



# **CORPORATE SOCIAL RESPONSIBILITY AND WOMEN'S EMPOWERMENT: BEST PRACTICES AND CASE STUDIES**

May 2018

Noopur Desai  
Mac Farrell  
Ana Grajales  
Naina Jacobs  
Kendall Silberstein

Holly Hammonds  
Faculty Advisor



**COLUMBIA | SIPA**

School of International and Public Affairs

## **Table of Contents**

<b>The Client</b>	2
<b>The Team</b>	2
<b>Acknowledgements</b>	2
<b>Executive Summary</b>	3
Introduction and Purpose	3
Methodology	4
Summary of Findings	5
General CSR Best Practices	5
CSR Best Practices in Women's Empowerment	7
Case Studies	11
<b>Background</b>	20
Company Statement	20
About ReNew Power	20
Corporate Social Responsibility at ReNew	20
Corporate Social Responsibility	21
Global Standards	21
CSR in India	24
Women's Empowerment Focus in CSR	26
<b>Case Studies</b>	31
Schneider Electric	31
Enel	38
Solar Sister	45
Cisco Systems, Inc.	50
Microsoft Corporation	54
The Coca-Cola Company	60
<b>Conclusion</b>	64
Recommendations	67
<b>Annex</b>	68
<b>References</b>	69

## The Client



ReNew Power Ltd. ("ReNew Power"), established by Chairman and CEO, Sumant Sinha, in 2011, is one of India's largest renewable energy company with more than 5,600 MW of commissioned and under-construction clean energy assets. Of this, more than 3,600 MW of assets are already commissioned. Currently, it operates in several states across the country<sup>1</sup>.

## The Team



COLUMBIA | SIPA

School of International and Public Affairs

*Noopur Desai* is a student of development practice and management. She has experience in the impact investing sector and CSR in India.

*Mac Farrell* studies energy policy, market development and finance and has been active in environmental and renewable energy advocacy and analysis throughout his career.

*Ana Grajales* has experience in energy access value chains in India and East Africa, and previously worked for a strategy and management consulting company in Latin America. She specializes in development practice and advanced policy & economic analysis.

*Naina Jacob* specializes in finance, economics and organizational management. She has worked on three continents in CSR, change management and learning, and transfer pricing.

*Kendall Silberstein* studies urban policy with a management focus. She previously served in the U.S. Army in operations and has since worked in strategy consulting and human resources.

## Acknowledgements

We are grateful for Renew Power's cooperation in the writing of this report and for their tremendous work in furthering the goals of women's empowerment through access to education, entrepreneurship and energy. We would especially like to thank Vaishali Sinha, Shirin Kujur, Rahul Sharma and our Capstone Advisor, Holly Hammonds, for their insight and willingness to provide our team with ongoing support and guidance.

We would also like to acknowledge SIPA's Office of Academic Affairs, with special thanks to Suzanne Hollmann and Saleha Awal for their logistical support and communications.

---

<sup>1</sup> Company statement provided by ReNew Power Ltd. Company

# Executive Summary

## Introduction and Purpose

The global Corporate Social Responsibility (CSR) landscape has evolved enormously in recent decades, with many significant changes in the last five to ten years. CSR has grown from a trend to becoming standard practice for large and mid-cap companies around the world.<sup>2</sup> It is being integrated into the DNA of firms, their supply chains, and the communities in which they do business.

Companies increasingly recognize greater social and environmental responsibility as a business opportunity and a societal imperative, acknowledging topics such as human rights and climate-related issues in CSR reports. Furthermore, these issues - considered non-financial information - are finding their way into financial reports as companies realize the long-term financial risks and opportunities they may represent.<sup>3</sup> In this sense, CSR is becoming a strategic tool for companies to address the wide-ranging sustainability considerations of their business.

This shift has occurred quickly and companies, large and small, are still adjusting their policies to efficiently align and integrate CSR into their business. The process continues, as companies and their CSR project partners seek to continuously improve their CSR performance and impact.

The United Nations and other international government organizations have encouraged and sometimes paved the way for private sector social responsibility efforts. Moreover, in a groundbreaking policy, the Government of India (GOI) implemented the world's first government-mandated CSR requirement as part of its Companies Act of 2013 (Companies Act).

ReNew has been committed to social responsibility since its founding, including surpassing the 2% spending minimum required by the Companies Act and playing a leadership role at this unique time in Indian CSR policy. The company is working with government, communities, civil society organizations, and others to “redefine CSR execution in India and improve program evaluation to ensure meaningful impact.

In this effort, ReNew requested the assistance of the Capstone Team from the School of International and Public Affairs, Columbia University (the Capstone Team), to support the company in its efforts to expand its leadership role in CSR and its internal CSR planning. In particular, the company asked the Capstone Team to identify relevant best practices and case studies in the CSR space, focusing on Women's Empowerment in the areas of education, entrepreneurship, and access to energy.

---

<sup>2</sup> Blasco, Jose and Adrian King. “The Road Ahead - The KPMG Survey of Corporate Responsibility Reporting 2017.” KPMG. Apr. 2018. <https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2017/10/kpmg-survey-of-corporate-responsibility-reporting-2017.pdf>.

<sup>3</sup> Ibid.

## Methodology

The research methods for this report included a broad and comprehensive look at the literature on CSR and women's empowerment issues. With guidance from ReNew, case studies and best practices were selected with an emphasis on women's empowerment across education, entrepreneurship, and energy access areas.

The case studies were designed to provide a snapshot of the organization and its CSR program, a thorough evaluation of the design, implementation, and evaluation aspects of the chosen CSR initiative, and an assessment of the case's relevance and applicability to ReNew.

Case studies were built using publicly available information as a primary source. Secondary sources included interviews with ReNew representatives and limited external expert interviews.

Key considerations in selecting organizations and developing case studies included:

- Addressing women's empowerment challenges in education, entrepreneurship, and access to energy
- Alignment of organization's business and women's empowerment mission
- Adherence to global standards in CSR
- Integration of gender equality practices with best practices in program design, implementation, monitoring, evaluation, and reporting
- Experience bringing programs to scale and/or replicating women's empowerment programs successfully
- Experience with identifying, vetting, and monitoring partnerships

## Summary of Findings

### ***General CSR Best Practices***

Numerous best practices in CSR generally, and women's empowerment specifically, have been developed and increasingly refined through the individual and coordinated efforts of leading international governmental bodies, private companies and civil society stakeholders. For the purposes of this paper, a best practice is a well-known, recognized, and practiced guideline or standard. The following six best practices are most relevant to this analysis and the client's objectives:

- Alignment and integration with company mission, vision, business case and/or industry
- Integration of the UN Global Compact and the Sustainable Development Goals company-wide, through the supply chain and in CSR programming
- CSR initiatives adjust to local needs
- Partnerships with specialized organizations; alignment of mission and technical skills between company, project partners
- Quantitative, succinct, easy-to-measure and -verify goals
- Public reporting and disclosure

These best practices were selected due to their prominence in the literature, particularly as seen in global standards such as the United Nations Global Compact, UN Sustainable Development Goals, UN Women's Empowerment Principles, and the GRI (Global Reporting Initiative) G4 Sustainability Reporting Guidelines.

Trends reports and publications from organizations such as KPMG, EY, PwC, McKinsey, Bain, the World Economic Forum, MIT, Harvard Business Review, the OECD, and the World Bank also support the identification of these as best practices.

Below, the best practices are developed in greater detail.

#### **1. Alignment and integration with company mission, vision, business case and/or industry**

In today's CSR landscape, alignment and integration of a company's CSR mission and programming with the company's business mission and technical skills is now widely regarded as important and valuable to both. Although, it should be noted that while most organizations tout this best practice, many do not have the seamless relationship that is expected. It is difficult to verify this on a case by case basis with only publicly available information, but the difficulty to align CSR and mission is well-known.

All the case studies in this paper claim successful alignment and integration of CSR with their mission, vision, business case, and/or industry.



Cisco, for example, integrated backwards to provide the education, assessments, and certification opportunities required to be successful and relevant in the industry - of which Cisco is leader. Schneider and Enel practice a shared value approach which generates economic value while producing societal value by addressing challenges. Solar Sister built a last-mile energy access network, aligned with for-profit motives that make relationships between it and entrepreneurs more sustainable.

## 2. Integration of the UN Global Compact and the Sustainable Development Goals company-wide, through the supply chain and in CSR programming

Some level of integration of the 10 principles of the UN Global Compact and the UN Sustainable Development Goals has become commonplace for major global companies and other global organizations. There are thousands of organizations that are signatories of the UN Global Compact. It should be noted that signing the Compact is not a prerequisite to follow the principles or the SDGs, nor does it mean that a signatory is a best example of adherence. The benefits of being a signatory are mainly two-fold: publicity and some level of assistance in order to successfully and applicably incorporate the principles and SDGs.

All six companies featured in case studies in this report are signatories of the UN Global Compact. Microsoft, Coca-Cola, Cisco, and Enel explicitly identify which SDGs their CSR initiatives address. This is done using some sort of UN SDG Index in their CSR report. Schneider, by contrast, simply acknowledges its commitment to helping accomplish the 17 goals.

## 3. CSR initiatives adjust to local needs

It is common for a company to want to launch an initiative only to find out that the infrastructure, training, and/or education needed for it to be successful for the population is not present. ReNew understands this situation well.

Coca-Cola's 5by20 program approaches local needs similarly to Renew, where a small team oversees and guides regional partners with local implementation. This is relevant because the incredible scale of 5by20 provides a model that proves this method of implementation can be successful even as the program grows exponentially. Furthermore, Enel, Schneider, and Solar Sister all require local assessments and adjustment by default due to their business and CSR goals.

## 4. Partnerships with specialized organizations; alignment of mission and technical skills between company, project partners

Partnerships are necessary when implementing CSR. Most companies, like all those covered in the case studies, simply do not have the capacity and/or local expertise to ensure the success of their initiatives on the ground around the world.

The Coca-Cola Company exercises its established Golden Triangle method of engaging with the public, private, and civil society sectors. The support of all three parties is essential for success.

Microsoft partners with NGOs and governments in order to help shape its CSR activities from the design step. Solar Sister has developed a strong Business Development Associate role. These associates handle local program management and spends approximately half of her time searching for new entrepreneurs, thereby expanding the network. Cisco's NetAcad is completely based on educational partnerships aligned to their curriculum.

## 5. Quantitative, succinct, easy-to-measure-and-verify goals

This best practice is born from practicality. Setting goals serves several purposes. Goals can attract publicity to an initiative, encourage motivation among employees, serve as a measurement for success, and also enable an initiative to complete so a CSR program can pivot accordingly.

Cisco clearly identifies its the five primary goals of its CSR program and their progress in its CSR report (detailed in case study). Coca-Cola's 5by20 program is named after its clear, catchy goal - to enable 5 million women entrepreneurs by year 2020. Enel's Enabling Electricity goals were ambitious yet attainable at 1 million beneficiaries, succeeded, doubled to 2 million, and succeeded again. With these types clear and measurable goals, success can be easier to verify and celebrate.

A great example of a pivot The Support My School (SMS) initiative sponsored by Coca-Cola India and NDTV, among other sponsors. SMS started with the goal of revitalizing 1,000 schools, ensuring proper facilities and education enabling proper sanitation. Once this goal was met, SMS pivoted to a new goal of teaching eco-friendly trash disposal methods to schools across India.

## 6. Public reporting and disclosure

Reporting CSR activities is generally required globally and is becoming more and more standardized. The most used reporting standard is the GRI-G4 Sustainability Reporting Guidelines. Over 3,600 organizations registered their GRI-G4 reports with GRI in 2016, 80 of those were Indian companies.<sup>4</sup>

Any large or medium-sized successful company is expected to have a comprehensive CSR report today. All the organizations covered in case studies in this report utilizes GRI reporting guidelines to some extent.

---

<sup>4</sup> Sustainability Disclosure Database." *Global Reporting Initiative*. 2018. <http://database.globalreporting.org/>.



## ***CSR Best Practices in Women's Empowerment***

The emphasis on women's empowerment and the field of women's empowerment are rapidly growing. While there have been laws regarding gender equality for decades, today awareness of its importance (both in terms of the enormous opportunities for business and society and the enormous risks and costs of failing to take proactive steps) is reaching a critical mass. There are many reasons for this, among them: the strong evidence of women's workforce participation increasing GDP and economic prosperity, the equally strong evidence of the remaining gaps and barriers to women's equal opportunity, and significant generational and cultural shifts, recently highlighted by the emergence of the "Me Too" movement.

Indeed, equality of treatment and opportunity for women is now considered a central component of internal company, supply chain and CSR best practice by a wide range of the world's major corporations. There are thousands of organizations around the world implementing women's empowerment practices, varying greatly in their scale, budget, design, implementation, evaluation, and impact. The United Nations Women's Empowerment Principles are the most recognized resource for integrating practices, with over 1,800 signatories of the WEPs, of which 47 are Indian organizations.<sup>5</sup> It should be noted that just because a company is not a signatory, that does not mean the company is not doing relevant and impactful women's empowerment work. Cisco, while a signatory of the UN Global Compact, is actually not a signatory of the WEPs, yet conducts valued gender equality practices.

The following reviews women's empowerment best practices most relevant to this report for ReNew. These best practices are:

- Use of gender lens when considering and designing CSR initiatives
- Integration of the Women's Empowerment Principles and UN Sustainable Development Goals company-wide and across CSR programming
- Women's initiatives address multiple priority areas, to leverage complementarities, address interrelated issues and maximize impact
- Use of gender disaggregated data and gender impact evaluation and reporting

Below, the best practices are developed in greater detail.

### **1. Use of gender lens when considering and designing CSR initiatives**

The best practice that is arguably the most relevant to a CSR program is to view all aspects of it through a gender lens. If this practice is observed, hypothetically, all subsequent best practices should fall into place.

All of the case studies presented in this paper exercise this best practice to some extent. For example, The Coca Cola Company's 5by20 initiative continuously views its programs through a gender lens. Actions within the initiative are designed with women in mind,

---

<sup>5</sup> "Companies." *Women's Empowerment Principles*, 4 Apr. 2018, <http://weprinciples.org/Site/Companies/1>.

implemented with and through women, and evaluated on impact using data. Solar Sister's purpose is to support women energy entrepreneurs. Microsoft, Cisco, Enel, and Schneider all acknowledge and support the importance of women's empowerment both internally and externally, although it is difficult to explicitly verify that they are viewing CSR with a gender lens consistently.

Another way to enact this best practice is to simply ensure that CSR is providing an equal opportunity to women, as well as men. Many of Cisco's initiatives do not only focus on women but provide an equal opportunity for women's participation when it otherwise would not be possible.

## 2. Integration of the Women's Empowerment Principles<sup>6</sup> and UN Sustainable Development Goals<sup>7</sup> company-wide and across CSR programming

The integration of the Women's Empowerment Principles (WEPs) and the UN Sustainable Development Goals, SDG5: Gender Equality in particular, is becoming more and more standard.<sup>8</sup>

There are over 1,800 signatories of the WEPs, 47 of them are Indian organizations.<sup>9</sup>

Organizations can become signatories of the WEPs to show their commitment, but this is not a requirement by any means to prove that women's empowerment is a priority in a CSR program. All the organizations covered in case studies in this report are signatories, except Cisco and Solar Sister, who are obvious advocates for women's empowerment and gender equality. This further supports that signing to the WEPs is not a requirement.

Recognition of the WEPs or company-specific women's empowerment principles is common in large, established companies. Kellogg Company through a partnership with CARE, for example, has even developed a customized Women's Empowerment Index to be used to measure the impact of some of their initiatives.<sup>10</sup> None of the studied organizations in this report have such an index.

## 3. Women's initiatives address multiple priority areas, to leverage complementarities, address interrelated issues and maximize impact

A common and usually organic best practice is the development of initiatives that address women's empowerment across multiple areas, leveraging and taking advantage of interrelationships and complementarities across initiatives. All of the case studies in this report have some level of cross over between education, entrepreneurship, and access to energy.

---

<sup>6</sup> "Business Practice." United Nations Global Compact. <http://www.weprinciples.org/Site/CompaniesLeadingTheWay/>.

<sup>7</sup> "Sustainable Development Goals." United Nations Global Compact. <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>.

<sup>8</sup> Blasco, Jose and Adrian King. "The Road Ahead - The KPMG Survey of Corporate Responsibility Reporting 2017." KPMG. Apr. 2018.

<sup>9</sup> "Companies." *Women's Empowerment Principles*, 4 Apr. 2018, <http://weprinciples.org/Site/Companies/1>.

<sup>10</sup> "Business Practice." United Nations Global Compact. <http://www.weprinciples.org/Site/CompaniesLeadingTheWay/>

Two perfect examples is the practice are Enel and Schneider. Both of their CSR programs contain initiatives that identify and train women entrepreneurs to maintain and repair electric solar power equipment. These initiatives educate women, empowers entrepreneurship, and provides sustainable energy. Microsoft, Cisco, and Coca-Cola all have education and entrepreneurship aspects. Solar Sister focuses on both entrepreneurship and access to energy.

#### 4. Use of gender disaggregated data and gender impact evaluation and reporting

Women's Empowerment Principle 7: Transparency, Measuring and Reporting calls on businesses to measure and publicly report on progress towards gender equality.<sup>11</sup> The first step to including women in any CSR program is to accurately count them. Without the necessary data and evaluation of women's empowerment initiatives, there is no accurate way to prove if they are effective. Table 1 illustrates different gender disaggregated data points across an organization's value chain.

Table 1. Examples of Gender Disaggregated Data Points: <sup>12</sup>	
Organizational Governance & Values	<ul style="list-style-type: none"> <li>• Gender breakdown of the organization's board of directors</li> <li>• Number &amp; percentage of management posts by gender</li> <li>• Percentage breakdown by gender of top five highest-paid executives</li> </ul>
Workplace	<ul style="list-style-type: none"> <li>• Ratio of job applications to new contracts signed, by gender</li> <li>• Percentage of promotions in main organizational categories by gender</li> <li>• Ratio of remuneration of all employees &amp; by employee category, by gender</li> </ul>
Supply Chain	<ul style="list-style-type: none"> <li>• Percentage of suppliers with (or that report on) gender-equality policies</li> <li>• Gender composition of supplier workforce</li> <li>• Percentage of suppliers' managerial posts, by gender</li> </ul>
Community	<ul style="list-style-type: none"> <li>• Total monetary value of community engagement programs, by gender of beneficiaries</li> <li>• Total number of direct beneficiaries of community engagement programs broken down by gender</li> </ul>

<sup>11</sup> "Women's Empowerment Principles Reporting on Progress." *United Nations*. 25 Apr 2018. <http://weprinciples.org/files/attachments/61.pdf>.

<sup>12</sup> "Embedding Gender in Sustainability Reporting A Practitioner's Guide." *International Finance Corporation and Global Reporting Initiative*. 2009. [https://www.ifc.org/wps/wcm/connect/9ab39d8048855cc78cccde6a6515bb18/GRI-IFC\\_Full\\_Gender.pdf?MOD=AJPERES&CACHEID=9ab39d8048855cc78cccde6a6515bb18](https://www.ifc.org/wps/wcm/connect/9ab39d8048855cc78cccde6a6515bb18/GRI-IFC_Full_Gender.pdf?MOD=AJPERES&CACHEID=9ab39d8048855cc78cccde6a6515bb18).

The Women's Empowerment Principles Gender Gap Analysis Tool is new resource that helps companies identify strengths, gaps, and opportunities to improve performance on gender equality.<sup>13</sup> It is a free, user-friendly, and strictly confidential online platform that helps in company assessment. Core partners in its development are the United Nations Global Compact, UN Women, the Inter-American Investment Corporation, and the Multilateral Investment Fund. Supporting partners include the German Federal Ministry for Economic Cooperation and Development, the Government of Japan, BSR, Itaipu Binacional, The Coca-Cola Company, and KPMG. There are already 376 companies in 68 countries utilizing this tool.<sup>14</sup> Due to this tool's confidentiality agreement, it is not known which companies use it. Please see footnotes below for more information.

Gender disaggregated data and impact assessments are present in every case study to some extent. Data allows companies like Solar Sister to evaluate its focus on women throughout its organization, engaging women as advocates and users of clean energy technology, entrepreneurs, and employees. Another great example of this practice is Coca-Cola's 5by20 reporting, as is expected due to the initiative's primary focus on women. Other good examples are Cisco, particularly its by-country breakdown, and Microsoft.

---

<sup>13</sup> "Women's Empowerment Principles Gap Analysis Tool - From Principles to Practice." *United Nations Global Compact*. 2018. <https://weps-gapanalysis.org/about-the-tool/>.

<sup>14</sup> "The Women's Empowerment Principles Gender Gap Analysis Tool." *United Nations Global Compact*. 2018. <https://weps-gapanalysis.org/>.

## Case Studies

The six cases studies selected for this report are:

- Schneider Electric - BipBop
- Enel - ENabling ELelectricity
- Solar Sister - *Social Enterprise Study*
- Cisco Systems, Inc. - Cisco Networking Academy
- Microsoft Corporation - YouthSpark
- The Coca-Cola Company - 5by20

The case studies vary widely in longevity (ranging from 6 to 20 years) and budget (from less than \$3 million to almost \$300 million). The cases involve operations in over 180 countries and reach anywhere from 700,000 to over 20 million beneficiaries.

Table 2. Case Studies at a Glance						
Case	Schneider Electric BipBop	Enel – ENabling ELelectricity	Solar Sister	Cisco Networking Academy	Microsoft YouthSpark	The Coca-Cola Company 5by20
Size	17 years	7 years	8 years	20 Years	6 Years	8 years
	> \$3 million Schneider Energy Access Fund	Undisclosed	>1M budget	\$274 Million FY2017	\$ 75 million (overall)	Local subsidiaries provide funds
Impact	23 million reached	2.3 million beneficiaries	700,000 beneficiaries	1.33 Million Learners, 2017	Goal: 300 million young adults globally	1.75 million women enabled
	148,000+ trained in electricity trades	Operates in 20 countries	2,500 entrepreneurs	Academies in 180 countries	50% of the beneficiaries are women	Operations in 64 countries

Each of the cases involve initiatives embedding key CSR best practices identified in this report, contributing to their selection. In addition, cases were chosen for the following reasons:

Schneider Electric's BipBop program encompasses all three of the areas within women's empowerment that ReNew requested this team focus on: energy access, education and

entrepreneurship. Similar to the Enel case below, Schneider BipBop provides energy access to low-income populations, which is of particular relevance to ReNew.

Enel's ENabling ELelectricity program was chosen in part for its partnership with Barefoot College, which brought access to the India-based training program to women across Latin America. As an energy utility, Enel operates in a space that is somewhat similar to ReNew, and therefore Enel has similar core competencies. Enel is innovative, and demonstrated its commitment to women's empowerment by facilitating access to energy and lowering economic barriers.

Solar Sister is an exemplar of gender-focused service delivery in energy access. The social enterprise has a robust model that measures gender-disaggregated data and women's empowerment impact and utilizes its data for decision-making and further engagement of its women members. In addition, the Solar Sister model has been implemented in rural areas of two African countries with similar last-mile conditions to India's last mile.

Cisco Networking Academy was chosen as an example of a well-known, successful, and enduring initiative. It is the longest running and most well-funded initiative of all the case studies. Cisco Networking Academy's focus on providing basic and intermediate skills to low-income populations, increasing youth employability, emphasizing STEM, and of course its ability to increase female participation in a male-dominated field are all contributing reasons of particular relevance to ReNew and India.

Microsoft's YouthSpark Program is a great example of how the technology giant is leveraging its core competencies to advance digital skills and STEM education, especially for the underserved populations and women. Microsoft's focus on partnerships to impact skills and employability is very relevant to India, where the government has a long-standing commitment to improve employability and close the skills gap for India's demographic dividend. Finally, ReNew is interested in focusing on STEM education initiatives for the rural communities it works in. The Microsoft YouthSpark model is a strong example for ReNew, especially in terms of building strategic partnerships and using stakeholder engagement to define CSR programming.

Coca-Cola's 5by20 initiative was chosen for its unique implementation practices focused on grooming women to be entrepreneurs. With design and goals provided at the global level, the regional teams are responsible for securing resources and handling the implementation on the ground. Coke can keep its global team lean through this approach, while ensuring that regions can learn from each other. Coke also has a novel approach to examining intersections between CSR initiatives, resulting in a ripple effect that helps maximize impact. Finally, Coke is a strong proponent of the multi-stakeholder model. With its Golden Triangle approach, Coke is focused on including public, private and civil society organizations in its CSR efforts.



## 1. Schneider Electric: BipBop

Schneider Electric (Schneider) is a global energy management and components company. Though headquartered in France, Schneider is present in more than 100 countries, and has consistent annual global revenues of over €24 billion<sup>15</sup> <sup>16</sup> and over 140,000 employees worldwide.<sup>17</sup> It remains a very international company, with 39% of its sales coming from emerging economies.<sup>18</sup>

It should be noted that as of 2014, BipBop has evolved into the Access to Energy (A2E) program, which handles BipBop energy access CSR work and is now housed within the Sustainable Development department, which in turn is housed within the executive-level Strategy & Technology department. Above that, sits only the President & CEO. This organizational structure exhibits the importance of CSR and the BipBop program to Schneider.

