
Corporate Social Responsibility and Sustainable Family Business- A Case Study of TATA Group

Dindayal swain, PhD

Professor in Marketing,

Dean-Research & International Relations

Institute of Management & Information Science

Bhubaneswar, Odisha, India. 751002

Abstract

When many Indian companies were struggling to save themselves in the face of uncertainties of economic liberalization, Tata Group founded in 1868 with a strong value for creating trust and welfare for the community navigates the change very smoothly and came out as a world-class company. Hence, this case study aims to understand how welfare orientation towards stakeholders and strong social responsibility for the community can be blend together by the visionary leaders to create an organization that provides sustainability to the family business in an extreme dynamic and hostile business environment. This case will be special simply because, in a country like India, where inequality among people (rich & poor) is tremendous, businesses need to work for the community to improve the quality of life and living standards. The case can be used to handle CSR and Sustainability in family business.

Keywords: corporate social responsibility, sustainable, family business, welfare orientation, stakeholders

INTRODUCTION

2. THE CASE ORGANISATION'S BACKGROUND

TATA Group's Background

A Group with a 140 years tradition of vales and ethics in conducting business in India (*Exhibit-1*). With a noble objective of returning wealth to the society, they serve Two-thirds of the equity of Tata Sons for science and technology, art and culture and other philanthropic activities. Through these trusts, Tata Sons Ltd. utilizes on average between 8 to 14% of the net income each year on philanthropy. With deep rooted values and ethics TATA Group is creating growth through excellence and innovation, while always putting the interests of shareholders, employees and civil society first. (*Exhibit-2*). Even when economic conditions were not conducive, as in the late 1990s, the financial dedication for social activities was on a rise, from Rs 670 million in 1997-98 to Rs 1.36 billion in 1999-2000. As a pioneer in the welfare front, Tata has contributed many labour welfare laws like Maternity Benefit in 1928. A path breaker in India's steel industry, civil aviation and starting the country's first power plant. It had the world's largest integrated tea operation. It is world's sixth largest manufacturer of watches Titan. With 581,470 employees worldwide and 100 operating companies in seven sectors With a revenue of \$103.27 billion (around Rs. 624,757 crore) in 2013-

14, with 67.2 percent of this coming from businesses outside India, TATA group is always an employer of choice. As per the report of Brand Finance, Tata brand is valued at \$21.1 billion .

Professor. Dindayal Swain of IMIS and Dr.SupravaSahu of Ravenshaw University have written the case solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

Alignment of CSR with Tata's Family Business

"Community is not just another stakeholder rather the very purpose of the Business"

- Jamsetji Nusserwanji , Tata Founder, Tata Group

"Tata Steel believes that the primary purpose of a business is to improve a healthy and prosperous environment and to improve the quality of life of the people of the areas in which it operates."

-B. Muthuraman, Vice Chairman, Tata Steel.

Having rooted its core philosophy in giving back to the society the company, the Articles of Association of major TATA group companies amended to lay the foundation stone of recognizing stakeholders contribution. CSR from the Group's inception was infused into the blood of group structure and systems. Employees have been strongly educated and oriented towards their role for the society and other stakeholders.

TATA STEEL: Marching Way Ahead

While the Indian government has put a Law saying that all the companies have to contribute 2% of the average net profits, TATA group spends 5-7% (*Exhibit-3*). This shows the Group's commitment for the social cause and its upliftment. In the early days of the company the CSR initiatives was in the direction of fulfilling the needs of the society. But gradually this role of provider has been converted into sustainable development to enhance the quality of life of the people. Rooted in an everlasting philosophy of wealth sharing with the society, TATA Steel has the responsibility of combining the three elements of society - social, environmental, and economic as the way of life. Today, Tata Steel's CSR activities in India encompass the Company's Steel Works, Iron ore mines and collieries and many villages in Jharkhand, odisha . As the characteristics of all group companies, thrust on Community involvement which can take the form of financial support, provision of materials and the involvement of time, skills and enthusiasm of employees holds the key. The Company works in partnership with the Government, national and international development organisations, local NGOs and the community to ensure sustainable development.

