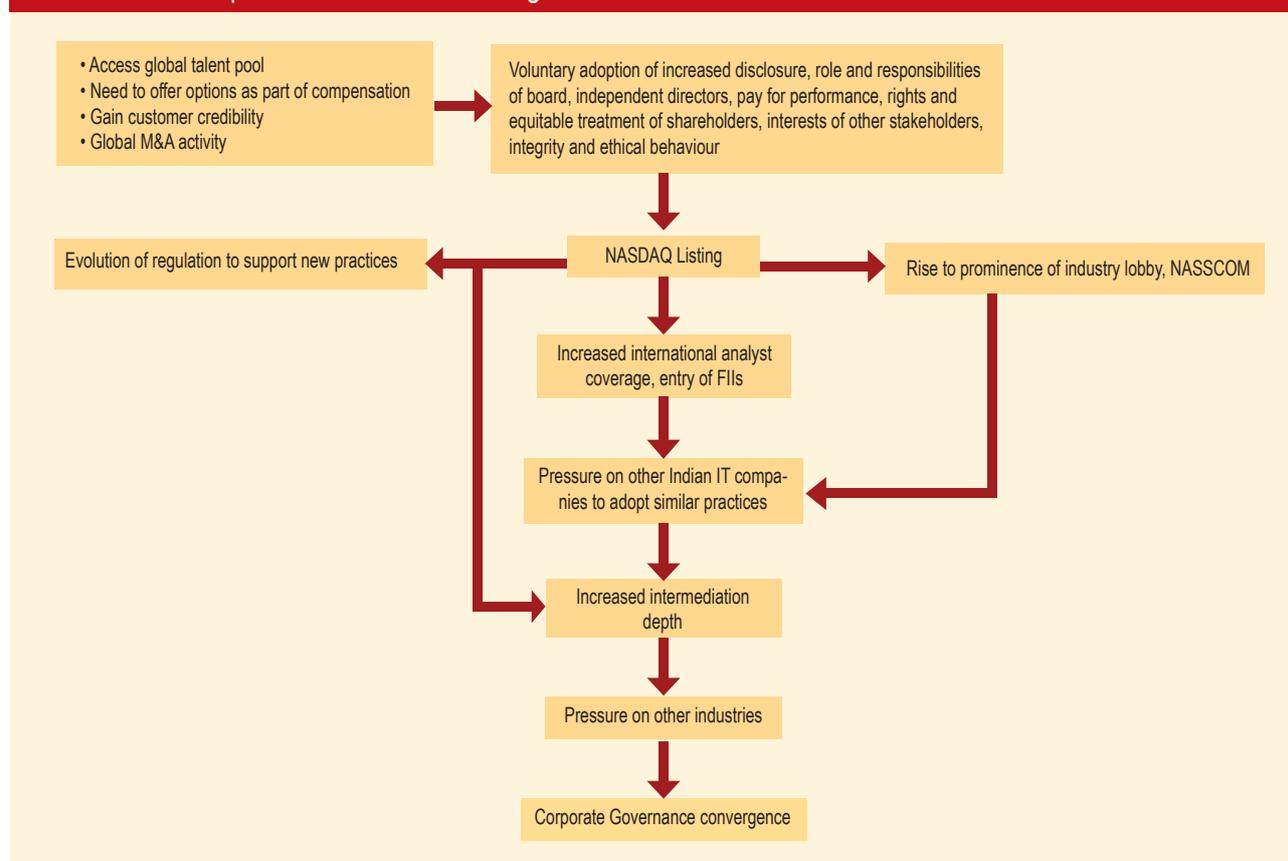
need to gain overseas customer credibility, access global talent pool and undertake global M&A activity. While this has been true since companies operated in a global market, research indicates that in case of some Indian IT companies, exposure to global markets was a result of rather than the cause for adopting global corporate governance standards.

2.26 The industry has been a front runner in practicing good corporate governance and their commitment to infuse it in their business activities have led to a movement within the industry with more and more companies

adopting good corporate governance practices with several companies being recognized and rewarded for these initiatives. Some of the major IT/ITES companies in India who have in recent times received recognition for their corporate governance initiatives are as mentioned below:

- **Satyam Computer Services Ltd.** - Earned the top spot in two categories in the 2007 Investor Relations Global Rankings by MZ Consult (number one in India and among the top five in the Asia/Pacific region in the financial disclosure procedures category and number one in the Asia/Pacific region in the corporate governance category).

Exhibit 2.7: Corporate Governance convergence model



Source: Product and Labor Markets Globalization and Convergence of Corporate Governance: Evidence from Infosys and the Indian Software Industry

- **Wipro** - Named amongst Five Best Corporate Governance Practices in Asia/Pacific by Technical Criteria at Investor Relations Global Ranking™ and Awards 2007 by MZ Consult.
- **Infosys** - Awarded the Institute of Company Secretary's of India (ICSI) National Award for Excellence in Corporate Governance' 2005
- **TCS** - Awarded the Institute of Company Secretary's of India (ICSI) National Award for Excellence in Corporate Governance' 2007

Boosting the image of India in the global market

2.27 Widely travelled Indians have watched with pride as different countries and different people look at India and Indians with hitherto unknown respect and admiration. The Indian IT/ITES industry has contributed to what brand 'India' stands for in today's global market. Some significant achievements of the Indian IT/ITES industry which have contributed include:

- Acquisition of overseas companies by Indian IT majors
- Listing of Indian IT companies in global stock exchanges
- Indian IT products exploring new horizons

Acquisition of overseas companies by Indian IT majors

2.28 India Inc. is witnessing an acquisition spree led by the IT/ITES industry. In 2006, Indian companies announced 125 foreign acquisitions with a value of nearly \$10 billion. This is roughly an eight-fold increase from 2000. The IT/ITES sector saw the lion's share of outbound M&A deals with 23% of the total number of international acquisitions, followed by pharmaceuticals/health-care/biotech (14%)

Listing of Indian IT companies in global stock exchanges

2.29 Listing on the US stock exchanges is not easy for Indian companies as they follow accounting standards that are significantly different from Ameri-

Table 2.2: Examples of overseas acquisitions by Indian IT/ITES companies in recent times

Indian Company	Acquired Company
Wipro	<ul style="list-style-type: none"> • IT infrastructure management company Infocrossing Inc. (USA) in 07 • Chip design firm NewLogic Technologies (Austria) in Dec 05 • Semiconductor design firm Oki Techno Centre Singapore Pte Ltd in Sept 07
MindTree Consulting Ltd	<ul style="list-style-type: none"> • Purple Vision Technologies Pvt. Ltd, a fully owned subsidiary of global electronic design company TES Electronic Solutions SA, (France) in 07
Satyam	<ul style="list-style-type: none"> • Nitor Global Solutions Limited of UK, a niche consulting firm providing Infrastructure Management Services (IMS) in October 2007 • Citisoft, an UK based investment management consulting firm in 2005
TCS	<ul style="list-style-type: none"> • TCS Management (formerly called Total Communication Solutions), a privately-owned consulting company in Australia in November 2006 • FNS, a Sydney-based software solutions company in 2005
Infosys	<ul style="list-style-type: none"> • In 2007, Infosys bagged a \$250 million contract from Royal Philips Electronics NV which will include Infosys taking over Philips' finance and administration business process outsourcing (BPO) centers spread across three countries – India, Poland and Thailand
Sasken Communication Technologies Ltd	<ul style="list-style-type: none"> • Leading provider of wireless R&D and testing services Botnia Hightech Oy (Finland) in July 06
Mastek	<ul style="list-style-type: none"> • U.S.-based software solutions company Entegram LLC in Oct 05
Subex Systems	<ul style="list-style-type: none"> • Telecoms revenue assurance company UK-based Azure Solutions in 06

can standards of accounting. It thus requires adhering to one of the most stringent accounting norms in the world which in turn improves corporate discipline. Listing in global stock exchanges helps build a strong brand outside India and is often a part of companies' overseas growth strategy.

2.30 Infosys was the first Indian company to list on the NASDAQ Stock Market in March 11, 1999. Infosys Technologies is also the only Indian company in the NASDAQ Stock Market Inc's new listing tier, the NASDAQ Global Select Market for public companies. Companies listed here meet the highest listing standards in the world, with respect to measures such as market value, liquidity and earnings.

2.31 Infosys was soon followed by Satyam Infoway which offered its shares on NASDAQ in October 1999. In 2000, Wipro Ltd's American Depositary Receipts were listed on the New York Stock Exchange. Some other Indian IT companies which have been listed in NASDAQ subsequently include Patni Computer Systems, WNS Holdings Ltd, EXL.

Indian IT products exploring new horizons

2.32 An indicator of the growing influence of

Indian IT products is the partnership between various Indian IT firms and high profile events/brands and use of 'Made in India' software products worldwide

- **Tata Consultancy Services** has entered into an agreement with Scuderia Ferrari to provide the entire software to the Italian automaker's Formula One cars. TCS will work with the Ferrari F1 team to provide IT-based solutions before, during and between races

- **Satyam** is the first Indian company to sign up as a FIFA World Cup Sponsor. This agreement awards Satyam global rights for the 2010 FIFA World Cup in South Africa, the 2014 FIFA World Cup in Brazil and the two FIFA Confederations Cups which fall within the 2007-2014 period as the sponsor and official information technology (IT) services provider.

- **i-Flex's** homegrown flagship banking product 'Flexcube' has been powering over 280 banks across 100 countries including big names like the IMF, DBS and Union Bank of Switzerland. Flexcube has been ranked the Number One selling banking package in the world for the year 2002 by International Banking Systems of the United Kingdom.

Access the report at www.nasscomfoundation.org

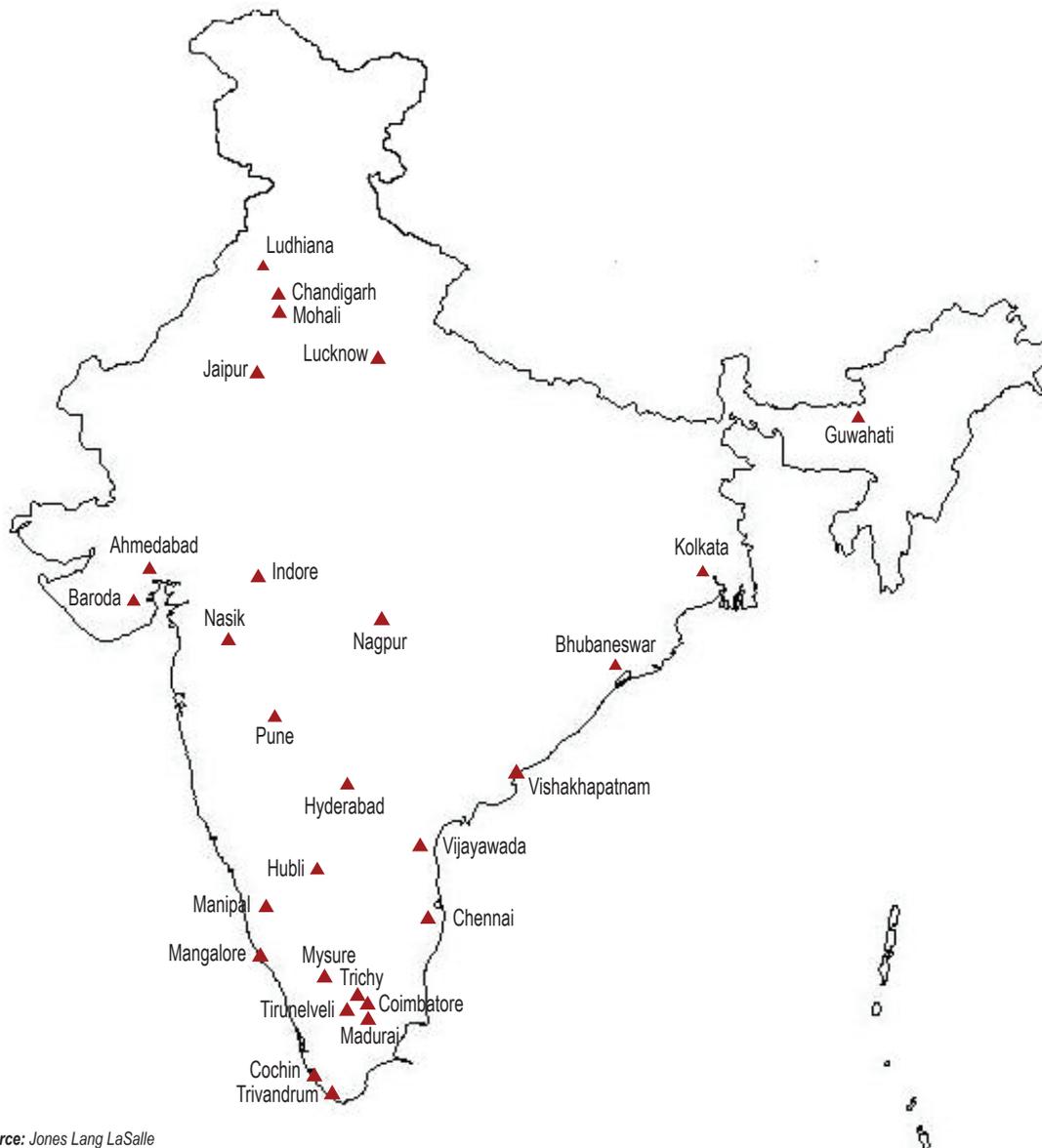
3. CONTRIBUTING TO BALANCED REGIONAL DEVELOPMENT

3.01 Historically, IT/ITES companies were clustered in Tier I cities. Most large international companies (like GE, IBM and Microsoft) as well as Indian IT/ITES companies set up their initial operations in such cities. However IT/ITES/BPO companies located

in metros are now shifting to smaller cities, driven by a need to reduce costs and expand the talent base.

3.02 While some of these cities (such as Hyderabad and Pune) have become an IT/ITES hub, many others are still raw in terms of being an IT/ITES destination.

Exhibit 3.1: Emergence of Tier II/III cities in India



Source: Jones Lang LaSalle

This map is representative only and not to scale and has no correctness with State boundaries

However, efforts are being made by state governments to promote these cities for entry of new companies. The Exhibit 3.1 provides an illustrative depiction of the pan India presence of the IT/ITES industry.

Growing presence of IT/ITES companies in smaller cities and its impact

3.03 The NASSCOM-Deloitte survey indicates that a large number of companies have a presence in Tier II/III cities. The Exhibit 3.2 provides the survey results with respect to percentage of companies present in tier II/III cities.

3.04 In addition to the cost advantage in Tier II/III cities, a basic level of talent, adequate physical and social infrastructure and suitability of business

environment are necessary factors for a company to consider expanding into a Tier II/III city. The entry of companies ultimately leads to further improvements in each of these areas. Considering that a majority of Indians reside in smaller cities and towns, the level of impact created by expansion of companies into such locations is significant.

3.05 IT/ITES industry's inroad into smaller cities underpins socio-economic development in these regions. It also encourages State Governments to ensure development in their respective regions in order to attract IT/ITES companies. Key areas which are impacted as a result of this trend include education, employment and infrastructure.

3.06 It needs to be mentioned, that while the phenom-

Exhibit 3.2: Presence of IT/ITES Companies in Tier II/III Cities



Source: NASSCOM-Deloitte survey

Exhibit 3.3: Impact of Entry of IT Companies into Tier II/III Cities

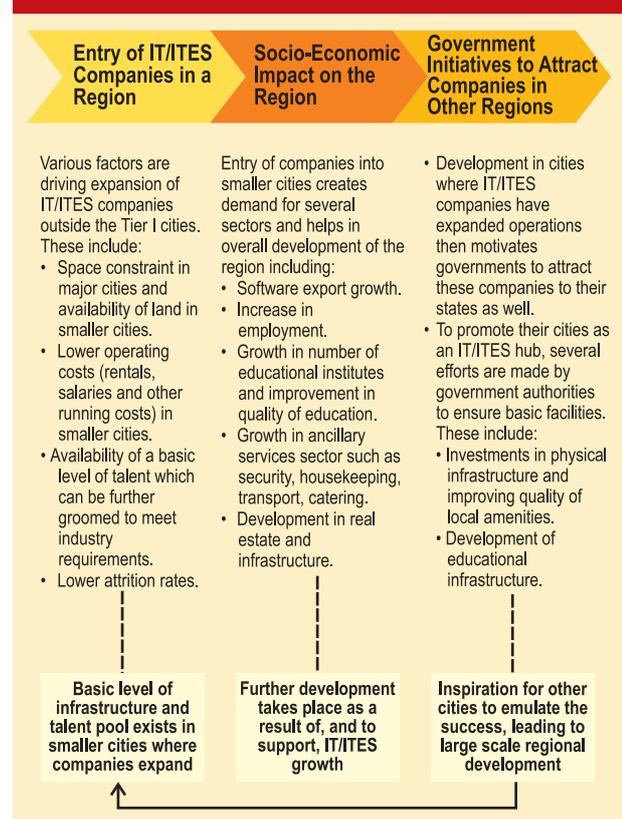
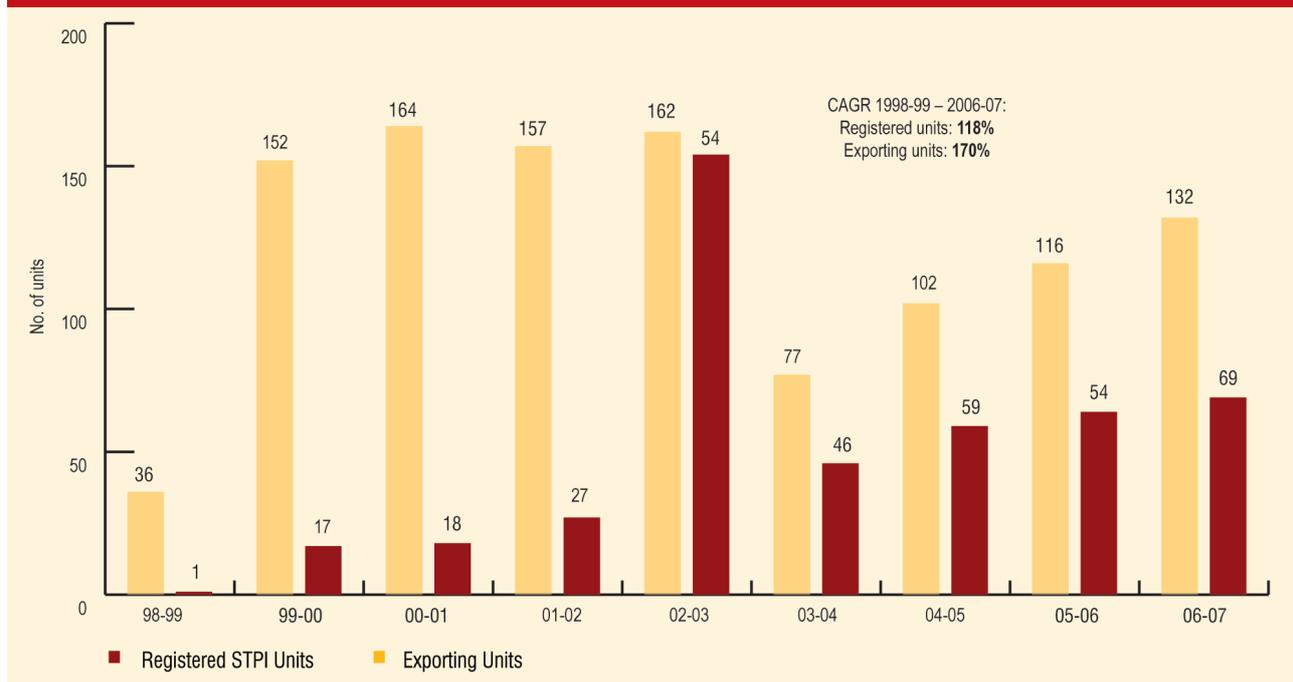


Exhibit 3.4: Registered and Exporting Units in Orissa



Source: STPI Bhubaneswar

enon of moving into smaller towns and cities is relatively new, IT/ITES companies have been recruiting their employees from smaller towns/cities, which comprises as much as 50% of new recruits for some bigger companies.

3.07 For the purpose of analyzing the impact of IT/ITES industry growth in a region in details, the city of Bhubaneswar has been selected and studied in detail.

Bhubaneswar Case Study

3.08 Bhubaneswar, the capital of the state of Orissa, has emerged as a preferred destination for leading IT/ITES companies in recent years. This has in turn propelled socio-economic development of the city, benefiting its residents in many ways.

IT/ITES Industry Growth

3.09 As an indicator of growth of IT/ITES industry in Orissa, the number of units registered with the STPI (Software Technology Parks of India) as well exporting

units in Bhubaneswar has risen steadily since 2003-2004. The Exhibit 3.4 provides the growth in number of registered and exporting units in the state.

3.10 Several companies looking at expanding outside the big cities have set up operations in Bhubaneswar.

3.11 The growth of IT/ITES sector in the city and its impact on export earnings, employment, education and infrastructure have been analyzed in details in the following sections.

Impact on Export Earnings

3.12 Software exports from the state reached 183mn USD in 2006-07, a 60% rise over exports in 2005-06. The state has a target of almost 500mn USD in software exports for the year 2011-12.

Impact on Employment

3.13 With the entry of several large and small companies in the city, employment opportunities in the IT/ITES/BPO sector have grown manifold. According to a study by DTE&T Orissa and STPI, Bhubaneswar, demand for IT related manpower in Orissa was 117,000 in 2007 against a supply of 54,303. 77% of the total demand is for degree (BE, B.Tech, MCA, MBA) level students.