The BipBop program combines both philanthropic and business activity to address energy access issues for low-income populations in rural areas of Sub-Saharan Africa, India, and SouthEast Asia. “BipBop” stands for Business, Innovation and People at the Base of the Pyramid.

It should be noted, however, that Schneider’s BipBop program does not have an explicit focus on women’s empowerment in its mission statement, and though its work on improving energy access and providing vocational training stands to improve the lives of millions of women, it is not their primary goal.

In the BipBop program, Schneider uses its core competencies to provide technology transfers, engineering expertise, funding, and training to create an energy access ecosystem wherein communities receive off-grid energy access solutions, entrepreneurship opportunities and training to maintain or advance these solutions.

Schneider frequently aligns the incentives of its CSR partners and its company leadership through shared profits and focuses on creating shared value by fully integrating its philanthropic energy access offerings into the company’s profits and performance indicators.

---

<sup>15</sup> *Financial and Sustainable Development Annual Report: Registration Document 2015*. Schneider Electric, 2016. [www2.schneider-electric.com/documents/presentation/en/local/2016/03/2015-annual-report-en.pdf](http://www2.schneider-electric.com/documents/presentation/en/local/2016/03/2015-annual-report-en.pdf).

<sup>16</sup> Andre, Thomas. “Base of the Pyramid and Corporate Social Responsibility: Why They Interact and How.” *Ecole Polytechnique, Economics and Finances*, 2015.

<sup>17</sup> *Financial and Sustainable Development Annual Report: Registration Document 2015*. Schneider Electric, 2016. [www2.schneider-electric.com/documents/presentation/en/local/2016/03/2015-annual-report-en.pdf](http://www2.schneider-electric.com/documents/presentation/en/local/2016/03/2015-annual-report-en.pdf).

<sup>18</sup> Desroches, Gilles Vermot, and Thomas Andre. “The BipBop Programme: Providing Access to Reliable, Affordable and Clean Energy with a Combined Approach of Investment, Offers and Training.” *Field Actions Science Reports*, no. 7, 2013. *Livelihoods*, doi:<http://journals.openedition.org/factsreports/2152>.

## 2. Enel: ENabling ELelectricity

Enel is a multinational energy company focused on integrated electricity and gas operation. It works in 35 countries across 5 continents, generating energy with a net installed capacity of almost 85 GW, selling gas and distributing electricity across a network spanning approximately 2.2 million km.<sup>19</sup>

CSR initiatives at Enel seek to “act in the service of communities, respecting the environment with the intention of ensuring a better world to coming generations.”<sup>20</sup> This sustainability objective translates into four sustainability values: responsible growth, fight against climate change, active dialogue with all stakeholders, and provide sustainable, affordable, accessible energy.

Enel launched ENabling ELelectricity in 2011 as part of its membership in the UN Global Compact LEAD. It benefited 2.5 million people by 2014,<sup>21</sup> surpassing its initial goal of 1 million. The program benefits disadvantaged populations living in rural and suburban communities through 30 projects across 20 countries.

As a major utility, Enel plays an industry role similar to that of ReNew. Through its technical expertise, geographic reach and generation, transmission and distribution projects, Enel aims to utilize its core competencies to extend energy access to those in need.

Enel pays extensive attention to the principle of “creating shared value.” Therefore, Enel engages local communities around their various energy infrastructure assets, seeking local opportunities to make a positive impact as well as extending training opportunities to local youth and other populations of interest. The company has established strategic partnerships that can scale and replicate programs in geographies of interest, thereby reducing barriers to implement local CSR programs. One of the best examples of these partnerships is the partnership launched with Barefoot College, in which Enel funded and coordinated with Barefoot in order to bring women-centric electrician training to communities around Enel’s various assets across Latin America.

---

<sup>19</sup> <https://www.Enel.com/aboutus/who-we-are> (Accessed 04/2018).

<sup>20</sup> Enel CSR Presentation. 2010.

<sup>21</sup> *Sustainability Report 2014*. Enel S.p.A., 2015. [https://www.Enel.com/content/dam/Enel-com/governance\\_pdf/reports/annual-financial-report/2014/Enel\\_sustainability\\_report\\_2014.pdf](https://www.Enel.com/content/dam/Enel-com/governance_pdf/reports/annual-financial-report/2014/Enel_sustainability_report_2014.pdf).

### 3. Solar Sister

Solar Sister is a nonprofit social enterprise with the mission of eradicating last-mile energy poverty by supporting women to be energy entrepreneurs. The organization works through a women-run direct sales network in Nigeria and Tanzania that distributes clean energy technology such as solar lights, mobile phone charging capability and clean cookstoves.

Solar Sister has a significant geographic footprint in the rural areas of Nigeria and Tanzania, reaching 700,000 beneficiaries through an increasing number of women entrepreneurs. In 2015, Solar Sister reported 1,000 women entrepreneurs<sup>22</sup> and more recently in 2018, reports 2500 active entrepreneurs.<sup>23</sup> In addition, the NGO has an annual budget of more than a million dollars.<sup>24</sup>

Solar Sister has four clear competitive advantages and core strengths. 1) Entrepreneurs have strong ties to local communities, creating aligned incentives to protect the reputations of both the Solar Sister brand and the entrepreneur. 2) Solar Sister purchases energy access equipment in bulk from local and regional suppliers, securing lower prices for energy products and creating economies of scale for its entrepreneurs. 3) Solar Sister passes down established management standards and best practices for inventory planning, sales strategy and pricing to entrepreneurs through training. 4) The organization leverages entrepreneur networks to sell products to consumers that the electric grid and solar distribution may not reach.

Solar Sister represents a pure NGO model, relying heavily on donor funding and philanthropic capital, and therefore is not financially sustainable. Replicating such a model would imply a permanent need for ReNew's financial support when other organizations in the energy space are moving towards financially sustainable and/or for-profit models. Energy access organizations in India, such as Barefoot College, SIMPA, SELCO Solar and D.Light, may represent more financially innovative and sustainable strategies.

---

<sup>22</sup> "Boiling Point." Household Energy Network (HEDON). Issue 66, 2015  
<https://www.esmap.org/sites/default/files/resources-document/GENDERWomen%20Energy%20and%20Economic%20Empowerment.pdf>.

<sup>23</sup> <https://www.solarsister.org/impact> (accessed 2, April 2018).

<sup>24</sup> "Job Opportunity – Finance Manager." Solar Sister. 14, March. 2018  
<https://www.solarsister.org/blog/job-opportunity-finance-manager>.

#### 4. Cisco Systems, Inc.: The Cisco Networking Academy

Cisco Systems, Inc. (Cisco) is an American multinational information and communication technology conglomerate that designs and sells a broad range of technologies that power the Internet.

Women's empowerment is promoted and seen throughout Cisco's various CSR initiatives, although the company's women's empowerment programs and practices are most clearly defined and developed internally within the company and across the business organization, as opposed to in its community initiatives.

Cisco Networking Academy (NetAcad) provides a comprehensive online training curriculum to secondary schools, community colleges, universities, and other organizations. In 2017 alone, the NetAcad curriculum was taught by 22,000 instructors in 10,400 academies across 180 countries to 1.33 million learners.<sup>25</sup> Since the program's inception in 1997, over 7.8 million students worldwide have been taught relevant skills to break into ICT and networking careers. Gender inequality in technology is one of NetAcad's target areas.<sup>26</sup> Female participation is at an average of 24% globally and varies widely by country.

While female participation is always encouraged and supported by Cisco, it should be noted that it is difficult to identify when Cisco instigates partnerships specifically empowering women. This could be because since NetAcad is so established, potential beneficiaries of its programming more often approach Cisco, rather than the other way around.

NetAcad is a strong example of CSR integration into the business and industry of a company. All learning materials are developed by the company to prepare for a career working in an industry largely facilitated by Cisco, in order to fill the gap of knowledgeable employees in the industry.

---

<sup>25</sup> Ibid.

<sup>26</sup> Moorhead, Patrick. "Cisco's Networking Academy Trains 1M Students Per Year to Fill 8M Networking Jobs." *Forbes*. 28 Jun. 2016. <https://www.forbes.com/sites/patrickmoorhead/2016/06/28/ciscos-networking-academy-trains-1m-students-per-year-to-fill-8m-networking-jobs/2/#6db548e525a7>.

## 5. Microsoft Corporation: Microsoft YouthSpark

Microsoft Corporation (Microsoft) is a global technology company with a robust CSR model and a philanthropic unit. Microsoft is focused on diversity and inclusion efforts for its workforce, with a longstanding commitment to women's empowerment. The company strives to recruit women from around the world in the field of computer technology.

Women's empowerment through education, especially STEM education, is a theme across numerous Microsoft CSR initiatives. The company has several programs aimed at sparking girls interest in technology careers.

Microsoft YouthSpark is designed to help create education and economic opportunities for children around the world. The goal of the initiative is to improve access to education in computer science education. 80% of the beneficiaries come from underserved communities, with more than half of them being women.<sup>27</sup>

Similar to ReNew, Microsoft's CSR strategy is aimed at improving access to STEM education. Microsoft taps into its core competencies as a front runner in the technology space to create programs to advance digital skills across the globe.

Microsoft regularly conducts stakeholder engagements to design its CSR and philanthropic initiatives thereby designing initiatives that are relevant and easy to implement. Across the world, Microsoft has established strategic partnerships with local and international organizations that can scale and customize programs to be localized and effective.

Much like Renew, Microsoft places a premium on inclusion of women and women's empowerment through corporate policies and diversity programs, and then into the community through CSR and philanthropy.

---

<sup>27</sup> "Microsoft Digital Skills." *Microsoft*. <https://www.microsoft.com/en-us/digital-skills/be-inspired>.

## 6. The Coca-Cola Company: 5by20

The Coca Cola Company (Coke), is the world's largest beverage company.<sup>28</sup> Coke partners with over 250 bottlers around the world and has over 900 plants, 25 of which are in India.<sup>29</sup> The company's three CSR priority areas are "women", "water", and "well-being". Coke's focus on women includes economic empowerment and entrepreneurship.

Coke's 5by20 program has the goal of enabling the economic empowerment of five million women entrepreneurs across its global value chain by 2020. The program aims to help women overcome common barriers to success in the marketplace. Women involved in the Coke supply chain receive business skills and networking training, financial inclusion, and mentoring with women involved. Participants are producers, suppliers, distributors, retailers, recyclers and artisans.<sup>30</sup> The 5by20 Initiative has expanded to 64 countries and enabled 1.7 million women since 2010.<sup>31</sup>

The 5by20 initiative approaches implementation and management in a similar manner to Renew, where a small team oversees and guides regional partners with local implementation. This is relevant because the significant scale of the 5by20 initiative provides a model that shows this method of implementation can be successful, even as the program grows exponentially.

Coke is especially focused on the intersections between initiatives. It systematically examines how improvement in one area could positively impact another.

Coke's Golden Triangle method of engaging public, private, and civic government stakeholders used by 5by20 seems highly relevant to ReNew's engagement priorities and its focus on public-private partnerships.

The 5by20 approach to evaluation relies heavily on external evaluation/validation and the use of existing international frameworks to benchmark results. This, too, may be useful for ReNew as it provides a robust model for ensuring regular monitoring, even in the early stages of implementation.

---

<sup>28</sup> "About Us." *Coca-Cola*, 4 Apr 2018. <https://www.worldofcoca-cola.com/about-us/coca-cola-beverages-products/>.

<sup>29</sup> "The Coca-Cola System." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/the-coca-cola-system>.

<sup>30</sup> "5by20: What We're Doing." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/awards-rankings>.

<sup>31</sup> "Infographic: 5by20 By the Numbers." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/sustainability/2017/infographic-5by20-bythenumbers-2017>.



## Background

### Company Statement: ReNew Power<sup>32</sup>

#### **About ReNew Power**

ReNew Power Ltd. (“ReNew Power”), established by Chairman and CEO, Sumant Sinha in 2011, is one of India’s largest renewable energy company with more than 5,600 MW of commissioned and under-construction clean energy assets. Of this more than 3,600 MW of assets are already commissioned. Currently, it operates in several states across the country.

Committed to leading a change in the country’s current energy portfolio by delivering cleaner and smarter energy choices and thereby reducing India’s carbon footprint, ReNew Power’s mission is to play a pivotal role in meeting India’s growing energy needs in an efficient, sustainable and socially responsible manner.

#### **Corporate Social Responsibility at ReNew**

At ReNew Power, we are committed to inclusive growth and empowering communities. We have always believed in doing business in a socially responsible manner. Under the umbrella of ReNew India Initiative (RII), we support several programs to forge strong relationships with local communities and positively impact the lives of people in & around our operations. RII is focused on the following pillars of development, aligned to the Sustainable Development Goals:

- Human Capital to make people self-reliant
- Social Capital to promote sustainable livelihood
- Natural Capital to strengthen efforts towards environment protection

ReNew’s flagships programs under RII include:

- *Lighting Lives*: This is a holistic development model for the community which provides access to electricity by offering off-grid solar based solutions.
- *Establishment of Edu hub*: An innovative rural community center focusing on improving education using technology for quality education for children and youth.
- *ReNew Women India Initiative (ReWIN)*: A socio- economic empowerment program for rural women. It encourages women to become entrepreneurs through Self Help Group model and creates additional opportunities for employment for them.
- *ReNew Scholarship for Exceptional Talent (ReSET)*: A program to identify talent from under privileged sections and provide a platform to develop their academic and extracurricular talent, thereby promoting excellence in these areas. Special emphasis will be on the girl child.
- *Community based water management*: A Community-Corporate (CC) based partnership to address the need for ensuring access to quality drinking water by the establishment of water filtration units in community and schools.

---

<sup>32</sup> ReNew Power Ltd. provided the Company Statement used in the following section of this report.

As of 2017, ReNew's CSR activities have impacted the lives of more 138,000 people--and included the planting of more than 6k trees--in 96 villages, across 24 project sites in the 9 states in which the company generates electricity.<sup>33</sup> Renew's overall indicators for its CSR program convey very high-level impact and large-scale opportunity.

## **Corporate Social Responsibility**

### ***Global Standards***

There are numerous global standards for corporate social responsibility practices, across geographies and industries. The most relevant, well-known, and applicable CSR standards for ReNew include the United Nations Global Compact (UNGC or Global Compact), the Global Reporting Initiative (GRI), and the International Organization for Standardization (ISO) 26000.

The United Nations Global Compact is the world's largest corporate sustainability initiative.<sup>34</sup> The Compact is made up of ten principles for companies that address human rights, labor, environment, and anti-corruption.<sup>35</sup> They are derived from the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

Over 9000 companies are signatories of the UNGC. By signing, companies signal their commitment to seek alignment of company practices with global CSR standards.<sup>36</sup> Companies with healthy CSR programs that are not signatories likely acknowledge and integrate some portions of the UNGC according to their priorities and capabilities.

The Ten Principles of the United Nations Global Compact:

#### ***Human Rights***

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights

Principle 2: make sure that they are not complicit in human rights abuses

#### ***Labor***

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Principle 4: the elimination of all forms of forced and compulsory labor

Principle 5: the effective abolition of child labor

---

<sup>33</sup> "ReNew India Initiative - Annual CSR Report 2016-17." *ReNew Power*. 2017. [https://renewpower.in/wp-content/uploads/2017/10/CSR\\_Report\\_2016-17.pdf](https://renewpower.in/wp-content/uploads/2017/10/CSR_Report_2016-17.pdf).

<sup>34</sup> "Who We Are." *United Nations Global Compact*. 2018. <https://www.unglobalcompact.org/what-is-gc>.

<sup>35</sup> "The Ten Principles of the UN Global Compact." *United Nations Global Compact*. 2018. <https://www.unglobalcompact.org/what-is-gc/mission/principles>.

<sup>36</sup> "Why you should join us." *United Nations Global Compact*. 2018. <https://www.unglobalcompact.org/participation/join>.

*Principle 6: the elimination of discrimination in respect of employment and occupation*

#### *Environment*

Principle 7: Businesses should support a precautionary approach to environmental challenges

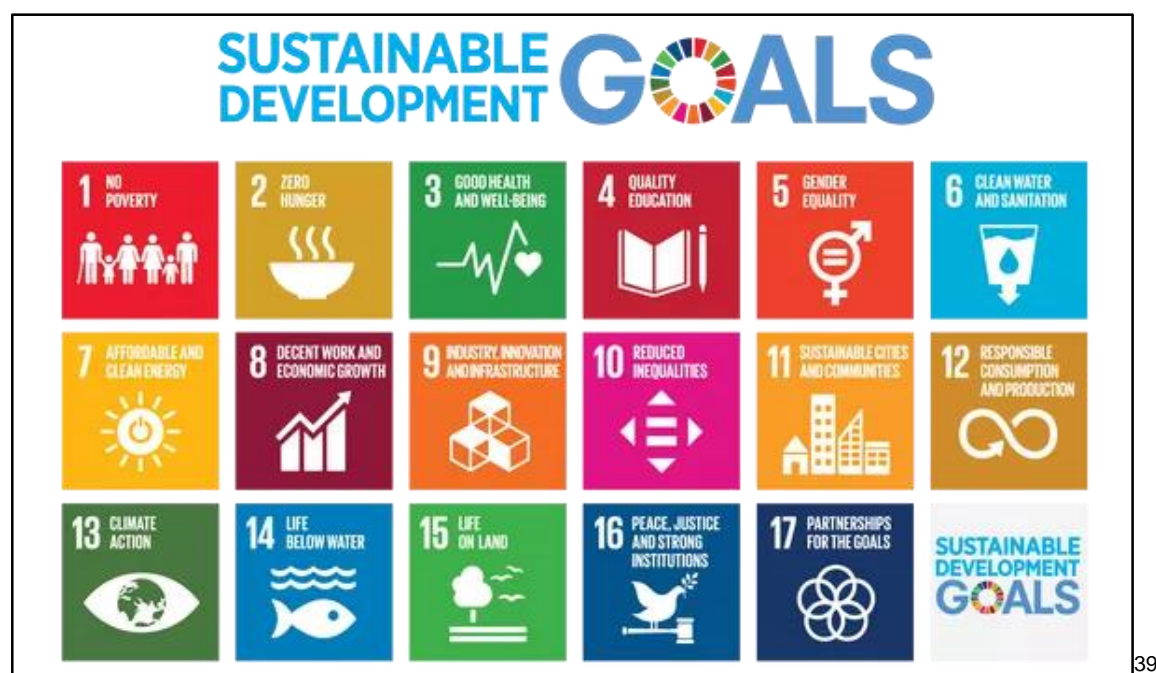
Principle 8: undertake initiatives to promote greater environmental responsibility

Principle 9: encourage the development and diffusion of environmentally friendly technologies

#### *Anti-Corruption*

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

The UNGC also supports the integration of the 17 UN Sustainable Development Goals (SDGs).<sup>37</sup> Many companies, such as Cisco and Microsoft, integrate the SDGs into their CSR program and report how initiatives address each goal. Below is a listing of the 17 SDGs.<sup>38</sup>



The three most relevant SDGs to this report are:

SDG4: Ensure inclusive and quality education for all and promote lifelong learning

SDG5: Achieve gender equality and empower all women and girls

SDG7: Ensure access to affordable, reliable, sustainable and modern energy for all

<sup>37</sup> "The SDGs Explained for Business." *United Nations Global Compact*. 2018.

<https://www.unglobalcompact.org/sdgs/about>.

<sup>38</sup> "Communications Materials." *United Nations*. UN Web Services Sections, Department of Public Information. 2018.

<https://www.un.org/sustainabledevelopment/news/communications-material/>.

<sup>39</sup> Ibid.

The UN has specifically committed to SDG7. SDG7 has many sub-goals, but a major one is to eradicate lack of energy access by 2030. According to UN Women, “sustainable energy access and gender equality (SDG5) are pre-conditions for reaching most SDG targets. Achieving these goals will have multiplier effects and contribute towards reaching ten other SDGs, particularly by improving livelihoods, health, education, and economic growth; and by increasing access to water and job opportunities.”<sup>40</sup>

The UNGC also supports the Women’s Empowerment Principles (WEPs)<sup>41</sup> which recognize the central role that business can play in promoting women economically, socially and educationally. Like the Global Compact as a whole, companies can become signatories of the WEPs.

The Women’s Empowerment Principles are:

WEP1. Establish high-level corporate leadership for gender equality

WEP2. Treat all women and men fairly at work - respect and support human rights and nondiscrimination

WEP3. Ensure the health, safety and well-being of all women and men workers

WEP4. Promote education, training and professional development for women

WEP5. Implement enterprise development, supply chain and marketing practices that empower women

WEP6. Promote equality through community initiatives and advocacy

WEP7. Measure and publicly report on progress to achieve gender equality

The GRI Sustainability Reporting Guidelines are globally recognized, and the most utilized framework to measure and report corporate social responsibility performance.<sup>42</sup> Over 12,000 organizations disclose their GRI sustainability reporting.<sup>43</sup> All the companies highlighted in our case studies adhere to and have disclosed their GRI reports, except for Solar Sister.

ISO 26000 provides guidance on how companies can operate in a socially responsible way.<sup>44</sup> It helps operationalize the concept of social responsibility and outlines how a company can translate its business practices into effective socially responsible actions. It offers more than 450 recommendations that can be aligned to both the SDGs and the GRI Sustainability Reporting Guidelines. Unlike other well-known ISO standards, ISO 26000 are not requirements and thus cannot be certified. These standards represent international consensus as they were negotiated over five years by governments, NGOs,

---

<sup>40</sup> *Global Programme Document: Women’s Entrepreneurship for Sustainable Energy (March 2016)*. Rep. N.p.: UNEP/UN Women, 2016.

[https://trainingcentre.unwomen.org/pluginfile.php/66830/mod\\_folder/content/0/Global%20Programme%20Document%20-%20Women%20entrepreneurs%20and%20sustainable%20energy.pdf?forcedownload=1](https://trainingcentre.unwomen.org/pluginfile.php/66830/mod_folder/content/0/Global%20Programme%20Document%20-%20Women%20entrepreneurs%20and%20sustainable%20energy.pdf?forcedownload=1).

<sup>41</sup> “Women’s Empowerment Principles.” *United Nations Global Compact*. 2018. <http://www.weprinciples.org/>.

<sup>42</sup> Blasco, Jose and Adrian King. “The Road Ahead - The KPMG Survey of Corporate Responsibility Reporting 2017.” *KPMG*. Apr. 2018. <https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2017/10/kpmg-survey-of-corporate-responsibility-reporting-2017.pdf>.

<sup>43</sup> “Sustainability Disclosure Database.” *Global Reporting Initiative*. 2018. <http://database.globalreporting.org/>.

<sup>44</sup> “ISO 26000 - Social Responsibility.” *International Organization for Standardization*. 2018. <https://www.iso.org/iso-26000-social-responsibility.html>.

industries, consumer groups, and labor organizations around the world.<sup>45</sup> ISO 26000 was only found to be used by Schneider to enable continuous improvement of its adherence to the Global Compact.<sup>46</sup>

## CSR in India

### Background

The Indian Government and a wide range of experts have recognized that India's future growth depends in part on addressing the challenges faced by the poorest in the country. The World Bank shows that 1 in 5 Indians lives below the poverty line<sup>47</sup>, defined as earning \$1.90 or less per day.<sup>48</sup> The World Bank's Poverty Profile for India also shows that the poor have less access than the non-poor to fundamental resources like energy and education, and 80% of the country's poor citizens live in rural areas.<sup>49</sup>

Along with the international community, and leading the way in certain respects, the Indian government has recognized the obligation and potential of businesses to address these development challenges.

In 2013, with the Indian Companies Act of 2013 (Companies Act), India became the first country to mandate corporate CSR spending. This law requires Indian companies that meet any of the following criteria to spend at least 2% of their average net profit from the previous three financial years on CSR activities<sup>50</sup>:

- Net worth of Rs. 500 crore (\$800M)
- Turnover of Rs. 1,000 crore (\$1.6B) or
- Net profit of Rs. 5 crore (\$800K)

The Companies Act functions under a "*comply or explain*" regime, focused exclusively on spending (spending per category and total spend). In addition, companies must have a CSR focused board committee that consists of at least 3 directors, including an independent director. This 2% law has resulted in a combined charitable spend of 83bn rupees in 2017.<sup>51</sup>

---

<sup>45</sup> Ibid.

<sup>46</sup> "Suppliers Commitment." *Schneider Electric*. 2018. <https://www.schneider-electric.us/en/about-us/sustainability/responsibility-ethics/suppliers.jsp>.

<sup>47</sup> "India's Poverty Profile." *World Bank*, 2 Apr. 2018, <http://www.worldbank.org/en/news/infographic/2016/05/27/india-s-poverty-profile>.

<sup>48</sup> "What's the Meaning of the World Bank's New Poverty Lines?" *NPR*, 2 Apr. 2018.

<https://www.npr.org/sections/goatsandsoda/2017/10/25/558068646/whats-the-meaning-of-the-world-banks-new-poverty-lines>.

<sup>49</sup> "India's Poverty Profile." *World Bank*, 2 Apr. 2018, <http://www.worldbank.org/en/news/infographic/2016/05/27/india-s-poverty-profile>

<sup>50</sup> "An overview of CSR Rules under Companies Act, 2013." *Business Standard*, 2 Apr. 2018, [http://www.business-standard.com/article/companies/an-overview-of-csr-rules-under-companies-act-2013-114031000385\\_1.html](http://www.business-standard.com/article/companies/an-overview-of-csr-rules-under-companies-act-2013-114031000385_1.html).

