

TATA STEEL'S INITIATIVES FOR PROMOTION OF HEALTH AND WELLNESS THROUGH CORPORATE SOCIAL RESPONSIBILITY

Khushboo Rai¹

Corporate Social Responsibility (CSR) as a part of socially sustainable business operations has gained popularity in recent years in the developing economies like India. Companies are using CSR as an important tool to promote the health and wellness of the various stakeholders of the society served by it. The companies are utilizing the resources of the society for the achievement of their objectives. So it is the responsibility of the business to return back to the society and the community served by it in the form of improved population health for promotion of the wellness among the people because companies are considered as an important agent of social and economic transformation of the society. The present study aims to focus how business organizations through their CSR initiatives creates positive impact on the health of the people with the help of one of the business giant of the country, Tata Steel and focusing on its efforts to promote the health and wellness of the people living in the command areas as well as the nearby areas of its operation.

Keywords : *Corporate social responsibility, sustainable business, stakeholders, economic transformation, community.*

Introduction

“A healthy mind lives in a healthy body and the healthy bodies create a healthy society and the healthy society forms a healthy nation” (Young, 2005).

A nation is considered as developed when all its citizens are healthy, happy and productive. It is true that only a healthy person can be proved to be more efficient than an unhealthy one. A healthy person is considered as an asset to the nation whereas an unhealthy person is considered as a liability on the nation as they only absorb the resources of the nation without giving any return. It's proven that promoting health at work can make an employee more productive, too. Happier and healthier employees are shown to regularly outperform those who are in organizations which do not promote health and wellbeing. Maintaining an optimal level of wellness is absolutely crucial to live a higher quality life. Wellness of the workforce matters too because everything we do and every emotion we feel relates to our

¹ Assistant Professor, University Department of Commerce and Business Management, Ranchi University, Ranchi, Mobile No. 9430117387. E-mail: muskaan.raii00007@gmail.com

well-being. In turn, our well-being directly affects our actions and emotions. It's an ongoing circle. Therefore, it is important for everyone to achieve optimal wellness in order to subdue stress, reduce the risk of illness and ensure positive interactions.

It is incredibly important that companies must operate in a way that demonstrates social responsibility. Although it was not a legal requirement earlier (now legalized in India for the corporations to be socially responsible), it is considered as a good practice for the business to take into account social and environmental issues. People are empowered through health and wellness to embrace their life's potential. The foundation of health and wellness should be a socially accessible, culturally sensitive public and professional understanding of the most pressing health issues today—including awareness of risks and preventative measures to address the various diseases like cancer HIV AIDS, obesity, diabetes, etc. and chemical exposure, accidents and violence, to name just a few of the range of actual and potential health threats.

Wellness is a process of becoming aware of and learning to make healthy choices that lead toward a longer and more fulfilling life. It is the recognition of the deep interconnections between physiological health and the psychological, physical, spiritual and social needs that are necessary for us to enjoy higher levels of human functioning (Stoewen, 2017).

Business plays an important role in contributing to sustainable development focusing on sustainable population health or health promotion across entire through its CSR activities which helps to address global challenges in the workplace and immediate local communities. Business and society are interdependent upon each other as society provides a pool of potential and healthy workforce to the business. Similarly business too contributes towards improving the quality of life of the people by providing numerous opportunities to the people in the form of health, education, employment etc. which fosters their social and economical development.

Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.

“CSR is the responsibility of enterprises for their impact on society”. In order for companies to fully meet their corporate social responsibility requirements, they should have in place a process to

integrate social, environmental, ethical and human rights concerns into their business operations and core strategy in close collaboration with their stakeholders. CSR is the social pillar of the triple bottom-line of sustainable development (people, planet and profit).

An organization cannot maximize its long-term market value if it ignores or mistreats any important constituency or stakeholder group. There is a direct relationship between a firm's profitability, survival and growth and the management of its employees' (internal stakeholders) health and the health of society (external stakeholders), conscious and intelligent consideration of environmental, economic and social issues (including health of the workforce and society). There is a connection between health and safety and corporate social responsibility in the sense that a highly stressed and unhealthy workforce cannot help maximize shareholder value. CSR could take into account the interests of employees and their health and safety. Therefore, employers should ensure that as part of their CSR they consider the health and safety of their employees, including work-related stress, rigid working hours, work-life balance, poor human relations and general employee well-being – all of which affect population health.

Linking CSR to employee health and safety have found that operating costs can be reduced by implementing effective health and safety programs that reduce absenteeism, something which constitutes a great financial burden for many corporations. It has also been found that improved working conditions for employees can lead to improved productivity and job satisfaction. Similarly, business firms that invest in employee health and safety benefits have reduced health-care costs, work compensation and insurance costs. The role of CSR in a variety of organizations have found that while there is an increased awareness of the social and environmental problems among leaders and employees, the health and well-being of their employees is equally important in small and medium-sized businesses too. Corporate social responsibility allows businesses to commit to issues regarding workplace health, safety and employee welfare, thus CSR can act as a stimulating agent for employee health and safety interventions and awareness. It has also been found that the global health community needs to engage in CSR policies relating to sustainable development goals on women's health and workplace practices.