3.14 According to certain estimates, the projected manpower demand of the IT/ITES industry would reach around 430,000 by 2011-2012, roughly four times the demand in 2007. The government as well as the industry is making attempts to bridge the demand-supply gap by setting up new institutions, improving quality of education, encouraging industry-academia collaborations, etc.

3.15 Also many of the locals who had migrated to foreign countries or other parts of the country are now choosing to return due to availability of multiple employment opportunities and improved standards of living in the city. These persons would be able to meet the lateral level requirements in the various companies in the city.

Indirect Employment

3.16 In addition to requirement of manpower for the basic business operations, companies require services of other agencies for functions such as security, transport, housekeeping and catering. These sectors have also benefited from growth in the IT/ITES industry. Keeping in view the overall demand of nearly 430,000 employees in the IT/ITES sector in 2011-12, and considering the impact of the multiplier effect, it may be assumed that 1,720,000 jobs would be created in the rest of the economy in Orissa, majority of which would be within Bhubaneswar.

Box 3.1: Snapshot of Key IT/ITES/BPO Companies in Bhubaneswar

• Big 4 Indian IT Companies

1. **Infosys**- Began operations in 1996, with around 30 employees. Grown significantly in last decade, currently employs around 3000 employees in the city.

2. **Satyam**- Began operations in 1996, at present employee base of around 500. Plans to recruit around 1000 employees in 2008.

3. **TCS**- Present in the city since 1999; began exports in 2007. Has an employee base of around 180 at present. Plans to grow to around 1500 in the coming year.

4. **Wipro**- Plans of growing to around 1000 employees in 2008, from about 30 at present.

• Other Large Players

1. **Genpact**- Foundation stone for 500,000 square feet BPO facility for 4000 employees was laid in November 2007.

2. **IBM**- Has set up Small and Medium Business operations in the city.

3. **MindTree**- Plans to establish development centre for R&D, consultancy and software development. Long term goal of recruiting about 5000 software professionals.

4. **ICICI's Eastern region hub for back office operations**- To be commissioned in 2009, with capacity for 15000 employees. About 10,000-12,500 people will be employed in the Bhubaneswar hub in phases.

5. **Aricent**- Set to open a Development Centre with likely employee strength of around 1200. Also plans to set up a global training centre which will train 1000 students to start with.

6. **Perfectus**- Plans to set up a 5000 seater IT/BPO unit.

7. **Contiloe Films**- Set to start operations.

8. **Medwrite India**- Healthcare BPO which will engage 200 trained professionals initially; to raise headcount to 500 by 2008.

Exhibit 3.5: Impact of IT/ITES Industry Growth in Bhubaneswar

Bhubaneswar is witnessing robust IT/ITES growth:

- One of the few cities in the country in which the big 4 companies i.e. Infosys, TCS, Wipro and Satyam are present.
- Software exports have witnessed robust growth due to increase in number of STPI units.

• Impact on Export Earnings

- Software exports from the state reached Rs. 732 Crore in 2006-07, a growth of 60% over the previous year.

• Impact on Employment

- Demand for IT professionals has grown at a CAGR of 206% during 2001-2007 – projected to reach 430,000 by 2011-12.
- Supply was higher than demand till 2004; since then it has fallen short of demand – shortfall of 62,697 professionals in 2007.
- Demand for ancillary services such as security, transport, housekeeping and catering that support IT/ITES has increased – projected to reach 1,720,000* by 2011-12 for Orissa, and majority expected to be in Bhubaneswar.

• Impact on Education

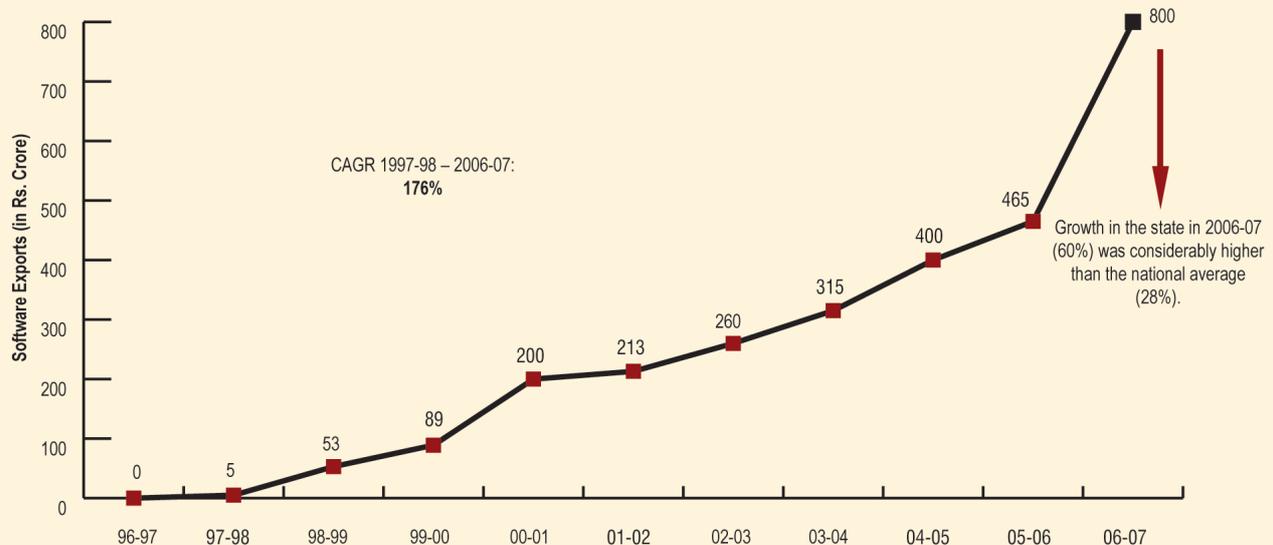
- Efforts are being made by the government as well as companies to build and expand capacity of educational institutes.
- Several new private engineering colleges and one IIIT to be set up.
- Training initiatives being undertaken by IT majors such as Infosys and TCS to improve quality of students.
- Supply of IT professionals has grown at a CAGR of 148% during 2001-2007.

• Impact on Infrastructure and Other Amenities

- Creation of IT parks and townships to meet requirements of major IT firms like Wipro, TCS, MindTree, Hexaware and other companies who have finalized setting up of development centres in the city.
- Local amenities have improved, especially with growth in ancillary sectors.

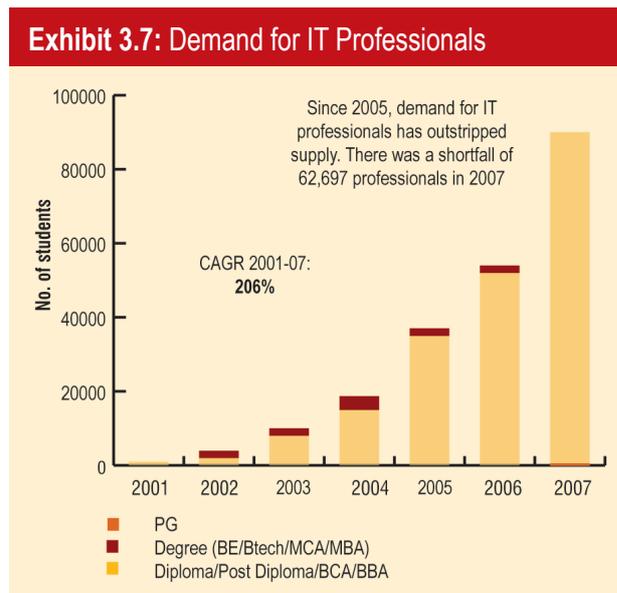
*Using the 1:4 multiplier effect for employment (NASSCOM-Crisil Survey)

Exhibit 3.6: Software Exports from Orissa



Source: STPI Bhubaneswar

Exhibit 3.7: Demand for IT Professionals



Source: Prospective Manpower planning for the state of Orissa –DTE&T Orissa, STPI Bhubaneswar

Impact on Education

3.17 The rise in demand for qualified manpower has had a beneficial impact on educational infrastructure of the city. The number of engineering colleges in the state has risen considerably from around ten to twelve, five years ago to around forty five at present. Both Government as well as private institutes are being set up.

3.18 Supply of IT professionals in the state has grown significantly between 2001 and 2007. Total number of IT professionals in the city was 54,303 in 2007, against merely 5,261 in 2001.

Impact on Infrastructure and Other Amenities

3.19 The real estate scenario of the city has been positively impacted due to entry of IT companies. This includes commercial spaces as well as residential properties. A number of IT Parks and Towers providing

Exhibit 3.8: Development of Educational Infrastructure in Orissa

Various measures are being undertaken by IT/ITES companies expanding in the city to cater to the growing demand for talent.

Establishment of institutions

- Indian Institute of Information Technology (IIIT) to be set up - Infosys and TCS to sponsor chairs.
- IIT Kharagpur campus to be set up in Bhubaneswar.
- National Institute of Science Education and Research (NISER) to be set up.
- Several new private engineering colleges and one polytechnic - Vedanta group and Sri Sri Ravisankara Vidya Mandir Trust are setting up technical colleges.

Capacity expansion

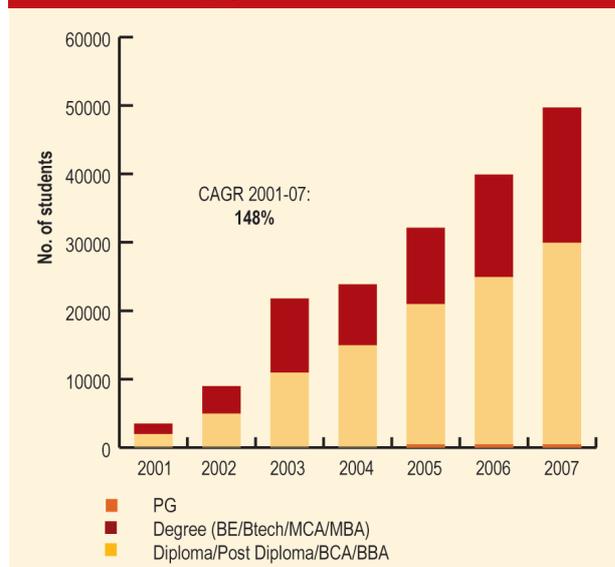
- Kalinga Institute of Industrial Technology (KIIT) and Institute of Technical Education and Research (ITER) have been upgraded to University status.
- Introduction of IT and IT related courses in existing engineering colleges and polytechnics.
- Introduction of PG courses in six engineering colleges and one university.
- Introduction of MCA in all engineering colleges.

Improvement in Quality of Education

- **Infosys**
 - Campus Connect - training is provided to faculty and students in almost all engineering colleges in the city.
 - Project Genesis to train lecturers on BPO skills for raising employability potential of students in the ITES sector. The Project is set to train 300 teachers from both Government and private colleges across the state.
- **ICICI** - Signed a MoU with Utkal University and KIIT for offering skill-enabling and vocational courses in banking, finance and insurance.
- **TCS** - Provides feedback on quality of students when they visit campuses for placements. Also plans to set up a training centre for science graduates.
- **Medwrite** - Would be shortly launching a free training programme for undergraduates and graduates.

Source: NASSCOM-Deloitte survey

Exhibit 3.9: Supply of IT Professionals



Source: Prospective Manpower planning for the state of Orissa –DTE&T Orissa, STPI Bhubaneswar

state of the art infrastructure and facilities have been set up in the city and more are in the anvil.

3.20 Until recently there were very few large developers in the city. However, with growth in the number of professionals engaged in various sectors, including the IT sector, demand for residential facilities has risen over the past few years. National players like DLF, Unitech and Sova Builders have already acquired land while Rahejas are slated to enter the market to cater to the growing demand. Sites close to IT Parks have been identified for housing projects.

3.21 Some IT/ITES companies have also collaborated with the government in developing the city's infrastructure. Satyam, for example, partly contributed for setting up of street lighting as well developing roads.

Improvement in quality of services in associated sectors

3.22 In associated service sectors (such as security, housekeeping, transport, catering) capacities are gradually being built driven by a rise in demand for

Box 3.2: IT Parks and Towers in Bhubaneswar

• IT Parks and Towers

1. **Infocity**- Spread over 35 acres housing Infosys, Wipro, TCS and MindTree. It is the largest IT Park in Eastern India and is equipped with modern infrastructure and amenities.

2. **Fortune Tower**- 3.5 lakh square feet built up space equipped with high speed connectivity, houses several companies including TCS.

3. **Tower 2000**- 94,000 square feet facilities equipped with all amenities including broadband connectivity.

• Proposed IT Parks and Towers

1. **Infopark**- 4.2 million square feet facility which is to be developed by DLF and has been accorded SEZ approval.

2. **Knowledge Industry Township**- 784 acres of integrated township which comprises of an SEZ, residential, educational and commercial areas and business zones. The township is to be extended by 5500 acres over two phases

3. **IDCO BPO Complex**- 29 acres of land, jointly promoted by IDCO and Genpact which would be occupying 12 acres of land.

such services as well as efforts by IT/ITES companies to encourage their existing vendors in mature cities to provide services of the same standards in smaller cities. The number of vendors as well as quality of services provided by them has improved.

Emergence of Other Cities in the State

3.23 The development of Bhubaneswar as a preferred destination for IT/ITES companies has had a spin off effect on other locations in the state. Some of the other locations in the state which have been identified as having the potential of emerging as destinations for IT/ITES companies include Rourkela, Bhubaneswar, Balasore, Puri, Cuttack and Khurdah.

Access the report at www.nasscomfoundation.org

4. DIVERSITY IN EMPLOYMENT

4.01 The IT/ ITES industry is the largest employer in the organized private service sector in the country with approximately 1.6 million people employed in 2006-07. The industry encourages diversity at the workplace with the profile of persons employed varying with respect to qualifications, skill sets, abilities, gender, region and age. It has thus contributed to creating opportunities for groups of society which hitherto had limited employment opportunities.

Exhibit 4.1: Workforce Diversity

Qualifications and Skill Sets	<ul style="list-style-type: none"> • Employment opportunities provided for a wide range of qualifications- ranging from school pass-outs to highly qualified professionals such as PhDs • Companies provide training to help less qualified candidates become valuable resources
Differently-abled	<ul style="list-style-type: none"> • Companies are proactively recruiting differently abled employees through tie-ups with NGOs or job advertisements leading to rising proportion of differently-abled employees • Workplaces are being designed to be suitable for such employee
Women	<ul style="list-style-type: none"> • Women representation in the IT/ ITES industry is about 30% and is expected to increase to 45% by 2010 • Many companies follow exclusive recruitment drives for women and offer special incentives to headhunters for women professionals
Small City/Town	<ul style="list-style-type: none"> • Companies consciously recruit from semi-urban and rural areas across the country • Some employers have opened hiring offices to reach out to potential candidates in Tier II/ III cities and rural areas in India
Youth	<ul style="list-style-type: none"> • One of the leading employers of youth in the country • Offers attractive career growth opportunities for such groups of employees
Out-of-Main-Stream	<ul style="list-style-type: none"> • Provides employment options to persons outside the conventional workforce such as retired people and housewives

Opportunities for people with diverse qualifications and skill set

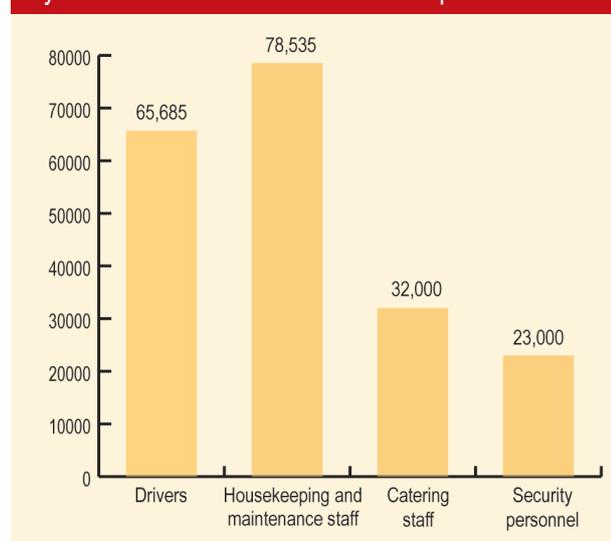
Direct Employment

4.02 Contrary to the popular perception that the industry employs persons possessing high level technical qualifications, it has been found that it actually provides opportunities to a wide spectrum of employees in terms of qualifications and skill set that they possess. There are several companies which provide employment to persons who are undergraduates or even those who have failed to successfully graduate. As one of the CEO's said "we even have B.A. fail candidates who we work on to make them productive well performing resources".

Indirect Employment

4.03 Apart from providing direct employment to around 1.6 million people, the industry is also responsible for generating indirect employment for around 6.5 million persons in other sectors of the economy which includes lesser qualified personnel. Other than

Exhibit 4.2: Non-Technical* Employees employed by Service Providers to IT/ITES Companies



*SSC/HSC or less educated staff; Source: NASSCOM Crisil survey 06

Box 4.1: Encouraging employment of differently abled

- **Vindhya E- Infomedia, Bangalore**- The company is a BPO enabled by the differently enabled. Out of a total of 96 employees, 81 are people with different kinds of disabilities. Launched in 2006, the company has grown from a small data entry firm to a full-fledged non-voice BPO with profits touching one crore. The company has made investments in the initial training of employees, which included brushing up their computer skills; increase their typing speed, putting them through English classes as most are from rural backgrounds. The company also provides accommodation close to the office. Going forward, the company plans to move into a 400-seater office space, adding more disabled staff.
- **Iridium Interactive Limited** has a work force of about 100 people, 5% of which are differently abled. Iridium Interactive has recruited people who are visually challenged for high end technology jobs from various tier 2 cities. These people are then put into a “Finishing School” where the company puts them through a custom hands on training program for 6 months and then on the job training before they are absorbed into the company thereby getting every one at an equal platform. Iridium is also planning to recruit about 25 visually impaired people in three of its testing centres in Noida, Mumbai and Hyderabad, who would test all their disable-friendly products before launching.
- **Infosys BPO**- The company has introduced a line in its job advertisements: ‘Persons with disability are encouraged to apply’. Starting with 28 people with disability, the company today employs 165 and is looking to more than double the number.
- **Mphasis**- There is a conscious effort to assimilate disabled people into the workforce and make the organization a comfortable place for them to work. All Mphasis recruitment advertisements specifically encourage applications from the disabled. A budget is allocated to better the work atmosphere for the disabled. This includes screen magnifiers for the visually impaired, speech enabled softwares, etc. A pilot project was held with Association for People with Disability (APD) in which 600 disabled persons were screened and 40 prospects were short-listed. These 40 people were put through a rigorous 3 month training programme designed and funded by Mphasis.
- **NIIT**- The company has undertaken initiatives for acquainting differently-abled persons with IT. It has introduced special computer training programmes for the visually impaired. It has also developed a Computer Assisted Teaching and Rehabilitation programme for spastics.
- **Quattro BPO Solutions**- The company is partnering with Ability Foundation, Chennai for organising an employability job fair for differently-abled people, in association with National HRD Network.

the full-time support staff, nearly three-fourths of the workforce employed by major service providers to IT/ITES (catering, housekeeping, transport, security) is SSC/ HSC or less educated.

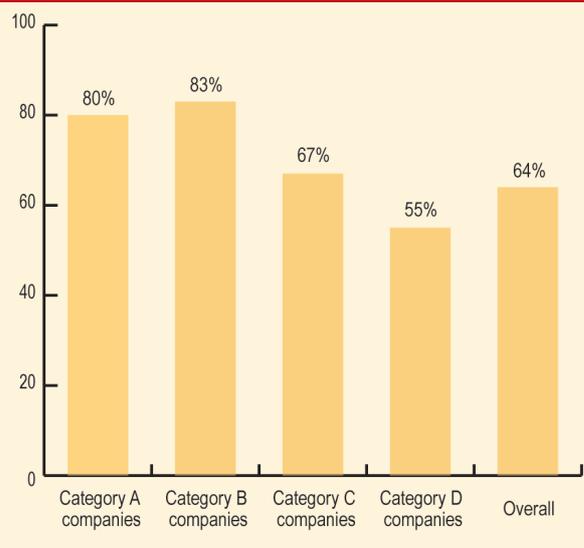
Opportunities for the differently-abled

4.04 The differently-abled sections of society have faced challenges in finding suitable job opportunities due to the perception that they would be constrained

while performing certain activities. However, it is a fact that provided the right environment to grow and learn such persons have the ability to earn a living with dignity.

4.05 The IT/ITES sector is beginning to play a notable role in providing employment opportunities to people with disabilities. As depicted in Exhibit 4.4 the NASSCOM-Deloitte survey indicated that 64% of IT/ITES companies employ people with disabilities.

Exhibit 4.4: Differently-abled Employees



Source: NASSCOM-Deloitte survey

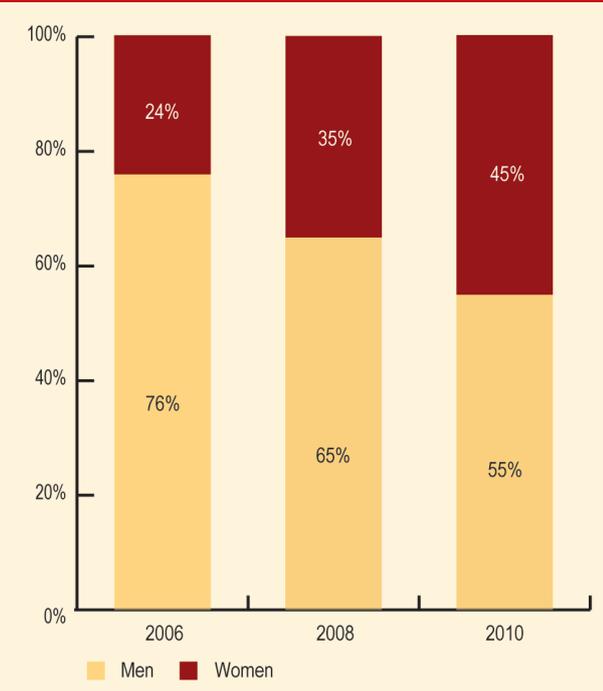
4.06 Companies are also making efforts to create a suitable working environment for differently-abled people by making workplaces more accessible, arranging transportation and sensitizing employees. The fact the companies are seeking to employ differently-abled employees encourages such persons to pursue their education.