<sup>51</sup> "Indian firms make the best of coerced do-goodery." *The Economist*, 2 Apr. 2018.

<https://www.economist.com/news/business/21731417-some-funds-are-going-projects-closely-connected-politicians-indian-firms-make-best>.

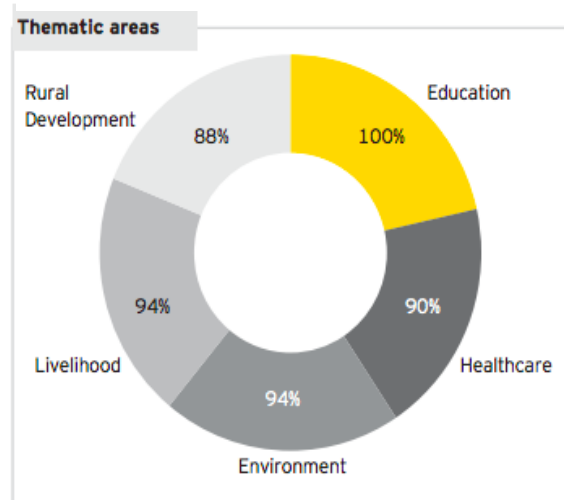
While the 2% law is viewed by many as a step in the right direction, commentators have also noted challenges. Among these are:<sup>52</sup>

- *Lack of Compliance* - Companies are still able to circumvent compliance with the law
- *Technical compliance over Impact* - Companies often focus on procedural compliance with the law instead of maximizing social good
- *Unequal Distribution of CSR spending* - Due to the limited supply of well-established CSR implementation partners, and the lack of capacity among many newer or poorer community groups, the few big and well-known organizations receive the bulk of the corporate resource allocations. These organizations are then swamped beyond their own capacity while smaller partners often remain underfunded.
- *Urban Concentration* - Companies have understandably (and often wisely) focused on CSR efforts in their area of business operations. This has meant that under industrialized geographies, and populations with historically higher poverty rates and economic development challenges, are often left outside of the scope of the laws impact.

### Indian CSR Landscape and Trends

Over 1,000 companies, contributing over *INR 9,000 crores*, were involved in CSR initiatives in the 2017 financial year.<sup>53</sup> Education remains the key CSR focus area for Indian companies. Other major areas include skills building, environmental sustainability, rural development and social welfare.<sup>54</sup> In its 2013 CSR report on India, Ernst and Young found that 100% of the companies reviewed had initiatives on education, followed by livelihoods and the environment.<sup>55</sup> 88% of companies had initiatives in the area of rural development.<sup>56</sup>

Figure 1. Thematic areas of CSR resource allocation



<sup>52</sup> "Indian law requires companies to give 2% of profits to charity. Is it working?" *The Guardian*, 2 Apr. 2018, <https://www.theguardian.com/sustainable-business/2016/apr/05/india-csr-law-requires-companies-profits-to-charity-is-it-working>.

<sup>53</sup> "India Inc CSR 2017-18: Education, environment and skill development gain priority." *Financial Express*, 2 Apr. 2018, <http://www.financialexpress.com/industry/india-inc-csr-2017-18-education-environment-and-skill-development-gain-priority/1087597/>

<sup>54</sup> "India Inc CSR 2017-18: Education, environment and skill development gain priority." *Financial Express*, 2 Apr. 2018, <http://www.financialexpress.com/industry/india-inc-csr-2017-18-education-environment-and-skill-development-gain-priority/1087597/>

<sup>55</sup> "Corporate Social Responsibility in India." *Ernst & Young*, 9 Jul. 2013, <http://www.ey.com/Publication/vwLUAssets/EY-Government-and-Public-Sector-Corporate-Social-Responsibility-in-India/%24File/EY-Corporate-Social-Responsibility-in-India.pdf>



Many of the largest Indian companies increased their CSR spending budgets exclusively through Foundations versus implementing agencies. For example, Aditya Birla Group, the largest Indian multinational company with manufacturing operations in the United States, created the Aditya Birla Centre for Community Initiatives and Rural Development. Spending by this foundation, which is focused on rural development projects in the regions of its business operations,<sup>57</sup> increased by 20% in the 2015 financial year, compared to the previous year.<sup>58</sup>

Indian CSR roots are largely philanthropic, but global influences are slowly shifting towards CSR efforts that can potentially add value to core business operations. This “triple bottom line” framework, which evaluates environmental, social and financial performance of the company<sup>59</sup>, allows CSR initiatives to be designed more strategically. There is a trend towards greater alignment of investors, consumers and governments reporting beneficiary/output data. External efforts through intergovernmental agreements, like the Paris Climate Accord or the UN Sustainable Development Goals, have created comprehensive frameworks for Indian companies to reach targets in specific areas.

There is a trend towards greater alignment of investors, consumers and governments reporting beneficiary/output data

The number of *public-private partnerships* in India have been increasing, especially in areas like energy access and climate change, where private companies are able to partner with the government to improve program implementation.<sup>60</sup> Broad-based governmental initiatives like Swachh Bharat, which has the goal of creating 100% Open Defecation Free Cities by providing individual and community sanitation resources<sup>61</sup>, saw *widespread popularity* as many major Indian companies pledged to support the program when the 2% law came into place.<sup>62</sup>

## Women's Empowerment Focus in CSR

### Challenges

A key challenge to women's empowerment globally is the unequal distribution of resources.<sup>63</sup> The lack of access to education, economic opportunities, energy and safety all threaten women in their efforts to become empowered. Across the world, more women are engaged in informal employment, and over 80% of South Asian women who do not

<sup>57</sup> "Overview." *Aditya Birla Group*, 2 Apr. 2018, <http://www.adityabirla.com/csr/overview>

<sup>58</sup> "Annual CSR Tracker 2016." *CII*, 2017,

<https://www.sustainabledevelopment.in/uploads/pdf/1492183342CII%20CSR%20Tracker%202017%20-%20final.pdf>

<sup>59</sup> "Triple Bottom Line." *The Economist*, 17 Nov. 2009, <https://www.economist.com/node/14301663>

<sup>60</sup> "Sustainability and CSR trends for India in 2017." *The Economic Times*, 2 Jan. 2017, <https://blogs.economictimes.indiatimes.com/ResponsibleFuture/sustainability-and-csr-trends-for-india-in-2017/>

<sup>61</sup> "Swachh Bharat." *Swachh Bharat Urban*, 15 Apr. 2018, <http://www.swachhbharaturban.in/sbm/home/#/SBM>

<sup>62</sup> "Private, public companies like Dabur, TCS, Indian Oil, GAIL and others pledge support to Swachh Bharat mission." *The Economic Times*, 2 Apr. 2018, <https://economictimes.indiatimes.com/news/company/corporate-trends/private-public-companies-like-dabur-tcs-indian-oil-gail-and-others-pledge-support-to-swachh-bharat-mission/articleshow/44144497.cms>

<sup>63</sup> "Women's Lives And Challenges: Equality and Empowerment since 2000." *USAID*, 3 Apr. 2018, <https://www.usaid.gov/sites/default/files/documents/1864/WomensLivesandChallengesEqualityandEmpowerment.pdf>

work in the agricultural sector are employed informally.<sup>64</sup> Additionally, restricted access to financial services and the lack of recognition of informal employment limit women's empowerment globally.<sup>65</sup>

Increasing female labor force participation will be necessary for Indian economic development as India's workforce will account for more than half of the increase in Asia's workforce over the next decade.<sup>66</sup> However, currently the female labor force participation rate is visibly low and ranks at 121 out of 131 countries.<sup>67</sup> The lack of access to education, economic empowerment and energy are key factors that limit women's participation in the economy.

Low levels of education can be a barrier to employability. Education levels among Indian women remain below the world average. In rural areas, girls receive an average of less than four years of education.<sup>68</sup> Only 60.6% of Indian women are literate, and they comprise only 26.7% of the formal rural workforce.<sup>69</sup> A 2016 UNESCO report indicated that India is "fifty years behind schedule in achieving the goal of universal education."<sup>70</sup> Increased educational attainment is a key for ensuring greater economic growth.<sup>71</sup>

1 in 4 of the  
world's financially  
excluded women  
lives in India

Equal economic opportunities for women are necessary as India experiences greater economic growth. India has already begun seeing increased economic growth but there has not been a similar rise in employment as a lot of this growth is capital-driven. Women, particularly, have been hindered from higher income opportunities by the lack of safety, education and economic opportunities.<sup>72</sup> Women also have less access to financial institutions and services in India, which represents 1 in 4 of the world's financially excluded women.<sup>73</sup> Financial inclusion is essential for creating savings and paying bills with ease.<sup>74</sup> The gender gap in access to financial services further restricts women in their efforts to be economically empowered.

<sup>64</sup> "Facts and Figures: Economic Empowerment." *UN Women*, 3 Apr. 2018, <http://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures#notes>

<sup>65</sup> "Accelerating Women's Economic Empowerment." *USAID*, 3 Apr. 2018, <http://www.worldbank.org/en/news/feature/2017/06/26/accelerating-womens-economic-empowerment>

<sup>66</sup> "Young India, Ageing Asia, Challenging Expectations." *The Hindu Business Line*, 25 Oct. 2017, <https://www.thehindubusinessline.com/specials/young-india-ageing-asia-changing-expectations/article9924022.ece>

<sup>67</sup> "Labour participation rate of women in India visibly low, say World Bank study." *The Hindu*, 17 Apr. 2017 <http://www.thehindu.com/news/national/karnataka/labour-participation-rate-of-women-in-india-visibly-low-says-world-bank-study/article18075087.ece>

<sup>68</sup> Educate Girls NGO. <http://www.educategirls.ngo/>.

<sup>69</sup> "Women In The Labour Force: India." *Catalyst*, 3 Apr. 2018, <http://www.catalyst.org/knowledge/women-labour-force-india>.

<sup>70</sup> "Global Education Monitoring Report 2016." *UNESCO*, 2016 <http://gem-report-2016.unesco.org/en/home/>.

<sup>71</sup> "Facts and Figures: Economic Empowerment." *UN Women*, 3 Apr. 2018, [http://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures#\\_ednref1](http://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures#_ednref1).

<sup>72</sup> "India's Gender Inequality in Ten Charts." *The Wire*, 3 Apr. 2018, <https://thewire.in/economy/ten-charts-gender-inequality>.

<sup>73</sup> "One out of four financially excluded women across the world is an Indian: Study." *Live Mint*, 3 Apr. 2018, <https://www.livemint.com/Politics/KH3o9IVQHvswLHkt5vyWI/One-out-of-four-financially-excluded-women-across-the-world.html>.

<sup>74</sup> "Overview." *World Bank*, 3 Apr. 2018, <http://www.worldbank.org/en/programs/globalindex/overview>.

95% of the female Indian workforce works in the informal economy

Finally, the lack of modern energy access adversely impacts women. Over 300 million people without access to energy reside in India, and the majority of these people live in rural communities all over the country.<sup>75</sup> Women and children are disproportionately affected by inhalation of toxic fumes from fuels used for cooking and heating, often resulting in death.<sup>76</sup> Since 95% of the female Indian workforce works in the informal economy<sup>77</sup>, rural women in un-electrified villages are also largely restricted to daylight hours in order to be productive. Additionally, rural households typically must spend a larger portion of their income on fuels like kerosene, all of which results in a “poverty premium” for women in rural areas. If energy access can be modernized and stabilized, women and families can earn or retain more of their income and reclaim much of their daily lives.

### Response

The need for action to improve women’s empowerment is especially salient in India. The UN’s Human Development Index ranks India as 135th in women’s empowerment among 147 countries.<sup>78</sup> The need to address challenges to women’s empowerment in India has become increasingly important as companies evaluate ways to meet their 2% requirement. International frameworks and Government initiatives provide examples of ways to approach the design, implementation and evaluation of CSR programs.

Organizations like UN Women collaborate with the Indian Government and local organizations to develop national gender equality standards.<sup>79</sup> SDG 4 and SDG 17 and WEP 4 provide a tangible framework for addressing these challenges. The Government has also created development targets that align with these goals.

For example, the Beti Bachao Beti Padhao initiative promotes equal opportunities and education for Indian girls.<sup>80</sup> Additionally, the Indian government has the long running Right to Education Act, as well as several campaigns primarily focused on access to education for girls<sup>81</sup>. To increase female labor force participation, the Indian Government also created Mahatma Gandhi National Rural Employment Guarantee Act, where one-third of the employment opportunities are set aside for women, and the Support To Training and Employment Programme for Women. To improve energy access, the Indian Government set an ambitious goal of providing 24/7 energy access to all Indians by 2019 under Deen Dayal Upadhyaya Gram Jyoti Yojana and recently launched Saubhagaya Yojana.

---

<sup>75</sup> Tenneti, Sandhya, and Anushree Parekh. Energizing Development: CSR in Clean Energy; What Are India’s Top Companies Up To? Samhita, 2017.

<sup>76</sup> Ibid.

<sup>77</sup> Ibid.

<sup>78</sup> “India ranks 135 on women empowerment index of UN: Govt.” *The Economic Times*, 3 Apr. 2018, <https://economictimes.indiatimes.com/news/politics-and-nation/india-ranks-135-on-women-empowerment-index-of-un-govt/articleshow/50143744.cms>.

<sup>79</sup> “United Nations Entity For Gender Equality And Empowerment Of Women (UN Women).” *United Nations in India*, 3 Apr. 2018, <http://in.one.un.org/who-we-are/unwomen-india/>.

<sup>80</sup> “Beti Bachao Beti Padhao.” *MyGov*, 3 Apr. 2018, <https://www.mygov.in/group/beti-bachao-beti-padhao-0/>.

<sup>81</sup> “India Right to Education Act.” <http://righttoeducation.in/know-your-rte/about>.

In recent years, global CSR efforts have increasingly focused on empowering women as this can result in stronger economies, stable societies and improved business performance.<sup>82</sup> Companies also benefit from greater female participation as it has been found to increase organizational effectiveness.<sup>83</sup> Education is widely seen as central to empowering women<sup>84</sup> and has been among the top CSR spending areas by India companies since the implementation of the 2% law.<sup>85</sup> Many corporates have aligned their CSR strategies to further investment in education, entrepreneurship and skills building, especially for women and girls. For example, Samsung has opened 18 technical schools in India. They created the first female-only technical training center in India that trains over 5,000 women each year in Patna, Bihar.<sup>86</sup>

Empowering women can result in stronger economies, stable societies and improved business performance

Indian companies are also collaborating with non-profits to become investment partners to close the funding gap in CSR efforts. A leading example of innovative financial instruments and partnership in India is the 'Educate Girls' model.<sup>87</sup> Educate Girls, along with UBS Optimus Foundation and Children's Investment Fund Foundation, developed the world's first Development Impact Bond in education. In partnership with other organizations, Educate Girls has created partnership and donation opportunities for international companies to channel their CSR funds. Some corporate donors include Bank of America, Cartier Philanthropy, Vodafone Foundation. Increased collaboration and commitment from the public and private sector has ensured slow but steady progress. Overall, India has witnessed an increase in participation of women in the workforce and more girls in school has seen significant improvement in the last two decades.

While clean energy and energy access is relatively underrepresented in the CSR work of Indian companies overall, it is a favorite CSR cause area for power and electricity companies in India.<sup>88</sup> In a Samhita study, product-based solutions were the preferred method of providing energy access through CSR campaigns. Solar street lights, solar household lighting and mini grids, and solar panels were the top three technologies that companies preferred to utilize.<sup>89</sup> A Samhita study also found that while there are approximately 30 jobs per 10,000 people in alternative lighting (compared to 1 in 10,000 for kerosene), there is insufficient focus on building skills in the energy access sector like

<sup>82</sup> "Overview." *Women's Empowerment Principles*, 3 Apr. 2018, <http://www.weprinciples.org/Site/Overview/>.

<sup>83</sup> "Women Matter: Time to accelerate." *McKinsey*, 3 Apr. 2018, <http://www.mckinsey.com/global-themes/gender-equality/women-matter-ten-years-of-insights-on-gender-diversity?cid=eml-web>.

<sup>84</sup> "Issue 7: Women Empowerment." *United Nations Population Fund*, 3 Apr. 2018, <https://www.unfpa.org/resources/issue-7-women-empowerment>.

<sup>85</sup> "How companies are spending on CSR projects." *Live Mint*, 3 Apr. 2018, <https://www.livemint.com/Companies/oyHdaJdn96pnmzdIFUIFNO/How-companies-are-spending-on-CSR-projects.html>.

<sup>86</sup> "Women central to India's Growth Story." *Make in India*, <http://www.makeinindia.com/article/-/v/make-in-india-women-central-to-india-s-growth-story>.

<sup>87</sup> Educate Girls NGO. <http://www.educategirls.ngo/>.

<sup>88</sup> Tenneti, Sandhya, and Anushree Parekh. *Energizing Development: CSR in Clean Energy; What Are India's Top Companies Up To?* Samhita, 2017.

<sup>89</sup> Ibid.

entrepreneurship or behavioral change.<sup>90</sup> In addition, Indian states that have an extremely high need for energy access programs do not receive proportionate funds from CSR programs.<sup>91</sup>

Globally, it may take until 2080 to realize SDG7 and achieve universal access to energy.<sup>92</sup> However, India has made significant advances in the energy access sphere, with approximately 500 million people having gained access to energy in India since 2000.<sup>93</sup> At this rate, “India’s continued emphasis on electrifying households means it is expected to reach universal electricity access in the early-2020s, with renewables accounting for about 60% of those who gain access.”<sup>94</sup>

Making headway towards ensuring equal access to education, healthcare, employment, energy and public safety, will be essential for women in India to be empowered and fully participate in the Indian economy.<sup>95</sup>

---

<sup>90</sup> Ibid.

<sup>91</sup> Ibid.

<sup>92</sup> *Global Programme Document: Women's Entrepreneurship for Sustainable Energy (March 2016)*. Rep. N.p.: UNEP/UN Women, 2016.

[https://trainingcentre.unwomen.org/pluginfile.php/66830/mod\\_folder/content/0/Global%20Programme%20Document%20-%20Women%20entrepreneurs%20and%20sustainable%20energy.pdf?forcedownload=1](https://trainingcentre.unwomen.org/pluginfile.php/66830/mod_folder/content/0/Global%20Programme%20Document%20-%20Women%20entrepreneurs%20and%20sustainable%20energy.pdf?forcedownload=1).

<sup>93</sup> *Energy Access Outlook 2017: From Poverty to Prosperity*. OECD/IEA, 2017.

[https://www.iea.org/publications/freepublications/publication/WEO2017SpecialReport\\_EnergyAccessOutlook.pdf](https://www.iea.org/publications/freepublications/publication/WEO2017SpecialReport_EnergyAccessOutlook.pdf).

<sup>94</sup> Ibid.

<sup>95</sup> "Women Empowerment and CSR." *CSR Vision*, 3 Apr. 2018, <http://www.csvision.in/women-empowerment-and-csr/>.

## Case Studies

### Schneider Electric

#### **Company and CSR Overview**

Schneider Electric is a global energy management and components company that “develops technologies and solutions to manage energy and process[es] in ways that are safe, reliable, efficient and sustainable.”<sup>96</sup> Though headquartered in France, Schneider is present in more than 100 countries, and has consistent annual global revenues of over €24 billion<sup>97 98</sup> and over 140,000 employees worldwide.<sup>99</sup> It remains a very international company, with 39% of its sales coming from emerging economies.<sup>100</sup>

Schneider’s CSR work began in 1998, with the inception of the Schneider Electric Foundation. The Foundation primarily focused on vocational training and employee mentorship for youth, as well as assistance for victims of natural disasters.<sup>101</sup> By 2002, the company’s CSR strategy evolved and the Sustainability Department was created. The Sustainability Department was primarily tasked with tracking and improving the company’s own sustainability and impact on natural resources through the company’s internal Planet & Society Barometer. In 2009, the company shifted its CSR focus to encompass, “policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates.”<sup>102</sup>

#### **Initiative Case Study: BipBop**

##### Overview

Schneider Electric’s “BipBop” program was launched in 2009. The program’s name stands for “Business, Innovation and People at the Base of the Pyramid.” The BipBop program combines both philanthropic approaches and business activity to tackle energy access.

---

<sup>96</sup> “Company Profile.” *Company Profile | Schneider Electric*, [www.schneider-electric.us/en/about-us/company-profile/](http://www.schneider-electric.us/en/about-us/company-profile/).

<sup>97</sup> *Financial and Sustainable Development Annual Report: Registration Document 2015*. Schneider Electric, 2016. [www2.schneider-electric.com/documents/presentation/en/local/2016/03/2015-annual-report-en.pdf](http://www2.schneider-electric.com/documents/presentation/en/local/2016/03/2015-annual-report-en.pdf).

<sup>98</sup> Andre, Thomas. “Base of the Pyramid and Corporate Social Responsibility: Why They Interact and How.” *Ecole Polytechnique, Economics and Finances*, 2015.

<sup>99</sup> *Financial and Sustainable Development Annual Report: Registration Document 2015*. Schneider Electric, 2016. [www2.schneider-electric.com/documents/presentation/en/local/2016/03/2015-annual-report-en.pdf](http://www2.schneider-electric.com/documents/presentation/en/local/2016/03/2015-annual-report-en.pdf).

<sup>100</sup> Desroches, Gilles Vermot, and Thomas Andre. “The BipBop Programme: Providing Access to Reliable, Affordable and Clean Energy with a Combined Approach of Investment, Offers and Training.” *Field Actions Science Reports*, no. 7, 2013. *Livelihoods*, doi:<http://journals.openedition.org/factsreports/2152>.

<sup>101</sup> Andre, Thomas. “Base of the Pyramid and Corporate Social Responsibility: Why They Interact and How.” *Ecole Polytechnique, Economics and Finances*, 2015.

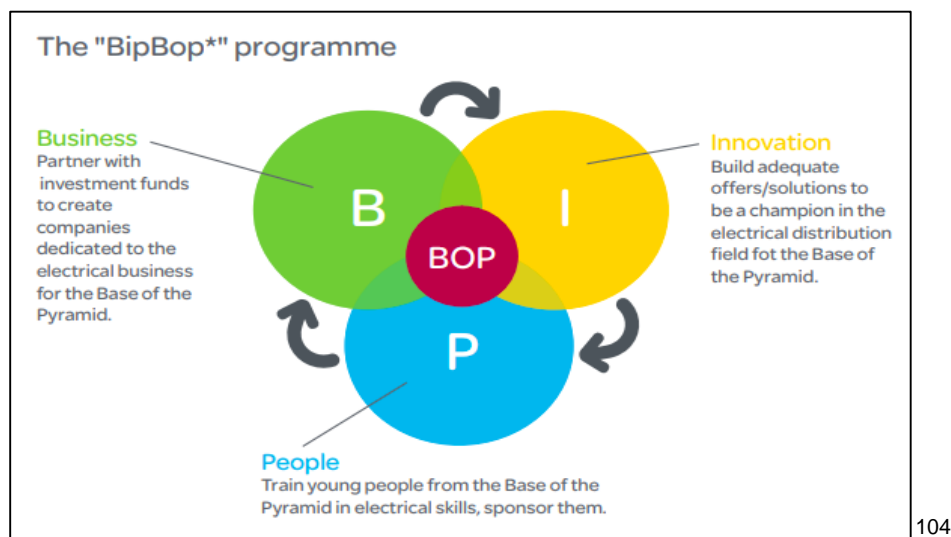
<sup>102</sup> Ibid.



The three “pillars” of the program are defined as:

- The Business pillar is an impact investing fund that supports financially the development of SMEs in the field of access to energy and job integration
- The Innovation pillar develops a specific portfolio of products and solutions that are deployed commercially to meet the means and needs of BoP populations
- The People pillar sponsors vocational trainings, through the Foundation, that help to develop long-term regional competencies <sup>103</sup>

Figure 2. BIPBOP Schematic



Within the Business pillar, the Schneider Electric Energy Access (SEEA) fund plays a critical role. This €6 million impact investing fund was established in 2010 and provides support for companies that are “manufacturing, selling, renting or maintaining innovative residential appliances; micro-finance institutions promoting individual appliances; and companies installing, operating or maintaining decentralized rural electrification facilities.”<sup>105</sup>

The In-Diya pico solar lamp electrifies homes, and links to an ascending degree of products to electrify larger spaces and ultimately whole buildings

The Innovation pillar features the various energy access product offerings that Schneider has developed for rural communities, as well as projects that leverage Schneider’s installation, design or technical expertise. Schneider developed the In-Diya pico solar lamp to help electrify homes, and it now offers an ascending degree of products to electrify larger spaces and ultimately whole buildings, climbing the energy access ladder.

<sup>103</sup> Ibid.

<sup>104</sup> “Access to Energy BipBop Programme.” Schneider Electric, 2010. <https://www.schneider-electric.us/documents/sustainable-development-and-foundation/en/accesalenergie.pdf>.

<sup>105</sup> Desroches, Gilles Vermot, and Thomas Andre. “The BipBop Programme: Providing Access to Reliable, Affordable and Clean Energy with a Combined Approach of Investment, Offers and Training.” *Field Actions Science Reports*, no. 7, 2013. *Livelihoods*, doi:<http://journals.openedition.org/factsreports/2152>.

