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CORPORATE CITIZENSHIP AND PRACTICES OF INDIAN AVIATION INDUSTRY

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ABSTRACT
There is emergent public expectation that organisations should recognize their social and environmental responsibilities toward society and regulate their business practices to improve the sustainability of their operations. Present paper is an attempt to understand the corporate citizenship and CSR practices in the aviation industry in a developing country like India. In order to critically examines the key business issues associated with implementation, and sustaining of corporate social responsibility (CSR) initiatives in Indian aviation industry nine Indian aviation sector companies have been selected through convenience sampling method. Through analyzing the CSR reports, published and unpublished literature including company, government, international reports and websites the study has identified and discussed the initiatives related to corporate social responsibility in the Indian aviation industry and evaluates the overall state of their adoption and sustainability. Paper illustrates social programmes and efforts made towards society by different aviation organisations in public and private sectors in India. The focus of study is assessing efforts made towards reduction of emissions, increasing civic involvement and increasing workforce diversity in their organisations. CSR reports of organisations are analyzed using a qualitative content analysis approach. Analysis is done in order to find out level of focus on environmental issues and on the social or economic dimensions of CSR. Study is covering focus on important issues like employee happiness and engagement, diversity and social equity, community welfare and economic prosperity. Increasing interest in the scope and effectiveness of efforts undertaken by aviation industry to moderate their adverse impacts and to contribute to sustainable development of society. Further important issues for CSR research in Indian aviation industry are pretended in paper.

KEYWORDS: Corporate social responsibility; Indian aviation Industry; CSR implementation; Sustainability.

INTRODUCTION
The aviation industry is one of the booming and promising industry in India with huge untapped potential. The companies participating in this industry are making millions and billions but are they really fulfilling the responsibilities of their corporate citizenship is a very pinching question. This paper is an analysis of current status of Indian aviation industry and corporate social responsible practices carried out by the different companies. Indian aviation industry is on a high-growth trajectory. India aims to become the third-largest aviation market by 2020 and the largest by 2030. IATA (2012)

The Civil Aviation industry has ushered in a new era of expansion, driven by factors such as low-cost carriers (LCCs), modern airports, Foreign Direct Investment (FDI) in domestic airlines, advanced information technology (IT) interventions and growing emphasis on regional connectivity. India is the ninth-largest civil aviation market in the world, with a market size of around US$ 16 billion. "The world is focused on Indian aviation – from manufacturers, tourism boards, airlines and global businesses to individual travelers, shippers and businessmen. If we can find common purpose among all stakeholders in Indian aviation, a bright future is at hand,"

said Mr. Tony Tyler, Director General and CEO, International Air Transport Association (IATA).
Market Size shows the growth potential of Indian aviation industry. Going by the market size Indian civil aviation industry is amongst the top ten in the world with a size of around USD 16 billion. FICCI (2014) In the July-September quarter of 2015, domestic air passenger traffic surged 21.5 per cent to 20.12 million from 16.57 million in the corresponding period a year ago. Total passengers carried in September 2015 increased 13.24 per cent Y-o-Y to 8.73 million from 7.71 million in September 2014. International and domestic passenger traffic grew 6.6 per cent and 15.5 per cent, respectively, in September 2015. In September 2015, total aircraft movements at all Indian airports stood at 145,628, which was 10.2 per cent higher than September 2014. International and domestic aircraft movements increased 7.5 per cent and 11 per cent, respectively, in September 2015. Over the next five years, domestic and international passenger traffic are expected to increase at an annual average rate of 12 per cent and 8 per cent, respectively, while domestic and international cargo are estimated to rise at an average annual rate of 12 per cent and 10 per cent, respectively. 0The airlines operating in India are projected to record a collective

operating profit of Rs. 8,100 crore (US$ 1.29 billion) in fiscal year 2016, according to Crisil Ltd. IBEF (2015).

