



भारतीय प्रबंध संस्थान बंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

**WORKING PAPER NO: 347**

**AFFIRMATIVE ACTION: THE TATA STORY<sup>i</sup>**



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Year of Publication 2011

## **Abstract**

The case draws attention to an endemic problem that has challenged the Indian society for centuries namely the role of caste in accessing the various institutions of the society, namely, education, employment and entrepreneurship. This case documents the proactive attempts at Affirmative Action in employment and employability in the group companies held by Tata Sons.

In 2004, after the general elections in India , the Congress and its pre-poll allies that included the RJD, DMK, NCP, PMK, TRS, JMM, LJP, MDMK, AIMIM, PDP, IUML, RPI (A), RPI (G) and KC(J) came together to form a United Progressive Alliance (UPA). The UPA government supported by the Left Parties created a National Common Minimum program (NCMP) which outlined the basic principles of Governance. One of the principles related to the reservation of positions for the SC/ST in private sector organizations. This case documents the proactive attempts at Affirmative Action in employment and employability in the group companies held by Tata Sons.

**Keywords:** Tata Sons, Affirmative Action, CII, Assocham, Government, CSR

## **Affirmative Action: The Tata Story<sup>1</sup>**

### **Part A: The Political Response**

In 2004, after the general elections in India, the Congress and its pre-poll allies that included the RJD, DMK, NCP, PMK, TRS, JMM, LJP, MDMK, AIMIM, PDP, IUML, RPI (A), RPI (G) and KC(J) came together to form a United Progressive Alliance (UPA). The UPA government supported by the Left Parties created a National Common Minimum program (NCMP) which outlined the agenda and the actions that the UPA will abide by and implement. The NCMP had six basic principles for governance namely:

- Preserve, protect and promote social harmony and to enforce the law without fear or favor to deal with all obscurantist and fundamentalist elements who seek to disturb social amity and peace.
- Ensure that the economy grows at least 7-8% per year in a sustained manner over a decade and more and in a manner that generates employment so that each family is assured of a safe and viable livelihood.
- Enhance the welfare and well-being of farmers, farm labor and workers, particularly those in the unorganized sector and assure a secure future for their families in every respect.
- Empower women politically, educationally, economically and legally.
- Provide equality of opportunity, particularly in education and employment for scheduled castes (SC), scheduled tribes (ST), Other Backward Classes (OBCs) and religious minorities.
- Unleash the creative energies of our entrepreneurs, businessmen, scientists, engineers and all other professionals and productive forces of society. <sup>ii</sup>

One of the agenda items under the CMP was providing equality of opportunities to Scheduled Castes and Tribes. The item reads as follows: “The UPA government is very sensitive to the issue of affirmative action, including reservations, in the private sector. It will immediately initiate a national dialogue with all political parties, industry and other organizations to see how best the private sector can fulfill the aspirations of scheduled caste and scheduled tribe youth.”

#### **Question for Discussion:**

If you were the CMD/CEO of a company, what would you do? What would be your line of thinking? How would you view this information? What kind of approaches would you look at?

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<sup>1</sup> Acknowledgements: We are grateful to Dr. J J Irani, Director Tata Sons and Mr. Ajay Kumar, Vice President (Communications) for granting us access to the organization, providing us with the material for writing this case, and spending their valuable time with us answering our many questions. We thank the IICA--German Development Foundation (GTZ) project for giving us a generous grant that made this case writing possible. Ms. Monica Ramesh from the Corporate Social Accountability Division, Association For Stimulating Know How (ASK) administered the project and provided all the necessary assistance with the project.

Professor Vasanthi Srinivasan and Professor Amit Gupta from Indian Institute of Management (IIM) Bangalore, Bannerghatta Road, Bangalore-560076, India, wrote this case. This case is meant for discussion of various management issues. It is not meant as an illustration of effective or ineffective management. It is intended to bring out the complexity of managing Corporate Social Responsibility (CSR). It is not meant to make a value judgment.

