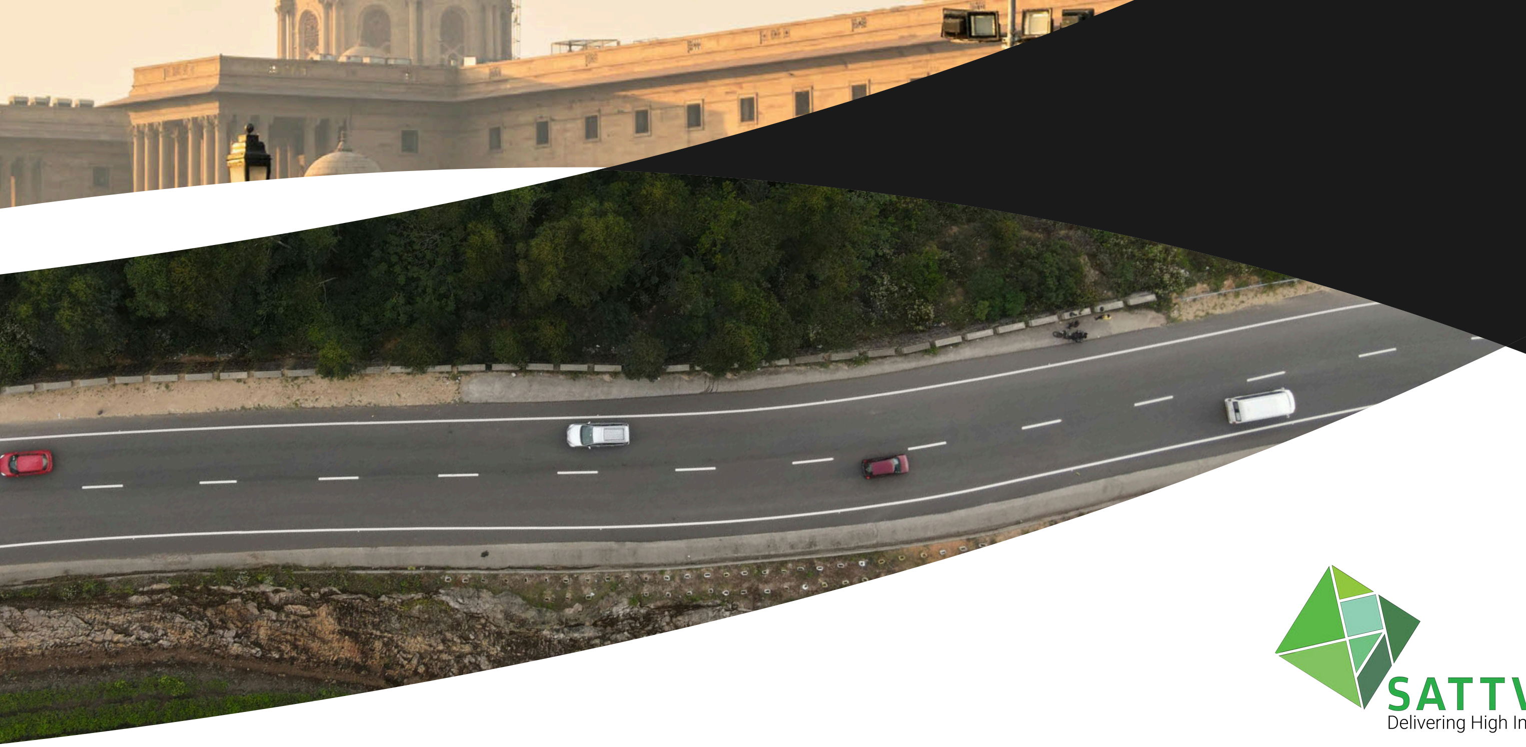



SATTVA
Delivering High Impact.

CSR's Next Act

How the Coming Decade Will Redefine Corporate Impact

7th Edition | October **2025**

Note from the **CEO**

Over the past 15 years, Sattva Consulting has worked across the philanthropy value chain and India's development landscape, observing how corporate giving has evolved and its potential to drive meaningful change. Our report, **CSR's Next Act: How the Coming Decade Will Redefine Corporate Impact**, consolidates these insights and reflects on a decade of CSR in India, highlighting the trends, opportunities, and challenges that will define the next ten years.

With this report, we aim to present a cross-cutting analysis that serves as a compass for corporate decision-makers, CSR leaders, and social development practitioners. Drawing on comprehensive data from the Ministry of Corporate Affairs and company reports, we have identified key trends and insights to help companies pinpoint the issues they are best equipped to address and design inclusive programmes that leave no individual or community behind.

CSR is no longer a monolithic ecosystem. Diverse pathways to giving are emerging, shaped by company size, sector, region, and origin. Corporate philanthropy is increasingly enabling private sector participation in research and development, funding universities and institutes of national importance, and supporting breakthroughs across education, healthcare, livelihoods, and climate action, often where traditional funders cannot reach. This evolution underscores the need for a nuanced perspective as companies plan their future social investments.

CSR today embodies a company's values and brand philosophy. Multi-year programmes, partnerships with institutional implementers, and investments in underserved geographies illustrate a maturing ecosystem where impact is deliberate.

This report is also part of Sattva's ongoing effort to embed data-led decision-making within India's social development ecosystem, enabling stakeholders to move from intent to informed action. In the process of developing this report, we also encountered several compelling lines of inquiry that merit deeper exploration, including how the same data and insights can be made meaningful and accessible for NGOs across India, the nature of projects being funded through CSR, and the rise of place-based philanthropy among manufacturing companies.

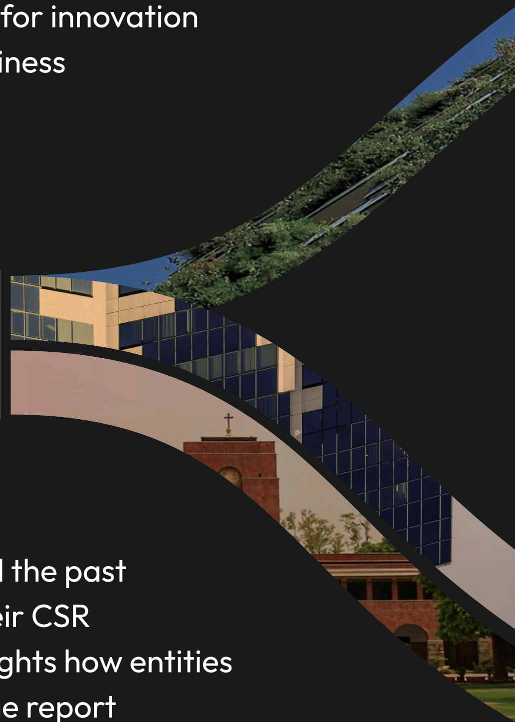
This report marks the beginning of a broader conversation, one that Sattva is committed to advancing in the months to come.

- Srikrishna Sridhar Murthy (Krishna)
Co-founder and CEO, Sattva Consulting

Executive Summary

A decade after India introduced the CSR law, corporate giving has emerged as a cornerstone of India's development ecosystem. CSR is now viewed as a form of patient capital and has evolved to become a strategic lever for innovation and inclusive growth, fueling research, seeding new ideas, and shaping a more purposeful model of business responsibility. Perhaps, the most striking feature of India's CSR landscape is its diversity.

If one were to visualise it, it would appear less as a single stream of funding and more as a network of many pathways; each determined by sector, size, ownership, geography, and strategic intent.



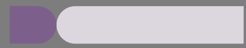
This report views CSR through a lens of plurality, decoding the macro and micro shifts that have shaped the past decade and will define the next. It explores how Indian and Multi-National Corporations are shaping their CSR strategies and ambitions and how philanthropy is expanding beyond major cities. The report also highlights how entities like corporate foundations and specialised institutions are growing as CSR implementation partners. The report unearths several micro and macro trends and marks the first step towards deeper inquiry, which we shall undertake in the months to come.

CSR 2025 at a glance

4,149 companies represent **87%** (₹30,000 crore) of total CSR spend in FY 23-24

765 companies spent ≥2x their mandated CSR budget in FY 23-24

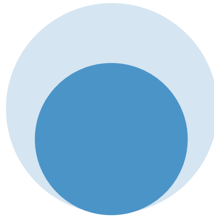
Top industrial districts now receive **~20%**



of district-level CSR

380 companies voluntarily contributed ₹800 Cr + with no obligation in FY23-24

CSR Spend in **Tier 2 city** clusters grew by 55% in the last 3 years

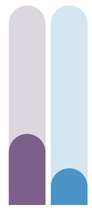


CSR funding to Aspirational Districts grows 3x in the last decade

40% of large corporate CSR budgets are committed to multi-year programs

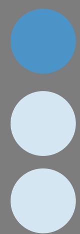
Specialised institutions received ~20% of CSR implementation funding in FY 23-24

Global firms account for **35% of** companies and **18%** of total CSR spend.



51.5% of CSR spending in FY23–24 across the **top 19 industries** was directed toward sectors aligned with material needs of the industry

Nearly **1 in 3 companies** allocated 75% of their CSR budgets to sectors linked to business-critical issues



Companies with CSR budgets above ₹100 Cr spend 60% of CSR in sectors aligned to the material needs of the industry

60% of large budget CSR companies have their own corporate foundation

India and the **global CSR playbook**

CSR in India is not monolithic. It reflects the DNA of the companies that practice it; their origins, industries, and philosophies of growth.

An analysis of the top 4,149 CSR companies in FY 23–24, covering nearly 87% of total CSR outlay (₹30,000 crore), shows contrasts between Indian and global firms. While Indian companies account for roughly three-fourths of spend, MNCs have steadily carved out a meaningful 25% share of contributors and 18% of total spend.

74% of foreign-origin firms, despite spending less than ₹10 crore annually, account for nearly half of the CSR value generated by global companies. They employ a strategic approach, aligning CSR closely with business goals and leveraging proven global frameworks to create both brand and ecosystem value. Indian-origin firms pursue expansive, locally rooted programmes, often spanning multiple projects to address diverse community needs.

The rise of **intent-led giving**

Perhaps the most encouraging sign of maturity is that CSR in India is becoming voluntary, not obligatory. In FY 23–24 alone, 765 companies spent at least twice their prescribed CSR budgets. Another 380 companies, without any legal obligation to do so, voluntarily invested over ₹800 crore in social development.

Smaller firms, particularly those spending under ₹1 crore annually, are leading this trend. Their CSR tends to be hyper-local: funding village schools, primary health centres, and livelihood programmes in the communities they operate in. Though modest in scale, these contributions reflect a disproportionate commitment to social responsibility and often create the most direct impact.

Larger corporations, meanwhile, are reorienting towards multi-year programmes rather than short-term grants. Nearly 40% of their CSR budgets are now committed to ongoing, multi-year projects, a clear sign that CSR is becoming long-term social capital.

The **shifting geographies** of CSR

India's CSR story was a tale of metros for much of the past decade. Major urban districts and their neighbouring clusters absorbed a third of total CSR inflows. Between FY 22–24, Tier-1 cities saw their CSR share fall from 33% to 29%, while Tier-2 cities and industrial hubs surged ahead with growth rates of 55% and 120%, respectively.

Cities like Madurai, Varanasi, Mysuru, and Vadodara have become new CSR magnets, each recording exponential increases in inflows. Industrial districts such as Jharsuguda, Raigarh, Jamnagar, and Ballari now absorb nearly one-fifth of total district-level spending, reflecting a more distributed geography of giving.

Despite the spread, most district-level CSR still flows to areas of relatively low need. Three-fourths of all CSR spending is concentrated in just 193 districts, many with low Multi-dimensional Poverty Index (MPI).

Still, there are green shoots. CSR funding to Aspirational Districts has tripled over the past decade, rising from 1.3% to 4.5% of total inflows. Private corporations now account for two-thirds of this funding, led by sectors like BFSI and energy, where rural linkages are intrinsic to business operations.

The **new architecture** of implementation

If geography and intent define where and why CSR happens, the question of who implements it reveals how the ecosystem itself is evolving.

For years, NGOs were the default partners for CSR. But the past three years have seen a decisive diversification. specialised institutions, including universities, hospitals, incubators, and religious trusts, now account for nearly one-fifth of CSR implementation funding.

The trend is amplified by the rise of corporate foundations. Among firms with CSR budgets above ₹10 crore, more than 60% operate through their own foundations. For the largest spenders (over ₹100 crore annually), projects executed via foundations are nearly three times larger than those implemented by other partners. Foundations give companies greater control, governance oversight, and the ability to pursue flagship, multi-year programmes aligned to long-term goals.

Where **industry priorities** meet purpose

CSR in India is moving into an era of increasing alignment where corporate strategy meets societal needs. An analysis of the top 20 industries, accounting for nearly 90% of national CSR spending, reveals that more than half of all CSR funds in FY 23–24 were channelled into sectors materially linked to core industry needs. Larger companies, particularly those with budgets exceeding ₹100 crore, demonstrate higher strategic intent, spending nearly 17% more on industry-aligned sectors compared to smaller firms. Industries such as IT/ITES and Automotive stand out, directing over three-fourths of their CSR budgets to education and skilling areas that both strengthen their talent pipelines and address critical social priorities.

This report is designed for social development practitioners, CSR leaders, and key corporate decision-makers. We hope this cross-cutting analysis of trends, geographies, and implementation models will provide actionable insights and inspire more impactful, and inclusive CSR initiatives in the years ahead.

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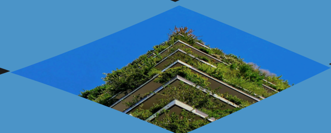

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Where Shared Value Drives CSR Strategy

Distinct Strategies

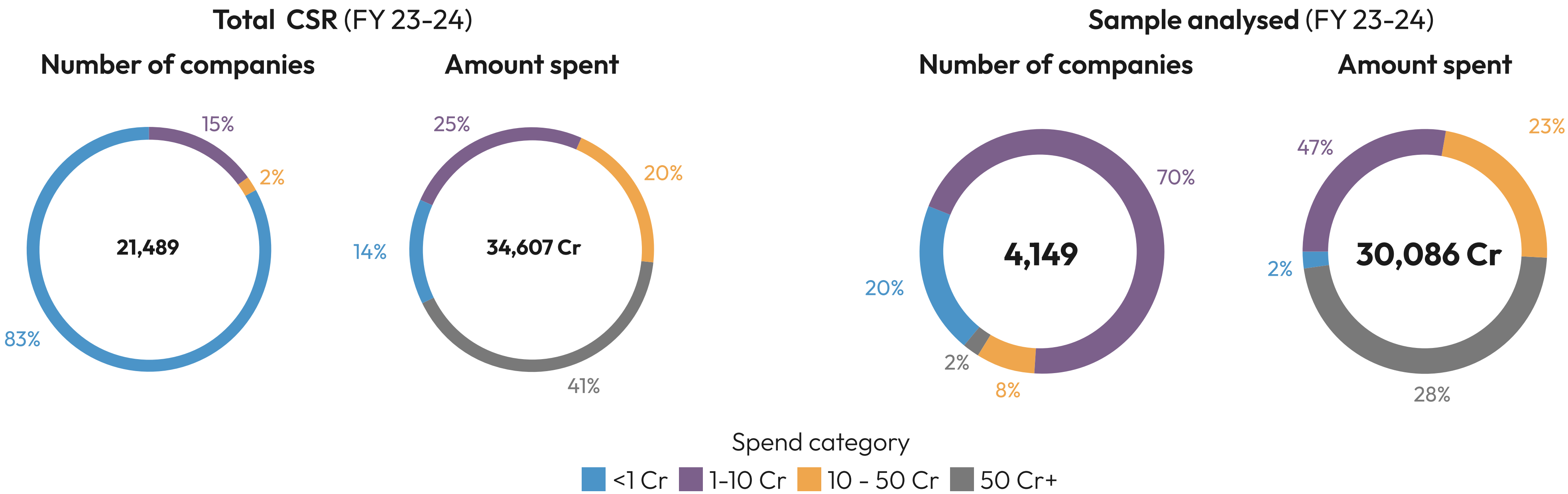
How Indian and Global Firms Approach Corporate Social Responsibility

When India mandated Corporate Social Responsibility (CSR) spending in 2014, it set in motion one of the world's largest initiatives in private-sector-driven social investment. A decade later, CSR has matured into a multi-faceted ecosystem shaped not just by company size and sector but also by geography and ownership.

