



IndianOil

# Sustainability Report 2019-20



**Digital Transformation for a  
Resilient and Sustainable Future**

## About the Report

In fulfillment of our commitments, IndianOil has been voluntarily reporting on its sustainability performance every year. The report provides its stakeholders insight into the company' internal and external environment, opportunities, risks, material issues & mitigation plan, strategies, performance and future roadmap to contribute towards sustainable development.

## Reporting Period

The reporting period for this edition of Sustainability Report is Financial Year 2019-20, i.e. from 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020.

## Scope of Report



Refineries



Marketing



Pipelines



Planning & Business Development



R&D

## What is not covered



Joint Ventures & Subsidiaries



International Operations

## Reporting Framework

Sustainability Report 2019-20 is the fifteenth report on our sustainability disclosures and is prepared in accordance with the "Global Reporting Initiative (GRI) Standards: Comprehensive" and conforms to the Oil and Gas Sector Supplement (OGSS) of the standard. The report is also aligned to the principles of United Nations Global Compact (UNGC) and Sustainable Development Goals (SDGs).

Sustainability Report 2019-20 is in compliance with:



## Report Theme

IndianOil is committed to national energy security and justice by delivering fuels to all corners of India. The year 2020 is marked by the company's continuous efforts in increasingly putting thrust on digital adaptation to become future ready and offer better stakeholder value. The year 2020 is also marked as a "Year of Digitization"; hence, we have decided to theme our Sustainability Report 2019-20 as "Digital Transformation for Resilient & Sustainable Future".

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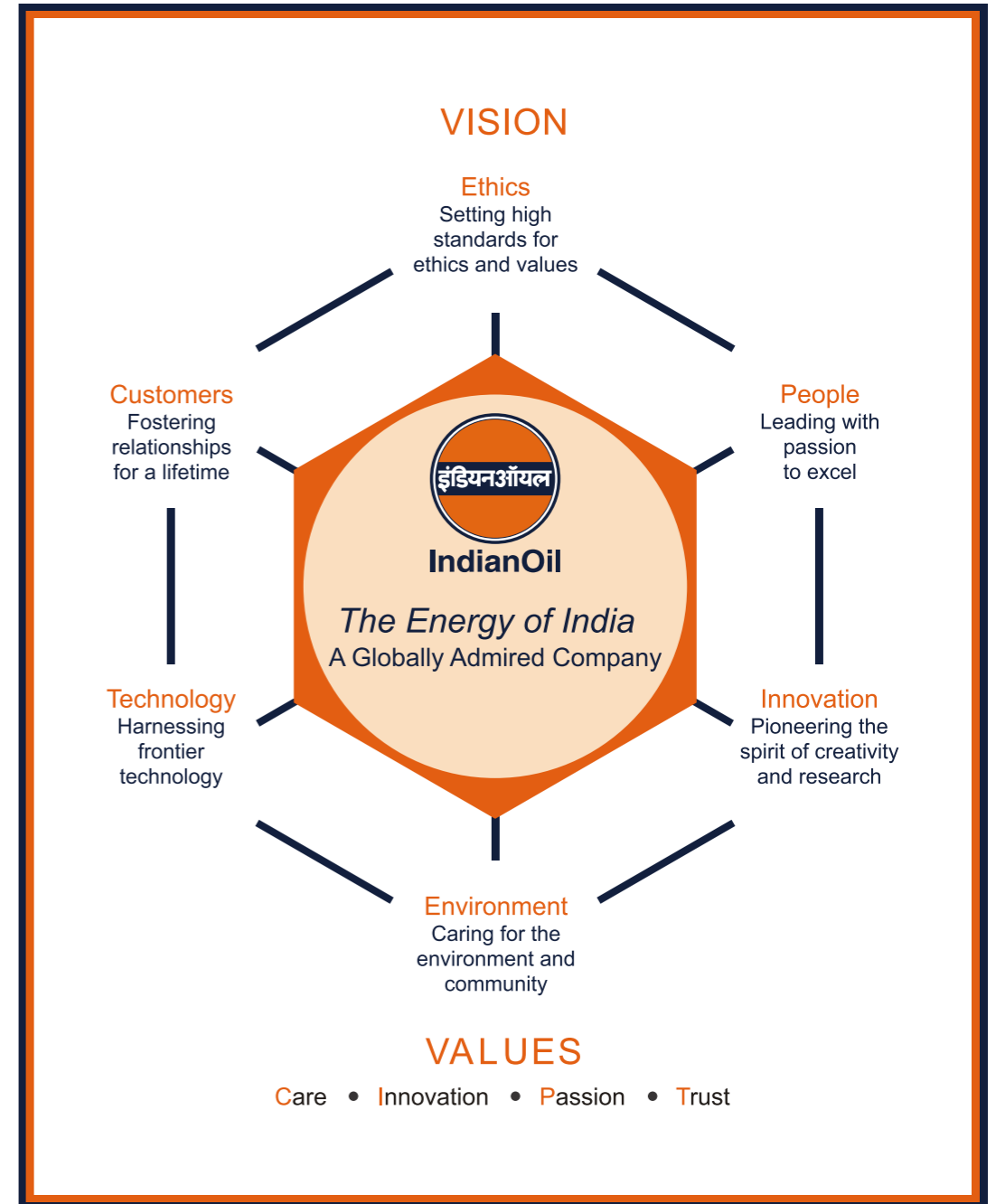
Our vision is to be the

# ‘ENERGY OF INDIA’

and

# ‘A GLOBALLY ADMIRABLE COMPANY’

- To harness frontier technology and pioneering research in delivering new age energy solutions that contribute to the growth and development of the nation, by setting high ethical standards for business and creating long-term relationships with customers.
- To strive towards employee growth and satisfaction
- To care for the environment and the community.
- To support the Paris Agreement through product and operational improvements.





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## About IndianOil






IndianOil is one of India's most trusted national brands with a strong pan India presence to match. Over the years, the company has expanded its reach and business interests to various countries across the globe and is ranked 151<sup>st</sup> on Fortune 'Global 500' list of largest companies in the world. IndianOil's ~33,000 employees, work diligently and passionately towards meeting India's energy demands and supplying petroleum products to every part of the country.

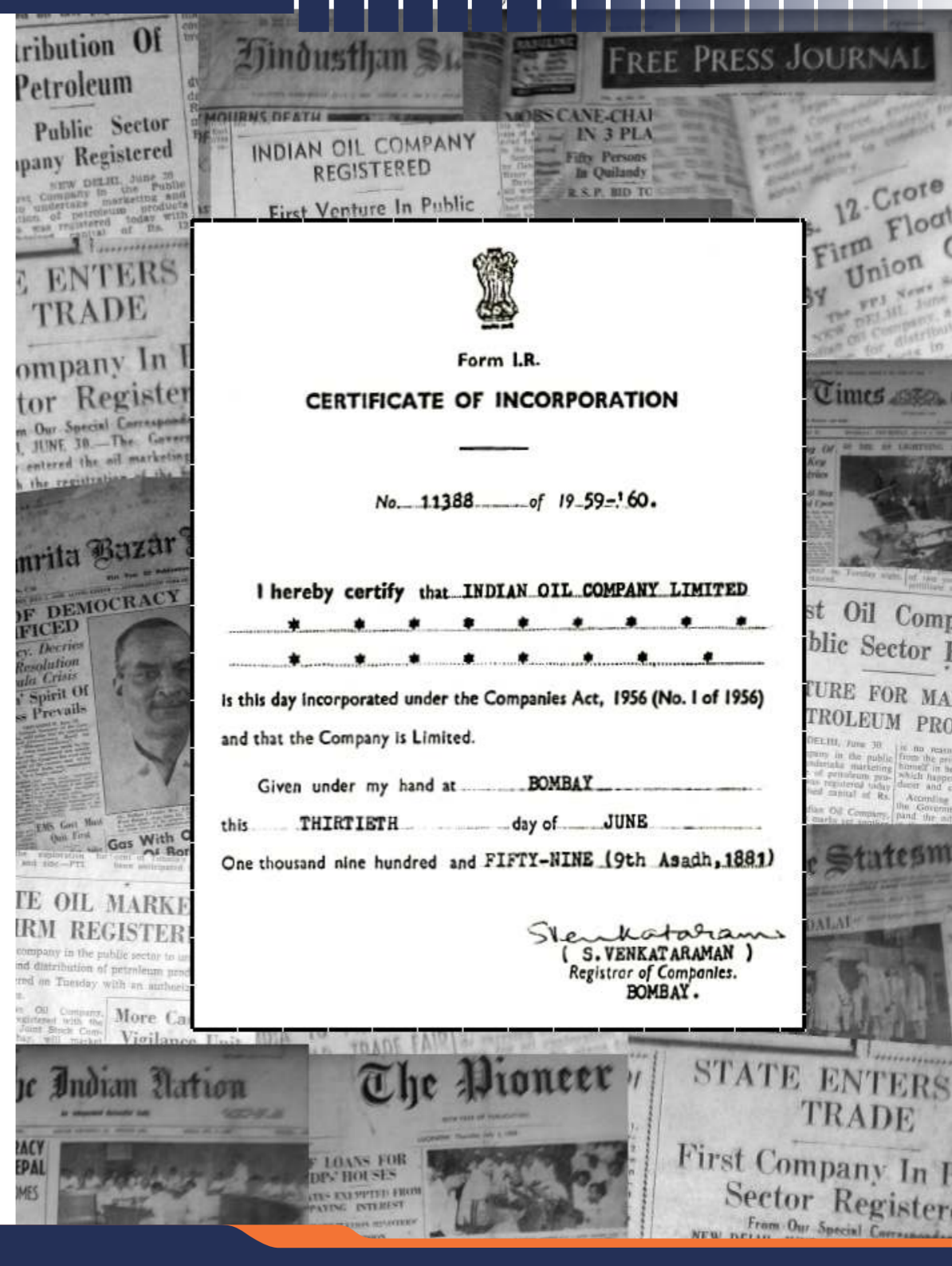
Born in 1959, IndianOil went on to become the leading integrated energy company of India over the last few decades. The Company's has dominant presence in refining, pipeline transportation and marketing of petroleum products. Faced with

changing dynamics of the business, IndianOil went on to integrate backward and forward and built the E&P and petrochemicals business verticals. The company also diversified into natural gas business, besides foraying into clean energy sources such as natural gas, bio-energy and alternate energy.

IndianOil identifies itself as a responsible public sector enterprise, offering affordable energy and quality products with transparency; ensuring operational excellence across functions; having state-of-the-art technologies; tapping energy in the most responsible manner; and contributing to improve the life of billions across the globe.

Find out more about IndianOil in: [www.iocl.com](http://www.iocl.com)

	<p><b>Indian in conception.</b>  <b>Indian in the soul.</b>  <b>Indian in the power that kickstarts India.</b>  <b>Indian in the energy that burns in 14 crore homes.</b></p>
	<p><b>Indian in providing energy solutions to the entire world.</b>  <b>Indian in supplying fuel at Ladakh, the world's highest pump.</b></p>
	<p><b>Indian in empowering millions of women.</b>  <b>Indian in igniting billions of dreams.</b></p>
	<p><b>Indian in helping shape a proud past.</b>  <b>Indian in helping create an eco-friendly future.</b>  <b>Indian in every decision.</b></p>
	<p><b>Indian in every drop.</b>  <b>Indian since 1959.</b>  <b>Indian till the end of time.</b></p>





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# A journey of 60 years



**1959** IndianOil Company Ltd., a 100% Government-owned company formed and entrusted with the task of reaching petroleum products to consumers across India.

**1961** First retail outlet commissioned at Anjr near Kandla

**1962** Guwahati Refinery was inaugurated by Pt. Jawaharlal Nehru, Prime Minister of India

**1964** On September 1, 1964, Indian Refineries Ltd. dissolved and merged with Indian Oil Co. Ltd. & the new company was renamed as IndianOil Corporation Ltd.

**1964** IndianOil entered the aviation business with supplies to the Indian Defence Service

**1965** Indane brand cooking gas launched

**1965** Gujarat Refinery was commissioned at Koyali by Dr. S. Radhakrishn, President of India

**1972** SERVO first Indigenous Lubricant Brand Launched

**1972** IndianOil R&D Centre established at Fridabad

**1975** Haldia Refinery commissioned and commenced commercial production

**1995** IndianOil shares list on Bombay Stock Exchange on August 7, 1995

**1998** Panipat Refinery commissioned

**1998** IndianOil enters into the LNG business through Petronet LNG-IV company

**1999** IndianOil accrossed Rs. 1,00,000 crore in turnover-the first corporate in India to do so.

**2000** IndianOil entered into exploration & production (E&P)

**2003** Lanka IOCPvt Ltd. incorporated as a wholly- owned subsidiary

**2004** IndianOil begins gas marketing of regassified LNG

**2004** IndianOil breaches the R. 1,50,000 crore mark insales turnover becomes the first Indian corporate to reach this landmark

**2006** 1st KSK launched

**2006** IndianOil diversities into wind power project as new fuel alternative

**2009** IndianOil first solar charging station launched in Puri

**2009** IndianOil bestowed with Maharatna status by Government of India

**2010** PROPEL, the umbrella brand for petrochemicals launched

**2010** IndianOil market cap touches Rs. 1,00,000 crore for the first time, after two trading sessions see a 20% stock price hike to Rs. 418.10 on the BSE

**2010** Retail outlet network crosses 20,000 mark

**2012** IndianOil's brand value estimated at \$1.5 billion by WPP. IndianOil was doddered among the top brands of the country

**2014** Indianoil's 11th refinery commissioned at Paradip

**2015** Indane Nanocut, indianOil's first nano technology product, launched for high temperature industrial applications

**2015** IndianOil Paradip Refinery commissioned

**2016** First CNG stations inaugurated in Mohali and Chandigarh

**2017** IndianOil and Ola launch nation's first EV charging station in Nagpur

**2018** IndianOil breaches the Rs. 5 lakh crore mark, registering a turnover of Rs. 5,06,428 crore and highest ever net profit of Rs. 21,436 crore

**2019** IndianOil's R&D Centre files its 1,001\* patent

**2019** Foundations tone for India's first H-CNG station laid at DCT Depot, Rajghat, New Delhi

**2019** Compressed Bio-Gas dispensing commences from IndianOil Retail Outlets under SATAT





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## Message from Chairman



*Dear Stakeholders,*

Today, the world is facing unprecedented and uncertain times when the entire human race is grappling with Covid-19 and is adapting itself to a 'new normal'. More than anything, we are witnessing a new work paradigm. The pandemic has posed a wake-up call for companies and indeed the entire humanity, to rethink its priorities and work modalities, rework the supply chains & logistics networks, refurbish existing assets and redefine its strategies. The challenge that this pandemic has posed at the global scale has served to re-emphasize that all of us are closely interconnected – with each other and with the nature's web of life. It has become imperative to create a collective conscience leading to a multilateral action plan at the global level by all the nations. This reiterates the long-held principle embedded in the Indian ethos i.e. 'Vasudhaiva Kutumbakam' – 'the world is one family' where each individual has the responsibility to play multiple roles with the values of care, trust and understanding.

