



# INDIA INVOLVED

MEASURING COMMITMENT TO DEVELOPED INDIA

SKOCH Report on India Involved Index  
October 2025



## 1. Purpose is the New Performance

The SKOCH **India Involved Index 2024** makes it clear: India's most successful companies are aligning profit with purpose. CEOs must now lead not just for shareholders, but for nation-building. Growth, ethics and inclusion are no longer parallel goals — they are the metrics of lasting leadership.

## 2. Digital Transformation is the Growth Engine

With a majority of corporate interventions digitally led, digital isn't an IT function — it's a leadership mandate. From AI and automation to digital inclusion, corporate leaders who harness technology responsibly will define the next phase of India's economic and social transformation.

## 3. Governance is the Next Competitive Edge

Governance is emerging as the differentiator of trust and resilience. Organisation heads must institutionalise transparency, ethics and accountability — not for compliance, but to future-proof credibility and investor confidence in an era of scrutiny.

# Key Indicators

ENVIRONMENTAL EXCELLENCE	SOCIAL EXCELLENCE	GOVERNANCE EXCELLENCE	CORPORATE EXCELLENCE	CORPORATE DIGITAL RESPONSIBILITY	DIGITAL TRANSFORMATION	HUMAN RIGHTS IN BUSINESS
Climate Change Mitigation	Employee Welfare and Well-being	Corporate Governance Structure	Leadership	Security	Digital Strategy and Innovation	Human Rights Policies and Commitments
Resource Efficiency	Community Engagement and Development	Ethical Leadership and Business Conduct	Financial Performance	Social Digital Responsibility	Digital Operations and Efficiency	Labour Rights and Fair Work
Pollution Control	Customer Responsibility	Risk Management	Corporate Governance (Non-Social, Non-ESG, Non-Human Rights)	Sustainable Digital Responsibility	Digital Customer Experience	Workplace Equality and Non-Discrimination
Biodiversity and Ecosystem Protection	Supply Chain Social Responsibility	Regulatory Compliance	Innovation (R&D Investments)	Economic Digital Responsibility	Cybersecurity and Data Protection	Grievance Mechanisms and Remediation
Circular Economy	Employee Training and Development	Shareholder Rights and Engagement	Employee Development and Engagement	Technology	Digital Culture and Workforce	Human Rights in Communities
	Social Equity and Justice	Anti-Bribery and Corruption	Customer Satisfaction and Loyalty	Risk Management	Business Process Transformation	Privacy and Security of Personal Data
		Operational and Stakeholder Governance	Operational Efficiency (Non-ESG, Non-Environmental)	Human Resource	Business Model Transformation	Psychosocial Risk Management Policies
			Cost Management	Grievance Redressal	Domain Transformation	Managerial Training and Support Policies
			Core Information Technology	Ethical Practices	Cloud Transformation	Employee Support and Resource Accessibility
				Governance Practices	Security Systems Transformation	Mental Health Promotion & Intervention Accessibility
				Multi-Language	Cultural Transformation	Return-to-Work and Reintegration Policies
					Innovating New Tech Solutions	Digital Well Being
<b>69 INDICATORS</b>	<b>68 INDICATORS</b>	<b>77 INDICATORS</b>	<b>84 INDICATORS</b>	<b>145 INDICATORS</b>	<b>104 INDICATORS</b>	<b>63 INDICATORS</b>

<b>Key Message.....</b>	<b>1</b>
<b>Takeaways .....</b>	<b>5</b>
<b>India Involved Index.....</b>	<b>6</b>
<b>I. Purpose is the New Performance .....</b>	<b>10</b>
<b>II. Digital Transformation is the Growth Engine .....</b>	<b>16</b>
<b>III. Governance is the Next Competitive Edge .....</b>	<b>22</b>
 India Involved Interventions .....	31
India Involved Top Organisations.....	32
Participating Industries.....	33
India Involved ESG Interventions.....	34
Participating Industries .....	35
Environmental .....	36
Social .....	39
Governance .....	42
Digital Transformation Interventions.....	45
Corporate Excellence Interventions .....	46
Participating Industries .....	47
SKOCH Ethics Policy .....	48

## Disclosures

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SKOCH makes no assumptions or claims into whether or not ROI will be received by the organisations. Readers are strongly advised to make their own estimates within the framework provided in the study to determine appropriateness of an investment.

SKOCH has received inputs through submissions, interviews, research meetings and feedback from the participating Organisations but maintains editorial control over the study and its findings.

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## METHODOLOGY

- Projects measured from - Prism of Citizen; Project Level Outcomes; Incremental Progress; Before & After.
- First round of vetting and shortlisting by our analysts.
- Shortlisted projects go through evaluation.
- Overall impact is measured for new projects, ongoing projects are evaluated on incremental improvements.
- Peer evaluation by those doing similar projects.
- Popular vote by stakeholders.
- Merit listed projects qualify for expert evaluation.
- Experts vote through exhibition and live polls.
- Each project gets a comprehensive score. Total of these decide overall and sectoral performances.

## FIELD RESEARCH

- A periodic field level impact assessment and research of select projects based on empirical data and submissions is done.
- Top functionaries are interviewed, their data and dashboards understood by our research team. Research team(s) and mystery shoppers interview beneficiaries to get their feedback.
- Such field level inputs are sectorally collated and are used to validate data provided by the nominee. This also serves as an input to the nominee on what is working and why? Can it be improved? Can there be correctives?
- SKOCH Group is the only independent organisation carrying on these field level interviews, research and documentations since 2000.

## RECOGNITION

- A large number of organisations participate and submit projects for evaluation out of which only merit listed projects qualify for deeper study.
- These merit listed projects receive an order-of-merit certificate.
- A weightage is added to the overall nominee score.
- Based on the final score received by a project, it is certified as Platinum, Gold or Silver.
- Based on the above, nominees/organisations are ranked.
- Based on indicator scores, organisations are also ranked sectorally.
- SKOCH India Involved Index has 612 indicators and growing.
- An exhaustive knowledge repository is available.

SKOCH India Involved Index ranks Top-20 organisations.

# Takeaways

- The SKOCH **India Involved Index 2024** redefines what it means to be a responsible business in India.
- Moving beyond Western ESG models, it introduces an India-first framework rooted in accountability, inclusion and impact — positioning corporates as true partners in nation-building, aligned with India@2047.
- The SKOCH **India Involved Index 2024** isn't just another ESG or sustainability report — it's a blueprint for the future of Indian businesses.
- The year 2024 marks a turning point. Digital transformation has become the new engine of change — driving over half of all corporate intervention, underscoring a rapid shift toward a digitally empowered economy.
- From bridging digital divides to powering rural progress, India Inc is leading a humane evolution of ESG — one that values people, planet and performance.
- The Index celebrates a multi-sector coalition of pioneers — from banking and steel to energy and tech — uniting profit with purpose. Together, they're proving that business can be a force for equitable growth, sustainable innovation and ethical governance.
- It's a report for leaders who want to stay ahead of the curve — who understand that the next decade of growth will belong to those who can balance performance with purpose, digital with ethical and profit with progress.
- The India Involved movement is transforming the Indian corporates itself — from compliance to conscience, from growth to nation-building.

The SKOCH India Involved Index 2024 introduces an India-first ESG framework linking accountability, inclusion and impact to long-term value creation—spotlighting corporates driving digital transformation, sustainable innovation and ethical growth as key catalysts for India@2047

# India Involved Index

## India Involved Index

SKOCH **India Involved Index** represents a transformative framework developed to evaluate organisational performance by integrating global benchmarks with India-specific priorities.

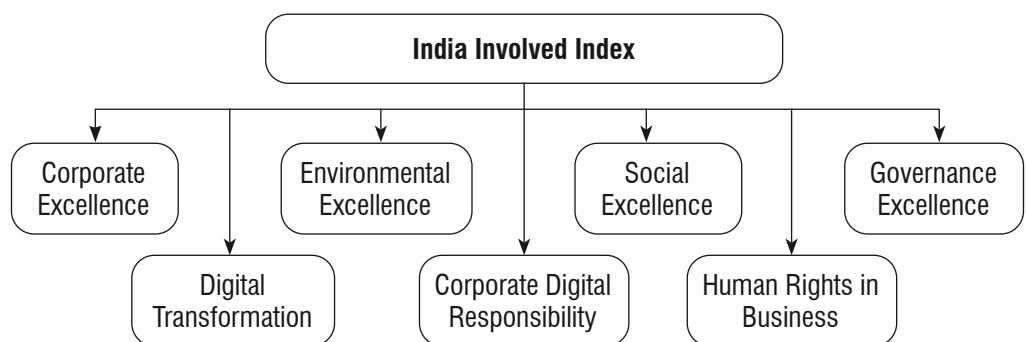
It embodies a paradigm shift from conventional assessment models, which are often rooted in western socio-economic contexts, to a framework that reflects India's unique developmental ethos, cultural diversity and policy imperatives.

The **India Involved Index** is more than just a metric—it is a comprehensive evaluation tool that captures organisational accountability, sustainability practices and digital transformation strategies. It draws inspiration from globally established frameworks, including the Global Reporting Initiative (GRI), but goes further by embedding India's socio-economic realities, regulatory frameworks and corporate governance practices into its structure.

In doing so, it harmonises global standards with localised relevance, ensuring that Indian organisations are evaluated within contexts that resonate with their operational environments.

The foundation of the India Involved Index lies in the philosophy of “**inclusive accountability**”—a principle that recognises the interconnectedness of governance, sustainability and societal impact. It highlights the role of businesses not merely as economic entities but as agents of transformation that contribute to broader developmental goals, including those aligned with the **Sustainable Development Goals (SDGs)**.

Unlike traditional indices that focus predominantly on financial performance, the India Involved Index adopts a multi-dimensional approach. It encompasses Environmental, Social and Governance (ESG) criteria, CSR mandates, Corporate Excellence, Digital Transformation, Humans Rights conduct and emerging domains like Corporate Digital Responsibility (CDR) and Digital Transformation.



The SKOCH India Involved Index reimagines organisational evaluation through an India-first framework that fuses global ESG benchmarks with local priorities—measuring accountability, sustainability and digital transformation to position businesses as transformative agents of inclusive growth

This integrated approach enables organisations to measure, monitor and improve their performance in alignment with global sustainability imperatives while addressing the specific developmental challenges of India.

By establishing an India-centric model, the **India Involved Index** repositions the country as a thought leader in responsible governance and sustainable development practices. It provides organisations with the tools to not only comply with regulatory requirements but also drive measurable and meaningful change.

### Purpose

The **India Involved Index** has been developed as a context-specific and globally-aligned framework to assess and advance corporate accountability, sustainability and governance excellence in India.

It responds to the need for an inclusive evaluation tool that integrates international standards with localised priorities, enabling organisations to address complex developmental challenges while achieving global competitiveness.

The purpose of the **India Involved Index** is to institutionalise responsibility-driven practices and promote strategic growth models that balance profitability with ethical governance, social equity and environmental stewardship.

It aims to establish accountability as a core business value, moving beyond compliance-focused approaches to encourage long-term value creation. By providing quantifiable metrics, it empowers businesses to benchmark performance, identify gaps and adapt strategies in alignment with national goals like Skill India, Digital India and Atmanirbhar Bharat as well as global commitments such as the Sustainable Development Goals (SDGs).

Another central purpose is to bridge the gap between policy frameworks and corporate action by serving as a data-driven platform for evidence-based policymaking.

It enables governments, regulators and stakeholders to monitor compliance, evaluate impact and refine interventions in response to emerging challenges like climate change, cybersecurity and technological disruptions.

**The SKOCH India Involved Index offers a globally aligned, India-centric framework empowering organisations to measure accountability, sustainability and governance while addressing national priorities—bridging policy and corporate action to drive ethical, inclusive and data-driven growth**

At the same time, it prepares businesses to meet investor expectations for ethical performance, providing tools to attract responsible capital through climate finance and impact-driven investments.

The objectives of the **India Involved Index** are rooted in transparency, accountability and continuous improvement, offering a structured framework to:

- **Standardise Performance Measurement**  
Provide a consistent and adaptable evaluation system for assessing Environmental, Social and Governance (ESG) performance, Corporate Social Responsibility (CSR) compliance and Corporate Digital Responsibility (CDR) practices using globally recognised frameworks such as GRI Standards, ISO standards and BRSR guidelines.
- **Enable Holistic ESG Integration**  
Promote a multi-dimensional approach to sustainability, ensuring superset coverage of environmental responsibility, social equity and governance integrity without redundancies. The framework aligns corporate actions with national policies and international standards while addressing emerging areas like data ethics and AI governance.
- **Support Policy Formulation and Adaptive Governance**  
Provide empirical insights for policymakers and regulators to track corporate contributions to national and global goals. It serves as a policy feedback mechanism, enabling reforms that are responsive to sector-specific needs and developmental priorities.
- **Facilitate Risk Governance and Resilience**  
Strengthen organisational risk identification and mitigation strategies by embedding ISO 31000 principles into the evaluation model. Businesses can address climate vulnerabilities, cybersecurity threats and supply chain disruptions, ensuring business continuity and long-term stability in volatile environments.
- **Encourage Measurable Impact and Continuous Growth**  
Establish performance-tracking tools to measure economic outputs, social inclusivity, environmental footprints and digital governance readiness. It fosters continuous improvement through data-driven insights, enabling businesses to move from compliance-focused approaches to strategic performance enhancement.