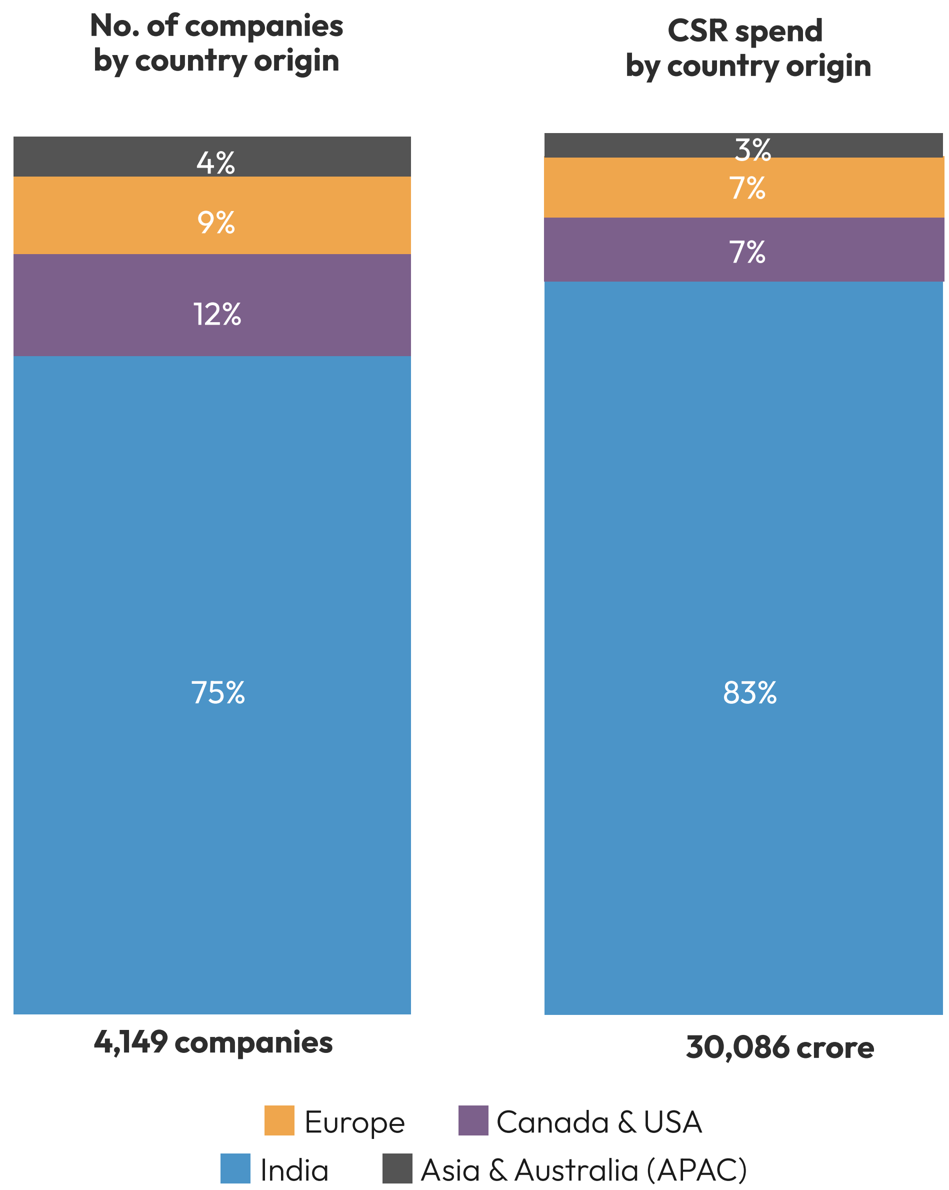
We analysed 4,149 of India's largest CSR spenders in FY 23–24, representing nearly 87% of the total spend (about ₹30,000 crore). The study revealed notable differences between domestic and Multi-National Corporations (MNCs) operating in India.

These variations extend to how much they spend, what they prioritise, and the mechanisms they use to deliver impact. Even within MNCs, patterns diverge significantly depending on whether the parent is headquartered in North America, Europe, or Asia-Pacific.

The findings point to one conclusion: CSR in India is not homogeneous. It mirrors the strategic priorities, cultural ethos, and business models of the firms and where they originate from.



Global companies have emerged as meaningful players in India's CSR landscape, accounting for **25% of contributors** and **~17% of CSR spend** in FY 23-24.



Mastering the budget-impact equation:
how Indian giants and global peers deliver high value CSR

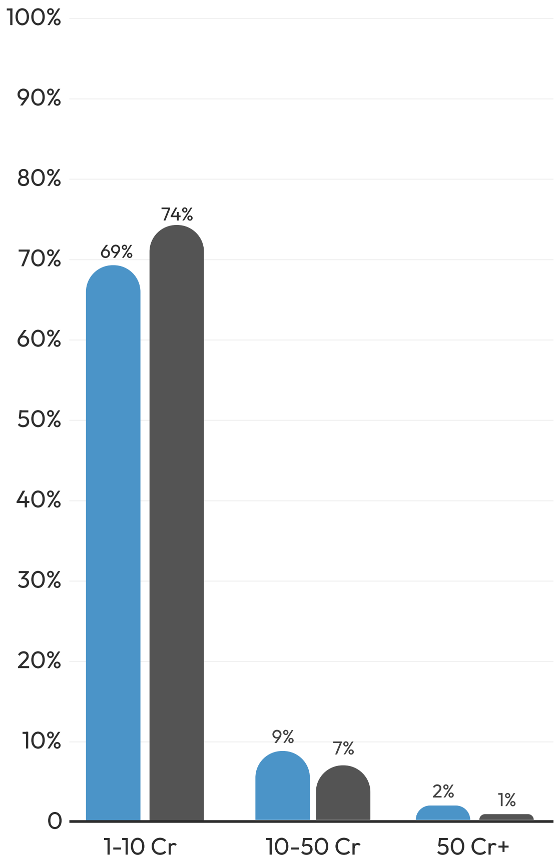
Global firms with smaller annual CSR budgets (₹1–10 crore) deliver disproportionate impact, with 74% of companies driving 44% of global-origin CSR. In contrast, 69% of Indian firms in this same bracket account for only 25% of domestic CSR spend.

Global firms achieve CSR impact by treating their programmes not as isolated acts of compliance, but as strategic initiatives where financial spend is just one of several powerful levers. Their ability to "punch above their weight" is enhanced by their access to a global playbook, focus on scalability and mature brand systems.

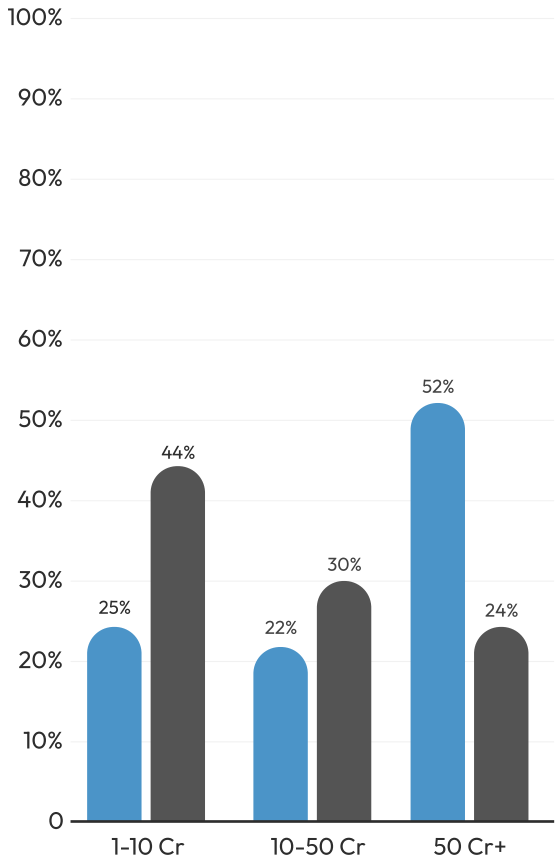
At the other end of the CSR spectrum are large Indian companies. **A mere 2% of Indian companies, with annual CSR budgets of over ₹50 crore** account for more than 52% of Indian CSR. This concentration of high budget CSR capital is almost exclusively local—of the 22 firms spending over ₹200 crore, only one is of global origin.

Consequently, India's national CSR agenda is overwhelmingly shaped by a select group of legacy firms and public sector undertakings that leverage immense budgets and deep local perspective.

No. of companies: Indian vs global origin (FY 23-24)



CSR spend: Indian vs global origin (FY 23-24)



Indian origin Global origin

Business adjacencies increasingly influence **CSR strategy**

Education continues to remain a priority, garnering 30-40% of CSR budgets across Indian and global firms alike. However, a fundamental shift is underway. Leading firms are increasingly deploying CSR as a direct extension of their core business strategy. This new playbook leverages CSR to solve sector-specific challenges, creating a synergy between social impact and business objectives.

Building future-ready ecosystems

The clearest evidence of this trend is in talent and market development.
Rather than funding education, which still commands 30-40% of budgets, strategic firms are cultivating their future ecosystems:

- **Talent pipelines:** Automotive leaders in APAC exemplify this by running industrial skill centers and vocational programmes. This directly addresses local employability while ensuring a robust pipeline of skilled workers for their own operations. Similarly, IT majors are transforming digital education, equipping communities with the specific skills needed to power the future technology sector.

- **Market resilience:** In the healthcare space, pharmaceutical giants organise rural health camps and invest in mobile health infrastructure. These initiatives solve critical public health needs while simultaneously strengthening future market stability and supply chain resilience.

Reflecting strategic priorities and the ESG shift

This alignment is seen more strongly with global firms where focus areas reflect regional priorities. Environmental projects, for instance, receive higher attention with European (11%) and North American (9%) companies than their Indian counterparts. Environmental projects, for instance, receive higher attention in Europe (11%) and North America (9%) than in India. This may also indicate a maturation of corporate strategy, where large-scale environmental initiatives are migrating from the CSR budget into the core **ESG (Environmental, Social, and Governance)** framework, allowing CSR to focus on other adjacent social challenges.

CSR is witnessing a definitive shift, from a compliance function into a sophisticated lever for creating **shared value,** where solving societal problems and advancing long-term business goals are two sides of the same coin.

Indian and global company CSR spend — by industry (FY 23-24)

Country Group	BFSI	IT/ITES	Automotive	Basic metals and alloys	Chemicals	Electricals & electronics	Fabricated metal products	FMCG & food, products & beverages	Manufacturing — machinery and equipment	Remaining industries	Total CSR spend in crores
Asia & Australia (APAC)	8%	8%	34%	2%	2%	18%		2%	5%	20%	828
Canada & USA	12%	47%	2%		4%	4%	0%	6%	8%	17%	2,023
Europe	7%	18%	4%	15%	3%	3%	0%	15%	9%	27%	2,267
India	19%	10%	2%	9%	3%	1%	0%	4%	2%	50%	24,936

Indian and global company CSR spend — by sector (FY 23-24)

Country Group	Education	Environment	Healthcare	Livelihood enhancement projects & vocational skills	Gender equality & woman empowerment	Poverty-eradication, hunger & malnutrition	Prime Minister's National Relief Fund	Rural development projects	Special education	Art & culture	Remaining sectors	Total CSR spend in ₹ crores
Asia & Australia (APAC)	38%	8%	11%	19%	2%	3%	2%	6%	4%	0.1%	5%	828
Canada & USA	42%	9%	13%	10%	3%	5%	4%	3%	3%	1%	8%	2,023
Europe	28%	11%	11%	29%	1%	3%	2%	5%	3%	1%	5%	2,267
India	34%	9%	22%	10%	2%	3%	1%	8%	1%	2%	9%	24,936

Low — High

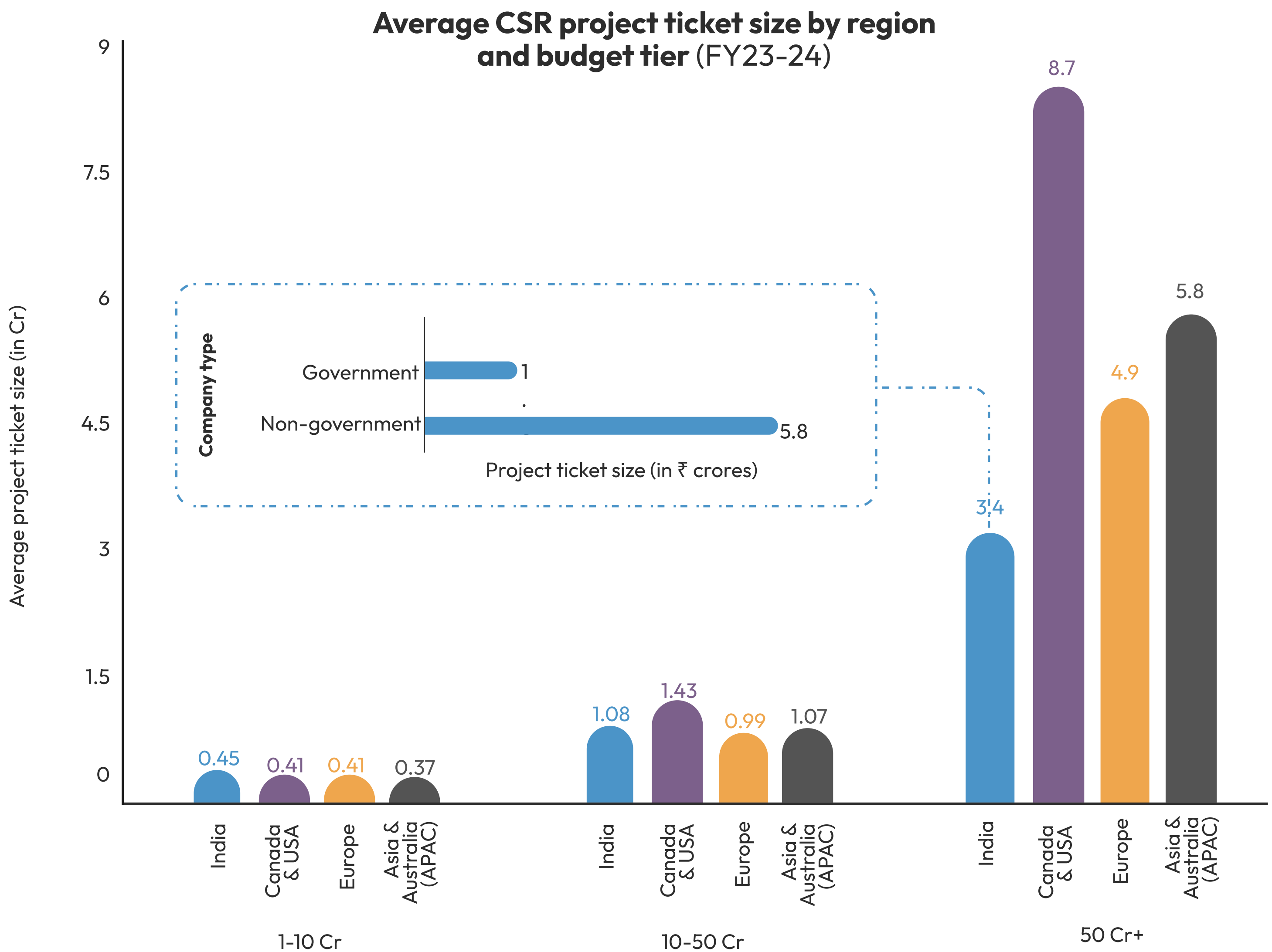
Big budgets, different behaviours
CSR project ticket sizes reveal another nuance

For companies with CSR budgets below ₹50 crore, average project sizes are similar between Indian and global firms.

But in the ₹50 crore-plus bracket, Indian companies tend to spread funds across many smaller projects.

North American companies prefer larger, focused projects, with average ticket sizes nearly three times higher than Indian firms at this level.

This difference is partly explained by Indian PSUs, which manage large budgets but disburse them across multiple small-scale initiatives.