Corporations integrate social demands and values into their business, recognizing that businesses are dependent on society in order to exist and grow. CSR include maximizing shareholder value, strategies for achieving competitive advantages, and cause related marketing. Corporate organizations have an obligation to use their resources in

ways that protect and benefit society to ensure equitable and sustainable benefits for stakeholders. Therefore CSR as a social contract that requires a commitment from corporations to act in an ethical and responsible manner in order to minimize possible negative impacts as well as to maximize the positive impacts of corporations regarding issues important to stakeholders CSR policy and interventions can influence population health as numerous global threats to health care, physical and psychological well-being in workplaces and society, are increasing day by day.

Review of Literature

Some studies with regard to CSR's impact on the health of the society have found positive and long lasting effects, especially in developing countries like India. Some scholars point out that the involvement of businesses with public health and health care has focused on reducing health care costs and improving employee productivity, forgetting the communities to which these employees belong. According to Weber (2008) business leaders need to understand that an employer can do everything right to influence the health and productivity of its workforce at the worksite, but if that same workforce lives in unhealthy communities, employer investments can be seriously compromised. Similarly Chattu (2015) points to a case study of CSR on HIV/AIDS in Africa by the Johnson and Johnson Company, which has for many years been involved in projects globally to fight the spread of disease and improve the quality of life of people living with illness through sponsorship of local programmes as well as donations as an example of societal impact through CSR. But many companies, in a still do not practice CSR. CSR strategies have been implemented in community health through initiatives like healthy workplaces and health community projects and the idea behind it is to develop a collective mindset on workplace and community health to reduce *obesity*, and management of stress and chronic diseases.

A business for the health of the population requires a different type of leadership across business organizations. In recent years, a consensus has emerged that for successful implementation of CSR policies and strategies across organizations, a new type of responsible leadership is needed. Maak (2007) has defined responsible leadership as a social, relational and ethical phenomenon, which occurs in social processes of interaction with those who affect or are affected by business leadership. It is argued that such type of leadership is aimed to build and sustain good, trustful and sustainable relationships with all relevant stakeholders within an organization and outside it, responsible leadership takes place in a global, interconnected world where there is

an interaction with a multitude of followers as stakeholders, locally and globally, inside and outside the corporation, and that key stakeholders include employees, clients and customers, shareholders, business partners, suppliers, peers, family, **community**, and the social and natural environment. Various scholars suggest that responsible leaders are positioned to address today's challenges in a stakeholder society by being able to bring together different people to follow a shared and morally sound vision. Thus, by being able to build and cultivate relationships with internal and external stakeholders, responsible leaders will be able to achieve mutually shared objectives based on a vision of business as a force of good for the many, and not just a few (shareholders and managers). Responsible leaders would be able to look beyond pure monetary values, to engage business in sustainable development, thereby having potentially positive effects on all stakeholders' health (including population health). This view of business and business leaders promoting ethical and human rights principles and social empowerment through macro-social and micro-social contracts between business and society for a common good is more in line with the ethical and political theories of business leadership.

A responsible leader is one who leads with head, hand, and heart, they have a responsible mindset, they care for the needs of others and act as global and responsible citizens. Pless points out that responsible leaders can be understood as practicing the art of building and sustaining social and moral relationships between business leaders and different stakeholders based on a sense of justice, recognition, care and accountability for a wide range of economic, ecological, social, political and human responsibilities (Pless, 2007). According to Doh and Quigley (2014) responsible leadership is a multilevel theory that connects individual, organizational and institutional factors and despite being relatively new, offers great potential for leadership researchers from various disciplines as it responds better than any other existing leadership theory to the challenges leaders of the twenty-first century and beyond are facing or will face in the future, e.g. workplace need for greater wellness, interconnectedness and globalization, poverty, exclusion of minorities, environmental degradation, human rights violation, wars and pandemic diseases. Consequently, responsible leadership is key to the business case for population health and responsible leaders could therefore strive to build and maintain trustful, sustainable and inclusive relationships within a diverse stakeholder network. Similarly, Maak, Pless and Voegtlin (2016) suggested that responsible leaders will be more prepared to address complex dilemmas and multifaceted demands of various stakeholder groups based on ethical and moral decision-making; they will aim to achieve mutually beneficial solutions leading towards the

creation of social value or desirable social change as well as monetary gains. Such leaders are also expected to put their relational capabilities into practice, to be able to reconcile differences and bridge the gaps between people – citizens of the planet – who can then identify with a shared and morally sound vision and together achieve the best possible aims (Doh & Quigley, 2014; Maak, Pless & Voegtlin 2016; Pless, Maak & Waldman, 2012).