The Index empowers businesses to meet ethical and investor expectations through a transparent, data-driven ESG framework—standardising performance, enhancing risk resilience and attracting responsible capital for sustainable, inclusive and future-ready growth

### ■ **Benchmark Indian Practices Globally**

Promote India's leadership in defining context-sensitive sustainability frameworks by demonstrating how localised practices can inspire global standards. The index highlights India's developmental model as a template for other emerging economies, positioning the country as a thought leader in sustainable governance.

### ■ **Empower Stakeholder Collaboration and Investment Alignment**

Strengthen multi-stakeholder networks by enabling investors, policymakers and civil society to track corporate performance and assess sustainability risks. By aligning businesses with impact-oriented funding models, the framework supports the growth of responsible investments and climate finance opportunities.

By providing standardised metrics, promoting policy alignment and facilitating multi-stakeholder collaboration, the **India Involved Index** positions Indian businesses as global leaders in ethical governance and sustainability innovation. It empowers organisations to benchmark practices, measure impact and adapt strategies, ensuring that growth trajectories align with both national aspirations and global imperatives.

### **Benefits**

The Index promotes sustainable and inclusive growth by encouraging businesses to align with Sustainable Development Goals (SDGs) and national priorities like Skill India, Digital India and Atmanirbhar Bharat. Its focus on localised metrics—such as climate adaptation, gender equity and circular economy principles—prepares organisations for low-carbon transitions and social inclusivity while reinforcing community engagement under CSR mandates.

Evidence-based policymaking is another significant benefit. The **India Involved Index** provides empirical data to regulators and policymakers, enabling the monitoring of compliance and targeted reforms. It acts as a feedback mechanism for policy refinement, ensuring that regulations are both effective and adaptive to emerging challenges like climate risks and digital ethics.

The **India Involved Index's** emphasis on resilience planning and future readiness enables businesses to adopt proactive risk mitigation strategies while navigating technological disruptions like AI ethics and data governance.

India's corporate success is being redefined—from profit-driven to purpose-aligned. The Index measures how businesses integrate accountability, inclusion and impact, evaluating not compliance but their contribution to India@2047's equitable, sustainable growth

A woman stands on a paved road in a rural village, pointing her right hand down the path. She is wearing a yellow and orange patterned sari over a blue short-sleeved shirt. She has a bindi on her forehead and is wearing red bangles and a silver bracelet. The background features lush green trees, dry grass, and traditional houses with thatched roofs. Other people are visible in the distance on the road.

**PURPOSE**

# I. Purpose is the New Performance

## A New Definition of Success

India's business landscape is undergoing a fundamental reset.

Performance is no longer defined only by quarterly numbers, margins or market share. Success now depends on whether an organisation adds value to society, not just extracts it.

The SKOCH **India Involved Index 2024** captures this transformation in measurable terms. It assesses how India's leading companies are integrating purpose into their business models—not as an add-on, but as a core driver of competitiveness.

The findings are clear. A growing number of organisations are moving from being profit-driven to **purpose-aligned**, realising that long-term performance is inseparable from social, environmental and governance outcomes.

## The India Involved Approach

Traditional ESG frameworks, largely designed in the West, have struggled to reflect India's development priorities.

The India Involved Index takes a different path. It applies an India-first approach, combining accountability, inclusion and development impact.

Rather than measuring how well companies comply with ESG norms, it evaluates how deeply they are **involved in nation-building**.

It is not a sustainability report; it is a performance review of how business contributes to India@2047—the vision of a developed and equitable India.

This distinction matters. Indian enterprises operate in a context where social transformation, digital inclusion and environmental balance are inseparable from economic growth. The India Involved Index captures that reality.

The Index 2024 redefines corporate success by measuring how businesses integrate purpose, inclusion and accountability into performance—evaluating not just profits, but their role in nation-building and India's journey toward India@2047

## Five Pillars of Purpose-Driven Growth

The Index evaluates companies across five interlinked dimensions that together define the depth of their involvement:

Pillar	Focus Area
<b>Corporate Excellence</b>	Leadership, innovation and long-term value creation
<b>Social Excellence</b>	Inclusion, community engagement and equity
<b>Environmental Excellence</b>	Sustainability and resource efficiency
<b>Governance Excellence</b>	Transparency and ethical conduct
<b>Digital Responsibility</b>	Responsible use of technology and data

Each of these pillars contributes to a larger goal: ensuring that Indian business not only grows but does so responsibly, inclusively and sustainably.

## Purpose as Strategy

In the past, purpose and performance were seen as separate. Today, they are the same discussion. The India Involved Index finds that organisations with clear, purpose-driven objectives deliver stronger operational results and greater stakeholder trust.

This is not about philanthropy. It is about building resilient, future-ready enterprises. Companies that embed purpose into their business strategy tend to innovate faster, attract better talent and manage risk more effectively. Purpose has moved from the CSR department to the boardroom—from expenditure to investment.

## Key Findings from 2024

The 2024 Index, based on over 600 measurable indicators, reveals distinct trends in how Indian organisations are evolving:

- **Digital Transformation** now represents **53% of all corporate interventions**, showing that digital capability has become central to responsible growth.
- **Corporate Excellence** accounts for **19%**, reflecting the continued focus on performance and leadership systems.

The Index evaluates companies across five pillars—corporate, social, environmental, governance and digital excellence—showing that purpose-driven organisations deliver stronger results, innovation and trust, redefining success through responsible, inclusive and technology-enabled growth

- **Social Excellence** contributes **14%**, underscoring consistent commitment to community development and welfare.
- **Environmental Excellence** stands at **13%**, a notable decline from 24% in 2023—highlighting the need to rebalance growth with sustainability.
- **Governance Excellence** remains low at **1%**, suggesting that governance is often embedded but not treated as a standalone strategic priority.

These numbers tell a story of transformation. The corporate sector is realigning its priorities—from compliance-led ESG to **purpose-led performance**.

### Expanding Corporate Involvement

The 2024 Index covers more than twenty industries and hundreds of organisations. It captures how diverse sectors are contributing to India's growth in practical ways:

- **Banking and Financial Services** continue to lead, accounting for nearly one-fifth of all initiatives.
- **Power and Green Energy** have grown sharply, now representing 15% of interventions—a reflection of India's clean energy transition.
- **IT, AI and Analytics** sectors contribute 12%, enabling transformation across industries.
- **Telecom and Mobile** interventions rose to 7%, driven by connectivity and digital access.
- **Food, FMCG and Infrastructure** maintain steady engagement in Social and Environmental.

This broad participation shows that the concept of “purpose” is not sector-specific. It is becoming a shared business language across industries.

### Social Impact: The Core of Indian Purpose

Half of all ESG interventions in 2024 focused on **social outcomes**—education, healthcare, inclusion, livelihoods and gender equality. This marks a decisive shift from isolated CSR projects to structured, measurable impact programmes.

The SKOCH India Involved Index 2024 reveals a shift from compliance-led ESG to purpose-driven performance, with businesses across sectors aligning growth with social impact, clean energy, digital transformation and inclusive, accountable governance

Key priorities include:

- **Skill development and livelihood generation** (32% combined share)
- **Water scarcity and healthcare** (28% combined share)
- **Community development, education and diversity** (over 40% collectively)

Outcomes recorded by SKOCH include higher inclusivity, better living standards, improved access to healthcare and greater employability. Social excellence is no longer an act of benevolence. It is a practical response to India's demographic and developmental realities.

### **Environmental Performance: Progress and Caution**

The Index shows that environmental excellence is stabilising but needs renewed focus. The share of green initiatives fell to 13% in 2024, suggesting that as companies pursue digital expansion, environmental investment risks taking a backseat.

Major environmental concerns identified:

- Energy consumption (23%)
- Air pollution (21%)
- Waste management (21%)
- Water use and conservation (11%)
- Dependence on fossil fuels (8%)

Companies have responded with technology upgrades, greener energy options and resource efficiency measures. However, the transition must accelerate if India is to meet its climate goals.

### **Corporate Excellence: Performance with Accountability**

Corporate excellence interventions represent 19% of total initiatives—an indicator that organisations are aligning internal performance with external responsibility.

Key trends include:

- **Product innovation (48%) and performance management systems (40%)** as dominant areas of improvement.

**The SKOCH Index highlights purpose-led transformation—where social impact drives business strategy, environmental stewardship needs renewed focus and corporate excellence blends innovation with accountability, aligning India's growth with global sustainability and inclusive development goals**

- **Financial services (68%) and banking (20%)** as top contributors, linking business performance to public trust.
- **Power and energy companies** integrating efficiency and safety with customer-centric digital solutions.

**Bank of India, JSW Steel and Ambuja Cements** are among the highest-ranked organisations for embedding innovation, inclusion and sustainability into their core operations.

### Regional Expansion of Purpose-Led Work

The 2024 data show a widening geographic spread of purpose-driven activity. While Gujarat and Maharashtra remain strong performers, new regions such as **Odisha, Jharkhand, Haryana and West Bengal** have shown notable growth in corporate interventions.

This diffusion indicates that purpose-led business is no longer concentrated in traditional industrial hubs. It is spreading to emerging states that represent the next wave of India's economic rise.

### From Compliance to Conviction

A pattern runs through all the data: companies that treat ESG as a compliance checklist achieve incremental improvement; those that embed purpose as a strategic conviction achieve transformation. This mindset shift has three defining characteristics:

- **Purpose is proactive**, not reactive. It anticipates change instead of responding to pressure.
- **Purpose is strategic**, linking business objectives with social and environmental outcomes.
- **Purpose is measurable**, grounded in clear metrics and transparent reporting.

The next phase of India's corporate evolution will be defined by how effectively purpose, digitalisation and governance converge.

The India Involved Index 2024 establishes a new benchmark: an organisation's success is not measured only by what it earns, but by what it enables. Purpose is no longer a sentiment. It is a measurable, strategic asset that drives competitiveness, resilience and public trust.

In India's context, that makes it the most practical and powerful form of performance there is.

**Purpose-led businesses are redefining performance—linking innovation, inclusion and sustainability to trust and competitiveness. As purpose spreads beyond industrial hubs, companies embracing it as strategy, not compliance, drive India's next phase of resilient, equitable growth**



**DIGITAL  
TRANSFORMATION**

## II. Digital Transformation is the Growth Engine

### The Inflection Point

Over the past year, Indian corporates have crossed a digital threshold.

What began as process automation and efficiency improvement has evolved into a **full-scale transformation of business models, customer experience and competitive strategy**.

In the SKOCH India Involved Index 2024, digital interventions accounted for **53% of all corporate initiatives**—a steep rise from 40% in 2023.

That single number tells a story: Indian business has stopped treating digital as a support function and started using it as a **core growth engine**.

This is not about technology adoption. It's about leadership vision. The winners are not those who digitise processes, but those who **redefine their business through digital thinking**.

### Why Digital Has Become the Growth Engine

For most of India's CEOs, digitalisation is now the bridge between purpose and performance. It enables scale, transparency and inclusion.

It also determines resilience—how well a business can adapt to shocks, serve customers remotely and manage distributed operations.

Digital is no longer IT; it is the **new language of leadership**. It drives three outcomes CEOs care most about:

- **Efficiency** – Doing more with less through automation and AI.
- **Inclusion** – Extending access to markets, finance and services.
- **Innovation** – Creating new value propositions and competitive advantage.

In that sense, digital is not just a tool. It's the **architecture of modern growth**.

### Mapping India's Digital Interventions

The India Involved Index 2024 categorises digital transformation across seven areas.

Indian corporates have crossed a digital inflection point—transforming digital from a support function into a growth engine driving efficiency, inclusion and innovation. It's not just technology adoption; it's leadership redefining purpose, performance and competitiveness

Domain	Share of Digital Interventions	Description
Business Process Transformation	24%	Automation, ERP, workflow digitisation
Technology Innovation	24%	AI, IoT, robotics, predictive analytics
Digital Customer Experience	17%	Seamless digital engagement and CX design
Digital Strategy & Innovation	11%	Long-term digital roadmaps, partnerships
Operations & Efficiency	8%	Optimising back-end systems
Business Model / Cloud Transformation	8%	Platform business, data-driven models
Cybersecurity & Data Protection	3%	Privacy, resilience and risk governance

The picture is clear.

Indian companies are balancing modernisation (upgrading existing systems) with innovation (building new digital offerings). The latter is where the next wave of differentiation will come from.

### Who Leads the Digital Shift

- **Banking and Financial Services – 24%:** Banks and insurers are driving India's digital revolution. From AI-based credit scoring to blockchain-enabled compliance, they are setting global benchmarks in efficiency and inclusion. UPI adoption, real-time KYC and mobile-first platforms have transformed the customer experience.