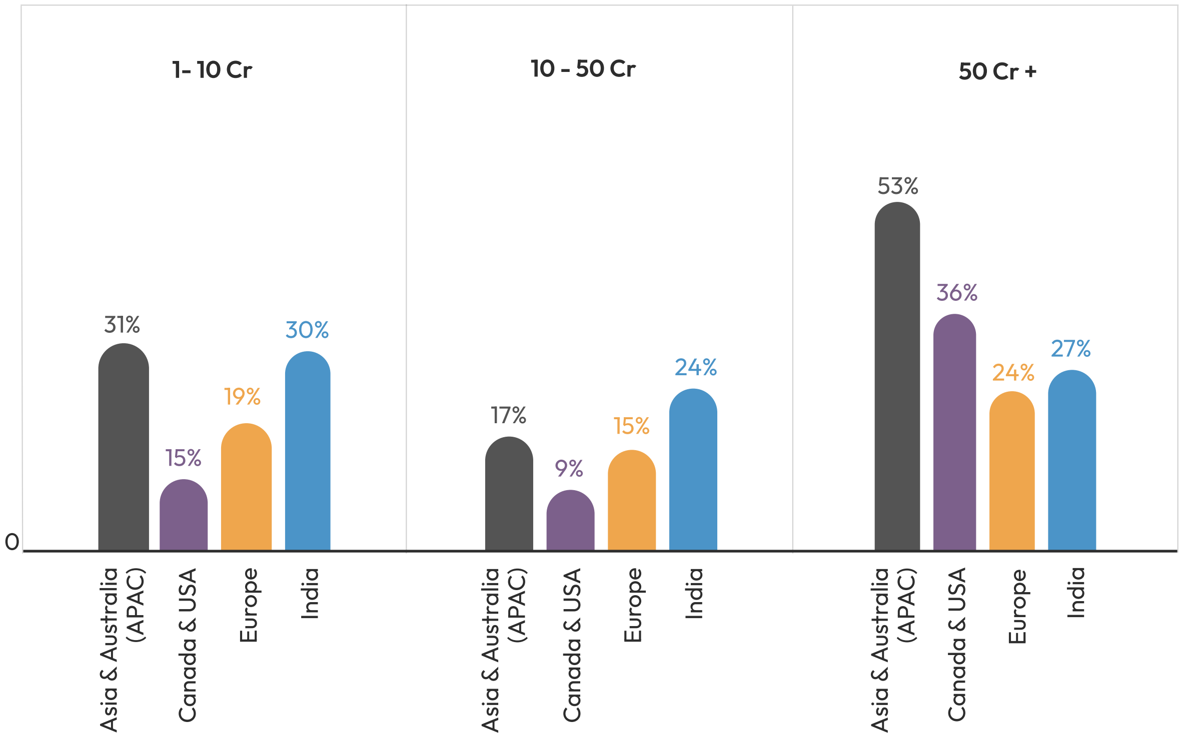


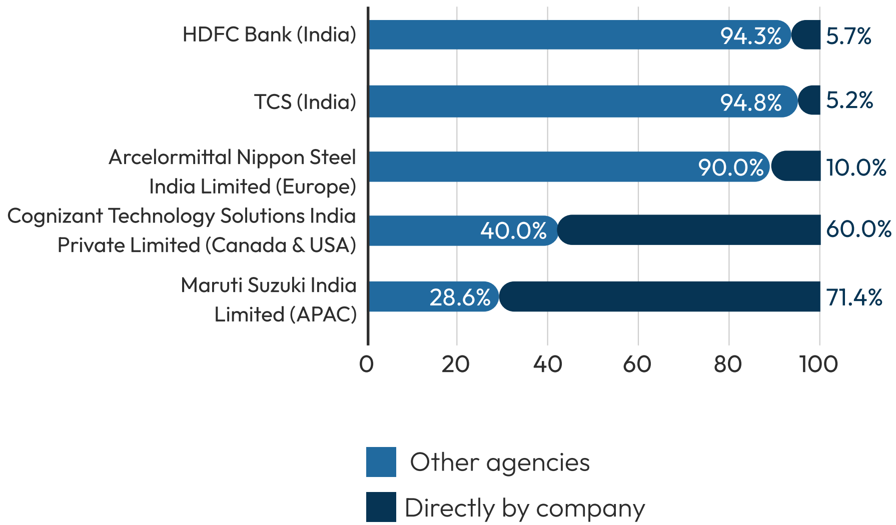
Direct vs. partner-led implementation: **trends in CSR spending channels**

Global firms increase direct implementation sharply once budgets cross ₹50 crore. However, Indian firms on an average spend 25–30% of their funds directly regardless of size.

European companies show a consistently lower preference for direct implementation.

Percentage of direct implementation by company origin and CSR budget size
(FY 23-24)





As Indian CSR matures, global players will likely continue to bring sectoral depth and larger project ticket sizes, while Indian firms, especially PSUs, will drive breadth and scale.

The sector is also being reshaped by ESG reporting, absorptive capacity constraints in NGOs, and the professionalisation of corporate foundations. Together, these shifts mark the next phase of CSR in India, one that is both global in outlook and distinctly local in execution.

Indian companies are defined by a few, very large funders, diverse sectoral allocations and deep local perspectives

Global companies represent smaller annual CSR budgets but demonstrate a strong focus on strategic initiatives and business adjacencies.

The CSR Shift

From Funding Projects to Solving Problems

A decade into India's Corporate Social Responsibility law, **two distinct approaches have emerged.**

On one side, companies with an annual CSR budget of less than ₹1 crore are stretching beyond their mandate, often driven by localised social issues.

On the other hand, larger corporations (companies with an annual CSR budget exceeding ₹50 crore), are investing in multi-year, strategic programmes; spending less in some years but building long-term social capital.

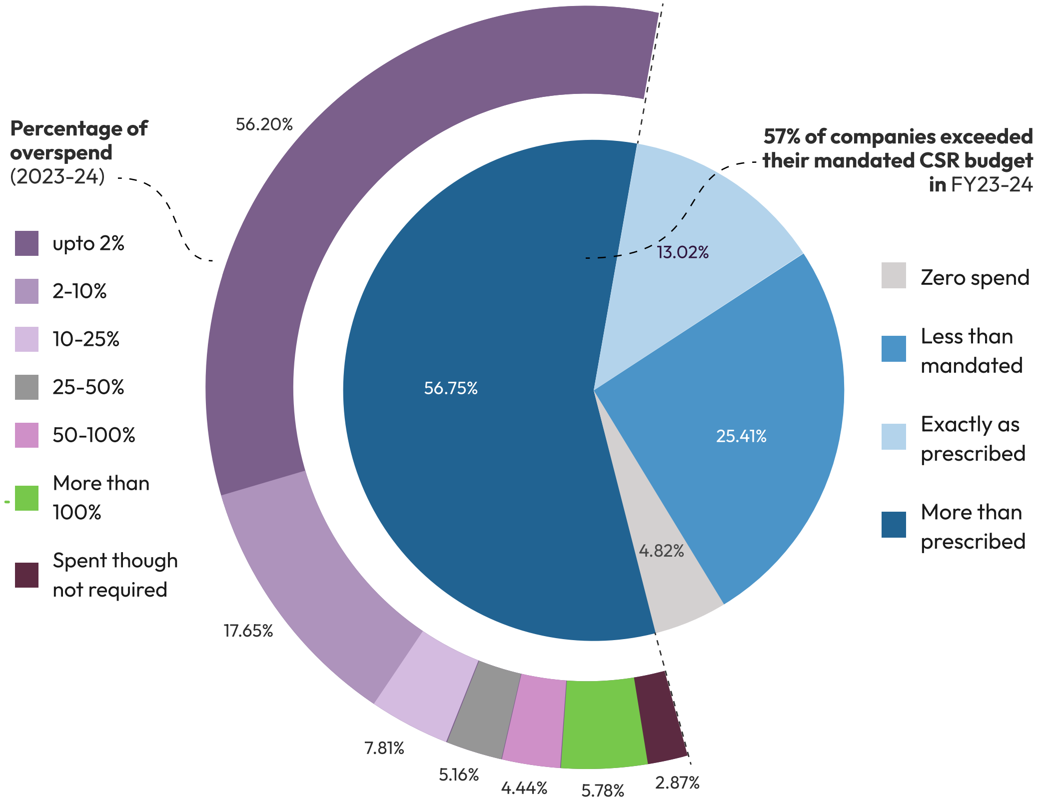
Together, these behaviours signal CSR's evolution from compliance to intent-led investment.

765 companies spent at least twice the prescribed amount

India's CSR landscape reveals an encouraging trend: more companies are consistently spending beyond the mandated CSR amount every year.

Most strikingly, 765 companies voluntarily spent at least twice their mandated CSR budget. In addition, 380 companies without any legal mandate still invested ₹809 crore in CSR, showing that the culture of corporate responsibility is expanding beyond compliance into proactive, value-driven action.

This shift highlights a growing emphasis on purposeful giving, with businesses recognising the importance of long-term social investments.



How Indian companies spent on CSR in FY 23–24

Our analysis of the last three years of CSR data reveals that 29% of companies that spent in all three years consistently deployed more than their prescribed budget.

A closer look reveals dual trends: smaller and mid-sized companies are making overspending a habit, steadily increasing their commitments year after year. At the same time, large corporates face absorption challenges, which may be constraining their ability to deploy substantial CSR budgets effectively in the short term.

Decoding the **dichotomy**

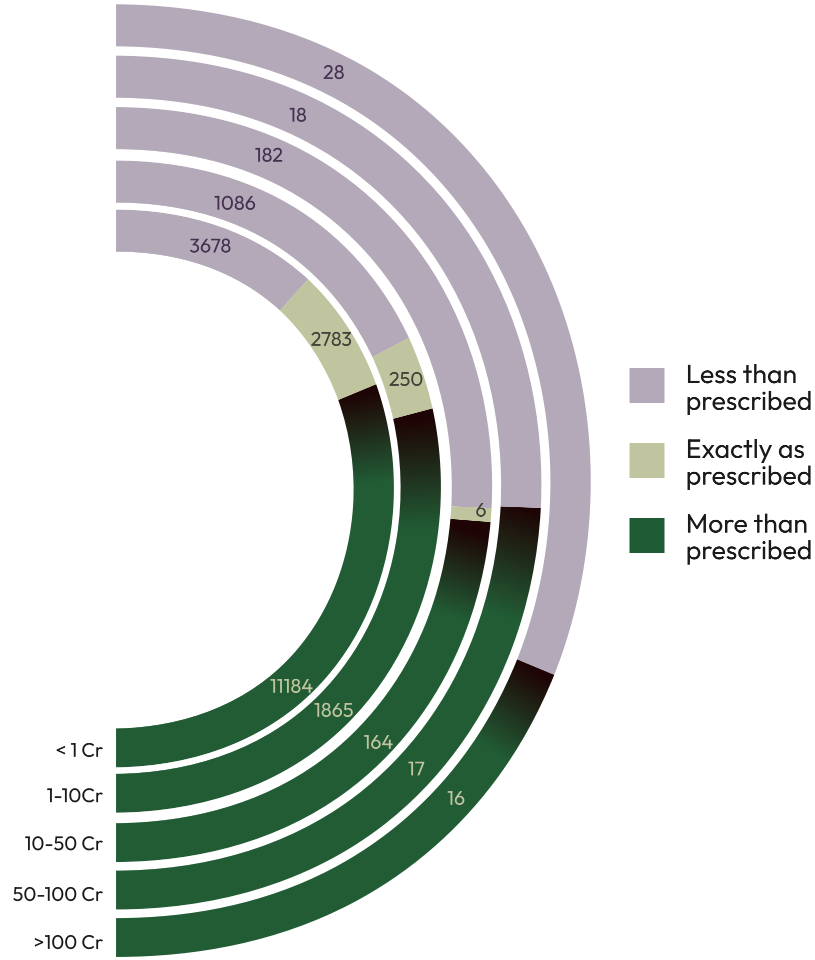
Small companies, big stretch

A majority of smaller companies, those spending less than ₹1 crore on CSR annually, were more likely to overshoot their prescribed spends. For them, CSR is often rooted in direct, local commitments: supporting schools, healthcare centres, or livelihoods in the communities where they operate. The spending may be modest in absolute terms, but relative to their size, it reflects an outsized intent to engage.

Big companies, bigger challenges

The picture shifts dramatically for larger companies. Among firms annually spending ₹50 crore or more on CSR, 58% fell short of their prescribed amounts in FY23-24. Even more telling, of the 51 companies that reported spending more than ₹50 crore each year for the past three years, 19 consistently spent less than mandated in all three years.

Share of companies spending more than prescribed, by CSR budget (FY 23-24)



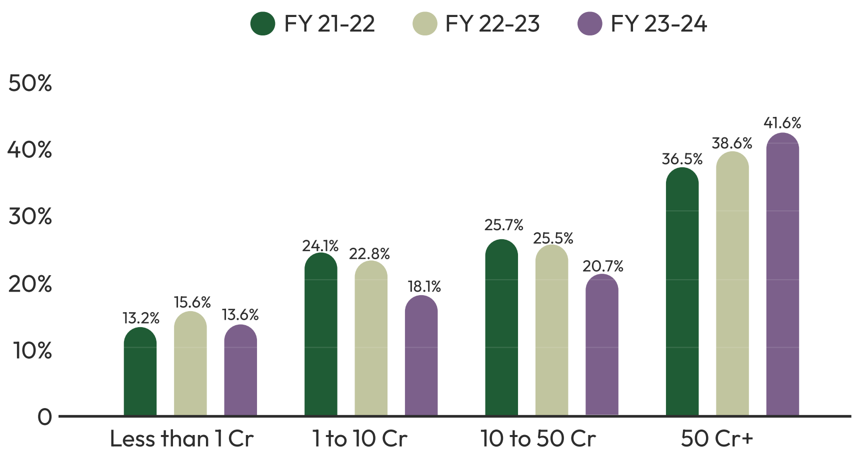
Further analysis shows that the challenge with large CSR budgets lies in both capacity and strategy. Many non-profits cannot absorb big, complex grants within a single year, while large companies are increasingly channelling funds into multi-year projects that demand careful planning, execution, and scaling.

The shift from funding projects to **solving problems**

Multi-year projects, not quick fixes

Nearly 30% of all CSR spending in FY 23-24 was tagged to "ongoing projects", those planned to run across multiple years. Among larger companies, this proportion is even higher. Almost 40% of their total CSR budgets went to such projects, compared to less than 15% for smaller firms.

By committing to multi-year programmes in education, healthcare, skilling, or sustainability, companies are treating CSR as strategic capital.

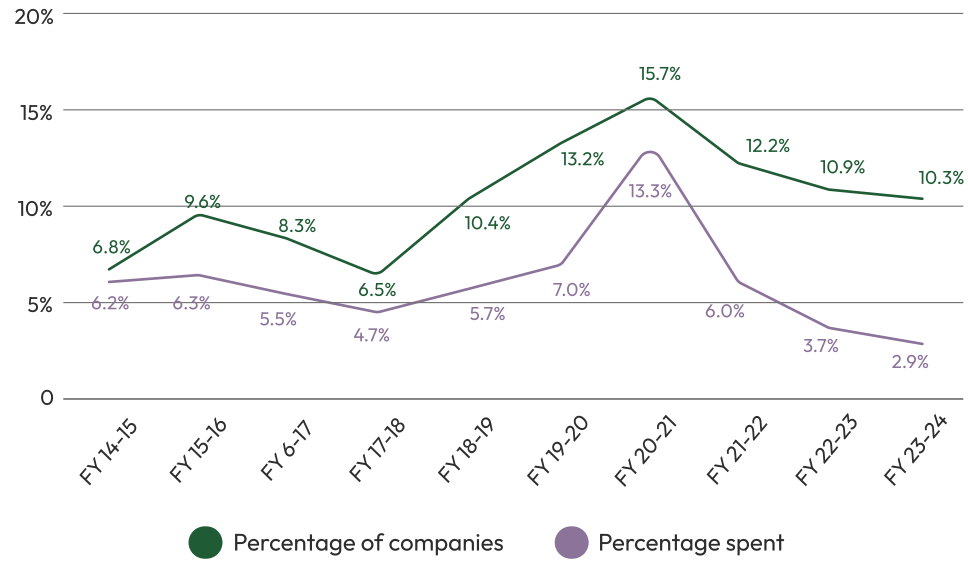


Percentage spent on ongoing projects by CSR budget category

At the same time, this transition creates accounting complexities. Since the law allows companies to carry forward unspent CSR funds for ongoing projects, annual under-spending is a likely reflection of staggered disbursals rather than lack of intent.

A decline in "default" giving

Another factor behind the underspending trend is the steady decline in contributions to Schedule VII government funds. As companies move away from these "default" channels, they are being more purposeful about where their CSR budgets go. This slows down spending but makes it more strategic.



Percentage of companies spending on Schedule VII funds and percentage spent on Schedule VII funds

The growing intent of small to medium CSR budgets reinforces that CSR is not only about large corporates. Smaller firms are key contributors to district-level SDG progress, and represent a larger opportunity for implementation partners to leverage strategic collaboration.

At the other end of the spectrum, larger corporations face structural challenges in deploying big CSR budgets. Their underspending reflects a push toward systemic, long-term projects that cannot be confined to a single financial year. Unlocking this potential requires strengthening absorptive capacity within the non-profit sector: building institutional capabilities, and designing scalable interventions.

