

## **A1. Actual Performance Review**

### **A1. 1. Operational Review**

A snapshot of the Operation Review of the Petitioner is given below:

#### **A) Technical Improvements**

##### **i) Peak Demand**

**Table 1: Unrestricted Peak Demand (MW) From FY 2018-19 to FY 2022-23**

S No.	Particular	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
1	Unrestricted Peak Demand	1967	2069	1854	2106	2228

##### **ii) Transformer failure**

**Table 2: Transformer failure rate w.r.t numbers**

S No.	Particular	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
1	Transformer failure rate	1.09%	0.71%	1.02%	1.64%	1.86%

##### **iii) Augmentation / Maintenance of Network**

Comparative information in relation to Augmentation & Maintenance of Network is given below:

**Table 3: Augmentation & Maintenance details from FY 2018-19 to FY 2022-23**

S No.	Particular	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
1	No. of Power Transformer	203*	205	212	215	217
2	EHV Capacity (MVA)	4,729	4,747	4,916	5,087	5253
3	Number of Distribution Transformer	30,502	30,775	31,171	30,926	30251
4	DT (MVA)	5,507	5,682	5,829	6,369	6452

*\*Net of Addition and Removal of PTR*

##### **iv) Reliability Index**

Month-wise reliability indices as per methodology approved by the Hon'ble Commission are tabulated as below:

#### **a) SAIFI (Nos./annum): System Average Interruption Frequency Index is given below:**

Tata Power-DDL has been continuously improving the reliability of power supply by upgrading the network and deploying international best practices for maintenance. The effective network planning, construction & maintenance practices have resulted in drastic reduction of faults in the system thereby reducing the average interruptions experienced by a customer.

**Table 4: Month wise System Average Interruption frequency index (Nos./annum)**

S No.	Particular	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
1	April	0.164	0.252	0.140	0.148	0.130
2	May	0.149	0.233	0.251	0.185	0.209
3	June	0.176	0.330	0.167	0.264	0.139
4	July	0.193	0.239	0.149	0.179	0.126
5	August	0.189	0.253	0.206	0.194	0.164
6	September	0.168	0.196	0.131	0.123	0.104
7	October	0.087	0.164	0.115	0.128	0.094
8	November	0.084	0.097	0.105	0.079	0.088
9	December	0.084	0.119	0.134	0.112	0.099
10	January	0.127	0.127	0.146	0.126	0.120
11	February	0.101	0.097	0.131	0.105	0.086
12	March	0.104	0.159	0.162	0.111	0.158
	<b>For the year</b>	<b>1.626</b>	<b>2.267</b>	<b>1.837</b>	<b>1.754</b>	<b>1.517</b>

**b) SAIDI (Hours/annum): System Average Interruption Duration Index is given below:**

Tata Power-DDL has been continuously improving the reliability of power supply through state-of-the-art operational technologies such as ADMS, GIS, DA, GSAS, process improvements and trainings.

The effective utilization of Operational Technologies has helped in reducing the time for restoration of power supply and thus improving the average duration of interruption experienced by a customer.

**Table 5: Month wise System Average Interruption Duration Index (Hours/annum)**

S No.	Particular	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
1	April	0.190	0.219	0.073	0.089	0.075
2	May	0.128	0.158	0.172	0.089	0.138
3	June	0.183	0.235	0.107	0.163	0.091
4	July	0.205	0.166	0.070	0.088	0.088
5	August	0.188	0.193	0.105	0.103	0.094
6	September	0.175	0.133	0.071	0.059	0.068
7	October	0.077	0.137	0.062	0.078	0.054
8	November	0.075	0.067	0.066	0.036	0.048
9	December	0.088	0.072	0.084	0.074	0.057
10	January	0.152	0.083	0.082	0.075	0.067
11	February	0.148	0.064	0.072	0.059	0.050
12	March	0.089	0.111	0.090	0.064	0.100
	<b>For the year</b>	<b>1.698</b>	<b>1.638</b>	<b>1.054</b>	<b>0.977</b>	<b>0.929</b>