There is an opportunity for business to become agents of change and contribute to improved population health. Of importance is the possibility to build a platform for a joint agenda for CSR and global health promotion as part of sustainable development. This would mean a duality of structure with an integration of health promoting strategies and sustainable development strategies of business that center on synergy rather than precedence over each other (integrate CSR and sustainability from a health perspective and stakeholders' health promotion from a sustainable development perspective). Of particular importance for business is the understanding that the revenue benefits of a healthier community are essential, whether the effect comes from reductions in direct improvements in workforce productivity, health expenditure or customer buying behaviours. Webber's four potential areas of need for both business and public health scientists regarding population health is very much reliable in this regard.

- (a) Evidence-based interventions (identification of evidence-based interventions that work);
- (b) Performance incentives (catalyst and motivator for community health improvement);
- (c) Metrics (metrics for workforce and community health regarding life expectancy, self-reported health, individual health behaviours, socioeconomic factors and physical environment); and
- (d) Leadership (a responsible leadership as a change agent for improving workforce and community health).

Responsible leadership and Corporate social responsibility are some focused areas of research to which theoretical and practical applications are under exploration across various disciplines including public health. Public health researchers are interested in exploring how business organizations with the help of CSR (people, profit and planet) impact population health and wellness.

Objectives

The objective of the study is to reflect the potential role of Tata Steel on the health and wellness of stakeholders (employees and society in general) through its CSR initiatives and to find out whether the company has succeeded in improving the health status and promoting wellness among the stakeholders in the command areas of its operation and has benefited the society and created positive impacts on the lives of the population.

Research Methodology

For the purpose of in depth study extensive literature survey regarding the topic and related concepts has been done. Qualitative and quantitative data have been taken from various primary and secondary sources such as books, research papers, newspapers, magazines, websites etc. The data obtained is compiled and analyzed. The method used is analytical and descriptive.

Result and Discussion

Tata Steel believes that a company cannot grow and prosper in isolation. Community service and social welfare initiatives started by the company since 1950. CSR activities, as per the Companies Act, 2013, may be undertaken by the Company through a registered trust or a registered society. The Company undertakes the activities either directly or in collaboration with the delivery arms such as Tata Steel Rural Development (TSRDS), Tata Steel Family Welfare Initiative Foundation, (TSFIF), Tata Steel Foundation (TSF), Tata Steel Skill Development Society (TSSDS) etc. (Agarwal, 2008). A significant portion of profits approximately 5 to 7 % invested annually in initiatives that address wide ranging needs identified in collaboration with the local communities (Tata Steel, 2014).

Tata Steel has for over a century voluntarily delivered all civic amenities to the city of Jamshedpur. These services, now managed by its wholly owned subsidiary Jamshedpur Utilities & Services Company Ltd, which cover water, power, infrastructure, public health and horticulture services (Khanka, 2014, p. 431). The performance track record of service delivery in Jamshedpur places the city among the best in the country. It's Power and Water services have been recognized with National awards. Tata Steel's objective is to impact 2.5 million lives by serving its rural and urban stakeholders. In Jamshedpur, where its urban stakeholders are concentrated the Company has adopted the quality of life index as an indicator of local infrastructure development.

Besides the provision of adequate personal protective equipment, the company's focus also involves eliminating, reducing or isolating hazards wherever possible. The range of identified potential health hazards includes noise, vibration, hazardous substances, manual handling, driving and climatic conditions.

A program has been introduced at all its European sites to identify, control and minimize potential health hazards. The Zero Harm initiative that was started last year for all Tata Steel sites in Europe aims to raise awareness on key health and safety topics including campaigns on noise and asbestos. At its Trostre site in Wales, the company has involved the Sir Gar Project, a pioneering cardiovascular screening project, in collaboration with the local NHS health board and Wales. To reduce health exposures at its I Jmuiden site, Tata Steel has been investing in structural measures to reduce and prevent exposure to emissions of diesel engines in enclosed areas. Diesel-driven equipment has been replaced where possible, and exhaust gases extracted while some vehicles have been equipped with filters.

Its policy principles include amongst other that all injuries and work-related illness can and must be prevented and that excellence in health and safety drives excellence in business results. Health and safety are integrated into all its business management systems and processes. The safety and health of all the people who work in and with the Tata Steel Group is its first priority. A robust management system framework and a sound safety governance structure drive its health and safety measures. To achieve its objective of Zero LTI (Loss time injury), six long-term safety strategies are being implemented across Tata Steel.¹ Tata Steel is committed to its goal of ensuring zero harm to its employees, contractors and the communities in which it operates. This is integral to its business process and is laid down in the Tata Steel group-wide health and safety policy. The company is endeavouring to achieve the goal of "Committed to Zero" i.e. to achieve zero LTI (loss time injury) for any unsafe act when it comes to Safety. The following strategies assist in achieving the objective.