Within the Innovation pillar there is a focus on “business model innovation” and creating entrepreneurship opportunities around energy access product offerings. For example, Schneider has established business models wherein a community entrepreneur purchases a solar charging system and rents out charged lamps to the surrounding community. This reduces the price for end-users--as compared to purchasing a complete solar and storage kit--and creates a revenue stream for an entrepreneur to potentially expand their business.<sup>106</sup>

The People pillar focuses both on vocational and entrepreneurial training. It is comprised of relatively short (4-6 month) electrical certificate trainings, longer graduate training (1-3 years), basics of business training, and support for finding professional employment in energy related fields, with a particular focus on women. These trainings focus on solar energy, residential and industrial electrical work, industrial automation and informal electrification and entrepreneurship.

When it comes to empowering women, Schneider primarily focuses on two paths: empowering women within its own company and training rural women in electrical skills and entrepreneurship best practices. Forty of Schneider’s Country Presidents have signed the Women’s Empowerment Principles, including Schneider Electric India.<sup>107</sup> Training and empowering women is a key part of the company’s “People” pillar of CSR, and Schneider Electric India started an electrical/technical all-women’s training program in Chennai to help women join the electrical energy sector. The program provides four months of electrical training on residential and commercial buildings, after which the graduates can become electricians.<sup>108</sup> This was done in partnership with IMC Society of Government ITI (Women), the Training and Employment Department of Chennai’s Government, women self-help groups and several other agencies.<sup>109</sup>

Schneider seeks both global and local partners, such as NGOs that are directly linked with community-based organizations (cooperatives, villages, Self Help Groups). In the past, Schneider has worked with UNHCR, the Rockefeller Foundation, the Government of Bangladesh, and a small start-up company in Myanmar, among many others.

Schneider seeks both global and local partners, such as NGOs that are directly linked with community-based organizations

---

<sup>106</sup> Ibid.

<sup>107</sup> “Schneider Electric Leaders Continue Their Mobilization for Gender Equality.” *Schneider Electric Press Releases*, 8 July 2016, [www2.schneider-electric.com/corporate/en/press/press-releases/viewer-press-releases.page?c\\_filepath=/templatedata/Content/Press\\_Release/data/en/shared/2016/07/20160708\\_schneider\\_electric\\_leaders\\_continue\\_their\\_mobilization\\_for\\_gender\\_equa.xml](http://www2.schneider-electric.com/corporate/en/press/press-releases/viewer-press-releases.page?c_filepath=/templatedata/Content/Press_Release/data/en/shared/2016/07/20160708_schneider_electric_leaders_continue_their_mobilization_for_gender_equa.xml).

<sup>108</sup> Ibid.

<sup>109</sup> Desroches, Gilles Vermot, and Thomas Andre. “The BipBop Programme: Providing Access to Reliable, Affordable and Clean Energy with a Combined Approach of Investment, Offers and Training.” *Field Actions Science Reports*, no. 7, 2013. *Livelihoods*, doi:<http://journals.openedition.org/factsreports/2152>.

For their CSR work, Schneider Electric has been recognized for a number of awards, among them:<sup>110</sup>

- Women's Empowerment Principles (March 2015) - 2015 CEO Leadership Award for Advancing Women's Equality
- FTSE4 Good Index Membership (September 2016) - Recognition of sustainable strategy of creating economic, environmental and social value
- Climate A List CDP (October 2016) - World Leader for corporate action on climate change by CDP

Schneider was also recognized by the Women's Empowerment Principles as a "Company Leading the Way" in the Gender-Climate nexus for their work training women as electrical engineers and entrepreneurs of energy access products in South America.<sup>111</sup>

**Table 3. Schneider in India**

- The Schneider Electric India Foundation (SEIF) carries out the company's CSR work in India, with a focus on education, entrepreneurship, employment, electrification, and emergency assistance.
- In 2009, SEIF partnered with Aide & Action, the Training and Employment Department of Chennai's Government, and with other NGOs, to initiate the Electrician's Training Programme and open 23 training centres, which are now providing vocational training in electricity for domestic and commercial buildings to underprivileged young people throughout India, including one center exclusively for women in Chennai.<sup>112</sup>

## Model

### Design

As of 2014, the Access to Energy department—which handles BipBop energy access CSR work—is housed within the "Sustainable Development" department, which in turn is housed within the executive-level "Strategy & Technology" department. Above that, sits only the President & CEO, Jean-Pascal Tricoire. The BipBop program was initiated on Tricoire's behalf, and he remains engaged in the program's direction.<sup>113</sup>

<sup>110</sup> "Awards and Rankings." *Awards | Schneider Electric*, [www.schneider-electric.com/eg/en/about-us/company-profile/awards.jsp](http://www.schneider-electric.com/eg/en/about-us/company-profile/awards.jsp).

<sup>111</sup> "Companies Leading the Way." *Companies Leading the Way - Women's Empowerment Principles*, [weprinciples.org/Site/CompaniesLeadingTheWay](http://weprinciples.org/Site/CompaniesLeadingTheWay).

<sup>112</sup> "Electrician Training Programme in India: Project at a glance." Schneider Electric. <http://eduscol.education.fr/sti/sites/eduscol.education.fr/sti/files/etablissements/fichiers/term-tid-training-india-aide-action-don-bosco-tech-en.pdf>.

<sup>113</sup> Desroches, Gilles Vermot, and Thomas Andre. "The BipBop Programme: Providing Access to Reliable, Affordable and Clean Energy with a Combined Approach of Investment, Offers and Training." *Field Actions Science Reports*, no. 7, 2013. *Livelihoods*, doi:<http://journals.openedition.org/factsreports/2152>.

Schneider's staff can also get involved in its CSR work: Since early 2012, employees have been able to provide technical, managerial or accounting support to entrepreneurs by volunteering on missions managed by the dedicated NGO Schneider Electric Teachers. Schneider's company mutual fund by law must invest in "solidaire" businesses, and so it invests 5 to 10% in SEEA, which in turn invests 35% in French Solidaire businesses, which are involved in access to energy or sustainable living. Employees can opt into this fund. Between 2010 and 2011 alone, 2,000 employees invested over €3 million in this solidaire fund.<sup>114</sup>

Schneider Electric is a signatory to the Women's Empowerment Principles and the UN Global Compact

Schneider Electric is a signatory to the WEPs and the UNGC.<sup>115</sup> It has entered into partnerships with Sustainable Energy 4 All, and the BipBop program is in adherence with SDG7.<sup>116</sup> Schneider's CSR work is also inspired by CSR literature, the BOP (Bottom of Pyramid) concept, and the social business concept popularized by Muhammad Yunus.<sup>117</sup>

Schneider is extremely conscious of leveraging its own core competencies and value chain into its CSR work. This commitment could best be encapsulated as follows:

In 2013 the company engaged into a systematic revision of its belief systems. It conducted a "materiality analysis", to identify the societal topics that would be the most aligned with its core competencies. The analysis involved its external stakeholders (customers, media, distributors, international organizations, experts, etc.), as well as managers and executives from different departments of the Group (Environment, Supply Chain, Finance, Human Resources, Business, etc.) Access to energy remained central to the materiality analysis of the company.<sup>118</sup>

BipBop is a comprehensive program that reaches across the pillars defined in this report and incorporates entrepreneurship and vocational training/education components to address energy access challenges.

Although no profit goals were put forward for the BipBop program, it reached a profit break-even point in 2013 as a result of sales of energy access products. Company leadership took notice and restructured the program after 2014. Sales goals of energy access equipment were extended to operational business managers and BoP sales forces were put under their purview, as opposed to the corporate leadership of the Access

---

<sup>114</sup> Ibid.

<sup>115</sup> Schneider Electric commits to the "Sustainable Development Goals." *Schneider Electric*. <https://www.schneider-electric.com/ww/en/documents/Sustainability/2017/07/investments-sustainable-development-goals-tcm50-356546.pdf>

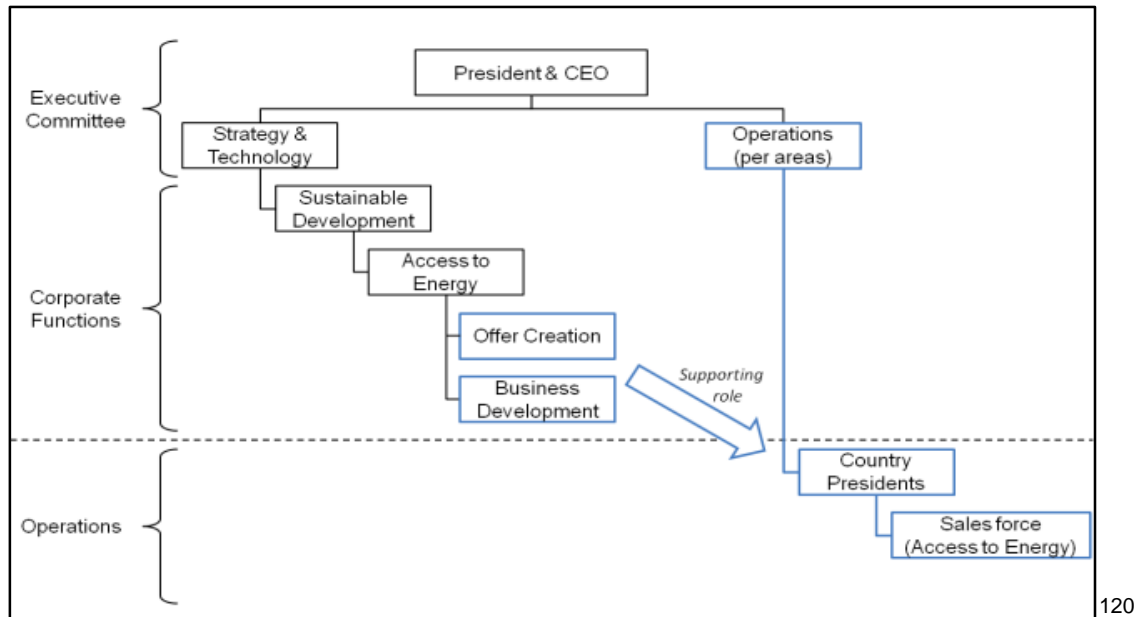
<sup>116</sup> "Schneider Electric Launches a Partnership with Sustainable Energy for All (SEforALL)." 23 Jan. 2017, [www.schneider-electric.com/ww/en/documents/Press/2018/01/23-release-partnership-sustainable-energy-for-all-tcm50-358541.pdf](http://www.schneider-electric.com/ww/en/documents/Press/2018/01/23-release-partnership-sustainable-energy-for-all-tcm50-358541.pdf).

<sup>117</sup> Desroches, Gilles Vermot, and Thomas Andre. "The BipBop Programme: Providing Access to Reliable, Affordable and Clean Energy with a Combined Approach of Investment, Offers and Training." *Field Actions Science Reports*, no. 7, 2013. *Livelihoods*, doi:<http://journals.openedition.org/factsreports/2152>.

<sup>118</sup> Andre, Thomas. "Base of the Pyramid and Corporate Social Responsibility: Why They Interact and How." *Ecole Polytechnique, Economics and Finances*, 2015.

to Energy program.<sup>119</sup> Now Country Managers and Executive Vice Presidents have incentives to improve the performance of the program. Thus, the Innovation pillar is now fully integrated into the company in a business sense. This alignment of a profit motive can be considered a best practice.

Figure 3. Energy Access and the Organizational Structure at Schneider



## Implementation

Schneider outlines partnership and relationship management across sectors on a project basis, including with international institutions, corporations, microfinance institutions, local government and local NGOs.

Schneider often plays a supportive or coordinating role within BipBop projects. Rarely does Schneider itself fully conceive of, sponsor and carry out a project alone and it boasts over 70 partners for its CSR work worldwide, drawn from NGOs, local authorities, national ministries of education and more. For example, in India Schneider provided technology and skills capacity building for the development and O&M of microgrids in partnership with the Rockefeller foundation, as it supported various Indian energy service companies in their microgrid development.<sup>121</sup>

<sup>119</sup> It should be noted that after this 2014 restructuring, the BipBop program took on a new moniker, and is now referred to at Schneider as the Access to Energy (A2E) program. However, to avoid confusion in this report we will continue to refer to this program as BipBop.

<sup>120</sup> Thomas Andre. Base of the Pyramid and Corporate Social responsibility: Why they interact and how. Economies and nances. Ecole Polytechnique, 2015. English. <tel-01282029>.

<sup>121</sup> "Financial and Sustainable Development Annual Report: Registration Document 2016". *Schneider Electric*, 2017. <https://www.schneider-electric.com/ww/en/documents/finance/2017/03/2016-annual-report-tcm50-288816.pdf>

## Evaluation

BipBop's social and environmental results are measured and communicated through the company's Planet & Society Barometer, with diligence and clarity. It should be noted that the progress tracking for the SEEA fund has been removed from this Barometer: Schneider recognized that a three-year monitoring timeframe under the Barometer was not the best way to represent SEEA investment activities, which typically have a timeframe of five to seven years per investment.<sup>122</sup> Schneider CEO Tricoire and three of his executive directors have incorporated social outcome monitoring as a determining factor of their yearly bonuses, so CSR progress is monitored closely, and as the BipBop program succeeds, so do they.<sup>123</sup>

The company's current goals for 2025 are to provide energy access for 50 million people and train one million people in energy trades

Specific goals are assigned to the BipBop program, and are reported on publicly. For example, the goal of the program for 2009 to 2011 was to electrify one million homes. That goal was met and renewed for 2012-2014, with an additional goal of training 30,000 disadvantaged people in energy management.<sup>124</sup> The company's current goals for 2025 are to provide energy access for 50 million people and train one million people in energy trades.<sup>125</sup>

Reported since 2002, the Barometer represents Schneider's internal sustainability scorecard, and utilizes Key Performance Indicators (KPI's) through which the company grades itself. KPI's are organized under the categories of Planet, Profit and People, and comprehensive sub categories, including "energy savings," "underprivileged people trained in energy management," and "turnover of Access to Energy program to promote development for underprivileged people." In the Barometer report, the company sets three-year goals for its KPI's. Successful completion of these goals represents a "10" perfect score on the Barometer. Schneider releases quarterly reports showing its progress towards a score of 10, and includes visual cues to show whether it is succeeding or failing in different KPI's. To date, the Barometer does not appear to report on specific gender-based progress or display gender disaggregated data, apart from measuring the number of employees working in countries adhering to the Schneider gender pay equity plan. Schneider also releases a Global Reporting Initiative "Concordance Table," which shows where each of the GRI disclosures can be found within Schneider's reporting

---

<sup>122</sup> Desroches, Gilles Vermot, and Thomas Andre. "The BipBop Programme: Providing Access to Reliable, Affordable and Clean Energy with a Combined Approach of Investment, Offers and Training." *Field Actions Science Reports*, no. 7, 2013. *Livelihoods*, doi:<http://journals.openedition.org/factsreports/2152>.

<sup>123</sup> Ibid.

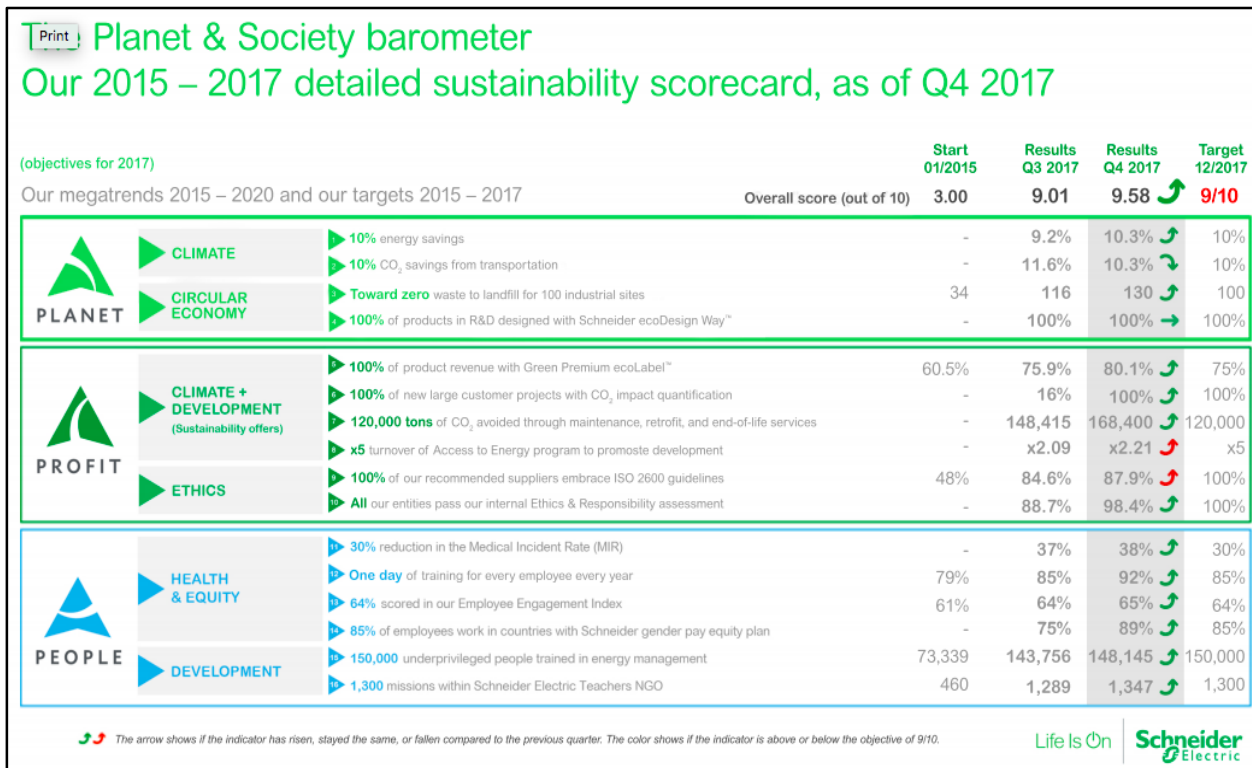
<sup>124</sup> Ibid.

<sup>125</sup> "Access to Energy." Schneider Electric, [www.schneider-electric.com/en/about-us/sustainability/access-to-energy/](http://www.schneider-electric.com/en/about-us/sustainability/access-to-energy/).



documents.<sup>126</sup> The company is also registered in the Dow Jones Sustainability Index, and frequently wins ROBECOSAM sustainability awards.<sup>127</sup>

Figure 4. Planet & Society Barometer Visualization



128

Schneider's Annual Report breaks down much of the information from the Barometer report into even finer detail, and it contains an entire Sustainable Development chapter that examines KPI's like underprivileged people trained in energy management. It also reports on the status of the SEEA, social investments and partnerships the company has engaged in as part of its CSR work, and key milestones reached over the last year.<sup>129</sup>

<sup>126</sup> "Concordance table with the Global Reporting Initiative (Standards) 'In accordance' - Core option Schneider Electric - Annual Report 2017 GENERAL DISCLOSURES". Schneider Electric, 2017. <https://www.schneider-electric.com/ww/en/documents/Sustainability/2018/03/concordance-table-global-reporting-initiatives-tcm50-372610.pdf>.

<sup>127</sup> *The Planet & Society Barometer Our 2015-2017 Detailed Sustainability Scorecard, as of Q3 2015*. Schneider Electric, 2015. <https://www.schneider-electric.com/ww/en/documents/Sustainability/2015/10/presentation-barometer-third-quarter-results-2015-tcm50-308391.pdf>.

<sup>128</sup> Ibid.

<sup>129</sup> *Financial and Sustainable Development Annual Report: Registration Document 2016*. Schneider Electric, 2017. <https://www.schneider-electric.com/ww/en/documents/finance/2017/03/2016-annual-report-tcm50-288816.pdf>.

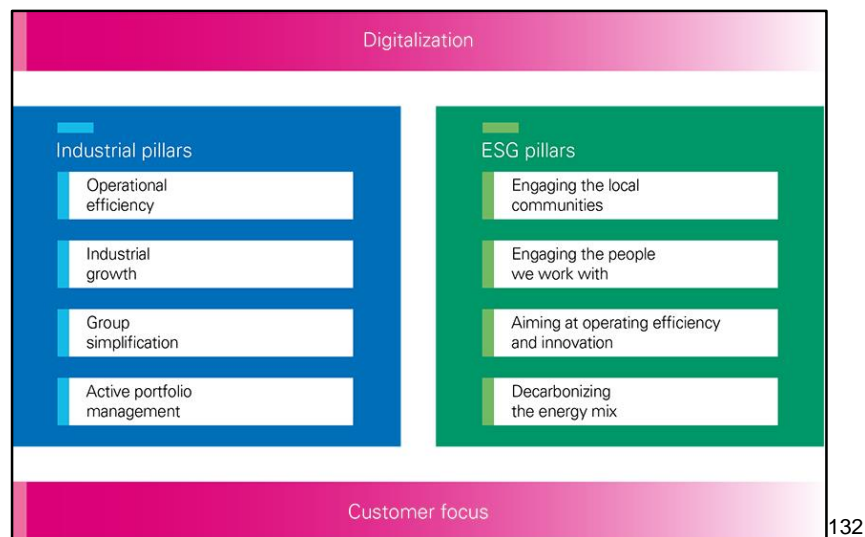


## Company and CSR Overview

Enel is a multinational energy company focused on integrated electricity and gas operation, and headquartered in Rome, Italy. It works in 35 countries across 5 continents, generating energy with a net installed capacity of almost 85 GW, selling gas and distributing electricity across a network spanning approximately 2.2 million km.<sup>130</sup> In 2016 the company had revenues of 70.59 billion EUR and more than 60,000 employees.

Enel's CSR processes begin in the company's stakeholder engagement, strategy and the identification of market trends.<sup>131</sup> These three factors inform the company's priority matrix (also called ESG materiality analysis, that follows the GRI reporting guidelines). Enel visualizes its industrial and Environmental, Social and Governance (ESG) pillars side-by-side, in an effort to integrate both perspectives of its business, as seen in the figure below.

Figure 5. Enel Strategic Pillars



Enel seeks to “act in the service of communities, respecting the environment with the intention of ensuring a better world to coming generations.”<sup>133</sup> This sustainability objective translates into four sustainability values: responsible growth, fight against climate change, active dialogue with all stakeholders, and provide sustainable, affordable, accessible energy.

Thus, Enel has integrated CSR and sustainability efforts into its core business, and established a culture of shared value. The company has also taken a B Impact

<sup>130</sup> <https://www.Enel.com/aboutus/who-we-are> (Accessed 04/2018).

<sup>131</sup> “Sustainability Plan 2017-2019” Enel. (Accessed 03/2018) [http://sustainabilityreport2016.Enel.com/en/strategy-and-sustainability-plan/sustainability-plan-2017-2019?inline=true#pilastr1\\_1](http://sustainabilityreport2016.Enel.com/en/strategy-and-sustainability-plan/sustainability-plan-2017-2019?inline=true#pilastr1_1).

<sup>132</sup> *Sustainability Report 2016*. Enel S.p.A., 2017. [https://www.enel.com/content/dam/enel-com/investors/2017/ENG\\_BDS2016\\_20170502\\_4WEB.pdf](https://www.enel.com/content/dam/enel-com/investors/2017/ENG_BDS2016_20170502_4WEB.pdf)

<sup>133</sup> Enel CSR Presentation. 2010.

Assessment, to benchmark its sustainability practices into a more robust Sustainability Plan.<sup>134</sup>

Enel has won several industry awards, including Platts Global Energy Award in the Industry Leadership – Energy category, and Electric Power Research Institute Technology Transfer Awards 2016. Though the company has been recognized for innovation and leadership in clean energy adoption, it appears to have little formal recognition or awards for its CSR programs.

### ***Initiative Case Study: ENabling ELelectricity***

#### Overview

Enel launched the ENabling ELelectricity program in 2011 as part of its membership in the UN Global Compact LEAD. With the intention of benefiting the disadvantaged living in rural and suburban communities, the program involved projects with three aims:<sup>135</sup>

- Facilitating access to electricity through new distributed generation technologies and network infrastructure
- Removing economic barriers to access to electricity in areas such as Latin America
- Partnering with local communities for the development and sharing of know-how and knowledge through technical training and development of professional skills

The initial goal of the Enabling Electricity program was to benefit one million people. Once that goal was reached in 2011, according to the organization, the Enel leadership decided to double the goal by 2014. By 2013 Enabling Electricity had once again exceeded its goal, and benefited 2.3 million people<sup>136</sup>; growing to 2.5 million people by 2014.<sup>137</sup> The program's 30 projects have spanned 20 countries.<sup>138</sup> The program's current goal is to serve 3 million beneficiaries by 2020.<sup>139</sup>

Below are just a few of the projects that ENabling ELelectricity has initiated across multiple countries that exemplify the way the program meets the three objectives above:

The first is its Triangle-Based Omni-Purpose Building (TOB). This is a patented design created by Enel to serve as a modular resource for housing, education, health care, or simply a charging center. The structure was designed to be fitted together with one of

---

<sup>134</sup> *Sustainability Report 2016*. Enel S.p.A., 2017. [https://www.enel.com/content/dam/enel-com/investors/2017/ENG\\_BDS2016\\_20170502\\_4WEB.pdf](https://www.enel.com/content/dam/enel-com/investors/2017/ENG_BDS2016_20170502_4WEB.pdf)

<sup>135</sup> Lo Iacono, Giulio, and Mariano Morazzo. "Chapter 18 The Enabling Electricity Programme: Enel Vision and the Role of Enel Foundation." *Renewable Energy for Unleashing Sustainable Development*, Springer International, 2013.