**c) MAIFI: Month wise information in respect to Momentary Average Interruption Frequency Index is given below:**

**Table 6: Month wise information is given below:**

S No.	Particular	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
1	April	0.002	0.003	0.003	0.002	0.001
2	May	0.001	0.010	0.001	0.002	0.004
3	June	0.002	0.006	0.001	0.003	0.011
4	July	0.002	0.002	0.004	0.009	0.003
5	August	-	0.004	0.002	0.004	0.005
6	September	0.004	0.002	0.001	0.002	0.003
7	October	-	0.007	0.005	0.003	0.001
8	November	-	-	0.004	-	-
9	December	0.003	-	0.001	0.002	0.002
10	January	0.001	0.001	0.006	0.004	0.005
11	February	-	-	-	0.002	0.000
12	March	0.001	0.008	0.001	0.001	-
	<b>For the year</b>	<b>0.018</b>	<b>0.043</b>	<b>0.029</b>	<b>0.035</b>	<b>0.035</b>

**v) Performance Parameters - A snapshot of other performance parameters as per DERC Performance Standard Regulation, 2017 is given below:**

Sl. No.	Service Area	Overall Standards of Performance	Total Cases Received/ Reported (A)	Complaints Attended (B)		Standard of Performance achieved (%) (FY 22-23) (C)
				Within Specified Time	Beyond specified time	
1	Power Supply Failure					
(i)	Continuous power failure affecting individual consumer and group of consumers up to 100 connected at Low voltage supply, excluding the failure where distribution transformer requires replacement.	At least 95% calls received should be rectified within prescribed time limits under Schedule-1	261140	260980	160	99.94
(ii)	Continuous power failure affecting more than 100 consumers connected at Low voltage supply excluding the failure where distribution transformer requires replacement.		76673	76058	615	99.20
(iii)	Continuous power supply failure requiring replacement of distribution transformer.		579	573	6	98.96
(iv)	Continuous power failure affecting consumers connected through High Voltage Distribution System (HVDS) and not covered under (i) & (ii) above		132872	132616	256	99.81

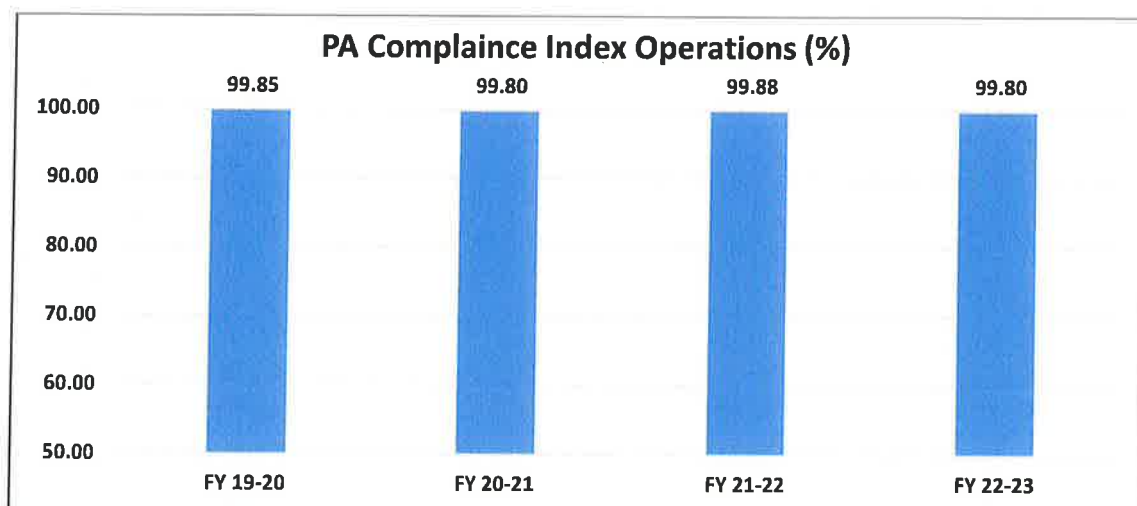
(v)	Continuous scheduled power outages		5992	5938	54	99.10
(vi)	Replacement of burnt meter or stolen meter		3686	3679	7	99.81