The Corporate Services Division delivers these responsibilities through several institutionalized bodies:

- Tata Steel Rural Development Society (TSRDS)
- Tribal Cultural Society (TCS)
- Tata Steel Family Initiatives Foundation (TSFIF)

- Tata Steel Skill Development Society (TSSDS)
- Tata Steel Adventure Foundation
- JUSCO
- Ardeshir Dalal Memorial Hospital & Blood Banks
- Kanti Lal Gandhi Memorial Hospital
- Tata Relief Committee

Human Development Index (HDI) as a scale to measure the company's social initiatives completed study for 230 villages in 2012-13. The Corporate Social Responsibility Advisory Council was formed to help the Group to shape its social initiatives better and allocate resources more efficiently. TATA Steel has been involved in the following activities as a part of its social initiatives to help communities becoming self reliant and independent.

Self Help Groups

700 SHGs with 9000 plus members have played their role as an extremely successful mechanism for Tata Steel to enlarge the scope for women from socially and economically marginalized communities to participate in family decision-making and gain access to grassroots democratic institutions while also boosting their economic self-reliance.

SHGs in Kalinganagar

The Tata Steel Parivar Women SHGs are no longer just micro-credit institutions; but they are now a vibrant social institution devoted to all-round development of the people residing in and around the areas of company operations. Tata Steel's Resettlement and Rehabilitation initiative has been geared by the SHG women, who have contributed proactively in improving the quality of life within the community. Over the years, the steel major has taken proactive measures to bring people in the rural areas together to form SHGs with a view to securing alternative and sustainable livelihood opportunities.

The companies initiative in establishing 20 SHG's in Sukinda and 2 in Bichakundi (Jodhave) resulted in producing 1lakh saplings per annum amounting a profit of Rs 4-5 lakh on annual basis. These saplings are utilized for its Wasteland Development Programme.

Health Care

Post-displacement, attempts are made to integrate wellbeing and healthcare with the key determinants of total rehabilitation of the relocated families. 'Swasthya Mitras' - a group of community health facilitators have been engaged to ensure easy access to quality health services.

While the curative clinics are held daily at each of the rehabilitation colonies and transit camps, sessions on preventive and promotive aspects of healthcare are held on pre-fixed days. Gobarghati Tata Parivar Hospital attends to the healthcare of the relocated families while Serious cases are referred to hospitals at Bhubaneswar. The mobile medical service of the company caters to the periphery villages. Further details are listed in (*Exhibit-4*).

Status Now:

- 100% families receive full medical cover
- Cases are referred to specialized hospitals at Bhubaneswar for treatment at Company's cost
- Zero Infant Mortality & Maternal Mortality achieved
- 100% pregnancies monitored from conception till delivery
- 100% children immunized
- Growth of every child up to the age of 6 years being monitored

Environment

Adhering to the World Steel Association & its Sustainability Charter, the Company addresses the Environment Management through Tata Code of Conduct, Tata Climate Change Policy, Tata Steel's Vision, Tata Steel's Sustainability Policy, Environmental Policy and the UN Global Compact Principles for reducing CO2 emissions by another 20% within the next 10 years.

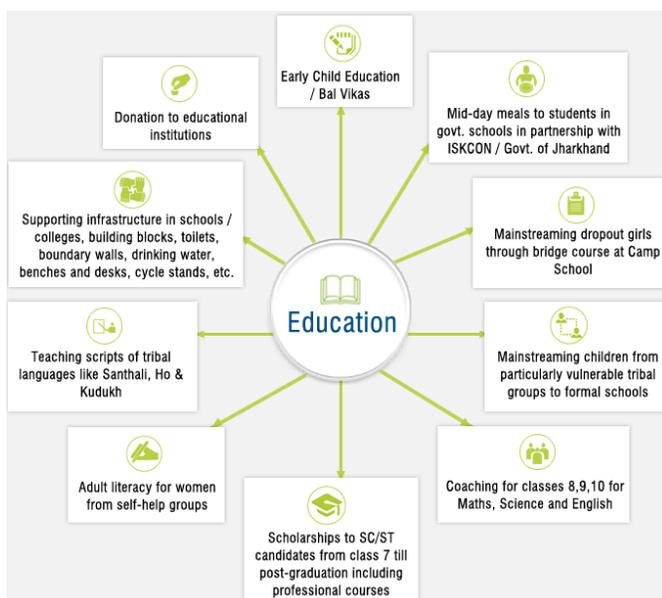
Community Building

With a Grievance Redressal Group in place and a third-party social audits for its Rehabilitation and Resettlement measures company is all set to take the bench mark of community building to a great height. *(Exhibit-5)*

Education

To encourage quality education among the least privileged people the company has numerous scholarships in place .In India, Tata Steel's structured and planned Affirmative Action initiatives mainstream tribal children and youth through education initiatives, employability training programmes and entrepreneurship development opportunities.