<sup>136</sup> *Sustainability Report 2013*. Enel S.p.A., 2014. [https://www.unglobalcompact.org/system/attachments/87611/original/Enel\\_Sustainability\\_Report\\_2013.pdf?1402505100](https://www.unglobalcompact.org/system/attachments/87611/original/Enel_Sustainability_Report_2013.pdf?1402505100).

<sup>137</sup> *Sustainability Report 2014*. Enel S.p.A., 2015. [https://www.Enel.com/content/dam/Enel-com/governance\\_pdf/reports/annual-financial-report/2014/Enel\\_sustainability\\_report\\_2014.pdf](https://www.Enel.com/content/dam/Enel-com/governance_pdf/reports/annual-financial-report/2014/Enel_sustainability_report_2014.pdf).

<sup>138</sup> *Sustainability Report 2013*. Enel S.p.A., 2014. [https://www.unglobalcompact.org/system/attachments/87611/original/Enel\\_Sustainability\\_Report\\_2013.pdf?1402505100](https://www.unglobalcompact.org/system/attachments/87611/original/Enel_Sustainability_Report_2013.pdf?1402505100).

<sup>139</sup> *Sustainability Report 2016*. Enel S.p.A., 2017. [https://www.enel.com/content/dam/enel-com/investors/2017/ENG\\_BDS2016\\_20170502\\_4WEB.pdf](https://www.enel.com/content/dam/enel-com/investors/2017/ENG_BDS2016_20170502_4WEB.pdf)

more TOB's to create the desired living/working space. "The structure is an independent habitable module which integrates photovoltaic modules and accumulation systems and is designed to be able to house various technologies to exploit renewable sources according to local availability."<sup>140</sup> It is meant to be a low-cost, low-weight solution for electrifying off-grid villages. Most recently, a TOB has been deployed to Buzios, Brazil, where it functions as an office for microcredit operations.<sup>141</sup>

In order to remove economic barriers to electricity access, Enabling Electricity has replicated a program in Brazil and Chile in which three cities were fitted with centers that redeemed local residents' sorted trash and recycling for credits against their electricity bill. These projects—named "Ecoelce," "Ecoampla," "Ecochilectra"—served the double purpose of encouraging the community to sort and process their waste--instead of dumping it in open dumping grounds--and to bring down the price of legitimate electrical services. This discourages the common practice of illegally connecting to the grid, which causes technical and safety issues. In 2012 alone, 356,700 people participated in the program across the three cities.<sup>142</sup>

Enel's regional partnership with Barefoot College has been active in over 41 communities and electrified over 19,000 people

Another flagship program for Enabling Electricity has been their partnership with Barefoot College. Barefoot College is an India-based NGO that brings women (ages 35-50)--often illiterate grandmother--to India for a 6-month training program to become solar technicians. The training is extremely basic and targeted, so as to allow the graduates of the program to implement and teach basic off-grid solar electrification back in their home communities. Enel partnered with Barefoot College to bring their program to Guatemala, El Salvador, México, Panamá, Colombia, Brazil, Peru and Chile. To date, this initiative has been active in over 41 communities and benefited over 19,000 people with electrification.<sup>143</sup>

A partnership with the Instituto Superior Tecnológico Nuevo Pachacútec in Peru has trained over 152 young people in electrical engineering through a three-year course. This program has seen its graduates realize a 90% employment rate in Peru.<sup>144</sup>

Through Enabling Electricity, Enel partners closely with Sustainable Energy 4 All and the UN Global Compact. Enel is also a member of the board of CSR Europe, as well as a number of different energy trade associations and reporting NGO's, like GRI and IIRC.

---

<sup>140</sup> *Sustainability Report 2013*. Enel S.p.A., 2014.

[https://www.unglobalcompact.org/system/attachments/87611/original/Enel\\_Sustainability\\_Report\\_2013.pdf?1402505100](https://www.unglobalcompact.org/system/attachments/87611/original/Enel_Sustainability_Report_2013.pdf?1402505100).

<sup>141</sup> *Sustainability Report 2014*. Enel S.p.A., 2015. [https://www.Enel.com/content/dam/Enel-com/governance\\_pdf/reports/annual-financial-report/2014/Enel\\_sustainability\\_report\\_2014.pdf](https://www.Enel.com/content/dam/Enel-com/governance_pdf/reports/annual-financial-report/2014/Enel_sustainability_report_2014.pdf).

<sup>142</sup> Lo Iacono, Giulio, and Mariano Morazzo. "Chapter 18 The Enabling Electricity Programme: Enel Vision and the Role of Enel Foundation." *Renewable Energy for Unleashing Sustainable Development*, Springer International, 2013.

<sup>143</sup> *Sustainability Report 2014*. Enel S.p.A., 2015. [https://www.Enel.com/content/dam/Enel-com/governance\\_pdf/reports/annual-financial-report/2014/Enel\\_sustainability\\_report\\_2014.pdf](https://www.Enel.com/content/dam/Enel-com/governance_pdf/reports/annual-financial-report/2014/Enel_sustainability_report_2014.pdf).

<sup>144</sup> *Sustainability Report 2013*. Enel S.p.A., 2014.

[https://www.unglobalcompact.org/system/attachments/87611/original/Enel\\_Sustainability\\_Report\\_2013.pdf?1402505100](https://www.unglobalcompact.org/system/attachments/87611/original/Enel_Sustainability_Report_2013.pdf?1402505100).

Though Enel is a signatory to the Women's Empowerment Principles and tracks gender in its workforce for its annual reporting, it does not appear to make gender a central tenet of its CSR work. Enel's CEO also sits on the board of Sustainable Energy 4 All, and the company has pledged to a commitment to SDG4, SDG7, SDG8 and SDG13.

## Model

### Design

Enel's CSR work is fully integrated into its sustainability work. It defines "sustainability" as a balance between society, economy and the environment.<sup>145</sup> In its sustainability plan for 2017-2019, Enel communicated a focus on the core Environmental, Social, and Governance pillars of:<sup>146</sup>

- Engaging local communities
- Engaging the people it works with
- Operating efficiency and innovation
- Decarbonizing the energy mix

Enel recognizes the importance of Creating Shared Value in its most recent sustainability report, and in 2015 it adopted its own "Creating Shared Value" model (see Figure 6, next page).

The company reports that in 2016, "320 applications of the CSV (Creating Shared Value) model were used in the various stages of the value chain: Business Development – BD, Engineering & Construction – E&C, Operation & Maintenance – O&M." These applications include an example of a gas power plant in Peru, from which technical apprenticeships were offered to local youth, educational workshops on recycling and waste management, and even the wooden pallets used at the plant were turned into beachfront furniture.<sup>147</sup>

Projects, like the Ecochiletra program in Brazil, leverage the company's core competencies by tapping its local electrical distribution company to facilitate the recycling and waste disposal program and directly benefit participants through their energy bill. The TOB project leveraged Enel's engineering and renewable energy experience, and electrical training programs. This was done either through Barefoot or *Instituto Superior Tecnológico Nuevo Pachacútec*, and is in alignment with the company's core business operations.

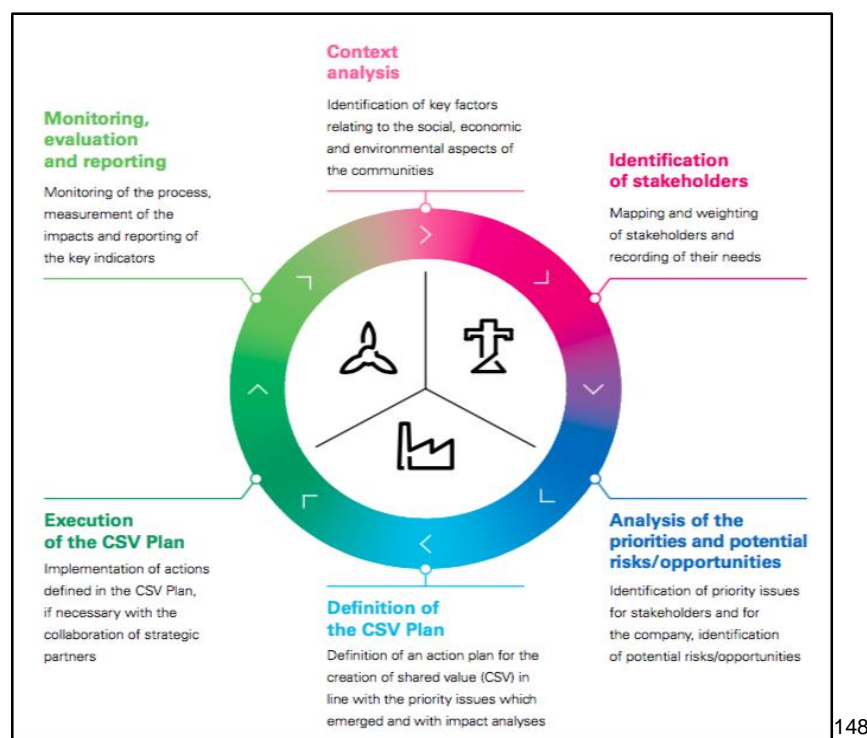
---

<sup>145</sup> Lo Iacono, Giulio, and Mariano Morazzo. "Chapter 18 The Enabling Electricity Programme: Enel Vision and the Role of Enel Foundation." *Renewable Energy for Unleashing Sustainable Development*, Springer International, 2013.

<sup>146</sup> "Sustainability Plan 2017-2019." *Enel.com*, Enel, sustainabilityreport2016.Enel.com/en/strategy-and-sustainability-plan/sustainability-plan-2017-2019?inline=true#pilastr\_1.

<sup>147</sup> Ibid.

Figure 6. Enel's Shared Value Framework



Enel strives to tailor its programs to meet local needs. Local training programs, technology transfers and infrastructure projects are all done with local partners or to meet local needs. Their most recent annual report states, “The key word is increasingly “co-creation”: projects are defined and realized together with the communities so that they are calibrated to the specific characteristics of the local territory.”<sup>149</sup>

### Implementation

There is very little available literature on Enel's implementation process for its CSR. The company largely announces projects and reports on them upon their completion. There do not appear to be criteria for selecting partners, nor a clear structure for how CSR work is managed. While reports are thorough, the monitoring process is also not clearly outlined in publicly available information.

Implementation of Enel's energy access CSR program in Latin America has taken place through a partnership with Barefoot College International since 2011.<sup>150</sup> The company selects the geographic areas based on core business priorities, and covers the cost of training and technology. Barefoot in turn provides the implementation and methods: identifying women entrepreneurs, training them in solar energy operations and maintenance, designing livelihoods activities in conjunction to energy access elements

<sup>148</sup> Seeding Energies Sustainability Report 2016. Enel S.p.A, 2017. [https://www.Enel.com/content/dam/Enel-com/investors/2017/ENG\\_BDS2016\\_20170502\\_4WEB.pdf](https://www.Enel.com/content/dam/Enel-com/investors/2017/ENG_BDS2016_20170502_4WEB.pdf).

<sup>149</sup> Ibid.

<sup>150</sup> Paris, Rodrigo. Personal interview. 11 April 2018.

and overseeing the monitoring and evaluation processes, among others. To note, Barefoot sees energy access as the beginning of opportunities for impact in communities, and utilizes savings and community structures created through energy access programs, to begin to address other community needs (such as water, access to finance, and livelihood programs, among others).<sup>151</sup>

Since Enel's energy projects take place over five to ten years, the company maintains a long-term interest in building relationships with local communities and remains engaged with the output and outcomes of Barefoot's programs through their maturity, as they tie into overall business strategy. This intersection of priorities has made for a strong and lasting partnership, however, it is important to note the partnership is itself iterating based on experience. Barefoot has expanded based on Enel's geographic priorities and has seen its operations affected by Enel's changing business interests. In 2015 the company interrupted support for a program in Southern Peru after a geothermal opportunity proved unsuccessful, after three years of CSR program operations. With diminished funding, the NGO could not continue to implement the livelihood program independently, thus affecting the community and Barefoot's operations and brand. This example of the challenges of a CSR partnership conveys the need to recognize the different scenarios of program implementation and outline contingency cases in partnership design and negotiation.

More recently, Enel has been open to utilizing Barefoot as a strategy to build goodwill in potential new markets, learn about local contexts and support Barefoot beyond existing community-building needs. Barefoot proposed a woman-to-woman solar training project in Ecuador, and the company has agreed to fund the cost of the solar technology.

ENEL maintains a long-term interest in building relationships with local communities and remains engaged with the output and outcomes of CSR programs

### *Evaluation*

Enel's reporting on its business and its CSR activities is extensive. It includes comprehensive lists of KPI's and a GRI Content Index at the end of each annual report, which helps identify progress, establish some accountability or transparency and alignment to the Sustainable Development Goals. Enel typically includes measures of those who "benefit" from its activities. It should be noted that Enel defines beneficiaries as, "the people in favor of whom a project is realized" and the company reports only the direct beneficiaries relating to the current year.<sup>152</sup>

---

<sup>151</sup> Stevenson, Sue. Personal interview. 2 April 2018.

<sup>152</sup> *Seeding Energies Sustainability Report 2016*. Enel S.p.A, 2017. [https://www.Enel.com/content/dam/Enel-com/investors/2017/ENG\\_BDS2016\\_20170502\\_4WEB.pdf](https://www.Enel.com/content/dam/Enel-com/investors/2017/ENG_BDS2016_20170502_4WEB.pdf).



## Solar Sister

### ***Company and CSR Overview***

Solar Sister is a nonprofit social enterprise with the mission of eradicating last-mile energy poverty by supporting women to be energy entrepreneurs. The organization works through a women-run direct sales network in Nigeria and Tanzania that distributes clean energy technology such as solar lights, mobile phone charging capability and clean cookstoves.

Solar Sister has a considerable geographic footprint in the rural areas of Nigeria and Tanzania, reaching 700,000 beneficiaries through an increasing number of women entrepreneurs. In 2015, Solar Sister reported 1,000 women entrepreneurs<sup>153</sup> and more recently in 2018, reports 2500 active women.<sup>154</sup> In addition, the NGO has an annual budget of more than a million dollars.<sup>155</sup>

Solar Sister is founded on a gender focus, which permeates through the organization and informs the services it offers to rural women in Sub-Saharan Africa. The NGO provides a model to improve last-mile energy access through a gender inclusive approach.

### ***Enterprise Case Study: Solar Sister***

#### Overview

Solar Sister is based in Washington DC, where fundraising activities and global strategy take place. The NGO buys products from global manufacturers of portable solar lamps and clean cookstoves (such as d.light), to provide a diverse portfolio of products for sale by Solar Sister Entrepreneurs. This provides customers a range of choices to meet a variety of energy needs.<sup>156</sup>

Solar Sister implements a model of entrepreneurship support to grow and maintain its rural 'solar sisters' and keep them engaged. In this way, the organization has implemented last-mile distribution for energy access products through investing in local relationships based on trust.

In terms of partnerships, Solar Sister is a member of multiple parts of global alliances and organizations for women's empowerment and energy access, including: Global Alliance for Clean Cookstoves, Sustainable Energy For ALL, UN Women and the Clinton Global

---

<sup>153</sup> "Boiling Point." Household Energy Network (HEDON). Issue 66, 2015.

<https://www.esmap.org/sites/default/files/resources-document/GENDERWomen%20Energy%20and%20Economic%20Empowerment.pdf>.

<sup>154</sup> <https://www.solarsister.org/impact> (accessed 2, April 2018).

<sup>155</sup> "Job Opportunity – Finance Manager." Solar Sister. 14, March. 2018. <https://www.solarsister.org/blog/job-opportunity-finance-manager>.

<sup>156</sup> "Boiling Point." Household Energy Network (HEDON). Issue 66, 2015.

<https://www.esmap.org/sites/default/files/resources-document/GENDERWomen%20Energy%20and%20Economic%20Empowerment.pdf>.



Initiative.<sup>157</sup> Solar Sister has received grants from ENERGIA (International Network on Gender and Sustainable Energy), USAID and Power Africa.

Solar Sister received a 2017 Gold Seal of Transparency from GuideStar and an unrated profile from Charity Navigator, two NGO rating organizations.

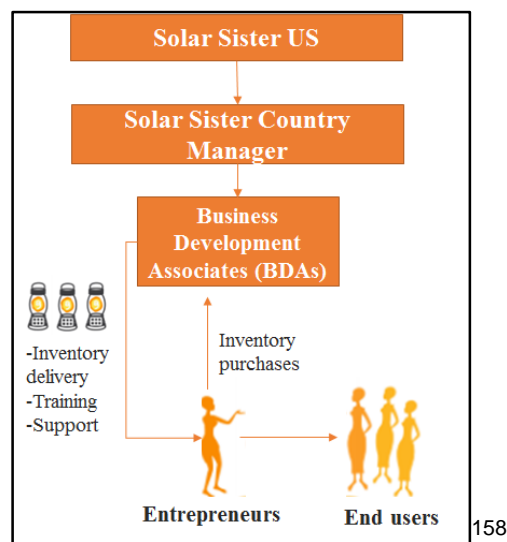
## Model

### Design

In terms of its structure, country offices implement the overall strategy and manage in-country activities in close collaboration with its US headquarters. At the country level, managers aggregate inventory purchases, manage local hires and oversee geographic expansion. Country offices are run by the Country Manager and its team of Business Development Associates (BDAs). BDAs manage the entrepreneur relationship, inventory planning and distribution at the entrepreneur level, as well as training and entrepreneur support; outlined in greater detail under the implementation section (see Figure 7)

It is important to note that the geographic and cultural divide between headquarters and program operations may represent an organizational challenge, reducing the available oversight capability of the leadership team.

Figure 7. Solar Sister Structure



Solar Sister distributes and sells many pico-solar products. Products can be categorized into five main groups: pico-lanterns, large lanterns (with cell phone charging capacity), cookstoves, and solar home systems (SHS). Solar Sister places a strong emphasis on quality and sells Lighting Africa-certified products with a warranty, which is passed on directly to its entrepreneurs and customers.

<sup>157</sup> <https://www.solarsister.org/about> (accessed 2, April 2018).

<sup>158</sup> Team analysis, based on available information

The decision to focus on quality helps build trust for Solar Sister, customer satisfaction and ensures impact throughout the product lifetime. In addition, it enables Entrepreneurs to engage in direct selling based on trust and leveraging relationships in their community.

The organization has iterated its women's empowerment model for eight years. In 2010, Solar Sister began doing micro consignment for its entrepreneurs and has since converted its business model to cash and carry. Solar Sister no longer provides an inventory loan for its entrepreneurs as start-up capital, because having credit-collection responsibilities hurt its relationship with entrepreneurs. Today, Solar Sister seeks to establish a collaborative commercial relationship with entrepreneurs and may connect them to microfinance institutions and savings groups as a means to access financing.

### *Implementation*

The implementation of the Solar Sister model is a rolling process of community selection, entrepreneur identification, multi-stage entrepreneur training, mentoring and awareness building. In addition, Solar Sister provides a holistic package of inputs including: "business in a bag" training, ongoing mentor support and opportunities for growth.<sup>159</sup>

A medium-term partnership allowed Solar Sister to expand its operations, implement baseline assessments and strengthen its delivery model

As an NGO reliant on grants, Solar Sister has collaborated with ENERGIA (International Network on Gender & Energy) over a four-year period (between 2014 and 2017). The organization was one of five grantees that received €600,000 (subject to a with a 30-40% co-financing commitment). This partnership, of a substantial duration and ticket size, enabled the organization to expand its operations, implement baseline assessments, strengthen its entrepreneur delivery model and incorporate more strategic considerations about changes in policy, competition, and market-building. For more information on ENERGIA's partnership model, see Annex.

Besides ENERGIA, it remains unclear how Solar Sister engages others partners or funders in its model, though its DC headquarters is well poised to access international funders and philanthropic capital in the US. At a local level, the organization seems to engage microfinance institutions, local government and other civil society organizations indirectly, when they may be sources to identify new entrepreneurs.

Solar Sister has developed a strong Business Development Associate (BDA) role. The BDA handles local program management and spends approximately half of her time searching for new entrepreneurs, thereby expanding the network. In addition, BDAs meet monthly with Entrepreneur teams (called Sisterhoods) to discuss challenges, develop marketing strategies, and deliver inventory orders. In addition to in-person meetings,

---

<sup>159</sup> "Boiling Point." Household Energy Network (HEDON). Issue 66, 2015. <https://www.esmap.org/sites/default/files/resources-document/GENDERWomen%20Energy%20and%20Economic%20Empowerment.pdf>.

BDAs spend considerable time on the phone with entrepreneurs, coordinating inventory orders and supporting and coaching them in the sales process.

BDAs, guided by national country staff, implement the training workshops for entrepreneur groups, which include skills transfers in communication, marketing (how to market products and identify markets), record keeping, time management, money management, product knowledge and leadership skills.<sup>160</sup>

Product distribution involves BDAs traveling on public transport or motorcycles to carry approximately a bag-full of pico-solar lamps. These full-time Solar Sister employees receive a variable remuneration for meeting key performance metrics such as identifying new entrepreneurs and supporting a minimum of active entrepreneurs per month. In this way, Solar Sister has developed a robust service delivery model, though it is not clear how many entrepreneurs a Business Development Associate can serve.

Solar Sister entrepreneurs are active part-time and may have other primary livelihood activities (such as farming, managing another business, teaching, or engaging in petty trading).<sup>161</sup> According to data from Santa Clara University and Solar Sister, only a small portion of entrepreneurs identify Solar Sister activities as their main source of income.<sup>162</sup> Entrepreneurs are usually married women under 40 years old, with primary education, who are farmers and members of a savings group.<sup>163</sup> Though Solar Sister includes male entrepreneurs, they reportedly only make up about 20% of the entrepreneur base in Tanzania.

Pico-lanterns represent the majority of sales due to lack of financing for customers, who may be unable to pay for larger-ticket products upfront. The dominant lantern product evidences a limited impact of a large portfolio of products and consumer choice, where entrepreneurs and end users may still not be able to afford the offered items. Additionally, some geographic areas may have high market saturation for solar lanterns, limited to no uptake of cookstoves or very few sales of larger systems.

A single household may purchase 2-4 lanterns (subject to family size) even if they are electrified and utilize them as grid back-up. If the household owns a solar home system, they may still purchase 1-2 lanterns to have mobile light outside the house. Tanzanian regions with older Solar Sister presence presently indicate a high penetration by both Solar Sister and lower-quality lanterns. Sales are driven by repeat customers replacing their previous lantern purchases, and entrepreneurs report needing to travel greater distances to find new customers.

According to Santa Clara University data, of 43 entrepreneurs interviewed, all reported selling to farmers as their main customer base; while fewer entrepreneurs reported selling

---

<sup>160</sup> "Solar Sister: Empowering Women Through Clean Energy Entrepreneurship." International Center for Research on Women. 2015 <https://www.solarsister.org/wp-content/uploads/2016/05/ICRW-Reportv3.pdf>.

<sup>161</sup> "Solar Sister Social Impact Report Tanzania & Uganda." Santa Clara University - Miller Center for Social Entrepreneurship. 11, Nov. 2015.

<sup>162</sup> Ibid.

<sup>163</sup> Ibid.

to pastoralists, business owners, breeders, laborers, teachers and fishermen.<sup>164</sup> All customers and entrepreneurs reportedly have access to mobile money.

### *Evaluation*

Solar Sister utilizes KPIs to assess both the impact of being an entrepreneur and utilizing the energy access products, as well as its reach into last-mile communities. Through Solar Sister's work, entrepreneurs report greater levels of professional confidence, an enhanced ability to market and sell to strangers, an expanded network of entrepreneurs, and increases in income.<sup>165</sup>

- Entrepreneurs are able to increase their personal incomes by 18 to 20% on average as a result of running their Solar Sister business<sup>166</sup>.
- Over 801% of women entrepreneurs in Solar Sister's program have decision-making power when it comes to determining how their income will be spent, with 60% having exclusive decision making-power over this choice.
- Solar Sister's women-to-women direct sales network reaches female customers more often in rural communities. Over 95% of entrepreneurs sell to female customers with 32% selling almost exclusively to other women.
- For both entrepreneurs and customers, the money saved or earned increases personal agency and also improves their social status.

Women's empowerment indicators include increased savings and income, as well as measures of self-confidence

To note, the organization tracks impact indicators of increased income and self-confidence for women, in addition to outcome indicators including products mobilized, and beneficiaries reached, which capture the effectiveness of their operation.

Solar Sister data shows that mobility, specifically access to motorbikes, is a major factor for success among Solar Sister entrepreneurs serving last-mile communities. Comparing sales data to transport access, Solar Sister finds that entrepreneurs with access to a motorbike outperform all other entrepreneurs, even those with access to a private car or bicycle. The entrepreneurs with motorbike access average 60% higher total sales than entrepreneurs using other forms of transport.<sup>167</sup>

In terms of reporting, the organization has mostly selected qualitative methods to capture the impact of its model. For example, in 2015, the International Center for Research on Women (ICRW) conducted a qualitative assessment in Tanzania. The ICRW found that being a Solar Sister clean energy entrepreneur positively impacts women's and men's lives at the individual, family, and community levels. In turn, its website and case study portrayal captures the lives of entrepreneurs through storytelling with limited figures and available analysis of challenges and learnings of their model.