**Bank of India, ICICI Lombard, PNB and Kotak Mahindra Bank** lead this space, embedding technology into every layer—from service design to social responsibility.

- **Power and Green Energy – 18%:** Power utilities are turning digital to enhance grid reliability and sustainability. Smart meters, data dashboards and predictive maintenance systems are now industry standards.

**TP Western Odisha Distribution Ltd and TP Central Odisha Distribution Ltd** have emerged as digital leaders, showing how infrastructure businesses can become data-driven organisations.

- **Technology and IT Services – 21%:** IT, AI and analytics firms are shifting from doing digital to enabling digital. They now power transformations in other industries, helping manufacturing, logistics and government systems become agile and intelligent.

Indian corporates are balancing digital modernisation with innovation—transforming banking, energy and technology sectors through AI, automation and data-driven models. The next wave of competitiveness lies in innovation-led digital leadership, defining India's future-ready business ecosystem

- **Telecom and Mobile – 13%:** The telecom sector continues to shape digital access. With 5G rollout, low-cost devices and rural connectivity, these firms are directly enabling India's inclusion agenda.

### Emerging Sectors

Food & FMCG (3%), Engineering & Chemicals (4%) and even Garments & Textiles (1%) are digitising operations, supply chains and customer interfaces.

This shows that digital transformation is no longer confined to technology-intensive sectors; it's spreading across the economy.

### Top Performers in Digital Leadership

- **Jio Platforms Limited:** Ranked #1 in the Digital Transformation category for building India's largest digital ecosystem—spanning telecom, cloud and consumer platforms.
- **NTPC Limited:** Using digital systems to optimise energy generation, monitor emissions and enhance transparency.
- **Adani Wilmar Limited:** Automating manufacturing and using AI to track market trends.
- **Redington Limited:** Digitally transforming distribution for thousands of SMEs.
- **JSW Steel Limited:** Integrating smart manufacturing with real-time analytics.

These are not IT companies. They are **digital-first enterprises**—each using technology as a core value driver.

### Digital Transformation Outcomes

The Index reveals clear correlations between digital maturity and measurable results:

- **Operational efficiency** gains of 20-40% through automation and analytics.
- **Cost reductions** via predictive maintenance and energy management.

Digital transformation is reshaping every sector—  
from telecom and energy to FMCG—driving  
efficiency, inclusion and innovation. Leaders like  
Jio, NTPC and JSW Steel prove technology is now  
a core value driver, delivering measurable  
growth and trust

- **Higher customer satisfaction** through real-time, data-driven service delivery.
- **Faster scalability** with cloud-based infrastructure.
- **Improved ESG outcomes**, as digitalisation supports sustainability tracking and carbon monitoring.

The takeaway for CEOs is unambiguous: digital investment is not a cost—it's the **fastest route to profitability, resilience and credibility**.

## Corporate Digital Responsibility (CDR)

As digital adoption accelerates, new risks emerge—privacy, bias, misinformation and data misuse.

To address these, SKOCH has introduced **Corporate Digital Responsibility (CDR)** as a key evaluation parameter.

It measures how companies manage technology ethically—covering data governance, cybersecurity, algorithmic fairness and digital well-being.

Firms with strong CDR frameworks outperform peers on trust and customer retention. For CEOs, this is a critical governance frontier: **own your data ethics before someone regulates it for you**.

## Human Rights and Digital Inclusion

Technology must serve people, not displace them. The Index therefore includes **Human Rights in Business** as a cross-cutting dimension, evaluating how organisations protect privacy, dignity and equality in digital operations.

Companies are expanding digital literacy programmes, supporting gig workers and using tech for skilling.

Inclusion is not a CSR project; it's becoming a **core part of digital strategy**.

Digitalisation is now a driver of profitability and trust. By embedding Corporate Digital Responsibility and Human Rights into strategy, businesses ensure ethical innovation, data integrity and inclusion—building resilient, people-centred and future-ready enterprises

## The Policy Alignment Advantage

India's national missions—Digital India, Atmanirbhar Bharat and National Data Governance Framework—have created a favourable ecosystem.

Corporates that align with these initiatives enjoy better scalability, brand reputation and policy support.

The most successful CEOs are those who see government schemes not as compliance targets but as **collaboration opportunities**.

## What CEOs Should Focus On

- **Integrate digital into business strategy**, not just IT systems.
- **Measure digital ROI** in terms of efficiency, inclusion and sustainability.
- **Institutionalise Corporate Digital Responsibility** to manage risks proactively.
- **Invest in people** — digital transformation fails without reskilling.
- **Balance speed with ethics** — build trust as you scale innovation.
- **Use digital to strengthen purpose and governance**, not distract from them.

## Why CEOs Must Lead Digital, Not Delegate It

Digital transformation succeeds when it starts in the boardroom, not the IT department. The CEO's role is to create the culture and urgency for change—linking digital metrics to business outcomes.

As SKOCH's findings make clear, companies where the CEO personally drives digitalisation outperform those where it's left to functional heads.

Leadership ownership turns technology from an expense into an enabler of growth.

**CEOs who align digital strategy with national missions like Digital India and Atmanirbhar Bharat turn policy into partnership. Leadership-driven digitalisation enhances scalability, ethics and resilience—transforming technology from compliance cost into a catalyst**



**GOVERNANCE**

# III: Governance is the Next Competitive Edge

## Why Governance Has Become Strategy

In an environment where information moves faster than ever and reputations can be shaped overnight, governance has evolved from a compliance function into a strategic differentiator.

The India Involved Index 2024 finds that while digital transformation and purpose-driven performance dominate corporate initiatives, **governance remains the most under-leveraged source of competitive advantage.**

Only **1% of total interventions** in 2024 were directly focused on governance. Yet, the data show that companies with strong governance structures consistently outperform peers across social, digital and environmental metrics.

Governance is no longer about avoiding mistakes; it is about **building trust as a tangible asset.** It determines how credible an organisation is to its investors, employees, partners and the communities it serves.

## Governance as an Organisational Capability

The India Involved Index evaluates governance across **77 indicators**, covering compliance, ethics, transparency, diversity, risk management and stakeholder engagement.

The findings reveal that Indian organisations are beginning to view governance as a dynamic capability — one that protects value in the short term and creates it in the long term.

A key insight from the Index is that governance maturity evolves through three stages:

1. **Compliance-based governance** – Meeting the minimum standards and legal requirements.
2. **Integrated governance** – Embedding accountability into daily operations and digital systems.
3. **Strategic governance** – Using governance as a tool for innovation, trust and leadership credibility.

Indian companies are now transitioning from the first to the second stage, with a few leaders already reaching the third.

**Governance is emerging as India Inc's next competitive advantage—evolving from compliance to strategy. Companies embedding ethics, transparency and accountability outperform peers, proving that trust and credibility are the new currencies of sustainable leadership**

## Emerging Governance Risks

The 2024 data highlight three dominant risk categories that organisations are actively addressing:

Risk Type	Share of Total Risks	Key Drivers
Reputational Risk	50%	Increased visibility, stakeholder scrutiny and social media exposure
Operational Risk	38%	Process inefficiencies and compliance gaps
Gender Exclusion Risk	13%	Under representation in decision-making roles

Reputational risk, which has grown sharply from 7% in 2023, is now the single biggest governance concern. The speed at which perception translates into consequence has made transparency and ethical conduct essential to brand stability.

## Governance Interventions: What Companies Are Doing

The Index identifies five key types of governance interventions across industries:

1. **Compliance Monitoring (38%)** Deployment of audit systems, digital dashboards and automated compliance workflows to ensure continuous oversight.
2. **Risk Minimisation (25%)** Introduction of structured risk assessment frameworks, incident reporting systems.
3. **Awareness Building (13%)** Internal training, communication campaigns and ethics workshops that build a culture of responsibility rather than fear of penalties.
4. **Gender Inclusion (13%)** Initiatives focused on increasing representation of women and underrepresented groups in leadership and governance roles.
5. **Technology Integration (13%)** Use of AI, analytics and digital audit trails to enhance transparency, data integrity and real-time decision support.

These interventions mark a gradual but steady institutional shift—from governance as a checklist to governance as a design principle.

Reputation has become the top governance risk, making transparency and ethics vital to brand stability. Indian corporates are embedding compliance, risk management, inclusion and digital oversight—transforming governance from a checklist into a strategic design principle

Results That Matter

Effective governance delivers measurable outcomes.

According to the India Involved Index 2024, organisations reporting strong governance practices achieved:

Outcome	Share of Reported Benefits
Stronger Governance Systems	50%
Higher Stakeholder Trust	25%
Business Growth and Resilience	13%
Enhanced Gender Inclusion	13%

The data make a compelling case: governance excellence correlates directly with growth and reputation. Companies that invest in governance infrastructure experience fewer disruptions and enjoy stronger stakeholder confidence.

Who Leads in Governance

The top performers in governance excellence in 2024 set important benchmarks for the industry:

- **TP Central Odisha Distribution Ltd** – Ranked first overall for transparency, risk management and stakeholder engagement.
- **Power Grid Corporation of India Ltd** – Integrated governance systems linking compliance, safety and sustainability.
- **ICICI Prudential Life Insurance Co Ltd** – Strong compliance culture and clear accountability structures.
- **L&T Precision Engineering Systems** – Technology-driven governance through automation and auditability.
- **Kotak Mahindra Life Insurance & LIC Mutual Fund** – Robust regulatory compliance and investor communication.

These organisations demonstrate that governance, when practiced deliberately, strengthens both business and public credibility.

Strong governance drives measurable impact—enhancing trust, resilience and growth. Leaders like TP Central Odisha, Power Grid and ICICI Prudential show that transparency, accountability and technology-enabled oversight are now pillars of sustainable corporate success

## Sectoral View of Governance Excellence

- **Financial Services:** Regulatory oversight has made this sector the most mature in governance frameworks. However, greater board diversity and sustainability alignment remain priorities.
- **Energy and Utilities:** Governance systems in these industries now integrate safety, environmental compliance and social accountability — setting standards for others.
- **Manufacturing and Infrastructure:** Companies are embedding transparency into procurement, supply-chain ethics and contractor management.
- **Technology and Telecom:** Digital platforms are evolving new models of accountability — focusing on data protection, algorithmic fairness and responsible innovation.

Across all sectors, the direction is consistent: governance is moving from the back office to the board agenda.

## Shifts from 2023 to 2024

Comparative analysis shows a clear evolution in governance thinking:

- In 2023, over half of all governance actions (53%) were focused solely on risk mitigation.
- In 2024, this share dropped to 25%, replaced by a stronger emphasis on compliance monitoring, cultural awareness and gender inclusion.

This shift indicates growing maturity — from defensive governance to proactive leadership.

Governance has moved from the back office to the boardroom. Across sectors, Indian corporates are shifting from risk avoidance to proactive leadership—embedding transparency, inclusion and accountability as strategic drivers of trust and sustainable growth

### Alignment with National Frameworks

The India Involved Index aligns its governance assessment with major national and international frameworks, including:

- **National Guidelines on Responsible Business Conduct (NGRBC)** – Ministry of Corporate Affairs' nine-principle framework on ethics, sustainability and human rights.
- **Business Responsibility and Sustainability Reporting (BRSR)** – SEBI's mandated reporting standard for top listed companies.
- **Global Standards** – Alignment with GRI, SASB and TCFD ensures that India's governance practices remain internationally comparable.

This alignment strengthens corporate accountability while preserving the India-first orientation of the Index.

### New Dimensions of Governance

- **Digital Governance:** The convergence of governance and technology is one of the most significant developments. Organisations are now using digital tools to monitor compliance, track data integrity and improve auditability. Blockchain, AI and analytics are being deployed to make governance transparent.
- **Climate and Sustainability Governance:** Climate risk has entered board discussions as a core governance issue. Companies are now required to manage transition risks, measure carbon impact and align investments with sustainable outcomes.
- **Ethical AI and Data Governance:** With AI influencing business decisions, fairness, explainability and bias monitoring are becoming governance priorities. Responsible technology use is now viewed as a matter of reputation and trust.
- **Human-Centric Governance:** Workplace culture, mental well-being and employee inclusion are now integrated into governance frameworks. The scope of accountability has expanded from shareholders to all stakeholders.

Governance in India is evolving through alignment with NGRBC, BRSR and global standards—embracing digital oversight, climate accountability, ethical AI and human-centric values to build transparent, technology-enabled and stakeholder-driven corporate leadership

## What Organisations Should Focus On

1. **Strengthen Board Diversity** – Diverse boards lead to more balanced, transparent decisions.
2. **Adopt Real-Time Compliance Systems** – Move from annual audits to continuous monitoring.
3. **Integrate Governance and Sustainability** – Link executive incentives to long-term ethical performance.
4. **Build Data and AI Oversight Frameworks** – Prevent misuse of digital systems and ensure fairness.
5. **Invest in Culture** – Governance is sustained by people who understand its value, not just systems that enforce it.
6. **Enhance Stakeholder Engagement** – Publish transparent reports and communicate progress clearly.
7. **Encourage Cross-Sector Learning** – Share best practices across industries to build a national governance standard.