Period of scheduled outage						
2	Maximum duration in a single stretch	At least 95% of cases resolved within time limit	8559	8559	0	100.00
	Restoration of supply by 6:00 PM		8559	8532	27	99.68
3	Faults in streetlight maintained by the Licensee	At least 90% cases should be complied within prescribed time limits	158182	158064	118	99.93
Reliability Indices						
4	SAIFI	To be laid down by the Commission based on the targets proposed by the Licensees	1.569			
	SAIDI		1.012			
	CAIDI		0.645			
5	Frequency variation	To maintain supply frequency within range as per IEGC	0	0	0	—
6	Voltage imbalance	Maximum of 3% at point of commencement of supply	0	0	0	—
7	Percentage billing mistakes	Shall not exceeding 0.2%	9434	9410	16	0.04

\*There is gap between total cases received and corresponding complaints attended during the year due to carry forward of unattended cases to next year.

# There are opening cases being attended during the year. Similarly, cases exist being received /reported during the year but carried forward to next year.

**PA Compliance Index Operations** – Performance Assurance (PA) index is the compliance to the timelines defined by DERC for rectification of the technical faults affecting power supply. Tata Power-DDL has consistently overachieved the DERC Performance Standards for supply of Power. Introduction of operational technologies such as ADMS, GIS, DA, GSAS, FFA has enabled in sustaining the performance by bringing process integration and enhancing overall efficiency.



**Operational Complaints per '000 Customer** represents the average technical complaints (related to power supply) received per month for every 1000 customers.

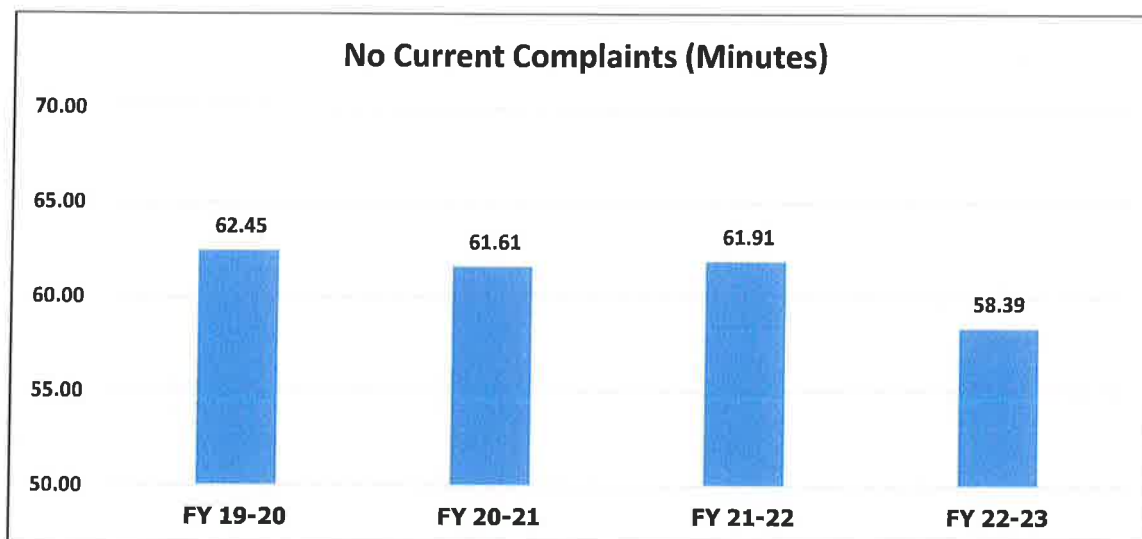
These complaints can be due to localized or individual faults. Regular maintenance at the 11 kV & LT network (including revamping of service lines & distribution boxes) is done for improving last mile connectivity due to which there has been a continuous reduction in the fault.