---

<sup>164</sup> Ibid.

<sup>165</sup> Ibid.

<sup>166</sup> There is no available information of the base daily wages of entrepreneurs reported by the organization.

<sup>167</sup> "Last Mile Learning: Motorbikes make the sales." Solar Sister. 13, Feb. 2018. <https://www.solarsister.org/blog/last-mile-learning-2>.

### ***Company and CSR Overview***

Founded in 1984, Cisco Systems, Inc. (Cisco) is an American multinational information and communication technology (ICT) conglomerate that designs and sells a broad range of technologies that power the Internet. Cisco is the biggest global player in the network industry, with headquarters in San Jose, California. In 2017, Cisco's revenue hit \$48 billion,<sup>168</sup> with a market capitalization of about \$198.5 billion.<sup>169</sup>

Corporate social responsibility at Cisco is integrated into their business strategy and functions – it is core to their purpose, culture and how they invest resources, according to their 2017 CSR report.<sup>170</sup> Cisco CSR is broken down into five goals across three focus areas:<sup>171</sup>

#### People:

- Reach two million Cisco Networking Academy students per year by 2021 (the focus of this case study).
- Achieve 80% employee engagement in CSR by 2020.

#### Society:

- Positively impact one billion people by 2025.

#### Planet:

- Reduce total Cisco Scope 1 and 2 GHG emissions worldwide by 60% by 2022.
- Use electricity generated from renewable sources for at least 85% of global electricity by 2022.

Cisco's CSR budget in 2017 was at least \$355 million in corporate, Cisco Foundation cash and in-kind contributions.<sup>172</sup>

Women's empowerment is advocated for and seen throughout Cisco's CSR initiatives, although the company's women's empowerment programming and practices are most clearly defined and developed internally within the company and across the business organization, as opposed to in its community initiatives. Cisco is a leader in inclusion-based initiatives and is one of the four core members of the Women in Business networking group, along with Dell, Oracle, and Shell.<sup>173</sup>

Continuing the internal focus, initiatives focusing specifically on women and girls are largely driven by volunteer-based employee engagement. Initiatives include supporting Girls in ICT Day, organized by the UN International Telecommunication Union; launching

---

<sup>168</sup> "Cisco Fiscal 2017 Annual Summary Report." Cisco. 2017.

[https://s2.q4cdn.com/230918913/files/doc\\_financials/annual/2017/FY-2017-Summary-Report.pdf](https://s2.q4cdn.com/230918913/files/doc_financials/annual/2017/FY-2017-Summary-Report.pdf).

<sup>169</sup> "CSCO:US Cisco Systems Inc." *Bloomberg Markets*. 2 Apr. 2018. <https://www.bloomberg.com/quote/CSCO:US>.

<sup>170</sup> "2017 Corporate Social Responsibility Report." Cisco. 2017. <https://www.cisco.com/c/dam/assets/csr/pdf/CSR-Report-2017.pdf>.

<sup>171</sup> *Ibid.*

<sup>172</sup> *Ibid.*

<sup>173</sup> *Ibid.*

Girls Power Tech, a Cisco Global Mentoring Initiative; and committing to Million Women Mentors, where employees mentor female students in STEM.<sup>174</sup>

## Initiative Case Study: Cisco Networking Academy

### Overview

Cisco Networking Academy (NetAcad) provides a comprehensive online training curriculum to secondary schools, community colleges, universities, and other organizations. It is Cisco's largest and longest-running CSR program at twenty years old.

In 2017 alone, NetAcad curriculum was taught by 22,000 instructors in 10,400 academies across 180 countries to 1.33 million learners.<sup>175</sup> Since the program's inception in 1997, over 7.8 million students worldwide have been taught relevant skills to break into ICT and networking careers.

In fiscal year 2017, Cisco and the Cisco Foundation made \$274 million in in-kind contributions for the Cisco Networking Academy.<sup>176</sup>

Gender inequality in technology is one of NetAcad's target areas.<sup>177</sup> Female participation is at an average of 24% globally and varies widely by country. The table displays the top ten countries in female enrollment.<sup>178</sup>

Figure 8. Gender breakdown by country

Country	% Female
Oman	71%
Peru	46%
UAE	42%
Nigeria	42%
Tunisia	40%
Jordan	37%
Malaysia	36%
Palestine	35%
Morocco	31%
Philippines	31%

Female participation in the technology sector is at an average of 24% globally and varies widely by country

Partnerships are essential to the success of NetAcad. Cisco partners with governments, educational institutions, and numerous NGOs and nonprofits such as *UN Women*, *USAID*, *International Telecommunications Union (ITU)*, and *Grand Coalition for Digital Jobs*.<sup>179</sup>

Cisco Networking Academy has been recognized with multiple awards from various countries. Most recently the 2017 U.S. Chamber of Commerce Foundation Corporate Citizenship

<sup>174</sup> Ibid.

<sup>175</sup> Ibid.

<sup>176</sup> Ibid.

<sup>177</sup> Moorhead, Patrick. "Cisco's Networking Academy Trains 1M Students Per Year to Fill 8M Networking Jobs." *Forbes*. 28 Jun. 2016. <https://www.forbes.com/sites/patrickmoorhead/2016/06/28/ciscos-networking-academy-trains-1m-students-per-year-to-fill-8m-networking-jobs/2/#6db548e525a7>.

<sup>178</sup> Ibid.

<sup>179</sup> "Cisco Networking Academy Partners." *Cisco Networking Academy*. 1 Apr. 2018. <https://www.netacad.com/get-started/partners/>.

Award for Best Commitment to Education and the Top 10 Charity Programs of the Year by the 2017 China Charity Ranking.<sup>180</sup>

**Table 4. Cisco In India**

- There are over 4,700 Networking Academies across India.<sup>181</sup>
- Cisco opened its 1,000th Academy in India in 2003.<sup>182</sup>

## Model

### Design

NetAcad is naturally integrated into Cisco's industry and offerings due to its design and objectives. In its first year, 1997, Cisco launched 64 Networking Academies in 7 states across the United States.<sup>183</sup> The program was launched in response to a shortage of qualified people to design, build, manage, and secure rapidly expanding computer network systems.

Cisco integrated backward to provide the education, assessments, and certification opportunities required to be successful and relevant in the industry. This backward integration helps Cisco's bottom line by increasing the number of people with literacy in its systems. NetAcad is a talent and reputation investment for Cisco. While NetAcad is providing needed education services, it is building out a talent pool of potential employees, trained by a Cisco-developed program. These students then transition to work at companies that trust in the rigor of the curriculum.

NetAcad provides everything an education in networking proficiency requires. Its instructional model combines in-person instruction, hands-on labs, and online learning. Cisco provides the curriculum for free, and all hardware at a severely discounted rate, to allow smaller institutions in developing countries to participate.

Curriculum and assessments are delivered through a cloud-based learning management system called Cisco NetSpace.<sup>184</sup> Cisco NetSpace is an all-in-one system where students can complete activities, teachers can manage their courses, and NetAcad administrators can distribute curriculum and software updates quickly.

Curriculum design combines both knowledge and practical application. Due to Cisco's leadership in the industry, the curriculum is relevant and easily adjusted to incorporate

<sup>180</sup> "Cisco Awards Wall." Cisco. 2 Apr 2018. <https://www.cisco.com/c/en/us/about/careers/we-are-cisco/awards.html?content=CSR>.

<sup>181</sup> "Academy Locator." Cisco. 25 Apr 2018 [https://www.netacad.com/netacad\\_academy\\_search?academy\\_type=ca](https://www.netacad.com/netacad_academy_search?academy_type=ca).

<sup>182</sup> Gordon, Stephanie. "Cisco opens Networking Academy in India." 21 Jan 2003. *EE Times*. [https://www.eetimes.com/document.asp?doc\\_id=1145457](https://www.eetimes.com/document.asp?doc_id=1145457).

<sup>183</sup> Liu, Meredith. "Cisco Networking Academy." *Clayton Christensen Institute*. Dec. 2014. <https://www.christenseninstitute.org/wp-content/uploads/2014/12/Cisco-Networking-Academy.pdf>.

<sup>184</sup> Ibid.



new technologies. Cisco also facilitates the process to earn certifications and helps schools to connect with job-finding organizations.

Due to the necessary infrastructure of NetAcad – the curriculum, hardware, Cisco NetSpace – already being developed and built out by Cisco, it has and continues to be very scalable. While the upfront costs are high, over the long-term the program has become cheap to scale and maintain.<sup>185</sup>

Cisco supports the UN Sustainable Development Goals throughout their CSR programs. *NetAcad addresses SDG4: Quality Education, SDG5: Gender Equality, and SDG8: Good Jobs and Economic Growth.*

### *Implementation*

Partnership management is essential for the success of NetAcad. Partners are identified in multiple ways. Potential institutions wishing to become a networking academy apply through Cisco's website and undergo a vetting process. These institutions can also be partnered with NGOs or nonprofits to help front any potential costs of the program.

Governments are either approached by Cisco or Cisco is approached by governments to propose a plan for implementing the NetAcad curriculum into their education system. An example of this is when the Jordanian government decided to address its gender inequality in IT. *Jordan and Cisco partnered to install NetAcad in 14 high schools and universities and recruited to ensure 50% female enrollment. By 2014, female employment in the tech sector grew from 12% to 30%. 47% and 25% of NetAcad students and teachers were women, respectively.*<sup>186</sup>

*It should be noted that due to NetAcad being an established and relevant program, it appears from the available information that many partnerships are instigated by non-Cisco institutions.* This makes it difficult to accurately discern a strong, internally driven women's empowerment motive behind every partnership. While Cisco apparently supports women's empowerment initiatives, as seen in its CSR reports, it is hard to identify which initiatives are instigated by Cisco unless explicitly stated.

### *Evaluation*

NetAcad is largely managed and monitored through the Cisco NetSpace system and the global 24/7 NetAcad help desk.

The student assessment process has grown to be fairly sophisticated over the years and includes various types of online and hands-on tests. The employment of Cisco NetSpace allows teachers and students to compare performance across classes and across

---

<sup>185</sup> Ibid.

<sup>186</sup> Moorhead, Patrick. "Cisco's Networking Academy Trains 1M Students Per Year to Fill 8M Networking Jobs." *Forbes*. 28 Jun. 2016. <https://www.forbes.com/sites/patrickmoorhead/2016/06/28/ciscos-networking-academy-trains-1m-students-per-year-to-fill-8m-networking-jobs/2/#6db548e525a7>.

countries. Additionally, it allows NetAcad to manage quality at the site level based on performance and surveys.

NetAcad utilized global frameworks and reporting systems such as UNSDG Index and GRI

Reporting of NetAcad is done through the yearly Cisco CSR report following the Global Reporting Initiative's (GRI) Sustainability Reporting Standards and Disclosures.<sup>187</sup> In addition, the UNSDG Index is used to map how NetAcad and all other Cisco CSR initiatives are mapped to the UN Sustainability Goals.

Gender disaggregated data on NetAcad is provided on an average and limited by-country basis. This data is provided heavily throughout Cisco's CSR report, including internal employee data.

Recent and thorough reports and audits on NetAcad were not found or were not publicly available. This made it difficult to assess exactly how Cisco evaluates NetAcad's success. Data points provided in Cisco's 2017 CSR report are limited. These few statistics include the number of students who complete Foundational and Career-Ready courses that land new or better jobs, take on increased responsibility, or earn higher pay: 70%; the number of students NetAcad has helped get jobs from 2005 to 2017: 1.6 million; and the number of students positively impacted by NetAcad sponsored competitions in the last 9 years: 100,000.<sup>188</sup> It remains unclear how Cisco defines "positively impacted," and how it verifies job and pay statistics.

---

<sup>187</sup> "2017 Corporate Social Responsibility Report." Cisco. 2017. <https://www.cisco.com/c/dam/assets/csr/pdf/CSR-Report-2017.pdf>.

<sup>188</sup> Ibid.

## Microsoft Corporation

### ***Company and CSR Overview***

Microsoft Corporation (Microsoft) is a global technology company founded in 1975. The mission of the company is “to empower every person and every organization on the planet to achieve more.”<sup>189</sup> In 2017, Microsoft had over \$90 billion in revenue with over 120,000 employees worldwide. More than 100 million people across the world use the Microsoft Office suite and products.<sup>190</sup> Microsoft also makes several investments and acquisitions to further product innovation. Most recently, the company acquired LinkedIn, the world’s largest professional network.

From agriculture to manufacturing, almost every industry in the world uses Microsoft technology. For example, Schneider Electric used Azure IoT (a Microsoft product) to build a smart farming platform to help farmers efficiently manage water use.<sup>191</sup> Accelerating innovation is central to Microsoft’s philosophy and is reflected in its CSR policy and principles.

Microsoft is focused on diversity and inclusion efforts for its workforce, with a longstanding commitment to women’s empowerment. The company strives to recruit women from around the world in the field of computer technology. Women at Microsoft is an internal employee resource group that is aimed at “attracting women to careers in high tech”.<sup>192</sup> For the last eight years, Microsoft has hosted the Global Women’s Conference as an opportunity for personal and professional development of women at Microsoft.

The company has three key pillars in its CSR strategy – empowering people, strengthening communities and protecting the planet.<sup>193</sup> In their 2017 CSR report, CEO Satya Nadella stated that “Everywhere we operate, we focus on contributing to local communities in a positive way – helping to spark growth, competitiveness and economic opportunity for all.”<sup>194</sup>

Microsoft was one of the first few corporations to commit to the SDGs and report on their contribution to them. In 2015, they released a white paper<sup>195</sup> in support of the SDGs, including SDG4 - Quality Education and SDG5 - Gender Equality.

---

<sup>189</sup> “Microsoft 2017 Corporate Social Responsibility Report.” *Microsoft*. 2017. <https://www.microsoft.com/en-us/about/corporate-responsibility/reports-hub>.

<sup>190</sup> *Ibid*.

<sup>191</sup> *Ibid*.

<sup>192</sup> “Global Diversity and Inclusion.” *Microsoft*. <https://www.microsoft.com/en-us/diversity/inside-microsoft/women-at-microsoft/default.aspx>.

<sup>193</sup> “Corporate Social Responsibility.” *Microsoft*. <https://www.microsoft.com/en-us/about/corporate-responsibility/>.

<sup>194</sup> “Microsoft 2017 Corporate Social Responsibility Report.” *Microsoft*. 2017. <https://www.microsoft.com/en-us/about/corporate-responsibility/reports-hub>.

<sup>195</sup> “Microsoft and the UN Sustainable Development Goals.” *Microsoft*. Sept 2017. <https://www.microsoft.com/en-us/about/corporate-responsibility/un-sdgs>.

Since 2016, Microsoft has donated over US\$ 1 billion in cloud services to more than 90,000 non-profits and university researchers.<sup>196</sup> Through their employee giving program, Microsoft raised over US\$142 million for charitable giving in 2016-17.<sup>197</sup> Along with its on-going CSR initiatives, in 2015 Microsoft also launched Microsoft Philanthropies to further its commitment to corporate philanthropy.<sup>198</sup> In the fiscal year 2017, this philanthropic unit donated over US\$1.2 billion in software and services to nonprofits in the digital economy and skills building sectors.<sup>199</sup>

Women's empowerment through education, especially STEM education, is a theme across numerous Microsoft CSR initiatives. The company has several programs aimed at sparking girls interest in technology careers. For example, the *Make What's Next Campaign* teaches girls about female inventors as a way to encourage them to pursue careers in science and technology.<sup>200</sup> The company also encourages women and girls to work for Microsoft through various internship and fellowship programs.

### ***Initiative Case Study: Microsoft YouthSpark***

#### **Overview**

Tapping into its core strengths, Microsoft has a specific initiative to impact digital skills. In 2012, they launched the \$75 million YouthSpark program, designed to help create educational and economic opportunities for children around the world.<sup>201</sup> The goal of the initiative is to improve access to education in computer science education. 80% of the beneficiaries come from underserved communities, with more than half of them being women.<sup>202</sup>

Collaborations are a core to the YouthSpark, which uses partnerships with nonprofits, governments, universities/schools and business as a tool to improve access to computer science education. In these partnerships, Microsoft provides cash grants, technology and other resources, including policy advocacy efforts. The initiative works with over 150 nonprofit organizations across 60 countries with a goal to engage more than 3 million young people with digital and computing skills.

---

<sup>196</sup> "Microsoft donates \$1 Billion in cloud services to non-profits and researchers." *The New York Times*. 19 Jan. 2016. <https://bits.blogs.nytimes.com/2016/01/19/microsoft-to-donate-1-billion-in-cloud-services-to-nonprofits-and-researchers/>.

<sup>197</sup> "Microsoft 2017 Corporate Social Responsibility Report." *Microsoft*. 2017. <https://www.microsoft.com/en-us/about/corporate-responsibility/reports-hub>.

<sup>198</sup> "Microsoft deepens longstanding commitment to philanthropy with expanded vision, new organization." *Official Microsoft Blog*. 15 Dec. 2015. <https://blogs.microsoft.com/blog/2015/12/15/microsoft-deepens-longstanding-commitment-to-philanthropy-with-expanded-vision-new-organization/>.

<sup>199</sup> "Microsoft 2017 Corporate Social Responsibility Report." *Microsoft*. 2017. <https://www.microsoft.com/en-us/about/corporate-responsibility/reports-hub>.

<sup>200</sup> "Inspiring girls to stay in STEM and #MakeWhatsNext." *Official Microsoft Blog*. 7 Mar. 2017. <https://blogs.microsoft.com/on-the-issues/2017/03/07/inspiring-girls-stay-stem-makewhatsnext/>.

<sup>201</sup> "Microsoft makes US\$75 Million commitment to unite with global NGOs and tackle education inequalities." *Microsoft*. 1 Dec. 2012. <https://news.microsoft.com/2012/12/01/microsoft-makes-us75-million-commitment-to-unite-with-global-ngos-and-tackle-education-inequalities/>.

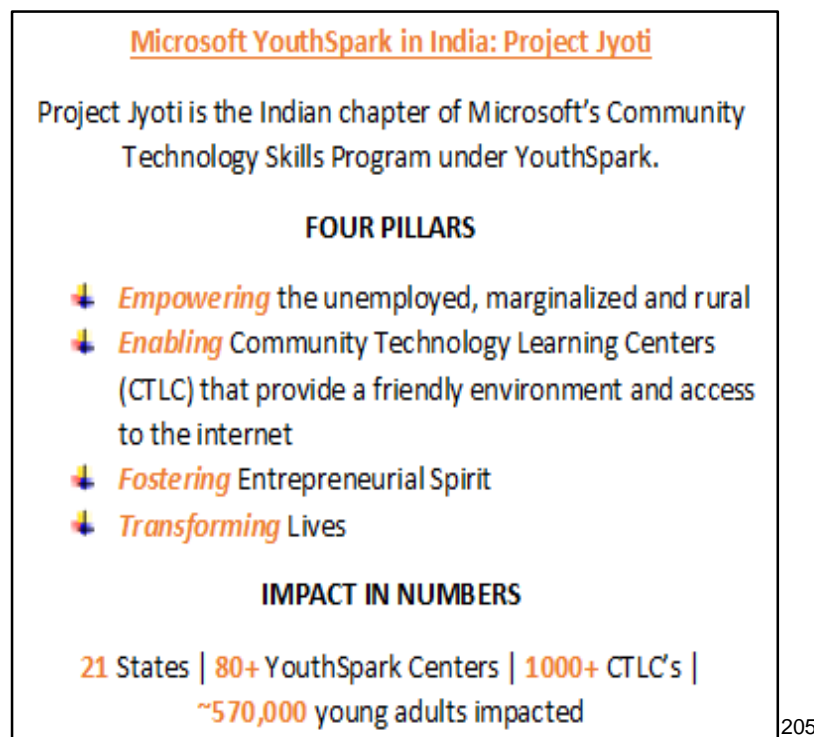
<sup>202</sup> "Microsoft Digital Skills." *Microsoft*. <https://www.microsoft.com/en-us/digital-skills/be-inspired>.

## Model

### Design

Microsoft applies CSR materiality assessments to define its CSR priority areas. This assessment is done by gathering input from the different stakeholders on 1) what is important to the business and 2) what is important to the stakeholders.<sup>203</sup> Microsoft also consults with ecosystem players like Business for Social Responsibility<sup>204</sup> and industry experts to define its CSR priorities and progress. These methods allow for the natural integration of CSR initiatives, like YouthSpark, into the core business model, vision and mission of Microsoft.

Figure 9. YouthSpark Overview



Women and girls are important stakeholders to YouthSpark. Through it, Microsoft has partnered with a variety of nonprofits and development organizations that are working towards encouraging girls' interest in STEM. For example, one of the YouthSpark Initiative grantees is the African Center for Women & ICT, a Kenya-based development organization with a mission to promote women's and youth's access to ICT for sustainable development. With a grant from YouthSpark Initiative, the center will provide opportunities

<sup>203</sup> "Governance of CSR." *Microsoft CSR*, <https://www.microsoft.com/en-us/about/corporate-responsibility/governance>.

<sup>204</sup> Business for Social Responsibility is a non-profit consulting firm that helps companies develop sustainable business strategies. BSR is an important nonprofit player working with major US global companies in women's empowerment specifically and CSR generally <https://www.bsr.org>.

<sup>205</sup> Team analysis based on available information

to 4,200 disadvantaged young women to learn technical skills and improve employability.<sup>206</sup>

### *Implementation*

Microsoft is able to leverage its significant presence globally to drive its CSR initiatives and make grants worldwide. Overall, Youthspark has 30+ programs that are aimed at enabling digital skills. In India, under its community technical skills program, Microsoft has embarked on Project Jyoti (*details in the table*) that has created significant outreach.<sup>207</sup> Another example of locally driven work is YouthSpark's partnership with Anupdir Foundation. YouthSpark has provided grants to the Anupdir Foundation for Social Welfare's DREAM for Women program that helps women establish cooperatives in rural areas and provides them with technology and business training.<sup>208</sup>

Microsoft's Technology and Corporate Responsibility (TCR) team--along with leadership teams across the business operations--work towards implementing company-wide CSR activities. The head of TCR reports to the President and the Chief Legal Officer, who in turn report to the CEO. Under its governance structures and policies, Microsoft routinely conducts stakeholder engagements to gain perspective from customers, employees, and the government to drive CSR activities and funding.<sup>209</sup>

YouthSpark and the CSR programs in general are heavily reliant on partnerships with multiple stakeholders. For example, the initiative is partners with Girls who Code, a US-based NGO that runs after-school clubs and summer programs to teach girls computing skills. YouthSpark uses implementation models where Microsoft is a funding partner and provides grants to nonprofits. So far, the company has provided grants to about 150 nonprofits.

YouthSpark also partners with international organizations and governments to provide access to computer science classes. For example, Microsoft has partnered with UNDP Egypt to establish the first innovation center for women. The center will provide upward of 1,000 young women with coding instruction and entrepreneurship skills.<sup>210</sup>

### *Evaluation*

While Microsoft regularly reports on its impact, it is unclear from publicly available data exactly how the company conducts project monitoring. However, based on its impact numbers, it is clear that the company gathers gender disaggregated data.

---

<sup>206</sup> "Microsoft and the UN Sustainable Development Goals." *Microsoft*. Sept 2017. <https://www.microsoft.com/en-us/about/corporate-responsibility/un-sdgs>.

<sup>207</sup> "YouthSpark Project Jyoti." *Microsoft*. <https://www.microsoft.com/en-in/about/citizenship/youthspark/youthsparkhub/programs/project-jyoti/>.

<sup>208</sup> *Ibid*.

<sup>209</sup> "Microsoft 2017 Corporate Social Responsibility Report." *Microsoft*. 2017. <https://www.microsoft.com/en-us/about/corporate-responsibility/reports-hub>.

<sup>210</sup> "Microsoft and the UN Sustainable Development Goals." *Microsoft*. Sept 2017. <https://www.microsoft.com/en-us/about/corporate-responsibility/un-sdgs>.

Microsoft regularly reports the progress of its CSR programs, including the YouthSpark initiative. It is one of the first few companies to actively engage in public reporting of its CSR efforts on a yearly basis. The company uses established global standards for its reporting, like the Global Reporting Initiative's' Sustainability Reporting Guidelines.<sup>211</sup>

Microsoft has provided IT skills to 600,000 youth under YouthSpark and trained 770,000 teachers in India

Through an online dashboard, Microsoft reports on its commitment to the various SDGs. It is designed to provide an overview on progress by SDG and by country. So far the countries on this dashboard include Brazil, Canada, France, Germany, India, Italy, Japan, Netherlands, Poland, Russia, Singapore, South Africa, Spain, United Kingdom and United States. As per the tracker, in India, under the SDG4, Microsoft has provided IT skills to 600,000 youth under YouthSpark and trained 770,000 teachers<sup>212</sup>.

---

<sup>211</sup> "Corporate Social Responsibility: Reporting Approach." *Microsoft*. <https://www.microsoft.com/en-us/about/corporate-responsibility/reporting-approach>.