## Governance as a Competitive Advantage

The 2024 Index demonstrates that governance is not the cost of doing business — it is the **foundation of enduring success**.

It protects reputation, lowers risk, attracts investment and enhances organisational credibility.

As purpose and digital transformation reshape the Indian corporate landscape, governance provides the stability that ensures these shifts are sustainable.

In a market where trust and transparency increasingly influence value, governance has become the final, decisive edge.

**Governance is India Inc's ultimate competitive edge—driving trust, investment and long-term success. Companies that prioritise board diversity, ethical performance, digital oversight and stakeholder engagement turn governance from obligation into enduring strategic advantage**

### **Conclusion: The Architecture of Responsible Growth**

Governance binds together purpose and digital transformation.

It ensures that growth is ethical, innovation is accountable and purpose is translated into credible action.

The India Involved Index 2024 captures this relationship: purpose defines why organisations act, digital defines how they execute and governance determines whether it lasts.

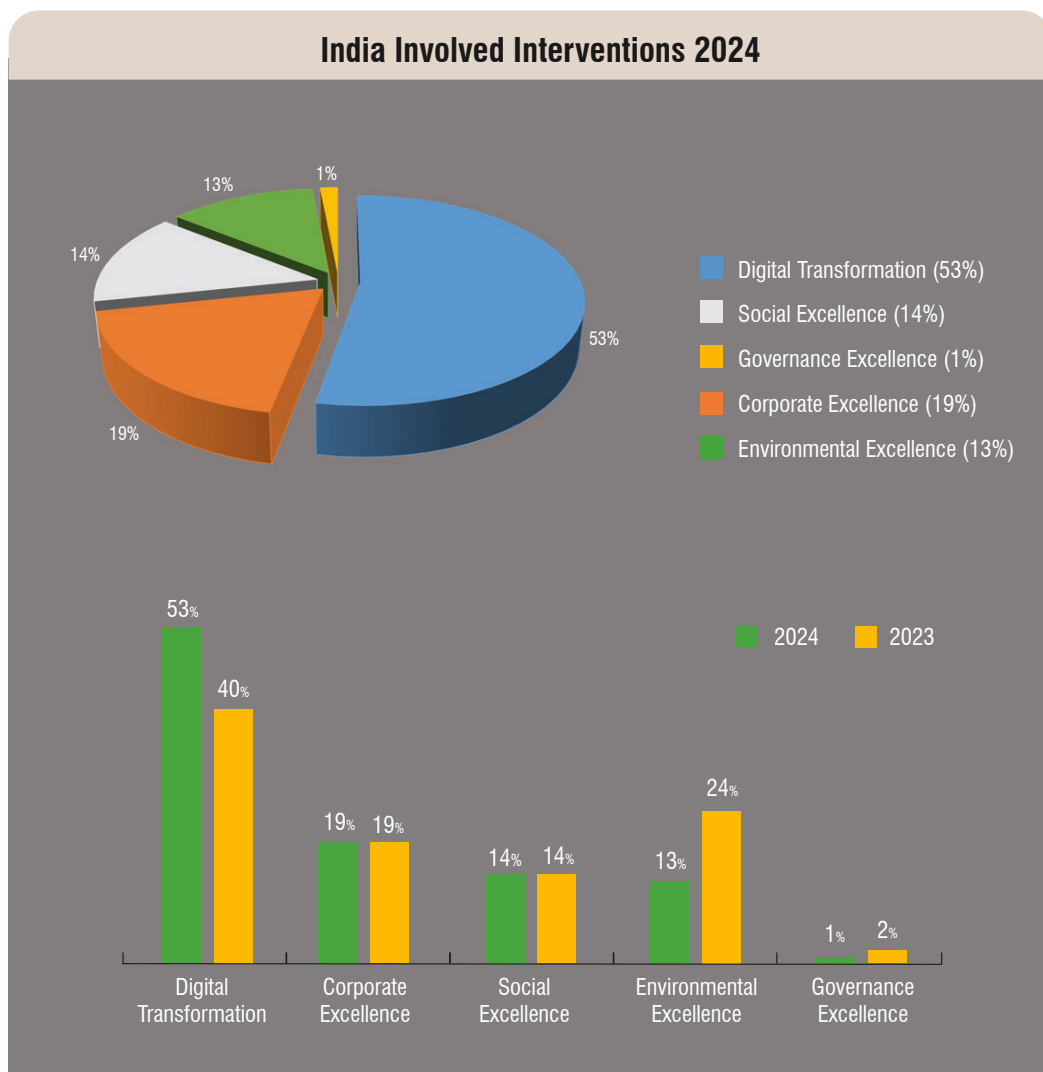
In this triad lies the blueprint for responsible, competitive and future-ready enterprise in India.

Purpose defines intent, digital drives execution and governance ensures endurance—together forming the architecture of responsible growth. This triad defines India's future-ready enterprises: ethical, innovative and accountable in building sustainable competitiveness



**INDIA  
INVOLVED**

# India Involved Interventions



Over the years, SKOCH has constructed a cumulative index of improvements in Governance and has reported incremental progress year-on-year. Similar indices are available for Financial Prudence, Development, Digital Transformation, Efficiency and Digital Inclusion that have been widely appreciated and accepted

# India Involved Top Organisations\*

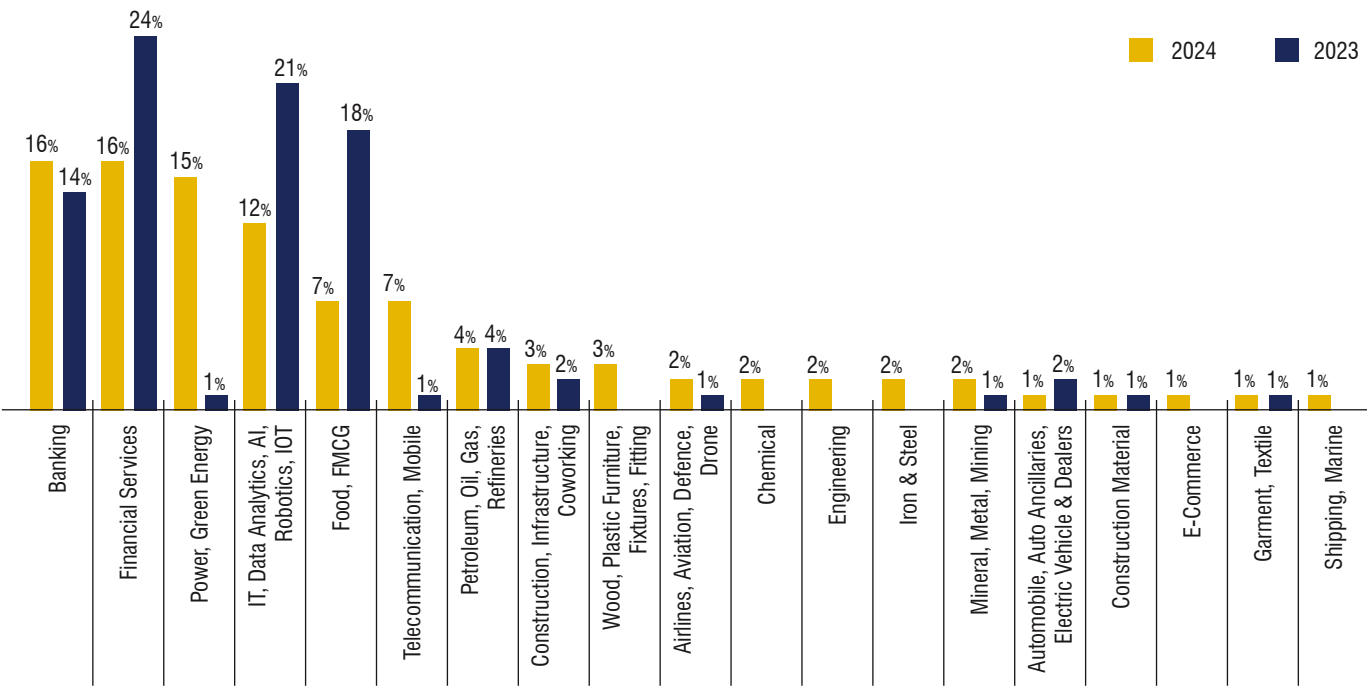
RANK	ORGANISATIONS
1	Jio Platforms Ltd
2	TP Central Odisha Distribution Limited
2	TP Western Odisha Distribution Limited
3	Bank of India
4	Indian Bank
4	Muthoot Microfin Limited
4	UCO Bank
5	IIFL Samasta Finance Ltd
5	JSW Steel Limited
6	Union Bank of India
7	Ambuja Cements Limited
7	Bank of Baroda
7	Central Coalfields Limited
8	Central Bank of India
9	Bharat Fritz Werner
9	Godrej Consumer Products Limited
9	Indian Oil Corporation Limited
9	Indian Overseas Bank
9	INOX AP
9	Power Grid Corporation of India Limited
10	TP Southern Odisha Distribution Limited
11	Greenply Industries Ltd
12	Aditya Birla Health Insurance Co Ltd
13	Britannia Industries Limited
14	Zomato Limited
15	Jubilant Ingrevia Limited
16	Nestlé India Ltd
16	NTPC LIMITED
17	Adani Wilmar Limited
17	Canara Bank
17	Gujarat Gas Limited
17	Hindustan Uniliver Limited

RANK	ORGANISATIONS
17	ICICI Lombard General Insurance Co Ltd
17	JK Tyre & industries Ltd
17	KEC International Ltd
17	Larsen and Toubro Precision Engineering System
17	LIC Mutual Fund
17	Patel Engineering Ltd
17	Punjab National Bank
17	The Federal Bank Limited
18	Adani Airport Holdings Limited
18	Aditya Birla Capital Ltd
18	Agriculture Insurance Company of India Limited
18	Bharti AXA Life Insurance
18	CESC Limited
18	HDFC Life Insurance Company Limited
18	Hindustan Power
18	Hindustan Zinc Limited
18	ICICI Prudential Life Insurance Company
18	IRB Infrastructure Developers Ltd
18	J&K Bank
18	Kotak Mahindra Bank Ltd
18	Kotak Mahindra Life Insurance Co Ltd
18	Max Life Insurance Co Ltd
18	Petronet LNG Limited
18	PNB Housing Finance Limited
18	The Shipping Corporation of India Ltd
19	Baroda BNP Paribas Asset Management
20	Kalpataru Projects International Limited
20	Lux Industries Limited
20	Noida Power Company Limited
20	Redington Limited
20	Steelcast Limited
20	The Karur Vysya Bank Pvt Ltd

\* After deep study of projects based on a number of submissions

# Participating Industries

Participating Industries

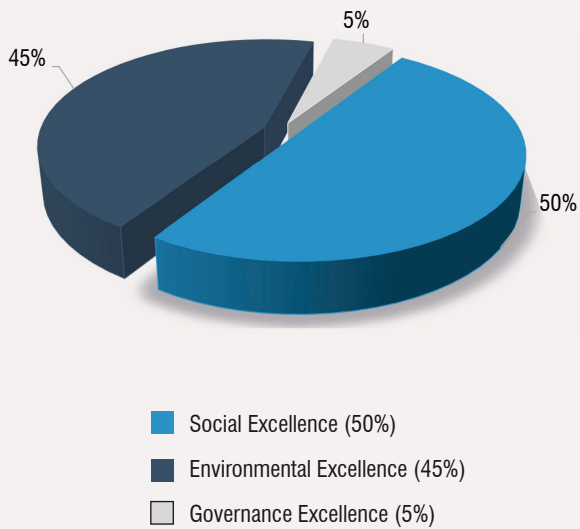


PARTICIPANT PROFILE	EMPLOYEES
Banking	250000+
Financial Services	250000+
Food, FMCG	47000+
Iron & Steel	40000+
Mineral, Metal, Mining	35000+
Power, Green Energy	35000+
Petroleum, Oil, Gas, Refineries	30000+
Construction, Infrastructure, Coworking	20000+
E-Commerce	15000+
Telecommunication, Mobile	15000+
Automobile, Ancillaries, EVs & Dealers	10000+
Information Technology (IT)	5000+
Construction Material	5000+
Wood, Plastic Furniture, Fixtures, Fittings	3000+
Airlines, Aviation, Defence, Drone	2000+
Chemical	1500+
Engineering	1500+
Shipping, Marine	1500+
Garment, Textile	1000+

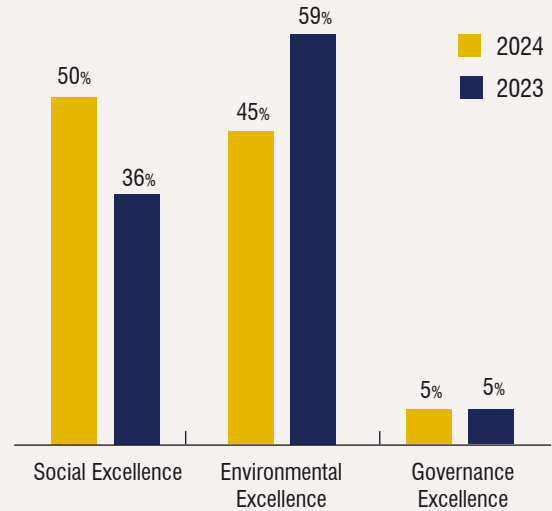
The India Involved Interventions 2024 data reveals significant insights into industry participation across various sectors. In 2024, the highest levels of engagement are seen in Banking and Financial Services, each contributing 16%