Through corporate citizenship businesses show commitment to ethical behavior by balancing stakeholders' needs and protecting the environment. Corporate citizenship is so much demanding today as ever in the history. Corporate citizenship is being adopted by more companies who have understood the importance of the ethical treatment of stakeholders. It is all about acting socially responsible with making sustainable profits. With corporate citizenship comes the corporate social responsibilities which is one of major issues in India since the year 2014, when the government of India through its Ministry of Corporate Affairs has notified Section 135 and Schedule VII of the Companies Act as well as the provisions of the Companies (Corporate Social Responsibility Policy) Rules, 2014 (CRS Rules) which has come into effect from 1 April 2014.

Section 135 of the Companies Act provides the threshold limit for applicability of the CSR to a Company i.e. if net worth of the company is Rs 500 crore or more; or turnover of the company is Rs 1000 crore or more; or net profit of the company is Rs 5 crore or more company requires spending of at least 2% of its average net profit for the immediately preceding 3 financial years on CSR activities.. Every qualifying Further, the qualifying company will be required to constitute a committee (CSR Committee) of the Board of Directors (Board) consisting of 3 or more directors. The CSR Committee shall formulate and recommend to the Board, a policy which shall indicate the activities to be undertaken (CSR Policy); recommend the amount of expenditure to be incurred on the activities referred and monitor the CSR Policy of the company. The Board shall take into account the recommendations made by the CSR Committee and approve the CSR Policy of the company. Further as per the CSR Rules, the provisions of CSR are not only applicable to Indian companies, but also applicable to branch and project offices of a foreign company in India.

The large market size and expected growth of the Indian aviation industry provides wider scope of CSR activities. Corporate citizenship and corporate social responsibility are synonymous to each other. Now there is need to go through the literature in order to understand the Corporate Citizenship or Corporate Social Responsibility (CSR) and the different CSR practices in Indian aviation industry.

LITERATURE REVIEW

Future of Indian aviation industry is still being debated. CSR is again prevalent issue in the sector. Producers and consumers with view of regulators have been emphasizing on such responsiveness. Responsibility challenges those in diversity of roles to question what part they are playing in delivering sustainable development in the aviation sector. Management of these impacts through regulatory mechanisms is difficult given the complex international setting in which airlines operate and the long lead times associated with the development of new regulations. The aviation industry has been characterized by technocratic policy-making derived from interactions principally between political and scientific systems, with some industry participation Individual travellers are not ready to change their though they recognize need of collective behaviour change (Barr, Shaw, Coles & Prillwitz, 2010; Miller, Rathouse, Scarles, Holmes & Tribe, 2010). Sector is facing growing public expectation that organizations should identify their social and environmental responsibilities toward society and adjust their business practices to improve the sustainability of their business (Juholin, 2004; McIntosh, Thomas, Lei zinger, Coleman, 2003). There is immense pressure on industry to implement CSR initiatives. Aviation industry is receiving prominent attention, from both the public and the academia, because of its role in tourism development and its significant environmental and social impacts. Hence there is growing interest in scope and effectiveness of CSR efforts initiated by airlines to moderate there negative impacts and to contribute to sustainable development.

The reporting of such efforts made public by companies itself. The reporting of CSR performance has advanced over the last two decades. Lober, Bynum, Campbell and Jacques (1997) identified trends in reporting practice such as the increasing use of reporting guidelines produced by external bodies, the quantification of environmental impacts, the establishment of quantifiable targets against which to assess progress and the inclusion of third-party verification statements to improve credibility. Despite the documented increase in the number and quality of CSR reports across different industries (Hooper & Greenall, 2005; Lober et al., 1997), reporting practice still shows low adoption in many sectors, and reports vary significantly in their scope and depth (Holcomb, Upchurch, & Okumus, 2007). Although the aviation industry has a history of being highly regulated, market-based mechanisms are increasingly appearing on the agenda of both government and industry bodies such as the International Civil Aviation Organization (ICAO) (Middleton & Hawkins, 1999)