Opportunities for women

4.07 India's booming IT and ITES industry is a favourite employer for women, with their percentage in the workforce set to rise from the current 30 per cent to 45 per cent in 2010.

4.08 The growing trend in the number of women employed indicates that not only does the industry offer equal opportunity to women but also has in place proactive and sensitive mechanisms which counter the common causes that discourage women from pursuing employment in the corporate sector.

Exhibit 4.5: Percentage of women employees in the IT/ITES industry



Source: NASSCOM

Some of these initiatives are shown in Exhibit 4.6.

Opportunities for people from small cities/ towns

4.09 A large percentage of the country's population including a significant proportion of employable persons resides in small cities and towns. Traditionally, employment opportunities in such regions have been restricted due to a lack of an organized private sector. The IT industry through its recruitments as well as setting up of offices has contributed to a significant rise in employment levels for persons belonging to these regions.

4.10 Increased employment opportunities for persons from smaller cities and towns contribute to the overall development of the region in various ways. For instance, employees working abroad or in other cities

Exhibit 4.6: Women specific strategies for employment

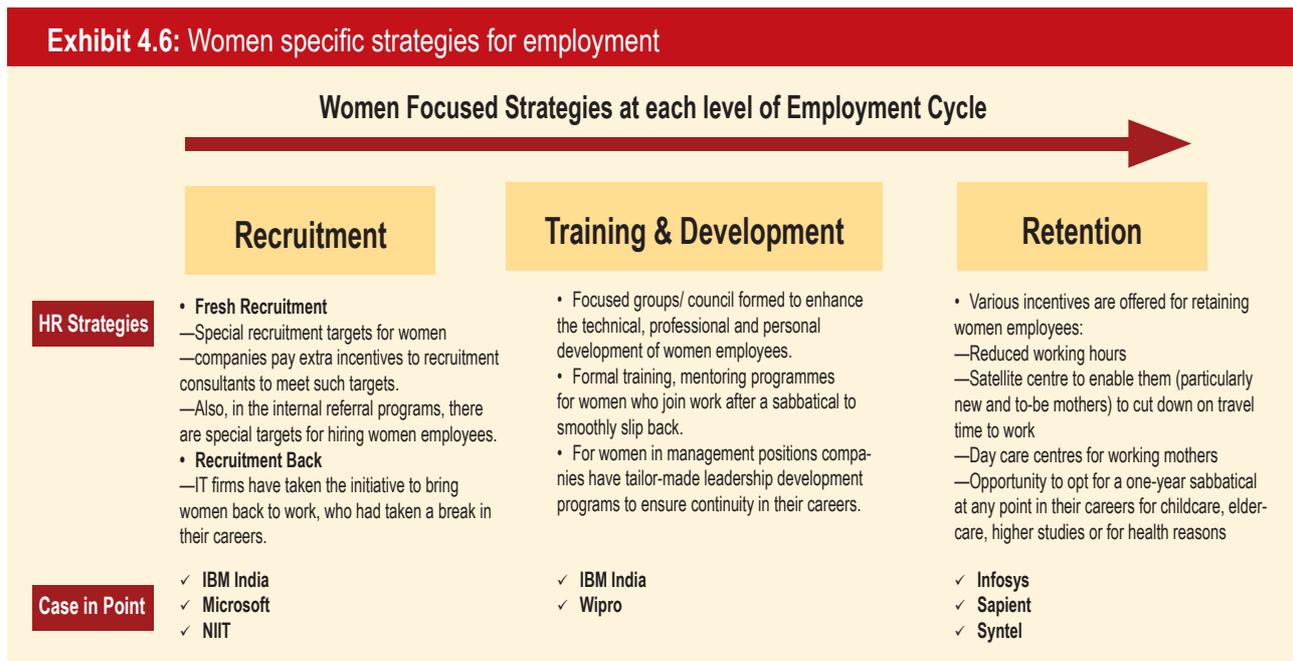
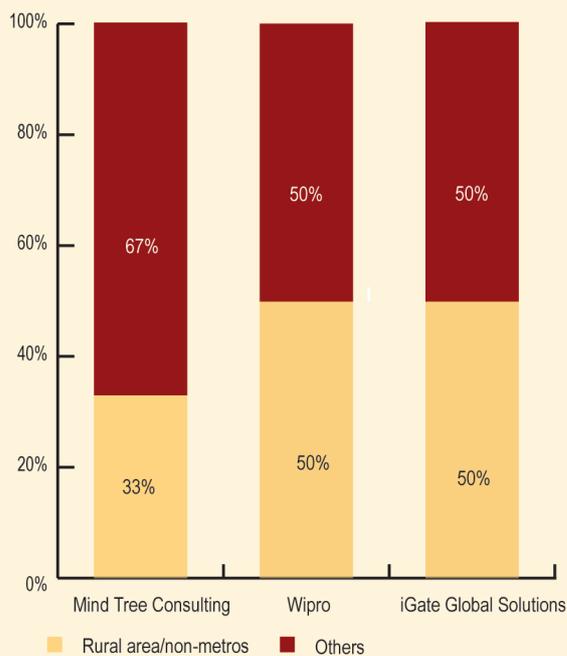


Exhibit 4.7: Employees from Rural/Non-Metro Areas



Source: NASSCOM-Deloitte survey

Box 4.2: IBM Initiatives for recruiting women

- **IBM India**- The company has specific targets at all levels for recruiting women.
 1. **Bring Women Back to Work**- Targeted at not just finding and recruiting women, but also helping them to re-enter the workforce, by providing mentoring and formal training.
 2. **Indian Women Leadership Council**- To enhance the technical, professional and personal development of women employees.
 3. **Taking the Stage**- To show women how to achieve a strong leadership presence when they speak in all situations. In addition, it regularly showcases successful women managers who often act as role models.

in the country repatriate funds to their home towns; infrastructure development activity is heightened. Also,

the youth is encouraged to believe that they too will be able to participate in the country's growth story which is no longer restricted to the big cities.

- **Genpact** has hired 2,000 plus employees in 2006 through 15 recruitment offices in tier II/III cities, helping realize career dreams in non-BPO cities. It has applied a retail sourcing model in hiring function to reach out to potential candidate in Tier II and III cities in India, which have a large educated resource pool but limited job opportunities, by opening hiring offices.
- **MindTree** carried out a study involving 934 respondents recruited during 2007, to determine the demographic profile of young engineers in IT companies. While most of the respondents are from a non-metro background, 68% are the first in the family to travel overseas as a professional while over 50% have started their career with a monthly income higher than the combined household income of their parents

High growth opportunities for the youth

4.11 India's demographic profile is predominantly young with two-third of the population being below 30 years of age (if children are excluded, well over a quarter of the population is youth). The IT/ITES industry with a median age of software professionals of 28.9 years and 70% of the workforce in the age group of 26-35 years is likely to become one of the largest employers of youth.

4.12 In addition to providing jobs to the large young population, the industry also provides its employees with fast track growth options. The BPO industry of-

Exhibit 4.8: Career Growth for Young Professionals in a BPO



fers high-paying jobs to young entry level employees along with ample opportunities for career progression on the basis of merit. With a few years of work experience, employees can be promoted from tele-calling executives to managers.

Opportunities for “Out-of-the-Mainstream” candidates

4.13 The IT industry through its innovative recruitment practices has also hired persons who would not typically be considered employable such as retired persons and housewives. These sections of society earlier would not have been able to find suitable employment options in other sectors, but now are able to seek employment in the IT industry.

Access the report at www.nasscomfoundation.org

5. HUMAN RESOURCE DEVELOPMENT

5.01 The fast growing IT/ITES industry has been struggling with issues concerning availability and quality of talent. The gap between the skill sets of employees hired from various institutions and those required by the industry has resulted in a talent crunch. It has been predicted that the IT/ITES sectors would face a shortfall of 500,000 employees by 2010 .

- Only 10 per cent of India's youth receive higher education compared with more than half in major industrialized countries and 15 per cent in China.
- Of the 5,000 persons registering for PhDs in science and engineering every year, only 100 complete them successfully.

- Of the 4 lakh engineers produced per year in the country, only one in four are 'employable'.

5.02 The industry has responded to this issue by evolving sustainable and innovative solutions. Since the educational institutes lagged behind in supplying the requisite number of trained people required for the industry and their curriculum could not keep pace with the changing trends in technology, the IT/ITES industry themselves came forward and made massive in-house training investments, which helped them power their growth and compete at par with international giants in the global market. The industry has also gone beyond and collaborated with the government, private

Box 5.1: Initiatives of collaboration with academic institutions

"Fellowship Programme"- Infosys

- The programme has been instituted at top institutes for PhD courses in computer science, management, law and accounting as a part of the initiative to foster excellence in education.

"Campus Connect" Programme- Infosys

- Nation-wide programme focused on aligning needs of engineering colleges, faculty and students with needs of the industry, thus preparing "industry – ready" professionals. The company will invest about Rs 10 crore in this programme.

"Sarvodaya" Programme- TCS

- Joint program by Departments of Education and Science and Technology and TCS to help students upgrade technology and programming skills, enhance communication and presentation skills as well as work with colleges in the state to update the IT syllabus at select Universities.

Partnerships with Colleges- Cognizant

- The company has developed a partnership with an engineering college in Coimbatore, as a part of which it has been given space in the campus for setting up its office. It provides training to the students in the last semester in the college and recruits from among them. Cognizant is also working with the faculty of engineering colleges for re-vamping their curriculum.

Partnerships with Colleges- Scope International

- The company has entered into MoUs with certain graduate schools in Chennai as a part of which volunteers provide training in business communication and soft skills for 850 hours in a semester. It also provides training to trainers who serve as faculty in colleges in tier II cities.

IT Workforce Development Programme- NASSCOM

- The programme facilitates interactions between industry and academia through workshops, faculty sabbaticals, training and mentorship initiatives.

Public Private Partnerships

- The Ministry of Human Resource Development, with support from NASSCOM and industry has recommended the launch of five new IIITs (Indian Institutes of Information Technology), based on Public-Private Partnership model.

educational institutions as well as industry associations to contribute towards capacity building, skill development and continual training of existing and potential employees to enhance their capabilities and competitive skills. The industry is also making efforts to ensure that employees are provided a stimulating and healthy working environment for improving their level of satisfaction and productivity.

Human Resource development initiatives

5.03 Several initiatives have been undertaken by the industry to address the issue of availability of appropriate human resources and develop a long term solution for bridging the demand-supply gap. These include measures aimed at:

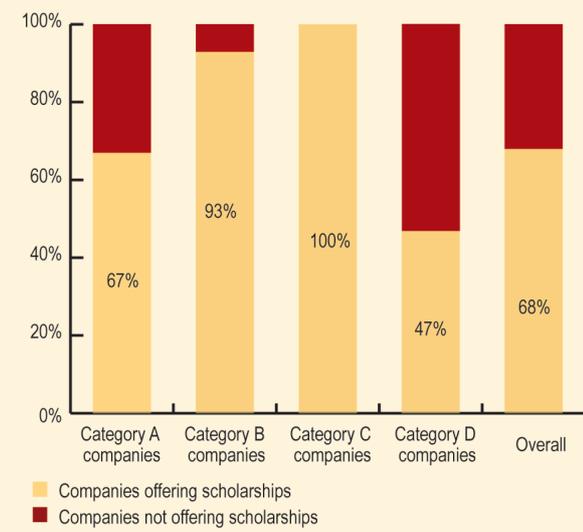
- Development of the overall talent pool in the country
- Enhancing skill levels of employees within the organisation

Development of overall talent pool in the country

5.04 The industry has played a pioneering and proactive role in developing the talent pool in the country by forging links with the academia and the Government. It has not restricted its efforts to developing its own employees but is also investing in raising the overall standard of education.

5.05 The industry has collaborated with academic institutions for the bridging the gap between the education imparted to students and the actual requirements in the job scenario. Collaborations have been in the areas of curriculum development and course design, training for students, etc. A summary of some select initiatives is provided in Box 5.1.

Exhibit 5.1: Companies Offering Scholarships



Source: NASSCOM-Deloitte survey

Enhancing skill levels of employees within the organisation

5.06 The industry has emphasised upon developing its workforce by encouraging and aiding upgradation of skills and abilities. It has done so through various means including provision of scholarships as well as training and development activities.

Box 5.2: Training the workforce

- The top five software companies, Infosys, Wipro, TCS, HCL Technologies and Satyam are spending close to 430.25mn USD in 2007-08 to train around 100,000 engineers hired during this period.
- The industry invests in training entry level workforce thus equipping them to take up roles they may not have been prepared to perform during the course of their education. In most companies, up to 80% of recruitment is made at the entry level and up to 80% of training budget is spent on them.
- With capabilities to train people in-house, several companies are expanding their recruitment base to look beyond premier institutes such as IITs, thus opening up career opportunities for a larger populace.

- **Scholarships** Several companies encourage employees to pursue higher education by providing scholarships or by funding course fees. 68% of the companies surveyed offer scholarships for their employees.

- **Training** The industry invests significantly in training to expand the base of 'employable' workforce. According to the NASSCOM-Deloitte survey, on an average, each company conducts about 163 training programmes annually.

5.07 Several companies have also entered into tie-ups with various institutions for providing training/higher education to their employees.

Box 5.3: Tie-ups with Institutes for training

- **BMC Software**- tie-up with Symbiosis and BITS-Pilani to offer MBA courses.
- **Patni Computer Systems**- tie-up with the Birla Institute of Technology and Science (BITS), Pilani to conduct an MS programme in software engineering for its employees, tie-up with IIM Kozhikode for an executive MBA course for its senior employees.
- **First Source**- Tie-up with ICFAI for MBA programmes.
- **TESCO**- Tie-up with IIM (Bangalore), IRMC to develop a programme customized for retail management.

Work Environment

5.08 In addition to investing in developing the overall human resource base of the country as well of their respective employees, companies are also making efforts to improve employee satisfaction and productivity levels. Companies have been found to offer state of the art facilities and innovative Human Resource practices to ensure that they have an engaged workforce. The industry has in fact set a precedent in developing employee friendly workplaces which has been adopted by several other industries.

5.09 Some of the common employee friendly practices include provision of options of flexible working hours and working from home, providing day care facilities/crèches for the children of the employees as well as creation of a conducive work environment (including provision of healthcare and counseling facilities, gym, recreation centre, yoga and meditation classes, ergonomically designed workstations, conveyance facilities)

5.10 The NASSCOM-Deloitte survey indicated that almost all the companies surveyed (98%) provided a work atmosphere conducive for their employees. A significant 90% of companies surveyed provided flexible working hours and 59% offered a work from home option.

Access the report at www.nasscomfoundation.org

6. CONTRIBUTION THROUGH SOCIALLY RELEVANT PRODUCTS AND SERVICES

6.01 IT/ITES companies have taken initiatives for developing products and services which have had a significant impact on various groups of the society including their employees, vendors and customers. In addition, some companies are consciously developing offerings that enable betterment of lives of the disadvantaged sections of society. Such attempts help in ensuring that the benefits of technology are not restricted to select sections and instead percolate to all levels of society.

6.02 A few areas in which an impact has been created include education, livelihood, and health. Significant initiatives have also been undertaken to bridge the digital divide and ensure inclusive growth by developing products in local languages as well as designing customizations for the physically challenged.

6.03 A summary of some of the products and services developed by various IT/ITES companies, which have contributed to improvements in the lives of various marginalized sections is provided in the following sections.

Education

6.04 Many of the products developed by IT/ITES companies have been with a view to providing wider access to high quality education. These products cater to the requirements of diverse groups of users ranging from adults who are being provided elementary level education to researchers who collaborate on multi-disciplinary projects.

- **Computer Based Functional Literacy Programme** - Developed by TCS for providing adult literacy through innovative means.
- **Satellite based Education and Research Network** - Developed by Cognizant in partnership with the Amrita University and ISRO for connecting four Amrita Vishwa Vidyapeetham campuses. The network enables inter-stream education and multi disciplinary research.

Box 6.1: TCS' "Computer Based Functional Literacy Program" (CBFL) aims at educating adults through the effective use of ICT

- The Computer Based Functional Literacy CBFL software was specially designed by TCS and uses multimedia features enabling the illiterate to develop reading skills in 40 hrs (as against 200 hours required traditionally).
- TCS has provided the hardware and software (in eight languages) and trained volunteers to facilitate classes. The programme is regularly monitored by the TCS team, which provides assistance to volunteers and maintains computers.
- The programme is active across 1400 centres in the states of Andhra Pradesh, Tamil Nadu, Maharashtra, Madhya Pradesh and Uttar Pradesh. More than 90,000 people have been made literate with the help of this program.

- **WEB ROM Technology** - Developed by Liquid e-learning Services for ensuring availability of standardized quality of education to students.

Employability and Entrepreneurship

6.05 IT/ITES industry has the potential of facilitating improvements in lives of people by creating a positive impact on the manner in which they earn their livelihood. By ensuring improved access to accurate information, standardizing systems and processes, these companies have been able to increase efficiency in varied sectors of the economy.

- **Management Information System (MIS)** - Developed by Aditi Technologies for Micro Finance Institutions to aid in improvement of operations, reduction of costs and increasing security.
- **Mobile application** - Developed by Qualcomm to ensure availability of critical information relating to market prices and weather information to the fishing community.

Box 6.2: Development of Microfinance Institutions by Aditi Technologies through Management Information Systems (Mifos) for MFIs

- Aditi Technologies was sought out by Grameen Foundation to develop an open source based software serving the needs of MFIs, which resulted in the creation of Mifos, an MIS designed specifically for the microfinance industry.
- Key functionalities provided by Mifos, include client management, loan and savings portfolio management, fee and savings transactions and reporting.
- The software is easy to use, flexible, involves lower transaction costs, offers faster transaction processing, provides up to date information and reduces paperwork
- Currently, Grameen Koota in Bangalore and Enda in Tunisia are implementing Mifos and together address over 1.20 lakh clients.

Box 6.3: Information for Fishing Community by Qualcomm through the Fisher friend BREW Application

- The Fisher Friend BREW Application developed by Qualcomm enables fishing communities to earn their livelihood in a safe and proactive manner. It is being executed in partnership with M. S. Swaminathan Research Foundation; Tata Teleservices; and Astute Systems Technology.
- Fisher Friend is a user friendly mobile application leveraging Qualcomm's BREW solution that works on 3G CDMA handsets.
- On sending a single button click request from menu driven client software on a mobile phone, fishermen get access to market prices, weather updates and emergency information in local languages.
- Presently the application is being implemented in the coastal areas of Tamilnadu and there are plans of extending it for other communities in coastal belts of India.

- **Rural BPO – GramIT** – An initiative of Byrraju Foundation, provides training in English speaking and computer to the rural youth thereby creating employment opportunities
- **Computerization of operations** - Undertaken by Birlasoft for the Azadpur Mandi in Delhi and also in 82 mandis in Uttar Pradesh.
- **Gramin Suvidha Kendra** - Established by Financial Technologies India Pvt. Ltd. for price dissemination, query redressal, capacity building and supply of agricultural inputs to the farming community.

Health

6.06 Health is one of the areas where IT tools can bring about significant improvements. Development of tele-consultations systems is one of the ways in which IT/ITES companies are enabling the large rural population of the country to access quality healthcare.

- **Tele-consultation system** - Developed by Patni Computer Services for Sahyadri hospitals to ensure access to quality healthcare services for the rural and semi urban poor.
- **Wireless solution for eye care** - Developed by Intel for Arvind Eye Hospital for provision of eye care services in rural areas.
- **Emergency Medical Services** – EMRI, a non-profit entity promoted by Satyam Computer Services is providing service for medical emergencies through its network of ambulances fitted with advance life support systems and having a toll free phone number `108' in the state of Andhra Pradesh. The emergency medical care service has helped save over 20,000 lives and responded to 500,000 emergencies out of 10 million calls with 502 ambulances.

Box 6.4: Patni Computer Services is improving access to quality health care services through its Teleconsultation System

- Patni collaborated with Sahyadri Specialty Hospital, for developing a tele-consultation system, which enables the hospital to reach out to semi urban and rural centres around Pune.
- The neuro-consultation solution has been able to deliver real-time high quality video and audio at fraction of a cost of existing solutions. It emulates a “higher bandwidth, high cost” experience on a “low bandwidth, low cost” link, enhancing “confidence” of users while ensuring commercial viability.
- Some of the benefits of the system include access to specialists in remote areas, minimum charges for consultations while ensuring commercial viability through volumes.
- The system went live in November 2006 and to begin with, a remote Neuro-consultation center was setup in Jalna, a town 250 kms from Pune. About 100 people have benefited from the system.

Bridging the digital divide

6.07 At times the benefits of technology do not percolate to the grass root level of society due to the fact that a large percentage of the population is not educated or is only familiar with the local language for which requisite software may not be available.

6.08 Many IT/ITES companies have therefore taken initiatives to bridge this digital divide by developing software in local languages to ensure that IT aided growth and development is not restricted to particular sections of the society.

- **Multi lingual software**- Developed by Artech for provision of software in local languages.