- Build Safety leadership capability from senior leaders to front-line supervisors
- Develop the competency and capability of all employees to proactively identify hazards and manage risks to prevent safety incidents
- Ensure contractor safety risk management
- Ensure Road and Rail safety risk management
- Process Safety Management, integrated emergency response, infrastructure integrity management
- Occupational Health/Industrial Hygiene (OH/IH)

Safety & Health Achievements by Tata Steel

- Safety and Health recognition in 'Leadership' category by World Steel Association
- Achievement of ISPAT Suraksha Puruskar for Zero fatality during the calendar year-2016
- Zero LTI during FY-17 in Engineering & Projects division, Jamshedpur Works
- Safe commissioning of 3MTPA Tata steel Kalinganagar plant
- Biz SAFE Partner since 2009
- World Steel Safety & Health Recognition 2011 & 2012
- Workplace Safety & Health Council (WSHC) Innovation Award 2011
- ISO14001 & OSHAS18001 Accreditations

Tata Steel's Principles on Health and safety

- All injuries and work related illness can and must be prevented. It is the duty to prevent harm. No one should be injured as a result of its operations.
- All employees and contractors are responsible for their own health and safety and that of their colleagues, with management accountable. The company has a role to play in managing risk in its operations. Management has additional responsibilities to demonstrate leadership and high standards in health and safety, and is ultimately accountable.
- Employee engagement and training is essential. Everyone must be involved in health and safety every day and have the opportunity to contribute positively to a safer and healthier workplace. Employees must know how to keep themselves and those around them safe. They should receive suitable training on the hazards they face and the control measures to be applied.
- Working safely is a condition of employment for all employees and contractors. A commitment to work safely can only be demonstrated by their actions or inactions.
- Excellence in health and safety drives excellent business results. Without a healthy and safe operation there can be no business.
- Safety and health is integrated into all its business management systems and processes. Sound business decisions cannot be made without genuine consideration for people's health and safety.

- In healthcare, partner with governments and independent organisations worldwide to work towards improving the overall health and hygiene of the communities present in the areas in which the company operates.
- Balancing economic prosperity, environmental responsibility and social benefits for the community are the rules by which Tata Steel operates.

However, detail descriptions of the CSR activities done in the field of health are²

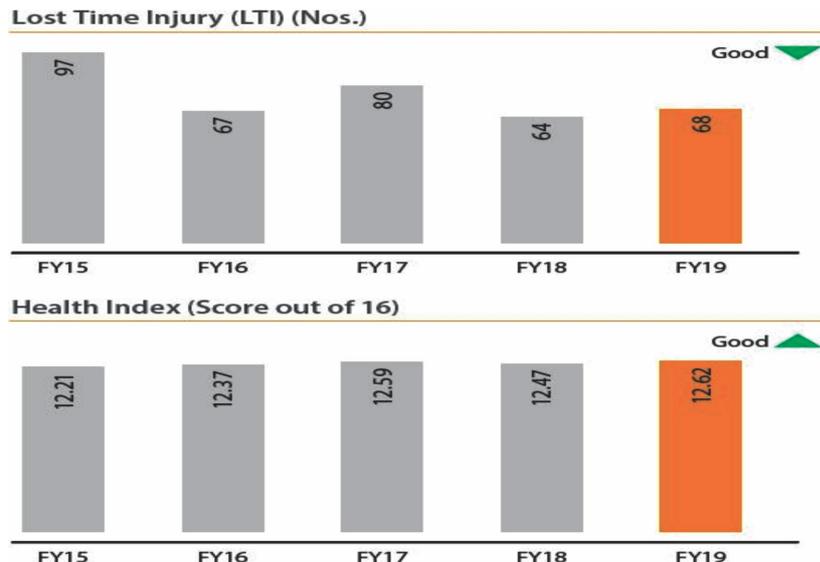
- Setting up and running clinics and hospitals
- Running mobile medical vans and ambulances
- Organizing health camps
- Providing financial assistance and waivers for needy patients, on a case-to-case basis
- Providing family planning services
- Reducing infant and maternal mortality
- Preventing and treating communicable diseases like malaria, tuberculosis and HIV / AIDS
- Treating and rehabilitating persons with disabilities
- Working on adolescent and reproductive sexual health issues,
- Undertaking and supporting research on health related issues
- Ensuring access to potable drinking water and hygienic sanitation
- Promoting awareness about various health issues and generating demand for health services

The integrated approach of Tata Steel in industrial hygiene and occupational health is supported by the three pillars of prevention, promotion and reintegration. The company follows the model of World Health Organization towards 'healthy workplace' for creating a workplace that does not harm the mental and physical well-being of people. The program 'Wellness at Workplace' was initiated to create awareness among people to adopt a healthy lifestyle and control lifestyle-related diseases (Srivastava, 2012).