## **Affirmative Action: The Tata Story**

### **Part B: The collective response**

In August 2004, the Government constituted a GoM (Group of Ministers) to examine the issue of affirmative action in the private sector. The first national dialogue on affirmative action, including reservation, was held with eminent jurists, economists, intellectuals, educationists, social scientists and administrators. There was unanimity on extension of reservation to the private sector, as participants viewed the Reservation not as a dole, but as a corrective action. The issue was debated in the Lok Sabha (Lower House of the Indian Parliament) and Members of Parliament demonstrated unanimity, irrespective of party affiliations. The Ministry addressed presidents of 218 organizations of trade and industry in the corporate world, and sought their response to this issue. The GoM, during its interaction with the representatives of industry and trade, called for a definite action plan from them to increase the intake of meritorious SC/ST youth in the private sector. <sup>iii</sup> According to the GoM, while trade and industry organizations accepted the "desirability of affirmative action" they opposed the "concept of reservation as prevailing in the government" because they saw reservation as a factor that limits initiatives in global business competition.

In 2005, Ms. Meira Kumar, who was the then Minister for Social Justice, had a meeting with the industry leaders to understand the manner, in which industry could support the Government in meeting its agenda related to affirmative action. The outcome of this was a joint declaration by thought leaders in the industry to partner the government in its endeavour *to* providing support to the SC/ST youth.

In April 2006, Honorable Prime Minister (PM) Dr. Manmohan Singh challenged the Indian Industry on its commitment to social development of the country and urged the industry to work towards an affirmative action agenda. This call by the PM, made industry leaders examines the entire issue from an "enlightened" self interest perspective even though it was clear that any legislation on affirmative action is likely to be counterproductive and detrimental to the interest of the nation. The Confederation of Indian Industry (CII) responded to the PM's call by setting up a Task Force under the Chairmanship of Dr. Irani which gave its report to the PM in July 2006, committing Industry to a series of time-bound actions of voluntary initiatives under the four Es: Employment, Employability, Entrepreneurship and Education.

The CII – Assocham Affirmative Action plan was created. This plan provided a framework for member companies to plan Initiatives and activities that would enable in meeting the goal of social justice to disadvantaged groups mainly SC/ST's. (Refer Annexure 1)

### **Question for Discussion:**

As the CEO of a large company, how would you create an action plan for your organization? How would you be able to demonstrate to the Government that you are an affirmative action employer in about three years time?

## **Affirmative Action: The Tata Story**

### **Part C: Affirmative Action at Tata Sons**

April 1, 2010

As Dr. J. J. Irani, sipped his coffee at Bombay House- the Tata Sons office in Mumbai, waiting for the Professor from a management school to arrive, who was going to do a case on the Affirmative Action in Tata Sons, his mind quickly went back to July 2006 when he had presented the Affirmative Action report to the Prime Minister Mr. Manmohan Singh. He also knew that the Tata Group had to take a leadership role on this issue. His decision to champion affirmative action with the Tata group in 2006 and the subsequent progress made since then made him happy. He also realized that AA was a journey within the group and that the results of the efforts would only be visible in the long run.

His thoughts were interrupted by Ajay. Ajay Kumar was the Vice President (Communications) in the Chairman's Office at Bombay House.

Dr. Irani: Yes Ajay. Do come in. Professor, Glad to meet you. I believe you are interested in documenting the AA initiatives of the Tata Group. We are happy to share our insights on these initiatives.

Prof: This is a teaching case to sensitize business school students to social issues. I have looked at the documents that Ajay sent me. What I would like however is to hear you narrate the entire story in your own words.

Dr. Irani: "25 years ago, when the Government wanted Tata Steel to declare the number of SC/ST candidates they employ, I was the one who took a call against the caste profiling in Tata Steel. I resisted this for years. However, today it is important to collect data to demonstrate action. It is not enough for us to talk about being a responsible employer. We need to demonstrate that we are one. Affirmative Action will be a voluntary self regulation on the part of the Tata Group companies. We have started exercising positive discrimination and will continue to do so. Other things being equal, preference will be given to an SC/ST candidate over others, provided the person is above the prescribed threshold of meritocracy.

The difference between reservation and affirmative action lies in preserving meritocracy, strengthening capabilities and providing opportunity, access, education, training and technology to them."