Box 6.5: Artech Infosystems Pvt Ltd has contributed to bridging the digital divide through the development of its multi-lingual software

- Artech Infosystems has developed Akshar Naveen a multi-lingual software product which has helped bridge the linguistic gap in different areas and caters to needs of different groups. It is available in Hindi, Punjabi, Bengali, Oriya and Gujarati. There are plans of providing the software in 16 Indian languages.
- The independent office suite of Akshar contains text editor, spreadsheet, presentation maker, HTML editor, drawing and database, PDF converter, etc.
- It has been distributed in some remote areas of UP and there are plans to provide copies to educational institutes for the underprivileged in remote areas of Jharkhand, Orissa and Bihar.
- Artech is also creating multi-lingual websites for the Government of Haryana for initiatives taken by them under e-governance through which information relating to farming and produce will be made available by Gram Panchayats.

- **Scriptmail**- Developed by HP for making electronic communication easier for people who speak languages that cannot be typed on a standard keyboard.
- **Textless User Interface**- Being developed by Microsoft Labs for enabling illiterate people to use visual language.
- **Chess software for visually impaired**- Developed by GTL for catering to the requirements of the visually impaired.
- **ATM Software**- Developed by HCL for helping the deaf and blind operate ATMs.

Box 6.6: Iridium Interactive Ltd. – E-powerment of people with disabilities

- Iridium Interactive Ltd. has been instrumental in promoting 'web accessibility' to visually impaired and motor disabled people, thereby enabling them to access technology and information related products through the use of Internet.
- The company is involved in creating awareness generation amongst website owners (Government and private) on the need to make sites accessible to disabled users and also promoting internet usage within the disabled sections of the society.
- It has helped almost 5,000 disabled people to get certificates issued by Government as recognition of a disabled person, by co-ordinating with State Governments, Local Governments, Transport Authorities, Medical personnel, etc.
- The company has also helped in making various websites (dealing in employment, transport and travel, education and e-banking) user friendly for people with disabilities, thereby promoting equal opportunities for disabled people.
- This makes Iridium Interactive Ltd. the first Indian company to have endeavored an end to end approach to empower the differently abled through web accessibility and to have been included in NASSCOM's Top IT Innovators for 2007.

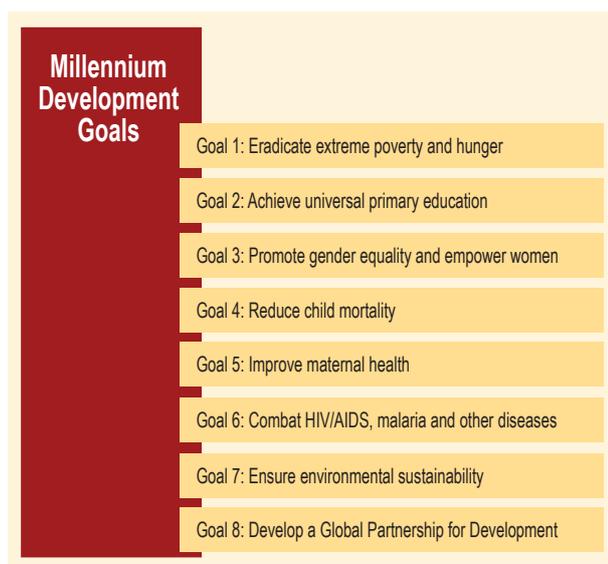
Access the report at www.nasscomfoundation.org

7. CONTRIBUTING THROUGH SOCIALLY RELEVANT COMMUNITY INITIATIVES

7.01 As socially responsible organizations, companies in the IT/ITES sector in India have undertaken various community based programmes for sustainable development. Based on a survey conducted by Deloitte, it was observed that the socially relevant community activities undertaken by companies in IT/ITES industry have a focus on the marginalized and span across a wide range of sectors such as health, education, rural development, women and children. This is especially relevant in the light of global efforts to meet the Millennium Development Goals (MDGs). The MDGs offer a comprehensive and multi-dimensional development framework and set clear quantifiable targets to be achieved by all countries by 2015. These goals are central to the fight against poverty and the struggle to create opportunity, prosperity, health, safety and empowerment for all, especially the poorest and traditionally marginalized groups.

7.02 A brief summary of initiatives undertaken by companies in various sectors has been provided below in Exhibit 7.1

7.03 85% of the companies that responded to the



survey undertake some kind of socially relevant activities, as shown in Exhibit 7.2. Larger companies are more actively involved in such initiatives, as shown in the chart below. Except for Category D companies, all other companies who responded to the survey have some socially relevant activities. The reason for this

Exhibit 7.1: Focus Areas of Community Initiatives Undertaken by Companies

Sectors	Education	Health	Environment	Other
Initiatives	<ul style="list-style-type: none"> • Primary education – donations, providing scholarships, volunteering to teach, networking with NGOs • Higher education – teaching vocational courses, imparting livelihood skills and organizing workshops. • Infrastructure development through donations and construction of facilities. • Training of teachers to improve quality of teaching. • IT training to provide means of livelihood for the poor. • Mid-day meals to attract children to schools. • Education for adults to expand the educated population base. 	<ul style="list-style-type: none"> • Healthcare infrastructure development to build and improve facilities. • Technological support to enhance reach of medical care. • Sponsoring medical treatment for the marginalized. • Spreading health awareness about diseases as well as hygiene. • Organizing health camps for the benefit of the poor. • Blood donation camps. 	<ul style="list-style-type: none"> • Environmentally conscious initiatives including conservation of resources, tree plantations and awareness creation. 	<ul style="list-style-type: none"> • Rural development through increased use of technology. • Upliftment of women and children through collaboration with NGOs and organizing campaigns. • Support for differently-abled – financial support as well as training and recruitment. • Livelihood opportunities for the marginalized, especially women. • Promotion of sports and arts.

Source: NASSCOM-Deloitte survey

could be that the Category D companies are unable to allocate time and resources to community initiatives due to low margins and pressure on their bottom line.

7.04 33% of these companies have a policy in place for implementing such activities in a structured manner while another 11% of companies are in the process of forming a policy for socially relevant activities. The policies normally define the overall framework/boundary for their activities or indicate the focus area of their initiatives. Some companies also quantify their spend on such activities by way of their policy.

7.05 The contribution by companies for socially relevant activities is a mix of monetary assistance and involvement of employees as volunteers. While almost one third of the companies only make donations (monetary or in kind), majority of companies (63%) undertake such activities through donations as well as contribution of employee time and effort, as shown in Exhibit 7.3. 22% of companies have a depart-

Exhibit 7.3: Channels of Contribution for Community Initiatives

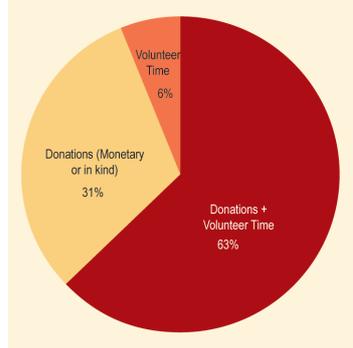
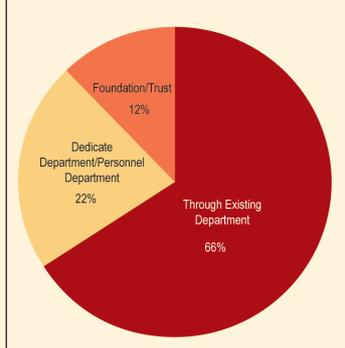


Exhibit 7.4: Organisational Set-up for Managing Community Initiatives

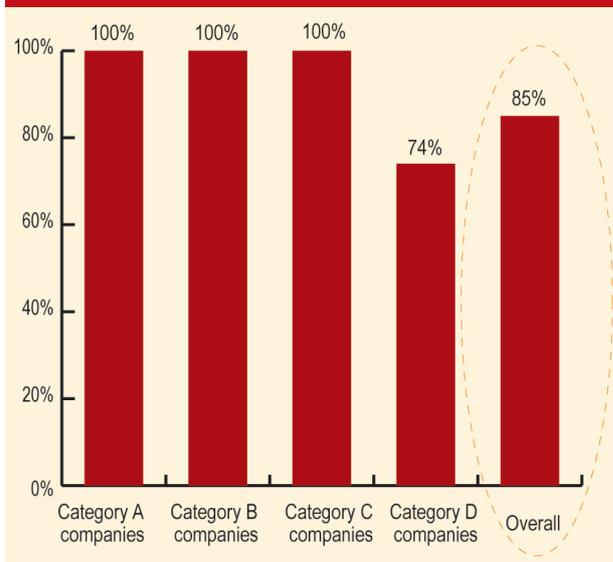


Source: NASSCOM-Deloitte survey

ment dedicated to socially relevant community activities. However, in a majority of companies (66%), such activities are undertaken by departments, such as marketing, HR or corporate communications as shown in Exhibit 7.4.

7.06 Education remains the top priority of companies participating in socially relevant activities, with 68% of companies contributing towards that sector as

Exhibit 7.2: Companies Undertaking Socially Relevant Community Initiatives

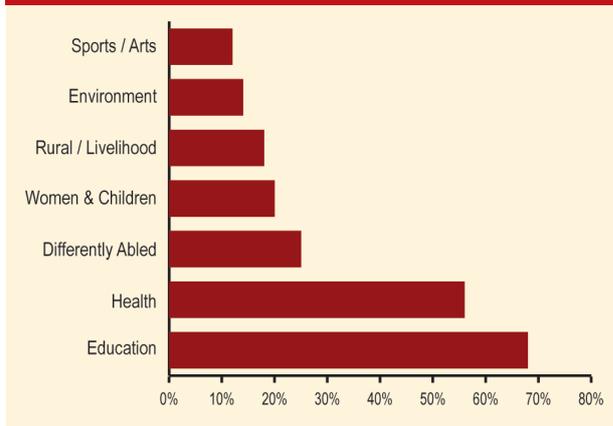


Source: NASSCOM-Deloitte survey

Box 7.1: Global Volunteer Days initiative of Oracle

In September 2007 as part of the two-week long Global Volunteer Days, Oracle's employees in India partnered with several public, voluntary, and not-for-profit organizations and dedicated their time in various community initiatives like providing companionship to isolated seniors, teaching computer skills to underserved students, driving awareness for reducing and recycling waste, conducting health camps and creating academic plans to assist disadvantaged youth with their career development. With these activities, Oracle volunteers aim to spread awareness about social, health, and environment issues as well as make a real difference to people and the environment around them.

Exhibit 7.5: Sector-wise Involvement in Socially Relevant Community Initiatives – percentage of Companies



NASSCOM-Deloitte survey

shown in Exhibit 7.5. Health is the next largest sector in terms of social contribution of companies. 42% of the companies who have socially relevant initiatives are active across most of the sectors with the average number of initiatives per company being close to 9.

7.07 The activities undertaken in each of the above sectors have been analyzed further in the following sections.

Education

7.08 It is an established fact that basic education improves the level of well being of society especially with regard to life expectancy, infant mortality, nutritional status, etc. The overall literacy rate in India is around 65% (Census 2001) as compared to many developed countries where it is nearly 100%. The literacy rates are even lower in case of women with a national average of around 54% and some states having a rate below 40%. Also, the problem of low level of literacy is particularly acute in rural areas with an average rate of around 59%, which is considerably lower than the national average.

7.09 Only about 1.7% of GDP is spent on primary education and 3.4% on education overall in India. According to a 2005 national household survey, 7.8 million primary school-age children were out of school. Thus, despite the strong correlation between education and equitable growth and development, considerable efforts still need to be made to ensure that the benefits of education reach all sections of society, especially the marginalized and underprivileged sections.

7.10 The key issues that plague basic, middle and high education in India relate to providing access to all, retaining students and ensuring high quality in teaching standards. The IT/ITES sector has through its initiatives attempted to address these key issues.

- **Access:** Some of the initiatives which have contributed in ensuring that all groups of society, especially the marginalized ones, are able to access educational facilities include sponsoring schools in rural areas, provision of scholarships to deserving and needy candidates.

- **Retention:** One of the major challenges faced by our educational system is retaining students and ensuring low drop-out rates. Initiatives by companies such as provision of mid-day meals, counseling/motivation by employees for deprived groups to send and keep their children in school as well as working towards ensuring a more child friendly learning environment are some of the means by which students are motivated to attend school regularly.

- **Quality:** It is critical to ensure that the quality of education provided is appropriate and ensures value addition for students. IT/ITES companies are making significant efforts to improve the overall standard of education through a variety of initiatives such as undertaking curricular research, providing training to teachers, improving educational infrastructure (setting up libraries, basic amenities), employee volunteer time for conducting classes.

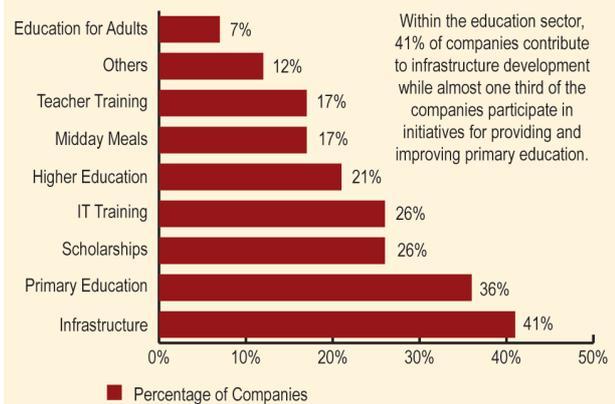
7.11 Based on NASSCOM Deloitte's survey, out of all the companies that undertake socially relevant ac-

tivities, 68% contribute to the cause of education. Many companies have adopted education as the central theme for their social programmes. Out of the companies who have initiative in the education sector, the average number of initiatives per company is 5. Initiatives by the top six companies in the sector (in terms of number of lives touched) impacted almost 1.75 million people during 2006-07.

7.12 Contributions made by companies span a variety of areas, with maximum efforts being undertaken to revamp the country's educational infrastructure.

7.13 The involvement of IT/ITES companies in the sector has been critical and has facilitated improvements in access, retention and quality of education at various levels. Efforts made have not only been confined to local regions in which companies operate, but have impacted the country's existing education system as a whole. Initiatives have been undertaken for bringing about systematic changes in the primary as well as higher education standards. Such initiatives include a focus on enabling improvements to the cur-

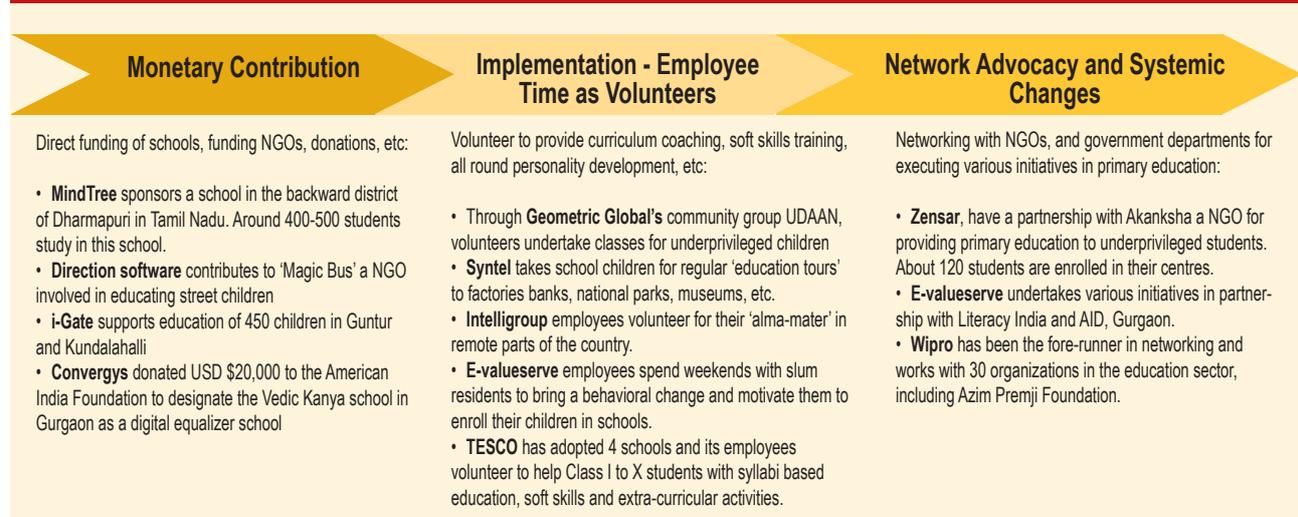
Exhibit 7.6: Contribution within the Education Sector



Source: NASSCOM-Deloitte survey

riculum as well as training of teachers to enhance the quality of teaching. For example, as part of Wipro's 'Applying Thought in School' programme, research has been initiated to develop learning standards which are at par with international norms. Additionally, training programmes have been initiated for 9,698 teachers across the country.

Exhibit 7.7: Involvement of Companies in Primary Education



Box 7.2: Wipro – Applying Thought in School

'Wipro Applying Thought in School' started in 2001 to bring together various discrete initiatives and create collective momentum for the cause of good education. Since then it has evolved significantly in philosophy, strategy and action.

1. **Reach:** The program is implemented through a network of 30 partner organizations across 17 states in the country. It has 3 different components:

- Training programs - Teacher Empowerment Program (TEP) and Leadership programs
- Whole School Transformation (WST) and
- Holistic interventions in government school systems.

The program reaches out to around 500,000 children and 9,698 teachers in 1,065 schools.

2. Wipro also supports a magazine for teachers reaching out to around 1,000 teachers every month.

3. Efforts have also been taken towards curricular research. Research has been initiated whenever curricular gaps have become apparent. The efforts so far have been:

- **Learning Standards:** To develop internationally bench-marked learning objectives for children across grades and disciplines.
- **Curricular Mapping:** To stitch disjoint threads from the syllabus into one integrated fabric to show curricular linkages, thus aiding teachers in lesson planning.
- **Participative Action Research:** Wipro is supporting an action research experiment with one organization that has created an alternative ICT curriculum. They are using this as a means to influence overall pedagogical and classroom practices in the school

The Azim Premji Foundation has also initiated a Quality Improvement Project to bring about systemic changes to the critical factors influencing education - curriculum, teachers, examinations, leadership, etc. The program will be undertaken over a three year period to demonstrate sustainable change. It will be carried out in one district each in two states, in conjunction with the state level authorities.

7.14 Besides monetary contribution, there is a high level of direct involvement of companies, with employees volunteering to teach students, teachers, organizing events. This brings in a sense of ownership among companies and employees, apart from providing tangible value addition to the students. This has also brought about an inclusive culture with IT/ITES companies now considered as an integral part of the education eco-system.

7.15 Some of the initiatives undertaken in each of the areas have been explained in detail in the following sections.

Primary Education

7.16 A large number of IT/ITES companies have contributed towards betterment of the quality and reach of the primary education system. These companies are involved in various stages of the system, from making monetary donations to participating in the teaching process as depicted in Exhibit 7.7. Some companies also work closely with NGOs to bring about systemic changes in the country's education system.

Higher Education

7.17 The contribution of companies to higher education has mainly been through teaching certain

Exhibit 7.8: Initiatives by Companies in Higher Education

Teaching Regular Curriculum	Teaching Other Relevant Skills	Organizing Workshops
<ul style="list-style-type: none"> • Busy Infotech employees collaborate with SMILE Foundation to teach accounting and basic software skills to underprivileged adolescents and youth through 50-60 institutes in New Delhi. • Texas Instruments employees enhance the existing syllabi of senior level students with exposure to state-of-the-art knowledge in high technology areas, mainly in electronics. • Cognizant has set up Learning Centres in Rajasthan and Uttar Pradesh for educating girls. The centers cover 300 girls. 	<ul style="list-style-type: none"> • First Source - under the Dreamsource volunteering program, employees volunteer and empower deprived youth to become more employable by conducting educational sessions on weekends. 	<ul style="list-style-type: none"> • Geometric Global set up a career guidance workshop for the youth of Ramakrishna Math in Pune. • NIIT - in collaboration with Delhi University, NIIT provides training in vocational programmes for socially backward students

courses at various colleges and organizing workshops. Numerous programmes have been conducted across the country to promote secondary education. A few examples of such initiatives have been given in Exhibit 7.8

IT Training

7.18 Another important contribution by IT/ITES companies is offering IT training to students, especially from economically backward sections. Companies have initiated IT training programs either by designing, sponsoring them or carrying out the training through employee volunteers as depicted in Exhibit 7.9

Education Infrastructure

7.19 Donation of computers is the most common method of contributing towards infrastructure development of schools. Several companies, including TCS, Sapient, Tech Mahindra Ltd, Intelligroup, ADP, LG Soft, Syntel, Zensar, etc., have donated computers to schools for underprivileged students. Some other examples of donations for development of educational infrastructure are as follows:

- i-Gate has set up computer labs and polytechnic

Box 7.3: Adventnet has set up the 'Adventnet University' for providing livelihood options to the marginalized

The Adventnet University is an initiative to provide IT education for XII pass outs to enable them to become earning members. This initiative specifically targets students from poorer economic backgrounds who cannot afford high cost professional education. Besides free education, students are also given a stipend. Once the basic skills are developed, the students work with the company's development team. The students are subsequently recruited by the company itself after 18 months of training.

for underprivileged youth in Hassan and Bijapur (Karnataka).

- GTL has set up 55 static computer labs of 8-10 computers each in rural or municipal schools. Where electricity and infrastructure is not available, a mobile bus with computers called Project KNOW (Knowledge on Wheels) has been provided since 2004. 5,000 students from 20 schools have benefited so far. They are planning to extend coverage to around 53 schools.

- Intel has established 18 computer labs across the country. 10,000 PCs were donated to state governments under Intel's "World Ahead" program.