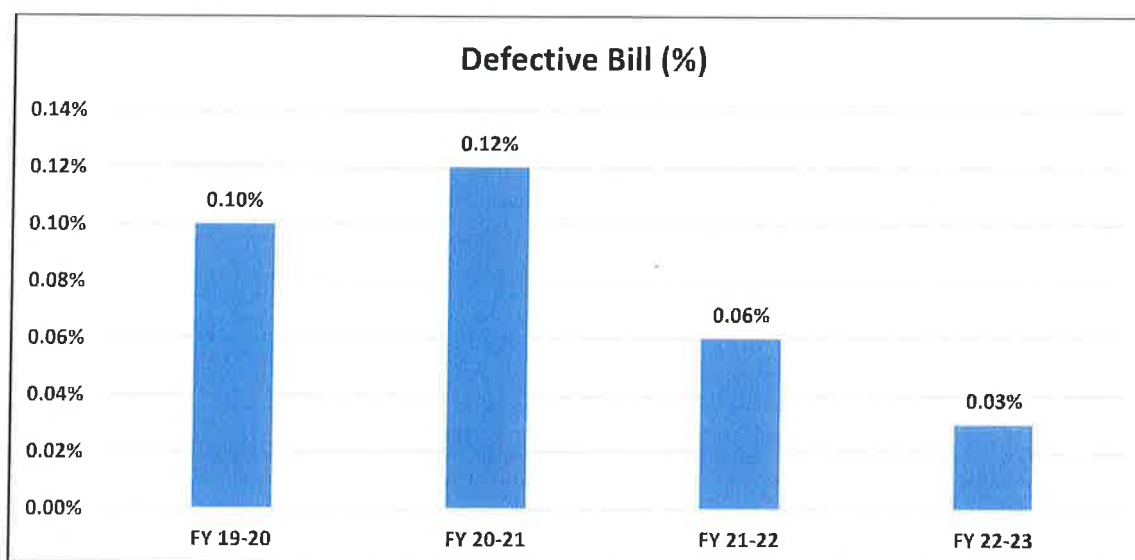


**No Current Complaint MTTR (Mean Time to Repair) reflects the average time taken for restoration of power supply.**

No Current Complaints (NCC) are the customer complaints related to Power Supply received at the call centre. There has been a continuous reduction in the time for attending NCC with the utilization of Innovative Operational technologies such as FFA, ADMS, DA, RTCFI.

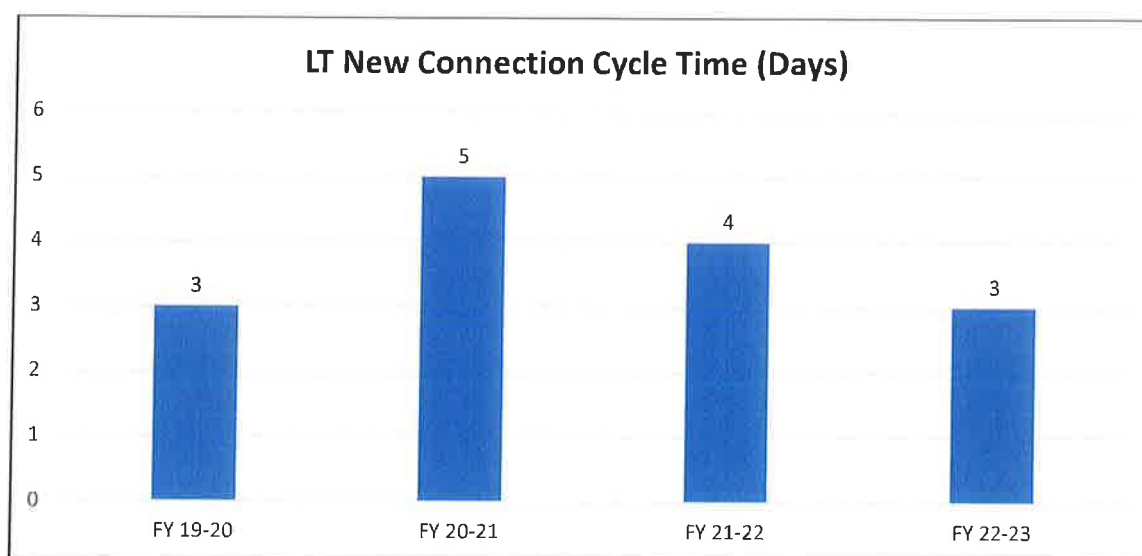


**Defective Bills** With stringent Reading Quality and Billing Check available in the Reading & Billing process, it is ensured that the Bills being sent to customers are error free. The error is also on account of manual reading process and the same shall get addressed with installation of Smart Meters.