There is presently little work done in CSR practices in aviation industry. The adoption of CSR has been comparatively slow. The reporting of CSR is less. Lynes and Andrachuk (2008) find that CSR in the aviation industry has yet to take importance when compared with other sectors, for example the manufacturing industry. Previous studies strongly recommend development of universal framework that allow evaluation and comparison of CSR initiatives among different aviation companies. It has been found that previous research focused on CSR reporting and no research that examines the scope of specific initiatives implemented to support CSR objectives has thus so far been conducted. The objective of the study is to examine the key business issues associated with implementation, and sustaining of corporate social responsibility (CSR) initiatives in Indian aviation industry. Study is done focusing on identification and discussing on initiatives related to corporate social responsibility in the Indian aviation industry and evaluates the overall state of their adoption and sustainability. Keeping in mind growth of aviation industry and its impact on other allied industries like tourism and hospitality, there has been intense pressure for CSR initiatives. Air travel is one of the fastest growing, most dynamic and volatile sectors in tourism.

It is also associated with some of the most significant environmental impacts of tourism including high levels of fuel consumption, noise, air pollution and waste production (Air Transport Action Group, 2002; Becken, 2002; Clancy, 2001; Middleton & Hawkins, 1999; Penner et al., 1999). The literature of previous research done shows increasing number of aviation companies is implementing such initiatives (Hooper & Greenall, 2005). Lynes and Andrachuk (2008) discussed airline reporting practices. They argued that

although the early reports were almost solely focused on environmental performance, a change from "environmental reporting" to "sustainability reporting" is noticeable, and social responsibility is becoming increasingly noticeable. Literature suggests various reasons for choosing CSR programme like: to avoid or delay regulatory action (Fineman, 1997; Howes et al., 1997; Khanna & Anton, 2002).

Table 1: CSR responsibility profiles

Category	CSR emphasis	Basic CSR position of businesses
1. Suicidal	minimum economic= social= ecological	Fails to fulfill needs of shareholders and stakeholders alike. Shows no regard for sustainability or the needs of any stakeholders. Solely profit-focused
2. Ideal	Maximum. economic= social =ecological	Maximizes economic, social and ecological responsibilities
3. Plutocentric	economic >social = ecological	Emphasises economic gain over considerations of environmental and social impacts
4. Anthropocentric	social >economic = ecological	Focuses primarily on maximizing positive social impacts
5. Biocentric	ecological > economic = social	Emphasises environmental and ecological responsibilities
6. Patriarchal	economic =social > ecological	Feels the need to manage closely the economic and social issues in local communities
7. Technocentric	economic = ecological > social	Accepts and acts on economic and environmental responsibilities, but unwilling to take on more social responsibility than required by regulation. Believes that technology will mitigate negative environment impacts
8. Matriarchal	Social= ecological > Economic	Places more emphasis on social and environmental responsibilities than on economic ones

Source: Adapted from Ketola (2006)

Table 2: CSR initiatives by aviation industry (global): Environmental dimensions

Theme and goals	Efforts
Emissions	
Reducing CO2	Introducing new fuel efficient aircraft; optimization of operation; weight reduction methods; sponsorship of scientific research; atmospheric measurements; eliminating extra short-haul flights with partnerships with rail, among others
Reducing air pollution	Introducing latest technology engines; introducing environmentally friendly ground vehicles; reducing consumption of chemical substances; replacing ground equipment with electrically powered equipment.
Waste	
Waste reduction	Recycling onboard waste; reducing number of paper boarding passes or tickets; recycling paper in offices; recycling aircraft parts; converting onboard documentation to electronic documentation; green purchasing ; evaluating biodegradable materials for use onboard; implementing waste management process map of all facilities; operating a waste classification facility; in-flight customer education about onboard waste management; implementing opportunities for passengers to recycle their own waste; reducing waste generated onboard.
Energy	
Reducing energy consumption	Reducing energy use in offices and facilities; use green and renewable energy ; installing new energy-efficient simulator equipment; installing new energy-efficient air-conditioning ; departmental energy-saving training programs ; programing equipment to automatically turn off ; using LED bulbs in aircraft and offices; use sea water for air-conditioning.
Water	
Reducing water use	Using rainwater; washing trucks and equipment with rainwater; onboard water usage analysis program; using flow restrictors and self-closing taps among others.
Reduce water pollution	Reducing discharge from maintenance facilities