The effectiveness of the initiative is monitored through the Health Index. Tata Steel has collaborated with external partners to understand and improve workplace ergonomics through risk assessments and implementation of ergonomics control measures. Health Index consists of four parameters – blood pressure, blood sugar, serum cholesterol and Body Mass Index. Employees' health is evaluated on these four

parameters and a score is generated on a scale of 16. A score of 0 in any of the Health Index parameters is deemed as high risk.³

Graph showing Lost Time Injury and Health Index of Employees at Tata Steel during last five years



Source: Tata Steel integrated-report-2018-2019

Findings and Analysis

The health care needs of local communities are addressed through a range of preventive, promotional and curative services in all villages within the periphery of Tata Steel's operational locations in Jharkhand, Odisha and Chhattisgarh.

Tata Steel provides primary healthcare to the villagers. The Company has focused on maternal and child health as a means to ensure the long-term well being of the community. Periodic interventions reach specialized healthcare services to the communities such as eye camps, treatment of malaria and tuberculosis, potable water programs, awareness programs on sanitation and adolescent reproductive health and sensitization of truckers and female sex workers on HIV/AIDS and its prevention. Following are some of the initiatives undertaken by the company for health promotion through its CSR projects.

Tata Steel's initiatives for health, drinking water and sanitation

1. Tata Steel launched the Tata Digital Health services at Tata Main Hospital, Jamshedpur: The initiative, launched in association with Tata Digital Health, in order to digitize and transform healthcare in Jamshedpur. The initiative will ensure better medical outcomes for the entire population of Jamshedpur, including Tata group employees and non-employees by ensuring delivery of preventive, predictive, primary care through the Tata healthcare facilities.

2. Maternal and New Born Survival Initiative (MANSI): MANSI focuses on working with pregnant women, mothers and children on the issue of infant mortality through partnerships with the government, and national and international NGOs. Project MANSI has since 2009 been implemented by Tata Steel Rural Development Society in 167 villages of Seraikela block of Jharkhand's Seraikela Kharsawan district under a public-private with the American India Foundation (AIF) and the Department of Health and Family Welfare, Government of Jharkhand. SEARCH, an organisation based in Gadchiroli, Maharashtra provided technical guidance for the project (Tata Steel, 2015).

Goals of MANSI : Reduce the mortality of children and infants, Promote home-based maternal newborn and child care through Sahiyas (village level volunteers appointed under the National Rural Health Mission in Jharkhand) to check child and infant deaths. However the impact of MANSI on community's health and wellbeing are as follows:

1. Reduction in neonatal mortality rate by 46%
2. Reduction in infant mortality rate by 39%. Infant mortality reduced in 12 blocks of Odisha and Jharkhand
 - A real-time digital tracking system was launched to provide vital support to Sahiyas and ASHAs to respond to high risk cases
 - Almost 1,855 high risk child and mother cases identified- 44% reduction in death rate has been achieved

3. Regional Initiative for Safe Sexual Health by Today's Adolescents (RISHTA): Project RISHTA on adolescent health was implemented in 736 villages across 14 blocks and 7 districts of Jharkhand and Odisha. During the year, more than 47,000 adolescents were covered to enable them to make informed decisions and choices

about their sexual and reproductive health. RISHTA focuses on working with the adolescents to educate them on the importance of nutrition and their rights while imparting life skills training. The RISHTA Android application enables detailed profiling and tracking of each adolescent over the project period, leading to focused health interventions and linkage to government programs. It has reached out to around 15,000 adolescents and 990 Peer educators developed from adolescent population (Tata Steel, Annual report 2015-16).

4. Outreach clinical healthcare services: Tata Steel has invested in Mobile Medical Units (MMUs), health camps, cataract screenings, surgeries and provision of eye glasses. Mobile Eye Surgical Units (MESU) - A Sankara Nethralaya – IIT Chennai collaboration—takes world-class cataract surgical care to remote locations in Jharkhand through a fully equipped mobile operating theatre. More than 3,800 Cataract cases operated and around 2,400 surgeries were conducted by MESU

5. HIV-AIDS and leprosy: Tata Steel is working with the LEPRA Society to spread awareness, and provide treatment and rehabilitation to leprosy patients. The company has invested in truckers intervention to raise awareness about HIV-AIDS and 1,905 leprosy cases availed awareness, treatment and rehabilitation, which included 31 surgeries

Aids Awareness Programs

Tata Steel, on the occasion of World AIDS Day, took an initiative of Awareness on Aids campaign, which cover a host of prominent colleges and locations all across Kolkata that included several colleges of the city. The awareness programs, involved children and community members to be the agents of mass awareness for preventing the spread of HIV/AIDS virus. Various programs were undertaken across Tata Steel's operational areas of Kalinganagar (Orissa), Lohandiguda (Chhattisgarh), and West Bokaro (Jharkhand), Sukinda (Orissa). The activities include hosting rallies, nukkad natak, quizzes, distributing pamphlets, condoms, blood donation camps, stage show, signature campaigns etc.