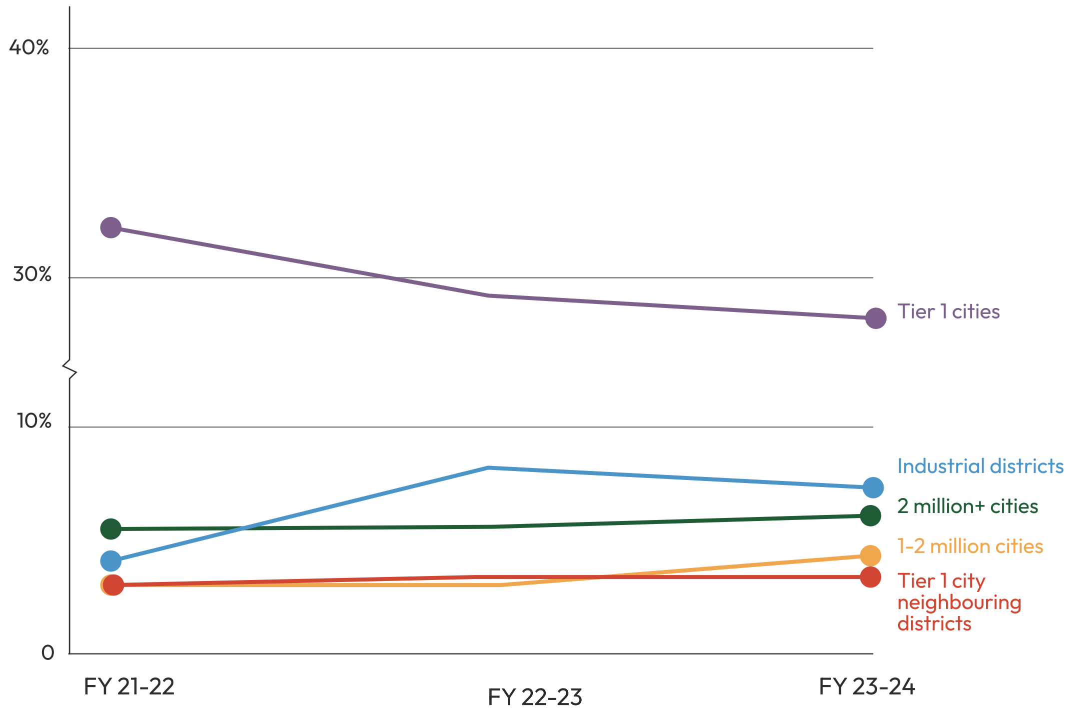
As CSR in India enters its second decade, the focus must shift to strengthening the ecosystem. If companies of all sizes, NGOs, other partners, and government work together to build capacity and collaboration, today's paradox can become an opportunity: small firms driving grassroots change, and large ones enabling systemic transformation, creating impact at scale.

Corporate Philanthropy Moves Beyond Metros, **But Need Gap Remains**

Over the last three years, Tier-1 city districts have absorbed nearly 30% of CSR funding, with neighbouring clusters adding another 3%. Together, these districts still account for about one-third of CSR spending.

At the same time, Tier-2 city clusters and industrial hubs are emerging as significant CSR magnets. They now absorb nearly one-tenth of CSR spending and have registered growth rates of 55% and 120%, respectively, in the last three years.

Corporate philanthropy in India is starting to correct the long-standing geographical skew in CSR. Our analysis highlights the new directions of corporate philanthropy and the growing opportunity to accelerate this shift.



Shifting patterns in CSR funding across Indian district types
(FY 21–24)

Rise of Tier-2 cities and industrial clusters

Beyond metros, CSR spending is accelerating in smaller cities and industrial belts. Cities with populations of over a million increased their CSR share from 13.5% to 16.2% between FY 22–24. Inflows into 1-2 million population cities nearly doubled in this period.

Vadodara emerges as a CSR growth hub with 131% surge in funding

CSR funding in Vadodara surged by 131% in FY 2023-24, rising from ₹151.25 crore to ₹348.66 crore, with total inflows of ₹636.45 crore over three years across 3,201 projects by 591 companies. The Oil & Gas sector dominates, contributing one-third of funds (₹216.07 crore), largely driven by Reliance Industries' ₹204 crore investment in education. This trend reflects Vadodara's strong industrial base in chemicals, pharmaceuticals, biotechnology, and engineering.

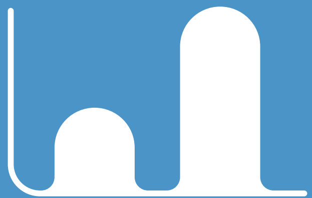
Madurai's CSR boom: two local companies drive 60% of funds

Madurai's CSR landscape is dominated by two southern Tamil Nadu players—Aparajit Corporate Services Pvt. Ltd. and Tamilnad Mercantile Bank (TMB), who together contributed over 60% of all CSR spending in the past three years. TMB has directed more than 80% of its CSR budget since FY 22-23 to the Madurai district, while Aparajitha scaled its giving dramatically from under ₹1 crore annually to nearly ₹70 crore in FY24, entirely focused on its home district.

Tier-2 cities are the new CSR growth engines.

Industrial districts are emerging as major CSR magnets, absorbing nearly one-fifth of total district spending

Their CSR inflows grew 120%

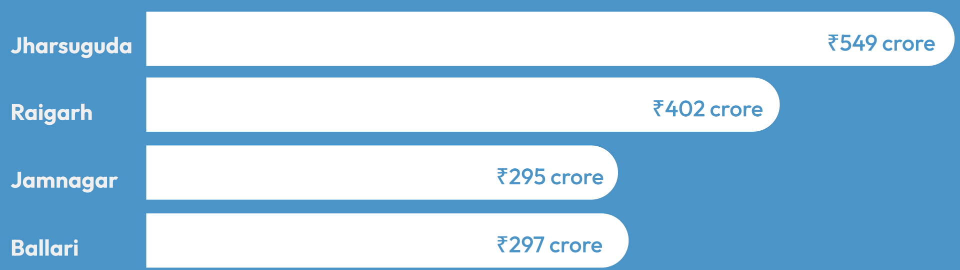


between **FY22** and **FY24**, far outpacing the overall 30% growth in CSR allocations.

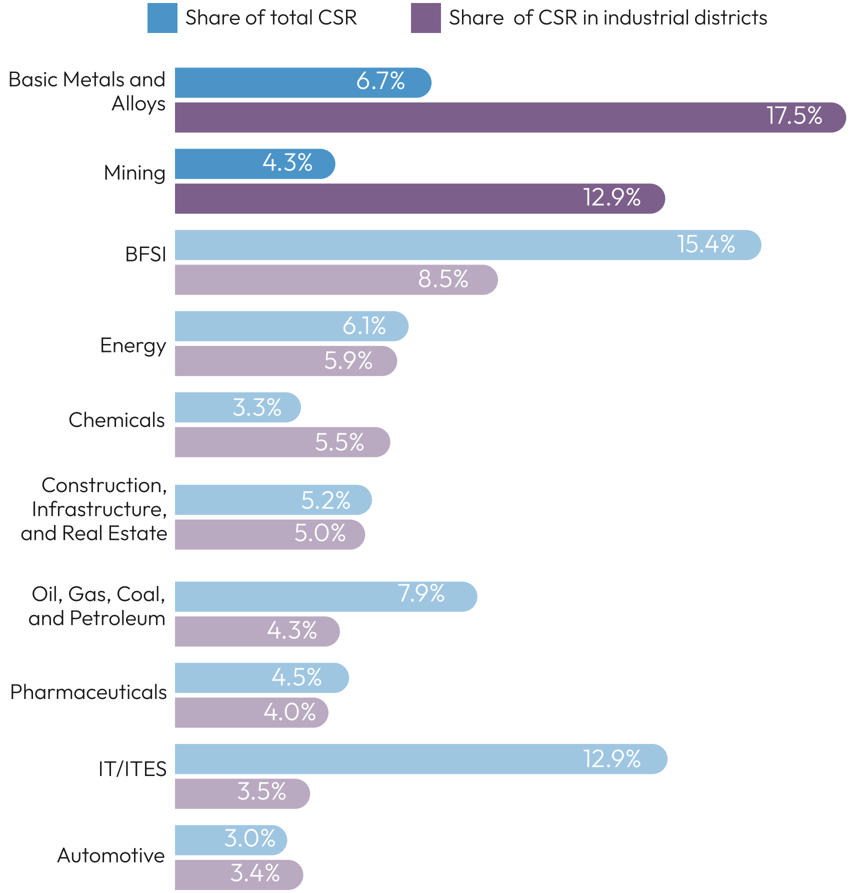
Industrial clusters now absorb 7.4% of total CSR spend,

up from 4.4% 2 years ago.

Districts leading in CSR inflows



This aligns with sectoral trends



Contributions to CSR in industrial districts

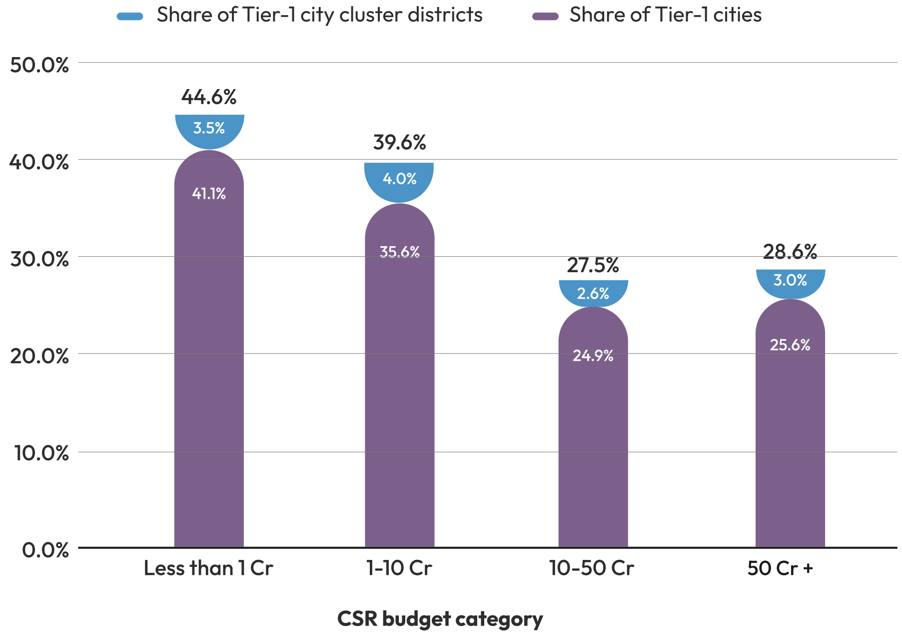
While the BFSI and IT/ITES sectors together account for nearly 30% of national CSR spend in the past three years, their share falls to 12% in industrial hubs where local industries dominate. Mining and metals together contribute nearly 30% of CSR in these districts, reflecting hyper-local deployment around plant sites.

Smaller budgets, **bigger metro focus**

CSR allocations show a strong correlation with company size. Smaller firms are more metro-focused: companies with CSR budgets below ₹1 crore directed nearly half (45%) of their spending to Tier-1 cities and clusters. Larger firms with budgets above ₹10 crore distributed funds more widely, reducing the metro share to below 30%.

This likely reflects footprint effects. Smaller firms operate locally, while larger ones often operate across multiple locations.

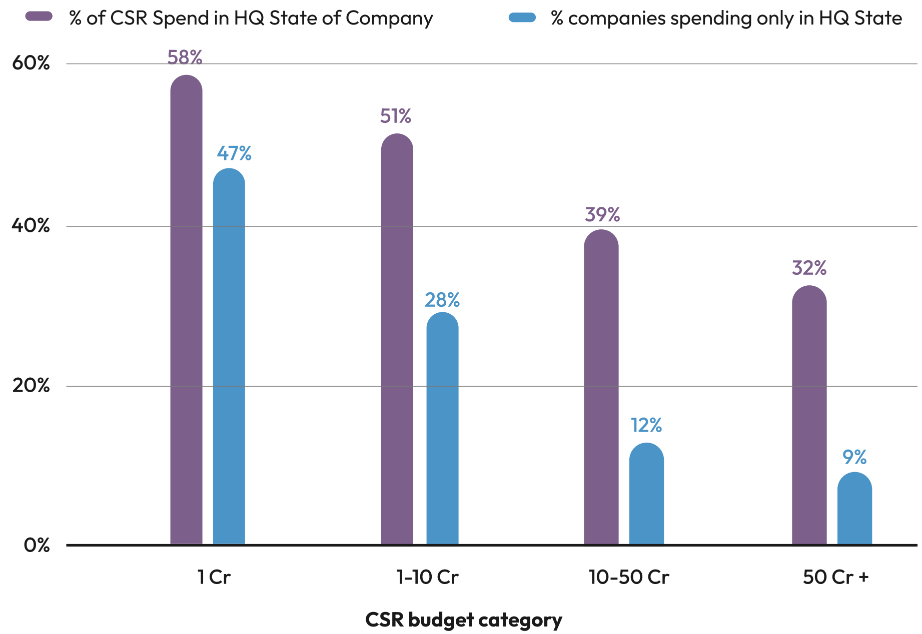
Share of Tier-1 cities and neighbouring districts (FY 23-24)



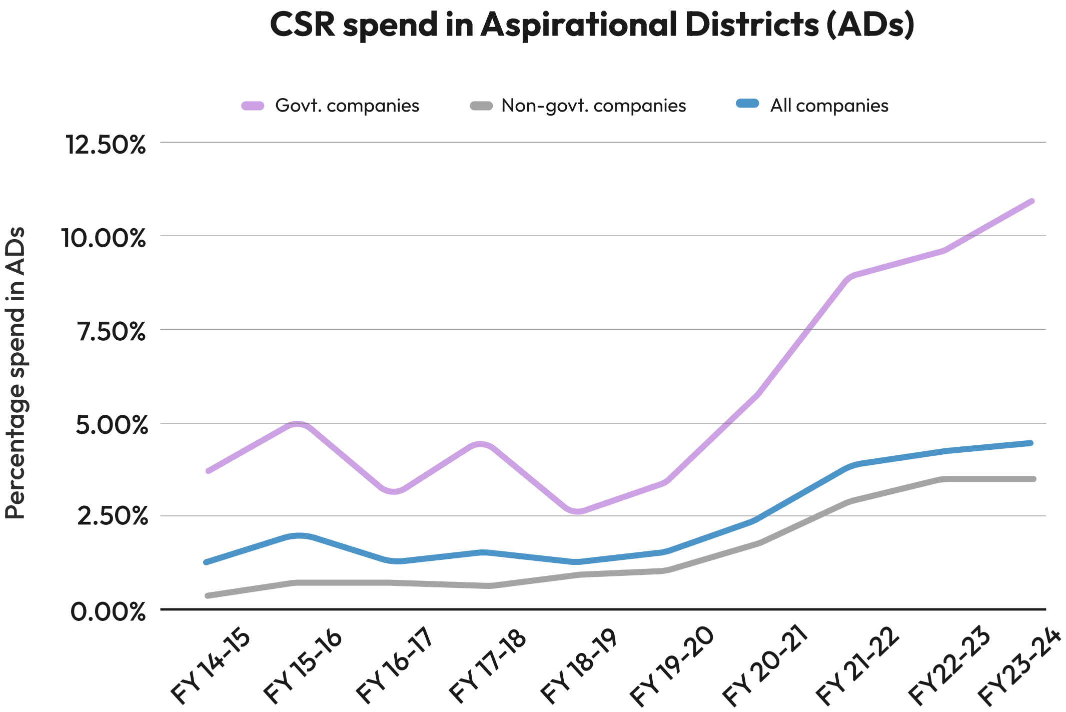
The **home-state** affinity

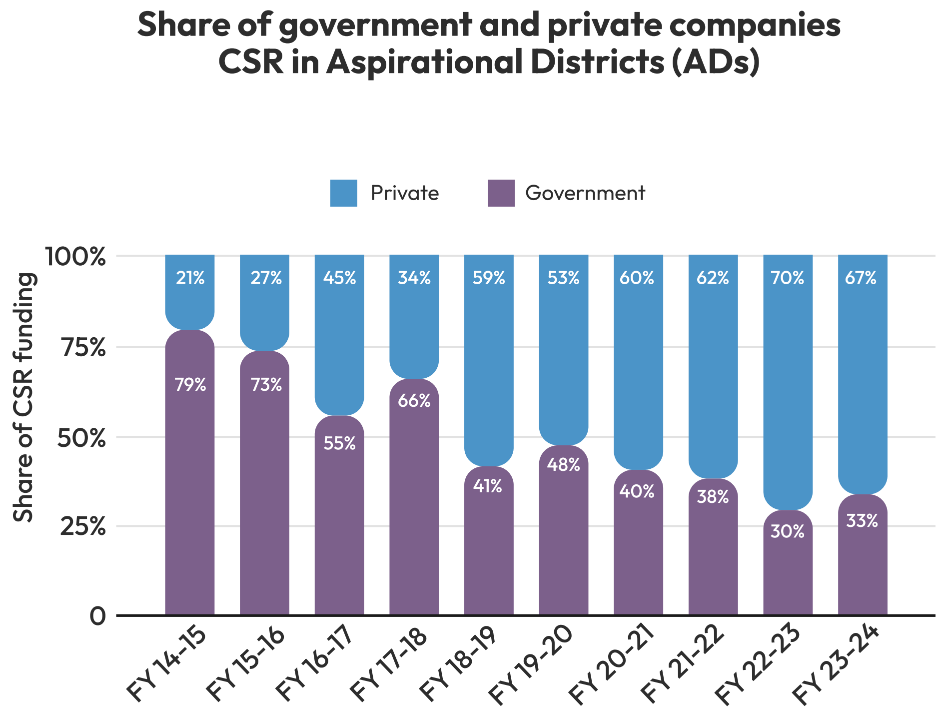
More than 40% of CSR funding is deployed in states where companies are headquartered. The tendency is especially strong among smaller firms: in FY24, nearly half (47%) of companies spending under ₹1 crore restricted themselves to their home state, and 58% of their allocations went to projects in the regions of their headquarters. Larger firms are more geographically distributed, though about a third of their CSR still goes to home states.

