
Systematic Literature Review on Corporate Social Responsibility Practices and Outcomes of Major IT Companies in Pune

¹Evva Saxena Das, ²Dr. Debjani Guha,

¹Phd Scholar, Global Business School and Research Centre, Dr. D.Y. Patil Vidyapeeth, Pune

²Assistant Professor, Global Business School and Research Centre, Dr. D.Y. Patil Vidyapeeth, Pune

1. Abstract

Corporate Social Responsibility (CSR) has become an essential part of modern business strategy, especially in the Information Technology (IT) sector where companies are expected to contribute to economic growth and also to social and environmental development. Indian IT companies have increasingly adopted Environmental, Social, and Governance (ESG) practices to strengthen sustainability, ethical governance, and stakeholder trust.

This systematic literature review examines the CSR practices and outcomes of four major IT companies operating in Pune: Infosys, Tata Consultancy Services (TCS), Tech Mahindra, and HCL Technologies. The study is based on academic research articles, sustainability reports, annual reports, ESG disclosures, government publications, and industry reports published between 2015 and 2025.

The review explores CSR initiatives related to environmental sustainability, education, healthcare, digital inclusion, employee welfare, ethical governance, women empowerment, Green IT, and community development. The findings indicate that CSR in the Indian IT sector has evolved from traditional philanthropy to a strategic approach focused on long-term sustainability and alignment with the United Nations Sustainable Development Goals (SDGs).

The study also highlights the positive outcomes of CSR practices, including stronger stakeholder relationships, improved corporate reputation, increased employee engagement, environmental conservation, and greater digital empowerment. The paper concludes by identifying research gaps, implementation challenges, and recommendations for strengthening sustainable CSR practices.

Keywords: Corporate Social Responsibility (CSR), Information Technology (IT), Tata Consultancy Services (TCS), Environmental, Social, and Governance (ESG).

2. Introduction

Corporate Social Responsibility (CSR) has emerged as a major component of corporate governance in today's business environment. Organizations are not judged only on financial performance; they are also expected to contribute to the society in a positive manner, protect the environment, and follow ethical business practices. As globalization and technological advancement continue to reshape industries, businesses are increasingly required to balance profit-making with social responsibility.

The rise of Environmental, Social, and Governance (ESG) frameworks has further strengthened the importance of sustainable business practices. Companies are now expected to integrate sustainability into their strategic planning and long-term organizational goals.

The Information Technology (IT) industry plays an extremely important role in economic development, innovation, and employment generation. Also, the industry faces challenges related to environmental sustainability, digital inequality, employee stress, and ethical governance. India's IT sector has become one of the largest contributors to the country's economic growth and digital transformation.

Pune has developed into one of India's leading IT hubs and hosts several major multinational IT corporations, including Infosys, Tata Consultancy Services (TCS), Tech Mahindra, and HCL Technologies. These organizations contribute towards economic development and development of society through various CSR initiatives.

With implementation of Section 135 of the Companies Act, 2013 it made CSR spending compulsory for eligible companies in India. Due to this, Indian IT firms began integrating CSR and ESG practices into their core business strategies.

This study conducts a systematic literature review to understand the CSR practices adopted by major IT companies in Pune and to evaluate the outcomes of these initiatives in terms of sustainability, social development, and corporate governance.

3. Objectives of the Study

The major objectives of this study are:

1. To examine the CSR practices adopted by Infosys, TCS, Tech Mahindra, and HCL Technologies.
2. To analyze the outcomes and impact of CSR initiatives.
3. To evaluate the integration of sustainability and ESG principles within corporate governance.
4. To identify emerging CSR trends in the IT industry.
5. To explore challenges and research gaps related to CSR implementation.
6. To suggest recommendations for strengthening sustainable corporate practices.

4. Research Questions

The study seeks to answer the following research questions:

1. What CSR practices are commonly adopted by leading IT companies in Pune?
2. How do CSR initiatives contribute to sustainable development?
3. What are the major outcomes of CSR implementation in the IT sector?
4. How are ESG principles integrated into organizational governance?
5. What challenges affect the effectiveness of CSR initiatives?