# India Involved ESG Interventions

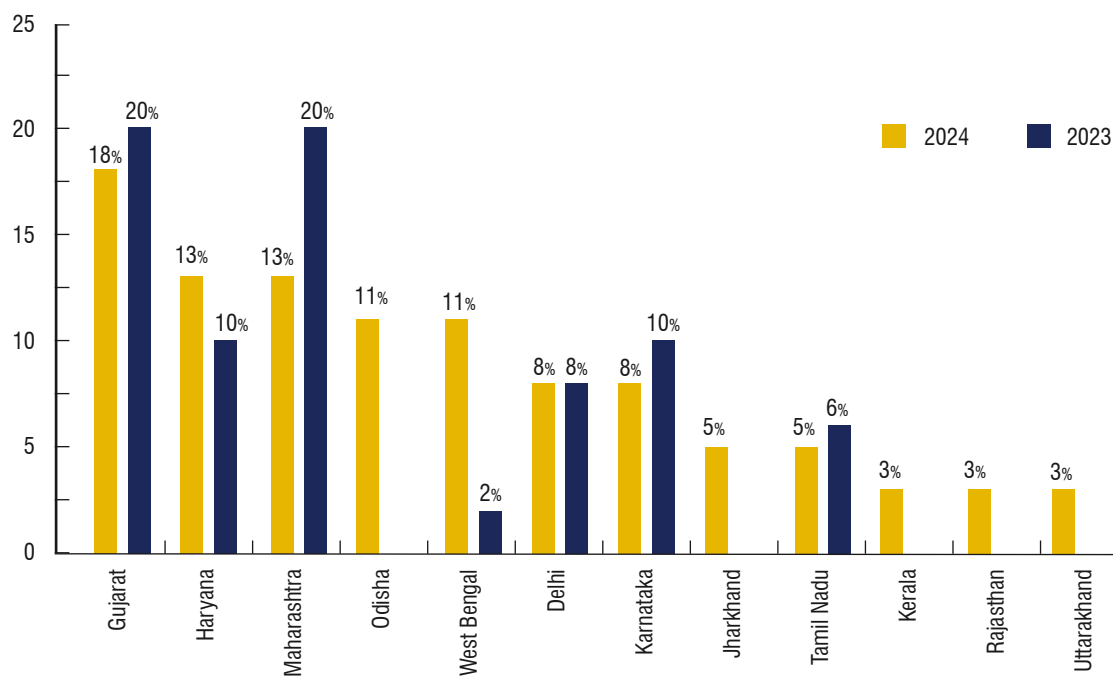
India Involved ESG Interventions



Comparison 2024 & 2023

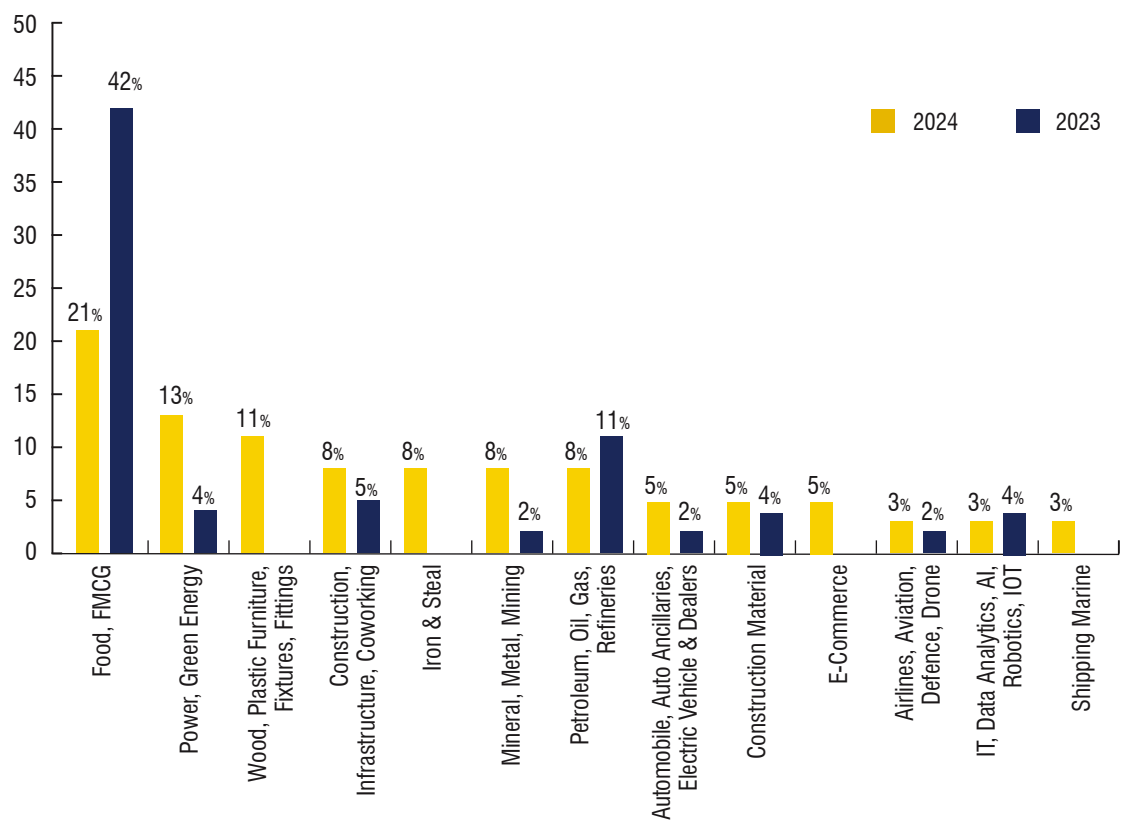


## ESG Interventions in States - Comparison 2023 & 2024



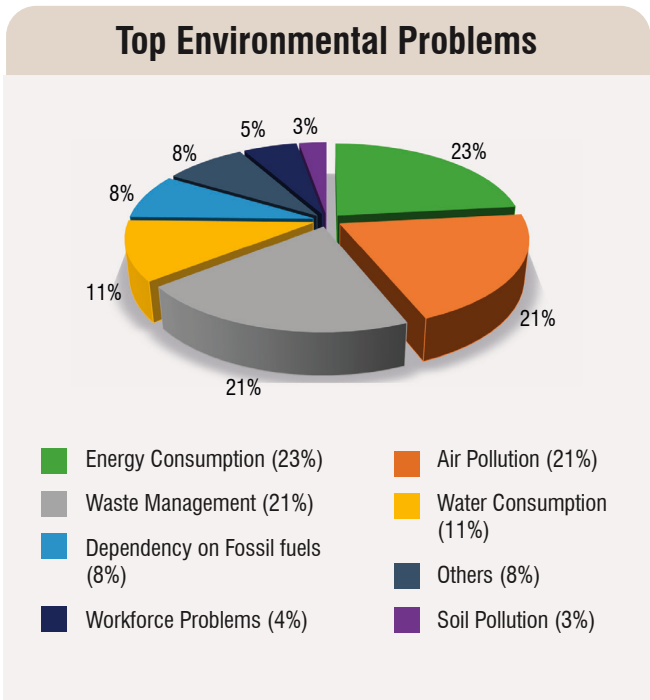
# Participating Industries

Participating Industries in ESG - Comparison 2023 & 2024



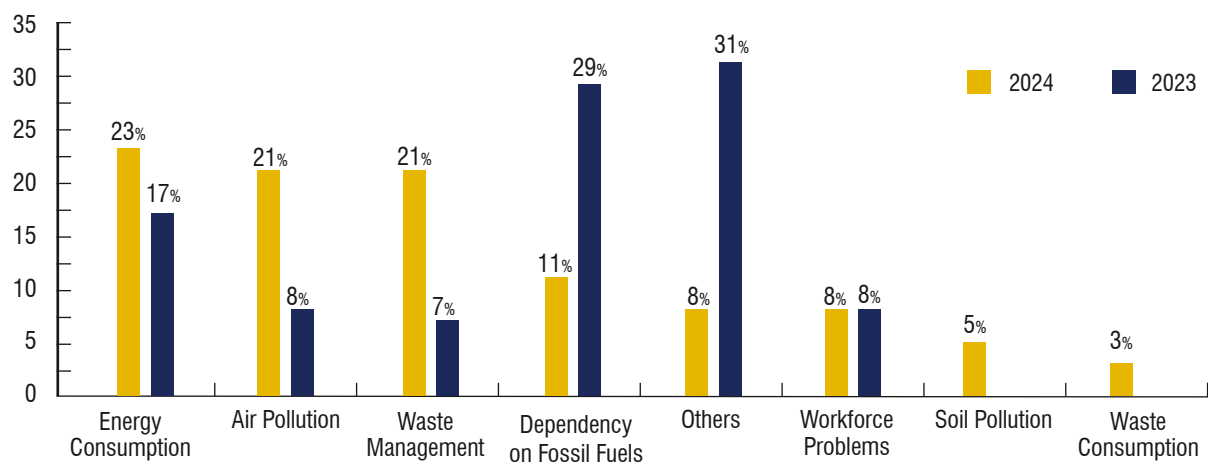
The comparison of Participating Industries in the India Involved Study between 2024 and 2023 demonstrates a clear shift in industry focus and participation patterns, reflecting changing national priorities and emerging trends

# Top Environmental Problems

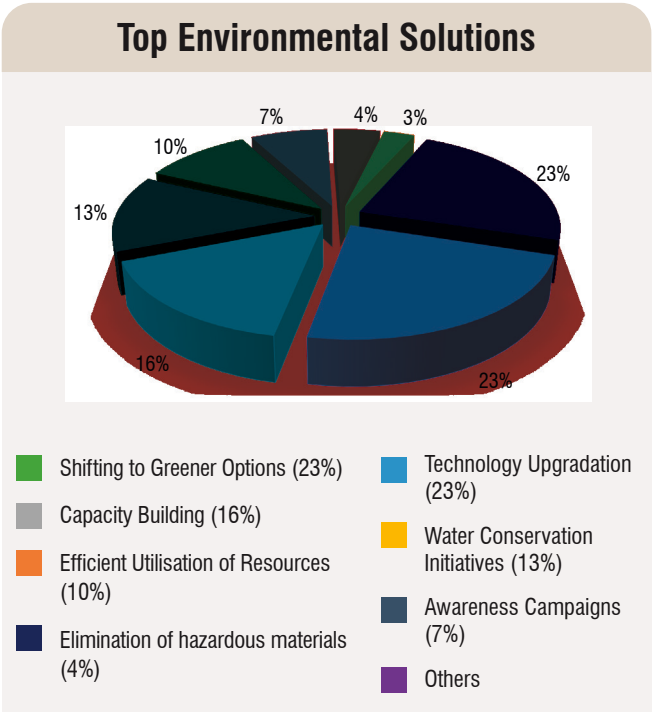


Energy Consumption tops the list at 23%, indicating that managing and reducing energy use remains the most pressing environmental issue. This may reflect the cost burden of conventional energy, inefficiencies in older systems or the slow adoption of renewable sources