In Teesside, Scunthorpe and South Yorkshire, around 75 teenagers take part in the company's Industrial Cadet programme each year.



Source: Company Website

Figure .1. Source: www.tatasteelindia.com

TATA Motors

Tata Motors focuses mainly on two areas

1. Reduction of environmental pollution and regular pollution control drives
2. Restoration of ecological balance.

Reducing Pollution

As a industry leader in anti-pollution and a commitment for cleaner engines, the company has the distinction in introducing vehicles with Euro norms in the country. In a landmark initiative to launch emission control technology in India, the company forged the joint venture with Cummins Engine Company, USA, in 1992.

Restoring Ecological Balance

As a part of companies initiative towards environmental protection, more than 2.4 million trees have been planted by the company in Jamshedpur and half a million in Pune. Even the company has gone a step forward in asking its suppliers to take initiative in packaging their products in alternate material inplace of wood.

Vidyadhanam

- Scholarship Programmes
- Special Coaching Classes
- School Infrastructure Improvement
- Co-Curricular activities
- More than 37,000 children were benefited in 2013-14

Aarogya

- Addressing Malnutrition
- Preventive and Curative Healthcare Services
- Creating health awareness
- More than 2,84,000 persons were benefited in 2013-14

Kaushalya

- Driver Training Programme
- Training in Automotive and Technical Trades
- Training in Agriculture and allied activities
- ITI adoption Programme- training 137 youth across India
- More than 20,000 youth were benefited in 2013-14

Vasundhara

- Tree Plantation Programmes
- Creating Environmental Awareness
- Soil and Water Conservation
- 1,64,000 trees were planted in 2013-14

- More than 18,500 people participated in our environmental awareness programmes in 2013-14

amrutdhara | drinking water

Through SMDF (Sumant Moolgaokar Development Foundation) the company implemented the 'Amrutdhara' initiative aimed at providing access to safe drinking water to needy and deserving communities. 296 drinking water projects have become a reality under these initiative. About 6,500 employees registered themselves as CSR Volunteers and more than 5,200 participated in different social activities during this week. The Joy of Giving Week (JoGW) held in October 2013 also witnessed widespread employee volunteering and contributions across manufacturing and office locations

TATA POWER

Having commissioned India's first power plant in Khopoli (72 MW) in 1915, one in Bhivpuri (78 MW) in 1919 and one in Bhira (300 MW) in 1922 and the 1,580 MW (100 MW merchant) thermal power station in Trombay, Mumbai; a 478 MW power station near Jamshedpur in Jharkhand and a 1050 MW power station at Maithon in Jharkhand, an 87 MW thermal power plant in Belgaum, 72 MW in Haldia, 120 MW in Jamshedpur. It also has renewable energy generation capacity of 1112 MW, Tata Power is the largest integrated power company in India.

Making Positive Environment Impact:

Over Rs.100 crores have been invested on pollution control equipment to install:

- India's first-of-its-kind FGD plant to decrease sulphur dioxide emissions in flue gas.
- Electrostatic Precipitators of 99.5% efficiency.
- 152 and 275 meter Chimneys to limit the ground level concentration of pollutants.
- Low NOx burner to minimize NOx Pollution.

The company has carried out Environmental Impact Assessment (EIA) study for all its new projects at following locations: Mundra, Gujarat; Raigad, Maharashtra; Naraj Marthapur, Orissa and Jojobera, Jharkhand.

Environment Protection

Long before the present global ecological concern, Tata Power in its operational area in the Western Ghats has planted 70 lakh saplings of 60 tree species . Further in 1995 6 lakh more trees have been given life.