### LT New Connection Cycle Time (Days)

There has been continuous reduction in time taken for releasing the connection after completion of commercial formalities due to various process improvement initiative been taken like Online New Connection, Introduction of FFA, and introduction of two document scenario.



### Customer Satisfaction relative to Comparators

While operating in a licensed area, customers of Tata Power-DDL do not have access to any other DISCOM. However, in CSAT Survey (external), customers are asked to provide feedback on services provided by other utilities (Gas, Water and Telecom) operating in our area. Based on the feedback provided, customers have rated Tata Power-DDL services as the best amongst other utilities.

## **CARE FOR OUR COMMUNITY/ COMMUNITY RELATIONS (FY 2022-23)**

### **CORPORATE SOCIAL RESPONSIBILITY**

The philosophy of Corporate Social Responsibility as practiced by Tata Group is a legacy of its founders. The initiatives undertaken by the Social Impact Group at Tata Power-DDL are categorized into heads (5E wise) namely: Education, Employment, Employability, Entrepreneurship and Essential Enablers. For Tata Power-DDL, improving the living conditions of the underprivileged sections of society are the very foundation of its success. One of the unique selling points of the CSR initiatives at TATA Power DDL is the strong culture of employee volunteerism and participation in its initiatives and programs. **Sustainability is an integral part of Tata Power-DDL Lakshya 2026 which focusses on Social Impact > on 70% CSR Budget.**

The target communities of Tata Power-DDL's CSR Wing are all the inhabitants residing in 220+ JJ clusters and resettlement colonies, unauthorized colonies and villages falling under Tata Power-DDL's area of operation (North and North-West Delhi) and other business development locations. These are inhabited by 2, 00,000 households/Jhuggi Jhopris which form the key community. These clusters are scattered and have minimal civic amenities and face basic problems of employment, health, hygiene, education, and infrastructure. These clusters also have a very high representation of SC/ST Communities that further emphasizes on the need for inducing various developmental initiatives for underserved communities.

### **INITIATIVES**



#### **Women Literacy Centres**

Tata Power-DDL established Women Literacy Centres (WLCs) to impart Functional Literacy to the female populace residing in North and Northwest Delhi. Under this program, an educated woman from the community is identified as an instructor and her house serves as the



classroom. The classroom is equipped with a computer having a built-in speech-based learning software provided by Tata Consultancy Services (TCS), a Hindi newspaper, small library facility, a blackboard, display charts and stationary items to support the instructor. In the year 2022-23, Financial Literacy Modules were introduced at all 350 WLC Centres. The timeline of the module is six months, and the duration of classes is 1.5 to 2 hours each day, six days a week. This program also empowers these women financially as many choose to become instructors after completing the functional literacy course. Exams are conducted to measure the competency and efficiency of the WLC beneficiaries after which a certificate is provided to each beneficiary in which their grades are declared. Therefore, it creates a sense of achievement and satisfaction to beneficiaries within their community.

### **ABHA Program**

ABHAs are female brand ambassadors in their respective communities wherein they promote and sensitize communities about various CSR programs like Women Literacy Centres, vocational training centres, free health services through mobile dispensaries, Arogya Program, Eye Camps, Cancer Screening Camps, scholarship program for school and professional institutes etc. Currently 841 women are designated as ABHAs and are working dedicatedly in the community. Monthly sessions are organized for regular monitoring and capacity building of associated ABHAs. ABHAs conduct various field surveys such as household surveys and also support in conducting Community Reach Out Programs (CROP) wherein they conduct sessions on numerous topics whose beneficiaries are people living in the communities where Tata Power-DDL operates in.

### **Entrepreneurship Development Program**

The Entrepreneurship Development Program (EDP) was started to provide avenues of financial autonomy to our female beneficiaries. The objective of the program was to develop a community platform for women by forming their Self-Help Groups (SHGs), link them to financial institutions like banks and explore different livelihood opportunities for them based on their skills and interests. Till FY 23, more than 220+ SHGs have been trained in various trades like Jute- based products, home décor items, chocolate making, soft toys making, bangle making, etc and women have started earning in the range of Rs. 5000 to Rs. 8000/- per month. In FY 2022-23, SHG Products were displayed and sold at various external forums such as FICCI Aditya Birla, Vistara, Tata Power Mumbai etc.