CSR spend in HQ state of company (FY 23-24)



CSR funding to Aspirational Districts **grows 3× in the last decade**



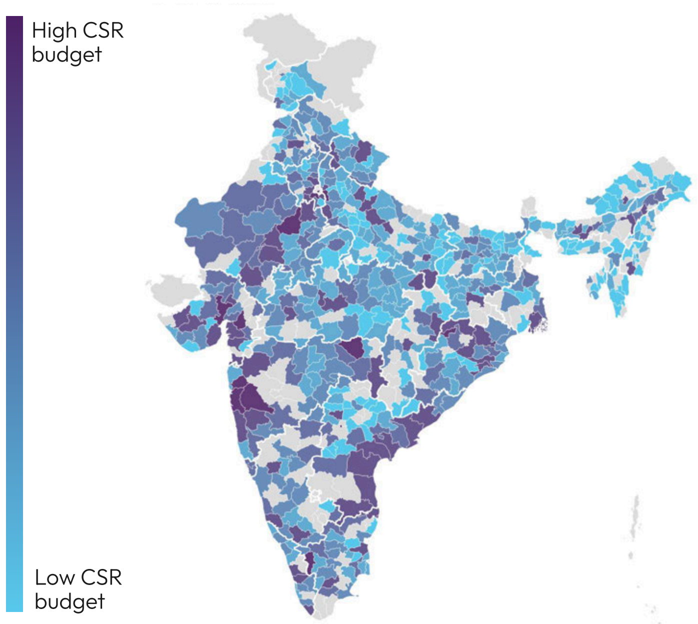


CSR funding in India's Aspirational Districts is rising, with their share of total inflows more than tripling to 4.5% in FY24 from 1.3% in FY15. Government-owned companies are leading the charge to fund development in India's Aspirational Districts, directing 11% of their CSR spending there, 3× of private firms. This public-sector push is now supported by larger corporations (with an annual CSR budget exceeding ₹10 crore) who allocated 5% of CSR spend in FY 23-24 to the Aspirational Districts. The investment is also sector-specific, with over half the contributions coming from the BFSI and the Energy & Mining sectors, whose rural mandates and operational footprints naturally align with these regions.

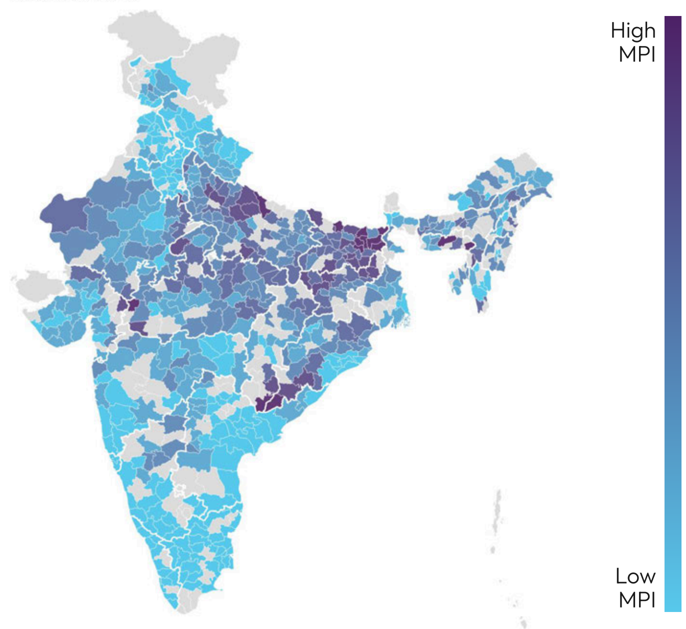
CSR has shifted to the district level, but **MPI link remains weak**

A three-year analysis of CSR spending reveals a clear shift towards single-district-focus. 85% of projects are now single-district (FY22–24) and account for ~67% of total CSR spend.

CSR spend by district



MPI level by district



After a decade of steady rise, this pattern has now stabilised in the last 3 years and potentially reflects:

- A growing focus on specific, localised goals by companies.
- Improved reporting quality, amplifying visibility of local projects.

However this positive trend finds little correlation with MPI levels. 193 districts (which cover metros, Tier-1 and 2 cities and industries hubs) continue to account for 3/4th of district-focused CSR spending. NITI Aayog's Multi-dimensional Poverty Index (MPI) data indicates that 137 of these 193 districts have low poverty (MPI below 0.05). Only 3 of the 54 districts with high poverty (MPI above 0.15) fall into the CSR priority set. Overall, 90% of CSR funds in these districts flow to areas with relatively low levels of need.

The geography of CSR in India is **clearly shifting**

Tier-2 and Tier-3 cities, along with industrial hubs, are emerging as strong beneficiaries. Industrial districts alone have grown at nearly four times the overall CSR growth rate. CSR projects too have become more hyper-local, with 85% now focused on a single district and accounting for two-thirds of total funding.

However, this localisation needs sharper alignment with development needs. 75% of district-focused CSR spending still flows into just 193 districts, two-thirds of which already record very low poverty levels. Corporate India is increasingly moving beyond the boundaries of statutory compliance and time-bound, interventionist support for 'projects', to align their CSR efforts with corporate expertise and business values more closely. The geographic expansion is another reflection of this trend.

For CSR to deliver impact, the next leap will need to go beyond geographic diversification. It requires an ecosystem analysis on the opportunity for stronger alignment with development indicators, so that India's growing CSR outlay not only spreads wider but also reaches deeper into the communities that need it most.

Diversification, Scale,
and the Rise of Non-NGO Partners

When the 2013 Companies Act created an unprecedented inflow of private money into social development, non-profits became the default channel through which companies sought to make impact. In the last 10 years, corporates have predominantly worked with non-profits as their implementation partners.

But the story is now shifting.

Hospitals, universities, incubators, sports associations, religious trusts and **corporate foundations** are increasingly becoming the recipients, and implementers, of CSR funds. In the last three years, 11% of CSR projects deployed through implementation agencies, were executed by specialised institutions. And in FY 23–24 alone, nearly one-fifth (19%) of CSR implementation funding was deployed through them. We are also witnessing a steady growth of corporate foundations, with over 60% of large CSR budget companies relying on their own foundations for implementation of high value programmes.

What is causing this shift? And what are the implications for India's established non-profit ecosystem, emerging entities and corporate India's growing appetite for diversification?

Our analysis reveals the complexity of India's development challenges, a push for scale, and the rise of new avenues for impact.

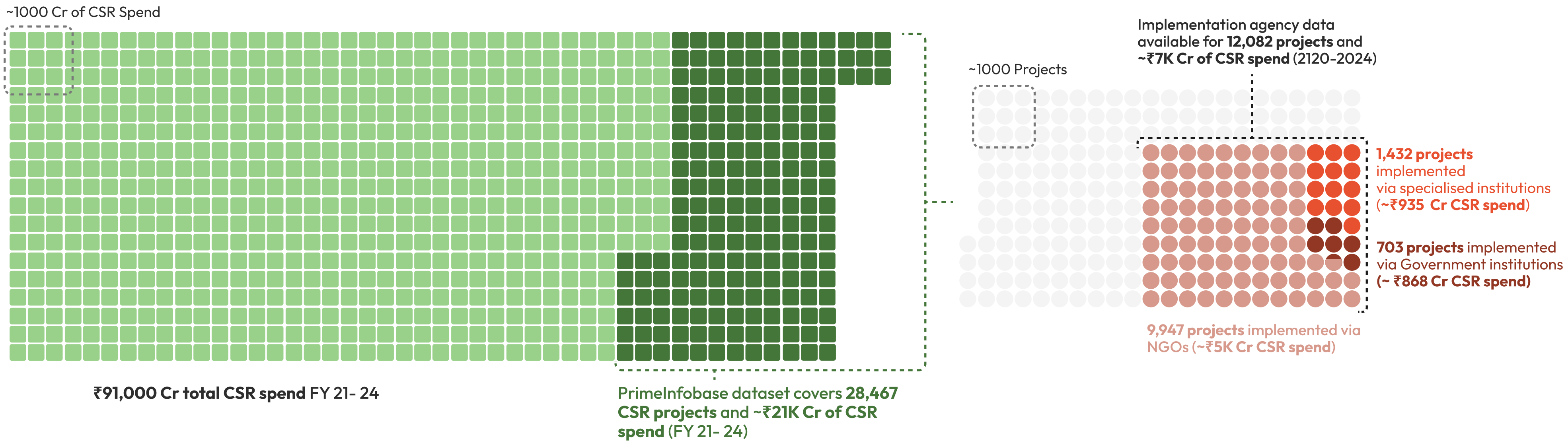
The **archetype** of an implementation partner is expanding

To study the growth of implementation partners outside of NGOs, we analysed data from the PrimeInfobase dataset, as it provides additional information on names of implementation agencies. This dataset covers 1,576 companies and 28,467 CSR projects from FY 21-22 to FY 23-24; and represents approximately ₹21,000 crore of CSR spend.

Our **sample focused on** projects where the implementation agency was disclosed, enabling classification into NGO and non-NGO.

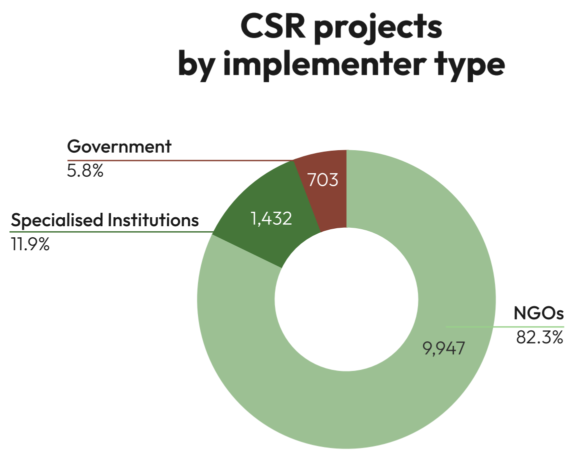
The final dataset covering 12,082 projects worth ₹6,986.6 crore, implemented by 1,139 companies over three years, reveals that 9,947 projects worth ₹5,182.2 crore were implemented via NGOs; 703 projects amounting to ₹868.6 Cr via government institutions and 1,432 projects via specialised institutions (₹935.8 crore).

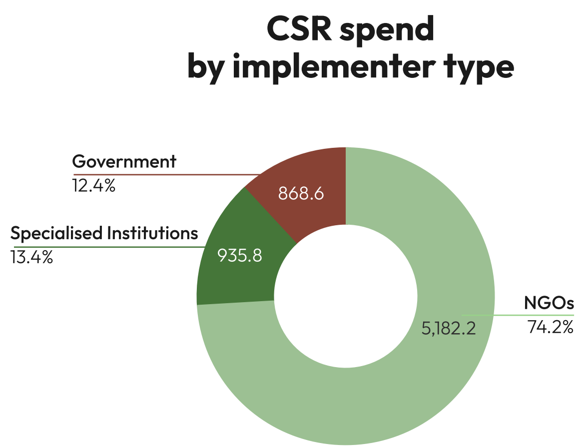
Dataset for analysis of CSR projects (2021-24)



Mapping **CSR implementers**

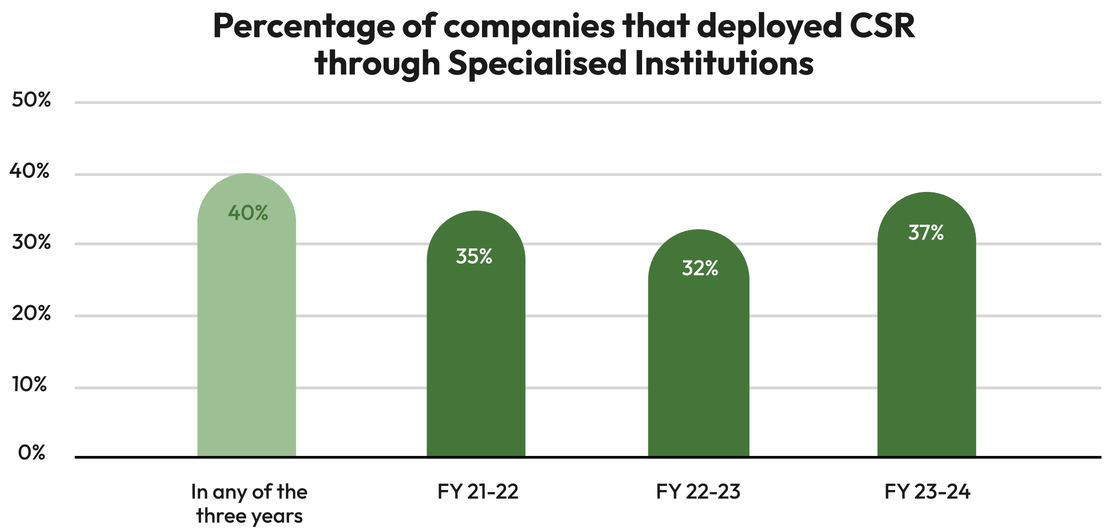
Corporate CSR is undergoing a fundamental and irreversible shift away from its traditional reliance on NGOs. **Non-NGO partnerships are no longer an experiment; they are now an embedded and rapidly growing strategy for a significant portion of Indian companies.**





1. Since 2021, 11% of implementation agency projects and 13.4% of funds were deployed through specialised institutions. In FY 23-24 nearly one-fifth (19%) of CSR implementation funding was deployed through them.

   This adoption is both broad and consistent. **40% of companies** have engaged at least one Specialised Institution Partner over the last three years. On average, 35% of the companies had at least one such partner in each year, proving this is a recurring, strategic choice.



2. Notably, government institutions have secured **5.8% of projects and 12.4% of total CSR spend,** a continued reflection of PSU investment but a declining trend overall, as private companies de-prioritise these channels.

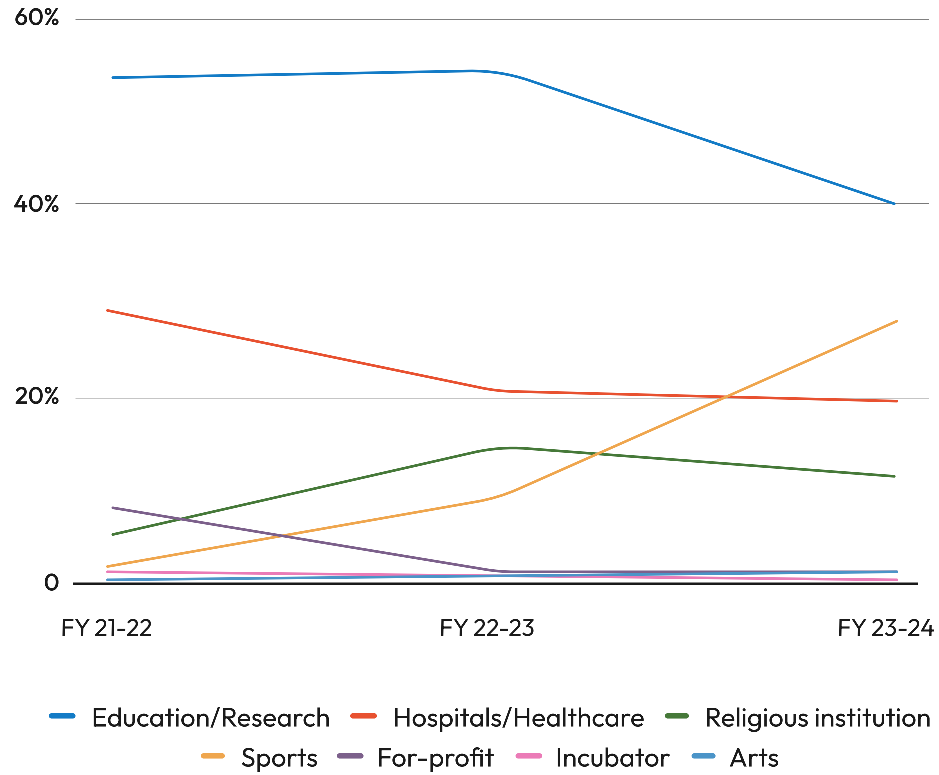
3. Most noteworthy is the rise of corporate foundations, with over 60% of large CSR budget companies relying on their own foundations for implementing of high value programmes.