5. Systematic Literature Review (SLR)

5.1 Meaning of Systematic Literature Review

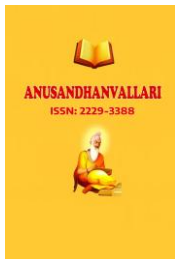
A Systematic Literature Review (SLR) is a structured research method used to identify, evaluate, and synthesize existing literature related to a specific research problem. Unlike traditional literature reviews, SLR follows predefined procedures to reduce bias and improve academic rigor.

The present study follows principles inspired by:

- PRISMA framework
- Thematic synthesis approach
- Evidence-based review methodology

5.2 Justification for Using SLR

The SLR methodology was selected for several reasons:



Comprehensive Understanding

CSR and sustainability involve multiple disciplines such as management, governance, economics, environmental studies, and business ethics. SLR helps integrate these perspectives into a unified framework.

Reduction of Bias

The structured review process reduces personal interpretation and improves objectivity.

Identification of Research Gaps

SLR helps identify underexplored areas and future research opportunities.

Comparative Analysis

The methodology supports systematic comparison of CSR practices across organizations.

Academic Rigor

SLR is widely accepted as a reliable methodology for advanced academic research.

5.3 CSR in the IT Sector

The IT industry contributes significantly to:

- Digital transformation
- Technological innovation
- Employment generation
- Educational advancement
- Green IT initiatives

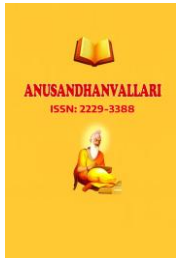
Despite these contributions, the sector also faces challenges such as:

- High energy consumption
- E-waste generation
- Employee stress and burnout
- Urban sustainability concerns
- Data privacy and ethical governance issues

Existing studies suggest that effective CSR practices improve:

- Corporate reputation
- Stakeholder trust
- Employee retention
- Long-term profitability
- Brand value

5.4 Company-wise CSR Practices and Outcomes



Infosys

CSR Philosophy

Infosys integrates sustainability into its ESG Vision 2030 framework. The company focuses on environmental sustainability, digital inclusion, ethical governance, employee welfare, and educational development.

Major CSR Practices

Environmental Sustainability

Infosys has undertaken initiatives related to:

- Carbon neutrality
- Renewable energy usage
- Green building certifications
- Rainwater harvesting
- Zero-waste management

Education and Digital Inclusion

Programs include:

- Infosys Springboard
- Digital literacy programs
- STEM education support
- Rural skill development initiatives

Employee Welfare

The company promotes:

- Diversity and inclusion
- Mental wellness programs
- Employee learning and development

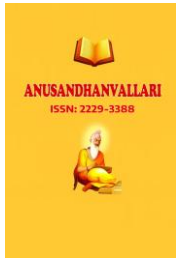
CSR Outcomes

Research indicates that Infosys has achieved:

- Improved global ESG reputation
- Enhanced stakeholder confidence
- Reduced environmental impact
- Greater digital empowerment

Tata Consultancy Services (TCS)

CSR Philosophy



TCS implements CSR through its “TCS Empowers” framework, focusing on education, healthcare, climate action, employability, and social inclusion.

Major CSR Practices

Education Initiatives

TCS supports:

- Digital classrooms
- STEM education
- Teacher training
- Employability enhancement programs

Healthcare Programs

CSR initiatives include:

- Telemedicine services
- Health awareness campaigns
- Community healthcare support

Sustainability Initiatives

The company emphasizes:

- Energy efficiency
- Water conservation
- Sustainable infrastructure development

CSR Outcomes

Major outcomes include:

- Increased community engagement
- Improved employability
- Stronger sustainability integration
- Better social inclusion

Tech Mahindra

CSR Philosophy

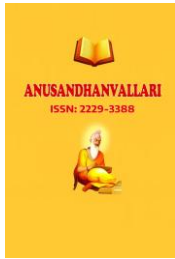
Tech Mahindra focuses on sustainability innovation, digital empowerment, and Green IT governance.