### **Vocational Training Centres**

Vocational Training Centres (VTCs) were set up to provide livelihood opportunities to unemployed youth & school drop-outs enabling them to become employable and earn a living, especially women. Tata Power-DDL runs 21 such centres and 1 special centre for Persons with Disability known as Shad Training Centre to provide livelihood opportunities. Training in various vocations like computers, electrician, stitching, tailoring, beautician, retail chain, office assistant, hospitality is being provided. In FY 2022-23, VTC beneficiaries were offered BPS Employability Training in collaboration with Tata Consultancy Services. . All the vocations provide high placement prospects to the beneficiaries and enables them to start their own ventures.

### **Tutorial Program**

The socio-economic status of the families residing in our JJ clusters proves to be an obstacle in imparting quality education to their wards. These wards who are still in their teenage or pre-teenage, either get entrapped in social activities or start working in order to support their families. This aggravates the problem of child labour leading to exploitation at their workplaces. Tutorial classes are provided to school going students of standard I-X wherein they receive free supplementary education.



### **Soft Skill Development Training Program**

The Soft Skill Development Training Program is designed specifically for adolescent girls belonging to underserved communities. The Roshni Foundation & Academic support program focus extensively on Life Skills Training, Personality Development, Interpersonal Skills and English-Speaking Abilities. The Soft Skill Development Training Program is currently being conducted in 18 Government TAAP associated schools of Delhi. In FY 2022-23, 5700 beneficiaries have benefitted from the program, some of them have also been employed in various organisations.

### **Professional Scholarship Program & Industrial Training**

Under the ambit of Employability, Tata Power-DDL awards scholarships to students pursuing various professional courses. The AA students are selected on means- cum-need basis after accepting recommendations from the principles of respective Government Institutions. They are provided financial assistance to meet their annual tuition fees. More than 1400 students have been supported in the last two financial years. In FY 2022-23 more than 600 students were provided Industrial Training in Electrical Engineering.

### **Lakshya Coaching Classes**



Tata Power-DDL started special coaching classes in Financial Year 2022-2023 under the name of Lakshya Classes for 100 meritorious students of Class-XI of TAAP associated government schools to help them in achieving good ranks in competitive exams to qualify for IIT-JEE & NEET and secure bright and better future. Under this initiative, a coaching center was established at Tata Power-DDL's premises in RU Nagar, Shalimar Bagh, Delhi. Tata Power-DDL collaborated with Ex Navodayan Foundation to fulfill this aspiration.

### **School Scholarship Program**

Tata Power Delhi Distribution Limited organized the Tata Affirmative Action program (TAAP) Annual Scholarship Distribution Ceremony. During the event, a total of 370 students from 35 government senior secondary schools were felicitated with scholarships in the form of reference books, stationery items and school bags.

### **Mentor Mentee Program**

The 6<sup>th</sup> Phase of Mentor-Mentee program for the DSEU students under the Tata Affirmative Action Program has been successfully carried out in the year 2022-23, wherein students from

Delhi Skill and Entrepreneurship University (DSEU) pursuing different trades were mentored by 25 employees (mentors) of Tata Power -DDL throughout their academic session. 100 students (mentees) from Guru Nanak Dev Rohini benefitted from the programme.

### **Meri Paatshala**

Tata Power-DDL started the "Meri Pathshala" program with the objective to bring every underprivileged out-of-school child into formal schooling. Under the program, Tata Power-DDL has supported 20 STCs in 17 government schools by converting them into Gyan Loks. In FY 2022-23 640 were enrolled and upgraded into formal education. These Gyan loks have been equipped with Digital Classrooms and further support to students are provided in the form of Education & Stationery kits, School Uniforms & Shoes, indoor and outdoor sports items.

### **BPS Employability Training**

Tata Power- DDL in association with Tata Consultancy Services (TCS) organizes BPS level Employability Training along with facilitation for employment to the graduate beneficiaries of under privileged communities. In FY 22-23, the BPS Level Employability Training was conducted for 43 Vocational Training Centre beneficiaries who successfully completed the training and took part in the placement drive organized thereafter. A total of 14 students have been placed in TCS and various organizations after the training.