The spectrum of **specialised institutions**

Spans hospitals, art and cultural organisations, educational and research institutions, sports bodies, religious institutions, for-profit entities, and incubators.

- **Education and research institutions** remain the largest recipients, accounting for nearly 50% of all funds in this category across three years. Universities alone account for 24%, with IITs capturing 17%. BML University in Haryana was the single biggest recipient, cornering ₹40 crore, 40% of all funds directed to universities.
- **Hospitals and healthcare institutions** ranked second for much of the period but dropped by 10% in FY 23–24.
- **Sports institutions witnessed an increase** in FY 23–24, with their share rising to 28%. However further analysis indicates that 90% of the funding went into a single mega-project, building a cricket stadium. It remains to be seen if this trend continues in the future.
- **Religious institutions** increased to 15% in FY 22–23 before dipping slightly to 11.5% last year. Major beneficiaries included ISKCON, Ramakrishna Mission, and related organisations.
- **For-profit entities,** though small in share, appear more frequently in larger-ticket projects, especially those involving water and sanitation, health, and infrastructure.

CSR fund distribution among Specialised Institutions (2021 - 24)



The scale effect: why bigger budgets mean more diversification

The quantum of CSR budgets deployed via implementation partners is a strong predictor of a company's implementation strategy.

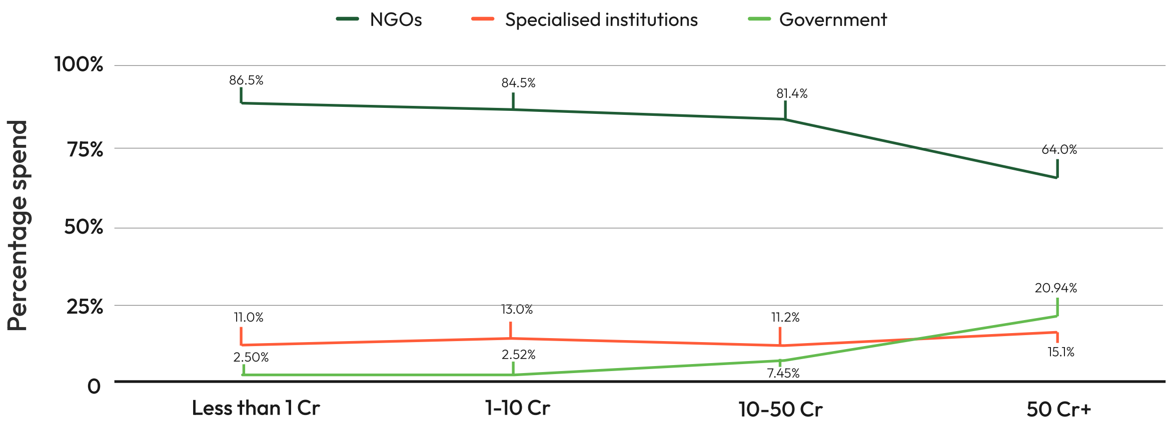
In companies spending under ₹10 crore annually, more than half of the money went to educational institutions, with hospitals taking a health share as well. As spending via implementation partners crossed ₹10–50 crore, allocations became more evenly spread across categories.

In the ₹50 crore-plus category, large infrastructure projects dominated: an energy centre at Rajiv Gandhi Institute of Petroleum Technology (₹32.9 crore), Centre of Excellence at IIT Bombay (₹15.6 crore), and contributions to national-level government funds such as PM CARES and the Clean Ganga Fund.

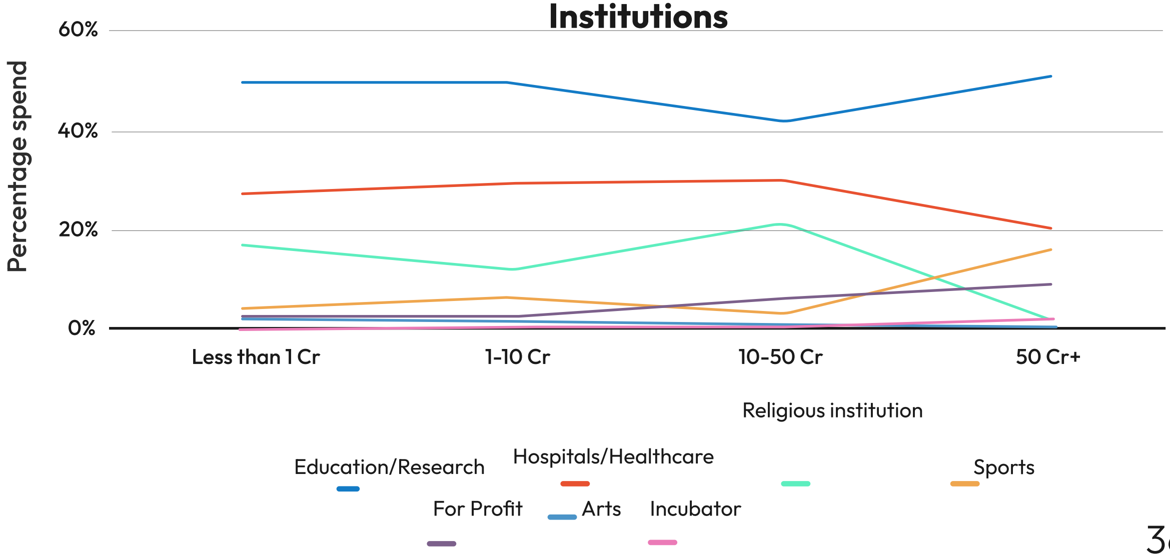
In fact, just six mega-projects in the ₹50 crore-plus bracket accounted for 26.5%, or ₹310 crore, of all specialised institutions and government spending combined.

As CSR budgets expand, companies lean on institutions with the absorptive capacity to handle large sums and deliver visible, lasting assets. NGOs, with their community focus and relatively smaller scale, often cannot absorb such projects.

Distribution of funds spent through implementing agencies



Distribution of funds by types of Specialised Institutions



Infrastructure leads CSR activities here as well

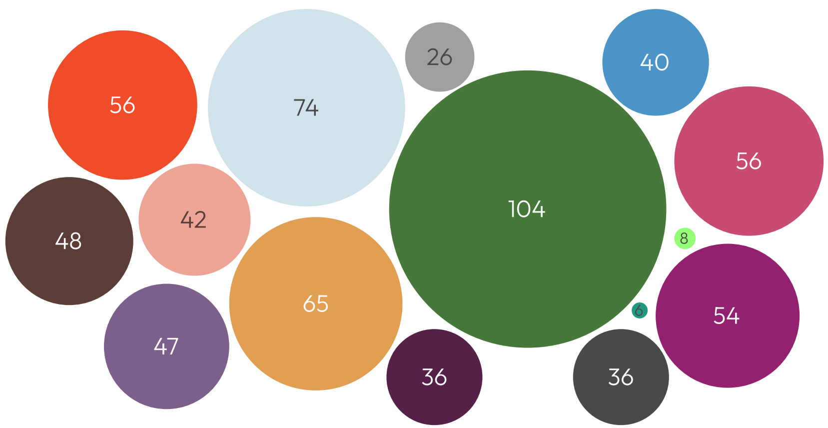
When broken down by type of activity, projects with Specialised Institution reveal a clear tilt towards infrastructure and mirror much of the overall implementation trend.

- 39% of CSR funds to specialised institutions went into infrastructure creation, by far the largest share. The average ticket size here was ₹1 crore, double that of other categories.
- Education projects absorbed 20%, while health and nutrition accounted for 17%.
- Livelihood interventions took ₹74 lakh on average per project, but constituted a smaller slice overall.

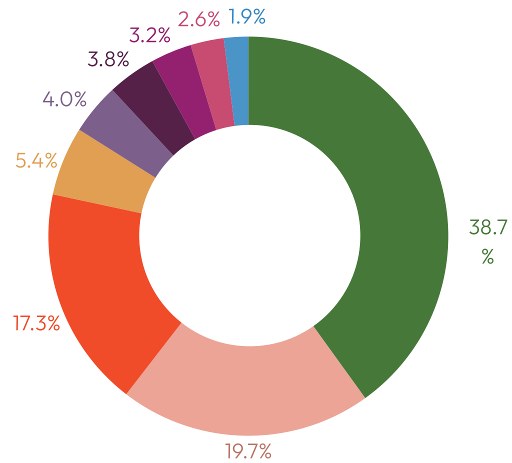
This orientation towards infrastructure reflects corporate India's focus on asset creation. A school building, a hospital wing, or a research centre creates a lasting legacy, whereas community programmes are an integral part of local outreach initiatives.

CSR Projects by activity for Specialised Institutions (FY 21-24)

Average ticket size in ₹ lakh



Share of CSR spend



Infrastructure | Livelihood | Education | Health & nutrition | Veterans | COVID | Environment
Skill development | Sports | Rural development | Incubators | Religious institution | Social empowerment | Animal welfare | Arts and culture

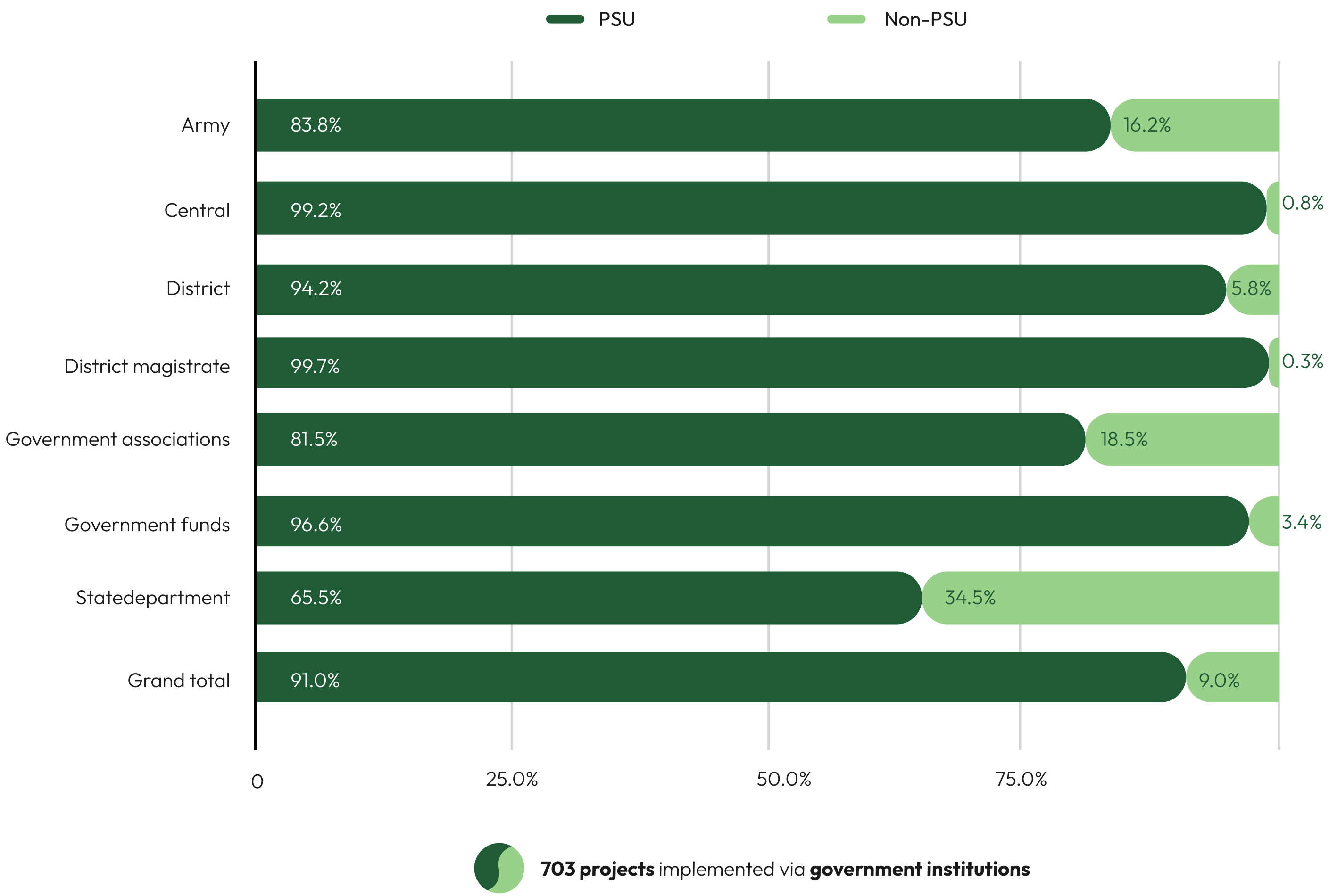
PSUs continue to channel funds **through government institutions**

Specialised institutions are not the only non-NGO entities. Government institutions have historically drawn significant CSR funds. Though in recent years, this investment is primarily from Public Sector Undertakings (PSUs).

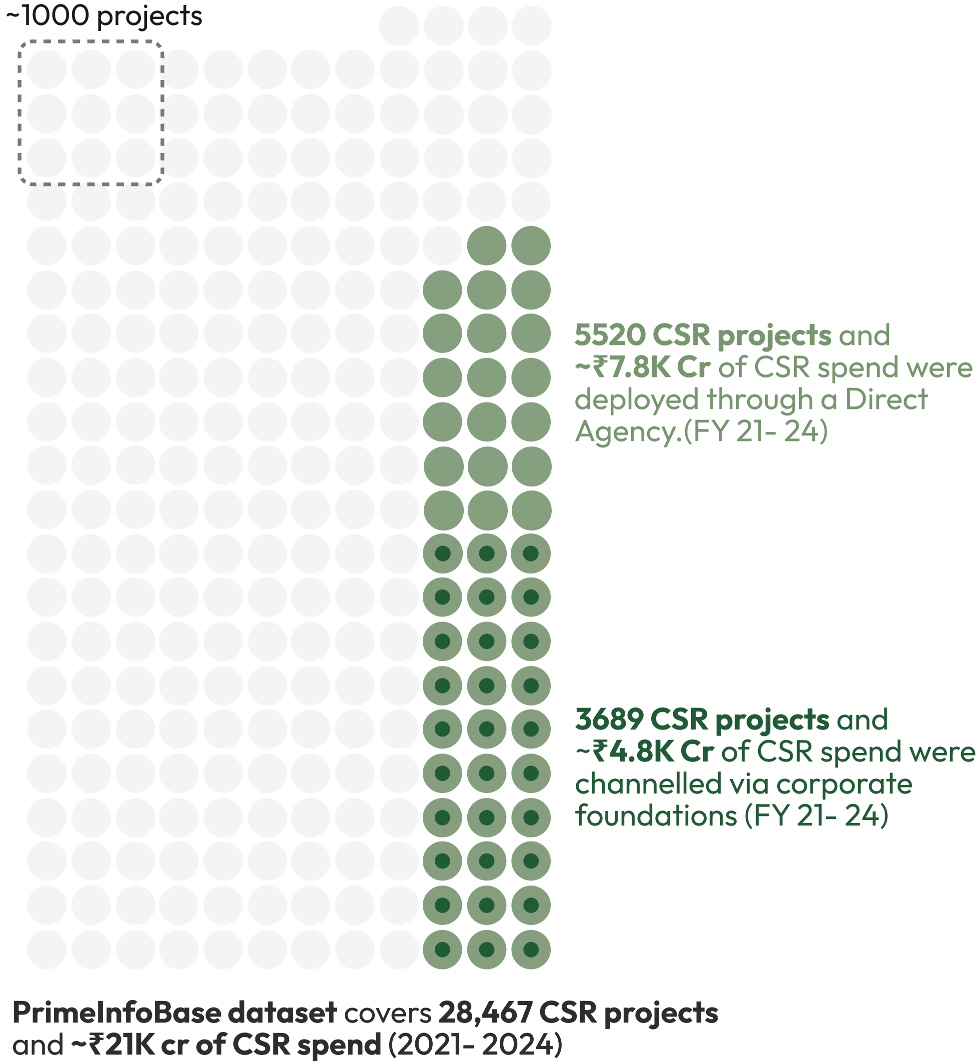
- Over three years, 703 projects worth ₹868.6 crore were executed through government agencies.
- A staggering 91% of this funding came from PSUs.
- Nearly half of this money flowed into government-controlled funds such as PM CARES and Clean Ganga.