Biodiversity

Ensure ecological integrity	Using environmentally friendly refrigerants in air-conditioning ; using paper certified by the Forest Stewardship Council in all divisions; test alternative unfreezing; conducting soil pollution prevention inspections at all facilities.
Involvement in environmental conservation projects	Sponsoring avoidance of deforestation; support oil spill relief activities ; reporting of wildfires program; sponsor returning urban land or landfills to parkland; funding of Ph.D. research scholarships for endangered species; employee tree-planting initiative

Noise

Reducing Noise	Testing new operational procedures; introduce quieter aircraft; conforming with ICAO Chapter 4 noise level; using continuous-descent or optimized procedures as established procedure on all flights; conducting engine testing during daytime; reduce night landings or takeoffs.
Other	Obtaining ISO 14001 or forthcoming certification for EMS; sponsoring environmental organizations; contributing to scientific research projects ; developing environmental indexes

Source: Adapted from A. Cowper-Smith and D. de Grosbois (2011)

Table 3: CSR initiatives by aviation industry (global): *Social and economic dimensions*

Theme and goals	Efforts
1. *Employee wellbeing and engagement*	
a. Improving employee health, safety and wellbeing	Providing sports and health activities; ensuring good working conditions throughout the supply chain; periodic inspections of working environments ; employee award for workplace safety initiative ; increase parental leave; company-sponsored childcare centers; accident analysis training for managers; personal protection equipment usage campaign; food safety and swimming pool inspections at all crew hotels; issuing fatigue management handbook for crew; publishing cabin safety magazine for crew ; opening employee service center
b. Increasing employee involvement and empowerment	Reward and bonus schemes introduction; creating opportunities for employee feedback; providing a variety of work-time models, e.g. flextime ; developing employee-led carpool and cycle-to-work programs; familiarization trips for employees of supply chain and partner companies; commendation program for human error reporting ; employee solidarity fund; possibility for part-time pensions.
c. Increasing employee involvement in CSR issues	Providing employees with environmental education programs; employee sustainable development suggestion program; hold employee environmental protection/awareness events; employee award for CSR or environmental initiative
d. Provide opportunities for employee education and advancement	Providing training to better enable employees to do their jobs; provide employees with vocational and continuing education; opening learning center for past accidents/safety awareness; including sustainable development issues in mandatory safety training; providing ethical management education; providing funding for employees to pursue higher education; scholarship opportunities for employees' children
e. Diversity and social equity; Increase diversity in the workforce	Increasing number of women in management; employment of persons with disabilities; participation in initiatives to encourage women in the workforce; employment extension system for seniors; increase intercultural competence of workforce; mentoring programs for employees with disabilities; indigenous employment program; providing internships for students with disabilities

f. Universal accessibility for customers and employees	Training of flight crew in sign language; barrier-free airports and aircraft; check-in counters designed with universal design; employee business cards in Braille
g. Community wellbeing; Involvement in community projects	Supporting training and education opportunities for youth; support arts and culture projects and events; supporting athletic programs ; supporting environmental education in schools; employee volunteering program; social and educational assistance for the disabled ; employee blood donation programs; improving impoverished communities ;

support university educations; breast cancer awareness campaign; indigenous reconciliation |
| **h. Involvement in international projects** | Involvement in humanitarian aid projects; donations to charitable organizations; partnerships with NGOs; onboard charity collection program; transporting children

for medical treatment; disaster relief, rescue; publicize UN Millennium Development Goals to stakeholders; transport of peacekeeping troops; transport of organs |
i. Raise customer awareness of sustainable development issues	Website for awareness; in-flight magazine; certified fair trade coffee on all flights; in-flight video; holding focus group with frequent flyers; environment-themed flights; sustainable tourism awards
j. Economic prosperity Sustainable procurement practices	Formulating supplier code of conduct with CSR criteria; creating equal opportunities for all suppliers; fair trade compliance program; misconduct reporting system; creating competition compliance department; using local, regional suppliers; improving payment performance; procurement with preferred suppliers
k. Job creation	Promoting local employment though internships and apprenticeships
l. Contribute to local economic development	Supporting networks of small-medium-sized businesses at main base