### **Mobile Dispensaries**



Tata Power-DDL under its SIG- Sanjeevani program, has been running 6 Mobile Dispensaries for the benefit of the inhabitants residing in 220+ JJ clusters, resettlement, unauthorized colonies and villages at their doorsteps by providing basic healthcare facilities, where there are no permanent health facilities / Mohalla clinics available nearby. The services include free consultation, medication and sensitization on various topics related to health and hygiene. More than 170000 beneficiaries benefitted from MDUs in FY 2022-23.

### **RO Plants/ Ultra Filtration Units**



Tata Power-DDL has installed 101 Industrial Ultra Filtration Plants in the JJ clusters (slums), resettlement colonies, Government Educational Institutions and Delhi Metro stations for the benefit of the inhabitants, students, and metro commuters. Also, 16 SHG women are engaged for the day-to-day operations of the Ultra filtration plants installed in the JJ clusters & Delhi Metro Station at 16 locations. The plants having water purifying capacity of 500 LPH (Litres per Hour) directly benefitted 4.15 lakhs people every day by addressing drinking water issue for the communities and providing sustainable livelihood option for the Women Self Help group Members engaged for the day-to-day operations of the RO sites.

### **Project Arogya**

Malnutrition is one of the key focus areas under Project Arogya. Pregnant women and children between the age group of 0-5 are the target groups. Keeping the above aspect in thought, Social Impact Group launched the Arogya Project in 2019 at one of our JJ Clusters namely Udham Singh Park, Wazirpur Industrial Area in association with the NGO Eduquest and with the support of ABHAs of the area. Further, beneficiaries are sensitized on balance- diet and nutrition. In FY 22-23, 568 women and children benefitted from the program.



## **Blood Donation Camps**



Tata Power-DDL in association with Indian Red Cross Society (IRCS) and Lions Blood Centre organizes blood donation camps wherein employees, family members and consumers contribute towards saving lives in distress. Tata Power- DDL has received many awards by The Indian Red Cross Society for its contributions. In FY 2022-23, 298 units of blood were collected on accounts of the Blood Donation Camps for the patients in need. A total of 5 Blood Donation Camps were held in Financial Year 2022-23.

## **Eye Camps**

The focus of this initiative was to include the Elderly community by providing eye checkup facilities. In FY 2022-23, under the "Free Eye Check-up" initiative, 5 camps were organized in association with Sant Parmanand Hospital across different location. Out of the screened beneficiaries, 41 were operated for cataract surgery in FY 2022-23.

## **Cancer Screening Camps**

Tata Power -DDL conducts regular screening camps in the communities in our operational area. The camps are held in association with Rajiv Gandhi Cancer Institute and Research Centre (RGC & RC) and organised as Community based Cancer Screening Camps and Population based Cancer Screening Camps on weekly basis. Those who need further treatment are referred by the hospital and are provided treatment free of cost. A total of 2647 beneficiaries were reached out in FY 2022-23.



Social Impact Group organized National Urja Mela, on 14<sup>th</sup> Dec' 2022, at TATA Power-DDL Learning Centre, CENPEID, Sector-11 Rohini. The students of Club Enerji member schools



have been sensitized through online and offline mode during the period July 2022 to November 2022, on the topic of Energy Conservation, Climate Change, Air Pollution, Renewable Energy, Safety, Ethics, Health and Hygiene through various sessions conducted through Team SIG and volunteers from other departments of Tata Power-DDL. This year for the very first time we have hosted NATIONAL URJA MELA at PAN India level and invited other TATA Power subsidiaries (Club Enerji Program beneficiaries) to participate in our competitions. The Event witnessed an overwhelming presence and participation of more than 700 children and teachers from 100+ schools.

### **Plantation**



Tata Power-DDL initiated mega plantation drives called "Harit Ek Pehal". We planted around 12,889 saplings, in the year 2022-23. These saplings were planted at various schools, parks, employee residential areas, RWAs and various office locations of Tata Power-DDL.