The Tata Group's engagement with Affirmative Action in the current context began over three years ago with the setting up of the Group Forum on AA, which then began working with the Indian operations of 56 Tata companies. The Group Corporate Centre endorsed the Group Affirmative Action Policy in April 2007, affirming a policy of positive discrimination where, everything else being equal, Tata companies were exhorted to employ more members of the SC/ST communities and engage more firms owned by SC/ST members as business associates. The policy, subsequently recommended to and adopted by companies is provided in Annexure 2.

The implementation of activities pertaining to the AA occurs at the level of each business.<sup>iv</sup> The AA initiative is supported by the Tata Quality Management Services (TQMS), an in-house organization mandated to help different Tata companies achieve their business objectives through specific processes.<sup>v</sup> The TQMS is accessed by the AA group to spread awareness. Mr. Sunil Sinha, CEO, TQMS and a member of the Group AA Forum, is helping create recognition within the group to provide a fillip to the AA agenda. It is expected that over a period of time, AA will get internalized and embedded as a part of the larger organizational ethos.

Dr. Irani: The institutional mechanism within the TQMS network that strengthens the affirmative action agenda within the group companies is the “Tata Network Forum”. The Tata Network Forum is a vehicle of the TQMS to share best practices on various themes championed under the Tata Business Excellence Model. The Members of the Tata Network Forum are senior employees from group companies in a particular region and normally its regional convener is a senior management person from a company in the region. The members of the Forum champion AA within their companies.”

Ajay Kumar: “The group provides the framework and support; the actions and activities are voluntarily undertaken by the companies. There is no mandating or command. If the companies see value in championing it, they will”.

Prof: How did you begin to track and measure your performance on AA?

Dr. Irani: The Group undertook a SC/ST profiling exercise of its workforce across all its major companies. It was a voluntary exercise on the part of the employees. Over a few months, the group distributed forms to employees, asking them to fill in their caste information if they thought it fit to do so. Some of the results were a surprise to the Tata leaders. We thought we had less Dalits in our workforce, in reality, we had more than what we thought we had. Once the data was collected and analyzed, each group company decided to focus on the imbalances across its plants and offices through a “positive discrimination policy”.

Prof: Is this likely to result in different levels of engagement of different companies on AA?

Dr. Irani: “Yes. This is a voluntary action on the part of the companies. In some companies, the employees chose not to declare their caste. The Group respects that decision”.

As on September 30, 2009, 49 out of the 56 group companies with operations in India had begun data collection and reporting. 47 of them have active agendas on all aspects of AA—employment, Employability, Entrepreneurship and Education. Out of the total 2, 45,342 employees in the 49 companies, nearly 20,714 (8.4%) were SC and ST employees. Out of this, SC employees were 8,810 and the rest were ST’s. About 20.5% employees did not declare their caste. Tata Steel and Tata coffee together account for more than 65% of SC/ST employment.

Of course, Tata Steel’s tribal welfare programs are more than three decades old and Tata Coffee, because of its plantations, has over 70% of its employees from the SC/ST sections of society.

However, it is this legacy of social conscience that has gone a long way in pre-disposing Tata companies towards being receptive to and active on Affirmative Action-related initiatives.”

Prof: Is AA easier in some businesses than others?

Dr. Irani: Yes, but the achievements of the companies are remarkable.<sup>vi</sup>

Trent, the retail arm of the Group, have increased their numbers of SC/ST employees from 246 to 705 in the last two years through a partnership with grass root level NGOs who are doing training for employment in the retail industry. The Trent engagement with such NGOs takes two forms: Trent has/ will shortly have a relationship with 6 NGOs who have programmes for training youth in the retail trade. Trent trains the trainers of these NGOs and also awards co-branded certificates to the candidates of these programmes. Its evaluation is done by staff from the Institute, who run a one-year diploma course in the retail trade. Trent has the first right of refusal regarding employing qualified candidates from such programs. In addition, Trent also has associations with several NGOs who have access to information on pools of relevant human resource talent.

Tata Chemicals has partnered with Tata Business Support Services to open BPOs near its plants in Mithapur and Babrala. While the Mithapur BPO employs 27 SC/ST youth (out of 100) and is training another 500 SC/ST students as the BPO prepares to expand to 250 seats. The Babrala BPO employs 57 SC/ST youth, of which 47 joined this year out of a batch of 60 who were being trained.