Major CSR Practices

Education and Skill Development

The Tech Mahindra Foundation supports:

- Vocational training



- Women empowerment initiatives
- Disability inclusion programs

Environmental Sustainability

The company promotes:

- Renewable energy adoption
- Tree plantation drives
- Waste reduction
- Carbon management practices

Employee Volunteering

Large-scale volunteering initiatives encourage employees to participate in social development programs.

CSR Outcomes

Research identifies the following outcomes:

- Improved social outreach
- Higher employee engagement
- Better ESG rankings
- Sustainability-linked innovation

HCL Technologies

CSR Philosophy

HCL Technologies emphasizes sustainability-driven growth, ethical governance, workforce diversity, and community development.

Major CSR Practices

Employee-Centric Sustainability

Initiatives include:

- Diversity programs
- Inclusion policies
- Sustainability training

Community Development

Programs focus on:

- Rural education
- Healthcare access
- Livelihood support

Environmental Sustainability

The company supports:

- Renewable energy use
- Carbon reduction initiatives
- Sustainable operational practices

CSR Outcomes

The major outcomes include:

- Improved workforce satisfaction
- Better sustainability governance
- Stronger community impact

Research Gaps

The review identifies several research gaps:

1. Limited longitudinal studies on CSR outcomes
2. Lack of Pune-specific sustainability research
3. Inadequate independent verification of ESG reports
4. Limited stakeholder-based primary research
5. Insufficient studies on AI and sustainability integration

6. Research Methodology

6.1 Introduction

Research methodology provides the framework through which a research problem is systematically examined and analyzed. The present study focuses on the CSR practices and outcomes of major IT companies in Pune, namely Infosys, TCS, Tech Mahindra, and HCL Technologies.

The study adopts a Systematic Literature Review (SLR) approach to collect, evaluate, and synthesize information from scholarly articles, sustainability reports, annual reports, ESG disclosures, government publications, and industry documents.

The methodology is designed to ensure:

- Academic reliability
- Transparency
- Consistency in analysis
- Validity of findings
- Replicability of the study

The research is qualitative, analytical, descriptive, and comparative in nature.

6.2 Research Design

The study uses:

- Descriptive research design
- Exploratory research framework
- Qualitative analytical methodology

The descriptive aspect helps to explain CSR activities done by the selected IT companies, while the exploratory approach helps identify emerging sustainability trends, research gaps, and challenges in CSR implementation which may happen later.

6.3 Nature of the Study

The study is:

- Qualitative
- Analytical
- Conceptual
- Comparative
- Secondary-data based
- Interpretive in nature

This approach allows deeper understanding of sustainability initiatives, governance systems, social impact, and environmental responsibility rather than focusing only on numerical analysis.

6.4 Sources of Data

The study relies entirely on secondary data collected from:

- ESG reports
- Sustainability reports
- Annual reports
- Academic journals
- Government publications
- Corporate disclosures
- Industry white papers

6.5 Inclusion Criteria

The study includes:

- Literature published between 2015 and 2025
- Peer-reviewed journal articles
- CSR and ESG reports
- Sustainability studies related to the IT sector
- Corporate governance publications

6.6 Exclusion Criteria

The study excludes:

- Unverified internet sources
- Duplicate reports
- Non-English publications
- Irrelevant industrial sectors
- Opinion-based articles without academic support

6.7 Analytical Framework

Thematic analysis was conducted under the following themes:

- Environmental sustainability
- Social development
- Employee welfare
- Governance practices
- Digital inclusion
- Green IT
- Community engagement

7.Result

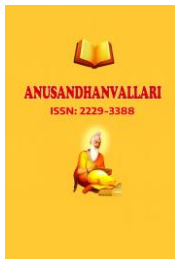
CSR Dimension	Infosys	TCS	Tech Mahindra	HCL Technologies
Carbon Neutrality	Advanced	Moderate	Progressive	Progressive
Education Initiatives	Extensive	Extensive	Strong	Moderate
Digital Inclusion	High	High	Moderate	Moderate
ESG Reporting	Comprehensive	Comprehensive	Comprehensive	Comprehensive
Employee Welfare	Strong	Strong	Strong	Strong
Community Development	Extensive	Extensive	Moderate	Moderate
Women Empowerment	Strong	Strong	Strong	Strong

7.1. CSR Outcomes and Organizational Impact

Enhanced Corporate Reputation

CSR initiatives strengthen stakeholder trust, investor confidence, and overall corporate reputation.