India being a developing country is still ramping up its infrastructure and systems to become an economically stronger, modern and a self-sufficient country, while imbuing the principles of sustainability. As a national energy major, IndianOil is committed to supporting India in its bid for development.

The company has a rich legacy of bringing precious fuels and products to the lives of billions of people for more than six decades. The present scenario has made us more vigilant in our planning and actions. It gives us immense pride that

we have been able to deliver on our promises, even in these trying times, through committed efforts of IndianOil people and systems.

Moving forward, the company strives to build on its efforts to be future-ready. We are focusing on four major areas in our bid to be a responsible and globally admired energy company: offer climate-friendly and efficient products, focus on health & safety systems, contribute to nation-building & social upliftment and deliver business with ethics and commitment, to meet stakeholder expectations. The company is a firm believer in the power of digitalization in achieving our corporate targets. Thus, we are commemorating the year 2020 as the 'Year of Digitalization', to take further strides on this frontier.

### Climate-friendly Products & Operations

IndianOil prides itself on its strong environmental conscience. The company's business strategy focusses on offering cleaner conventional fuels, renewable energy, operational & supply chain excellence, energy conservation and mitigation of operational greenhouse gas emissions. The company is committed to align its operations and products towards achieving India's targets under the SDGs and the Paris Agreement.

IndianOil delivered BS-VI standard automotive fuels across India, through dedicated efforts and significant infrastructural upgradations. The company is putting thrust on natural gas and is augmenting infrastructure to cater to increased demand of this cleaner fuel. The company is developing City Gas Distribution (CGD) network in 40 geographical areas on

**“ IndianOil fully supports India's commitment to the Paris Agreement with multiple green initiatives, including energy efficiency /conservation measures in day-to-day operations, mitigation of greenhouse gas emissions, offering climate-friendly green fuels and renewable energy options, improving existing energy solutions and fostering better cooperation for wider and effective adoption of energy transition ”**





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its' own or through JVs. During the year, the company also commenced the sale of Compressed Biogas. In bio-energy space, IndianOil is also developing 2G ethanol plant at Panipat. Ethanol blending is another area of work for the company with the target to achieve 10% blending across the country. Last year, the company also started offering IMO grade cleaner bunker fuels and lubricants. Besides these, the company continues to augment its renewable energy capacity, including thrust on retail outlet solarization. In green energy space, the company has also formed partnerships in battery manufacturing, 3G ethanol and carbon capture utilization & storage space. Major R&D thrust is being put on technology up-gradation in renewable energy, bio-energy and hydrogen energy.

**Health & Safety**

With the pandemic situation, health and safety have gained renewed meaning for all companies. IndianOil has made significant efforts in streamlining its operations by creating advisories and SOPs for working, safety and providing medical support and aiding society during these trying times. The company is relentlessly working towards safer and healthier products and work environment.

During the year, IndianOil provided 9 lakh+ manhours of safety-related training to its employees and strengthened its overall safety systems. There has been a significant reduction in loss time injury frequency rate and total recordable injury rate.

IndianOil maintains a strict vigil on ensuring safety in the supply chain. Measures such as group insurance schemes have been extended to our extended family of dealers, retail attendants, tank truck drivers, etc. Safety training and health camps for tank truck drivers have resulted in 62% reduction

in road fatalities, besides reduction in road accident incidents. Similarly, awareness efforts in customer safety have resulted in a significant reduction in LPG related incidents and fatalities.

**Nation Building & Social Upliftment**

India has placed enormous emphasis on energy access with energy justice by providing safe, affordable and efficient energy. IndianOil has been undertaking infrastructural expansions and streamlining its supply chain to ensure the timely availability of fuels across the country, at all times. The company's commitment to fulfill the national energy demand remains undeterred in the face of national emergencies.

IndianOil's LPG brand 'Indane' sells around 27 lakh cylinders every day. IndianOil has put in place convenient home booking systems for LPG refill like SMS, IVRS, WhatsApp, digital payment, websites and through mobile apps, which has helped us serve our customers by delivering fuel at their doorstep without compromising on safety.

As a Public Sector Enterprise, IndianOil is committed to serving the people of India. The company undertakes various projects for local area development, propagating environment-friendly technologies, and promoting indigenous skill development, livelihood generation, local technologies and manufacturing. Under the aegis of Swachh Bharat Abhiyaan, the company is undertaking various sanitation projects, cleanliness drives, implementation of waste to energy plants and awareness programs. During the year, IndianOil achieved its highest spend of Rs. 543 Crore on CSR projects, re-emphasizing our commitment to the society.

**Delivering Business Responsibly**

IndianOil is recognized as a responsible energy major driven by a strong base of happy and committed employees. The company promotes transparency, integrity and accountability in business, to inspire commitment from its internal stakeholders and garner the trust of its external stakeholders. Fulfillment of customer needs is given top-most priority, one which is fulfilled through our wide array of products and delivery points spread across the country. Customer experience is enhanced through the use of digital applications for improving efficiency in support, feedback, product delivery and payment transfer. IndianOil remains steadfast in its commitment to employee wellbeing and ensuring transparent business to deliver value to its stakeholders.

Within a span of a year, we have experienced much turbulence as a business and as humans. But as a company, we have trust in our legacy, the corporate culture, IndianOil people, our systems and the dedicated & selfless efforts put to fulfill our national commitments. These are the things, we are counting on while we continue our march towards creating a more balanced and happier world.

**Jai Hind!**

sd/-  
Shrikant Madhav Vaidya  
(Chairman)



## Corporate Agenda: Evolve Energise Excel

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**Energising the Nation, Energy Solutions:** Frontline role in India's energy security vision



**Strengthening Core, Spreading Wings:** Consolidate core business & scale up other verticals; Fortify synergy of group and partner companies; Revitalise projects for sustained growth



**Digital Transformation for a Future-Perfect IndianOil:** Automate, optimise, digitalise and integrate value chain; Emphasis on mobile computing & digital-savvy workforce



**People First:** Creating wealth & value for stakeholders; Focus on the wellbeing of teams & customers



**Environmental Stewardship:** Sustainable operations; Inclusive energy basket with low-carbon energy offerings



**Optimising for Prosperity:** Asset maximisation; Cost optimisation, least-cost supplier with new revenue models



**R&D and Innovation:** Pioneering solutions in core areas & alternative energy for leadership edge; World-class commercial technologies



**Forging Fruitful Partnerships:** Build collaborations for enhanced business footprints & growth with competitive advantage



**Strengthening Brand Equity & Brand Asset:** Enhance stakeholder experience for customer loyalty, brand differentiation for winning edge



**Caring with Heart, Sharing with Passion:** Strong social quotient & care for the community & heritage





# IndianOil at a Glance



- 🏆 IndianOil was ranked as the 3rd strongest Indian brand by Brand Finance.
- 🏆 IndianOil has bagged the award for the best company in the Oil (Refining & Marketing) category at Dun & Bradstreet's Annual Corporate Awards 2019
- 🏆 IndianOil was bestowed with the 'Company of the Year' award in petrochemicals category by FICCI (Federation of Indian Chambers of Commerce and Industry)

## Material Issues addressed

- Competition
- Supply Chain Management
- Indirect Economic Impact
- Brand value
- Geo-Political Risks





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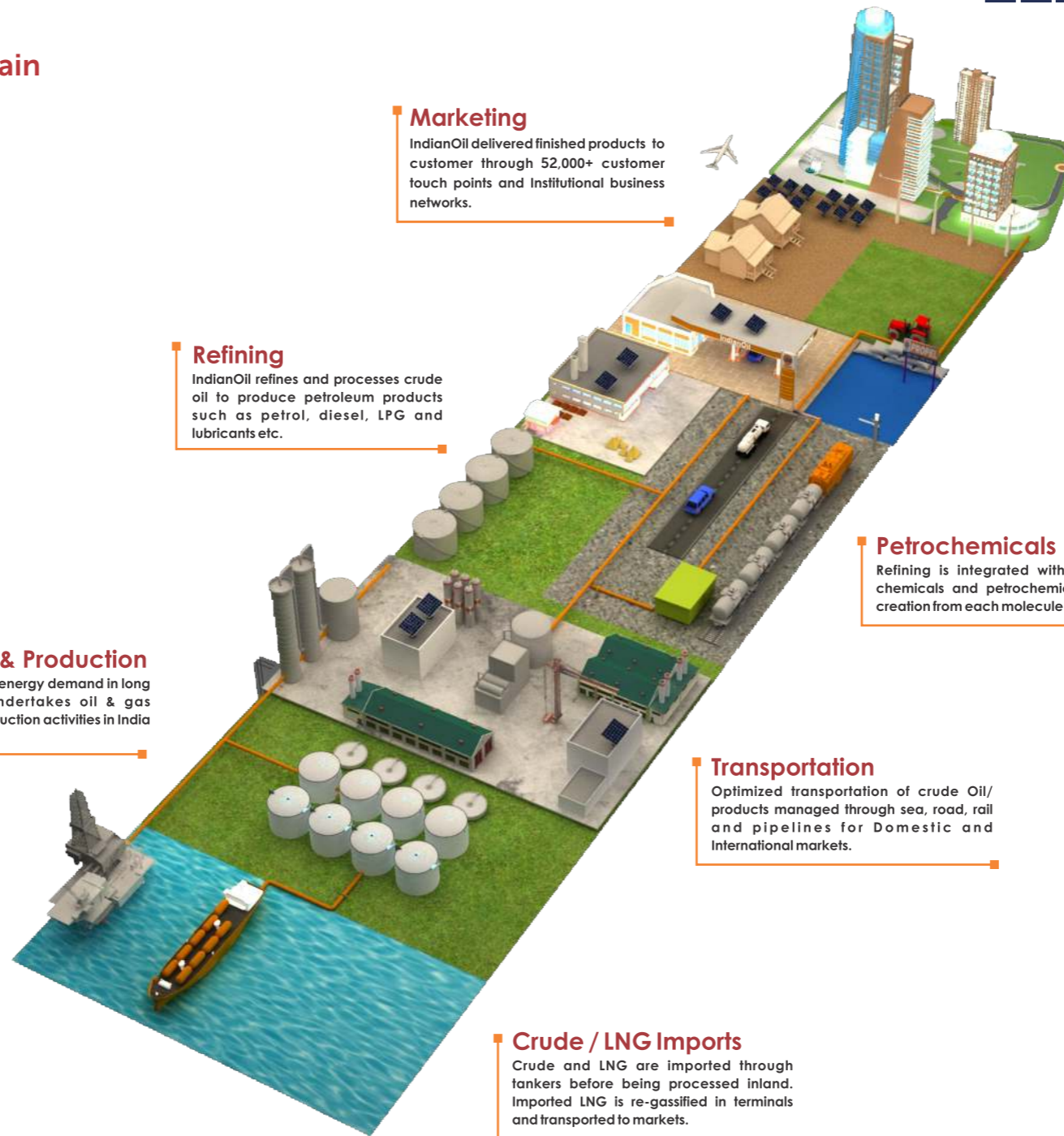
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# Integrated Value Chain



**Marketing**  
 IndianOil delivered finished products to customer through 52,000+ customer touch points and Institutional business networks.

**Refining**  
 IndianOil refines and processes crude oil to produce petroleum products such as petrol, diesel, LPG and lubricants etc.

**Exploration & Production**  
 To meet the growing energy demand in long term, IndianOil undertakes oil & gas exploration and production activities in India & overseas.

**Petrochemicals**  
 Refining is integrated with downstream chemicals and petrochemicals for value creation from each molecule of crude oil.

**Transportation**  
 Optimized transportation of crude Oil/ products managed through sea, road, rail and pipelines for Domestic and International markets.

**Crude / LNG Imports**  
 Crude and LNG are imported through tankers before being processed inland. Imported LNG is re-gasified in terminals and transported to markets.

**Renewable Energy**  
 IndianOil is tapping renewable energy potential by foraying into wind power, solar power, setting-up 2G ethanol plants, waste to energy plants and Compressed Biogas (CBG) marketing.