### **EMPLOYEE VOLUNTEERING**

Employee Volunteering at Tata Power-DDL is conducted mainly through Tata Volunteering Week: a month-long volunteering program held in September and March of every Financial Year. Employees, their Family Members and retired Tata Employees are encouraged to contribute during TVW.





Tata Volunteering Week is being conducted from 5<sup>th</sup> September to 7<sup>th</sup> October 2023. This 20<sup>th</sup> edition is being held with theme "Team Twenty League of Extraordinary Volunteers".

## AWARDS AND RECOGNITIONS

Various awards and recognitions have been bestowed on the Company and its executives during the FY 2022-23. Some of the awards and recognitions received by the company are as follows:-

Name of the Award	
	Tata Power-DDL wins Quality of Service and Customer Empowerment Award 2022 at 16th <b>India Energy Summit</b> held on 18th Nov 2022.
	Tata Power-DDL wins Gold Runner Up award in the Large Enterprise in Power Sector category by <b>Indian Chamber of Commerce</b> during 4th National Occupational Health and Safety Awards 2022.
	Tata Power-DDL wins the Excellent Energy Efficiency Unit Award at the 23rd <b>National Award for Excellence in Energy Management</b> 2022.
	Tata Power-DDL has been honoured with prestigious 'Mahatma Award for Covid-19 Humanitarian Efforts 2022' at an award ceremony held on October 1st, 2022'.
	Tata Power-DDL wins "Safety Innovation Award 2022" at 19th Safety Convention jointly organised by <b>Safety and Quality Forum-IEI and Institution of Engineers-Delhi State Chapter</b> on 7th September 2022.
	Organization with Innovative HR Practices Award at Asia Best Employer Brand Awards 2022.
	Tata Power-DDL's Initiative 'Lineman Diwas' wins National Award at the National Awards for Leadership and Excellence in Corporate Communications and Public Relations
	Tata Power-DDL has won Corporate Communications Team of the Year award at the 7th StratComm India Summit & Awards 2022 held on May 26th in Mumbai

	Tata Power-DDL has been conferred with <b>TAAP Jury Award 2021</b> at the Tata Affirmative Action Programme Annual Convention in Mumbai.
	Tata Power-DDL Wins Award for "Best Use of Voice of Customer" and "Best Digital Customer Experience Initiative" at the '15th Edition of the Customer FEST Awards 2022' held on 11th & 12th May 2022.
	Tata Power- DDL conferred with <b>ICC</b> Award for Corporate Governance.
	Tata Power-DDL wins ' Jury Award - non deemed Category Corporate' at TIOL Awards 2022
	Tata Power-DDL wins <b>SAFA</b> Award for the year 2021
	Tata Power- DDL wins Innovation with Impact Award at <b>Indian Chamber of Commerce's</b> India Energy Summit for 'Quality of Service and Customer Empowerment'
	Tata Power- DDL wins Platinum Award for implementing best practices in the field of <b>Occupational Health, Safety and Security</b>
	Tata Power- DDL bags the award for 'Best Technical Paper' at the Metering India Conference 2022
	Tata Power-DDL wins award for 'best customer experience team' & 'Best contact center experience' in 11th edition of CX Strategy summit and awards 2022.
	National Excellent Health Services Award 2022' to Ms. Kunda Mendhekar , CMP, Tata Power-DDL.
	Monika Tayal from Tata Power-DDL received SPOC Hero award for Tata Volunteering Week 17 at Tata Sustainability Conclave, Mumbai by tata Sustainability group.

	<p>Tata Power-DDL wins wins Diamond Award for Co-extruded Power Cable (CCD Cable) project and Gold Award for Meter Anomaly detection using Image Analytics project at ISGF Awards 2023.</p>
	<p>Tata Power-DDL wins Gold Award for Meter Anomaly Detection using Image Analytics Project at ISGF Innovation Awards 2023</p>
	<p>Tata Power-DDL awarded as Runner up in "Promoting Education" Category at 5th ICC Social Impact-Summit &amp; Awards 2023.</p>
	<p>Ms. Geetanjali Tripathi, Head of Group-SIG, Tata Power-DDL honored with 'Women Achiever's Award' for Corporate Social Responsibility.</p>