Sustainable Business Growth



Sustainability-focused practices improve:

- Long-term business resilience
- Operational efficiency
- ESG performance

Employee Engagement

CSR activities positively influence:

- Employee satisfaction
- Employee retention
- Organizational commitment

Social Development

CSR contributes significantly to:

- Education access
- Digital literacy
- Healthcare support
- Women empowerment
- Rural development

Environmental Impact

Environmental outcomes include:

- Reduced carbon emissions
- Renewable energy adoption
- Resource conservation
- Sustainable infrastructure development

7.2 Emerging Trends in CSR

The literature review highlights several emerging trends in CSR:

ESG Integration

CSR activities are increasingly aligned with ESG reporting frameworks.

Green IT

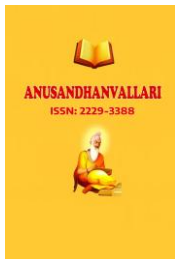
Green computing and sustainable digital infrastructure are becoming important priorities.

Artificial Intelligence and Sustainability

AI-based technologies are being used for sustainability analytics and ESG performance measurement.

Stakeholder Capitalism

Companies are increasingly focusing on stakeholder welfare rather than only shareholder profits.



8 Challenges in CSR Implementation

Despite significant progress, several challenges continue to affect CSR implementation:

- Difficulty in measuring social impact
- Lack of standardized ESG reporting
- Greenwashing concerns
- Employee burnout
- Digital inequality
- Data privacy and cybersecurity issues

9 Recommendations

Strengthening ESG Governance

Organizations should integrate ESG metrics into strategic decision-making processes.

Quantitative Social Impact Assessment

Companies should develop measurable frameworks to evaluate the impact of CSR initiatives.

Expansion of Green IT Practices

Greater investment should be made in energy-efficient technologies and sustainable infrastructure.

Employee Participation in Sustainability

Organizations should encourage greater employee involvement in sustainability programs and CSR initiatives.

Academic–Industry Collaboration

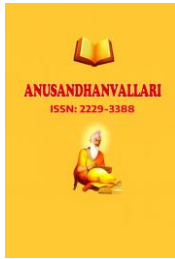
Partnerships between academic institutions and industries can help improve sustainability research and innovation.

10. Conclusion

The study shows that CSR within the Indian IT industry has evolved from traditional philanthropy into a strategic sustainability-driven approach. Infosys, TCS, Tech Mahindra, and HCL Technologies have worked effectively and have developed proper CSR frameworks which are aligned with ESG principles and sustainable development goals.

These organizations contribute to:

- Environmental sustainability
- Digital empowerment
- Education and skill development
- Welfare of the employees
- Development of the community
- Ethical governance



The findings suggest that CSR is not considered as a legal duty but it is considered as a strategic tool for achieving long-term business sustainability, trust of the stakeholders, and social welfare.

Although challenges such as ESG standardization, impact measurement, and digital inequality remain, the future of CSR in the Indian IT sector appears to be good. Continued innovation, proper transparency, and collaboration with stakeholders will play an important role in strengthening sustainable business practices in future.

References

- [1] Carroll, A.B. (1991). The Pyramid of Corporate Social Responsibility.
- [2] Freeman, R.E. (1984). Strategic Management: A Stakeholder Approach.
- [3] Infosys Sustainability Reports (2015–2025).
- [4] Tata Consultancy Services Annual Reports (2015–2025).
- [5] Tech Mahindra ESG Reports (2015–2025).
- [6] HCL Technologies Sustainability Reports (2015–2025).
- [7] Ministry of Corporate Affairs, Government of India – CSR Guidelines.
- [8] United Nations Sustainable Development Goals (SDGs).
- [9] World Economic Forum ESG Framework Reports.
- [10] NASSCOM Sustainability Reports.
- [11] Porter, M.E., & Kramer, M.R. (2011). Creating Shared Value.