Health & Safety : Putting People First

When it comes to achieving world-class health and safety performance, there's no room for compromise at Tata Power. And it's not about statistics; it's about keeping people safe. The company is committed to reducing safety incidents to zero.

Rural Electrification Project

The conventional method of grid connectivity was a difficult proposition in the areas of Udhewadi and Walwandi in Maharashtra. TPC therefore partnered with MEDA to ensure regular electricity to these villages. Houses as well as streetlights were provided under this scheme.

Education

Often, schools are established in dilapidated, unhygienic conditions with cramped space, lack of proper sitting arrangements for the children and lack of accommodation for teachers near the schools. Access to primary education was earlier the sole prerogative of the male child because of social conditioning as well as distance of the school from the residential area. The company itself manages two up to Std VII and XI in Mulshi and Maval Talukas.

Healthcare

In 2003, the “Life Line Express” medical team not only helped 10,692 patients from the villages in the Mulshi and Maval Talukas for 40 days but also conducted 3,229 cataract surgeries.

Benchmarking Maternal Health

With the introduction of laparoscopic method of female sterilization, Tata Power renewed its efforts and started 5 Government approved centres (3 rural and 2 urban) for laparoscopic sterilization. 4103 sterilizations have been carried out to date.

Smokeless Chulhas

The consistent use of traditional chulhas pose health hazards for the rural women. As adopting LPG options was nearly impossible ,TPC initiated 2,325 smokeless chulhas to the women. This has:

- Alleviated respiratory diseases in the women ;Decreased pressure on firewood requirement;Reduced pollution

Tata Power Sustainability Model

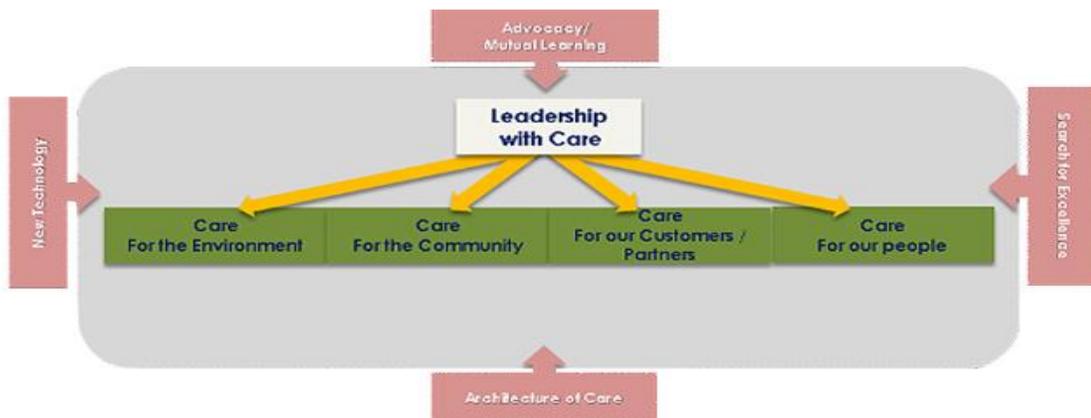


Figure.2

The intent of the companies Sustainability model is ‘Leadership with Care’ with four key elements–

- Care for the Environment;
- Care for the Community;
- Care for our Customers / Partners
- Care for our People.

Education Program for School Children on Energy Conservation

This initiative has evolved into an informal club called Tata Power Club Enerji comprising schoolchildren, teachers and families who not only practice but advocate energy conservation in their sphere of influence. Club Enerji has saved more than 3.4 million units of energysensitized more than 2.5 million citizens and saved more than 3300 tonnes of carbon emissions.

Green Manufacturing Index (GMI):

The Green Manufacturing Index (GMI) has been introduced as a new parameter for monitoring environmental parameters for operating divisions. The matrix is being utilized as a monitoring tool. The matrix addresses both statutory as well as non-statutory parameters.

Education

Tata Power has undertaken different initiatives at locations like creating educational infrastructure (renovation of classroom, sanitation etc). The major initiative under this was to offer coaching in 300 Primary schools of 272 Villages in Jharkhand. This has covered 13452 students by 762 volunteers. Tata Power has also provided computer and English speaking classes.