7.20 Apart from donations, IT/ITES companies have also contributed to overall infrastructure development in the sector. Some examples include:

- TESCO has contributed to the construction of toilets, library, stage, roof classrooms in the schools adopted by the company.
- Cognizant has provided funds to set up library, reading rooms, school buildings and computer labs in various schools in Tamil Nadu, Maharashtra, Rajast-

Box 7.4 Byrraju Foundation's rural BPO - GramIT helps create employment and stem migration to urban areas

- **Objective:** GramIT, a Rural Business Process Outsourcing (BPO) initiative of Byrraju Foundation aims to create employment opportunities for rural youth by honing their computer and English skills.
 - **Programme:** Each GramIT centre has 512 Kbps connectivity and a back up dial up or ISDN connectivity and can employ upto 100 people in 2 shifts. Access control and other security systems are also set up to ensure complete data security and overall, the infrastructure is on par with the city based BPOs. At each center, the rural youth who join GramIT after a rigorous selection process are put through a 12-week full time training programme that improves their fluency in English, reading writing, speaking and comprehension. Each one of them is also put through a Six sigma Green Belt Training Programme and their appreciation of the concepts and techniques is tested.
 - **Reach:** Today, there are three GramIT centers in different districts of Andhra Pradesh. The GramIT has imparted more than 150,000 person-hours of quality training sessions and produced more than 500,000 person-hours of world-class service delivery. Around 45% of the total GramITians are women.
 - **Customers:** A leading global consulting and IT Services Company of India is outsourcing large number of its internal processes to GramIT. GramIT is also executing a data management project for a multi-billion dollar publishing firm based in United Kingdom, handling outbound voice processes for India 's largest GSM mobile service operator and the time critical patient records of the largest Pre-Hospital Care provider of Andhra Pradesh.
- The rural BPO- GramIT was awarded the Asian Corporate Social Responsibility Award under the poverty alleviation category in 2007 by the Asian Institute of Management.

han and West Bengal. Around 5000 students benefit from these facilities every year.

Other Initiatives

7.21 Companies have been contributing to the overall education scenario including improving standards of education as well as improving the overall environment in which most schools/colleges operate. Some IT/ITES companies have contributed by training the teachers, who in turn can

Exhibit 7.9: Initiatives by Companies in IT Training

• Several IT /ITES companies have made efforts to impart IT training for various sections of society.

• Many of these initiatives have been targeted at providing livelihood opportunities for the marginalized.

- Mastek sponsored IT education for students under a NGO and certified students after the 6 week program.
- i-Gate undertook a project for developing IT skills for unemployed and unqualified youth. It set up a direct centre in Bangalore and a support centre in Bijapur in which 55 people participated.
- Azim Premji Foundation is developing education software to improve learning of children. 118 titles in 18 languages are used in more than 16000 schools across 13 states involving more than 2 million children.
- GTL has initiated 'Gyan IT', a computer training program undertaken in Sindhurg and some other areas in Maharashtra. It aims at youth and differently-abled citizens of rural India and imparts computer skills that aid in providing livelihood. There have been over 55,000 beneficiaries till date.
- Zensar Foundation has initiated a series of basic IT education sessions to spread computer literacy in Pune Municipal Schools in Chandannagar. The foundation has donated 7 computers to one school and trained almost 115 girls and 55 boys from 7th standard in another.
- NIIT Institute provides technical and soft skill training to people in small towns such as Palghat and Chindwara. The industry pays upfront to recruit people from these institutes.
- Intel Learn programme helps youth between 8-16 years of age develop skills that help bridge the digital divide. Senior trainers are provided and localization of curriculum is undertaken. It is being implemented in collaboration with the Government and Learning Links Foundation. 43,671 learners are being trained across 14 states and 1 UT.
- HP is helping set up a computer learning centre for students from deprived backgrounds at Shanti Bhavan residential school, Karnataka, (a project of the George Foundation). The school was established to mainstream very poor children into productive citizens. The Foundation received a grant of US\$ 50,000 (equipment and stipend).

Box 7.5: Microsoft's Unlimited Potential Program – Project Jyoti in India

Microsoft's Unlimited Potential (UP) program was launched in India in August 2004 as Project Jyoti. The program has been a landmark initiative to bridge the gap in IT skills across rural India, particularly amongst the disadvantaged and women. As a part of this initiative, Microsoft partners with non-government organisations to support various programs aimed at empowering women through the use of Information Technology in rural India. Overall, under the various Project Jyoti grants made so far, Microsoft targets to directly train over 2,20,000 individuals by 2010, through more than 2000 Community Technology Learning Centre (CTLC) across 17 states and Union Territories.

The program is focused on empowering women and rural communities through Information & Communication Technologies (ICT) and enabling them to explore sustainable livelihood options. The pivot of the program is a Community Technology Learning Centre (CTLC) which is a free or low cost, friendly place (in a community center, school, housing facility or other convenient public location) where people of all ages and abilities can come to learn about computers, use the internet, explore new careers, further their education, participate in community activities or develop technology skills.

continue with the process of transformation. Some others have undertaken efforts in education of senior citizens.

7.22 Scholarships are offered by many companies for encouraging meritorious performance and to provide for those who cannot afford education. A few IT/ITES companies sponsor mid-day meals either directly or in partnership with NGOs, with the objective of inducing children to attend school. Exhibit 7.10 depicts companies that have been involved in various such efforts.

Box 7.6: 'Library for every Rural School Project' by Infosys Foundation

Infosys Foundation, through its 'Library for every Rural School Project', has set up more than 10,150 libraries in rural government schools.

Under the library project a minimum of 200 books are being provided to schools based on the school strength. Books on various subjects are donated including vocational training, fiction and general knowledge. The foundation has also set up libraries in Hubli and Bangalore to facilitate higher learning for unprivileged students and in order to simplify the standard of computer education for students in rural areas, a separate book has been written and is being distributed under the library project which has also been translated into Hindi, Tamil and Telugu.

Health

7.23 The level of public expenditure on health in India is among the lowest in the world at only 0.9% of GDP. As per the UNDP Human Development Report 2004, India ranked 173 among 177 countries in terms of public expenditure on health. Almost half the children under five years of age are stunted and 43% are underweight. Also, only 17% of women and 33% of men have knowledge of HIV/AIDS (Third National Family Health Survey- 2005-06).

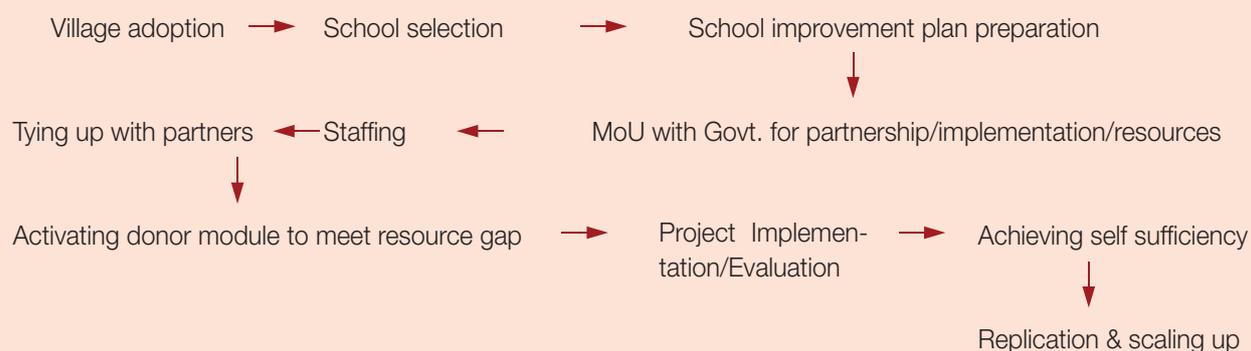
7.24 Despite the major advances in science and technology a large number of people continue to die from preventable diseases such as gastroenteritis, malaria, diarrhea, due to lack of awareness, poor sanitation and hygiene. Some of the key issues faced by the health sector in the country are a low level of awareness, rising level of inequalities in access to health care and quality of health care services.

7.25 Health continues to be a priority sector for the IT/ITES industry. After education, it is the sec-

Box 7.7: Byrraju Foundation's Model School Programme

- **Objective:** To ensure that the infrastructure and academic standards of schools in rural areas are on par with well-run schools in large cities within a short period of time.
- **Programme:** Under its School Education Programme, the Foundation facilitates creation of "Model Schools" in all its adopted villages. The Foundation adopts and supports rural government schools in all respects over a period of two to three years, until they are transformed into Model Schools as per the Model School Framework (which provides an ideal that the schools can work towards).
- **Implementation:** A collaborative framework involving the Foundation, Government, village community and other alliance partners is adopted. It includes nearly 20 different types of operational interventions, with 9 more to be introduced very soon which aim to create "best in class" hard and soft infrastructure that earlier were available only in urban schools.

Steps involved in model school development include:



- **Reach:** Implementation began in 2004-05 and by academic year 2005-06, the Programme had enabled nearly 260 Model Schools eligible to run 20 approved interventions.

ond largest area of contribution for IT/ITES companies in terms of number of initiatives, beneficiaries and spend. Their initiatives are aimed at creating awareness regarding health risk factors, improving access by initiating and supporting tele-medicine projects and by improving the availability and quality of healthcare infrastructure.

7.26 NASSCOM-Deloitte's survey indicates that 56% of all companies contribute to the health sector. The percentage is 72% for A and B category companies

and 45% for C and D category companies. Out of the companies who have initiatives in the health sector, the average number of initiatives per company is over 3.

7.27 The broad spectrum of social initiatives and the extent of participation by the companies are shown in Exhibit 7.11.

7.28 Monetary assistance is provided for developing/creating infrastructure, sponsoring medical treatment, especially for the underprivileged, sponsoring medicines to orphanages/old age homes. Companies are also leveraging technology to expand the reach of medical care for the poor. Employees of many companies volunteer their time and effort in organizing

Exhibit 7.10: Other Initiatives by Companies

Training of Teachers

- Wipro's 'Teacher Empowerment Program' is a comprehensive development program for in-service teachers. 244 schools across 25 cities have been taken up, covering 6,505 teachers.
- GTL organized 12 day computer training for teachers of the Municipal Corporation Schools of Navi Mumbai.
- Scope International undertook training of the faculty of Madras University, MOP Vaishnava College for Women, Stella Maris and ELCOT, Chennai.
- Under Intel's "Teach India Program" which focuses on professional development, over 750,000 teachers have been trained in 15 states.

Education for Adults

- Xansa conducts 'Literacy at Home' program for their extended staff in Chennai, Noida and Pune.
- GTL organized a Senior Citizens Meet where basic computer knowledge was imparted to more than 100 senior citizens.



Mid-day Meals

- Companies such as Infosys, Philips Software Centre, ASM Technologies, PAR, Stag Software, MindTree Consulting, etc. contribute to ISKCON's Akshayapatra.
- This is one of the largest privately run mid-day meals program covering over 1 lakh students across the country.

Scholarships

- NIIT offers the Bhavishya Jyothi scholarship for computer training.
- Huawei Technologies offers 5 scholarships at the IIIT (B) – 3 for academic excellence and 2 for research project.
- Xansa offers scholarships in each of the 18 schools covered by them for 95 children of their extended staff.

blood donation drives, health camps, creating health awareness.

7.29 Some of the initiatives undertaken in this sector have been illustrated in the following sections.

Healthcare Infrastructure

7.30 Initiatives for development of healthcare infrastructure can be broadly classified into two categories – construction of medical facilities and maintenance of these facilities, as depicted in Exhibit 7.12.

Technology Support

7.31 Some IT/ITES companies have leveraged their core strength, i.e., technology to support developments in the health sector. These companies have used technology extensively in supporting and improv-

Box 7.8: IBM's Reinventing Education aims to improve the quality of teaching using innovative technology solutions

Through the Reinventing Education programme, IBM partners with governments and school systems to develop and implement innovative technology solutions to solve some of the toughest education problems. Reinventing Education is based on the understanding that better teaching leads to student success as research shows that high quality teaching is the most important component of student learning and the quality of teaching is a direct result of the quality of the teachers' preparation and professional development programmes.

IBM announced its Reinventing Education partnership program in India in November 2006 with the state governments of Andhra Pradesh and Tamil Nadu. A skill transfer by Australian Reinventing Education teachers to the new India Reinventing Education teachers was conducted in India in January 2007, encouraging them to adopt new strategies in their classrooms. The Reinventing Education programme will further expand in India in 2007 through the training of 180 teachers from 40 schools in Chennai and Hyderabad, benefiting over 7,000 students.

ing the provision of healthcare services and for enhancing the reach of medical facilities for the poor. For instance, Infosys Foundation installed office management software at the KEM Hospital in Mumbai to manage their store requirement, account and publish hospital papers and other information on the Internet.

7.32 Some of these efforts have been enumerated in Exhibit 7.13.

Other Initiatives

7.33 Given the spiraling cost of health care, some

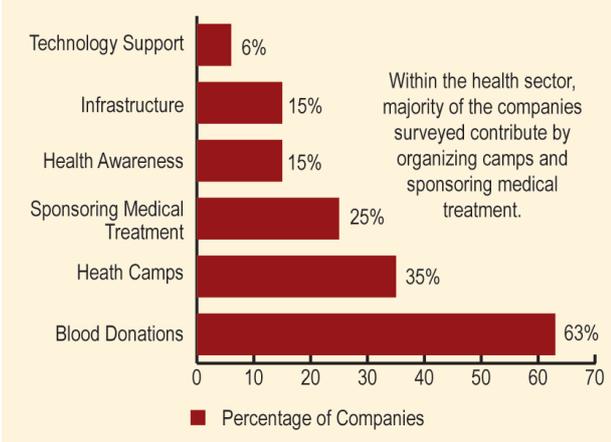
Box 7.9: Educational program's of Oracle

The education initiatives of Oracle within the community is aimed at spreading the use of technical education. Towards this, Oracle has multiple programs wherein the relationship with children starts from middle school and continues till University.

- **Think.com:** Actively used by over 75,000 students across over 1,100 schools in India, Think.com is an online community that facilitates project learning and students' use of technology. In this, students and teachers are granted space to design and implement learning projects within their class or with other schools globally.
- **ThinkQuest:** ThinkQuest inspires students to think, connect, create, and share. Students work in teams to build innovative and educational websites to share with the world. Along the way, they learn research, writing, teamwork, and technology skills and compete for exciting prizes.
- **Oracle Academy:** Oracle Academy helps students develop the technology and business skills required for 21st century careers. Over 200 higher education institutions that are partners of this initiatives, have the opportunity of integrating Oracle's cutting-edge software and curriculum into their courses and avail their faculty to first-class professional development opportunities.

IT/ITES companies sponsor medical treatment for people who cannot afford it. In addition, many companies offer donations to a variety of NGOs / Trusts / Hospitals. A few companies specially focus on senior citizens and their needs for medical care. Quite a few IT/ITES companies have taken awareness creation on HIV / AIDS very seriously. Employees of many companies donate blood and some have even volunteered to pledge their eyes. 200 employees of Wipro have also pledged their stem cells.

Exhibit 7.11: Initiatives in the Health Sector



Source: NASSCOM-Deloitte survey

7.34 Some of these efforts by companies have been illustrated in Exhibit 7.14.

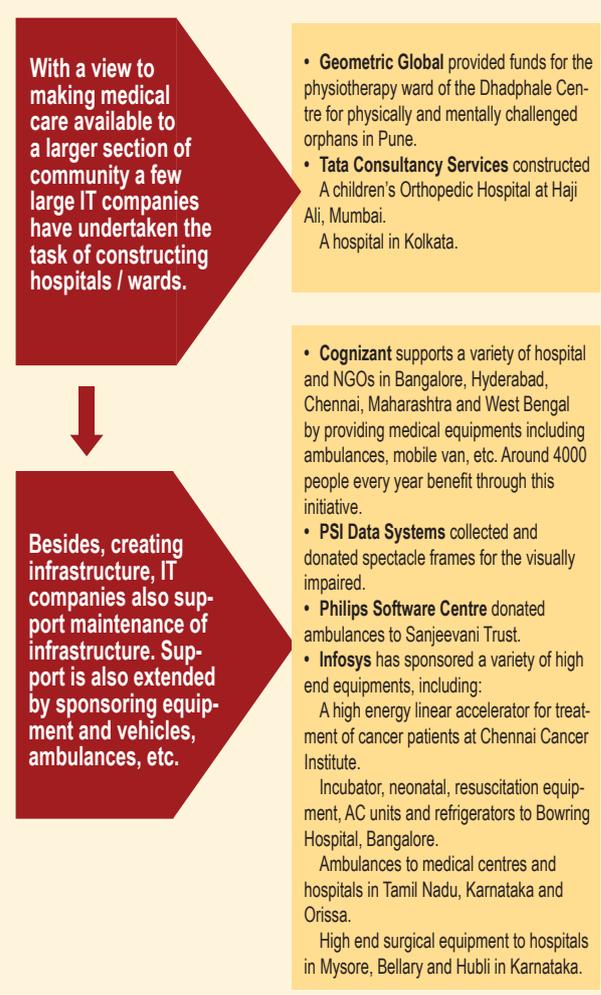
Environment

7.35 The rising levels of industrialization across the globe have had an adverse impact on the environment due to high levels of emissions, deforestation among other, resulting in critical consequences such as global warming. It is estimated that climate change could cost up to 5% of global GDP by 2030 with the temperature rising by 2-4 degree Celsius, if effective steps are not taken in time. In India's context according to the World Bank, barring population, environmental sustainability is the greatest challenge in its path to development.

7.36 The IT/ITES industry is conscious of the need for ensuring environmental sustainability in its practices. In a bid to ensure environmental sustainability in their operations, a large number of companies are undertaking diverse initiatives ranging from simple ones like saving paper and planting trees to elaborate ones such as setting up green buildings and earning carbon credits. By creating awareness among their employees and the community they are also ensuring that a more environmentally conscious and responsive society is created.

7.37 Measures for betterment of the environment

Exhibit 7.12: Efforts for Development of Healthcare Infrastructure



have been adopted by companies through both internal business practices as well as community linked activities. Of the companies who participated in the survey, 42% of the companies are involved in carrying out environment friendly practices. The most common initiatives include conservation of resources and adoption of environmentally friendly practices throughout the supply chain, tree plantation and conducting awareness programmes as depicted in Exhibit 7.15.

Box 7.10: Development of Healthcare infrastructure

Infosys, through the Infosys Foundation has supported construction of hospitals / wards at a number of places including:

- Infosys super-specialty hospital in Pune for the poor.
- Additional blocks at Swami Sivananda Centenary Charitable Hospital at Tirunelveli in Tamilnadu.
- Additional blocks at Bangalore Diabetic Hospital.
- Pediatric Hospital at Capital Hospital in Bhubaneswar which caters to poor.
- Annex to a Cancer Hospital in Kancheepuram.
- A hospital for tribals in Mysore.
- A special hospital for treating patients with brain fever at Bellery.
- A DharmShala at Kidwai Cancer Institute, Bangalore.

Xansa has adopted the Burns Ward at the Kilpauk Government Hospital in Chennai, which mainly caters to the poor.

Started in 2003 as a social service initiative, the ward provides food supplements, medicines and clothes to the needy patients. The hospital is visited by Xansa volunteers on every Saturday who spend time with the patients. Special emphasis is laid on hygiene and cleanliness and full time sanitation workers have been provided by the company. The company has also undertaken installation of doors and windows along with laundry services for bed/personal linen.

Conservation of Resources and Supply Chain

7.38 42% of the companies that participate in envi-

Box 7.11: Satyam Foundation's Health Care Forum

- **Objective:** To ensure easy access to primary and secondary healthcare for slum dwellers by providing support services at four urban health posts.
- **Activities:** Some of the key activities carried out by the Foundation include:
 - **Blood donation drives-** held in various locations. The Foundation has been recognized as one of the largest corporate donors.
 - **Arogyam through Targeted Action Campaign-** awareness campaigns, medicine distribution are carried out as a part of this activity.
 - **Health Information Help Line 1056-** Satyam Foundation has established and operates an HHL call center for the state—the first of its kind in Asia. The Government of Andhra Pradesh has signed a MoU with the Foundation to operate the services round the clock
 - **Reach:** The Health Forum has adopted four urban health posts (UHP) in Hyderabad—at Bhoiguda, Karwan, Aman Nagar, and Parvati Nagar. Each UHP covers more than 50,000 people, 15,000 of whom live in slums. On an average, a doctor sees 45 to 50 patients in each clinic.

ronmentally friendly practices engage in conserving resources such as energy, water, paper. Companies such as Wipro and HP have incorporated environmentally friendly practices as a part of their supply chain.

- Wipro aims at ensuring ecological sustainability in its campuses. Its Gurgaon facility is the only building in India which has been certified as Platinum and the Kochi facility is certified as Gold by LEEDS. It ensures energy conservation (usage of energy compliant computer products, CFL lighting) water conservation (rain water harvesting, waste water recovery and usage) and waste management (vermi composting, reduction

Exhibit 7.13: Examples of Technology Support Provided in Health Sector

Most of these initiatives pertain to establishing telemedicine networks.

- **TransContinental - "Cancer Helpline"**
Working with Tata Memorial Hospital, Mumbai for setting up a dedicated helpline for 'cancer' related queries for women.
- **KPIT Cummins**
Set up a telemedicine centre at a public health centre in Khed Shivapur. It helps villagers to save travel cost and reduces load on government clinics.
- **TCS - "WebMedicine"**
Partnered with the government of Tamil Nadu in developing its telemedicine project. The project involved linking many primary healthcare centres to the district tertiary hospital.
By taking telemedicine to grassroots, quality / specialized medical care has been made available to the rural populace.
- **Satyam-Emergency Management and Research Institute (EMRI) – Medical Emergency Services**
Toll free number in Andhra Pradesh to provide ambulance services
Has helped save over 20,000 lives and responded to 500,000 emergencies

in LPG consumption).