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# Business Coordinates

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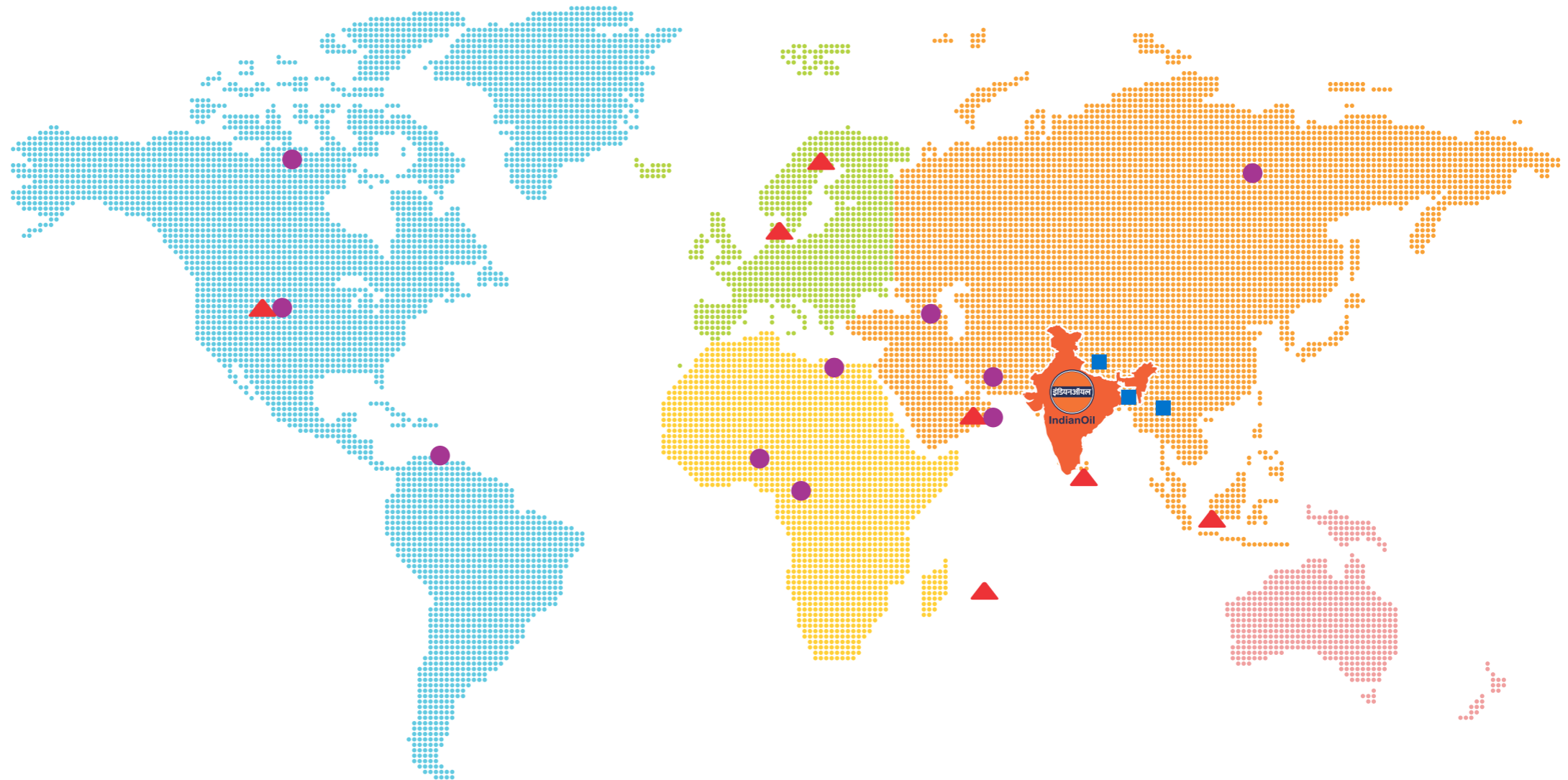
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### Overseas Exploration & Production (E&P) locations

- |           |             |          |          |
|-----------|-------------|----------|----------|
| ● USA     | ● Venezuela | ● Canada | ● Russia |
| ● UAE     | ● Oman      | ● Libya  | ● Gabon  |
| ● Nigeria | ● Israel    |          |          |

### Overseas Representative/ Branch offices

- |           |              |
|-----------|--------------|
| ■ Myanmar | ■ Bangladesh |
| ■ Nepal   |              |

### Overseas Subsidiaries

- |             |             |               |
|-------------|-------------|---------------|
| ▲ Mauritius | ▲ Sri Lanka | ▲ UAE         |
| ▲ Sweden    | ▲ USA       | ▲ Netherlands |
| ▲ Singapore |             |               |



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## Financial Performance



IndianOil is consistently looking to increase its market share, improving fuel access, customer satisfaction, non-fuel revenue by enhancing reach in rural markets, gaining customer loyalty, customised product offerings & thrust on non-fuel revenue. The operational competitiveness is maintained by optimizing crude mix, exploring new crude grades, reducing fuel loss, modernizing technology / refinery complexity.

### Financial performance

Total turnover  
(₹ Crore)  
**5,66,950**

EBITDA  
(₹ Crore)  
**22,356**

Total profit after taxes  
(₹ Crore)  
**1,313**

Earnings per Share (₹)  
**1.43**





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## IndianOil-At a glance

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### REFINERIES

**69.42 MMT**

Refinery Throughput

**₹17,000 crore**

Invested to deliver BS-VI fuels pan India

**71.9**

Specific Energy Consumption

**99.6**

Energy Intensity Index



### MARKETING

**78.54 MMT**

Petroleum products sold (Domestic)

**29,085**

Retail outlets (including 8,515 Kisan Seva Kendras)

**60.5%**

Aviation fuelling Market Share across India

**>75 lakh**

New LPG customers enrolled (~41 lakh under PMUY)



### GREEN ENERGY

**226 MW**

Renewable energy portfolio

**4.44%**

ethanol blending achieved

**2**

Pumps started sale of compressed biogas from IndianOil petrol pumps under brand name 'IndiGreen'

**54**

Retail outlets equipped with electric vehicle charging/battery swapping facilities



### SAFETY

**9,33,358**

Safety training man-hours

**69%**

Reduction in loss time injury frequency rate

**62%**

Reduction in tank truck road fatalities (21% reduction in road accidents) against 2018-19

**42%**

Reduction in domestic LPG fatalities (13% reduction in incidents) as compared to 2018-19



### PIPELINES

**14,670 km**

Pipelines network Length

**85.35 MMT**

Crude & product pipeline throughput

**1<sup>st</sup>**

Trans-national product pipeline commissioned connecting to Nepal

**2400 MMSCM**

Highest ever gas throughput achieved



### BUSINESS DIVERSIFICATION

**40**

City Gas Distribution (CGD) network is being developed by IndianOil /JV

**4.72 MMT**

Natural Gas sale

**12**

E&P overseas assets in 10 countries

**2.29 MMT**

Petrochemicals sales



### HUMAN RESOURCE

**1,15,394**

Man-days of training provided to employees

**450+**

e-modules created for employees under swadhyay

**32,998**

Employees

**39**

Average age of employees



### Innovation

**808 Cr**

Sales from innovation

**128**

Number of patents filed (Cumulative patents filed 1125)

**81**

Patent Families commercialized

**133**

Lube formulations issued





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## Business Strategy

The Covid-19 pandemic has come as an unprecedented shock, with fast moving changes to which the Corporation has been adapting. The Company had witnessed a demand growth of 0.8% for petroleum products in 2019-20 till February 2020. However, sales declined by 21% in March 2020 due to the lockdown, dragging down the growth for the entire year to -1.1%. The performance of the Company was impacted by the prolonged lockdown, leading to lower sale of petroleum products by 46% during the month of April 2020. The demand for petroleum products is returning back to normal with various relaxations being made subsequently.

### Changing Energy Mix

As per BP-stat 2019, globally the energy demand growth in 2019 was maximum in renewables, followed by natural gas, which together contributed over three-quarters of the net increase. The share of both renewables and natural gas in primary energy increased to record highs. Meanwhile, coal consumption declined, with its share in the energy mix falling to its lowest level since 2003.

The combination of slower growth in energy demand and a shift in the fuel mix away from conventional fuels and towards natural gas and renewables led to a significant slowdown in the growth of carbon emissions.

With Covid-19, the need for restoring ecological balance has increased. With it, it is expected that the thrust on the transition towards clean energy would remain strong.

With a population of about 1.4 billion and as one of the world's fastest-growing major economies, India will be vital for the future of global energy markets. India has made impressive progress in increasing access to electricity and clean cooking across socio-economic divides. The government's strong backing to reduce the import bill, undertake renewable energy capacity

It is anticipated that the ramifications of the present Covid-19 crisis would be felt in the future also. It could lead to new world order, a shift in global trade & supply chain patterns, global power balance and some of this could be in favor of India in terms of contributing to its growth opportunities. There could also be long term behavioral shifts if the crisis lingers and that could have a bearing on energy demand, growth and energy mix. While the exact changes are hard to predict at this juncture, some fundamentals are expected to remain unchanged. One is that over the long-term, the Indian economy is expected to continue to grow. Second, the need to address climate change and air pollution would continue to be highly relevant.

augmentation, natural gas expansion, exploring alternate energy sources such as hydrogen, waste etc, and promoting electric vehicles, all point towards a significant thrust on clean energy.

Major energy reforms have also been undertaken to improve energy production and consumption efficiency, through better technology and regulated fuel improvements.

India's energy demand is set to double by 2040, and would remain dependant on conventional fuel sources, but through dedicated efforts in fuel/energy efficiency and renewable power production, India can significantly

### Low Carbon Strategy

As the nation's flagship oil company, responsible to fulfil the nation's energy demands, IndianOil would continue to provide conventional energy. At the same time, energy transition is a reality and a much-needed change in the global energy systems. Thus, IndianOil would continue its pursuit of low carbon energy solutions while establishing



safe and resilient energy delivery systems.

In the short term, the company seeks to build upon its business strong-hold of offering value-added petroleum products, fulfilling commitment towards ensuring continuous fuel supply and meeting the national developmental agenda, while also exploring business opportunities in low carbon

domain. Focus is also towards improving operational efficiencies through technology up-gradation and digitalization.

The company's long-term objective is to transform into a fully integrated energy company offering a basket of clean and green energy solutions that contribute towards a stronger and energy secure India.





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**Supporting UN Sustainable Development Goals**

The UN Sustainable Development Goals (SDGs), through its 17 goals, paint a picture of the world we want. As a responsible public sector energy company, IndianOil contributes significantly to all SDGs in some form or the other.

We are progressively moving towards, mapping and alignment of company's activities to SDGs.

The direct impact on the environment, societies, and economic growth has been provided corresponding to various activities.

In addition, there are many indirect benefits like employment generation, promotion of weaker sections of the society, contribution to the overall development of the country by meeting the energy needs of a vast population, positive impacts on the environment, which are not monitored directly, but rather provided indicatively as the company's contribution to SDGs.



**Aligning business to help fulfill India's commitments under Paris Agreement**

Paris Agreement has set a stringent goal to restrict climate change to 2°C, and preferably 1.5°C by 2100. For reaching these goals, a slew of efforts has been identified against various scenarios. A major emphasis has been placed on energy transition, creation of carbon sinks and deployment of carbon capture and storage technologies, on the scale to target zero emissions by 2050.

As per UNEP emission gap report, GHG emissions have risen at a rate of 1.5% per year in the last decade. Although owing to COVID crisis and wider adoption of natural gas and renewables, the rate was significantly lower at 0.5% in 2019, we still need to do a lot more to ensure that planetary balance is restored.

As a party to the agreement, India has targeted to reduce its emission intensity, increase the capacity of non-fossil power and expand its carbon sinks through tree plantation. These targets are being percolated down to public sector companies, for wider and faster deployment. For example, to contribute to the national target for reducing carbon intensity by 33-35% from 2005 levels by 2030, IndianOil has been undertaking large scale refinery modernization & up-gradation projects, replacing the use of fuel oil with natural gas, enhancing process heat recovery, augmenting renewable energy capacities, enhancing digital integration and implementing various energy efficiency measures.

Additionally, the company is also taking steps to increase tree cover through sapling plantation in the available area within premises.

India has also pushed for a quantum improvement in vehicular fuels and electric vehicles. The major initiatives for improving vehicular fuels in the country include: transitioning from BS-IV to BS-VI standard fuel, promoting biofuel blending in petrol/diesel, delivering LPG to rural populace, advancing natural gas across the country, promoting agri-waste to ethanol & biogas technologies and promoting electric vehicles using battery/hydrogen fuel cells. IndianOil has been actively pursuing all these business areas to deliver upon its energy and climate commitments. These are supplemented by suitable infrastructure development and technology improvements.







# Stakeholder Engagement & Material Issues

The company's strategic intent is to be a future ready organisation, to be able to exploit emerging opportunities and mitigate potential risks to accomplish this objective. IndianOil operates in a highly dynamic business environment which is

affected by various internal and external drivers such as geo-political environment, changing laws and regulations, technological advancements, increased competition, disruptive innovations and growing stakeholders' concerns.

## Stakeholder Engagement

IndianOil conducted a formal stakeholder engagement exercise in 2018-19. As part of the exercise, an in-house study was carried out to identify key stakeholders and their major concerns. Stakeholder Engagements were deliberately held to collect responses of the stakeholders on the material issues. The responses received from stakeholders were collated and analyzed to prioritize the material issues for the company and stakeholders.

Besides this periodic exercise, the company also engages with its internal and external stakeholders regularly using channels such as Shareholder Meets, Corporate Website, Press Briefings, Reports, Customer Helplines, Industry Forums, Dealer/ Distributor / KSK Conventions, Transporters Meet, Engagement Surveys, Sponsorships, Workshops amongst others, to understand their expectations and to communicate on the Company's performance and future outlook.

## Material Issues

To deal with this changing business paradigm, IndianOil has a comprehensive, robust and inclusive risk management framework that empowers the company to deal with any potential risk and aids in becoming a future ready organisation. The company has a Risk Management and Compliance Board

(RMCB) which regularly scans the internal and external environment to keep track of potential risks.