TATA CHEMICALS

Community

1980, TCL's Indian facilities through TCSR have helped community members to achieve self-sufficiency in natural resource management, livelihood support and the building of health and education infrastructure.

Local Thrust

Through these geographical spread and the individual subcultures, different agricultural, economic and development programmes have been implemented in the Indian cities of Mithapur, Babrala and Haldia. For instance, in Mithapur, local handicrafts have been given a boost through a branding exercise through the 'Okhai' initiative that markets rural handicrafts and garments in retail stores and on the internet. Employees have established their own charity, the Brunner Mond Employees Charitable Trust, which provides support to local causes in the mid-Cheshire area, such as local hospitals, hospices, churches, schools as well as Cub and Scout groups, junior sports teams and local retirement homes. As part of its science initiatives, the company started many programs on climate change, environment protection and ecology conservation. In a company-wide initiative, Tata Chemicals has assessed the carbon footprint of all its operations and has embarked on a programme to reduce its carbon footprint by 20 per cent by 2020.

Habitat conservation

At Mithapur's soda ash plant the whale shark project is a very successful programme under the joint efforts of Tata Chemicals, WTI and the Gujarat Government.

Safety norms

Tata Chemicals invests a large amount of resources to reduce workplace accidents and ensure a safe working environment. All Tata Chemicals plants are certified with ISO 9001, ISO 14001 and OHSAS

18001. All its plant in India have won national and international awards for their safety and health practices. The Babrala plant has adopted the British Safety Council norms.

TITAN

The company is dedicated for the following CSR initiatives:

- Education
 - Titan Kanya - Girl Child Education
 - Titan School & Titan foundation for education
- Women's empowerment
- Skill development - basic training centre and Unnati programme
- Environment management programmes

Successful CSR programmes:

Titan Company has embarked on and completed several community development programmes as part of its CSR initiative.

Titan Township - A sustainable housing to 1300 residents collaborating with NGOs MCA and Ashraya in Hosur.

Employment for differently-abled - Over 120 differently-abled individuals are employed at our watch and jewellery plants at Hosur.

Titan School and Titan Foundation for Education - A primary english medium school upto class X, affiliated with CBSE, with over 700 students, has been created and supported by Titan Company.

Girl Child Education- About 5000 girls have benefited from this programme.

TATA TELESERVICES

TTL's CSR activities are based on the following parameters:

- Human Capital
- Social Capital
- Economic Capital

Human Capital:

This refers to the individual's innate abilities, talents, knowledge, skills and experience that make them economically productive and applies to our employees as well as the communities we work with.

- **Education:**
 - Sponsor the underprivileged communities to study in government schools.
 - Teacher Training programs to enhance the quality of education being imparted to students studying in Government schools. These programs are conducted by TTL's SSRT team, focused on upgrading communication skills for teachers and making them learn modern and innovative methods of teaching.
- **Employment:**

- TTL has tie-ups with NGOs like NIIT Foundation, Etasha Society and Sarthak Educational Trust who
- provide vocational training to candidates from underprivileged communities.



Figure.3. Source: Company Website

Environment

At Tata Teleservices, the focus on five key areas namely Carbon Footprint, Energy efficiency, Radio Frequency Safety, Water Footprint and Waste Reduction—across its telecom network, offices and product and service offerings. New technology & improving operationalefficiency are the predominant levers used.

Sustainability Council at TTL

A four layer organizational structure for Sustainability ensures right direction and effectiveimplementation.

Conclusion

India is the first country in the world to mandate corporate social responsibility. On 1 April 2014, the government of India made mandatory for companies to contribute 2% of their net profit as CSR (<http://www.theguardian.com/sustainable-business/india-csr-law-debate-business-ngo>). Though the Govt fixed 2% of net profit as the mandatory contribution, TATA Sons contributes 8-14% to the social causes every year. This is an exemplary example of building sustainable family business through CSR. Though 67.2% of the group’s revenues are coming from businesses outside India, company’s philosophy of giving back to the society is well rooted in India. With 32 publicly-listed Tata enterprises and a market capitalisation of about \$129.62 billion (as on July 10, 2014), and a shareholder base of 3.9 million the company never compromised on giving back to the society. The specific figure for 2013-14 for the Tata companies is Rs.660 crores. In the last 10 years, the company spend on CSR is around Rs. 8000 crores.” TheTSG will guide, support, and provide thought leadership to all Tata companies in embedding sustainability in their business strategies. TSG has also focused on volunteering programmes for Tata companies. 25,000 employees voluanteersfrom 150 group companies across 60 countries and 540 locations. This case is acting as a light house for other family businesses in the country. The case also highlights how a family business can adopt a holistic

approach like working in partnership with Govt, national and international organizations, NGO's and the community to ensure sustainable development.