- Genpact aims at being environmentally responsible by greening its supply chain and facilities. It carries out campaigns for recycling and reduction of wastes.
- Applied Material has invested in a solar enabled Digital Equalizer Centre in a school in a rural area to deal with power shortages. This not only ensures availability of reliable, low-cost, maintenance free power but also reduces usage of electricity.

7.39 Technopolis, a 7,75,000 square feet IT Park located in Kolkata's IT hub in Salt Lake is all set to become the first building in the country to earn carbon credits. It is in the process of being registered under the United Nations Framework Convention on Climate Change with the potential to earn 8,500 carbon credits a year over the next 10 years.

Tree Plantations

7.40 Nearly 30% of the companies carrying out so-

Box 7.12: Service for medical emergencies – EMRI initiative

The Emergency Management and Research Institute (EMRI), a non-profit entity promoted by Satyam Computer Services, began the service for medical emergencies through its network of ambulances fitted with advance life support systems and having a toll free phone number `108` in the state of Andhra Pradesh in 2005, which it hopes to roll out to the rest of the country by 2010.

The call centre currently gets around 13,000 calls a day. The communications officers manning the call centres handle the calls and depending upon the requirement, call the nearest ambulance and let the callers know the approximate time of arrival, forward the call to the police or refer the caller elsewhere if it's a non-emergency. The data collected from the calls is analyzed to learn not only about survival rates but also to ultimately use the information to drive government public policies.

Almost all the hospitals in AP (Government and private) have agreed to treat patients free of charge for the first 24 hours on arrival of the ambulance. EMRI spread awareness regarding the service in rural areas where there is a high level of illiteracy through video advertisements.

The emergency medical care service has helped save over 20,000 lives and responded to 500,000 emergencies out of 10 million calls with 502 ambulances.

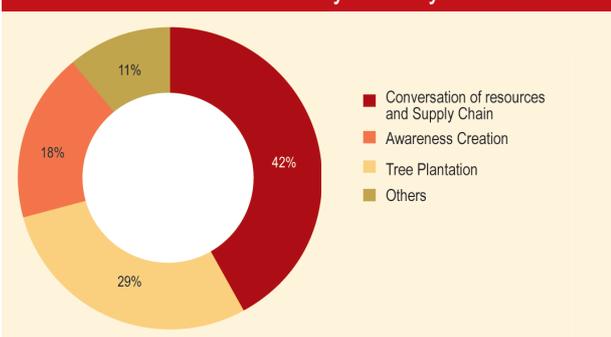
cially relevant activities are actively engaged in undertaking tree plantation.

- TCS bought a site which originally housed a chemical factory and developed it into a Banyan Park. It now has 1400 trees, 51 species of butterflies, 2500 bats and 44 kinds of birds in its 22 acre spread.
- Symphony is involved in converting a barren hill into a green zone. The employees of the company are themselves carrying out this activity.
- iGate has undertaken Project Green as a part of

Exhibit 7.14: Other Initiatives in Health Care

Sponsoring Medical Treatment for the poor	<ul style="list-style-type: none"> • Texas Instruments - donated a dialysis machine for free treatment of HIV positive patients. • iGate - employees sponsor medicines on a quarterly basis to an orphanage (with 60 inmates) in Bangalore. • PSI Data Systems - sponsors heart surgeries for children < 11 years suffering from congenital heart diseases. • WNS Global - adopted 30 senior citizens at Helpage Foundation and provide their monthly initial support.
Creating Health Awareness	<ul style="list-style-type: none"> • ADP Limited - partnered with CII in running various awareness programmes for Breast Cancer, Eye Care, etc. • Syntel - ran an "Anti-tobacco" awareness campaign with their employees as volunteers. • Satyam – the company's "My Future, My Choice" programme uses interactive sessions, case studies, games, oath taking, etc. in 55 engineering colleges in Andhra Pradesh to spread awareness about AIDS. It is a joint effort of Satyam Foundation, Andhra Pradesh State AIDS Control Society and Jawaharlal Nehru Technical University.
Organizing Health Camps	<ul style="list-style-type: none"> • TESCO - organizes regular health screening camp for the Cox Town School children (School adopted by them) in association with doctors from International Union for Health Education, South East Asia Regional Bureau (SEARB). In addition, special programs on HIV Awareness, menstrual and personal hygiene were also organized. • PAR Systems - conducted free health check-up camps for tribal people. • Scope International - adopted 'Seeing is Believing' as one of their theme. 50 eye screening camps were held. Around 4254 screenings resulted in nearly 900 eye surgeries sponsored by Scope.
Blood Donation Camps	<ul style="list-style-type: none"> • Bharat Blood Bank, a non-profit initiative by BharatMatrimony.com, aims to increase blood/eye donations. Interested donors can register themselves and donors can be searched as per location and blood group • Some IT/ITES companies organize blood donation camps (often in tie-up with Red Cross, TTK Blood Bank, etc) where they also invite participation from other companies.

Exhibit 7.15: Environmentally Friendly Activities



Source: NASSCOM-Deloitte survey

Box 7.13: Byrajju Foundation's Water Scheme

Objectives: To ensure access to safe drinking water, create and generate income so that treated clean and potable water is within the financial reach of the people.

Scheme: The Foundation has setup 51 drinking water plants jointly supported by the Gram Panchayats, the community and various donors. Each plant serves the drinking water needs of the village where it is situated as well as 3-4 neighbouring villages. Each village is provided with a 1000 litres per hour water purification plant for which investment is shared between the Foundation and community. This ensures provision of 2-3 litres of pure and safe drinking water per person per day for nominal user charges of 12.5 paise per litre.

The scheme has also aided in employment generation as the plant requires two operators, two helpers and one plant manager. Thus for every plant five jobs are created. Additional jobs are also created through the distribution network.

Reach: The 51 plants established at present are able to meet the needs of 155 villages, thus providing access to 850,000 people.

which trees are planted in surrounding areas covering about 6 kilometers.

Awareness creation

7.41 Awareness about the environment is created through a variety of means such as conducting campaigns, essay writing contests, supporting Green Peace activities.

- HP is working actively with World Wide Fund (WWF) and Sanctuary to promote country-wide awareness about climate change.
- Capita Offshore creates awareness among its em-

ployees by organising educational programmes in its cafeteria.

- Intel held an environment research contest.
- Praj held a 'Green Concepts' essay competition.

Other Activities

7.42 In addition to the more commonly observed activities, several other initiatives are also being carried out by some companies.

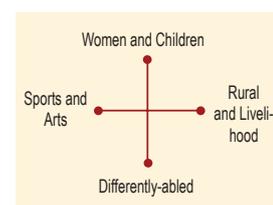
- RM Educational Services has sponsored tree guards along the National Highway in collaboration with the Forest Department in Trivandrum.
- TCS is creating a decision support system integrating maps to help in the management of the Sanjay Gandhi National Park's resources and wealth.
- HP is collaborating with the World Wildlife Fund (WWF) to combat climate change around the globe. HP and WWF together will leverage their experience in technology innovation and environmental conservation to reduce greenhouse gas emissions, improve energy use, educate and inspire others and use technology in conservation. In India they are collaborating to establish a climate witness project in the Sunderbans.

Other Sectors

7.43 Besides education, health and environment, IT/ITES companies have been involved in community based activities in a variety of other sectors such as

- Using technology to improve the quality of life in rural areas
- Providing livelihood opportunities.
- Empowering the lives of women, children and differently-abled.
- Encouraging arts and sports.

7.44 The contribution of IT/ITES companies in these areas is mainly through financial assistance, either directly or through NGOs working in these sec-



tors, providing opportunities for the less privileged and using technology to improve living standards.

7.45 NASSCOM Deloitte's survey indicates that most companies undertake initiatives for development of women and children as well as for the differently-abled. Examples of activities undertaken by companies under most of the above areas have been illustrated in the following sections.

Rural Development

• The key contribution of IT/ITES sector for rural areas has been the use of technology for bringing about better connectivity, information availability and linkages in the rural areas.

• In addition, some companies have also provided financial contribution or adopted villages for their overall development.

Company Efforts

- **Qualcomm**, in support of India's Mission 2007 initiative in conjunction with NASSCOM Foundation and Tata Teleservices, provided Internet connectivity to 65 Village Knowledge Centres in rural India in the states of West Bengal, Orissa, Maharashtra, Andhra Pradesh, Karnataka, Tamil Nadu, Goa, Gujarat and Kerala.
- **KPIT** adopted a village for social development. Activities undertaken include computer training, compilation of village details using computers, purchase of software covering 8th, 9th and 10th curriculum in A/V format and setting up library.
- **GTL** set-up Village Knowledge Centres in partnership with NASSCOM Foundation in Pinguli, Sindhurg to promote literacy in health and sanitation.

Livelihood

7.46 90% of India's labour force is employed in the unorganized sector and 60% are self employed. Providing skills and opportunities for a stable livelihood is the most critical short term measure to fight poverty.

7.47 The IT/ITES industry has launched several initiatives in this area such as skill development through training and donating income generating assets. The industry is also collaborating with the Government by using technology to ensure better implementation and control for it's various programmes such as the National Rural Employment Guarantee (NREG) Scheme.

7.48 Some select initiatives in providing economic opportunities to people from the underprivileged sections include:

Box 7.14: Bringing technology to rural India

TCS has taken various steps for betterment of rural infrastructure in the country, including initiatives such as the 'Village Knowledge Portal' and 'Project Krishi'.

Village Knowledge Portal: This will be part of the village knowledge centres run by MS Swaminathan Research Foundation. It enables a complex system of information sharing among rural communities through ICT kiosks. Content sharing on agricultural data, weather information, expert advice on farming, etc. will be available in local languages.

Project Krishi: The project aims to create a new information paradigm for farmers by connecting them to key points of their own eco-system through mobile phones. Weather forecast, pesticide / fertilizer advice, market information, etc. will be made available.

Convergys has a program called 'Masum' for expanding the reach of technology in rural areas.

Masum's mission is to take information technology to people in villages that currently have no access to computers and provide them with computer based education and services. A Mobile Computer Lab travels to four villages in Pune providing educational programs to schoolchildren (through interactive educational CDs), computer based skills to young adults (to prepare them for jobs in the new economy), and Internet access for agricultural advancements (to enhance productivity in the region). Convergys volunteers travel to villages with the van providing hands-on help to villagers. The company has donated \$18,000 to Masum to purchase, equip and operate a Mobile Computer Lab in Pune.

- Wipro runs an initiative called 'Vanavil'. The company bought land in Nagapattinam in Tami Nadu and taught farming skills to 100 families of backward tribes.

Box 7.15: Initiatives in supporting livelihood generation

First Source has adopted 'Education for a Sustainable Livelihood' as a focus area through its "Livelihood Advancement Business Schools (LABS)".

The Livelihood Advancement Business Schools (LABS) aim at empowering underprivileged youth by providing them skill sets to become economically independent. The skills imparted include vocational skills, literacy, English speaking, enterprise management and personality development. Firstsource has pledged over 0.12mn USD to support the funding of seven batches of training. This will target around 1400 students over a period of 28 months. The initial phase offered training in BPO skills, housekeeping, retail skills, office assistant and computer skills. 700 youth have already passed out from the school and more than 80% have been placed.

TCS automates Andhra Pradesh government's Rural Employment Guarantee Scheme.

The scheme provides online data about the rural unemployed to facilitate speedy and error-free implementation of the state's Rural Employment Guarantee Scheme. Beneficiaries of the solution include the rural unemployed in Andhra Pradesh, in 658 mandals across 13 districts. It is estimated that nearly 35 lakh rural households will register for wage employment under the scheme.

The solution enables the collection, storing, sorting and search of large volumes of data on people, jobs and wages. It simplifies the issuance of job cards to rural households, identification of work to be undertaken, generation of work estimates, progress of work execution, and details of wage payment. It reduces the time taken to generate work estimates from 15-20 days to a few minutes. The system enables crediting of wages directly into bank/postal accounts of wage seekers thus minimizing errors and frauds. The payment cycle has been significantly reduced to less than one week.

As all vital information is available online, both in English and Telugu, irrespective of location, beneficiaries can browse information about their villages, progress of work, details of wage payments and more. Officials can monitor the program more effectively as the solution can generate reports and analyze data.

- Infosys runs frequent melas in Karnataka and Tamil Nadu and donates serving machines to women for their livelihood. Along with serving machine, tailoring skills are also taught to these women.
- Syntel – Students in Free Enterprises (SIFE) India program promotes free enterprise and covers five areas – entrepreneurship, market economics, success skills, financial literacy and business ethics.
- Applied Materials supports Maya Organics, an NGO working for improving livelihood opportunities for women. The company provided funds to train a cluster of women on skills like embroidery and stitching.
- iGATE Global Solutions conducts the Sahaj sale in

which stalls are set-up for selling products created by the Bhil tribe from Gujarat. This is organized in Bangalore and Bijapur and around 2700 tribes are associated with this project.

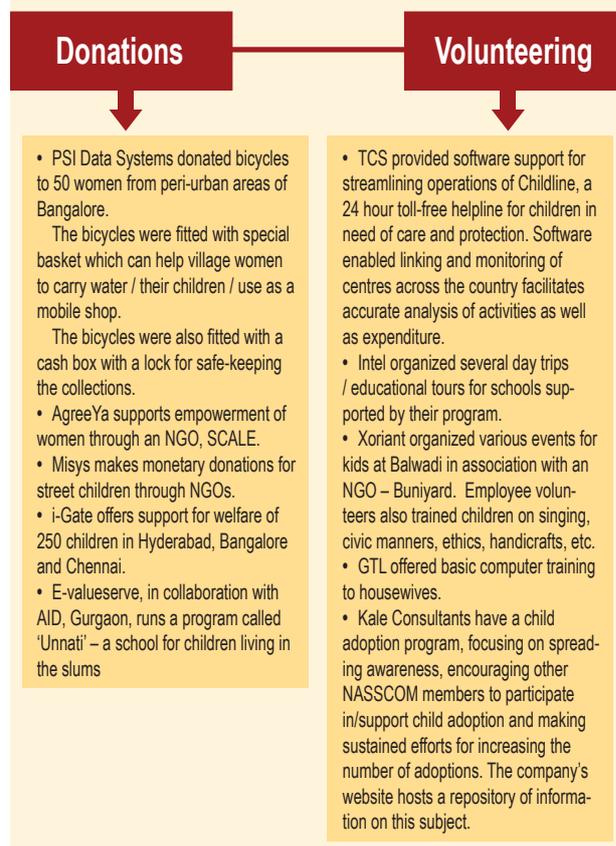
- HP aims to support micro enterprises in communities experiencing high unemployment or economic decline through its Micro Enterprise Development Grants (MED). In 2007, grants worth approximately \$80,000 per organization have been awarded to 4 organizations in India. The grants help to start or expand small businesses and include three components – cash (\$30,000 stipend), technology and curriculum. Technology includes laptops, scanner/copier, printer, server and a wireless access point. Training includes courses such as 'Smart Technology for a Smarter Business' and 'Train the Trainer'.

The curriculum covers 5 sections – operations and management, finance, communication, marketing and technology management.

Empowerment of Women and Children

7.49 Women in India have been discriminated against especially in areas such as opportunities for education, health care treatment, etc. Women’s empowerment through economic independence has been recognized as a very effective tool to fight ignorance and poverty. Towards this goal, the IT/ITES sector has also promoted several community based women empowerment programmes. These are aimed at improving their standard of living and providing employment opportunities. Companies in the industry also under-

Exhibit 7.16: Initiatives for Women and Children



Box 7.16: Initiatives for women and children

Tech Mahindra Foundation

Tech Mahindra Limited has launched the Tech Mahindra Foundation, with a current corpus of 6.25mn USD to address the educational needs of the underprivileged in society, especially women and children. The Foundation will also focus on improving the status of the girl child and will participate in partnership with NGOs in projects aimed at improving life for the girl child. Tech Mahindra is committed to contribute up to 2% of its post tax profit every year towards the cause of this foundation.

EX.I.T.E camps of IBM

IBM is sponsoring several EX.I.T.E (EXploring Interests in Technology and Engineering) Camps as part of its “Women in Technology” programme

IBM EX.I.T.E (EXploring Interests in Technology and Engineering) Camps are designed to generate interest in math and science among young women and promote women in the IT workforce. At these EX.I.T.E Camps, IBM women technologists teach young girls about the many engineering topics by creating fun, interactive activities in a team-based environment. The girls may design web pages and computer chips, and perhaps even work with laser optics, animation and robotics. Many of the camps will use a technology called Lotus QuickPlace, which serves as a virtual location for participants to connect within the same camp as well as to EX.I.T.E Camps around the world. After the sessions end, the girls are invited to keep in touch with the IBM female professionals through IBM MentorPlace. IBM India has hosted EX.I.T.E camps in Bangalore. These camps are free of charge for those selected to attend.

take various activities for helping and reaching out to children in economically backward sections of the society as depicted in Exhibit 7.16

Mainstreaming of differently-abled

7.50 According to certain estimates there are more than seventy million disabled persons in the country. Of this, only a miniscule 2% are educated and 1% have found employment. The IT/ITES sector has made a start by trying to work towards mainstreaming the differently abled section of society by providing them financial support, training and employment opportunities.

7.51 The most common form of contribution for the differently-abled is financial support to NGOs. iGate, Misys, Intelenet, LG Soft and Independent Technology Solutions, offer financial support to various NGOs like Spastics Society, Samarthanam Trust for Disabled, Margdashi Association for Handicapped, Association of Mentally Challenged, Lions Seva Bharati Hospital, etc. Support is also offered by purchasing items made by the differently-abled and by holding training programmes for them to enable them to earn a living.

Table 7.1 is a summary of some such efforts taken by companies.

Sports and Arts

7.52 For an individual to achieve all round development it is essential that his or her artistic and creative abilities are encouraged and developed. The IT/ITES industry has undertaken initiatives which promote the development of such faculties among various sections of society, mainly through sponsoring / organizing events / making donations in kind.

- Intelenet has sponsored sports equipment to SPJ Sardhana School for severely handicapped and autistic children which helped them in their participation in the Special Olympics
- PSI Data Systems organized a painting workshop for mentally and physically challenged children of FAME India and autistic children of Asha. The paint-

Table 7.1: Initiatives for the Differently-abled

Initiatives	Acquired Company
Direct or indirect financial support	<ul style="list-style-type: none"> • Cognizant supported a NGO for setting up a Learning Resource Centre for activity based learning and therapeutic equipments for differently-abled children in Chennai and Bangalore. 500 children have benefited by this. • PSI Data Systems donate to Fame India for rehabilitation of physically and mentally challenged. A music system was donated to Enable India for computer education of the visually challenged. • Huawei sponsored the ATP Tennis Tournament and the amount raised was donated for development of handicapped children. • Xoriant purchases stationery from a NGO, Advitya (di-products made by disabled children). • Scicom uses products made by Spastic Children from a NGO called CASP – Plan India.
Training for creating and improving livelihood opportunities	<ul style="list-style-type: none"> • TCS provided basic IT training for the inmates of Victoria Memorial for the Blind. • GTL's project Netra in Mumbai supports 54 visually challenged students undergoing training for the BPO / ITES industry. • NASSCOM Foundation in partnership with MBA Foundation, launched C.E.D.A.T (Centre for Executive Development & Training) to provide Executive Development Training courses for People with Disabilities. They have finished training the first batch of 15 students who have got jobs with the industry and training for the second batch has just started.

ing were converted to greeting cards and proceeds donated to NGOs

- Intel volunteers organized an 'Intel Run' as a fund-

Box 7.17: Initiatives for the differently abled

Intel's Centre for Economic Empowerment of Intellectually Challenged (CEEIC)

Intel has established Centres for Economic Empowerment of Intellectually Challenged (CEEIC) in partnership with a NGO *Amba*. CEEIC has developed a specialized curriculum based on the needs and intellectual capabilities of people with below average IQ. The centres use interactive modules to help the intellectually challenged learn new skills and generate employment.

Apart from imparting technical skills, the CEEIC has been also instrumental in ensuring holistic development of special children which includes increasing their self esteem and motivation levels and making them more confident in interacting with others.

A total of 105 individuals have been trained so far of whom 62 have been placed already and for the rest placements are being explored. Another 41 individuals are currently undergoing training. From one centre, CEEIC has now grown with support from various partners to 5 – two in Bangalore, one in Mandya, one in Chennai and another in Delhi. A sixth centre is being planned in West Bengal at Barrackpore.

raiser for training special children for the Winter Special Olympics in Japan

Contribution by NASSCOM Foundation

7.53 NASSCOM Foundation's key activities are geared to contribute to the achievement of the Millennium Development Goals (MDGs) as it focuses on poverty reduction through improved access and opportunities to education, healthcare and livelihood. NF initiatives impact over 30,000 community members including youth, women and children through technology assistance, adult literacy, health awareness, IT skills development, micro-enterprises, life-skills and

Box 7.18: Helping the Elderly

A number of companies have specific initiatives targeting the elderly. Some of these include:

- **WNSGS** is associated with Help age Foundation. They have adopted 30 senior citizens and provide them with monthly monetary support. They have conducted various Eye Check-Up Camps for Senior Citizens and aided cataract operations for more than 1000 senior citizens absolutely free. They are also actively involved with Peepal Foundation in Pune that caters to Senior Citizens and slum children and have weekly interactions with them.
- **Genpact** is partnering with St Joseph's Old Age Home in Kolkata in an initiative to make senior citizens feel special. Every month, a birthday celebration is organized for those whose birthdays fall in that month.
- **GTL Ltd** imparted basic computer knowledge to more than 100 senior citizens in Maharashtra
- **Transcontinental e Services Pvt Ltd** has partnered with an NGO, Dignity Foundation to employ senior citizens in the company. So far they have employed 12 retired people to provide them a second career option. In the future they are aiming to increase this figure.

women empowerment.