The company, simultaneously also undertakes year-round engagement with its stakeholders to understand their concerns and to communicate its overarching sustainability strategy.





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Our Stakeholders

-  Media
-  Government/Regulatory Bodies
-  Shareholders
-  Industry/Trade Associations
-  Community
-  Financial Institutions
-  Business partners/contractors
-  Employees
-  NGOs
-  Customers
-  Academic & Scientific Community

Focus Area



Way We Connect

- Reports
- Customer Care/ Helpline Numbers
- Transporters Meet
- Workshops
- Industry Forums
- Engagement Surveys
- Sponsorships
- Corporate Website
- Dealer/Distributor/ KSK Conventions
- Press Brief
- Shareholders Meet





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### Approach to Materiality

**Steps followed** → Identification of Material issue

**Methodology** →

- Identification of topics based on internal risks and opportunities
- Continuous engagement with stakeholders
- Reference to Oil and Gas sector specific Guidelines
- Reference to Global & National peers

**Outcome** → 26 material issues identified

**Steps followed** → Prioritization of Material Issues

**Methodology** →

- Material topics are shortlisted based on the IndianOil long-term strategic goals and substantive influence of the stakeholders
- Material topics prioritised based on the inputs from internal and external stakeholders

**Outcome** → Material issues categorized under Economic, Environmental, Social and Corporate Governance & Compliance

**Steps followed** → Validation of Material issues

**Methodology** →

- Issues categorization by relevance & importance on the basis of potential of impact on business and importance to stakeholders
- Materiality Analysis

**Outcome** → Material issues prioritized

### Material Issues Linkage



■ Material issue ■ Covered under heading



# Sustainability at IndianOil



🕒 IndianOil conferred with Sustainability 4.0 Award 2019 jointly by Frost & Sullivan and TERI in recognition of its comprehensive sustainability initiatives as a 'Leader in the Mega Large Business Process Sector.'

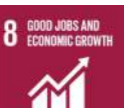
🕒 IndianOil bagged the Federation of Indian Petroleum Industry's (FIPI) 'Sustainably Growing Corporate of the Year' award for excellence in sustainability performance and benefits extended to society and the environment

## Material Issues addressed

- Supply Chain Management
- Brand Value
- Sustainable Procurement
- Energy Efficiency
- Managing Environmental Impacts
- Emission Mitigation
- Energy Transition
- Product & Operational Efficiency



17 PARTNERSHIPS FOR THE GOALS





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## Sustainability Policy

### Vision

IndianOil's Sustainability & CSR vision is to operate its activities in providing energy solutions to its customers in a manner that is efficient, safe & ethical, which minimizes negative impact on environment and enhances quality of life of the community, towards sustaining a holistic business.



### Mission

Meet stakeholders' aspirations for value creation and grow along with the society



Incorporate environmental and social considerations in business decisions



Ensure a safe & healthy working environment



Earn stakeholders' goodwill and build a reputation as a responsible corporate citizen

Conduct business with ethics and transparency & follow responsible business practices



### Thrust Areas

Efficiency in operations and processes



Safe and healthy environment in and around the workplaces



Tourist friendly facilities at monuments of national importance

Basic livelihood needs & societal empowerment



- Safe drinking water and protection of water resources.
- Healthcare and sanitation.
- Education and employment-enhancing vocational skills.
- Empowerment of women and socially / economically backward groups, etc.

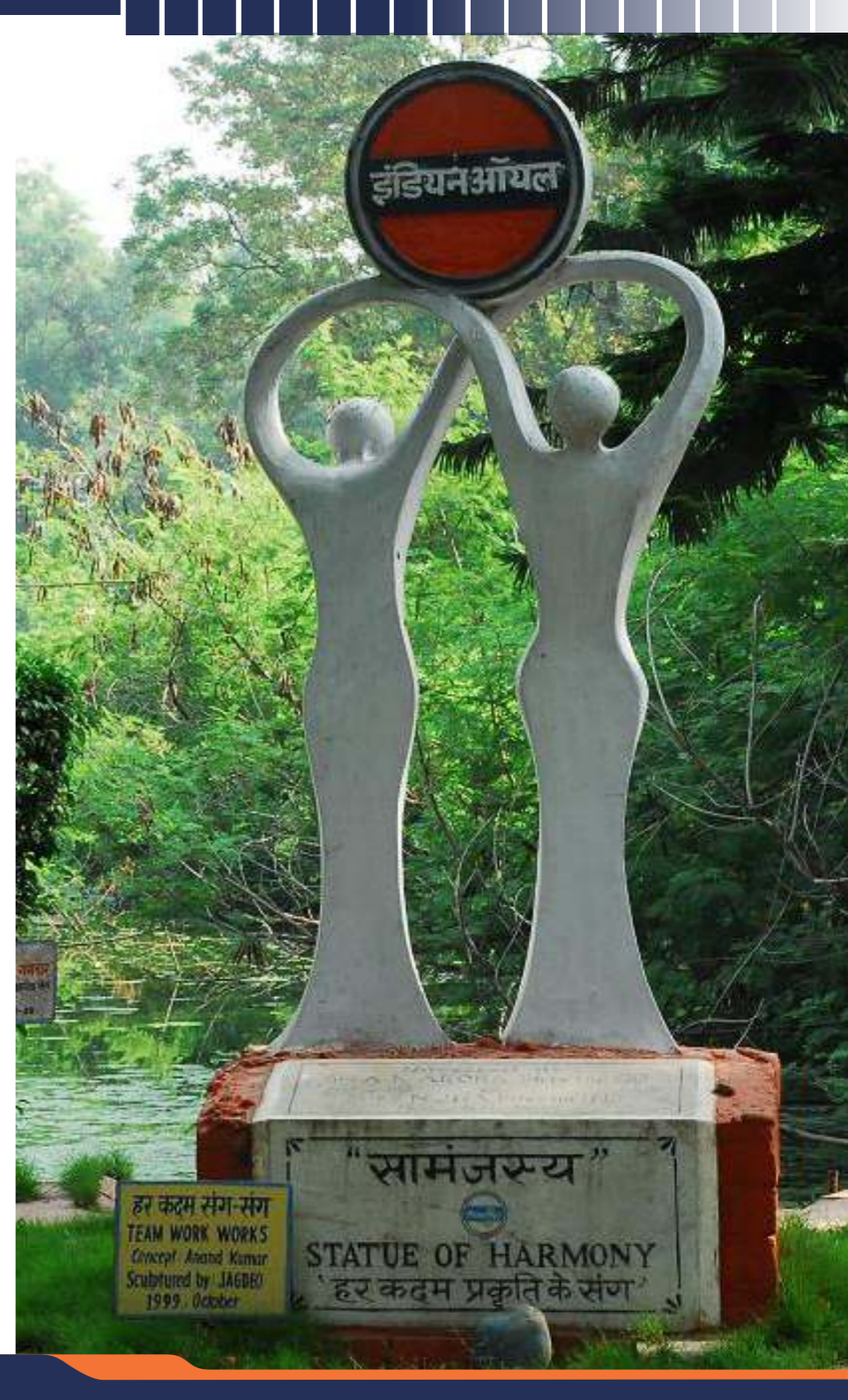
Environmentally sustainable practices within & beyond the organization's premises:



- Clean energy options.
- Rain water harvesting (at co. owned premises, retail outlets).
- Limit emission of Greenhouse Gases.
- Reduce/reuse/recycle resources/waste & dispose waste streams in environmentally safe manner.



Promotion of responsible business practices: Conduct business with transparency, integrity and accountability





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## Environment Strategy



### CARBON FOOTPRINT MANAGEMENT



#### Carbon Footprinting (Measuring emissions from IndianOil operations)

- IndianOil carries out carbon footprinting exercise across its locations. Refineries and Petrochemical account for ~96% of Corporation's emission footprint.
- For 2019-20, the total carbon footprint of the Corporation was 19.54 Million Metric Tonnes of Carbon Di-oxide equivalent (MMT<sub>CO<sub>2</sub>e</sub>).



#### Emission Mitigating Initiatives



**ENCON Projects:** IndianOil completed 43 ENCON projects in 2019-20. These projects are estimated to have annual emission saving potential of 0.231 MMT<sub>CO<sub>2</sub>e</sub>.



**Renewable Energy:** Presently, IndianOil has a portfolio of 226 MW of Renewable Energy. These plants generated 393 million units of energy in 2019-20 resulting in emission mitigation of 0.32 MMT<sub>CO<sub>2</sub>e</sub>. The total renewable energy generated forms about 5% of the company's electricity consumption.



**Pipeline Transportation:** Pipelines are the most environment friendly mode of fuel transport. Pipelines transport has helped the company reduce its carbon footprint by 1.45 MMT<sub>CO<sub>2</sub>e</sub> as compared to rail transport.



**LED lighting:** Cumulatively, 6.06 lakh conventional lighting have been replaced with LED saving energy and mitigating an estimated 0.034 MMT<sub>CO<sub>2</sub>e</sub> emission. ~1.5 lakh LED lights were installed during 2019-20.



**Tree Plantation:** 1.96 lakh trees were planted at various locations and units in 2019-20. Cumulatively, more than 22 lakh trees are planted across the Company resulting in creating footprint reduction potential of around 0.044 MMT<sub>CO<sub>2</sub>e</sub>.



**Carbon Neutral Events:** During the year, 22 events were made carbon neutral. Cumulatively, 141 events have been made carbon neutral since 2010.



### WATER FOOTPRINT MANAGEMENT



#### Water Footprinting (Measuring water consumption in IndianOil)

- IndianOil carries out carbon footprinting exercise across its locations. Refineries and Petrochemical plants account for ~93% of Corporation's water footprint
- For 2019-20, IndianOil's consumed 139.7 billion litres of water for its operational requirements.



#### Water Conservation Initiatives



**Wastewater Recycling:** In 2019-20, the company recycled back ~41.35 billion litres of wastewater to reduce its freshwater requirement. Recycled wastewater accounted for 30% of the company's total operational water consumption.



**Rainwater Harvesting:** Cumulatively, 683 rainwater harvesting systems have been installed across the corporation. These systems have helped harvest ~3.75 billion litres in 2019-20.



**Water Efficiency Improvement:** Divisions undertake various water efficiency improvement initiatives across locations. As compared to 2012-13, IndianOil's refineries have reduced their specific water footprint by 16% till 2019-20.



### WASTE FOOTPRINT MANAGEMENT



#### Waste Footprinting (Measuring various waste streams)

IndianOil assesses its various hazardous and non-hazardous waste streams and accounts for them. Recycling of waste is preferred considering possible value returns. Storage of waste is undertaken in specific demarcated areas. All wastes are disposed as per CPCB / SPCB norms.



#### Waste Management: (Specific Initiatives)



**Compressed Biogas:** IndianOil has started dispensing automotive grade Compressed Biogas (CBG), an alternative to Compressed Natural Gas (CNG), from two of its retail outlets in Pune, Maharashtra and Warananagar, Kolhapur, Maharashtra under the brand name "IndiGreen". CBG is produced from agricultural / sewage / organic waste generated in the country and offers a cleaner alternative to fossil fuels.



**2G Ethanol:** IndianOil is planning to set-up three 2nd Generation (2G) Ethanol Production plants at Paniapt (Haryana), Gorakhpur (UP) and Dahej (Gujarat) of 100 KL per day capacity each. The plants would generate ethanol from ligno-cellulosic biomass like paddy straw, wheat straw, bagasse, etc.



**Biodiesel from Used Cooking Oil:** An EoI has been released to empanel business partners for procuring biodiesel from Used Cooking Oil.



**Plastic Neutrality:** An EOI has been released to empanel interested business entities eager to join IndianOil in its Plastic-neutrality initiatives, wherein IndianOil would source recycled plastic.



**Organic Waste Converters / Biogas Plants:** Organic Waste Converters (OWCs) / Biogas Plants have been installed at 122 locations across IndianOil. These treat biodegradable waste to produce biogas and compost.