7. TEACHING NOTES

7.1. Synopsis

This case discusses the CSR and Philanthropic activities of TATA Group companies in building a better society for the future. The case discusses the nuances of the TATA group in handling environmental issues due to their sustainable CSR activities across group companies.

7.2 Target Audience

- Students of Management , entrepreneurship and family business.
- Practitioners of CSR and family business.

7.3 Learning Objectives

- To analyse the success behind the TATA Group.
- To understand the journey of adopting a social approach to manage the relationship between stakeholders.
- To appreciate the contribution that TATA Group has for CSR in the country.

7.4 Discussion Questions

- Discuss the reasons for the companies success in handling economic up and down.
- Discuss the benefits of having a stakeholders approach in managing family business.
- Discuss the success mantra of TATA Group in managing difficult times due to philanthropic activities.

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Exhibit.1: Core values

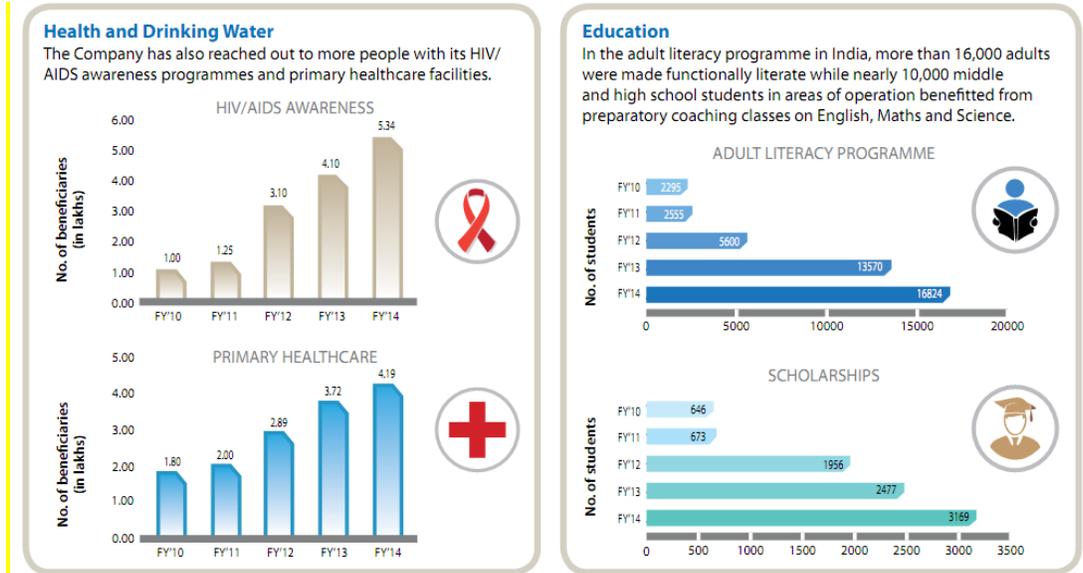
Tata has always been values-driven. These values continue to direct the growth and business of Tata companies. The five core Tata values are:

- **Integrity:** We must conduct our business fairly, with honesty and transparency. Everything we do must stand the test of public scrutiny.
- **Understanding:** We must be caring, show respect, compassion and humanity for our colleagues and customers around the world, and always work for the benefit of the communities we serve.
- **Excellence:** We must constantly strive to achieve the highest possible standards in our day-to-day work and in the quality of the goods and services we provide.
- **Unity:** We must work cohesively with our colleagues across the group and with our customers and partners around the world, building strong relationships based on tolerance, understanding and mutual cooperation.
- **Responsibility:** We must continue to be responsible, sensitive to the countries, communities and environments in which we work, always ensuring that what comes from the people goes back to the people many times over.