## Top Environmental Problems - Comparison 2023 & 2024

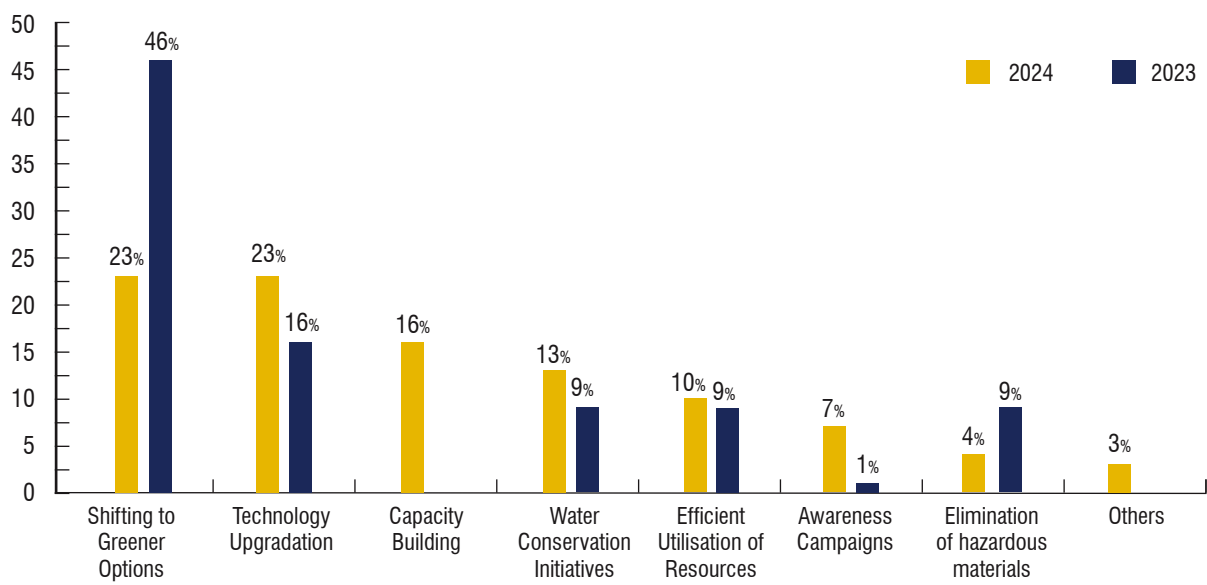


# Top Environmental Solutions

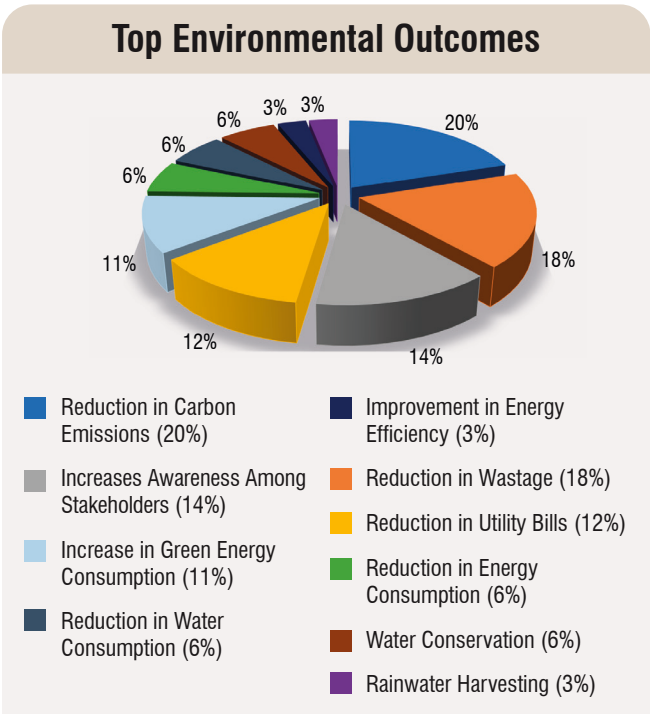


These reflect a strong industry-wide focus on reducing carbon footprints by adopting renewable energy, sustainable raw materials and modern, energy-efficient technologies. Companies are increasingly integrating solar, wind and electric systems

## Top Environmental Solutions - Comparison 2023 & 2024

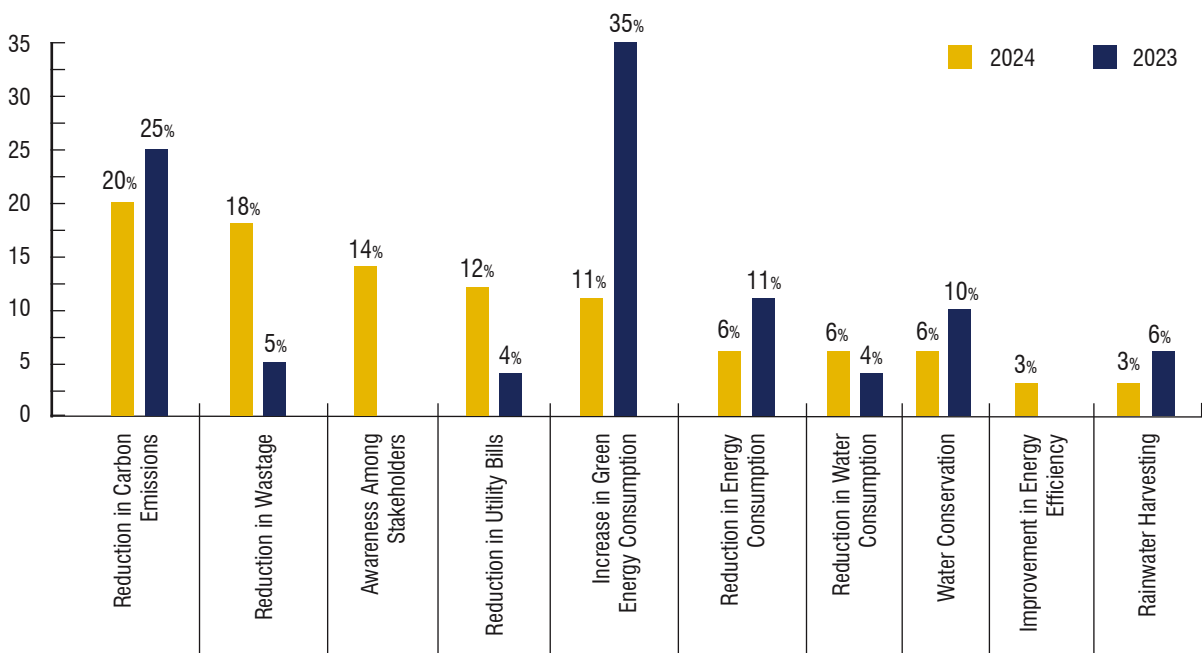


# Top Environmental Outcomes

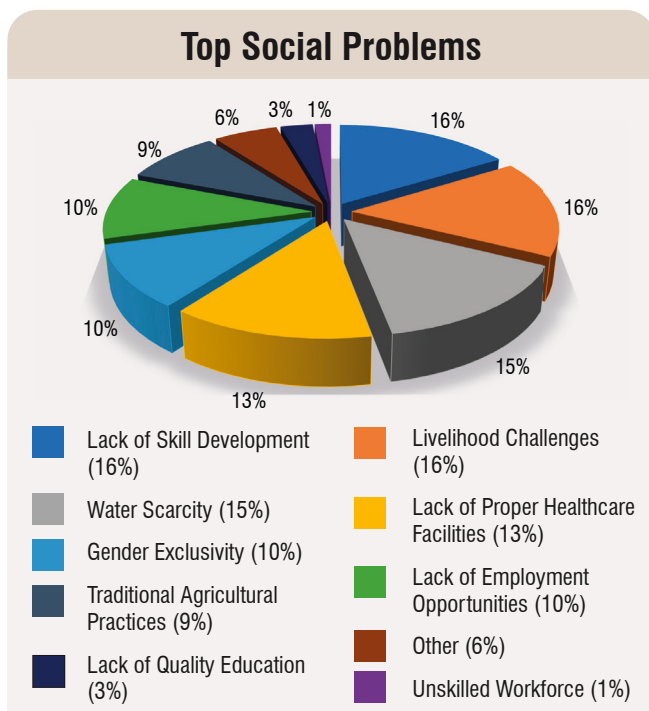


Increased Awareness among Stakeholders highlights the success of communication and education campaigns, leading to more environmentally conscious decision-making within and outside organisations. The Reduction in Utility Bills is a direct financial benefit

## Top Environmental Outcomes - Comparison 2023 & 2024

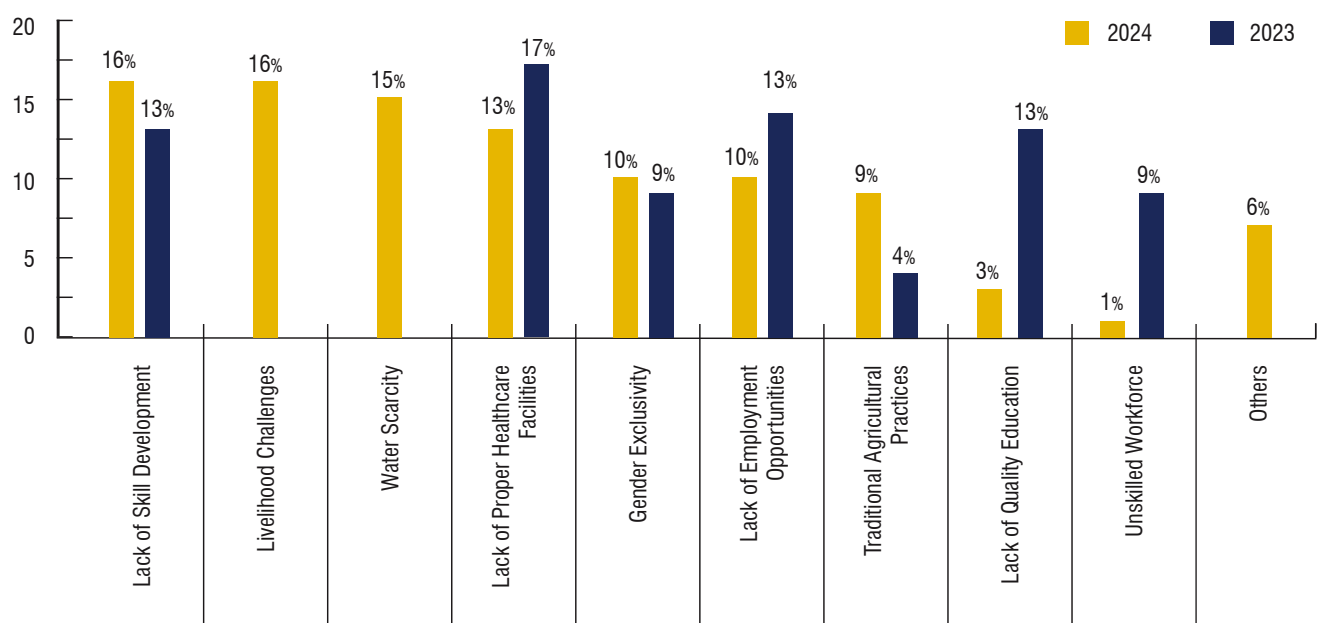


# Top Social Problems

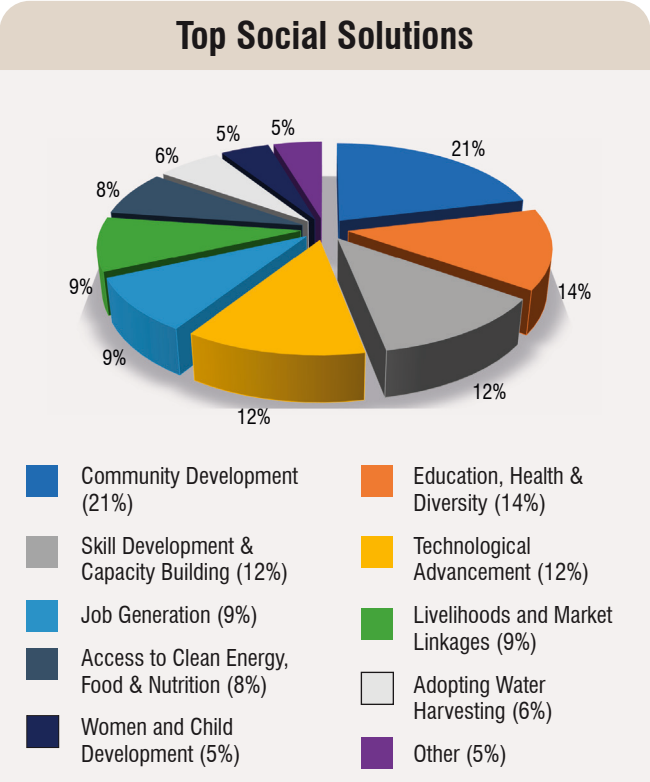


Tied at the top, Lack of Skill Development and Livelihood Challenges each account for 16%. This indicates that companies are struggling with a workforce that lacks industry-relevant skills, coupled with communities that face income instability and limited job avenues