<sup>212</sup> "Empowering Transformation." *Microsoft*. <https://www.microsoft.com/empowering-countries/en-us/>.



## The Coca-Cola Company

### ***Company and CSR Overview***

The Coca Cola Company (Coke), the world's largest beverage company<sup>213</sup>, is an American company headquartered in Atlanta, Georgia. The company's net operating revenue is \$41.9 billion and its products are sold in over 200 countries.<sup>214</sup> The company seeks to be "a global business that operates on a local scale, in every community where they do business."<sup>215</sup>

Coke partners with over 250 bottlers around the world and has over 900 plants, 25 of which are in India.<sup>216</sup> India is currently Coke's 6th largest market, with plans to make India its 3rd largest through the investment of \$5 billion by 2020.<sup>217</sup> Already, the subsidiary Coke India has a network of over 2.6 million retail outlets in the country.

The company's three CSR priority areas are "women", "water", and "well-being". Coke's focus on women includes economic empowerment and entrepreneurship. Its focus on water includes access, conservation and recycling. It promotes well-being through the areas of education, youth development, and other community and civic initiatives.<sup>218</sup>

Coke and Coke India are signed supporters of the UN Global Compact<sup>219</sup> and Women's Empowerment Principles.<sup>220</sup> The Coca Cola Foundation has initiatives that integrate all 17 Sustainable Development Goals.<sup>221</sup> Between Coke and the Foundation, 1% of the company's operating income is invested back into the community, with \$106 million donated in 2016.<sup>222</sup>

Coke seeks to leverage its brand recognition and global reach to play a significant role in improving gender equality around the world. Women's economic empowerment, a longstanding commitment for Coke, was made one of the top priority areas in 2015<sup>223</sup> and

---

<sup>213</sup> "About Us." *Coca-Cola*, 4 Apr 2018. <https://www.worldofcoca-cola.com/about-us/coca-cola-beverages-products/>.

<sup>214</sup> "Coca-Cola at a Glance." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/infographic-coca-cola-at-a-glance>.

<sup>215</sup> "The Coca-Cola System." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/the-coca-cola-system>.

<sup>216</sup> "The Coca-Cola System." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/the-coca-cola-system>.

<sup>217</sup> "How Coca-Cola Plans To Make India Its Third Largest Market." *Forbes*, 4 Apr. 2018, <https://www.forbes.com/sites/greatspeculations/2017/09/07/how-coca-cola-plans-to-make-india-its-third-largest-market/#7236cd7f2e84>.

<sup>218</sup> "The Coca-Cola Foundation." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/the-coca-cola-foundation>.

<sup>219</sup> "UN Global Compact." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/un-global-compact>.

<sup>220</sup> "Companies.", *Women's Empowerment Principles*, 4 Apr. 2018, <http://weprinciples.org/Site/Companies/1>.

<sup>221</sup> "2016 Sustainability Highlights.", *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/2016-sustainability-highlights-infographic>.

<sup>222</sup> "Sustainability Report: Giving Back.", *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/2016-giving-back>.

<sup>223</sup> "Sustainability Report: Priority Issue Analysis.", *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/sustainability-report-priority-issue-analysis>.

the company was awarded the UN Women's Empowerment Principles Leadership Award in 2014.<sup>224</sup>

### **Initiative Case Study: 5by20**

#### Overview

In 2010, Coca Cola Company launched the 5by20 initiative with the goal of enabling the economic empowerment of five million women entrepreneurs across its global value chain by 2020. It started out in four pilot markets: India, South Africa, Brazil, and the Philippines, with guidance from a global team.<sup>225</sup>

Women in the Coke supply chain receive business skills & networking training, financial inclusion, and mentoring to become entrepreneurs

The program aims to help women overcome common barriers to success in the marketplace. Women involved in the Coke supply chain receive business skills and networking training, financial inclusion, and mentoring, which enables participants to become entrepreneurs. Participants are producers, suppliers, distributors, retailers, recyclers and artisans.<sup>226</sup> In this way, the initiative provides a compelling integration of training and entrepreneurship.

Coke is available in every country in the world, except North Korea. This, combined with its strong relationships with over 250 bottling partners, means Coke is able to leverage its significant geographic reach to drive its 5by20 program across its supply chain.<sup>227</sup> The 5by20 Initiative has expanded to 64 countries and enabled 1.7 million women since 2010.<sup>228</sup> In 2016, over 500,000 women participated and four new countries - Australia, Guatemala, Italy and Poland - were added, resulting in a reported program expansion of 41%.<sup>229</sup>

5by20 is partnered with hundreds of organizations around the world and at every point of their value chain. Key global partners include: UN Women, the International Finance Corporation, the Bill & Melinda Gates Foundation, TechnoServe, MercyCorps, and Inter-American Development Bank.<sup>230</sup>

---

<sup>224</sup> "Awards & Rankings." *Coca-Cola*, 4 Apr. 2018,

<http://www.coca-colacompany.com/our-company/awards-rankings>.

<sup>225</sup> "Unleashing the Potential of Women Entrepreneurs." *Coca-Cola*, 4 Apr. 2018,

<http://www.coca-colacompany.com/content/dam/journey/us/en/private/fileassets/pdf/2016/TCCC-5by20-Report-December2016.pdf>.

<sup>226</sup> "5by20: What We're Doing." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/awards-rankings>.

<sup>227</sup> "Unleashing the Potential of Women Entrepreneurs." *Coca-Cola*, 4 Apr. 2018,

<http://www.coca-colacompany.com/content/dam/journey/us/en/private/fileassets/pdf/2016/TCCC-5by20-Report-December2016.pdf>.

<sup>228</sup> "Infographic: 5by20 By the Numbers." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/sustainability/2017/infographic-5by20-bythenumbers-2017>.

<sup>229</sup> "2016 Sustainability Report: Women's Economic Empowerment." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/2016-womens-economic-empowerment>.

<sup>230</sup> Ibid.

The 5by20 initiative received the Best Global Initiative for Women's Economic Empowerment award in 2014.<sup>231</sup>

**Table 5. Coke In India**

- A pilot market for the 5by20 Initiative.<sup>232</sup>
- Coke India is a signed supporter of the UN Global Compact<sup>233</sup> and Women's Empowerment Principles.<sup>234</sup>

## Model

### Design

The 5by20 initiative has a global management team that reports to Coke's Chief Sustainability Officer. With guidance and strategic leadership, the team oversees the design and implementation undertaken by local teams. The global management team is lean, with each member focused on a specific geographic region. These regional leads ensure consistency while also sharing best practices across markets.<sup>235</sup>

Coke is focused on understanding the intersections between initiatives, particularly its priority areas. The company systematically examines how improvement in one area could positively impact another and reports the points of intersection in its annual sustainability report.<sup>236</sup>

Coke's 2016 Sustainability Report shows a connection between CSR efforts to improve water stewardship and empower women. *It was found that improving access to water for women benefits the community at large.* Reducing the time women spend procuring water allows them to gain business skills and often creates agricultural business opportunities.<sup>237</sup> In this way, the 5by20 Initiative aligns with SDG5 and WEP 4.

### Implementation

The local teams are responsible for resourcing and implementing the program, as well as monitoring its success. While annual targets are provided by the Chief Sustainability

<sup>231</sup> "Awards & Rankings." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/awards-rankings>.

<sup>232</sup> "Unleashing the Potential of Women Entrepreneurs." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/content/dam/journey/us/en/private/fileassets/pdf/2016/TCCC-5by20-Report-December2016.pdf>.

<sup>233</sup> "UN Global Compact." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/un-global-compact>.

<sup>234</sup> "Companies.", *Women's Empowerment Principles*, 4 Apr. 2018, <http://weprinciples.org/Site/Companies/1>.

<sup>235</sup> "Unleashing the Potential of Women Entrepreneurs." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/content/dam/journey/us/en/private/fileassets/pdf/2016/TCCC-5by20-Report-December2016.pdf>.

<sup>236</sup> "2016 Sustainability Report: Points of Intersection." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/2016-points-of-intersection>.

<sup>237</sup> *Ibid.*

Officer and the global 5by20 team, the local teams are responsible for creating region-specific forecasts for the program.<sup>238</sup>

Coca Cola applies their Golden Triangle partnership approach to stakeholder engagement. This approach recognizes and embraces the collaborative power of partnerships spanning the public, private, and civil society sectors.<sup>239</sup> According to Coke, in order to implement successful and sustainable CSR initiatives, all three of these sectors must be engaged.

### *Evaluation*

5by20 employs three methodologies to gather data and to monitor and evaluate various aspects of the initiative: *Tracking, impact, and insights*. The 5by20 team tracks initiative performance through biannual data collection of common metrics from active programs: *number of women enabled and types of enabling activities delivered*.<sup>240</sup> Each program tracks the number of women enabled and the 5by20 team uses *independent validation* to keep local teams accountable. These results are used in the annual sustainability report to evaluate progress across priority areas.<sup>241</sup>

Since 2015, Ernst & Young (also Coke's financial auditor) has independently validated the results reported in the annual sustainability reports. Prior to 2015, it was validated by DNV GL.<sup>242</sup> In 2016, Babson College reviewed the program extensively for progress, challenges and strengths. The 5by20 team also collaborated with UN Global Compact, UN Women, Inter-American Development Bank and others to develop a gap analysis tool for WEP in order to benchmark progress.<sup>243</sup> Coke has also commissioned impact assessments by Ipsos, a market research firm, in South Africa and the Philippines.<sup>244</sup>

Over time, Coke has iterated and streamlined its external impact measurement and auditing processes

---

<sup>238</sup> "Unleashing the Potential of Women Entrepreneurs." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/content/dam/journey/us/en/private/fileassets/pdf/2016/TCCC-5by20-Report-December2016.pdf>.

<sup>239</sup> "Stakeholder Engagement." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/stakeholder-engagement>.

<sup>240</sup> "Unleashing the Potential of Women Entrepreneurs." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/content/dam/journey/us/en/private/fileassets/pdf/2016/TCCC-5by20-Report-December2016.pdf>.

<sup>241</sup> *Ibid.*

<sup>242</sup> *Ibid.*

<sup>243</sup> "2016 Sustainability Report: Women's Economic Empowerment." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/2016-womens-economic-empowerment>

<sup>244</sup> "Unleashing the Potential of Women Entrepreneurs" *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/content/dam/journey/us/en/private/fileassets/pdf/2016/TCCC-5by20-Report-December2016.pdf>

## Conclusion

The six case studies have cross cutting themes and best practices that could potentially be beneficial as ReNew streamlines its CSR strategy. Some takeaways are highlighted below, across six key areas:

### **1. *Creating Shared Value***

Companies like Schneider Electric, Enel, Cisco and Microsoft have integrated CSR into their business model and bottom line. Schneider frequently aligns the incentives of its CSR partners and its company leadership through profits, and focuses on creating shared value by fully integrating its philanthropic Energy Access offerings into the company's profits and performance indicators.

Similarly, Enel pays extensive attention to the principle of creating shared value. Therefore, Enel engages local communities around their various assets, seeking local opportunities to make a positive impact as well as extending training opportunities to local youth and other populations of interest. For Cisco's NetAcad, all learning materials are developed by Cisco, to prepare for a career working in an industry largely facilitated by Cisco, in order to fill the gap of knowledgeable employees in the industry.

### **2. *Use of core competencies***

Microsoft is a global technology giant and its CSR program is heavily focused on the use of technology and impacting digital skills of young people, who could someday be employees of Microsoft. ReNew could adapt a model like Microsoft's to build a future pipeline of employees by focusing on STEM education.

Schneider Electric is primarily an electrical components and solutions company, as opposed to an IPP or utility. However, similar to ReNew, Schneider is well positioned to use its core competencies to provide technology transfers, engineering expertise, funding and training to create an energy access ecosystem wherein communities receive off-grid energy access solutions, entrepreneurship opportunities and training to maintain or advance these solutions. Similarly, Enel through its technical expertise, geographic reach and generation, transmission and distribution projects, aims to utilize its core competencies to extend energy access to those in need.

Solar Sister on the other hand, represents a pure NGO model that relies heavily on donor funding and philanthropic capital. Solar Sister is not financially sustainable in its operations --in other words, its product sales revenues do not cover Business Development Associate costs-- and the organization relies on grants and donations to cover costs and expansion into new areas. Replicating such a model would imply a permanent need for ReNew's financial support when other organizations in the energy space are moving towards financially sustainable and/or for-profit models. Looking at energy access organizations in India, such as Barefoot College, SIMPA, SELCO Solar and D.Light, we see that they may well represent more financially innovative and sustainable strategies.

### ***3. Building the ecosystem through strategic partnerships***

Strategic partnerships are central to implementation strategies for most of the companies regardless of the sector. Enel, Microsoft, Coke and Cisco have established strategic partnerships that can scale and replicate programs in geographies of interest, thereby reducing barriers to implementation of local CSR programs. An example of an effective partnership model is the Golden Triangle method of engaging NGO and government stakeholders used by Coke 5by20. This method is very relevant to ReNew's engagement priorities and focus on public-private partnerships.

Cisco's partnerships with educational institutions are essential. Instructors are provided with the necessary training to teach the NetAcad curriculum and are consistently supported. Student assessments are also tracked by NetAcad. Both of these factors help ensure that the quality of the education stays high, even though there are thousands of Networking Academies around the world. While NetAcad provides brief summaries of successful partnerships with governments, large and small NGOs/nonprofits, and educational institutions, details of these partnerships are not publicly available.

Solar Sister is a great example for reaching the last mile. The organization leverages entrepreneur networks to sell products to consumers that the electric grid and solar distribution may not reach. In addition, its Business Development Associates direct local expansion and service remote areas without the need for permanent NGO presence. Solar Sister Entrepreneurs purchase solar lanterns from the NGO and sell them to the end user for profit, replacing kerosene. Customers, in turn, have the incentive to buy lanterns and other energy access products due to their cost-effectiveness. Thus, Solar Sister has built a last-mile energy access network, aligned with for-profit motives that make the relationship between entrepreneurs and the NGO more sustainable.

### ***4. Commitment to women's empowerment***

Each of the case studies highlight the different methods through which the companies are showcasing their commitment to women's empowerment. Most of the companies are signatories to the SDGs and the WEP's. Very often, the focus on women's empowerment goes well beyond just CSR programming. For example, Microsoft integrates women's empowerment in corporate policies, employee diversity and inclusion programs and then into the community through CSR.

While it is difficult to identify when Cisco instigates a partnership focusing on women's empowerment, simply bringing NetAcad to less developed areas and making it accessible on an open and nondiscriminatory basis increases female participation in technology and improves their chances of independence. NetAcad provides equal opportunity for women and men to gain an education.

For Solar Sister, women are an integral part of the value chain and there is a large focus on women's training as Entrepreneurs. Women receive business training to manage inventory, sales and marketing of their own business. Community-based support staff are trained to assist, support and encourage Solar Sister Entrepreneurs. Training enables the



skills transfer and success of entrepreneurs, as well as their continued engagement with the Solar Sister community and value chain. Finally, training represents learning and lasting impact to Solar Sister entrepreneurs, regardless of whether they continue to sell energy access products.

### ***5. Practices for CSR management and implementation***

All of the six cases have established processes on CSR management and implementation that could be beneficial for ReNew. For example, the Coke 5by20 initiative approaches implementation and management in a manner similar to ReNew, where a small team oversees and guides regional partners with local implementation. This is relevant because the incredible scale of 5by20 provides a model that proves this method of implementation can be successful, even as the program grows exponentially. The 5by20 initiative adapts the program while scaling up, and best practices from one region in the design and implementation in another region. This model may be useful as ReNew looks to scaling up and expanding its CSR offerings.

Microsoft applies CSR materiality assessments to define the priority areas. The centrality of stakeholder engagement in designing the CSR programs and the use of global standards for reporting and publicly tracking contributions to SDGs are some of practices that ReNew might benefit from adopting.

Solar Sister has established management standards where it passes down best practices for inventory planning, sales strategy and pricing to entrepreneurs through training. The organization's capacity-building provides training, mentoring and continued business support to entrepreneurs, and these practices have been proven to scale as the organization expands to new regions. (There are important limitations or uncertainties about this model that are noteworthy: Based on available information, it remains unclear how many entrepreneurs who join the Solar Sister network develop and build long-term businesses. Though rural environments and micro-entrepreneurship may face high attrition rates, there is no available information on the entrepreneur attrition rate for Solar Sister. They do not appear to report the proportion of active entrepreneurs or the average number of products sold per entrepreneur. These data points would help establish the degree to which Solar Sister effectively implements an entrepreneurial model of women's empowerment, or the nature of barriers faced by entrepreneurs in continuing to grow their business.)

### ***6. Focus on monitoring and evaluation***

Reporting on CSR programs is crucial and many companies like Microsoft and Enel use internationally approved standards of reporting like the GRI index.

There is a common theme of robust monitoring and use of gender disaggregated data across most of the case studies. Solar Sister utilizes gender disaggregated data and analysis. The organization's nuanced level of data collection allows Solar Sister to evaluate its focus on women throughout its organization, including its effectiveness in engaging women as advocates and users of clean energy technology, entrepreneurs, and employees. Another example is the 5by20 initiative's approach to evaluation, which

relies heavily on external evaluation/validation and the use of existing international frameworks to benchmark results. This too may be useful for ReNew, as it provides a robust model for ensuring regular monitoring, even in the early stages of implementation.

## **Recommendations**

Based on our review of best practices and cases on Women's Empowerment CSR programs during the spring semester 2018, the ReNew Capstone Team has developed a brief check-list covering some of the key short term, and medium/longer term policy and program considerations for ReNew, as it positions itself to be an industry leader in this area. The list covers items ReNew already is implementing or may be considering, as well as others for the future. We hope it is useful.

### **Short term**

- Diagnostic of ReNew's CSR program versus global best practices at the overall and project level
- Review of CSR monitoring and evaluation system. This effort could represent standards and processes on data collection, maintaining gender-disaggregated data, selection of indicators, incorporation of data into decision making, external evaluator processes.
- Documentation of case study lessons learned in ReNew's CSR programming to date, for internal accountability and to promote continuous learning and build sector leadership.

### **Medium / long-term term**

- Strategic review of women's empowerment CSR programming, to be increasingly scalable to match company growth. Important considerations may include maximizing integration and leveraging of women's empowerment programming within and across all elements of RII, enhancing strategic partnerships with specialized NGOs/organizations at the national and local level, participation in industry-wide CSR collaborations, among others.
- Strategic review of internal company and supply chain women's empowerment policies and practices, to maximize ReNew's leadership, influence, and impact. Ensure alignment with Women's Empowerment Principles and support programs and integration of WEP best practices across internal, supply chain and CSR programming (this may include hiring and maternity policies, vendor relations and sourcing standards, among others).

## Annex

### Partnership Featurette: ENERGIA<sup>245</sup>

#### Organization

ENERGIA - International Network on Gender and Sustainable Energy is an NGO founded in 2006 with presence in 22 countries across Asia & Africa. The organization's gender and research programs include important work to empirically document and better understand the links between gender, energy and poverty and to develop responsive policy and practice recommendations. ENERGIA supports projects, programs & policies on gender & energy issues with four core initiatives, across public and private partners:

1. Women's economic empowerment
2. Gender & energy advocacy
3. Gender & energy research
4. Gender mainstreaming

#### Resources

While many funders focus on shorter projects that disburse fewer funds (US 100,000-150,000 range), ENERGIA believes in investing for the long-term. Long term funding commitments provide awardees (like Solar Sister) time and room to innovate and bring women's empowerment programs to scale. Rather than simply subsidizing products, ENERGIA grants, mentoring, and other network resources allow grantees to develop critical internal technical expertise, for instance to put in place monitoring and evaluation systems and strengthen their capabilities to deliver women's empowerment products and services.

#### Management

ENERGIA has a small team (2-3 individuals) focused on the grant disbursement and support process. To leverage its small team, ENERGIA implements in-depth calls every quarter to identify main challenges and opportunities for its partners grantees, and mission visits to every partner once a year to review implementation and facilitate better management and decision-making. In addition, partners submit annual reports and integrate results assessment frameworks into their systems. ENERGIA prioritizes indicators such as business growth, decision-making ability and savings reinvested into businesses over profits of female entrepreneurs.

#### Evaluation Process

ENERGIA incorporates evaluation processes of its own operations at every phase of its work. The most recent evaluation was done by independent consultants, in a process of 4-5 months that included interviewing external stakeholders (donors, potential partners) and current partners (3-4 country visits and entrepreneur interviews). The report was used as basis for strategic plan and presented directly to ENERGIA's donors.

---

<sup>245</sup> Dutta, Soma. Personal interview. 5 April 2018.

## References

- "2016 Sustainability Highlights." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/2016-sustainability-highlights-infographic>
- "2016 Sustainability Report: Giving Back." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/2016-giving-back>
- "2016 Sustainability Report: Points of Intersection." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/2016-points-of-intersection>
- "2016 Sustainability Report: Women's Economic Empowerment." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/2016-womens-economic-empowerment>
- "2017 Corporate Social Responsibility Report." *Cisco*. 2017. <https://www.cisco.com/c/dam/assets/csr/pdf/CSR-Report-2017.pdf>
- "5by20: What We're Doing." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/awards-rankings>
- "About Us." *Coca-Cola*, 4 Apr 2018. <https://www.worldofcoca-cola.com/about-us/coca-cola-beverages-products/>
- "Academy Locator." *Cisco*. 25 Apr 2018 [https://www.netacad.com/netacad\\_academy\\_search?academy\\_type=ca](https://www.netacad.com/netacad_academy_search?academy_type=ca).
- "Accelerating Women's Economic Empowerment." *USAID*, 3 Apr. 2018, <http://www.worldbank.org/en/news/feature/2017/06/26/accelerating-womens-economic-empowerment>
- "Access to Energy." *Schneider Electric*, [www.schneider-electric.com/en/about-us/sustainability/access-to-energy/](http://www.schneider-electric.com/en/about-us/sustainability/access-to-energy/).
- "Access to Energy BipBop Programme." *Schneider Electric*, 2010. <https://www.schneider-electric.us/documents/sustainable-development-and-foundation/en/accesalenergiepdf>
- "Aditya Aluminium's initiative towards Women Empowerment." *India CSR*, 3 Apr. 2018, <http://indiacsir.in/aditya-aluminiums-initiative-towards-women-empowerment/>
- Andre, Thomas. "Base of the Pyramid and Corporate Social Responsibility: Why They Interact and How." *Ecole Polytechnique, Economics and Finances*, 2015.
- "An overview of CSR Rules under Companies Act, 2013." *Business Standard*, 2 Apr. 2018, [http://www.business-standard.com/article/companies/an-overview-of-csr-rules-under-companies-act-2013-114031000385\\_1.html](http://www.business-standard.com/article/companies/an-overview-of-csr-rules-under-companies-act-2013-114031000385_1.html)
- "Annual CSR Tracker 2016." *CII*, 2017, <https://www.sustainabledevelopment.in/uploads/pdf/1492183342CII%20CSR%20Tracker%202017%20-%20final.pdf>
- "Apple teams with Malala Fund to support girls' education." *Apple Newsroom*, 21 Jan. 2018, <https://www.apple.com/newsroom/2018/01/apple-teams-with-malala-fund-to-support-girls-education/>
- "Awards & Rankings." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/awards-rankings>
- "Awards & Recognition." *Coca-Cola India*, 4 Apr. 2018, <https://www.coca-colaindia.com/about-us/awards>
- "Awards and Rankings." *Schneider Electric*, 8 Apr. 2018. [www.schneider-electric.com/eg/en/about-us/company-profile/awards.jsp](http://www.schneider-electric.com/eg/en/about-us/company-profile/awards.jsp).
- "Become an Academy FAQ." *Cisco Networking Academy*. 1 Apr. 2018. <https://www.netacad.com/get-started/educators/become-an-academy-faq/>
- "Beti Bachao Beti Padhao." *MyGov*, 3 Apr. 2018, <https://www.mygov.in/group/beti-bachao-beti-padhao-0/>

Bhaskar, Utpal. "ReNew Power Looks to Buy Waaree Energies's Solar Power Projects." *Livemint*, 27 Dec. 2017, [www.livemint.com/Companies/BfgYcW2bNvucgcYy0V09XI/ReNew-Power-looks-to-buy-Waaree-Energies-solar-power-proje.html](http://www.livemint.com/Companies/BfgYcW2bNvucgcYy0V09XI/ReNew-Power-looks-to-buy-Waaree-Energies-solar-power-proje.html)

Blasco, Jose and Adrian King. "The Road Ahead - The KPMG Survey of Corporate Responsibility Reporting 2017." *KPMG*. Apr. 2018. <https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2017/10/kpmg-survey-of-corporate-responsibility-reporting-2017.pdf>

"Boiling Point." *Household Energy Network (HEDON)*. Issue 66, 2015  
<https://www.esmap.org/sites/default/files/resourcesdocument/GENDERWomen%20Energy%20and%20Economic%20Empowerment.pdf>

"Budget 2017: India's Missing Women Workers." *Bloomberg Quint*, 3 Apr. 2018, <https://www.bloombergquint.com/union-budget-india/2017/01/16/budget-2017-indias-missing-women-workers>

"Cisco Awards Wall." *Cisco*. 2 Apr 2018. <https://www.cisco.com/c/en/us/about/careers/we-are-cisco/awards.html?content=CSR>

"Cisco Fiscal 2017 Annual Summary Report." *Cisco*. 2017.  
[https://s2.q4cdn.com/230918913/files/doc\\_financials/annual/2017/FY-2017-Summary-Report.pdf](https://s2.q4cdn.com/230918913/files/doc_financials/annual/2017/FY-2017-Summary-Report.pdf)

"Cisco Networking Academy Partners." *Cisco Networking Academy*. 1 Apr. 2018.  
<https://www.netacad.com/get-started/partners/>

"Coca-Cola at a Glance." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/infographic-coca-cola-at-a-glance>

"Coca-Cola Worldwide and in India." *Coca-Cola*, 4 Apr. 2018, <https://www.coca-colaindia.com/about-us/coca-cola-worldwide-and-in-india>

"Communications Materials." United Nations. UN Web Services Sections, Department of Public Information. 2018. <https://www.un.org/sustainabledevelopment/news/communications-material/>

"Companies." *Women's Empowerment Principles*, 4 Apr. 2018, <http://weprinciples.org/Site/Companies/1>

"Companies Leading the Way." *Companies Leading the Way - Women's Empowerment Principles*, 7 Apr. 2018. [weprinciples.org/Site/CompaniesLeadingTheWay](http://weprinciples.org/Site/CompaniesLeadingTheWay).