7.54 Some of the initiatives of NASSCOM Foundation in the social arena have been:

- **NF STEP (Sustainability through Education, Employability and Entrepreneurship) Approach:** This is a comprehensive, collaborative approach that provides quality education, training and skill development to improve employability and micro-entrepreneurship
- **NASSCOM Knowledge Network:** This multistakeholder partnership programme aims to setup Telecentres that are equipped with computers and have connectivity of some sort. It is aimed at creating an

Box 7.19: HP's 'Budding Artist' event

HP volunteers designed the 'Budding Artist' event as a platform to identify artistically inclined youth who could be nurtured to build a career in commercial arts.

The HP team in Bangalore worked with the Electronic City Industries Association Trust representatives and local government schools to create a drawing competition that would highlight artistic talents of students. More than 1500, or 89% of students from local schools participated in the competition and 750 award winners were selected by a judging panel of Bangalore artists, animators and HP graphics team members.

These 750 students participated in an inter-school art competition and following this, 50 students attended a 45 day summer coaching camp conducted by art institution, Chitrakala Parishad.

Through the initiative of HP volunteers, the Budding Artist program has not only unleashed the creative talents of many students, it has also provided inspiration for exciting future careers.

enabling environment for underserved communities by facilitating access to information and services. The programme has currently extended to a national grid of 140 knowledge centres across 12 states and 75 districts in India.

- **Building ICT @ the Grassroots:** The training and capacity building (BiG) programme aims to build capacities of small and medium NGOs to use ICT as part of their activities. With the purpose of using ICT as a tool to further development, the focus is on training, disseminating the knowledge gathered locally to help NGOs become sustainable.

- **BiG Tech (www.bigtech.in):** This global programme enables technology companies to route innovatively

their philanthropy and CSR initiatives to NGOs and charities with an aim to help NGOs conserve their ICT budget and become tech savvy.

- **Disability Initiative:** This is a scalable weekend executive development programme that can be adopted by IT/ITES companies to train People with Disabilities (PwDs) to seek employment in the industry or become self reliant.

- **I-Get Involved:** Individuals and institutions can donate, volunteer and provide research support to NF programmes as well as to its NGO network, thereby harnessing intellectual and financial resources to make a positive impact.

Success stories

ICT and Agriculture: Sunil Jadhav from the NASSCOM knowledge Network (NKN) telecentre situated in Wathar, in Maharashtra is an agri- entrepreneur. He has completed his post graduation in agriculture and a certificate course in agri entrepreneurship. He started a small venture where he could market agricultural products required by farmers for their farming. In December 2006 with support from NASSCOM Foundation and Suraj Foundation he integrated ICTs to his existing set up - This functional scale-up enabled him to not only provide -IT skills training, and computer-aided learning programmes for children and adults - he also started aiding farmers with the best price for their produce. This has helped the local farmers to get timely and important information enabling them to improve their productivity and their income. This social service on education and health, helped Sunil to build a trust with the local community who flocked to him for advice on farming and related issues. His small enterprise flourished. Finding this enterprise fulfilling, his family has now started contributing to the running of the NKN telecenter. Since they earn enough from their enterprise, they have decided to give IT training free of cost to villagers and farmers thus taking his work forward to a larger mass. He also started a

farmer's club.

Thus by adding value to an existing setup, NASSCOM Foundation could reach out to several such agri-entrepreneurs to help build not only their own micro-enterprise but also help local communities with much needed skills development as well as help entrepreneurs like Sunil to morph into social entrepreneurs.

March towards self-reliance for fishermen in Tamil Nadu:

S Premkumar has managed to provide a fresh perspective to several fishermen in the Vellore and Thanjeperam districts of Tamil Nadu where he is managing an NKN telecentre with support from Students Partnership Worldwide (SPW). This centre was started to bring in services to rural community based on their needs also stemming from a necessity to catalyse change in the lives of the rural fishermen communities.

While running the NKN telecentre, Premkumar has been able to interact closely with his community and understand their needs and challenges better. He also knows that given the adequate support, communities can very innovatively solve their own problems. In the village of Alambarai, fishermen spend most of their hard earned money consumption of alcohol. Premkumar with the help of other NKN telecentre managers was able to motivate one of these fishermen to visit the telecentre and access different information and services available. As Premkumar now fondly recalls that that particular fisherman not only visits the centre regularly for local information and takes formal training in IT literacy, but has becoming a champion to not only propagate the advantages of accessing such telecentres, but is also advising his fishermen friends and community members to save their money wisely. He has mobilised other fishermen in his community to spend time and learn at the NKN telecentre

“Windows” opened doors for this young IT trainer in Belgaum: Mahesh Akkatai Appaji lives in Athani in Belgaum district of Karnataka. He is a young man with dreams and

aspirations like any other. His family is poor and illiterate, but what makes his background different is that his mother used to be a 'devdasi'. As she grew older, she had no means to support herself and her only child Mahesh. She somehow managed to eke out a meager living working as a field labour. But she dreamed big and did not want her son to be held back because of his origins.

She enrolled Mahesh with Vimochana Sangha, which works for the upliftment of 'devdasis' and their families. At Vimochana, Mahesh got a good education and was well looked after in their residential school. Mahesh completed his Bachelors in Social Work, given his background, his inclination towards social welfare.

Mahesh was first introduced to computers in the Vimochana School. But he wanted to learn more and did not get an opportunity to learn more until Vimochana partnered with NASSCOM Foundation for setting up a NKN Telecenter managed by Suraj Foundation in Athani. Being a fast learner, Mahesh soon picked up IT skills training using the Microsoft Curriculum provided by NASSCOM Foundation. He soon improved his IT skills and confidence in using computers considerably. In his own words, "I was really scared about the Internet, but now I am very happy with using internet. It is because of only IT training at the NKN telecentre". It was this proficiency that motivated Vimochana Sangha management to offer Mahesh a job as an IT instructor. Mahesh knows this is just the beginning. He has a lot to achieve in life; his mother's dreams live on.

NASSCOM Foundation therefore provides technology assistance, training and capacity building to organisations such as Vimochana who can create more such individuals to bring about social change.

NF's BiG Tech Program that enables technology donations to NGOs: NF in partnership with Techsoup.org, a US based organisation provides online donations to NGOs in India through the BiG Tech Program. NGOs

abilities (PwDs): Kailash Shantilal Parmar is a Commerce Graduate who is married and comes from lower socio economic strata. Kailash had a good number of work experience in the area of administration and clerical work. His right leg is affected with Polio.

Though sincere and hardworking, Kailash lacked communication skills, specifically in spoken and written English.

He joined the weekend CEDAT program offered by NASSCOM Foundation in partnership with MBA Foundation at NF's office in Mumbai. Kailash underwent the six months course on Basic Computer Application, Personality Development skills and proficiency in English language.

On completion of the course, there was a remarkable improvement in Kailash. His confidence was high. He got a job in TCS and works with a team doing US based data clearing. Kailash says "I was not confident enough to talk to people in English. After CEDAT, I have got a job in a good company and I have learnt proper communication etiquettes. My language has improved substantially. I talk to people in English with confidence. I thank MBA Foundation & NASSCOM Foundation for believing in me and my strengths."

Therefore companies can come forward and run with assistance from NF such weekend courses in their respective premises for small groups of PwDs or other underserved groups. This will not only help individuals gain confidence but can also help diversity within companies especially when company employees and trainers can volunteer to become instructors for the course.

Ham honge kaamyab...ek din... : Manisha Subhash Bhurke is 38 yrs old female affected with Cerebral Palsy – Orthopedically. She is bound to a wheelchair and needs support for all her daily activities. She lives in MBA Foundation's Life Care Center at Powai, Mumbai.

She joined CEDAT program offered by NASSCOM

Foundation in partnership with MBA foundation. While undertaking the Computers and Executive Development (CEDAT) program she got employed with Transocean SEDCO FOREX International Drilling Inc. as Administration Assistant.

After she completed her course, she was able to organize her administration work in a better way. Communication in English has also improved considerably.

Manisha says "After completing CEDAT, I feel confident to talk to people and I have learnt a lot of office related procedures due to which I work in a more organized manner."

It is this determination that drives people to change in their lives. NGOs such as MBA foundation in true partnership spirit also play a crucial role in developing the course, curriculum and awareness on the sensibilities involved in managing PwDs.

NASSCOM Foundation is looking forward to support from industry in providing computers, courseware, trainers and mentors for such skill building programs.

Second innings for Niranjn Date, after an accident:

Imagine a 41 year old, able bodied commerce graduate's life undergoing a complete turn due to an accident! This is exactly what happened to Niranjn Date. He had work experience in the area of typing and as office assistant. After the accident, he worked as an Accounts and Admin trainee with MBA Foundation who were parallelly counseling him for his new kind of life.

After completion of the Computers and Executive Development (CEDAT) program completion, he is more confident of himself, learnt Office work and etiquettes and more importantly learnt to overcome his disability. Niranjn says "I had hesitation in talking to people. But after CEDAT, I feel confident and my communication skill has improved tremendously. CEDAT has proved that people with disabilities also can work like

cal interest is chosen and a story complete with dialogues, songs and actors are finalized.

Some local video professionals are also roped in. By training digital AV communicators in rural environments, this technique combines IT with popular and familiar cultural techniques, and has turned into a crowd puller. Since local folk are involved, it holds attention, stimulates and sustains interest while encouraging community participation. Through this initiative NF has been to reach out to communities on various

issues on development such as micro-finance, agriculture and other local issues.

Recognition won by the Industry

7.55 As a recognition of the activities being carried out by the IT/ITES companies, several national and international awards, awarded for socially relevant community initiatives have been won by the member companies, as shown in Table 7.2.

Table 7.2: Major Awards Won by Companies for socially relevant initiatives

S.No	Company	Award / Recognition
1	TCS	<ul style="list-style-type: none"> Asian CSR Award in the category of "Support of Education" at the Asian Forum for CSR in 2003 (AIM Manila). Dr. Malcolm Adiseshia Special Award in 2004 for Computers for Literacy by Tamil Nadu Board of Continuing Education under Ministry of HRD, Government of India. Finalist in the Stockholm Challenge Award 2004 in the category of Education. <p>Listed for its initiatives in the UNESCO Meta-survey on the use of technologies in Education, published in April 2004.</p>
2	WNS Global	<ul style="list-style-type: none"> "Silver Awards" instituted by Help age, awarded WNS with the fourth best corporate citizen in India in CSR.
3	Wipro	<ul style="list-style-type: none"> Azim Premji Foundation was awarded the Economic Times Award for CSR. Wipro was awarded the FICCI-Business World award for CSR
4	Infosys	<ul style="list-style-type: none"> The Infosys foundation won the Corporate Citizen award during 2003. NASSCOM-India Today Award for Gender Inclusivity APICS Corporate Award of Excellence for 2006 in the Education category
5	MindTree	<ul style="list-style-type: none"> Shell-Hellen Keller award. Special recognition from Great Place to Work Institute on our social sensitivity.
6	Mastek	<ul style="list-style-type: none"> Jamanalal Baja Award for CSR initiative- for 2006
7	Intel	<ul style="list-style-type: none"> Helen Keller Award 2007 for bringing technology to aid the intellectually challenged learn new economy skills and generate employment opportunities for them through the Centre for Economic Empowerment of the Intellectually Challenged (CEEIC). ZEE TV Karnataka CSR Award.
8	Scope International	<ul style="list-style-type: none"> Scope International was been honoured by Help Age India for commendable work in the area of Corporate Social Responsibility.
9	KPIT Cummins	<ul style="list-style-type: none"> Winner of Golden Peacock Award for Excellence in Corporate Governance -2007 - The Institute of Directors. Among the top 25 companies to demonstrate excellence in corporate governance for two consecutive years - Institute of Company Secretaries of India - (Nov '07 & Nov '06)

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S.No	Company	Award / Recognition
10	Zensar	<ul style="list-style-type: none">• Businessworld-FICCI-SEDF Corporate Social Responsibility Special Jury Award - 2006• 'Corporate Governance Business for Social Responsibility Award: Best Corporate Social Responsibility Practice' (presented by Bombay Stock Exchange in association with Times Now.)• Manthan Award - one of the winners of India's Best e-Content for development of 'HIV awareness creation' module for school children.
11	Satyam Computer Services	<ul style="list-style-type: none">• Winner of Business world FICCI-SEDF 2006 award for 'Best Corporate Citizen'• Winner of TERI Corporate award 2006-2007 for CSR activities• Rural BPO- GramIT of Byrraju Foundation was awarded the Asian Corporate Social Responsibility Award under the poverty alleviation category in 2007
12	GTL	<ul style="list-style-type: none">• Honoured with the Silver Award in the Pegasus Corporate Social Responsibility Awards 2007 (instituted by the Reader's Digest) held in Mumbai on December 12, 2007.• Awarded for "Corporate Governance - Business for Social Responsibility 2006" by the Bombay Stock Exchange and BSR, a non-profit business association centered in San Francisco.

Access the report at www.nasscomfoundation.org

8. THE WAY FORWARD

8.01 The contribution of the IT/ITES industry to India's economy and society has been well established and is indeed significant. Each of NASSCOM's member companies has played a role in this success story. As the industry grows in stature and size, it would be expected to play an even larger role, especially in contributing to the marginalised and vulnerable sections of the community. This is even more important as the industry has at its call, the two most important tools for making this impact, a young motivated work force and technology. Both together can make a significant impact on improving the lives of the poor.

8.02 The study highlights that while there are many meaningful and significant initiatives being taken by a number of companies. There is both, a need to increase the participation by member companies as well as to work towards ensuring that the efforts are able to achieve the maximum impact. Some of the challenges faced in this area as well as ways in which NASSCOM Foundation can provide support, focus and impetus to these initiatives have been discussed in the following paragraphs.

Challenges faced in undertaking community initiatives

Low level of involvement of small companies

8.03 Typically companies in their early years of operation find it difficult to allocate time and resources to community initiatives due to low margins and pressure on the bottom line. The survey indicates that close to 25% of relatively smaller companies (in terms of turnover) are unable to participate in socially relevant community initiatives due to such reasons.

Stand alone and isolated initiatives

8.04 While there are several success stories of companies undertaking commendable socially relevant work,

companies have not developed an industry-wide focus for such activities. The extent of contribution, reach and scalability of initiatives is thus limited to the extent of the investments that each company can commit.

Limited geographical outreach of social initiatives

8.05 Companies usually undertake social initiatives within the geographical proximity of their organisations, which are typically urban areas. In a country like India, where a majority of the population resides in small cities, towns and villages, the impact of the initiatives is thus restricted and relatively less successful in reaching the marginalised sections of society.

Lack of monitoring and evaluation

8.06 The survey has revealed that while a large section of respondent companies participate in community initiatives, few are involved in measuring the outcomes or capturing data which would help in assessing the impact of such activities. The lack of monitoring and evaluation systems prevents companies from planning activities, measuring impact, making mid term course corrections.

Role of NASSCOM Foundation

8.07 Considering that NASSCOM Foundation is a relatively young organisation, it has taken significant strides in fulfilling its stated role. To further help promote the practice of socially relevant initiatives amongst the member companies, some of the areas on which the Foundation could focus are mentioned in following sections.

Providing hand holding support and advisory services

8.08 In order to enable member companies of small

Nobel Laureate Dr. Amartya Sen, about the Indian IT/ITES industry, during his keynote address at the NASSCOM India Leadership Summit 2007 - *“My point is not that the IT industry should do something for the country at large, for that it does anyway. It makes enormous contributions: it generates significant incomes for many Indians; it has encouraged attention to technical excellence as a general requirement across the board; it has established exacting standards of economic success in the country; it has encouraged many bright students*

to go technical rather than merely contemplative; and it has inspired Indian industrialists to face the world economy as a potentially big participant, not a tiny little bit-player. My point, rather, is that it can do even more, indeed in some ways, much more. This is partly because the reach of information is so wide and all-inclusive, but also because the prosperity and commanding stature of the IT leaders and activists give them voice, power and ability to help the direction of Indian economic and social development.”

Access the report at www.nasscomfoundation.org

ANNEXURE

Annexure I — List of exhibits

Company Name	Page Number	Para/Exhibit/Box No.
ADP Pvt Ltd	49, 57	Para 7.19, Exhibit 7.14
Adventnet Development Centre(India) Pvt Ltd	49	Box 7.3
AgreeYa Solutions (India) Pvt Ltd	61	Exhibit 7.16
Applied Materials India Pvt Ltd	56, 60	Para 7.38, Para 7.48
Artech Infosystems Pvt Ltd	42	Box 6.5
ASM Technologies Ltd	53	Exhibit 7.10
Bharatmatrimony.com Pvt Ltd	57	Exhibit 7.14
Birlasoft Limited	40	Para 6.05
BMC Software India Pvt Ltd	39	Box 5.3
Busy Infotech Pvt. Ltd	49	Exhibit 7.8
Capita Offshore Services Pvt Ltd	58	Para 7.41
Cognizant Technology Solutions India Pvt Ltd	37, 40, 49, 49, 55, 62	Box 5.1, Para 6.04, Exhibit 7.8, Para 7.20, Exhibit 7.12, Table 7.1
Convergys India Services Pvt Ltd	47, 59	Exhibit 7.7, Box 7.14
Direction Software Solutions	47	Exhibit 7.7
Financial Technologies (India) Pvt Ltd	41	Para 6.05
Firstsource Solutions Ltd	60	Box 7.15
GENPACT India Pvt Ltd	28, 31, 36, 56, 63	Box 3.1, Box 3.2, Para 4.10, Para 7.38, Box 7.18
Geometric Global	47, 49, 53	Exhibit 7.7, Exhibit 7.8, Exhibit 7.12
GTL Limited	42, 50, 49, 51, 59, 61, 62, 63	Para 6.08, Exhibit 7.9, Para 7.19, Exhibit 7.10, Para 7.45, Exhibit 7.16, Table 7.1, Box 7.18
HCL Technologies Ltd	19, 38, 42	Box 2.1, Box 5.2, Para 6.08
Hewlett-Packard	42, 49, 56, 58, 58, 60, 64	Para 6.08, Exhibit 7.9, Para 7.38, Para 7.41, Para 7.42, Para 7.48, Box 7.19
Huawei Technologies India	53, 62	Exhibit 7.10, Table 7.1
IBM India Pvt Ltd	28, 35, 35, 53, 61	Box 3.1, Box 4.2, Exhibit 4.6, Box 7.8, Box 7.16
iGATE Global Solutions Ltd	35, 54, 57, 60, 62	Exhibit 4.7, Exhibit 7.14, Para 7.40, Para 7.48, Para 7.51
Independent Technology Systems	62	Para 7.51
Infosys Technologies Ltd, Infosys BPO & Infosys Foundation	19, 23, 23, 24, 28, 29, 30, 31, 33, 35, 37, 51, 53, 55, 45, 53, 60, 69	Box 2.1, Para 2.26, Table 2.2, Para 2.30, Box 3.1, Exhibit 3.5, Exhibit 3.8, Box 3.2, Box 4.1, Exhibit 4.6, Box 5.1, Box 7.6, Exhibit 7.10, Exhibit 7.12, Box 7.1, Para 7.31, Para 7.48, Table 7.2
Intel Technology India Pvt Ltd	21, 41, 50, 49, 53, 58, 61, 63, 63, 69	Box 2.2, Para 6.06, Exhibit 7.9, Para 7.19, Exhibit 7.10, Para 7.41, Exhibit 7.16, Box 7.17, Para 7.52, Table 7.2
Intelenet Global Services Ltd	62, 62	Para 7.51, Para 7.52
Intelligroup Asia Pvt Ltd	47, 49	Exhibit 7.7, Para 7.19
Iridium Interactive Ltd	33, 43	Box 4.1, Box 6.6
Kale Consultants Ltd	61	Exhibit 7.16
KPIT Cummins Infosystems Ltd	56, 59, 69	Exhibit 7.13, Para 7.45, Table 7.2
LG Soft India Pvt Ltd	49, 62	Para 7.19, Para 7.51
Liquid eLearning Services Pvt Ltd	40	Para 6.04