**Paper Waste:** ~ 204 tonnes of waste paper was recycled in 2019-20.



### AWARENESS GENERATION

Company undertakes various awareness generation sessions on Sustainability

18 AE&SD modules have been created for e-learning platform





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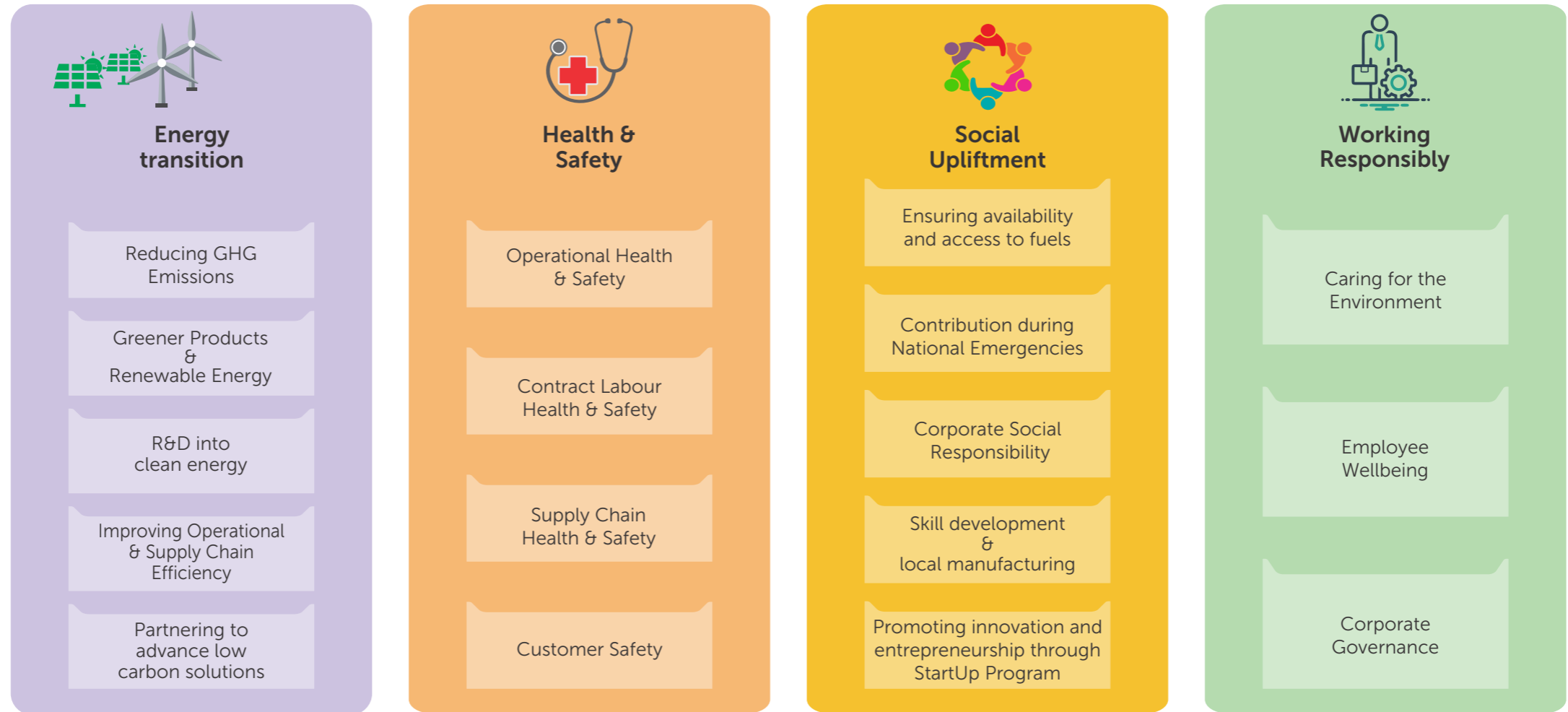
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# Sustainability at IndianOil

IndianOil is a diversified, integrated energy major with presence in almost all the streams of oil, gas, petrochemicals and alternative energy sources; with high-calibre people, state-of-the-art technologies and cutting-edge R&D; committed to operational excellence, quality-consciousness and transparency; where energy in all its forms is tapped most responsibly and delivered to the consumers most affordably.

## Sustainability to IndianOil





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## Energy Transition

Climate change is one of the most significant challenge that affects not only the environment but also disrupts economies and communities globally. As the GHG emissions continue to grow, the impacts like changing weather patterns, rising sea levels, intense weather events etc., are increasing at a hither rate every year, endangering sustainability.

As per UNEP emission gap report, GHG emissions have risen at a rate of 15% per year in the last decade. Although, owing to Covid crisis and wider adoption of natural gas and renewables, the rate was significantly lower at 5%, we still need to do a lot more to ensure that planetary balance is restored. If we fail to continue the transition towards low carbon energy, we risk not being able to contain climate change, resulting in far-reaching ramifications.

Despite being on the bottom of the pyramid in terms of per capita emissions, as compared to developed countries. India is taking far reaching steps to prevent the stock of greenhouse gases in atmosphere and IndianOil has been pioneering clean energy initiatives over the years.



### Pursuing Energy Transition - Strategic Approach



Reducing  
GHG Emissions



Offering greener  
products & renewable  
energy options



Improving process  
& supply chain  
efficiency



Partnering to  
advance low carbon  
solutions



Promoting R&D  
in Green Energy  
& Technology





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## Energy Use

Energy consumption in IndianOil is on account of direct fuel consumption in processes or for captive electricity generation and on account of import of grid electricity. With thrust on clean energy, the company is increasing the share of energy sourced from low carbon fuels such as natural gas, electricity, and renewable energy in its fuel mix.

During 2019-20, IndianOil consumed 271 trillion BTU of energy. This includes energy consumption in marketing & pipeline operations besides refineries and petrochemicals. Refineries and petrochemical plants accounted for more than 95% of this energy consumption. Direct energy consumption from fuel use at locations /installations accounted for nearly 98.5%

of total energy consumption, whereas the rest is due to electricity imported from grid.

Benchmarking studies and energy audits are carried out by various international and national agencies to identify energy saving measures in operating locations and administrative buildings. Thereafter, technology upgradation, automation and energy conservation projects are undertaken to improve operational efficiency. The Company has placed designated energy managers at locations to identify and implement energy conservation measures. Efficiency measures are also driven by statutory / regulatory compliances, e.g. reduction of specific energy consumption (MBN), Perform, Achieve & Trade (PAT) scheme etc.

**99.60**

Energy Intensity Index (EII)

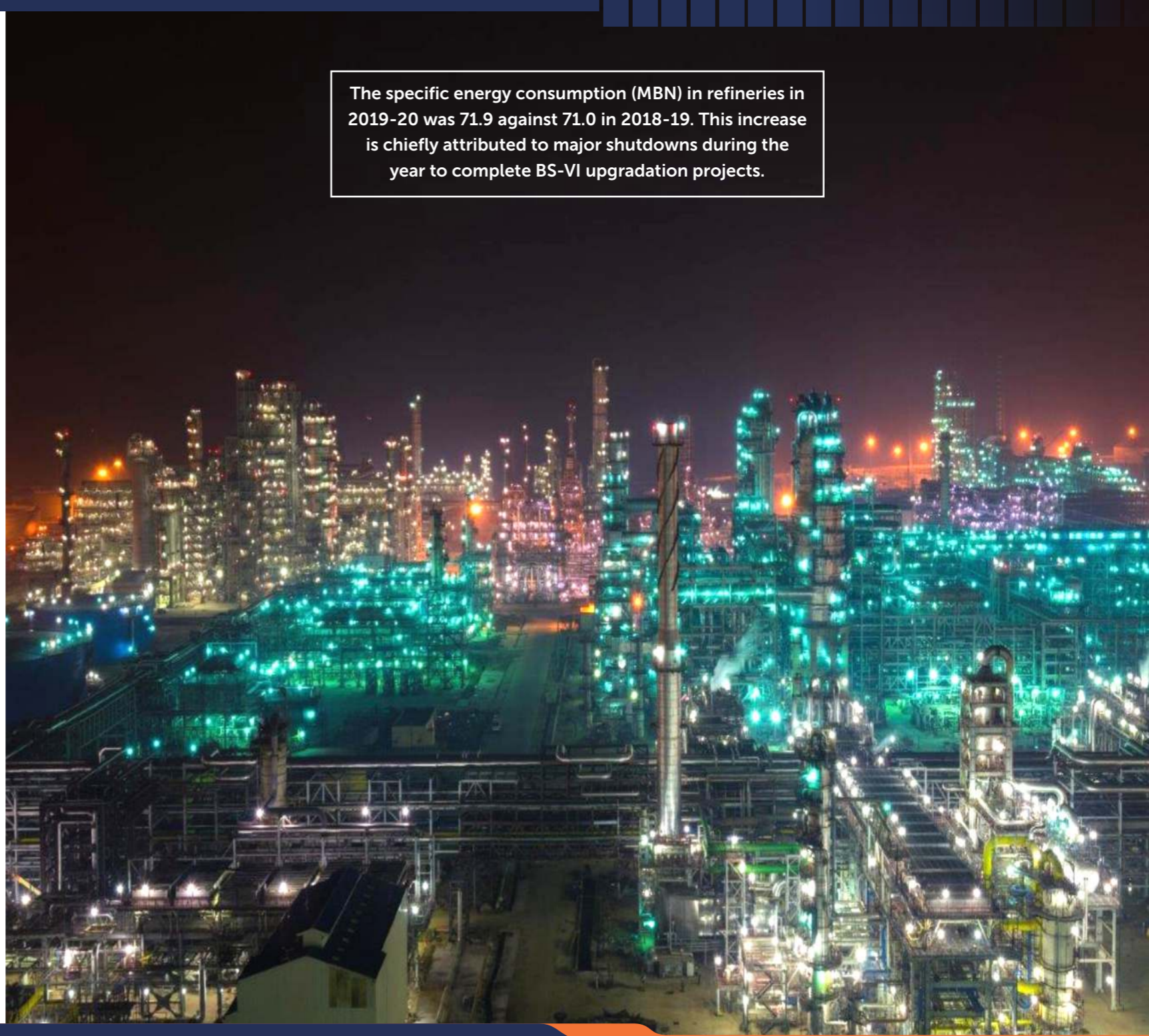
**71.90**

Overall Specific Energy Consumption (MBN)

**8.87%**

Fuel & Loss

The specific energy consumption (MBN) in refineries in 2019-20 was 71.9 against 71.0 in 2018-19. This increase is chiefly attributed to major shutdowns during the year to complete BS-VI upgradation projects.





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## Reducing GHG Emissions

### GHG Footprint

IndianOil's total carbon footprint during the year 2019-20 is 19.54 MMTCO<sub>2</sub>e, in which direct energy or Scope-1 emissions accounted for 97% of the emissions. The data includes marketing, pipelines and R&D centre related data, besides refineries and petrochemical complex data. The total GHG emission from refineries and petrochemical plants during 2019-20 was 18.84 MMTCO<sub>2</sub>e. (~96% of total emissions).

While the total emissions have shown a slight decrease compared to previous year, the specific emissions have slightly increased owing to lower crude throughput and multiple shutdowns to complete refinery upgradations for BS-VI project.

Emission from marketing and pipelines installations have slightly reduced owing to efficiency and technology upgradation measures undertaken in these installations.

As a responsible company, IndianOil continuously works towards mitigating GHG emissions, and reducing the environment impacts due to its operations & products. IndianOil aims to achieve sustainable low carbon future by delivering energy in a responsible and environment friendly manner. The company invested Rs. 88.19 Crore in augmenting its alternate energy portfolio during 2019-20.



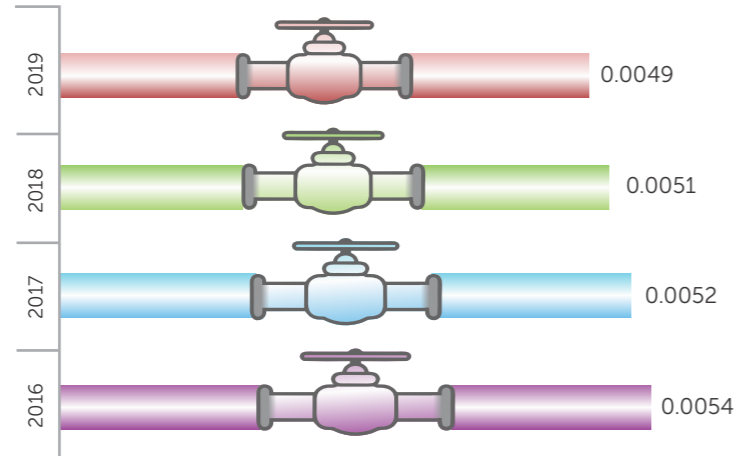
### Emission Saving Pipeline transportation

Through replacements of older pipelines, shifting from crude driven engines to electric motor

driven engines, and reducing pumping load, the overall as well as specific emissions from

pipelines have consistently decreased.

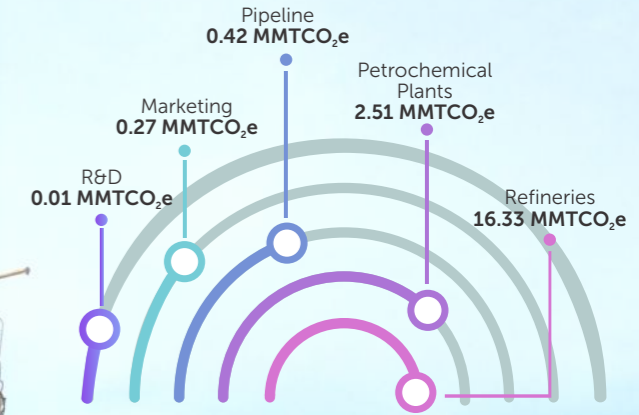
### Pipeline specific emissions (tCO<sub>2</sub>e/tonne of pipeline throughput)



**14,670 km**  
Pipeline network

**85.35 MMT**  
Pipeline throughput

### Unit-wise emission contribution in 2019-20



**19.54 MMTCO<sub>2</sub>e**  
GHG Footprint of IndianOil

**3.26 MMTCO<sub>2</sub>e**  
Cumulative reduction from various GHG mitigation initiatives



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### Emission Mitigation







IndianOil is strongly conscious of its operational and product related emissions and undertakes various efforts to reduce these emissions. At the same time the company also undertakes various efforts to build societal resistance to climate change by ensuring accessibility to vital energy and through its various community

programs. These are delved upon in greater detail in the nation building and social upliftment section of this report. By estimating emissions from own operations, the company is able to assess and identify areas of improvement and undertake efforts to reduce emissions.