In partnerships with various NGOs and other Tata Group companies, the TBSS has been able to provide employment to SC/ST youth in different towns like Ethakota in Andhra Pradesh, Mithapur in Gujarat, Khopoli in Maharashtra, Babrala in Uttar Pradesh, Munnar in Kerala and Jamshedpur in Jharkhand. The employment of SC/ST youth in Tata Business Support Services grew by 55%, while the overall recruitment increased by 18% in 2009. This means that virtually every fifth new employee has been a SC/ST youth. TBSS has used a strategy of Empowerment of rural youth. It has opened BPO centers in the rural areas where the population of SC/ST candidates and economically challenged candidates is generally higher. The candidates selected are provided with extra training to bring them up to the level of competencies required for performing the job at TBSS.

Tata Tele-Services Ltd (TTSL) followed the guideline on Positive Discrimination in its letter and spirit. Its 171 SC/ST employees, virtually all of whom have joined in the last two years, have come from two streams. First, the Graduate trainees and second its junior management level hiring. Since April 2008, 66 SC/ST engineers have joined as Graduate Trainees – all chosen on merit. It also hired 48 SC/ST candidates at the junior management level. It also has internal voluntary targets for hiring SC/ST employees at different levels. In addition, it has a target of 5% of recruitment of SC/ST candidates at Company Owned and Company Operated (COCO) retail outlets. With this kind of aggressive target setting by the companies, the AA process gets institutionalized and TTSL is seen as a best practice company on AA which other companies would like to emulate.

Our job is really to set the framework, provide platforms for interaction and exchange and finally support when required. Once this is done, each CEO knows his/her company best and would integrate the AA way in to their business.

As Dr. Irani, looked at his watch and remarked “I am in a hurry. I am taking the late night flight to Europe. Is there anything else that you would like to know from me?”

Prof: What challenges do you foresee within the group in Strengthening AA?

Dr. Irani: While a few businesses like Trent, TBSS have woven their AA initiatives in to their growth strategy, other businesses will have to find ways of managing this.

One of the main complaints from the SC/ST communities has been that recruitment in organizations is done in a manner that they are unintentionally kept out of the process. Whenever, recruitment is done by referral, they stand to lose out, because many of them are not in those circles. They insist that they do not seek any special favours, but in an internet age, we need to reduce the asymmetry in information dissemination and communication. TTSL and NDPL have decided to make a special provision on their website for SC/ST candidates. Some of our traditional HR systems will require some fundamental re-examination over the next few years at each group company. It is instructive that some businesses like TTSL and Tata Capital are offering special incentives to recruiters to raise the number of SC/ST applicants they bring in.

Since the entire process within the group is voluntary, there would be a need for more CEO’s to take on a leadership role in the AA initiative and champion. Each of the organizations is at different stages of maturity in their AA initiatives.

One question is always about how do you evolve a system of recognition for companies that are already demonstrating leadership on AA? In about five year’s time, we may have a richer story from the group on the AA.

Today, the threat of legislation has receded but this is really a last chance for Industry to do its bit for inclusive growth. Should Industry fail this time, it will have lost the trust of the SC/ST communities. What is certain however is that should this Affirmative Action initiative lose momentum and the political clouds were to gather again and any political party seriously pushes for legislation to extend reservations to the private sector, it will be very difficult to stop the juggernaut, even granting that there are serious constitutional issues involved in such a legislation being upheld by the courts.”

### **Question for Discussion:**

What key learning’s do we gain from the cases? What were the challenges? How did they go about implementing the initiative? Would this be successful in any other organization? What can be replicated and what cannot be?





**Proposed Concrete Steps by Indian Industry  
On Affirmative Action  
For Scheduled Castes and Scheduled Tribes**

**CII-ASSOCHAM Action Plan**

**Preamble**

India's Founding Fathers envisioned a nation of social equity and justice towards which all stakeholders, including government, society and industry, have made considerable progress. India's socially and economically underprivileged Scheduled Castes and Scheduled Tribes have not been able to realize their full potential due to centuries-old social discrimination.