Company Name	Page Number	Para/Exhibit/Box No.
MASTEK Ltd.	23, 50, 69	Table 2.2, Exhibit 7.9, Table 7.2
Microsoft Corporation (I) Pvt Ltd	35, 42, 51	Exhibit 4.6, Para 6.08, Box 7.5
MindTree Consulting Ltd	23, 28, 29, 31, 35, 36, 47, 53, 69	Table 2.2, Box 3.1, Exhibit 3.5, Box 3.2, Exhibit 4.7, Para 4.10, Exhibit 7.7, Exhibit 7.10, Table 7.2
Misys International Financial Systems Pvt Ltd	61, 62	Exhibit 7.16, Para 7.51
MphasiS Ltd	33	Box 4.1
NASSCOM/NASSCOM Foundation	37, 59, 62, 63	Box 5.1, Para 7.45, Table 7.1, Para 7.54
NIIT Technologies Ltd	33, 35, 49, 50, 53	Box 4.1, Exhibit 4.6, Exhibit 7.8, Exhibit 7.9, Exhibit 7.10
Oracle India Pvt Ltd	45, 54	Box 7.1, Box 7.9
PAR Computer Sciences (International) Ltd	54, 57	Exhibit 7.10, Exhibit 7.14
Philips Electronics India Ltd	54, 55	Exhibit 7.10, Exhibit 7.12
Praj Industries Ltd	58	Para 7.41
PSI Data Systems Ltd	55, 57, 61, 62, 62	Exhibit 7.12, Exhibit 7.14, Exhibit 7.16, Table 7.1, Para 7.52
Qualcomm India Pvt Ltd	40, 41, 59	Para 6.05, Box 6.3, Para 7.45
Quattro BPO Solutions Pvt Ltd	33	Box 4.1
RM Education Solutions India Pvt Ltd	58	Para 7.42
SAP Labs India Pvt Ltd	21	Box 2.2
Sapient Corporation Pvt Ltd	35, 49	Exhibit 4.6, Para 7.19
Satyam Computer Services Ltd, Byrraju Foundation & EMRI	22, 23, 24, 24, 28, 29, 31, 38, 41, 49, 50, 52, 56, 56, 57, 57, 69	Para 2.26, Table 2.2, Para 2.31, Para 2.32, Box 3.1, Exhibit 3.5, Para 3.21, Box 5.2, Para 6.05, Para 6.06, Exhibit 7.8, Box 7.4, Box 7.7, Box 7.11, Exhibit 7.13, Box 7.12, Exhibit 7.14, Table 7.2
Scicom Technologies Pvt Ltd	62	Table 7.1
Scope International Pvt Ltd	37, 53, 57, 69	Box 5.1, Exhibit 7.10, Exhibit 7.14, Table 7.2
STAG Software Pvt Ltd	53	Exhibit 7.10
Symphony Services Corp. (I) Pvt Ltd	57	Para 7.40
Syntel Ltd	35, 47, 49, 57, 60	Exhibit 4.6, Exhibit 7.7, Para 7.19, Exhibit 7.14, Para 7.48
Tata Consultancy Services Ltd	23, 23, 24, 28, 29, 30, 31, 37, 38, 40, 40, 49, 55, 56, 57, 58, 59, 60, 61, 62, 69	Para 2.26, Table 2.2, Para 2.32, Box 3.1, Exhibit 3.5, Exhibit 3.8, Box 3.2, Box 5.1, Box 5.2, Para 6.04, Box 6.1, Para 7.19, Exhibit 7.12, Exhibit 7.13, Para 7.40, Para 7.42, Box 7.14, Box 7.15, Exhibit 7.16, Table 7.1, Table 7.2
Tech Mahindra Ltd	49, 61	Para 7.19, Box 7.16
Tesco HSC	39, 47, 49, 57	Box 5.3, Exhibit 7.7, Para 7.20, Exhibit 7.14
Texas Instruments India Ltd	49, 57	Exhibit 7.8, Exhibit 7.14
Trans Continental e-Services Pvt Ltd	56, 63	Exhibit 7.13, Box 7.18
Wipro Technologies (Wipro Ltd) & Azim Premji Foundation	23, 24, 28, 29, 31, 35, 35, 38, 47, 47, 48, 50, 53, 54, 56, 59, 69	Para 2.26, Para 2.31, Box 3.1, Exhibit 3.5, Box 3.2, Exhibit 4.6, Exhibit 4.7, Box 5.2, Para 7.13, Exhibit 7.7, Box 7.2, Exhibit 7.9, Exhibit 7.10, Para 7.33, Para 7.38, Para 7.48, Table 7.2
WNS Global Services (P) Ltd	24, 57, 63, 69	Para 2.31, Exhibit 7.14, Box 7.18, Table 7.2
Xansa (India) Ltd	53, 55	Exhibit 7.10, Box 7.10
Xoriant Solutions Pvt Ltd	61, 62	Exhibit 7.16, Table 7.1
Zensar Technologies Ltd	47, 49, 69	Exhibit 7.7, Para 7.19, Table 7.2

Annexure II — List of companies met/contacted with contact details

	Name of the Company	Address
1	24x7 Learning Solutions Pvt Ltd	No. 20, Annaswamy Mudaliar Road; Ulsoor Lake; Bangalore Karnataka- 560042
2	ABN AMRO Central Enterprise Services Pvt Ltd	Empire Complex, 414; Senapati Bapat Marg, Lower Parel; Mumbai Maharashtra- 400013
3	ADP Pvt Ltd	6-3-1091/C/1, Raj Bhavan Road, SomajigudaHyderabad Andhra Pradesh- 500082
4	Adventnet Development Centre (India) Pvt Ltd	No 11 Sarathy Nagar; "Sree Narayana Complex", Vijaya Nagar, Velachery; Chennai Tamil Nadu- 600042
5	AgreeYa Solutions (India) Pvt Ltd	B-38, C/2, Sector-57; Noida Uttar Pradesh-201301
6	Annik Systems Pvt Ltd	515 Udyog Vihar, Phase III; Gurgaon Haryana122001
7	AppLabs Technologies Pvt Ltd	Plot #83 & 84, Road #2; Banjara Hills; Hyderabad Andhra Pradesh-500034
8	Applied Materials India Pvt Ltd	Ground Floor, Inventor Block; ITPL, Whitefield Road; Bangalore Karnataka – 560066
9	Arowana Consulting Ltd	#4, Satyam Arade, 1st Floor; BTM Layout - 2nd Stage; Bangalore Karnataka-560076
10	Artech Infosystems Pvt Ltd	A 4 & 5, 2nd Floor, Logix Park; Sector-16;Noida Uttar Pradesh-201301
11	ASM Technologies Ltd	80/2 Lusanne Court; Richmond Road; BangaloreKarnataka- 560025
12	Aspire Systems (India) Pvt Ltd	No. 7, II Trust Link Street; Mandaveli; Chennai Tamil Nadu-600028
13	Athena Info Consulting Pvt Ltd	5, Sriram's Manasarovar, H-18, South Avenue; Kamaraj Nagar, Thiruvanmiyur; Chennai Tamil Nadu-600041
14	Attra Infotech Pvt Ltd	#27, 1st Floor, S V Towers, 80 Ft. Road; 6th Block, Koramangala; Bangalore Karnataka-560095
15	BAeHAL Software Limited	Airport Lane; Hal Estate; Bangalore Karnataka560017
16	Bells Softech Limited	# 91, Level - 1, HRS Chambers; Richmond RoadBangalore Karnataka- 560025
17	Bharatmatrimony.com Pvt Ltd	301, Prince Centre; 709, Anna Salai; ChennaiTamil Nadu-600018
18	Birlasoft Limited	H-9, Sector-63; Noida Uttar Pradesh-201301
19	BMC Software India Pvt Ltd	2nd Floor, Mutha Chambers; Senapati Bapat Road; Pune Maharashtra-411016
20	Busy Infotech Pvt. Ltd	206, M.G. House; 2, Community Centre, Wazirpur Industrial Area; New Delhi-110052
21	Capgemini Consulting India Pvt Ltd	SEP2 - B3, Godrej Industrial Complex; Eastern Express Highway, Vikhroli; Mumbai Maharashtra-400079
22	Capita Offshore Services Pvt Ltd	5th Floor, Tower-I, Logitech Park; Andheri Kurla Road, Andheri East; Mumbai Maharashtra-400072
23	CIBERsites India Pvt Ltd	410, 100 Feet Road; IV Block, Koramangala; Bangalore Karnataka-560034
24	CITEC Information India Pvt Ltd	No 12 ,Richmond Towers; Richmond Road; Bangalore Karnataka-560025
25	Citigroup Global Services Ltd	Plot no 223, NESCO Compound; Goregaon (East); Mumbai Maharashtra-400063
26	Cognizant Technology Solutions India Pvt. Ltd.	Techno Complex, 5/535, Old Mahabalipuram Road; Okkiyam, Thoraiakkam Road; ChennaiTamil Nadu-600096
27	Compulink Systems Ltd	"Kshitij", Plot no. 38, Rajiv Gandhi Infotech Park; Hinjewadi; Pune Maharashtra-411057
28	Convergys India Services Pvt Ltd	DLF Atria, Jacaranda Marg; DLF City, Phase II; Gurgaon Haryana-122002
29	Cranes Software International Ltd	5th Floor, Block I, Shankar Narayana Building; # 25, MG Road; Bangalore Karnataka-560001
30	Direction Software Solutions	16 St. James Court; Marine Drive; Mumbai Maharashtra-400020
31	EMC Data Storage Systems (India) Private Limited	9B Berjaya House, New Friends ColonyNew Delhi-110065
32	Enterprise System Solutions Pvt Ltd	Communication Center Building; Infocity PatiyaBhubaneswar Orissa- 751024
33	Evaluate Serve.com Pvt Ltd	2nd Floor, Tower 'A', Unitech World; Cyber Park, Sector 39; Gurgaon Haryana- 122002
34	FCG Software Services India Pvt. Ltd	2nd & 3rd Floor, Tower 3, SJR iPark; EPIP Zone - 1, Whitefield Road; Bangalore Karnataka-560066
35	Final Quadrant Solutions Ltd	7-A, Hansalaya Building; 15, Barakhamba RoadNew Delhi-110001
36	Financial Technologies (India) Pvt Ltd	Landmark B, Ground Floor, Chakala; Andheri (E); Mumbai Maharashtra-400093
37	First Advantage Private Limited	Interface, Building No. 7, 1st Floor; Link Road, Malad (W); Mumbai Maharashtra-400064
38	Firstsource Solutions Ltd	6th Floor, Peninsula Chambers; Ganpatrao Kadam Marg, Lower Parel; Mumbai Maharashtra-400013
39	Firstware Software Solutions (A Division of Brilliant Tutorials Pvt Ltd)	6, Karpagambal Nagar; Mylapore; ChennaiTamil Nadu-600004

40	Fulcrum Logic (India) Pvt Ltd	405 VIP Plaza, 4th Floor, Off New Link Road(Behind Crystal Plaza), Andheri (West)Mumbai Maharashtra-400053
41	GENPACT India Pvt Ltd	GE Towers, Sector Road, DLF Phase V; Sector - 53, Near DLF Golf Course; Gurgaon Haryana-122002
42	Geometric Global	Plot No. 4,5,6 & 8, Pune Infotech Park M.I.D.C.Hinjewadi, Taluka Mulshi; Pune Maharashtra-411057
43	GTL Limited	412, Janmabhoomi Chambers; 29, W H Marg, Ballard Estate; Mumbai Maharashtra-400038
44	HCL Technologies Ltd	A 10-11, Sector 3; Noida Uttar Pradesh-201301
45	Hewlett-Packard	No. 24, Salarpuria Arena; Hosur Main RoadBangalore Karnataka-560030
46	HSBC Electronic Data Processing India Pvt. Ltd.	Unit No. 02-01, 2nd Floor, Block 1, Cyber PearlHITEC City, Madhapur; Hyderabad Andhra Pradesh-500081
47	HTMT Global Solutions Pvt Ltd	HTMT House; No. 614, Vajpayee Nagar, Bommanahalli, Hosur Road; BangaloreKarnataka-560068
48	Huawei Technologies India	4th Floor, Leela Galleria; The leela Palace Bangalore, 23 Kodihally Airport Road; Bangalore Karnataka-560008
49	Hurix Systems Pvt. Ltd.	3rd Floor, 30/H, Parsi Panchayat Road; Andheri (East); Mumbai Maharashtra-400069
50	I Scribes India Pvt Ltd	T C 46/214, "Sivaprasad", Valiasala Street; Trivandrum Kerala-695036
51	IBM Daksh Business Process Services Pvt Ltd	Tower B, 4th Floor Building No. 8; DLF Cybercity, DLF Phase II; Gurgaon Haryana-122002
52	IBM India Pvt Ltd	India Research Laboratory, 4, Block-CInstitutional Area, Vasant KunjNew Delhi- 110070
53	iGATE Global Solutions Ltd	158-162(P) & 165(P)-170(P), EPIP Phase IIWhitefield; Bangalore Karnataka-560066
54	Independent Technology Systems	Divyashree Tower, 4th Floor, No. 55; Gurupanna Palyamadiwala Range; Bangalore Karnataka-560029
55	Infosys Technologies Ltd.	Plot No 44 3rd Cross; Electronics City, Hosur Road; Bangalore Karnataka-561229
56	InLogic BizCom Pvt Ltd	Old No.: 3, Ground Fl., Concordetex Tiles Building; 8th Sreet, Dr. Radhakrishnan Salai, Mylapore; Chennai Tamil Nadu-
57	Intel Technology India Pvt Ltd	136 Airport Road; Bangalore Karnataka-560017
58	Intelenet Global Services Ltd	Intelenet Tower - 1, Plot No. CST 1406 / A28, B/h; Mindspace, Malad (W); Mumbai Maharashtra-400064
59	Intelligroup Asia Pvt. Ltd.	SJR iPark, Tower -3, 6th Floor, EPIP Area, Opp Satya Sai Hospital, Whitefield, Bangalore – 66
60	Interra Information Technologies (India) Pvt Ltd	E-14, Noida Special Economic Zone; Noida Uttar Pradesh-201305
61	Iridium Interactive Ltd	MCH 704, Road 3, Banjara Hills Hyderabad 500 034 Andhra Pradesh
62	JP Morgan Services India Pvt. Ltd.	3rd Floor, Technopolis Knowledge Park; Mahakali Caves Road, Andheri (East); MumbaiMaharashtra-400093
63	Kale Consultants Ltd	1st Floor, Modi House, Naupada; Eastern Express Highway, Thane (W); Mumbai Maharashtra-400602
64	KPIT Cummins Infosystems Ltd	Plot No. 35 & 36, Rajiv Gandhi IT Park; Hinjewadi; Pune Maharashtra-411057
65	Legasis Services Pvt Ltd	B-105, ICC Trade Towers; Senapati Bapat RoadPune Maharashtra-411016
66	LG Soft India Pvt. Ltd.	Cherry Hills, Embassy Golf Links Business Park; Intermediate Ring Road; Bangalore Karnataka-560071
67	Liquid eLearning Services Pvt Ltd	Liquid House; F-3, Sector-8; Noida Uttar Pradesh-201301
68	Magic Software Pvt Ltd	D-107, Sector 2; Noida Uttar Pradesh-201301
69	MASTEK Ltd.	Unit No 106, SDF IV; SEEPZ, Andheri (East); Mumbai Maharashtra-400096
70	MeritTrac Services Pvt Ltd	125/1-18, G K Arcade, T Mariappa Road; Jayanagar, 1st Block; Bangalore Karnataka-560011
71	Microsoft Corporation (I) Pvt Ltd	9th Floor, Towerâ€A, DLF Cyber Greens ;DLF Cyber Citi, Sector-25A, Phase-3;Gurgaon; Haryana-122002
72	MindTree Consulting Ltd	42, 27th Cross;Banashankari, II Stage;Bangalore;Karnataka-560070
73	Misys International Financial Systems Pvt Ltd	Eagle Ridge, Embassy Golf Links Business ParkOff. Intermediate Ring Road; Bangalore; Karnataka-560071
74	Mphasis Ltd	2nd Floor, The Leela Business Park ;Andheri Kurla Road; Mumbai; Maharashtra-400059
75	MResult Services Pvt Ltd	504-506, 5th Floor, West Wing, Raheja TowersM G Road; Bangalore; Karnataka-560001
76	NASSCOM Foundation	International Youth Centre ;Teen Murti Marg Chanakyapuri; New Delhi – 110021
77	Natural Technologies (P) Ltd.	E-26, Sidharth Nagar, Malviya Nagar, Jaipur-302017 Rajasthan India
78	Ness Technologies (India) Ltd	No.33, 6th Block, 17th H Main Road; Koramangala; Bangalore; Karnataka-560095
79	Nihilent Technologies Pvt. Ltd.	4th Floor Weikfield IT Citi Infopark Nagar Road Pune - 411 014 India
80	NIIT SmartServe Ltd	223-224, Udyog Vihar; Phase I;GurgaonHaryana-122002
81	NIIT Technologies Ltd	No 8 Balaji Estate;Sudarshan Munjal Marg, Kalkaji; New Delhi-110019

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82	Nous Infosystems Pvt Ltd	No. I, I Main, 1st Block, Koramangala; Bangalore; Karnataka-560034
83	Oracle India Pvt Ltd	Block 1, DLF Corporate Park; DLF City, Phase - III, Mehrauli - Gurgaon Road; Haryana- 122002
84	Pan Business Lists Pvt Ltd	E-31, Sector 8; Noida; Uttar Pradesh-201301
85	PAR Computer Sciences (International) Ltd	B/12 Jaywant Industrial Estate; 62 Tardeo Road Mumbai; Maharashtra- 400034
86	Persistent Systems Pvt. Ltd.	Bhageerath, 402, Senapati Bapat Road, Pune 411016.
87	Philips Electronics India Ltd	Innovation Campus, Manyata Tech Park; Nagavara; Bangalore; Karnataka- 560045
88	Praj Industries Ltd	Praj House, Bavdhan; Pune; Maharashtra-411021
89	Prithvi Information Solutions Ltd	10 Q3-A1, 10th Floor, Cyber Towers; Hitec City, Madhapur; Hyderabad; Andhra Pradesh-500033
90	Prudente Solution Pvt Ltd	SF 1, Alpine ARch Apartments; 10, Langford Road; Bangalore; Karnataka-560025
91	PSI Data Systems Ltd	Sunningdale, Embassy Golf Links Business Park Intermediate Ring Road; Bangalore; Karnataka-560071
92	Qualcomm India Pvt Ltd	DLF Centre, 3rd Floor, Parliament Street New Delhi- 110001
93	Quattro BPO Solutions Pvt Ltd	267, Udyog Vihar, Phase - II ; Gurgaon ; Haryana- 122015
94	Ranal Engineering Services Pvt. Ltd.	#15, Queen's Road, I A T Building; Tank Bund Road; Bangalore; Karnataka-560052
95	Real Soft (Intl) Pvt Ltd	227/70, Level 1, "Sigma Arcade"; Airport Road, Marathahalli; Bangalore; Karnataka-560037
96	Relsys India Pvt Ltd	A 4&5, Sector 16, Logix Park; Noida; Uttar Pradesh- 201301
97	RM Education Solutions India Pvt Ltd	B-5, Gayatri Building; Technopark; Trivandrum Kerala-695581
98	S7 Software Solutions	#9 3rd Floor 100ft Ring Road, 27th Main BTM Stage I Bangalore - 560068 INDIA
99	SAP Labs India Pvt Ltd	138, Export Promotion Industrial Park; Whitefield; Bangalore; Karnataka-560066
100	Sapient Corporation Pvt Ltd	Sapient Tower D and E, DLF Cyber Greens DLF phase III- Sector 25 A; Gurgaon; Haryana-122002
101	Satyam Computer Services Ltd	Mayfair Centre 1-8-303/36; S P Road; Secunderabad; Andhra Pradesh- 500003
102	Scicom Technologies Pvt Ltd	A-67, Sector 57; Noida; Uttar Pradesh- 201301
103	Scope International Pvt Ltd	1 Haddows Road; Chennai; Tamil Nadu-600006
104	Skelta Software Pvt Ltd	117/120, 80 Feet Road, 4th Block; Koramangala Bangalore; Karnataka-560034
105	STAG Software Pvt Ltd	#192, Airport Road; Domlur; Bangalore; Karnataka-560071
106	Summit HR Worldwide	24, Ramanathan Street, 1st Floor Kilpauk Chennai - 10
107	Symphony Services Corp. (I) Pvt Ltd	Symphony Technology Centre; #13 Magrath Road; Bangalore; Karnataka-560025
108	Syntel Ltd	112, SDF IV; SEEPZ, Andheri (East); Mumbai Maharashtra- 400096
109	Tata Consultancy Services Ltd	Air India Building; 11th Floor, Nariman Point Mumbai; Maharashtra- 400021
110	Tata Johnson Controls Automotive Limited	301-309, 3rd Floor, Sohrab Hall; 21 Sasoon Road, Behind Railway Station; Pune; Maharashtra-411001
111	Tech Mahindra Ltd	Sharda Centre, Off Karve Road; Erandwane Pune; Maharashtra-411004
112	Tenneco India Engineering & Shared Services Pvt Ltd	D 1, South 9th Floor, Tidel Park; 4 Canal Bank Road, Taramani; Chennai; Tamil Nadu- 600113
113	Tesco HSC	#81-82, EPIP Area; Research Centre 2, Whitefield; Bangalore; Karnataka-560066
114	Texas Instruments India Ltd.	66/3, Bagmane Tech Park; C V Raman Nagar Bangalore; Karnataka-560093
115	Trans Continental e-Services Pvt Ltd	2B, Gundecha Enclave; Khexani Road, Saki Naka Andheri East; Mumbai; Maharashtra-400072
116	Trianz Consulting Pvt Ltd	Embassy Icon, #3 Infantry Road; Bangalore; Karnataka-560001
117	Vee Technologies Pvt. Ltd	Vee Technologies Pvt. Ltd, Sona Towers. 71, Millers Road, Bangalore - 560052
118	Webrosoft Solutions (P) Ltd	13-A, Science and Technology Entrepreneurs Park G.N.D Engineering College, Gill Road Ludhiana
119	Wipro Technologies (Wipro Ltd)	Doddakannelli; Sarjapur Road Bangalore; Karnataka-560035
120	WNS Global Services (P) Ltd	Gate 4, Godrej & Boyce Complex; Pirojshanagar, LBS Marg, Vikhroli (W); Mumbai; Maharashtra- 400079
121	Xansa (India) Ltd	B-39, Sector 1; Noida; Uttar Pradesh-201301
122	Xoriant Solutions Pvt Ltd	401/402, 4th Floor, Winchester Hiranandani Business Park, High Street, Powai Mumbai; Maharashtra-400076
123	Zensar technologies Ltd	Unit No. 4, Plot No. 4, Kharadi Knowledge Park MIDC Kharadi; Pune; Maharashtra-411014

Annexure III — List of secondary sources of information referred

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