The implication is clear: for PSUs, CSR continues to serve as an extension of government priorities, funnelled into state and national programmes. In contrast, private companies are showing more experimentation, particularly with universities, sports, and even faith-based organisations.

Funds given to government agencies through PSUs and Non-PSUs (FY23-24)



The rise of **Corporate Foundations**



Corporate foundations are becoming an indispensable part of India's CSR landscape.

Our three-year analysis shows that 3,689 CSR projects and approximately 4,758 crore of CSR spend were channelled via corporate foundations.

Methodology for CSR spending through corporate foundations (2021-24)

- Our analysis on corporate foundations uses two datasets - PrimeInfoBase for companies with a CSR budget size of less than
  ₹10 crore and a subset of the largest spending companies with CSR budget size of over ₹10 crore.
- The sample size of this analysis is based on:
  - Out of 1,576 companies in PrimeInfoBase data, we analysed 1,505 companies that have a budget of less than ₹10 crore.
  - This data is supplemented with 484 of the largest CSR-spending companies, accounting for 61% of total CSR spend over the last 3 years. Of these, 456 companies had a budget size of over ₹10 crore and have been used for the analysis, making the analysis more comprehensive.
  - Together, these datasets provide a robust view of CSR spending patterns and corporate foundation involvement across budget sizes.

CSR budget determines **Corporate Foundation presence, and purpose.**

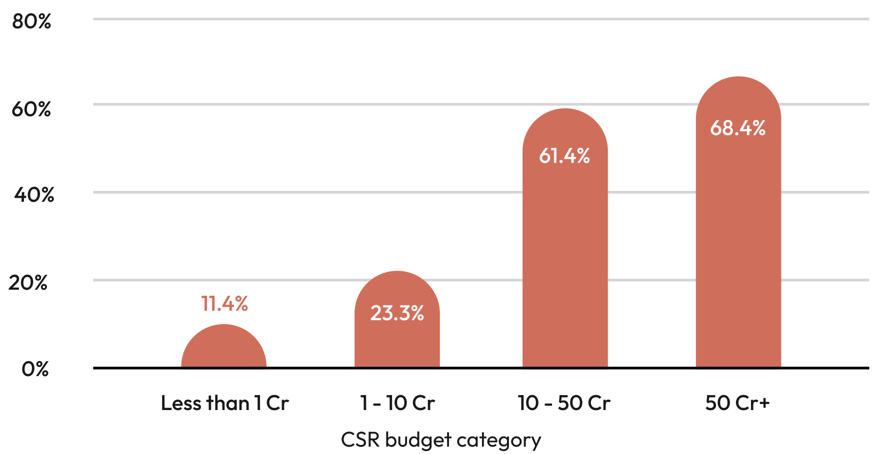
Our analysis reveals a clear pattern, the larger the CSR budget, the greater the likelihood of companies creating their own foundations.

Only 11% of companies with under ₹1 crore CSR spend operate foundations. But once CSR budgets cross ₹10 crore, over 60% of firms rely on them. This reflects the absorptive capacity limits of traditional NGOs in managing large-scale, high-value programmes. As a result, corporate foundations are no longer optional, they are fast becoming the default institutional mechanism for large CSR players.

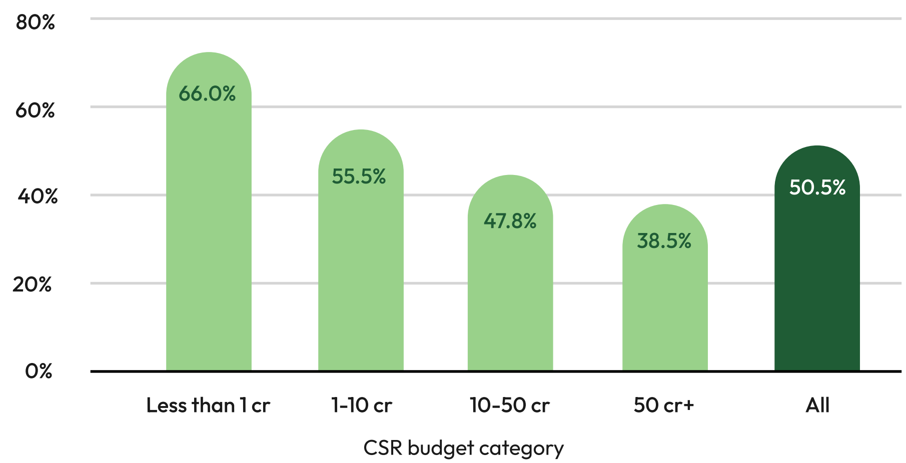
Interestingly, how companies use their foundations varies with scale.

Smaller-budget firms with foundations channel nearly two-thirds of their CSR spends through them, reflecting limited bandwidth to manage diverse partners. In contrast, large-budget companies use foundations more selectively, deploying them for flagship, high-value projects while distributing the rest across NGOs and other partners.

Percentage of CSR budget deployed via own Corporate Foundation



Spending through Corporate Foundations*

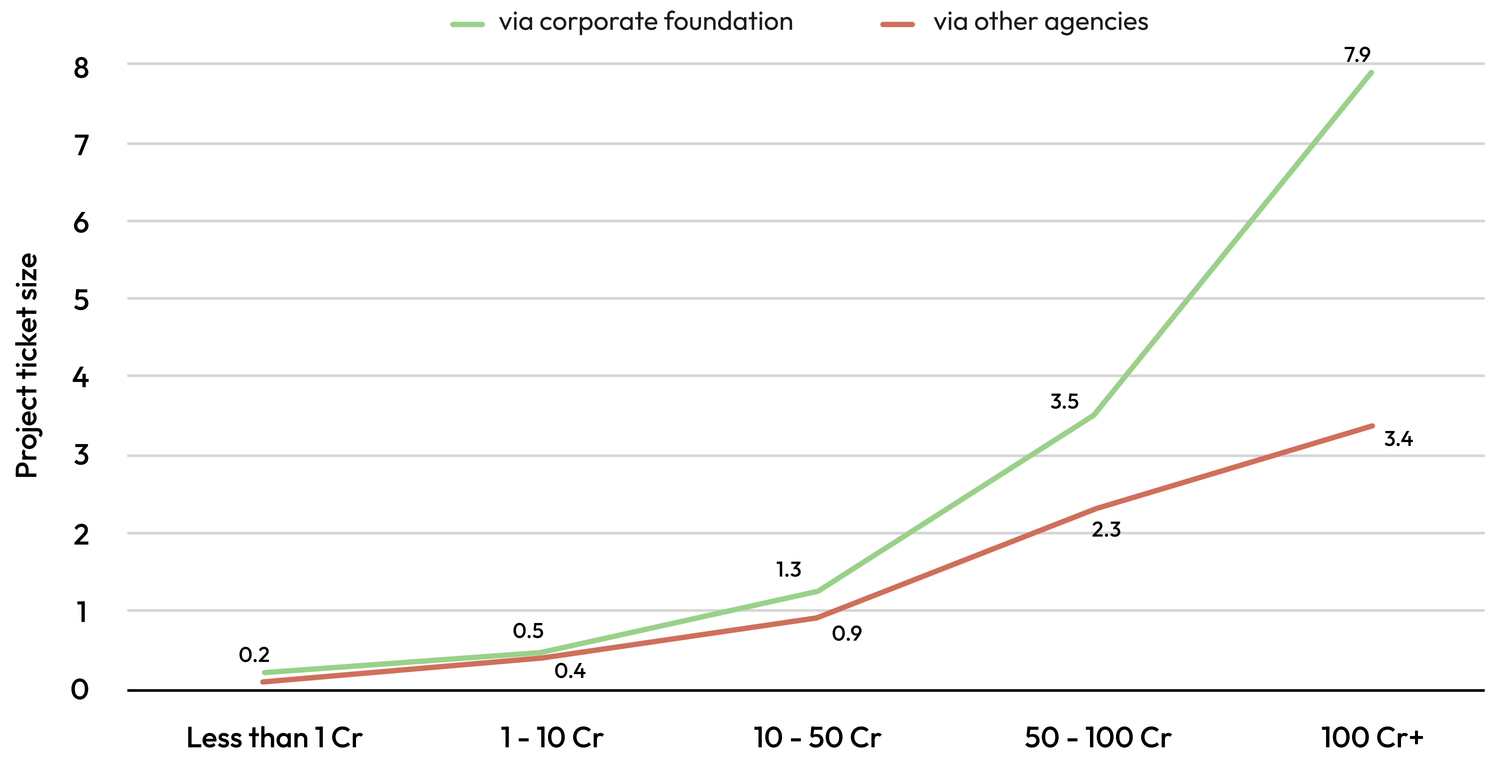


*if company has a foundation

₹100 Cr+ CSR firms rely on own foundation for mega projects

Ticket sizes also highlight this shift. Projects routed through corporate foundations average ₹1.83 crore, nearly double the ₹0.91 crore managed via other agencies. For companies spending above ₹100 crore annually, projects run by foundations are almost three times larger than those handled by other partners. This enables firms to institutionalise bigger, more strategic programmes.

Overall CSR project ticket size by spend category (FY 21-24)



India’s development sector is a **maturing multi-actor ecosystem**

India's CSR is at a inflection point. The era of an NGO-centric delivery model has evolved into a diverse ecosystem where universities, hospitals, and other institutions are emerging avenues to enable societal impact. In this new landscape, the defining question is no longer who implements, but how effectively these varied actors can be orchestrated. The future of meaningful, large-scale change will depend on effective collaboration between corporates, government, and a mix of both NGO and Specialised Institution partners.

The demand has shifted to specialised, scalable impact. This migration of funds is not arbitrary. It is a direct response to corporates seeking partners with deep domain expertise (e.g., universities for R&D) or inherent scale (e.g., hospital networks for public health) to address complex development challenges more effectively.

Our analysis shows three implications:

1. **For non-profits:** The era of being the default choice is over, creating an urgent need to redefine their value proposition beyond traditional implementation.

2. **For emerging entities:** A significant new funding channel is opening for institutions that can demonstrate deep domain expertise and tangible, large-scale outcomes.

3. **For corporates:** This signals a maturing approach to CSR, demanding more sophisticated strategies for partner selection and impact measurement.

The Impact Intersection

Where Shared Value Drives CSR Strategy

Leading corporations now align CSR initiatives with their core material issues, leveraging their unique expertise and networks to :

- Drive national development priorities by moving the needle on societal issues relevant to industry.
- Strengthen their social license to operate by addressing societal and environmental issues relevant to key stakeholders in the business value chain and/or in geographies of business importance.
- Complement sustainability targets through integration of CSR strategy with ESG strategy.

This integrated model achieves its greatest impact when business relevance and societal needs intersect. Our analysis examines how leading Indian companies are navigating this shift, leveraging CSR to create lasting shared value.

Methodology to assess CSR alignment with industry-specific material priorities in 2023-24.

Our analytical framework was designed to map industry-specific material priorities to national development sectors.

Our analysis covers the top 20 industries, representing 89% of total CSR expenditure from 2014–24. The "Other Business" category was excluded due to its lack of homogenous material priorities. For each industry, we established material priorities by analysing materiality assessments and disclosures from a representative sample of 4–5 leading companies. These priorities were then mapped against the development sectors defined in the Ministry of Corporate Affairs (MCA) database to align industry needs with CSR project categories.

The resulting matrix details the alignment between industry material needs and MCA-defined development sectors.

While this approach provides a strategic overview, its limitations must be acknowledged. Since the materiality is identified based on a dip-stick industry-level analysis, company level variations are not represented. Furthermore, the mapping framework is subject to the constraints of limited one-to-one mapping of predefined Schedule VII sectors with material areas, resulting in potential overlaps, as well as inconsistent project tagging. **The findings give direction towards which societal and environmental problems particular industries are best positioned to solve, to create shared value, without commenting on company priorities.**

Material alignment strongly linked to **CSR budget size**

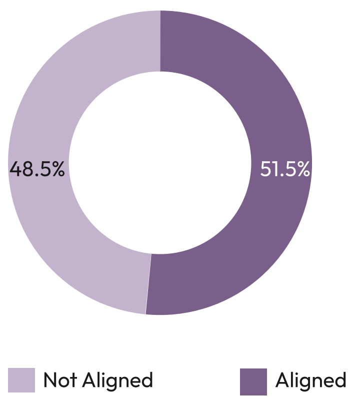
Our analysis reveals a direct correlation between the size of a company's CSR budget and its alignment with material needs.

About 52% of the total CSR spent by these top industries were in projects which were deemed to be aligned to industry's need, highlighting the degree of strategic fit.

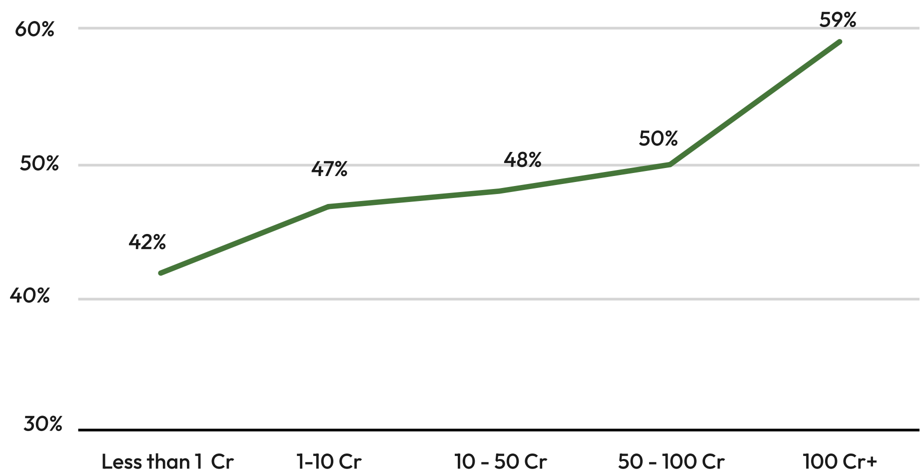
This alignment scales from 42% for companies with budgets under ₹1 crore to 59% for those spending over ₹100 crore (FY 23–24).

This suggests that larger budgets enable greater flexibility and a more diversified, strategic CSR portfolio addressing multiple industry priorities. In contrast, smaller budgets necessitate more focused allocations, often prioritising company-specific issues over broader industry themes.

Industry-aligned spending based on projects implemented (FY 23-24)



Industry-alignment by project spend and number of projects by CSR budget



Most industries are 40-60% **aligned with their material needs**

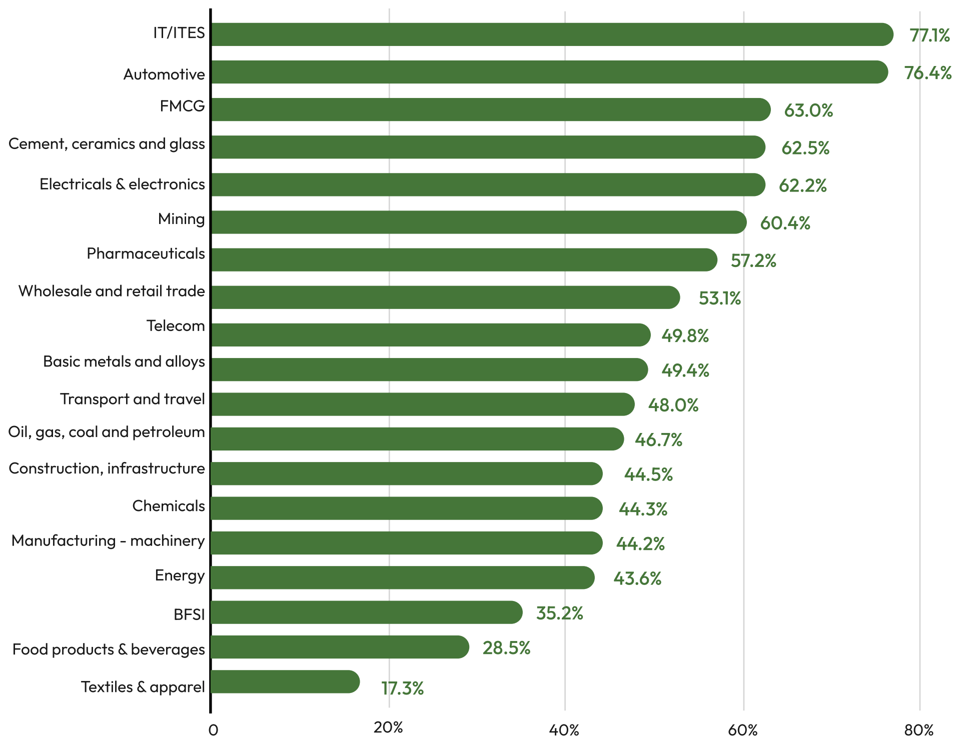
This graph analyses each industry and looks at the level of alignment with their material needs. Most industries are aligned 40–60%, while IT/ITES and automotive have high levels of alignment at 77.1% and 76.4%, respectively.