1. It is the stated objective and endeavour of private industry to supplement efforts of government and civil society to ameliorate this through Concrete Steps for giving better opportunities to socially and economically underprivileged Scheduled Castes and Scheduled Tribes, in all levels of employment, including self employment.
2. Industry believes that a cohesive and integrated society, in which all individuals have access to opportunities for personal growth, will foster inclusive development, propel economic growth and also enhance its competitiveness.
3. Inclusiveness would ultimately be achieved through universal access to quality education.
4. Private sector industry does not take into account caste identities in employment. However, limited data available indicates that a significant number from the Scheduled Castes and Scheduled Tribes are already in employment in private sector industry.
5. Industry believes that competitiveness of enterprise and economy is not negotiable and must be achieved and maintained through knowledge and competence in the rapidly developing Indian economy. To accelerate growth and competitiveness of the Indian economy, institutions must have autonomy and flexibility in order to create and expand job opportunities for all sections of society.
6. Private sector industry is against any legislation that would compromise the sanctity of its non-negotiable freedom of choice in employment.
7. The present socio-economic environment necessitates a more constructive role by industry for achieving inclusiveness and complementing the ongoing efforts of Government and civil society in enhancing social equity.
8. Within the above framework, private sector industry commits to Concrete Steps for social equity, defined as constructive measures for greater inclusiveness in industry for Scheduled Castes and Scheduled Tribes in the workplace, in business partnerships, and in capacity building.

## **Principles**

Industry emphasises the following fundamental principles in its implementation of Concrete Steps:

1. For the success of the Concrete Steps, all stakeholders - the government, industry, society, political system and the SC/ST communities - need to work together to rectify lacunae in inclusiveness relating to India's Scheduled Castes and Scheduled Tribes within a decade.
2. The initiatives for Concrete Steps will be voluntary and self-regulated by companies and industry. Transparency will be ensured through disclosure in the Annual Reports of companies.
3. Competitiveness of companies will remain a primary consideration to align India and Indian industry to benchmarks of excellence in quality and productivity.
4. High economic growth, preferably at double-digit rates, with creation of more employment opportunities is critical for the success of Concrete Steps by industry.
5. Industry believes that its interventions need to encompass all socially and economically backward sections of society. In the context of this report, the Proposed Concrete Steps refer to the Scheduled Castes and Scheduled Tribes.
6. The proposed programme shall not be applicable for the so-called 'creamy layer' of Scheduled Castes and Scheduled Tribes.
7. Industry would be greatly encouraged in its program by government recognition to exemplar companies.
8. Recognizing that Small Scale Industries have limited resources, we appreciate that they may have a problem in implementing the Concrete Steps, and that they will endeavour to do so to the level of their ability.

## **CONCRETE STEPS**

- i. CII and ASSOCHAM will immediately formulate a Code of Conduct which would be progressively adopted by members of CII and ASSOCHAM from October 2006.
- ii. CII and ASSOCHAM will immediately set up individual Councils to promote, coordinate and oversee industry action for Proposed Concrete Steps.
- iii. CII will appoint an Ombudsman to oversee initiatives on Proposed Concrete Steps by its members.
- iv. ASSOCHAM shall oversee adoption of the Proposed Concrete Steps by its members through its Council.
- v. CII and ASSOCHAM will compile information on industry-wide progress on Proposed Concrete Steps.
- vi. In cases of deliberate non-compliance with the proposed Code of Conduct, the matter will be referred to the Councils for appropriate action.

### **A. Workplace**

Organised private sector industry employs around 2% (~8 million) of India's work force.

- a. Industry will endeavour to reflect greater representation of Scheduled Castes and Scheduled Tribes in its new recruitment at all levels, and expects its efforts to become visible within the next year.
- b. Companies will strengthen their Human Resource systems for enhancing access and opportunity to applicants from Scheduled Castes and Scheduled Tribes with equal qualifications and competence for employment.
- c. Companies will be encouraged to provide for more executive positions through appointment/promotions from Scheduled Castes and Scheduled Tribes.
- d. CII and ASSOCHAM will develop advocacy and information programs for companies on employment policies for greater participation of Scheduled Castes and Scheduled Tribes.

## **B. Entrepreneurship Development**

As 93 % of the aggregate workforce is engaged in agriculture, small and tiny businesses, and the self-employed sectors, Concrete Steps for the creation of entrepreneurs from Scheduled Castes and Scheduled Tribes are necessary for more inclusive economic growth.