Source: Adapted from A. Cowper-Smith and D. de Grosbois (2011)

The literature on CSR and the aviation industry describes the problems in CSR implementation and management due to the lack of awareness policies, standardized measurements and differing reporting structures (Gebel, 2004; Mak & Chan, 2006, 2007). Further it is recommended the development of a universal framework that would allow for the evaluation and comparison of the state of CSR among different companies (Gebel, 2004; Hooper & Greenall, 2005; Lynes & Dredge, 2006).

RESEARCH METHODOLOGY

This research was done to identify the specific CSR issues and initiatives taken in the aviation industry and. CSR reports of different aviation companies has been examined qualitatively for finding out different initiatives and issues regarding CSR and their implementation. Literature review has been carried out for discussing global perspective of CSR implementation in aviation industry. Study focused on identifying drivers and exploring the values, beliefs and attitudes of aviation industry

about sustainable development. Secondary objective was to discuss some of CSR programmes. The research was carried out by review of published and unpublished literature including company, government, international reports and websites. CSRreports of organisations are analyzed using a qualitative content analysis approach.

CSR IN INDIAN AVIATION INDUSTRY

India is a huge country, with great diversity. Geographically, culturally, and socially, the country swings from one end of the scale to the other. Its aviation sector doesn't blame the trend. The potential is enormous. The market has approx. 150 million travelers passing through its airports, and if Indians begin to travel with the same frequency as Americans, then the years ahead could see the market boom beyond the two billion mark. This will not happen quickly and is dependent on an expected increase in per capita GDP. Even so, by 2020 traffic at Indian airports is expected to reach 450 million, making it the third-largest aviation market in the world. Some 90 million passengers per annum (mppa) are projected to pass through Delhi alone (IATA, 2012).

DIFFERENT COMPANIES AND THEIR INITIATIVES

Indian aviation industry comprise of airlines companies, airport and infrastructure companies, air cargo and express service companies, helicopter manufacturing company and other allied companies. Here we can have glance. Trans Asian aviation India private limited, Shaurya aeronautics private limited, Raj Hamsa Ultralights private limited, BrahMos Aerospace private limited, Multi-Track Air Charters, Aviation India, Air India, Blue Dart Aviation, Club One Air, Chhattisgarh Air Link, Deccan 360,6 GoAir, IndiGo, Invision Air Jagson Airlines, Jet Airways, Quikjet Cargo, SpiceJet, TajAir, Ventura Airconnect, Hindustan Aeronoutics ltd., Airports Authority of India and others. Now I had discussed different initiatives taken by companies towards sustainable development

Table 4: Few initiatives in India aviation industry

Company	Area and initiatives
Hindustan Aeronautics Limited	**Social service** (gifting colour television set, blankets, mattresses and bed spreads to the residents of Gandhi Home for the old age, contribution to Uttarakhand relief fund)
	Health sanitation and water (free eye camp, digging bore-wells, constructing toilets, in the needy schools of)
	Education (Providing Computers and Projectors to the needy government schools)
IndiGo (operated by InterGlobe Enterprises)	**Health, service and education** (Organising blood donation camps, disaster relief initiatives, reduce, reuse and recycle campaigns, literacy programmes, and awareness campaigns.
	Employee empowerment and involvement (empowers employees to choose and support a cause from the areas of children, education, employment, disability, human rights and women's issues)
Airports Authority of India	**Education** (improving educational facilities)
	Health, Sanitation and Water (medical diagnosis facilities, medical mobile unit)
	Skills Development ("Yuva star" skills training programme for underprivileged youth)
	Environment (Exclusive environment friendly paper recycling unit project)
	Need based community programmes (rural water supply project, health centre)
	Disaster Management (Relief program for Leh)