**3.26 MMTCO<sub>2</sub>e**  
Cumulative reduction from various GHG mitigation initiatives

### Mitigating Emission from Operations -Major Initiatives, Approach & Impact

<p><b>Energy Conservation/ Efficiency Projects</b></p> 	<p>Various efficiency improvement and benchmarking studies are undertaken through external agencies and in-house teams, and the suggestions on technology upgradations are implemented in a phased manner.</p> <p>The energy conservation (ENCON) measures implemented in refineries and petrochemical plants in 2019-20 have potential to save 71,422 Standard Refinery Fuel Tonnes (SRFT) per annum.</p>	<p><b>0.23 MMTCO<sub>2</sub>e</b> annual emission reduction potential from ENCON projects implemented in refineries in FY 20</p>
<p><b>Process Fuel Improvement</b></p> 	<p>IndianOil is also increasing use of low carbon fuels &amp; electricity for its operations. Initiatives like replacing Fuel oil / Naphtha / HSD consumption with Natural Gas, especially in refinery operations are being undertaken to reduce emissions and promote natural gas consumption in the country.</p> <p>The natural gas consumption in refineries has increased from 8.3 MMSCMD in 2018 to 8.8 MMSCMD in 2019.</p>	<p><b>1.18 MMTCO<sub>2</sub>e</b> additional emission mitigation from increase in Natural Gas use in refineries in FY 2019-20</p>
<p><b>Renewable Energy</b></p> 	<p>IndianOil strives to increase its renewable energy portfolio. The company has a total renewable energy portfolio of 226 MW capacity, comprising of both grid-connected and off-grid solar projects. In 2019-20, IndianOil generated 393 GWh of renewable power for own consumption and supply to grid.</p> <p>IndianOil is also promoting solar power in its retail network and as a product offering.</p>	<p><b>0.32 MMTCO<sub>2</sub>e</b> estimated emission reduction from renewable energy</p>
<p><b>Pipelines Transport</b></p> 	<p>Pipeline transportation generates ~75% less carbon dioxide and greenhouse gas emissions with respect to transportation by rail for the same throughput. Pipelines also offer better control and efficiency. IndianOil has a pipelines network of 14,670+ km supplying crude &amp; finished products.</p>	<p><b>1.45 MMTCO<sub>2</sub>e</b> emission mitigation from pipelines transport as compared to rail</p>
<p><b>Tree Plantation</b></p> 	<p>During 2019-20, IndianOil has planted 1.96 lakh saplings in and around its various operating locations. As on 31st March 2020, the company has more than 22 lakh surviving trees.</p>	<p><b>0.04 MMTCO<sub>2</sub>e</b> annual carbon sequestration of surviving trees<sup>1</sup></p>
<p><b>LED Lighting</b></p> 	<p>IndianOil has also implemented a policy to replace all the conventional lightings with LED lights. As on 31<sup>st</sup> March 2020, the company had replaced ~6 lakh conventional lights with LED.</p>	<p><b>0.03 MMTCO<sub>2</sub>e</b> emission reduction from LED lights as compared to conventional lights</p>

<sup>1</sup>Estimated assuming conservative carbon sequestration potential of 20 kg/tree/year





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## Greener Products & Renewable Energy

### BS-VI standard petrol / diesel

IndianOil's biggest success in 2019-20 was undoubtedly to ensure the seamless pan-India transition from Bharat Standard (BS)-IV grade automotive fuels to BS-VI fuels, by synchronizing the entire production, supply and distribution network, a fortnight ahead of the target date of 1<sup>st</sup> April 2020.

BS-VI is the cleanest automotive fuel standard in the world, and

### ₹17,000 Crore

Spent on upgrading infrastructure to ensure pan-India availability of BS-VI standard fuels

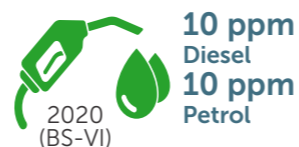
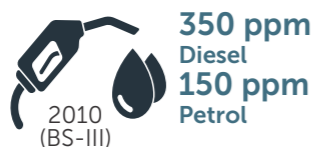
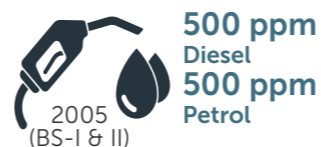
equivalent to Euro-VI grade fuels. The NO<sub>x</sub> and sulphur content in BS-VI compliant diesel is reduced by 70% and 80% respectively, as compared to BS-IV compliant diesel. In petrol there is a 80% reduction in sulphur content. BS-VI fuels also reduce carbon monoxide, hydrocarbon, nitrous oxide and particulate matter emissions from vehicles and contribute to improving the air quality and health standards.



**ClearBlue**  
To keep pace with the changing regulations on exhaust emissions around the world, IndianOil has commenced manufacturing of diesel exhaust fluid (DEF) under the brand name IOC Clear Blue. DEF is designed to arrest the NO<sub>x</sub> emissions from diesel fuel and is accredited to adhere to most stringent emission norms.



### Evolving Fuel Standards in India (Sulphur content in fuel)



### Biofuel Blended Fuels

IndianOil is increasing ethanol and biodiesel blending in standard vehicular fuels, as a performance enhancing and emission reduction measure. During 2019-20, the company ensured ethanol blending of 4.4% in petrol and bio-diesel blending percentage to about 0.1% in diesel.

**4.44%**  
Ethanol Blending achieved in Petrol

The target is to increase blending percentages to 10%. As the country currently has limited availability of ethanol and there are various competing sectors for the product, IndianOil has gone ahead to explore alternate ethanol / biodiesel production routes, which would help boost the blending percentages.

### Other value-added / low emission fuels

IndianOil undertakes extensive R&D to improve its products & service offerings. The company engages with its customers to understand their requirements and offers customised fuels, lubricants, chemicals and products to fulfil their requirements.

Many value-added products marketed by the company have been assessed to have lower emissions besides improving performance, machine efficiency and lowering environmental damage. Some of these products are listed below.

#### IMO compliant Fuels

Starting January 2020, IndianOil became the first national oil company to offer IMO compliant bunker fuels with sulphur content of 0.5%. This is a significant reduction from the previous sulphur limit of 3.5% in bunker fuels, and helps reducing air pollution significantly.

#### XtraPremium Petrol

IndianOil's value added fuel XtraPremium Petrol offers emission reduction by over 10% as compared to standard petrol.

#### Value-added Lubricants

Many lubricant formulations offer significant benefits by improving drain intervals and equipment performance. IndianOil is in the process of improving its lubricant offerings by identifying additional areas of savings in material, energy etc through life-cycle assessments.

#### Customized Fuel for Indian Navy

In 2019-20 IndianOil has successfully solved fuel hygiene issues of Indian navy warships by developing a customized HFHSD fuel that is better than the benchmark of International MIL standard.

#### Differentiated Fuels/ Products

IndianOil has developed and commercialized Indane Nanocut which is a nano additized high-performance metal cutting solution vis-à-vis oxy-acetylene. It yields excellent results on MS steel blocks with thickness as high as 400 mm with reduced gas consumption, improved surface finish and reduced slag formation. IndianOil has also developed innovative products as Hydrogen spiked CNG called HCNG, nano-additized LPG for cooking and differentiated HSD that are under different stages of development and commercialization.

IndianOil also offers cleaner gaseous fuels such as natural gas and LPG for industrial, household and automotive applications. These products offer significant emission reduction and low particulate emissions as compared to traditional liquid fuels/biomass.





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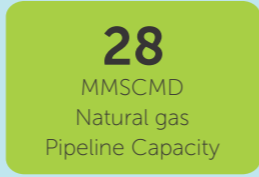
### Natural Gas

IndianOil has made significant investment into natural gas, owing to increasing demand and the government's thrust on cleaner fuels. The company aims to be a significant contributor towards achieving the national goal of increasing the share of natural gas in India's energy mix from current level of 6.5 % to 15% by 2030.

The company's current gas portfolio includes over 60 Regassified Liquefied Natural Gas (R-LNG)



customers besides supplies to the Company's own refineries. IndianOil has re-gasification terminals with capacity of over 9 MMTPA at Dahej, Kochi and Ennore. These are either owned by IndianOil or its JVs. Three cross-country gas pipelines are being established



through two JVs viz. GSPL Gasnet Ltd. & GSPL Transco Ltd. A 1,650 km long gas pipeline grid is also being laid in north-east India.

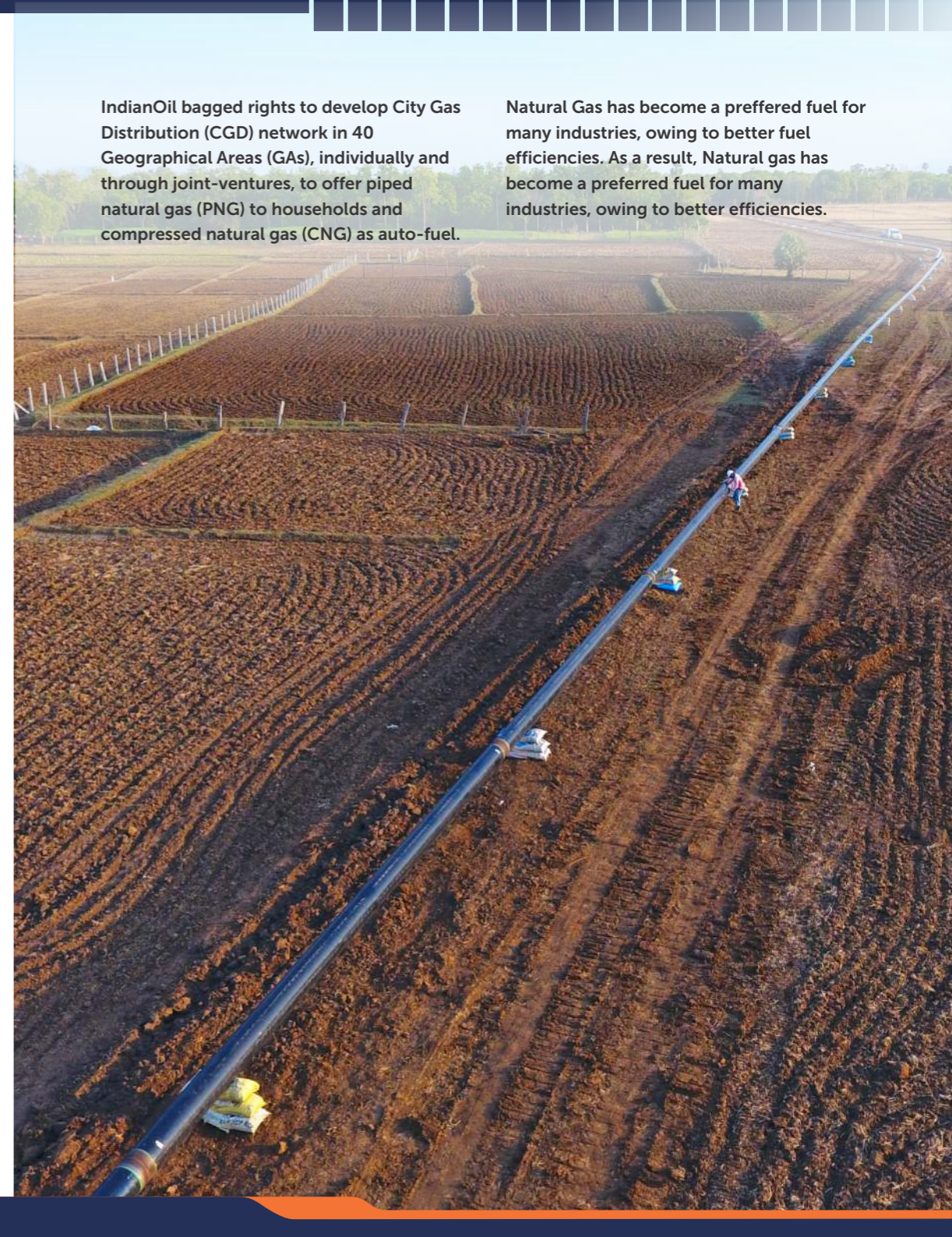
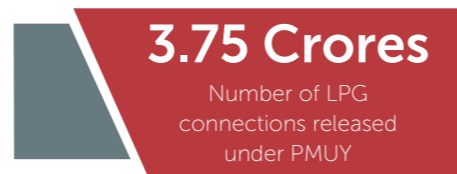
### Liquefied Petroleum Gas (LPG)

LPG is a high calorific value fuel extensively used as cooking fuel across the country. In villages, LPG replaces biomass thereby reducing indoor pollution significantly. IndianOil has been also exploring use of LPG as a automotive and industrial fuel.

In 2019-20, sale of LPG reached an all-time high of 12.33 MMT, a YoY growth of 6.6%. IndianOil's LPG brand 'Indane' sells around 27 lakh cylinders every day. More than 75 lakh new LPG customers were enrolled in the year, out of which around 41 Lakh were enrolled under Pradhan Mantri Ujjwala Yojana (PMUY) scheme of the Government.

AutoGas (LPG) is a clean, high octane and eco-friendly fuel, obtained from naturalgas fractionation and from crude oil refining. The higher energy content in this fuel results in a 10% reduction of CO<sub>2</sub> emission as compared to petrol. IndianOil has setup 353 Auto LPG Dispensing Stations covering 204 cities across India.

IndianOil has developed nano-additised Differentiated Commercial LPG, a hightherm cutting gas for industrial applications in metal cutting, which has shown 5-8% lower fuel consumption in trial runs. Last year, the product was rolled out from 10 bottling plants after successful demonstrations.



IndianOil bagged rights to develop City Gas Distribution (CGD) network in 40 Geographical Areas (GAs), individually and through joint-ventures, to offer piped natural gas (PNG) to households and compressed natural gas (CNG) as auto-fuel.

Natural Gas has become a preferred fuel for many industries, owing to better fuel efficiencies. As a result, Natural gas has become a preferred fuel for many industries, owing to better efficiencies.



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## Bio-energy

Acknowledging the dearth of conventional fuel sources in the country and high dependence on imported fuels, IndianOil has been steadily increasing its bio-energy basket. The company's biofuel journey started in 2006, as a commitment to reduce the country's dependence on imported fuels and offering greener fuels. As the availability of food crop-based ethanol for fuel blending was limited, IndianOil initiated its pursuit with energy crop plantation for bio-diesel production.