- i. Larger companies to mentor and create at least one entrepreneur from Scheduled Castes and Scheduled Tribes a year. To begin with, 100 entrepreneurs will be created in the first year, to be scaled up in the future. This will be in accordance with the company's quality, productivity and cost standards to build business partnerships in supply and distribution value chain.
- ii. Quality and cost being equal, companies to give preference to enterprises with promoters, partners, and proprietors, and/or workers in majority from Scheduled Castes and Scheduled Tribes.
- iii. CII and ASSOCHAM will maintain a database of entrepreneurs from among businesses owned and promoted by Scheduled Castes and Scheduled Tribes.
- iv. CII and ASSOCHAM will facilitate the creation of business partnerships between corporate's and enterprises owned and promoted by Scheduled Castes and Scheduled Tribes.
- v. CII and ASSOCHAM will partner with enterprise development institutes such as SIDBI and NABARD for creation of entrepreneurs from Scheduled Castes and Scheduled Tribes.
- vi. CII will sponsor training programs in its Centers in Excellence for candidates from Scheduled Castes and Scheduled Tribes.
- vii. CII's developmental programs through Bharatiya Yuva Shakti Trust, Rural Business Hubs, Young Indians, Bihar Project, program for backward area development, Shiksha and others will include more representatives from Scheduled Castes and Scheduled Tribes.
- viii. ASSOCHAM shall organize training programs for candidates from Scheduled Castes and Scheduled Tribes in association with other leading Chambers situated across the country.

## **C. Employability**

Due to widespread inability to manage school curriculum, youth from Scheduled Castes and Scheduled Tribes are handicapped in entrance exams to professional courses as well as in their ability to complete these courses. At the same time, due to a mismatch between skills required by the market and the country's higher and vocational education systems, a large gap exists between

the requirement for skilled workers in India and their availability. In order to expand the pool of employable personnel from among Scheduled Castes and Scheduled Tribes, industry commits to:

- i. Help establish coaching programs in universities to lower dropout rates amongst students of Scheduled Castes and Scheduled Tribes. Such programs are currently being undertaken by institutions such as IIMs. In the first year, 10 universities will be identified for programs covering 10,000 students with the objective of escalating to 50 cities and 50,000 students by 2009.
- ii. Partner with government in modernizing the Apprenticeship Training Scheme and induct more apprentices from Scheduled Castes and Scheduled Tribes.
- iii. Establish large number of student scholarships for Scheduled Castes and Scheduled Tribes with at least 100 prestigious scholarships for study in educational institutes such as IITs and IIMs and other premier educational institutions.
- iv. Establish scholarships in prestigious overseas universities for socially and economically backward amongst Scheduled Castes and Scheduled Tribes. Begin with 5 scholarships in the first year with the objective of escalating to 50 in five years' time.
- v. Provide educational support to students from Scheduled Castes and Scheduled Tribes in entrance exams for professional and technical courses. 10 centres to be established in the first year covering 5,000 students for admission to courses in 2007.
- vi. Finance training programs for Scheduled Castes and Scheduled Tribes at institutions such as CII Centers of Excellence, which are already providing training and consultancy facilities to industry.
- vii. Scale up existing programs for marketable vocational skills such as Dr. Reddy Foundation's Livelihood Advancement Business School (LABS) and CII's Skill Development Initiative.
- viii. All programs for better education and skills up-gradation for Scheduled Castes and Scheduled Tribes will also impart soft skills, such as communication skills.

**CII and ASSOCHAM will:**

- i. Set up database of NGOs for coaching in universities and coaching centers for entrance exams and facilitate industry-NGO partnerships for this.
- ii. Work with government in identifying skills commensurate with industry needs in Government programs and courses.
- iii. Continue to associate with the government's 500 ITI up-gradation program.

**D. Education**

In the long run, there is no alternative to high quality universal education to achieve the objective of building an inclusive and integrated society. Industry can supplement and complement the efforts of the Government and other providers of education services.

- i. Industry welcomes the cess targeted for education provision as announced in the Budget of 2005-06. Industry will provide inputs in focusing cess funds for quality schools in the 104 districts with a pronounced population of socially and economically backward amongst Scheduled Castes and Scheduled Tribes.