## Top Social Problems- Comparison 2023 & 2024

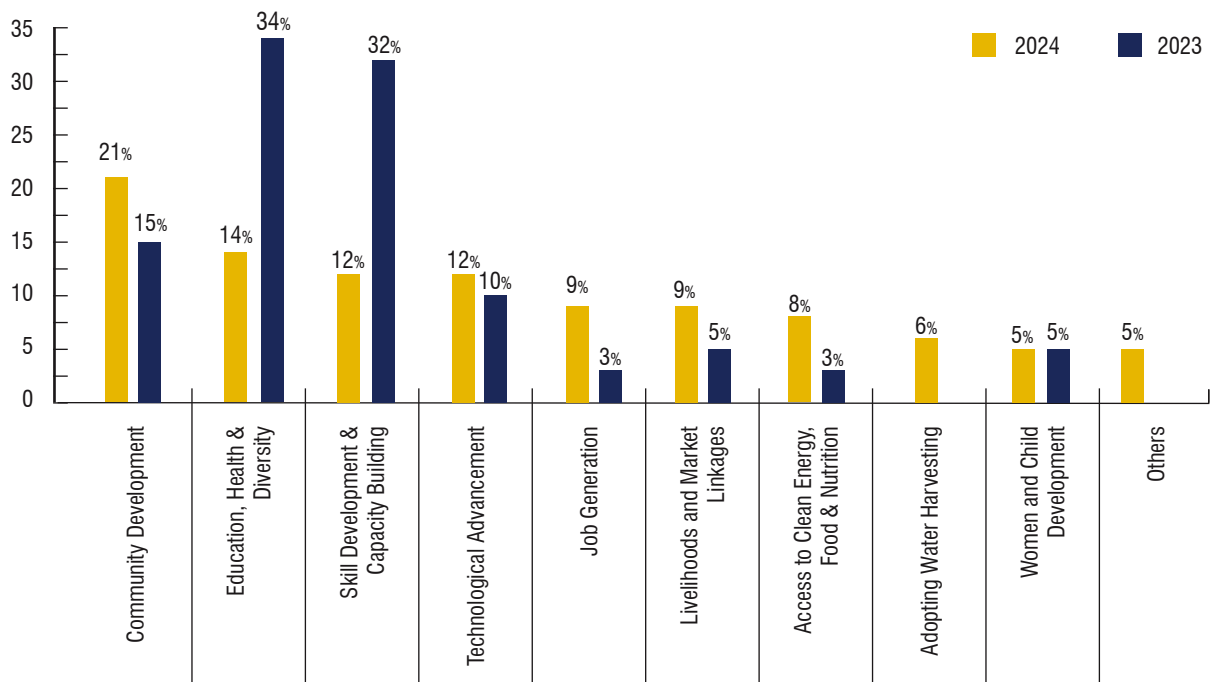


# Top Social Solutions

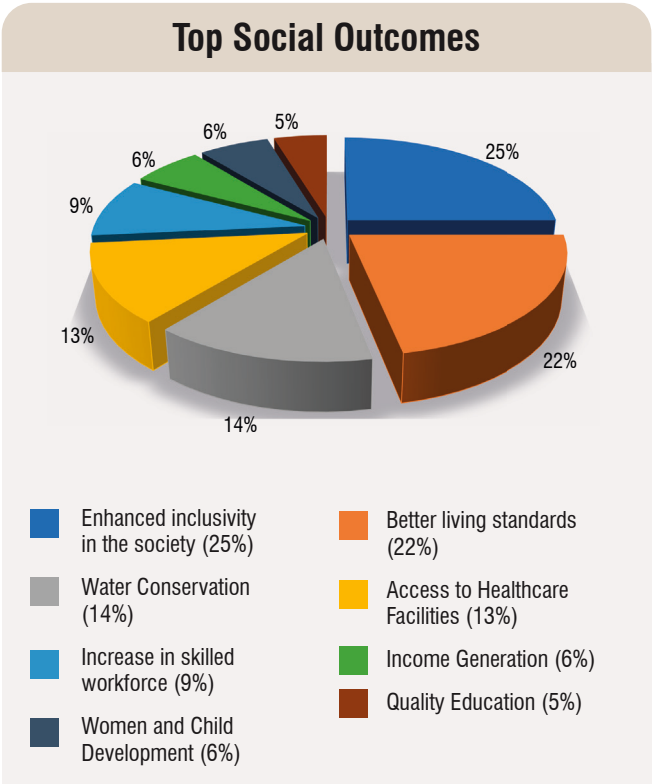


Community Development tops the list, indicating that companies are prioritising holistic interventions such as rural infrastructure, sanitation, housing and access to basic services. Education, Health & Diversity comes next, highlighting investments in school infrastructure, healthcare access and inclusive workforce practices

## Top Social Solutions- Comparison 2023 & 2024

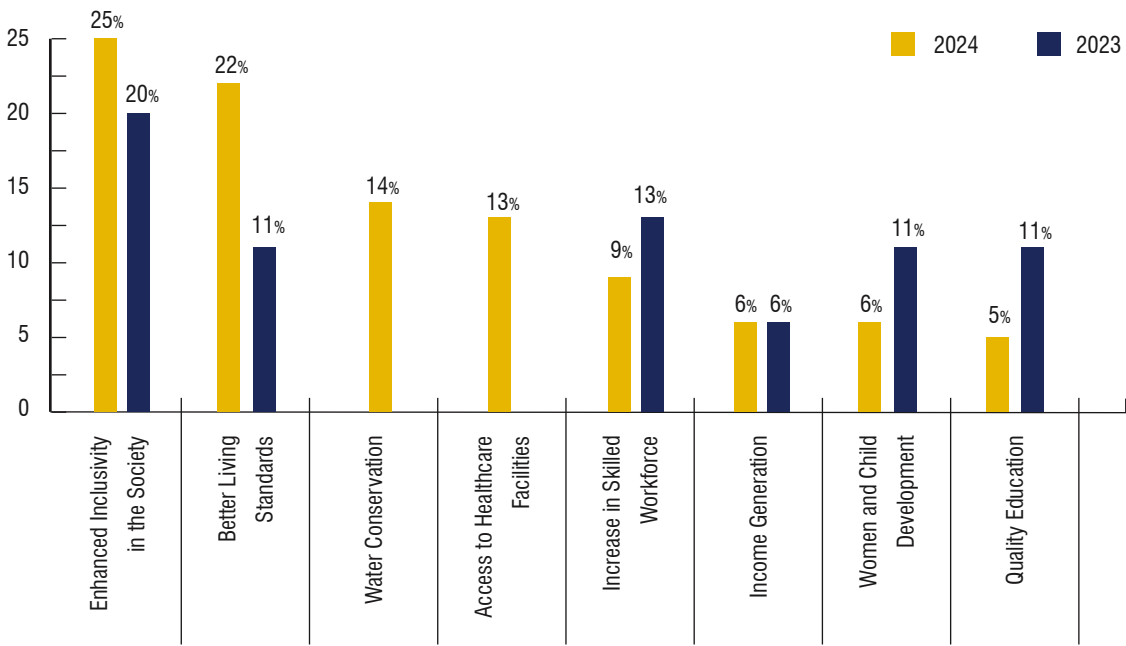


# Top Social Outcomes

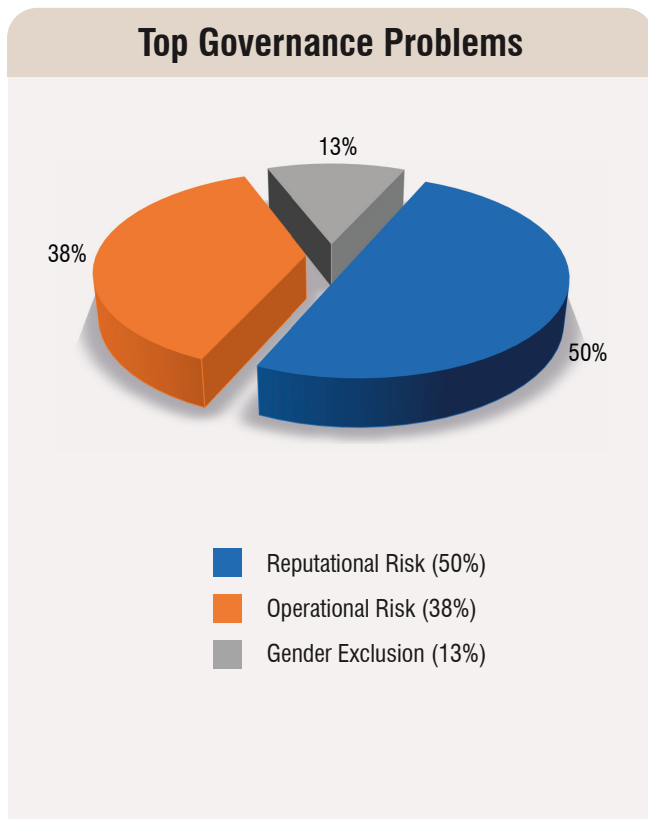


Women and Child Development and Quality Education confirm that vulnerable groups continue to benefit from targeted programmes, promoting social equity and future readiness. These outcomes reflect a well-rounded strategy by companies, balancing inclusivity, infrastructure, sustainability and human development to foster long-term social transformation

## Top Social Outcomes - Comparison 2023 & 2024

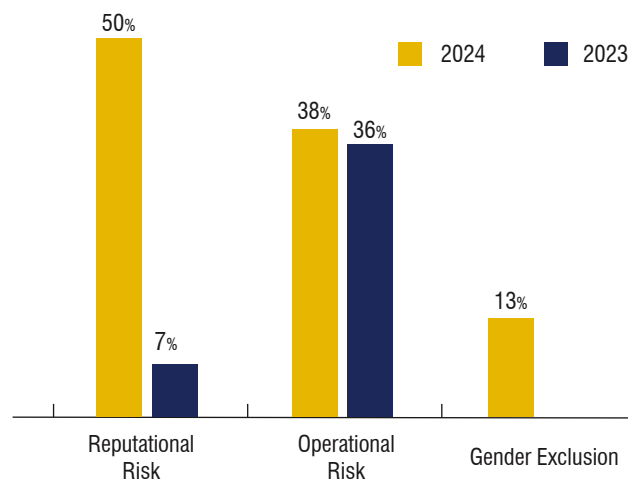


# Top Governance Problems

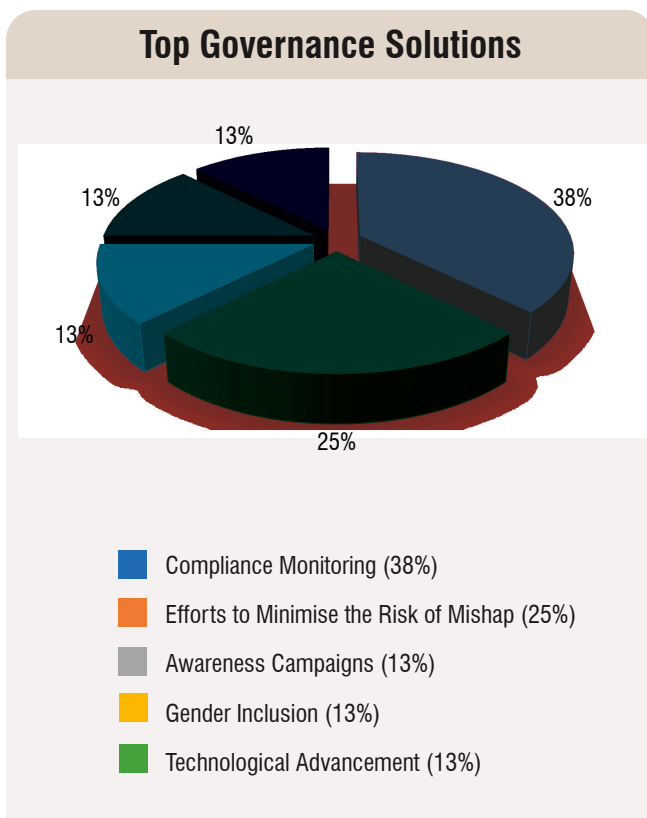


Reputational Risk ranks as the most pressing governance issue, affecting 50% of companies. This suggests a heightened sensitivity to public perception, driven by social media scrutiny, ESG performance disclosures and stakeholder expectations

## Top Governance Problems- Comparison 2023 & 2024

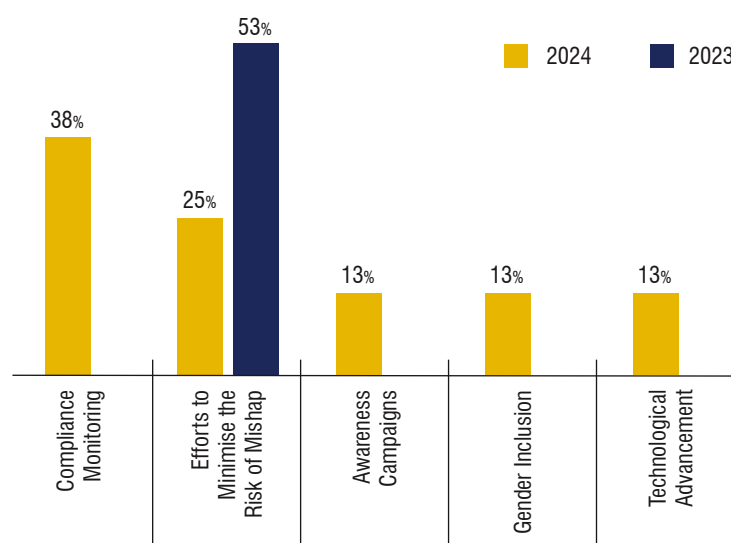


# Top Governance Solutions

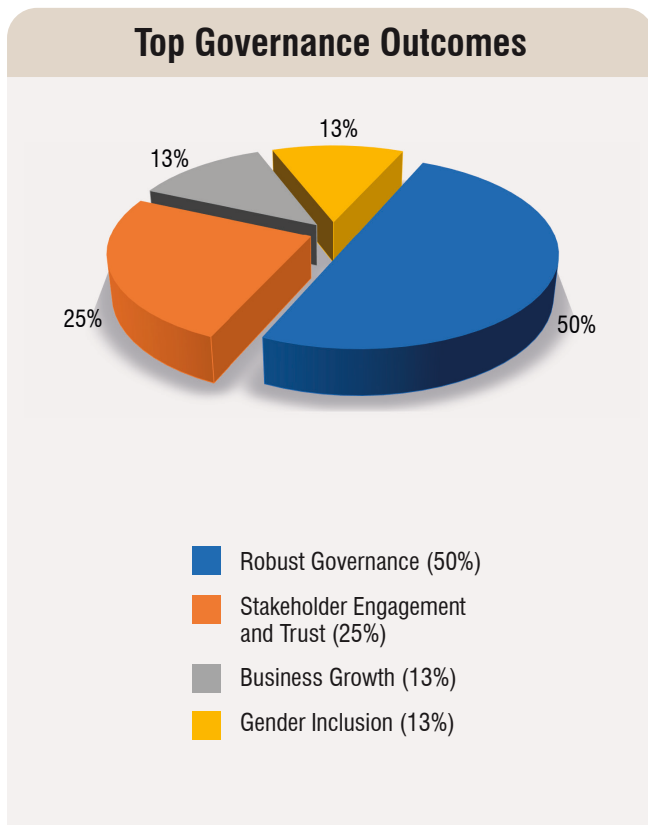


Topping the list, Compliance Monitoring indicates a strong organisational focus on adhering to regulatory standards and internal policies. This includes setting up audit mechanisms, real-time compliance dashboards and automated reporting systems to reduce non-compliance risk. The emphasis shows that companies are prioritising governance as a critical pillar