Air India Ltd	**Social recognition** (recognize excellence)
	Education (empowering achievers in teacher and student community)
Kingfisher Airlines	**Water** (providing drinking water facility at the govt. higher primary school)
	Primary health (UBL Kalyani has been successfully running medical checkup camps in the school premises)
	Primary education (UPS system for the school computer and sports equipment to the students of the Government High School)
	Contract farming (distribution seeds farming)
	* Presently these all activities done under CSR part of UBL.
Jet Airways	**Community Service** (relief efforts in Kashmir, Tsunami, Gujarat earthquake, Flights of Fantasy" for the underprivileged children)
	Health (Blood donation camp)
	Environment (eco-friendly napkin cords on première class)
GMR Aviation	GMR Varalakshmi Foundation (GMRVF) is the corporate Social responsibility arm of the GMR Group
	Education (endeavors to strengthen and improve quality of pre-school and school education educational institute)
	Health, Hygiene & Sanitation (has started a 135 bed, Multi-specialty hospital, better health and more healthy lifestyles in the communities where they work)
	Empowerment & Livelihoods (empower unemployed youth through skill training and entrepreneurship development programmes)
	Community Development (improve lives & livelihood through participatory programmes)
Blue Dart Aviation	**Social recognition** (awards for CSR activities)
	Environment (Go Green-protecting environment)
	Education (Go Teach- empowering education)
	Social help (Go help- helping society)
Pawan Hans Ltd.	**Social service** (Helicopters services to remote areas, pilgrims)
	Health (supporting emergency medical services)
	Disaster Management (search and rescue assignments)

Source: Literature in form of reports and websites of respective organizations

Table 5: CSR practices and organization matrix

Company	Hindustan Aeronautics Limited	IndiGo (operated by InterGlobe Enterprises)	Airports Authority of India	Air India Ltd	Kingfisher Airlines	Jet Airways	GMR Aviation	Blue Dart Aviation	Pawan Hans Ltd.
Area									
Social service	✓							✓	✓
Education	✓	✓	✓	✓			✓	✓	
Health	✓	✓	✓			✓	✓		✓
Water	✓		✓		✓				
Sanitation	✓		✓				✓		
Service		✓							
Employee empowerment and involvement		✓							
Skills Development			✓						
Need based community Programmes			✓						
Disaster Management			✓						✓
Social recognition				✓				✓	
Primary health					✓				
Primary education					✓				
Contract farming					✓				
Community Service						✓	✓		
Environment			✓			✓		✓	
Empowerment & Livelihoods							✓		

Source: Compiled by authors

FINDINGS AND DISCUSSIONS

The findings shows that companies today believe that they are viewed as corporate citizens. Consumers are very strong opinionated about social and environmental initiatives and tend to base their purchase decision on it. Thus in my attempt to gain an understanding of how aviation companies are implementing CSR programs and trying to achieve mere sustainability, here I discussed about nine Indian aviation companies including different sectors within. The literature very clearly shows the 2% CSR paradigm has changed the face of corporate citizenship in India. Corporate social responsibility reports of selected companies has shown that independent of the nationality of the airline and its operational area, the main points of their reports are similar in terms of their social, environmental and economic accountability. However, some focus differences were visible; few airlines focused more on diversity and investor commitment like Kingfisher, GMR, and Airport Authority of India, whereas some aviation companies focused on environmental aspects like Blue Dart, Jet Airways and Airport Authority of India. Informational value of these reports is wide. In my opinion, due to the current nature of the market environment in which airlines companies operate, environmental issues should be considered the most important. Still this is the fact that airlines contribute only a few percent to global CO_2 emissions, are considered to be much more harmful than driving a car, for equal distance. The most important environmental issue is CO_2 emission worldwide. For handling the issue of emissions, most airlines have implemented programs that aim to reduce overall emissions. Study shows waste and recycling to be the second most important environmental aspect for discussions. Waste produced by in-flight operations comprises of aluminum parts, plastic materials, mixed paper and several organic waste. Chemical waste includes deicing and antifreeze products, paint and detergents used in washing airplanes and engines are also common. Other waste sources are normal business operations where paper is the predominant material. As aviation companies have a high influence on neighborhoods and communities surrounding their operational areas, I consider it to be the responsibility of aviation companies to support these communities. The aviation industry tried support to communities by recruiting and training and deploying local staff, buying supplies and services from local businesses, offering educational support to local institutions. Hindustan Aeronautics Ltd., Jet Airways and GMR Aviation have been actively working to improve the lives and livelihood of such communities through participatory programs and other community development activities. Job issues seem to basically concern to personnel development. Different skills development programs are being run by the companies to deal with such issues and one of the most prominent is " Yuva Star" skills training programme for underprivileged youth by Airport Authority of India. Study reveals, aviation companies wish to improve their human resources capacity by providing staff with the right tools, training, career development avenues, and good work-life balance and by ensuring equal opportunities in employment, integration and non-discrimination. I found