- ii. Industry will partner with NGOs to improve the level of primary education in government and municipal schools, beginning with the 104 districts with a pronounced population of Scheduled Castes and Scheduled Tribes communities. Preliminary focus areas will be teachers' training, better libraries, IT facilities, etc.
- iii. Industry will create a scheme to identify exceptional students from Scheduled Castes and Scheduled Tribes and assist them with financial aid and suitable mentoring through school, college, and/or vocational training till they become self-dependent.
- iv. Industry will expand existing partnerships with NGOs for assistance to mid-day meals programs in districts with pronounced population of Scheduled Castes and Scheduled Tribes.
- v. Companies may consider reserving places for students from the Scheduled Castes and Scheduled Tribes in schools run by them. Companies may establish scholarships for students from Scheduled Castes and Scheduled Tribes in private schools.

### **Milestones for the first year**

#### **Industry:**

- i. Adopt Code of Conduct.
- ii. Create 100 entrepreneurs from Scheduled Castes and Scheduled Tribes.
- iii. Establish coaching centers for Scheduled Castes and Scheduled Tribes in ten universities for 10,000 students.
- iv. Establish ten centers for coaching for entrance exams to professional and technical courses to cover 5,000 students from Scheduled Castes and Scheduled Tribes.
- v. Establish 50 (out of the proposed 100) new scholarships for students from Scheduled Castes and Scheduled Tribes in national institutes of excellence like IITs and IIMs and create 5 scholarships for them to study overseas.
- vi. Disclose progress on Proposed Concrete Steps for the Scheduled Castes and Scheduled Tribes in Annual Reports.

#### **CII and ASSOCHAM:**

- i. Develop Code of Conduct for companies to adopt.
- ii. Set up Councils for promoting, coordinating and overseeing industry's Concrete Steps.
- iii. Help in identifying 100 possible entrepreneurs from Scheduled Castes and Scheduled Tribes.
- iv. Increase representation of Scheduled Castes and Scheduled Tribes in training programs as in CII Centers of Excellence
- v. Start building database on NGOs, entrepreneurs, etc. for various components of action plans.
- vi. Recognize exemplar companies

**Annexure 2:**  
**Tata Group Affirmative Action policy<sup>viii</sup>**

"(Name of company) believes in social equity.

The company adheres to the principle of equal opportunity, irrespective of caste, whether in recruitment or career advancement within the organisation.

The company is also committed to directly conducting or supporting initiatives to ensure an equal footing for socially and economically disadvantaged sections in the country at large, and specifically the Scheduled Caste and Scheduled Tribe communities.

Towards the ultimate goal of enhancing their employability and entrepreneurship abilities, (Name of company) is committed to creating and promoting access to quality education and technical skills and competencies for members of the SC/ST communities. Further, to speedily enable these communities overcome the social discrimination that has prevented them from realizing their potential as productive members of society, (Name of company) will assist members from these communities for employment opportunities and as business associates, provided everything else (merit for employment; cost and quality for business associates) is equal."

## Endnote:

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<sup>i</sup> Source of the logo is <http://tatamail.com/company/Articles/inside.aspx?artid=bsxoKB1awsE=>, accessed on 12 November 2010

<sup>ii</sup> Source: <http://pmindia.nic.in/cmp.pdf>, accessed on 12 May, 2010

<sup>iii</sup> Source: <http://www.congress4india.com/story/2004/8/31/144137/083>, accessed on 12 May, 2010

<sup>iv</sup> Source: <http://tatamail.com/company/Articles/inside.aspx?artid=bsxoKB1awsE=>, accessed on 12 November 2010

<sup>v</sup> Source: <http://www.tata.com/article.aspx?artid=OMSIPyjJp68=>, accessed on 14 May, 2010

<sup>vi</sup> Source: <http://tatamail.com/company/Articles/inside.aspx?artid=bsxoKB1awsE=>, accessed on 12 November 2010

<sup>vii</sup> Source: [http://www.cii-skillsdevelopment.in/affirmative/proposed\\_concrete.htm](http://www.cii-skillsdevelopment.in/affirmative/proposed_concrete.htm), accessed on 12 May, 2010

<sup>viii</sup> Source: Tata Sons, internal documents