Industries like BFSI, food products, and textiles have less than one-third of their projects aligned to their material needs.

Industries that have health and education among their material needs (e.g., IT and education) tend to show stronger alignment, owing to the fact that the majority of CSR funding is in this space, while others default to these popular sectors regardless of their industry's material needs.

This suggests opportunities for sector-specific guidance to realign spending, enhancing relevance and effectiveness,
e.g., BFSI emphasising rural development over generic healthcare.

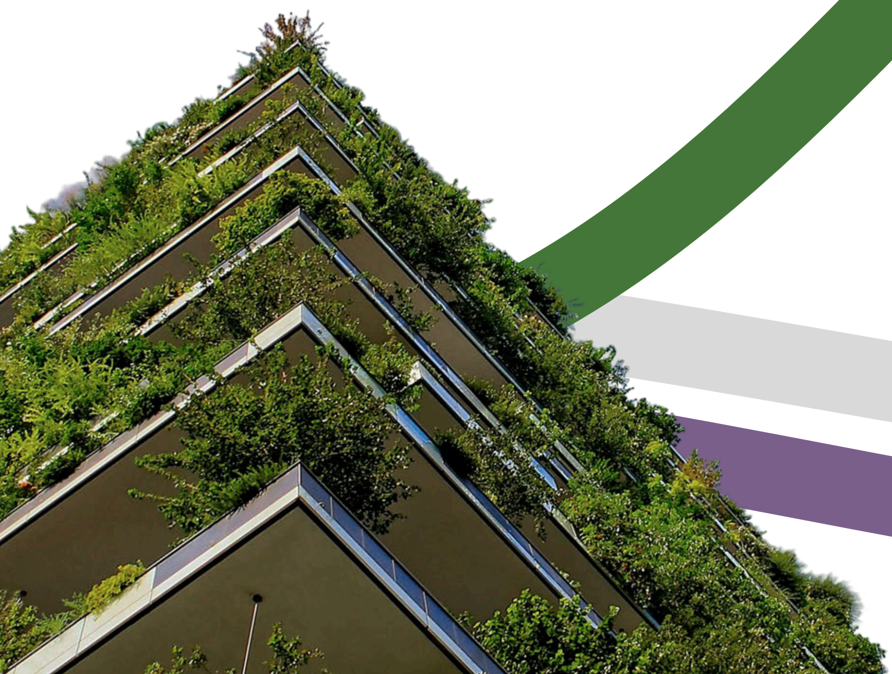
Sector-aligned spending of industries



Overall, the data reveals a promising yet evolving landscape of moderate alignment between CSR efforts and industry materiality with ample room for growth, especially among smaller firms.

These findings suggest that companies should prioritise materiality assessments in their CSR planning, unlocking a powerful opportunity to maximise both societal impact and business value.

High alignment correlates with larger CSR budgets, suggesting that as India's CSR matures, strategic integration could drive greater societal benefits and corporate advantages.



Conclusion

India's CSR is now a plural, dynamic movement, one that is deeply intertwined with the country's social and economic fabric. Companies are using CSR to not only fund projects, but solve problems, seed innovation, and drive systemic change in areas that align with both business strengths and societal needs. Yet, even as the ecosystem matures, fundamental questions remain about how CSR can balance business alignment with unmet social priorities, strengthen institutional capacities, and ensure that every rupee spent contributes to lasting, measurable value, at scale.

With this report, our intention is to spark those deeper conversations. Over the coming months, we will return with follow-up analyses exploring the evolving role of corporate foundations, the implications of CSR's geographic shifts, and how implementation agencies, both NGOs and specialised institutions, can adapt to this changing landscape. **In the decade ahead, we expect CSR will grow not only in scale, but also in purpose, and become the cornerstone of India's development architecture, contributing to a more equitable and resilient future.**

Authors

Srikrishna Sridhar Murthy (Krishna)

Krishna is Co-founder and CEO of Sattva Consulting. Under his leadership, the State of CSR Report has evolved to become the most comprehensive and definitive guide to CSR spending in India. With over 15 years of experience in social impact, Krishna has served as an advisor to prominent national and international corporations, non-profits, foundations, and government agencies. He has designed and implemented initiatives across areas like CSR, sustainability, impact investing, and responsible supply chains.

Ashima Chander

Ashima Chander is the Head of Marketing at Sattva Consulting, where she leads the company's strategic marketing priorities, brand properties and outreach initiatives. At Sattva, she is committed to the power of a strong communication strategy to amplify impact. She led the conceptualisation and launch of the State of CSR report.

Abhishek Modi

Abhishek is a Senior Engagement Manager at Sattva Consulting and leads the Digital Platforms and Data Initiatives. He has played a key role in supporting the data analysis, review, and editorial refinement for the report.

Sansiddha Pani

Sansiddha is a Data Analytics Manager at India Data Insights and the data lead for this year's State of CSR Report. His team is responsible for end-to-end data and insights analysis for the report.

Divya Swamy

Divya is a Senior Marketing Consultant at Sattva Consulting, where she leads public relations initiatives, campaign strategies, and podcast marketing. She has contributed to this report in an editorial capacity.

Priyanka Kakkar

Priyanka is the Data Analytics expert with India Data Insights. She was responsible for the quantitative research and data analysis of CSR datasets, and developing insights and case studies informed by stakeholder consultations.

Apoorva Mahendru

Apoorva is a Senior Data Analyst with India Data Insights. She was responsible for the quantitative research and data analysis of CSR datasets, and developing insights and case studies informed by stakeholder consultations.

Tanya Ahuja

Tanya played a key role in supporting the team in data preparation and management for case-based data analysis.

Rachel D'Souza

Rachel is an Associate Marketing Consultant at Sattva Consulting, where she leads content strategy and has supported this report in a proofreading and editorial capacity.

Methodology

This report is based on a comprehensive analysis of the data on CSR published by the Ministry of Corporate Affairs. This analysis by Sattva Consulting uses data of the full list of projects and other information related to the company's location, type, and CSR obligations available for each company and each year of CSR. This data is then further combined with other available CSR data, such as information on CSR activities of companies from annual reports, additional supporting data like district-level poverty index, and enriched data like the categorisation of companies into various industries and CSR budget groups. This enables the understanding of CSR data from different angles, like identification of where CSR funding is being directed, how CSR budget sizes affect expenditure, etc.

This report uses two primary data sources.

1. CSR data published by the Ministry of Corporate Affairs

Sattva Consulting has scraped project-level data for every year of CSR since the 2013 mandate for all companies. The analysis in this report is, in most cases, based on this data. It must be noted that that data on CSR expenditure in FY 23-24 is the latest data publicly available on the website.

Data cleaning is then conducted, where required and possible, to remove duplications using the CIN numbers of companies and removing negative numbers reported in some cases. This cleaning was carried out only in cases of obvious errors and where the actual value is reasonably evident as well. In all other cases, the reported values were left as-is. Hence, any other inadvertent errors in reporting by companies or by the MCA were not corrected for.

It must be noted here that there are large variations in the quality of reporting and difficulties in the way CSR data is reported and published. A few examples of such issues are outlined below:

- Many companies do not report complete project names/descriptions.
- Projects can often span over multiple development sectors or be equally considered part of multiple sectors.
- A project being carried out across multiple districts/states may be reported as separate projects being tagged to different states/districts, or may be tagged as PAN-India projects or projects where districts are not mentioned.

2. Aggregated data on CSR Expenditures from annual reports of Listed Companies.

Sattva Consulting has also used additional data on CSR activities reported by listed companies as part of their annual reports, as provided by PrimeInfoBase which is a comprehensive provider of data on Indian corporate entities.

While this dataset represents a subset of the corporate sector which spends on CSR, it provides additional information like the nature of projects and details on the types and names of implementing agencies used. This allowed for additional analysis to be carried out, such as identification and analysing CSR spending through corporate foundations and understanding the different types of implementation agencies which benefit from CSR funding. The total size of this subset in terms of number of companies and amount in crores is shown below.

Year	No. of Companies	% Coverage	Amount in Crores	% Coverage
2021-22	1321	8.84%	14667.63	55.51%
2022-23	712	3.32%	3256.16	10.52%
2023-24	671	3.12%	2830.62	8.18%

Additional data used:

Sattva Consulting also enriched the data from the above two sources to provide a more comprehensive analysis and understanding of CSR funding in India. The enrichment carried out and the methods for the same are outlined below:

- **Industry categorisation:**
  We categorised all companies by industry. The NIC activity code used as part of the CIN of each company was used as the primary basis of identifying the industry of each company.

  Post this exercise, it was noticed that for a number of companies this methodology did not provide the most accurate industrial categorisation. Hence, for the largest 5000 companies, AI-based search through platforms like Gemini and Perplexity were used to identify the industry. The results of such platforms along with the original NIC industry identification were used to categorise these companies into a particular industry.

- **CSR budget categorisation:**
  Companies were also classified by the size of their annual CSR budget/expenditure. Each company was classified under a CSR Budget category for each year based on their reported expenditures. Note that this also results in the same company being part of different budget categories in different years as their CSR expenditures increased or decreased.

- **District typology:**
  The district names reported in the CSR data were first manually cleaned to reflect the latest district names as per Government of India Local Government Directory. Subsequently the districts were classified into the following groups:

  - **Tier-1 city districts:** Districts with cities which are part of the "X" category, as per the list released by Ministry of Finance, Government of India. Since these Tier-1 cities are often large agglomerations, all districts which are part of the urban agglomeration were considered as part of this category. For example, Ghaziabad district was considered to be in this group as it is part of the Delhi urban agglomeration.

  - **Tier-2 city districts:** All districts which have cities with populations greater than 1 million in 2025 as per population estimates from the UN World Urbanisation Prospects. This group was further split into two part: districts with cities of 1-2 million population and districts with cities of over 2 million population.

  - **Tier-1 city cluster districts:** Other districts around districts with Tier-1 cities which were neighbouring to the main city. If these districts had other Tier-2 cities, they were not considered part of this group.

  - **Industrial hub districts**: Any other districts across India which were home to major industrial hubs or had presence of major industrial centers were considered part of this group.

- **Districts by Poverty Level:**
  After cleaning of district names as described above, each district was also associated with its Multi-Dimensional Poverty Index (MPI) scores as per the data released by the NITI Aayog in 2023. Based on the MPI score, districts were classified into the following categories:

  - **Low MPI :** MPI Score of less than 0.05

  - **Medium MPI :** MPI Score between 0.05 and 0.15

  - **High MPI :** MPI Score above 0.15

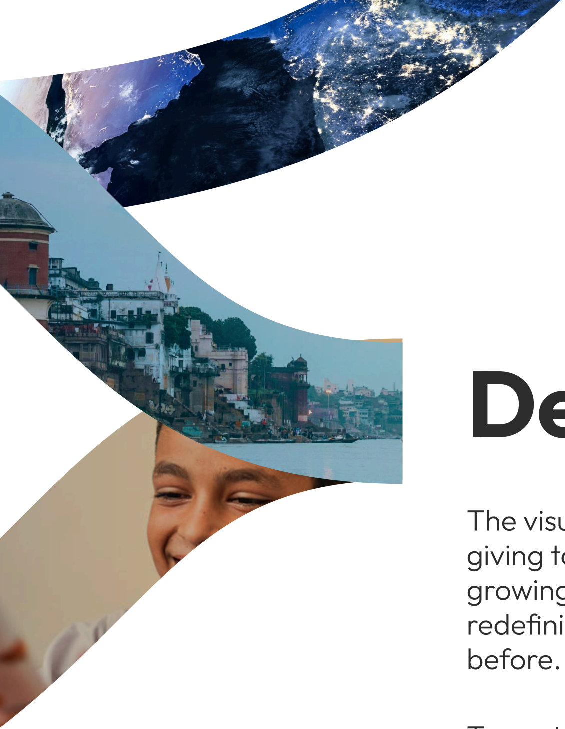
- **Identification of corporate foundations:**
  Identification of companies with corporate foundations was carried out using two approaches:

  - Among the top 500 companies based on total CSR spend, secondary research was used to identify whether the company had a corporate foundation. Using this approach only, the existence of the foundation was determined.

  - The data on CSR expenditures aggregated from annual reports of companies, obtained from PrimeInfoBase, was also used for this purpose. This dataset provides a list of organisations used by the companies to direct CSR spending. The names of such organisations were analysed to determine whether their names matched the company from whom they received funding. If there was an adequate level of similarity, the organisation was considered as a corporate foundation. This dataset also provided information on the specific projects which were implemented through these corporate foundations and quantum of CSR funding directed towards them.

- **Country of origin of global companies:**
  The country of origin, i.e. the country where global headquarters of a multi-national company was located, were also identified for the top 5000 companies based on total CSR spend. This identification was carried out using AI-based search platforms such as Gemini and Perplexity. The search results identifying the country of origin was cross-checked across these platforms and multiple searches. Additionally, manual correction was also carried out where required to correctly identify the country of origin.

- **Identification of "Non-NGO" partners:**
  The data aggregated from annual reports of some listed companies, as provided by PrimeInfoBase, was used to identify the presence of non-NGO partners involved in implementing CSR-funded projects. To identify such partners, the list of institutions listed as implementing agencies for various projects were analysed. Each of the unique institutions was categorised into different groups like foundations, trusts, hospitals, educational institutions, government agencies, private companies, etc. This categorisation was achieved through a use of keywords and AI-algorithm-based categorisation, followed by manual cleaning. Institutions which fell into categories like foundations, trusts, associations, societies, etc. were considered as NGOs. In cases where such a categorisation was not possible based on the name of the agency, they were assumed to be NGOs.

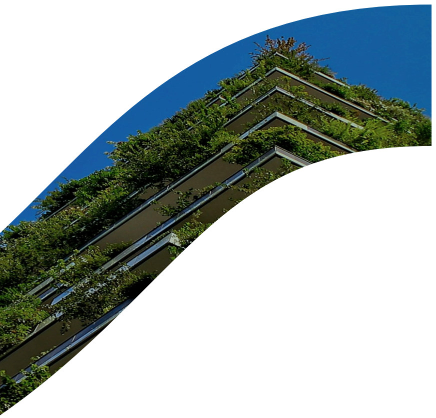


Design concept note

The visual identity of this year's report reflects the dynamic and evolving nature of CSR in India. Corporate giving today is shaped by region, sector, company size, geography, global origin, business alignment, and a growing set of institutional partners such as schools, colleges, and local organisations. This diversity is redefining corporate philanthropy, making it more adaptive, interconnected, and strategic than ever before.

To capture this transformation, the design uses rising, flowing ribbons that intersect diverse landscapes. These organic forms act as connectors, symbolising multiple pathways converging across traditional and emerging sectors within the CSR ecosystem. Their upward movement signals progress, optimism, and the evolving nature of impact across geographies, communities, and institutions.

Through this visual approach, CSR is positioned as a catalytic, integrated network that drives socio-economic transformation across India. The motif of intersecting ribbons and pathways mirrors the interconnected character of modern corporate philanthropy, an ecosystem that flows, converges, and evolves, creating meaningful impact at scale.



Aditya Patil, Muskan Fakir — Design team, Sattva Consulting

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About the Report

Every year, Sattva Consulting and India Data Insights release a comprehensive analysis of the State of CSR in India. Now in its seventh edition, this report takes a deeper look at the trends that have shaped corporate philanthropy so far and how they are likely to define the decade ahead.

You can explore all previous editions of our CSR Data Guides here.

About Sattva Consulting

Sattva Consulting is a global impact consulting firm from India. Since 2009, we have engaged with communities, business, and government to achieve societal impact at scale.

We believe that Civil society, Business, and Government all have a critical role to play in building an equitable and sustainable world, and we actively partner with all stakeholders to enable impact through our advisory and orchestration services, knowledge and data platforms—built as public goods for the ecosystem, and collaborative solutions and partnerships. To know more, visit https://www.sattva.co.in/.

impact@sattva.co.in   sattva-media-and-consulting   x.com/_sattva   @sattva.india