Over the years, it was recognized that the most sustainable way of reducing country's import dependence, tapping bio-energy, contributing to a cleaner environment and while fulfilling the national agenda of cleanliness, would be by making and selling fuels produced from organic waste including agricultural waste, animal waste, waste from sugar industry, etc. These efforts have been supported by extensive R&D to identify technology, waste characteristics, process parameters and specific microbes which can contribute to maximizing yield quantity and quality.

### Compressed Biogas (CBG)

IndianOil has been at the forefront of the Government of India's SATAT (Sustainable Alternative Towards Affordable Transportation) scheme aiming to produce automotive grade Compressed Biogas (CBG) from agricultural / sewage / organic waste generated in the country. Till 2019-20 end, IndianOil had issued Letters of Intent to entrepreneurs for setting up 295 CBG plants with

# 400+ Tonnes

CBG sold during 2019-20

cumulative production capacity of 0.6 MMTPA of CBG. If these plant & production capacities are achieved, the annual CBG sold would result in emission reduction of ~1,600 TMTCO<sub>2e</sub>.

During the year, IndianOil started dispensing CBG from two of its retail outlets under the brand name "IndiGreen", with several more retail outlets earmarked for dispensing CBG across the country.

### 2G Ethanol

IndianOil plans to set-up three 2G ethanol plants of 100 KL per day capacity each. These plants will generate ethanol from ligno-cellulosic biomass like paddy straw, wheat straw, cotton stalk, bagasse, etc. The company is currently setting up its first 2G ethanol plant in Panipat, Haryana. 2G ethanol plants

# ~230 TCO<sub>2e</sub>

estimated emission saving from blending of 100 kl of 2G ethanol in petrol

would not help the company to offer cleaner fuels but also reduce environmental pollutions by preventing crop burning, natural decay of agriwaste etc.

The 2G ethanol plant being implemented in Panipat will utilize 2 lakh tonnes of agri-waste

annually as the feedstock.



### Biodiesel from Used Cooking Oil (UCO)

IndianOil is spearheading the Repurpose Used Cooking Oil (RUCO) initiative, which aims to produce biodiesel from UCO. Expression of Interest (EOI) has been floated for procurement of Biodiesel produced from UCO across 100 cities initially.







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### Solar & Wind Energy

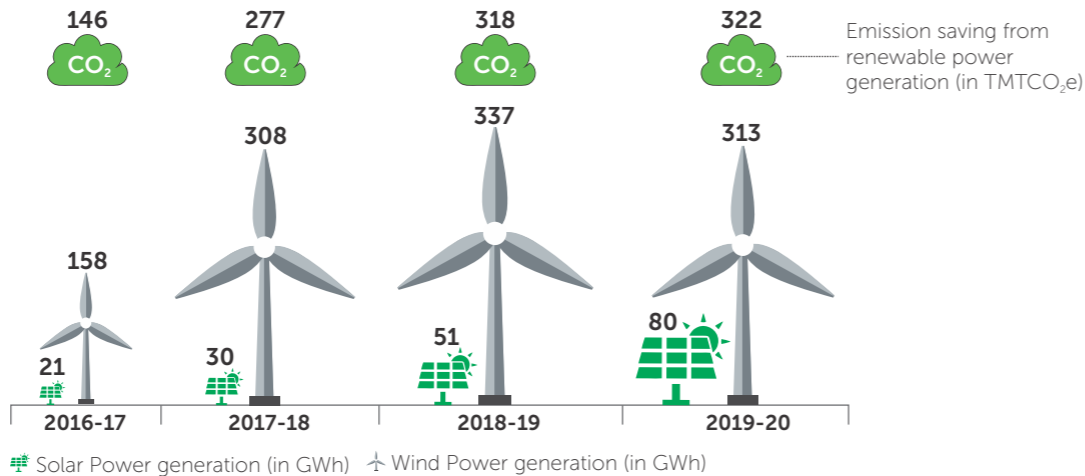
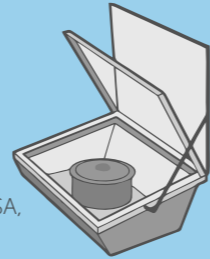
IndianOil has a total renewable energy installed capacity of 226 MW, which includes 168 MW of wind power plants, 21 MW of grid connected solar power plants and 37 MW of off-grid solar power plants.

The total renewable power generated by these plants during 2019-20 is 393 GWh. This green power is estimated to have resulted in reducing the emission 0.32 MMTCO<sub>2</sub>e.



IndianOil's floating solar plant at Cochin Bottling Plant. The floating structure is made of 80% recycled metal.

IndianOil's R&D Centre has developed a solar indoor cooking system in collaboration with M/s Sun Bucket, USA, using the concentrated solar thermal concept. The solar cooker has an expected lifespan of 10 years. The company is targeting large scale field trials of modified solar cookers along with different parts of the country in the year 2020 to establish the technology as an economical and eco-friendly initiative before going for large scale commercialization.



**0.32 MMTCO<sub>2</sub>e**  
GHG Emission Reduction by means of Renewable Energy

**₹88.19 Crore**  
invested in alternate energy projects during the year





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## Energy Storage & Charging Infrastructure

IndianOil is undertaking measures to set up vehicle charging infrastructure in the country, to support the growing electric vehicle population. The company has commissioned over 54



battery charging/swapping facilities at its retail outlets in partnership with various companies. IndianOil's R&D has modified the lead-acid battery for enhanced storage capacity. The company is also exploring options in other battery storage technologies.

## Innovating and Improving Products



Globally, there has been an increased thrust on reducing landfilled waste and ensuring better recycling & reuse. IndianOil is deeply committed to the issue and is exploring various opportunities to produce energy from wastes. IndianOil Refineries endeavour to maximize the recycling of treated effluent back to operations. With concerns regarding the drop in air quality from crop burning, IndianOil has moved ahead to establish 2G ethanol plants and CBG retailing. These would augment both the national energy security and ensure access to cleaner energy. Similarly, the initiative on procuring bio-diesel produced from waste cooking oil rather than depending solely on energy crops is a testament to the nation's and the company's forward-thinking in clean energy and national energy security space.

## Plastic Recycling and Reuse

Despite their wide-scale applicability and use, the major global concern with regard to petrochemicals is plastic recycling. IndianOil is in the process of tying up with plastic recyclers from across the company to source recycled plastic, thereby creating a circular economy for plastic use.

Besides this, IndianOil's R&D has also established the use of waste plastic in laying bituminous roads, development of special grade CRMB using 2%wt of waste plastic, polybags for packing bitumen, and paver blocks. Technical options have also been worked out to process various categories of single-use waste plastics in the secondary process units of refineries to convert "waste to fuel" thereby clubbing the twin objective of protecting the environment and producing useful products.





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### Promoting R&D in Green Energy & Technology

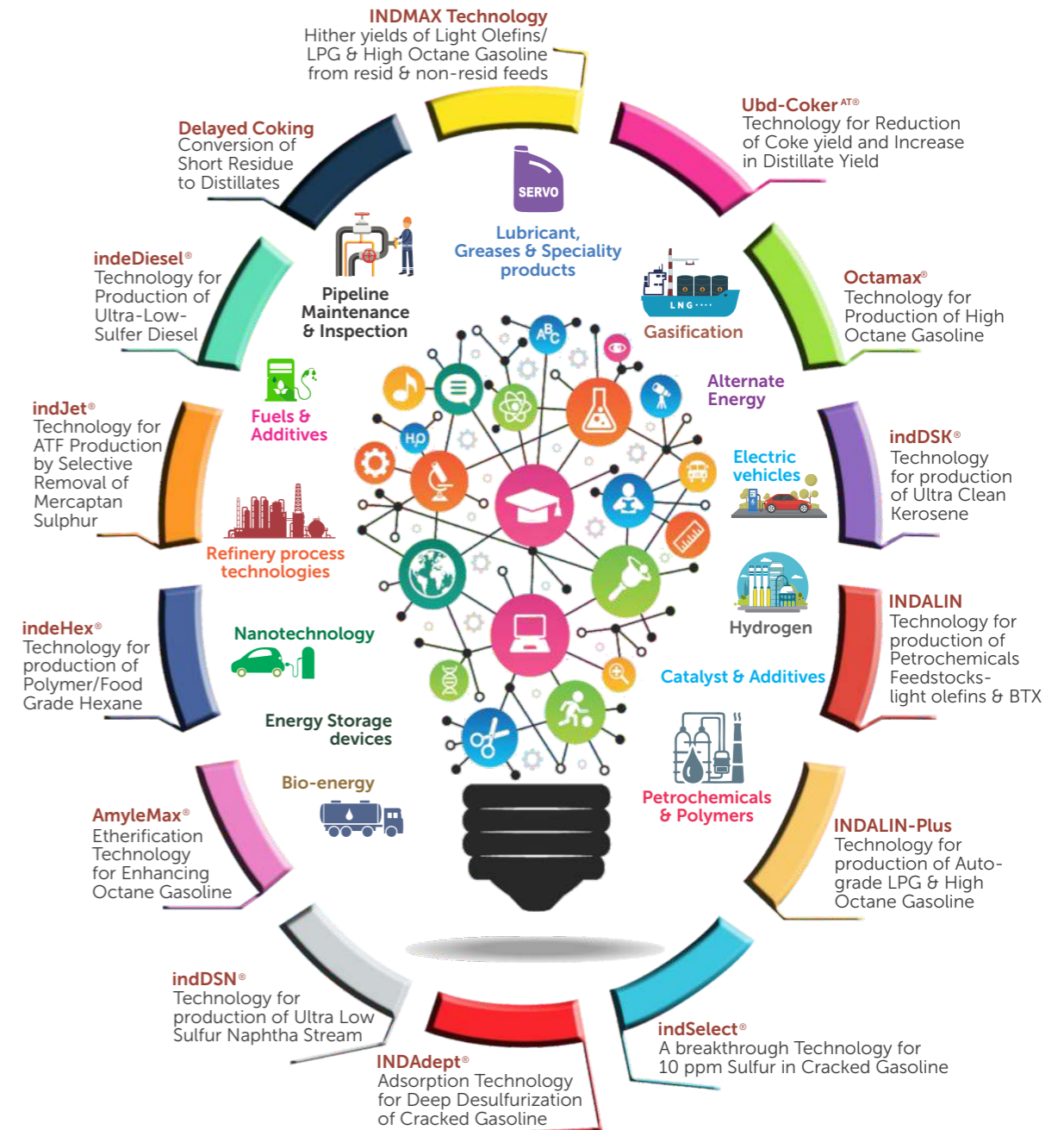
IndianOil's sprawling R&D Centre at Faridabad, one of Asia's finest research facilities in the downstream petroleum sector. The centre provides a competitive advantage to the company by developing world-class technology, process solutions, and innovative products. With four decades of pioneering work in lubricant formulation, refinery processes and pipeline transportation, the Centre has garnered 929 active patents. The vibrant research undertaken in lubricant technology is showcased by IndianOil's SERVO product line comprising more than 5,000

formulations and 850 active grades to suit virtually every application. In addition, the Centre has also developed several refinery process technologies and catalysts especially suited to Indian conditions. The Centre's forte also includes alternate energy programmes in the form of bio-energy, solar energy, hydrogen energy, H-CNG blends, synthetic fuels and shale oil. It is also focussing on cutting-edge research in nano-technology, petrochemicals & polymers, coal gasification/liquefaction, and gas-to-liquid technologies.

**₹428 crore**  
R&D expenditure in 2019-20

### Aligning environmental concerns to product/technology development

<b>Enzyme for 2G Ethanol</b>	To facilitate IndianOil's 2G-ethanol project, our R&D is working towards developing enzymes for improving the yield from various agricultural wastes.
<b>Bio-Methanation</b>	A 5TPD Bio-methanation demo plant using Pressure Swing Adsorption (PSA) technology has been installed in association with the Municipal Corporation of Faridabad for producing CBG, using IndianOil's enzyme formulation. The enzyme performance have been very encouraging.
<b>Hydrogen Energy</b>	IndianOil has installed a 4-tonnes per day H-CNG demonstration plant based on R&D-patented compact reforming technology at a bus depot in Delhi for on-road trials of the fuel. The fuel offers a 70% reduction of carbon monoxide and a 25% reduction in hydrocarbon emissions as compared to traditional CNG fuel.  India's first Fuel Cell Forklift trials initiated at IOC R&D with the objective of using them for material handling applications in the refineries which can use lower purity hydrogen produced from refineries.