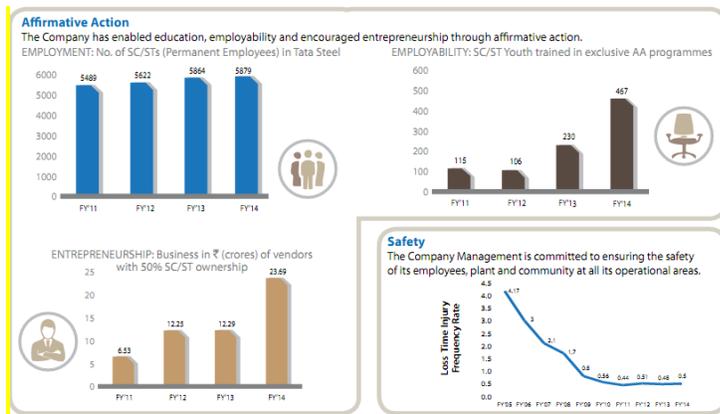
Source: Company Website

Exhibit-2 : TOWARDS AN ALL-ROUND PERFORMANCE

Source: Annual Report 2013-14



Affirmative Action



Employee Benefits

Source: Company Annual Reports

42. EMPLOYEE BENEFITS

(a) The Group has recognised, in the Consolidated Statement of Profit and Loss for the current year, an amount of ₹ 386.74 crores (2012-13: ₹ 355.48 crores) as expenses under the following defined contribution plans:

	₹ crores	
Benefit (Contribution to)		Previous Year
Provident Fund	253.18	227.85
Superannuation Fund	46.95	51.11
Employees Pension Scheme/Coal Mines Pension Scheme	68.70	59.77
TISCO Employees Pension Scheme	17.47	16.29
Employees State Insurance	0.44	0.36
	386.74	355.48

(b) The Group operates post retirement defined benefit plans as follows:

- Funded
 - Post Retirement Gratuity
 - Post Retirement Pension Plan
- Unfunded
 - Post Retirement Medical Benefits
 - Other Post Retirement Benefits
(Includes Pension to Directors, Farewell Gifts, Packing and Transportation Expenses etc.)

(c) Details of the post retirement gratuity plan are as follows:

	₹ crores	
Description		Previous Year
(i) Reconciliation of opening and closing balances of obligation		
Obligation as at the beginning of the year	2,052.50	1,762.99
Current service cost	102.92	87.74
Interest cost	156.20	143.54
Plan Amendments	-	(0.04)
Settlement and curtailment	-	0.46
Obligation of new companies	-	8.55
Actuarial (gain)/loss	38.41	177.51
Exchange rate difference	0.59	3.56
Benefits paid	(182.66)	(131.81)
Obligation as at the end of the year	2,187.96	2,052.50

The defined benefit obligation as at 31.03.2014 is funded except in the case of Tata BlueScope Steel Ltd., Bhubaneswar Power Private Limited, S & T Mining Company Private Limited, NatSteel Holdings Pte. Ltd., Himalaya Steel Mills Services Pvt. Ltd., Jamshedpur Continuous Annealing and Processing Company Private Limited, Tata Steel (Thailand) Public Company Ltd. and Lanka Special Steels Ltd.

Source: Annual Reports of the Company, 2013-14

Exhibit.3: Women of steel: the sahiyas of Seraikela

Tata Steel embarked on its Maternal and Newborn Survival Initiative or Mansi in 2009 in Jharkhand's Seraikela block. In just five years, the project has helped build an army of women health workers, sahiyas, who are delivering outstanding results

Saving lives, improving health — Mansi makes an impact

Before the Mansi project took off in **2009**, the number of children dying within a year of birth in Seraikela was **60 per 1,000** live births.

Today, due to the efforts of *sahiya*s and Tata Steel Rural Development Society, there's been a

- ↓ **32.7%** reduction in **NEONATAL MORTALITY** and
- ↓ **26.5%** reduction in **INFANT MORTALITY** in the region.

The percentage of home deliveries has come down to

↓ **25.11%** in **2013-14** from the **75.6%** in the year **2007-08**.

Also, hospital births have shot up, by

↑ **150%**

Source: Company Annual Report