IndoGo doing a very unique practice which not only involves its employees in CSR practices but also empowers employees to choose and support a cause from the areas of children, education, employment, disability, human rights, and women issues. I consider focus on job providing issues to be important, due to the high contribution of business staff to the overall activities. Therefore, due to the expense of hiring and training completely new employees, airlines should try to retain and develop existing work force. Aviation companies are, correctly, increasingly trying that their suppliers adhere to CSR practices as well. Safety measures are one of the most important areas of aviation industry especially in airline operations which is very appreciating at present. Therefore various systems and measures should be implemented to support safe operations. For ensuring work safety, trainings of risk management systems should be applied. Key performance areas should be regularly evaluated and improved as per the legal requirements by internal and external auditors. Education is again one area where most of companies are showing their interest. India is having problems in primary education predominantly in distant locations. There are many names in the aviation industry which are working hard to empower education in the country like Blue Dart Aviation, GMR Aviation, Air India Ltd., Hindustan Aeronautics Ltd. and Airports Authority of India. Even the Kingfisher Airlines has joined this league at the primary education level. Health, sanitation and hygiene are again predominant areas in which aviation companies like Pawan Hans Ltd., GMR Aviation, Jet Airways Kingfisher airlines, IndiGo, Hindustan Aeronautics Ltd and Airports Authority of India had shown their efforts for sustainable development. GMR Aviation has started a 135 bed, Multi-specialty hospital for better health and more healthy lifestyles in the communities where they work. Pawan Hans supports emergency medical services. Jet Airways and IndiGo keeps on organizing blood donation camps frequently at different places. The companies are also coming forward to help at the time of crisis through disaster management programmes at times of crisis. Pawan Hans Ltd and IndiGo has been helping in search and rescue assignments. IndiGo has been taking disaster relief initiative at different points of time when and where required. Airports authority has been running relief program for Leh. The organizations should focus on the areas which not only fulfills the government's 2% norm but gives back to the society and justifies the CSR policies.

Corporate Social Responsibility is as old as the evolution of business itself even though the concept was not made mandatory before April 2014. Many times companies are blamed for treating CSR as a kind of public relations activity. There is a notion that the companies do not let go any chance to get leverage from CSR. Today, companies are compelled to accommodate social activities in their business in every form. CSR program presentation has to be placed in such a place where it can be easily accessed. Lack of transparency is one of the key issues. There are companies complaining about lack of transparency on the part of the local implementing agencies as they do not make adequate efforts to disclose information on their programmes, audit issues, impact

assessment and utilisation of funds. This reported lack of transparency negatively impacts the process of trust building between companies and local communities, which is a key to the success of any CSR initiative at the local level and Indian aviation industry is no exception. Finally I can conclude that in the recent years the importance of CSR has been increasing immensely in the Indian aviation industry. Although in many aspects aviation are still behind in comparison to other industries, it has been made apparent that environmentalism and social responsibility issues will only increase in importance in the coming years and decades.

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