"Concordance table with the Global Reporting Initiative (Standards) 'In accordance' - Core option Schneider Electric - Annual Report 2017 GENERAL DISCLOSURES". Schneider Electric, 2017.  
<https://www.schneider-electric.com/ww/en/documents/Sustainability/2018/03/concordance-table-global-reporting-initiatives-tcm50-372610.pdf>

"Corporate Citizenship." *Siemens India.*, 3 Apr. 2018, <http://www.siemens.co.in/about-us/sustainability/corporate-citizenship.htm>

"Company Profile." *Schneider Electric*, 6 Apr. 2018. [www.schneider-electric.us/en/about-us/company-profile/](http://www.schneider-electric.us/en/about-us/company-profile/).

"Corporate Social Responsibility in India." *Ernst & Young*, 9 Jul. 2013,  
<http://www.ey.com/Publication/vwLUAssets/EY-Government-and-Public-Sector-Corporate-Social-Responsibility-in-India/%24File/EY-Corporate-Social-Responsibility-in-India.pdf>

"Corporate Social Responsibility Policy." *Hindustan Unilever Ltd.*, 3 Apr. 2018, <https://www.hul.co.in/investor-relations/corporate-governance/hul-policies/corporate-social-responsibility-policy/>

"Corporate Social Responsibility: Reporting Approach." *Microsoft*, 4 Apr. 2018. <https://www.microsoft.com/en-us/about/corporate-responsibility/reporting-approach>

"Corporate Social Responsibility." *Microsoft*, 12 Apr. 2018. <https://www.microsoft.com/en-us/about/corporate-responsibility/>

"CSCO:US Cisco Systems Inc." *Bloomberg Markets*. 2 Apr. 2018.  
<https://www.bloomberg.com/quote/CSCO:US>

- Desroches, Gilles Vermot, and Thomas Andre. "The BipBop Programme: Providing Access to Reliable, Affordable and Clean Energy with a Combined Approach of Investment, Offers and Training." *Field Actions Science Reports*, no. 7, 2013. Livelihoods, doi:<http://journals.openedition.org/factsreports/2152>.
- "Education & CSR: Mapping initiatives of the top 100 companies." *Samhita Social Ventures*, 5 Dec. 2014, <http://www.samhita.org/wp-content/uploads/2014/11/CSR-in-Education-Report.pdf>
- "Electrician Training Programme in India: Project at a glance." Schneider Electric. <http://eduscol.education.fr/sti/sites/eduscol.education.fr.sti/files/etablissements/fichiers/term-tid-training-india-aide-action-don-bosco-tech-en.pdf>
- "Embedding Gender in Sustainability Reporting A Practitioner's Guide." International Finance Corporation and Global Reporting Initiative. 2009. [https://www.ifc.org/wps/wcm/connect/9ab39d8048855cc78cccde6a6515bb18/GRI-IFC\\_Full\\_Gender.pdf?MOD=AJPERES&CACHEID=9ab39d8048855cc78cccde6a6515bb18](https://www.ifc.org/wps/wcm/connect/9ab39d8048855cc78cccde6a6515bb18/GRI-IFC_Full_Gender.pdf?MOD=AJPERES&CACHEID=9ab39d8048855cc78cccde6a6515bb18).
- "Empowering Transformation." *Microsoft*, 6 Apr. 2018 <https://www.microsoft.com/empowering-countries/en-us/>
- "Enel-And-Givewatts-Green-Light-for-Kenya." *Enel*, 4 Aug. 2015, [www.enel.com/media/news/d/2015/08/Enel-and-givewatts-green-light-for-kenya](http://www.enel.com/media/news/d/2015/08/Enel-and-givewatts-green-light-for-kenya).
- "Energy Access Outlook 2017: From Poverty to Prosperity". *OECD/IEA*, 2017. [https://www.iea.org/publications/freepublications/publication/WEO2017SpecialReport\\_EnergyAccessOutlook.pdf](https://www.iea.org/publications/freepublications/publication/WEO2017SpecialReport_EnergyAccessOutlook.pdf)
- "Executive Summary." *Educate Girls*, 7 Apr. 2018. <http://www.educationinnovations.org/sites/default/files/Educate%20Girls%20Exec.%20Summary.pdf>
- "Facts and Figures: Economic Empowerment." *UN Women*, 3 Apr. 2018, <http://www.unwomen.org/en/what-we-do/economic-empowerment/facts-and-figures#notes>
- "Financial and Sustainable Development Annual Report: Registration Document 2016". *Schneider Electric*, 2017. <https://www.schneider-electric.com/ww/en/documents/finance/2017/03/2016-annual-report-tcm50-288816.pdf>
- "Financial and Sustainable Development Annual Report: Registration Document 2015". *Schneider Electric*, 2016. [www2.schneider-electric.com/documents/presentation/en/local/2016/03/2015-annual-report-en.pdf](http://www2.schneider-electric.com/documents/presentation/en/local/2016/03/2015-annual-report-en.pdf).
- "Gender in Rural Infrastructure for Agricultural Livelihoods." *World Bank*, 3 Apr. 2018, <http://siteresources.worldbank.org/INTGENAGRLIVSOUBOOK/Resources/Module9.pdf>
- "Global Diversity and Inclusion." *Microsoft*, 2 Apr. 2018. <https://www.microsoft.com/en-us/diversity/inside-microsoft/women-at-microsoft/default.aspx>
- "Global Education Monitoring Report 2016." UNESCO, 2016 <http://gem-report-2016.unesco.org/en/home/>
- "Global Programme Document: Women's Entrepreneurship for Sustainable Energy (March 2016). Rep. N.p.: UNEP/UN Women, 2016. [https://trainingcentre.unwomen.org/pluginfile.php/66830/mod\\_folder/content/0/Global%20Programme%20Document%20-%20Women%20entrepreneurs%20and%20sustainable%20energy.pdf?forcedownload=1](https://trainingcentre.unwomen.org/pluginfile.php/66830/mod_folder/content/0/Global%20Programme%20Document%20-%20Women%20entrepreneurs%20and%20sustainable%20energy.pdf?forcedownload=1)
- Gordon, Stephanie. "Cisco opens Networking Academy in India." 21 Jan 2003. *EE Times*. [https://www.eetimes.com/document.asp?doc\\_id=1145457](https://www.eetimes.com/document.asp?doc_id=1145457)
- "Governance of CSR." *Microsoft CSR*, 3 Apr. 2018. <https://www.microsoft.com/en-us/about/corporate-responsibility/governance>
- "How Coca-Cola Plans To Make India Its Third Largest Market." *Forbes*, 4 Apr. 2018, <https://www.forbes.com/sites/greatspeculations/2017/09/07/how-coca-cola-plans-to-make-india-its-third-largest-market/#7236cd7f2e84>
- "How companies are spending on CSR projects." *Live Mint*, 3 Apr. 2018, <https://www.livemint.com/Companies/oyHdaJdn96pnmzdIFUIFNO/How-companies-are-spending-on-CSR-projects.html>

- "India falls short in female literacy." *The Hindu*, 2 Dec. 2016, <http://www.thehindu.com/data/India-falls-short-in-female-literacy/article16080505.ece>
- "Indian firms make the best of coerced do-goodery." *The Economist*, 2 Apr. 2018, <https://www.economist.com/news/business/21731417-some-funds-are-going-projects-closely-connected-politicians-indian-firms-make-best>
- "India's Gender Inequality in Ten Charts." *The Wire*, 3 Apr. 2018, <https://thewire.in/economy/ten-charts-gender-inequality>
- "India Inc CSR 2017-18: Education, environment and skill development gain priority." *Financial Express*, 2 Apr. 2018, <http://www.financialexpress.com/industry/india-inc-csr-2017-18-education-environment-and-skill-development-gain-priority/1087597/>
- "Indian law requires companies to give 2% of profits to charity. Is it working?" *The Guardian*, 2 Apr. 2018, <https://www.theguardian.com/sustainable-business/2016/apr/05/india-csr-law-requires-companies-profits-to-charity-is-it-working>
- "India's Poverty Profile." *World Bank*, 2 Apr. 2018, <http://www.worldbank.org/en/news/infographic/2016/05/27/india-s-poverty-profile>
- "India ranks 135 on women empowerment index of UN: Govt." *The Economic Times*, 3 Apr. 2018, <https://economictimes.indiatimes.com/news/politics-and-nation/india-ranks-135-on-women-empowerment-index-of-un-govt/articleshow/50143744.cms>
- "Infographic: 5by20 By the Numbers." *Coca-Cola*, 4 Apr. 2018, <http://www.cocacolacompany.com/stories/sustainability/2017/infographic-5by20-bythenumbers-2017>
- "Inspiring girls to stay in STEM and #MakeWhatsNext." *Official Microsoft Blog*. 7 Mar. 2017. <https://blogs.microsoft.com/on-the-issues/2017/03/07/inspiring-girls-stay-stem-makewhatsnext/>
- "ISO 26000 - Social Responsibility." *International Organization for Standardization*. 2018. <https://www.iso.org/iso-26000-social-responsibility.html>
- "Issue 7: Women Empowerment." *United Nations Population Fund*, 3 Apr. 2018, <https://www.unfpa.org/resources/issue-7-women-empowerment>
- "Job Opportunity – Finance Manager." *Solar Sister*. 14, March. 2018. <https://www.solarsister.org/blog/job-opportunity-finance-manager>
- "Labour participation rate of women in India visibly low, say World Bank study." *The Hindu*, 17 Apr. 2017 <http://www.thehindu.com/news/national/karnataka/labour-participation-rate-of-women-in-india-visibly-low-says-world-bank-study/article18075087.ece>
- "Last Mile Learning: Motorbikes make the sales." *Solar Sister*. 13, Feb. 2018. <https://www.solarsister.org/blog/last-mile-learning-2>
- Liu, Meredith. "Cisco Networking Academy." *Clayton Christensen Institute*. Dec. 2014. <https://www.christenseninstitute.org/wp-content/uploads/2014/12/Cisco-Networking-Academy.pdf>
- Lo Iacono, Giulio, and Mariano Morazzo. "Chapter 18 The Enabling Electricity Programme: Enel Vision and the Role of Enel Foundation." *Renewable Energy for Unleashing Sustainable Development, Springer International*, 2013.
- Lo Iacono, Giulio. "Enel's Corporate Social Responsibility". *Enel*, 2010. <https://i.unu.edu/media/unu.edu/event/17381/Enel-corporate-social-responsibility.pdf>
- "Mandatory Corporate Social Responsibility in India: How Is It Working?." *Non Profit Quarterly*, 3 Apr. 2018, <https://nonprofitquarterly.org/2017/02/17/mandatory-corporate-social-responsibility-india-working/>
- "Microsoft 2017 Corporate Social Responsibility Report." *Microsoft*, 13 Apr. 2018. <https://www.microsoft.com/en-us/about/corporate-responsibility/reports-hub>
- "Microsoft and the UN Sustainable Development Goals." *Microsoft*, 8 Apr. 2018. <https://www.microsoft.com/en-us/about/corporate-responsibility/un-sdgs>



"Microsoft and the UN Sustainable Development Goals." *Microsoft*. 8 Apr. 2018. <https://www.microsoft.com/en-us/about/corporate-responsibility/un-sdgs>

"Microsoft deepens longstanding commitment to philanthropy with expanded vision, new organization." *Official Microsoft Blog*, 15 Dec. 2015. <https://blogs.microsoft.com/blog/2015/12/15/microsoft-deepens-longstanding-commitment-to-philanthropy-with-expanded-vision-new-organization/>

"Microsoft Digital Skills." *Microsoft*, 4 Apr. 2018 <https://www.microsoft.com/en-us/digital-skills/be-inspired>

"Microsoft donates \$1 Billion in cloud services to non-profits and researchers." *The New York Times*. 19 Jan. 2016. <https://bits.blogs.nytimes.com/2016/01/19/microsoft-to-donate-1-billion-in-cloud-services-to-nonprofits-and-researchers/>

"Microsoft makes US\$75 Million commitment to unite with global NGOs and tackle education inequalities." *Microsoft*. 1 Dec. 2012. <https://news.microsoft.com/2012/12/01/microsoft-makes-us75-million-commitment-to-unite-with-global-ngos-and-tackle-education-inequalities/>

"Mission, Vision & Values" *Coca Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/mission-vision-values>

Moorhead, Patrick. "Cisco's Networking Academy Trains 1M Students Per Year to Fill 8M Networking Jobs." *Forbes*. 28 Jun. 2016. <https://www.forbes.com/sites/patrickmoorhead/2016/06/28/ciscos-networking-academy-trains-1m-students-per-year-to-fill-8m-networking-jobs/2/#6db548e525a7>

"One out of four financially excluded women across the world is an Indian: Study." *Live Mint*, 3 Apr. 2018, <https://www.livemint.com/Politics/KH3o9IVQHvswLHkt5vyWI/One-out-of-four-financially-excluded-women-across-the-world.html>

"Overview." *Aditya Birla Group*, 2 Apr. 2018, <http://www.adityabirla.com/csr/overview>

"Overview." *Women's Empowerment Principles*, 3 Apr. 2018, <http://www.weprinciples.org/Site/Overview/>

"Overview." *World Bank*, 3 Apr. 2018, <http://www.worldbank.org/en/programs/globalindex/overview>

"Principle 4: Promote education, training and professional development for women." *Women's Empowerment Principles*, 3 Apr. 2018, <http://weprinciples.org/Site/Principle4/>

"Private, public companies like Dabur, TCS, Indian Oil, GAIL and others pledge support to Swachh Bharat mission." *The Economic Times*, 2 Apr. 2018, <https://economictimes.indiatimes.com/news/company/corporate-trends/private-public-companies-like-dabur-tcs-indian-oil-gail-and-others-pledge-support-to-swachh-bharat-mission/articleshow/44144497.cms>

"ReNew India Initiative - Annual CSR Report 2016-17." *ReNew Power*. 2017. [https://renewpower.in/wp-content/uploads/2017/10/CSR\\_Report\\_2016-17.pdf](https://renewpower.in/wp-content/uploads/2017/10/CSR_Report_2016-17.pdf)

"ReNew India Initiative (RII)." *ReNew Power*, 15 Apr. 2018. <https://renewpower.in/corporate-social-responsibility/>

"Right to Education: Role of the Private Sector." *Ernst and Young*, March 2012, <http://indiainbusiness.nic.in/newdesign/upload/news/EY-Right-to-education.pdf>

"Schneider Electric commits to the 'Sustainable Development Goals.'" *Schneider Electric*. <https://www.schneider-electric.com/ww/en/documents/Sustainability/2017/07/investments-sustainable-development-goals-tcm50-356546.pdf>

"Schneider Electric Launches a Partnership with Sustainable Energy for All (SEforALL)." 23 Jan. 2017, *Schneider Electric*. [www.schneider-electric.com/ww/en/documents/Press/2018/01/23-release-partnership-sustainable-energy-for-all-tcm50-358541.pdf](http://www.schneider-electric.com/ww/en/documents/Press/2018/01/23-release-partnership-sustainable-energy-for-all-tcm50-358541.pdf)

"Schneider Electric Leaders Continue Their Mobilization for Gender Equality." *Schneider Electric Press Releases*, 8 July 2016, [www2.schneider-electric.com/corporate/en/press/press-releases/viewer-press-releases.page?c\\_filepath=/templatedata/Content/Press\\_Release/data/en/shared/2016/07/20160708\\_schneider\\_electric\\_leaders\\_continue\\_their\\_mobilization\\_for\\_gender\\_equa.xml](http://www2.schneider-electric.com/corporate/en/press/press-releases/viewer-press-releases.page?c_filepath=/templatedata/Content/Press_Release/data/en/shared/2016/07/20160708_schneider_electric_leaders_continue_their_mobilization_for_gender_equa.xml)

- "Seeding Energies Sustainability Report 2016". *Enel S.p.A*, 2017. [https://www.Enel.com/content/dam/Enel-com/investors/2017/ENG\\_BDS2016\\_20170502\\_4WEB.pdf](https://www.Enel.com/content/dam/Enel-com/investors/2017/ENG_BDS2016_20170502_4WEB.pdf)
- "Solar Sister Social Impact Report Tanzania & Uganda." *Santa Clara University - Miller Center for Social Entrepreneurship*. 11, Nov. 2015
- "Solar Sister: Empowering Women Through Clean Energy Entrepreneurship." International Center for Research on Women. 2015. <https://www.solarsister.org/wp-content/uploads/2016/05/ICRW-Reportv3.pdf>
- "Stakeholder Engagement." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/stakeholder-engagement>
- "Suppliers Commitment." *Schneider Electric*. 2018. <https://www.schneider-electric.us/en/about-us/sustainability/responsibility-ethics/suppliers.jsp>
- "Sustainability and CSR trends for India in 2017." *The Economic Times*, 2 Jan. 2017, <https://blogs.economictimes.indiatimes.com/ResponsibleFuture/sustainability-and-csr-trends-for-india-in-2017/>
- "Sustainability Disclosure Database." *Global Reporting Initiative*. 2018. <http://database.globalreporting.org/>
- "Sustainability Plan 2017-2019." *Enel*, [sustainabilityreport2016.Enel.com/en/strategy-and-sustainability-plan/sustainability-plan-2017-2019?inline=true#pilastr1](https://www.enel.com/en/strategy-and-sustainability-plan/sustainability-plan-2017-2019?inline=true#pilastr1).
- "Sustainability Report 2013". *Enel S.p.A.*, 2014. [https://www.unglobalcompact.org/system/attachments/87611/original/Enel\\_Sustainability\\_Report\\_2013.pdf?1402505100](https://www.unglobalcompact.org/system/attachments/87611/original/Enel_Sustainability_Report_2013.pdf?1402505100)
- "Sustainability Report 2014". *Enel S.p.A.*, 2015. [https://www.Enel.com/content/dam/Enel-com/governance\\_pdf/reports/annual-financial-report/2014/Enel\\_sustainability\\_report\\_2014.pdf](https://www.Enel.com/content/dam/Enel-com/governance_pdf/reports/annual-financial-report/2014/Enel_sustainability_report_2014.pdf)
- "Sustainability Report: Priority Issue Analysis." *Coca-Cola*, 4 Apr. 2018, <http://www.cocacolacompany.com/stories/sustainability-report-priority-issue-analysis>
- "Swachh Bharat." *Swachh Bharat Urban*, 15 Apr. 2018, <http://www.swachhbharaturban.in/sbm/home/#/SBM>
- Tenneti, Sandhya, and Anushree Parekh. *Energizing Development: CSR in Clean Energy; What Are India's Top Companies Up To?* Samhita, 2017.
- "Terms of Reference." *Columbia University School of International and Public Affairs Capstone Workshop Program*. 2018.
- "The Coca-Cola Foundation." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/the-coca-cola-foundation>
- "The Coca-Cola System." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/our-company/the-coca-cola-system>
- "The Five Elements of the Best CSR Programs." *Forbes*, 3 Apr. 2018, <https://www.forbes.com/sites/csr/2011/04/26/the-five-elements-of-the-best-csr-programs/#76339ddc4bd5>
- "The Planet and Society Barometer: Our 2015- 2017 Detailed Sustainability Scorecard, as of Q4 2017." *Schneider Electric*, 2017. [https://sdreport.se.com/static/PSBarometer-Q42017\\_results.pdf](https://sdreport.se.com/static/PSBarometer-Q42017_results.pdf)
- "The Planet & Society Barometer Our 2015-2017 Detailed Sustainability Scorecard, as of Q3 2015". *Schneider Electric*, 2015. <https://www.schneider-electric.com/ww/en/documents/Sustainability/2015/10/presentation-barometer-third-quarter-results-2015-tcm50-308391.pdf>
- "The SDGs Explained for Business." *United Nations Global Compact*. 2018. <https://www.unglobalcompact.org/sdgs/about>
- "The Ten Principles of the UN Global Compact." *United Nations Global Compact*. 2018. <https://www.unglobalcompact.org/what-is-gc/mission/principles>
- "The Women's Empowerment Principles Gender Gap Analysis Tool." *United Nations Global Compact*. 2018. <https://weps-gapanalysis.org/>

"Triple Bottom Line." *The Economist*, 17 Nov. 2009, <https://www.economist.com/node/14301663>

"UN Global Compact." *Coca-Cola*, 4 Apr. 2018, <http://www.coca-colacompany.com/stories/un-global-compact>

"United Nations Entity For Gender Equality And Empowerment Of Women (UN Women)." *United Nations in India*, 3 Apr. 2018, <http://in.one.un.org/who-we-are/unwomen-india/>

"Unleashing the Potential of Women Entrepreneurs." *Coca-Cola*, 4 Apr. 2018, <http://www.cocacolacompany.com/content/dam/journey/us/en/private/fileassets/pdf/2016/TCCC-5by20-Report-December2016.pdf>

"What's the Meaning of the World Bank's New Poverty Lines?" *NPR*, 2 Apr. 2018, <https://www.npr.org/sections/goatsandsoda/2017/10/25/558068646/whats-the-meaning-of-the-world-banks-new-poverty-lines>

"What We Do." *Educate Girls*, 15 Apr. 2018. <http://www.educategirls.ngo/>

"Who We Are." *United Nations Global Compact*. 2018. <https://www.unglobalcompact.org/what-is-gc>

"Why the CSR law is not a success." *Live Mint*, 3 Apr. 2018, <https://www.livemint.com/Opinion/1wIQwFPRyRckBMg5lugW1K/Why-the-CSR-law-is-not-a-success.html>

"Why you should join us." *United Nations Global Compact*. 2018. <https://www.unglobalcompact.org/participation/join>

"Women And Sustainable Development Goals." *UN Women*, 3 Apr. 2018, <https://sustainabledevelopment.un.org/content/documents/2322UN%20Women%20Analysis%20on%20Women%20and%20SDGs.pdf>

"Women central to India's Growth Story." *Make in India*, <http://www.makeinindia.com/article/-/v/make-in-india-women-central-to-india-s-growth-story>

"Women Empowerment and CSR." *CSR Vision*, 3 Apr. 2018, <http://www.csvision.in/women-empowerment-and-csr/>

"Women's Empowerment Principles." *United Nations Global Compact*. 2018. <http://www.weprinciples.org/>

"Women's Empowerment Principles Gap Analysis Tool - From Principles to Practice." United Nations Global Compact. 2018. <https://weps-gapanalysis.org/about-the-tool/>

"Women's Empowerment Principles Reporting on Progress." United Nations. 25 Apr 2018. <http://weprinciples.org/files/attachments/61.pdf>

"Women's Empowerment In India." *The Asia Foundation*, 3 Apr. 2018, <https://asiafoundation.org/resources/pdfs/womensempowermentindiabriefs.pdf>

"Women, Energy and Economic Empowerment". *Publication no. 66. Chislehurst: HEDON*, 2015.

"Women In The Labour Force: India." *Catalyst*, 3 Apr. 2018, <http://www.catalyst.org/knowledge/women-labour-force-india>

"Women's Lives And Challenges: Equality and Empowerment since 2000." *USAID*, 3 Apr. 2018, <https://www.usaid.gov/sites/default/files/documents/1864/WomensLivesandChallengesEqualityandEmpowerment.pdf>

"Women Matter: Time to accelerate." *McKinsey*, 3 Apr. 2018, <http://www.mckinsey.com/global-themes/gender-equality/women-matter-ten-years-of-insights-on-gender-diversity?cid=eml-web>

"Young India, Ageing Asia, Challenging Expectations." *The Hindu Business Line*, 25 Oct. 2017, <https://www.thehindubusinessline.com/specials/young-india-ageing-asia-changing-expectations/article9924022.ece>

"YouthSpark Project Jyoti." *Microsoft*. <https://www.microsoft.com/en-in/about/citizenship/youthspark/youthsparkhub/programs/project-jyoti/>

Interviews:

Dutta, Soma. Personal interview. 5 April 2018

Kujur, Shirin. Personal Interview. March 5, 2018

Paris, Rodrigo. Personal interview. 11 April 2018

Stevenson, Sue. Personal interview. 2 April 2018