## Top Governance Solutions- Comparison 2023 & 2024



# Top Governance Outcomes

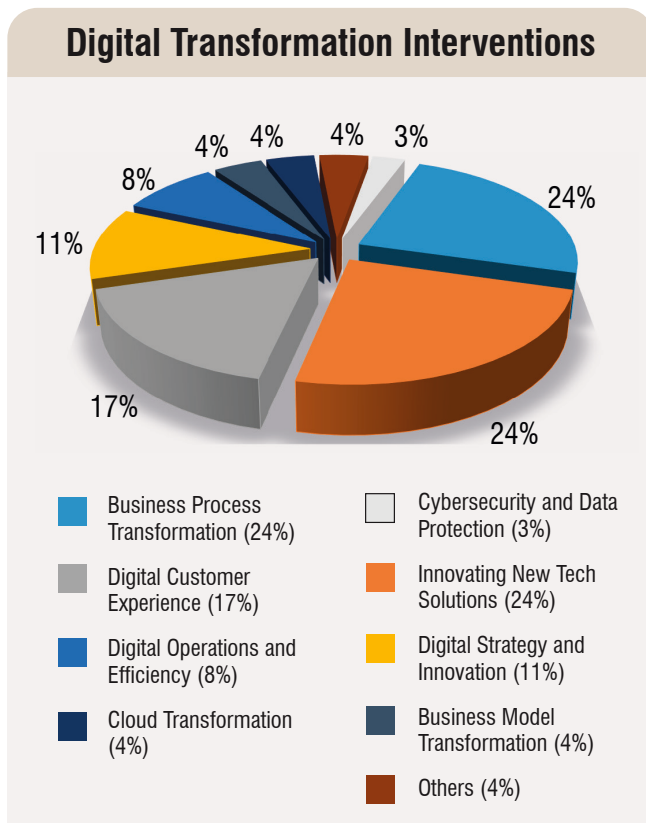


Gender Inclusion as an outcome reflects progress in diversity. This highlights that inclusive governance is not just aspirational but increasingly measurable.

By contrast, in 2023, governance outcomes were more operational in nature.

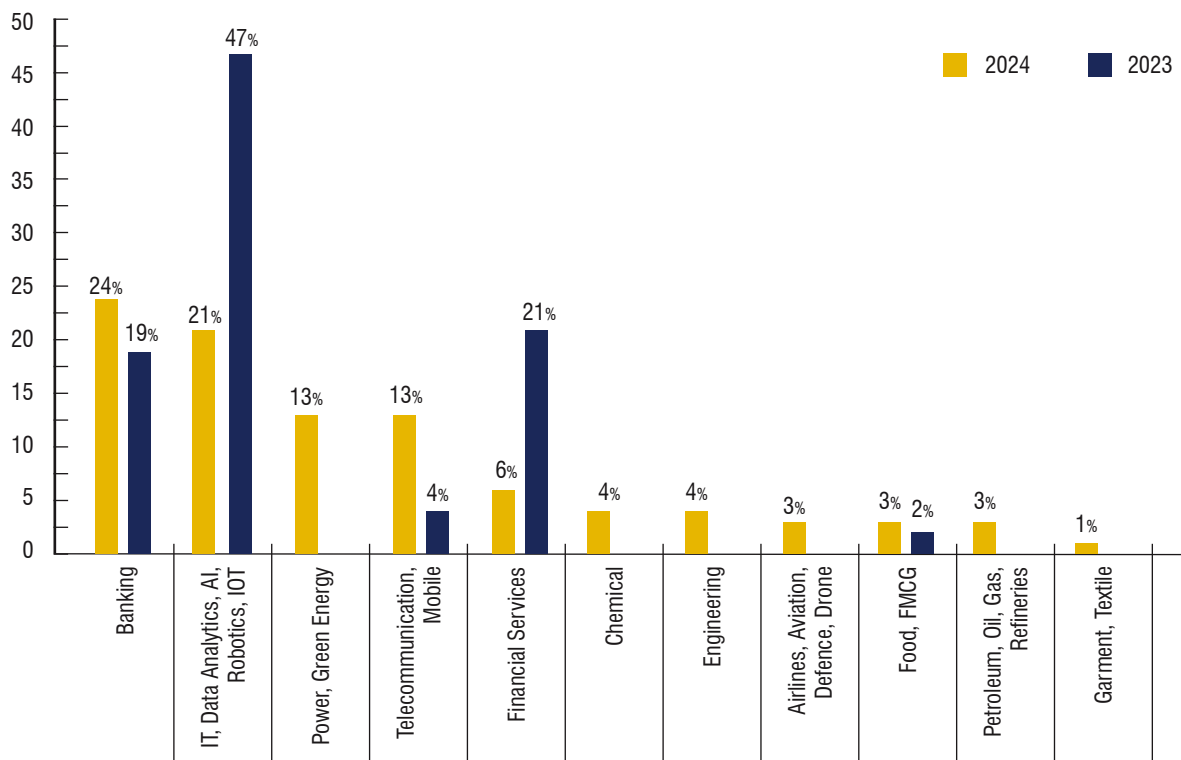
Enhanced Convenience and Safety and Reduction in Workplace Accidents dominated the outcomes

# Digital Transformation Interventions

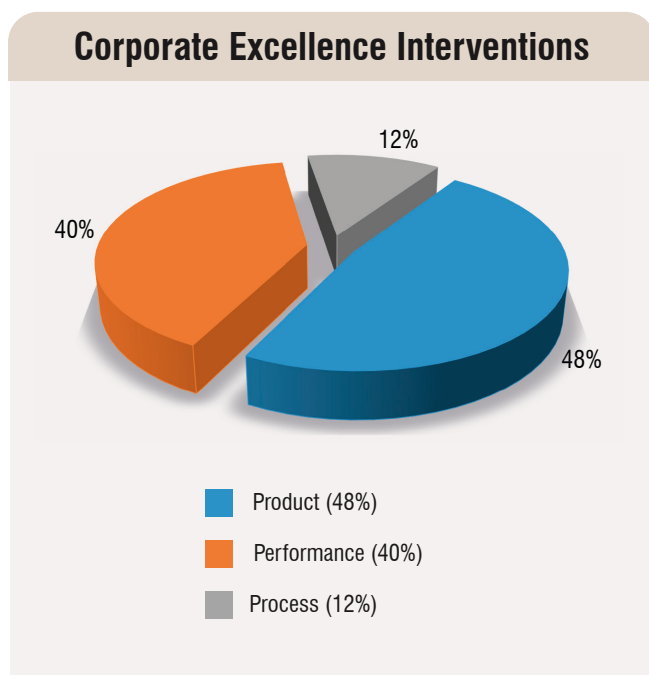


Overall, the data reflects a forward-looking digital landscape where Indian companies are leveraging innovation and transformation to stay competitive. The focus is shifting from isolated tech upgrades to enterprise-wide digital reimagination, positioning organisations for resilience and growth in the digital age

## Participating Industries

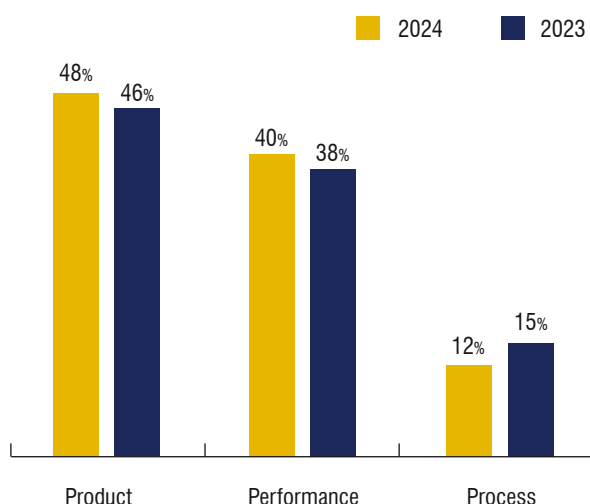


# Corporate Excellence Interventions

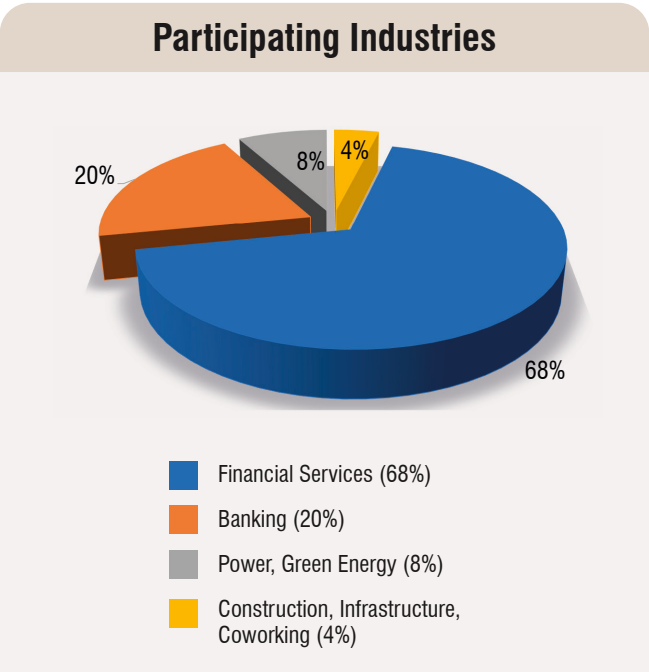


Product interventions indicate that nearly half of the companies are emphasising product innovation, quality enhancement and customer relevance. Performance interventions reflect a strong organisational focus on results-driven leadership, operational efficiency and employee productivity. Process interventions, accounting for 12%, highlight efforts to streamline internal workflows

## Comparison 2023 & 2024

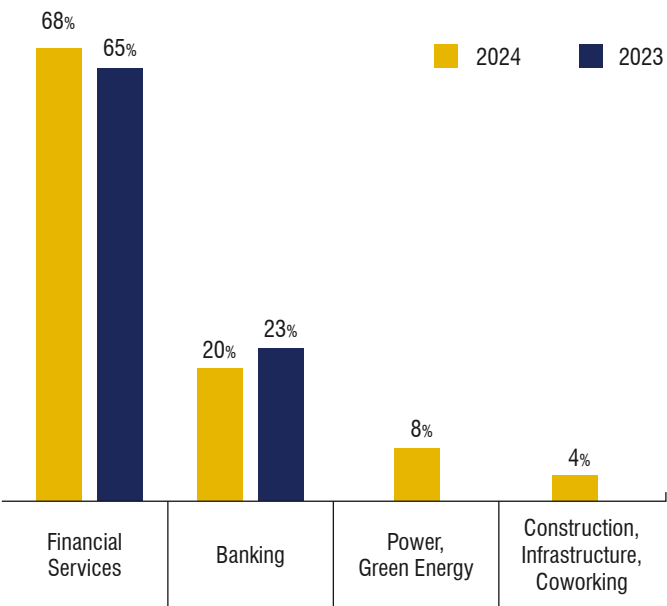


# Participating Industries



Participating Industries in India Involved Interventions in Corporate Excellence for 2024 reveals a dominant presence of Financial Services, alongside growing engagement from Banking, Power & Green Energy and Construction & Infrastructure sectors. Power and Green Energy participation signals the sector’s growing recognition of corporate responsibility and sustainability as core to operational excellence

**Participating Industries - Corporate Excellence**



# SKOCH Ethics Policy

- SKOCH Group is committed to high standards of ethical conduct and in pursuance of these we follow the following guidelines:
  - The employees of the organisation are barred from offering gifts or any other consideration that may be considered improper to any government functionary towards the conduct of business or towards discharging their official duties.
  - Our awards follow an editorially independent process. Employees and their immediate relatives are ineligible for applying for or receiving any of our awards. Any form of canvassing towards our awards is prohibited and all such entries are summarily rejected.
- There is no monetary component to any of our awards and these are limited to a memento and a citation for all awards and additionally a biographical documentary and a festschrift in case of the SKOCH Challenger Lifetime achievement award.
- Most of our programmes are designed in consultation with the relevant domain ministries, academics, economists and experts etc. Due acknowledgement is provided to the government departments, academic and development institutions etc. that extend formal institutional support to our programmes.





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