TATA Steel Rural Development Society in collaboration with Transport Corporation of India Foundation Jharkhand State Aids Control Society and National Aids Control Society organized a nationwide Trucker's Utsav. Project Kavach which is an endeavor to arrest the spread of AIDS amongst the truckers community was part of this Utsav at Jamshedpur's Transportnagar. It is an informal infotainment event, which acts as catalyst for communicating behavior

change messages to sizable groups in a fun, peer supportive context. In Jharia, TSRDS collaborated with Mother Teresa High School, Jorapokor to organize a rally of senior students. More than 1,000 people gathered for the cause at the TATA Steel Gopalpur unit at Orissa. The program included Signature Campaign Stalls, Folk shows on HIV/AIDS and High School rally.

TATA Steel has always been recognized for contributing towards the global effort in fighting against HIV/AIDS and it is one of the first corporate houses to have separate HIV/AIDS workplace policy and has bagged many national & international awards in this field. Since early 1990's TATA Steel has been instrumental in spreading awareness and address the concerns of HIV/AIDS, by reaching across to every corner of the country through various programs. On an ongoing basis Tata Steel has been running Targeted Intervention projects, establishing Community Care Centre for People Living with HIV/AIDS and promoting HIV testing through Integrated Counseling & Testing Centre were few of the ongoing initiatives of Tata Steel Rural Development Society.

6. Drinking water: The company has installed and repaired drinking water facilities such as hand tube wells and deep bore wells, and piped drinking water, and are working on solar-powered drinking water projects. The Springs initiative was an experiment conducted to prevent contamination of natural perennial springs. It enabled availability of clean water to five villages throughout the year. More than 1.2 lakh beneficiaries impacted through installation of these facilities

7. Quality of life for communities: Jamshedpur - Celebrating 100 years of its legacy township. Jamshedpur is the only million-plus city in India without a municipal corporation, with Tata Steel providing all amenities, such as power, water, sewage line, and sanitation facilities resulting in high Quality of Life (QoL) for its citizens. An integrated township, with a plan of 1,004 flats are being constructed. In the first phase, 188 flats, were completed and handed over in Financial Year 2018-19 to improve the quality of life of its people.

8. Hospitals in Odisha: Work is underway for a 500-bedded hospital at Gopalpur and a 200-bedded multi-speciality hospital in Kalinganagar. The company has also signed a MoU with Sankara Eye Hospital to set up a 100-bedded Super Speciality Eye Care Hospital in Ganjam. It has Significant indirect economic impacts on the life of the people by focusing the broad areas such as providing Clinics and hospitals, Mobile medical vans, Health camps, Family planning service, Neonatal and infant mortality, Adolescent and reproductive

sexual health, Communicable diseases, Disability Management, Promoting health awareness, Potable drinking water, Hygienic sanitation

9. Primary and Specialised Healthcare: Its static clinics and mobile medical vans offered primary healthcare services to nearly 5,70,000 people in Jharkhand and Odisha, including those in far-flung areas of the two states. Over 30,000 patients availed specialized healthcare services from our multi-specialty health camps. Antenatal and postnatal check-ups benefitted over 7,800 women, while the immunization drives covered 8,900 children. Free hospital-based surgery was provided for over 4,000 cataract patients who were identified through eye camps organized in rural Jharkhand and Odisha.

10. Medical Facilities: A team of doctors, aided by paramedics, community health assistants and facilitators (Swasthya Mitras) provide round the clock, free medical services to 1,033 families in the three rehabilitation colonies, including pathological services and ambulance facilities. Specialised healthcare is available at the hospital at Gobarghati Resettlement & Rehabilitation colony, and is assured via tie-ups with hospitals in Bhubaneswar and Cuttack. The company hosted the Lifeline Express at Jajpur in 2010 and 2014, for the families in colonies and others from peripheral areas. A 200-bed Tata-Medica Specialty Hospital is now being set-up at Kalinganagar. Impact of this initiatives are:

- Held 7 camps, screened around 3,700 people, conducted close to 600 cataract surgeries and dispensed spectacles to around 350 people in some of the poorest and tribal-dominated areas.
- MMU(Mobile Medical Units): Tata Steel mobile clinics, deployed in areas deprived of a proper clinic/dispensary, to provide basic consultation and medicine.
- 4,36,992 people benefitted through mobile medical units in FY2017 (5,33,597 in FY2016).
- Specialised health camps for focused illnesses: Specialised camps are held periodically in remote locations to address specific diseases prevalent in these areas.
- 87 health camps and 23,631 beneficiaries in FY 2017 (129 camps and 30,537 beneficiaries in FY2016)

Some of the Key initiatives taken by Tata Steel in the year 2018-19⁴ for promotion of Health and wellbeing of the community through various CSR programs and projects and their impact on the stakeholders is depicted by the following table:

Table No.-1. Major Health and wellbeing initiatives by Tata Steel in 2018-19

S.No	Name of the CSR Project/ Programs on Health promotion	Impact Created on the Community
1.	Maternal and New Born Survival Initiative (MANSI)	<ul style="list-style-type: none"> ● Infant mortality reduced in 12 blocks of Odisha and Jharkhand ● A real-time digital tracking system was launched to provide vital support to Sahiyas and ASHAs to respond to high risk cases. Almost 1,855 high risk child and mother cases identified ● 44% reduction in death rate achieved
2.	Regional Initiative for Safe Sexual Health by Today's Adolescents (RISHTA)	<ul style="list-style-type: none"> ● Reached out to more than 15,000 adolescents ● Reached out to more than More than 990 Peer educators developed from adolescent population
3.	Mobile Eye Surgical Units (MESU) - A Sankara Nethralaya – IIT Chennai collaboration	<ul style="list-style-type: none"> ● More than 3,800 Cataract cases operated ● Around 2,400 surgeries conducted by MESU
4.	LEPRA Society	<ul style="list-style-type: none"> ● 1,905 leprosy cases availed awareness, treatment and rehabilitation, which included 31 surgeries
5.	Drinking water	<ul style="list-style-type: none"> ● Installation and repair of drinking water facilities such as hand tube wells and deep bore wells, and piped drinking water, and are working on solar-powered drinking water projects. ● The Springs initiative was an experiment conducted to prevent contamination of natural perennial springs. It enabled availability of clean water to five villages throughout the year. ● About 1.2 lakh beneficiaries impacted by its installation.

Source: <https://www.tatasteel.com/investors/integrated-report-2018-19/social-and-relationship-capital.html>

Tata steel spends a major portion of its CSR expenditure on health promotion. It offer preventive, promotive and curative healthcare services in the operational areas. Tata Steel is committed to ensuring zero harm to its employees, contractors and the communities in which it operates. This is integral to the business process and is laid down in the health and safety (H&S) policies, standards and working procedures.

Table No.-2. CSR Expenditure of Tata Steel during the last five years on promotion of Health

YEAR	CSR Expenditure on Health Promotion(Amount in Rs. Crores)
2014-15	41.19
2015-16	104.44
2016-17	58.75
2017-18	94.65
2018-19	168.94

Source: Annual reports from 2014-2019

Note: The above CSR expenditure made during the different years on promoting health care including preventive Healthcare, Making Available safe Drinking Water, Sanitation, Eradicating hunger, poverty and malnutrition etc. in the areas of Jharkhand - East Singhbhum, West Singhbhum, Ranchi, Dhanbad, Ramgarh, Gumla Odisha -Ganjam, Jajpur, Kendujhar, Sundargarh, Bhubaneshwar , West Bengal –Kolkata, Maharashtra –Mumbai with the help of various implementing agencies such as TSRDS, TCS, TSFIF,TSF etc.

Tata Steel's state-of-the-art healthcare services

Healthcare for all at Jamshedpur since its inception: Healthcare in Jamshedpur has been developed around the philosophy of Jamsetji Nusserwanji Tata who had envisioned health and welfare for all its stakeholders. With time, other healthcare facilities have also evolved in Jamshedpur to meet the need for comprehensive healthcare for all the citizens of Jamshedpur.

Table No.-3. List of Health Care facilities provided by Tata Steel at Jamshedpur

S.No.	Health Care facility	Year of Establishment
1.	Tata Main Hospital	1908
2.	Tinplate Hospital	1940
3.	Mercy Hospital	1953
4.	Mahatma Gandhi Memorial Hospital	1961
5.	Eye Hospital	1961
6.	Tata Motors Hospital	1968
7.	Red Cross Society	1970
8.	Sir Jehangir Ghandy Memorial Hospital	1975
9.	Brahmananda Narayana Hridalaya	2008

Source: <https://www.tatasteel.com/corporate/ourorganisation/campaigns/jamshedpurat100/health-care/>

Conclusion & Recommendations

Corporate social responsibility offers an opportunity for business organizations to address global health challenges through a business case for stakeholder's health. This could be achieved by building a platform for a twin objectives for CSR and global health promotion as part of sustainable development. However, research affirms to identify which potential interventions will be more appropriate to achieve such goal. Tata Steel firmly believes that the health and welfare of its people, the community and society, as a whole, is intrinsic to their approach to business. The company is totally committed in safeguarding and promoting physical, mental and social well-being of its employees as well as the local community. In line with the founder's philosophy of business enterprises being the drivers of social upliftment, all Tata Steel Group companies embody social responsibility in their vision (Tata Steel, CSR).

For Tata Steel, the well-being of communities and employees is at the core of its business. The company operates in the remote regions of Jharkhand and Odisha whose overall socio-economic development is not at par with other parts of the country. The mining and metals industry has an inherent, significant and lasting adverse social and environmental impact on the surrounding population. The company has mitigated these impacts by delivering a number of path-breaking interventions since inception. Townships with necessary facilities (utilities, healthcare, education and opportunities for earning a livelihood) provide a superior quality of life equally benefitting employees, their families and the local population.

A business case for population health through adopting CSR policies and strategies can be framed within the roots of social determinants of health put forward by the World Health Organization. According to this, CSR would contribute to population health (and health equity) through its improvement of overall stakeholder health (internal as well as external stakeholders). Business organizations must make a business definite strategy for overall stakeholder health by focusing on its twin objectives of value maximization and responsible leadership.

End notes

- ¹ <https://www.tatasteel.com/sustainability/sustainability-pillars/health-and-safety/>
- ² CSR Policy- Tata Steel India Policy
- ³ <https://www.tatasteel.com/investors/integrated-report-2018-19/human-capital.html>
- ⁴ <https://www.tatasteel.com/investors/integrated-report-2018-19/social-and-relationship-capital.html>

REFERENCES

- Agarwal, S. K. (2008). *Corporate social responsibility in India*. New Delhi: Response book from Sage.
- Chattu, V. K. (2015). Corporate social responsibility in public health: A case-study on HIV/AIDS epidemic by Johnson & Johnson company in Africa. *Journal of Natural Science, Biology and Medicine*, 6(1), 219-223. doi: 10.4103/0976-9668.149193
- Corporate Social Responsibility (CSR) (n.d.). Retrieved from <https://www.tatasteel.com/corporate/our-organisation/csr/>
- Doh, J. P., & Quigley, N. R. (2014). Responsible leadership and stakeholder management: Influence pathways and organizational outcomes. *Academy of Management Perspectives*, 28(3), 255–274. doi: 10.5465/amp.2014.0013
- Khanka, S. S. (2014). *Business ethics and corporate governance: Principles and practices*. New Delhi: S. Chand & Company Pvt. Ltd.
- Maak, T. (2007). Responsible leadership, stakeholder engagement, and the emergence of social capital. *Journal of Business Ethics*, 74(4), 329–343. doi: 10.1007/s10551-007-9510-5.
- Maak, T., Pless, N. M., & Voegtlin, C. (2016). Business statesman or shareholder advocate? CEO responsible leadership styles and the micro-foundations of political CSR. *Journal of Management Studies*, 53(3), 463–493.
- Pless, N. M. (2007). Understanding responsible leadership: Roles identity and motivational drivers. *Journal of Business Ethics*, 74(4), 437–456.
- Pless, N., Maak, T., & Waldman, D. (2012). Different approaches toward doing the right thing: Mapping the responsibility orientations of leaders. *Academy of Management Perspectives* 26(4), 51-65.
- Stoewen, D. L. (2017). Dimensions of wellness: Change your habits, change your life. *The Canadian Veterinary Journal*, 58(8), 861–862.
- Srivastava, A. K. (2012). Corporate social responsibility: A case study of TATA group. *IOSR Journal of Business and Management*, 3(5), 17–27. doi: 10.9790/487x-0351727
- Tata Steel (n.d.). Annexure 3 – Annual Report on Corporate Social Responsibility Activities. Retrieved from <https://www.tatasteel.com/investors/annual-report-2015-16/html/corporate-social-responsibility-activities.html>

- Tata Steel (2014). CSR Policy – Tata Steel India. Retrieved from <https://www.tatasteel.com/media/1879/csr-policy-version-20.pdf>
- Tata Steel (2015). 108th Annual Report 2014-2015. Retrieved from <https://www.tatasteel.com/media/1615/annual-report-2014-15.pdf>
- Weber, M. (2008). The business case for corporate social responsibility: A company-level measurement approach for CSR. *European Management Journal*, 26(4), 247–261. doi: 10.1016/j.emj.2008.01.006
- Young, D. C. (2005). *Mens Sana in Corpore Sano?* Body and Mind in Ancient Greece. *The International Journal of the History of Sport*, 22(1), 22–41.