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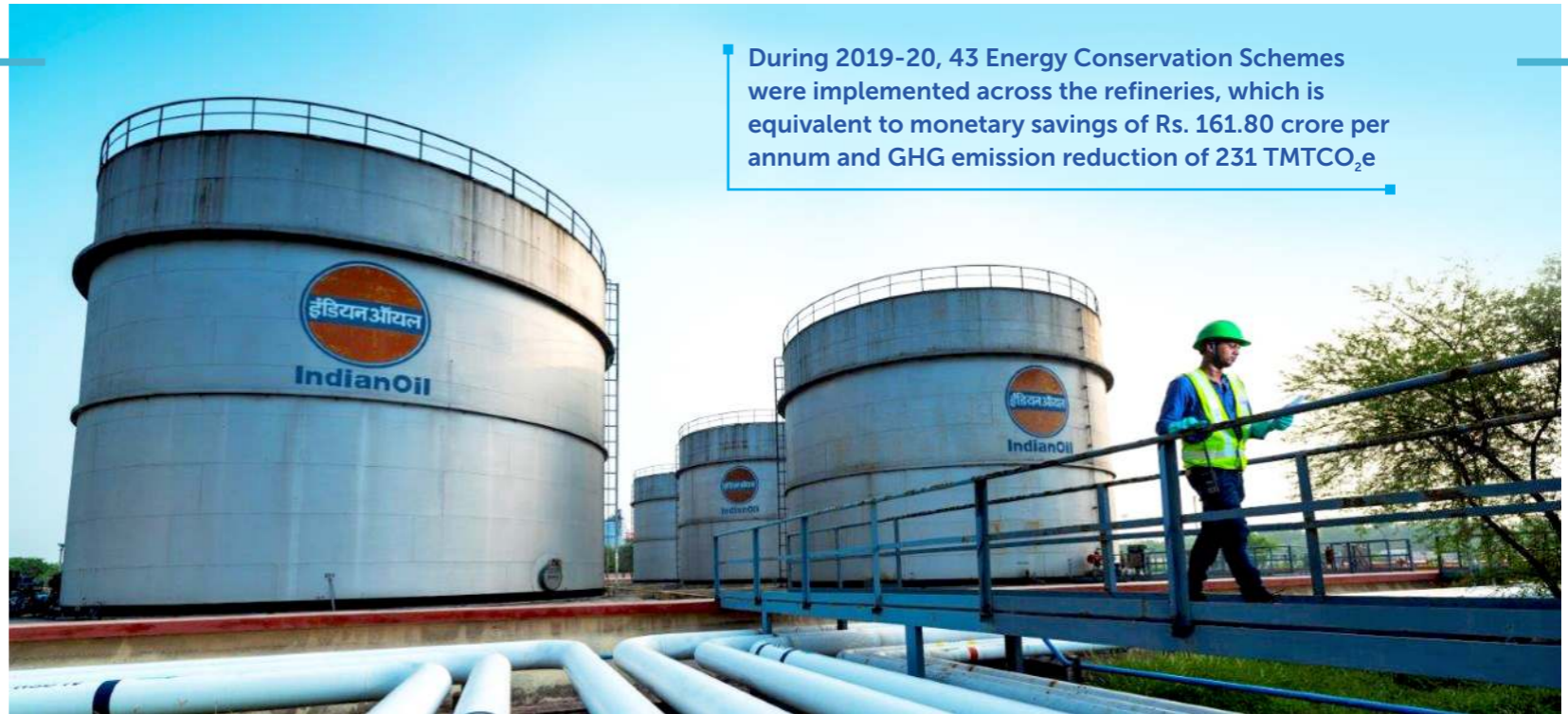
## Process and Supply Chain Efficiency

### Process Efficiency Improvement

IndianOil places huge emphasis on process emission reduction. A number of measures such as infrastructure & technology upgradation, efficiency improvement, use of cleaner fuels, heat recovery maximisation, automation and process synergies are widely adopted. The company is also aggressively leveraging its R&D expertise to move into new areas like 2G & 3G ethanol, bio-fuels, coal gasification, H-CNG, Hydrogen fuel cells, battery technologies, etc. These technologies, along with cleaner fuels and higher engine efficiencies, offer sustainable solutions to today's energy challenges. IndianOil's refineries have undertaken implementation of a Refinery Performance Improvement Programme (RPIP), with the aim to improve the refinery performance in areas like distillate yield, energy efficiency, hydrogen management etc.

The energy efficiency projects at refineries are being aligned to India's INDC target. The energy conservation (ENCON) measures implemented in refineries and petrochemicals unit during 2019-20 are estimated to have a potential to save 71,422 Standard Refinery Fuel Tonnes (SRFT) per annum.

Major technology upgradation projects which provide significant fuel savings include replacing fuel oil consumption with natural gas, replacing crude oil consumption in pipeline pumping engines with electricity, steam recovery in boilers etc. Similarly, promotion of renewable energy as a backup / supplementing power source has also improved technology and helped in reducing fuel emissions.



During 2019-20, 43 Energy Conservation Schemes were implemented across the refineries, which is equivalent to monetary savings of Rs. 161.80 crore per annum and GHG emission reduction of 231 TMTCO<sub>2</sub>e

### Green Terminal

The terminal at Sankari, Tamil Nadu has developed into a modern, 'GreenCo - Platinum Rated' green terminal. The terminal has implemented various energy efficiency measures, maximizing daylighting, natural ventilation, while also undertaking other greening initiatives such as rainwater harvesting, green cover, phytoremediation, etc.

Structured policies and teams have been developed to ensure proper monitoring of these

systems. In a novel enterprise, the location envisages to augment its renewable energy capacity to 1.4 MW, with a view to become carbon neutral.

Energy efficiency initiatives implemented by the location have helped it in reducing electricity consumption by about 2.5 lakh units in last 3 years (>20% reduction over FY 2016-17 baseline). Similar efforts are being undertaken at other locations also.





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## Supply Chain Excellence

IndianOil is catering to the energy demand of India and is present in every nook and corner of the country. The ability to serve the far-flung areas through well connected and unparalleled supply chain network is the backbone of the company.

In order to ensure robust crude oil supply chain for its business, IndianOil

maintains adequate infrastructure, ensuring fuel and product availability and seamless supply chain integration to fulfill the energy needs of the nation. IndianOil has extensively implemented digital integration into business processes to improve decision making, system efficiencies and for seamless supply chain

performance. Digital integration offers extensive planning, scheduling and synchronization to ensure optimum solutions, from crude and product sourcing to pipeline transport to refining to terminal storage to retail/consumer dispatches before final off-take by customers.

### Supply Chain Excellence Award

For 12<sup>th</sup> consecutive year, IndianOil won the award for Excellence in Supply Chain Management - Oil & Gas segment at the Express Logistics & Supply Chain Leadership Awards 2019 held in Mumbai, for the seamless logistics management to meet nearly 50% of country's petroleum needs.

### Award recognising IndianOil's digitalisation efforts

IndianOil was recognised as one of the top 10 digitally empowered PSUs of the country at the 17th Infotech Forum organised by VAR INDIA, India's frontline IT magazine. Some of the major efforts being transition to SAP HANA technology, using VSAT technology for connecting over 26,000 retail outlets on a real-time basis, besides various customer, supply chain and in-house systems digitalisation efforts.

## Crude / Natural Gas Sourcing

Crude oil is the single major input for the Company. Nearly 85% of IndianOil's crude oil requirement is imported, mostly from Middle-East region. To de-risk crude availability, IndianOil has a well diversified basket

of 186 crude grades from across the globe. IndianOil also sourced 15% of its total crude consumption, indigenously.

97% of the imported crude is transported using Very Large Crude

Carriers (VLCCs) / Suez Max Vessels, which are the most efficient mode of shipping transport. Natural gas is mostly imported in ships and regassified in port based terminals before dispatch to customer facilities or retail demand centres.

## Storage & Transport

IndianOil maintains strategic reserves and sufficient quantity of crude stocks to ensure uninterrupted refinery operations. Pipelines are the preferred mode of crude and product transport within the national

boundary. The company has a pipeline network spanning 14,670 km with a combined throughput of 94.56 MMTPA for crude / petroleum product supply and 21.69 MMSCMD capacity of gas pipelines. Pipelines

are one of the most efficient and low emission modes of transportation.

During the year, the company transported 85.35 MMT of crude oil and finished products.

## Refining

IndianOil has 9 refineries of its own and 1 more controlled by its subsidiary in India. These refineries have a combined capacity of 80.2 MMTPA. Besides an array of petroleum products and chemicals, the company has also integrated downstream into petrochemicals.

The refineries are equipped with various state-of-the-art technologies and are upgraded

from time to time. For better performance and emission mitigation, the refineries have undertaken various benchmarking studies, environment impact assessments, technology upgradation, efficiency improvement, and fuel optimization projects.

The refineries are modulated to process multiple grades of sweet and sour crudes.

## Distribution & Retailing

With 52,703 customer touchpoints, the company is able to provide precious fuels, chemicals, lubricants, petrochemicals and other products to its retail, domestic and industrial customers, tailor-made to fulfil their needs. The company undertakes extensive synchronisation of its infrastructure, distribution network and demand centres to deliver fuels and products.

IndianOil's retail network spreads to rural areas and the farthest corners of the country, and a key area is to ensure last mile connectivity. The company's network of suppliers, dealers, delivery-men work committedly to ensure the fuels reach their designated address. Our commitment extends to times of national





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## Greening Supply Chain

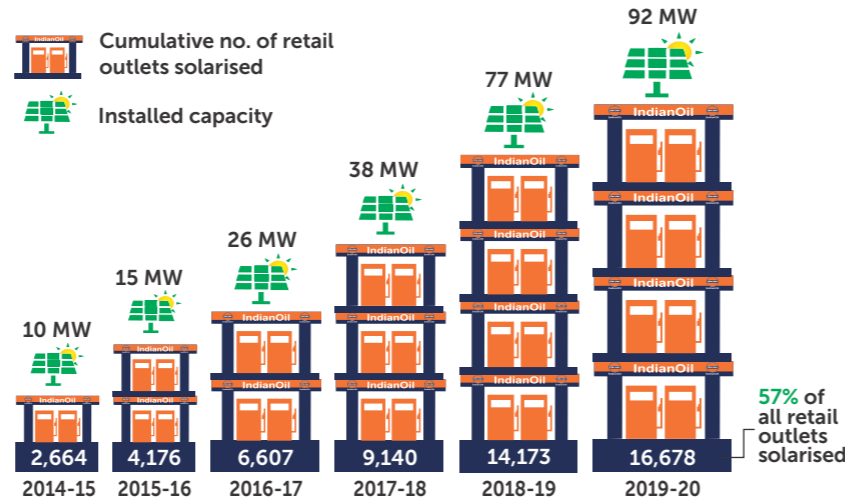
In an effort to improve green quotient of the supply chain, IndianOil is proactively upgrading its operations and systems, besides undertaking

various greening initiatives like solar power, energy efficiency, afforestation, rainwater harvesting, among others. Beyond operational boundary,

the company ensures that the tank trucks carrying its fuels to retail outlets are well maintained and older vehicles are taken off the roads.

## Retail Outlet Solarisation

IndianOil's flagship program of retail outlet solarisation is a major effort towards greening its supply chain. The programme is also aimed to reduce the dependency on diesel generators and manage the power fluctuation to ensure uninterrupted operations at retail outlets especially in rural areas. As on 31st March 2020, 16,678 retail outlets were solarised with a cumulative installed capacity of 92 MW.



## The new age retail outlet at Pongam, Kerala

IndianOil's COCO Jubilee Retail Outlet (JRO) in Pongam, Kerala, is India's first 24/7 fully solarpowered state-of-the-art retail outlet sprawled over a vast expanse of 2.72 acres. It has been adjudged by the Ministry of Jal Shakti as the All India No.-1 Swachh Petrol Pump as part of the Swachh Mahotsav 2019. The sprawling, neatly maintained outlet has vertical gardens.

The fully solar operated pump

has a SERVOXPRESS counter at the front end ensures that the customers can get a quick car check-up or oil change. The forecourt also has a 5 kg LPG cylinder cage, which serves as an easy pick-up point for customers.

On their way out, customers can buy saplings from the Vipinam Plant Nursery. For nature lovers, there is an on-site Butterfly Park featuring winged beauties as well as a fish pond, and a small area

that is home to rabbits, ducks, hens and lovebirds. At the rear end of the JRO, there is ample parking space for buses and other vehicles. The toilets are clean and well-maintained, and the ladies restroom is equipped with an automatic sanitary napkin dispenser.





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## Collabrotion for Advance Low Carbon Solutions

IndianOil understands that it does not operate in an isolated environment and thus has been conscious of its social and environmental responsibility. IndianOil promotes partnership with various domestic / internati companies

and government bodies to strengthen the nation's energy security status and to develop and propagate clean energy. Other areas of cooperation involve infrastructure development, safety, customer-oriented service

improvements, supply chain improvements etc. IndianOil also supports lesser developed nations in the above areas, to support their bid for energy security and low carbon development.

### Clean Technology Collaborations

The company has forged alliances and is on a constant look-out for associating itself with companies of similar values that help us offer better products and services. The collaborations range from big global players like Exxon Mobil, ADNOC on one hand, to niche players like Lanzatech (USA), Phinergy (Israel), etc on the other. Closer home, IndianOil partners with domestic

research bodies and companies like BARC, L&T, SAIL, ONGC, various associations and bodies to pursue research and projects in clean energy space. IndianOil is also partnering with small entrepreneurs and business partners, to develop supply chain and market in developing clean energy and waste to wealth projects like CBG, advanced biofuels, plastic recycling etc.

#### CCUS based EOR project with ONGC & OIL

IndianOil has signed MoUs with M/s ONGC & M/s OIL, India to develop carbon capture and storage (CCS) based enhanced oil recovery projects. It is proposed that the CO2 will be captured from the flue gas stacks at IndianOil's Gujarat Refinery and Digboi Refinery would be pumped into existing production wells of ONGC's Gandhar oil fields in Gujarat and OIL's Nahorkatiya & Dikom oil fields in Assam for enhancing oil recovery.

#### Battery Manufacturing

IndianOil is collaborating with M/s Phinergy, Israel to commercialise Aluminium-Air battery technology for mobility as well as stationary applications.

#### 3G Ethanol

IndianOil is implementing a project to convert refinery off-gases to ethanol using technology provided by M/s Lanzatech, USA. The ethanol would be used for fuel blending.

#### LNG Business Expansion

Indian Oil Corporation (IOC), India's largest fuel retailer has signed a memorandum of understanding (MoU) with American oil and gas firm, ExxonMobil, to expand liquefied natural gas (LNG) initiatives in the country. This initiative will accelerate India's access to affordable, cleaner energy.



# Health & Safety



Several IndianOil locations, including Rajkot Depot, LPG bottling plant at Madurai, Paradip Terminal, Panipat Marketing Complex, and Bongaigaon and Guwahati refineries bagged the National Safety Awards-2019

## Material Issues addressed

- Supply Chain Management
- Spills
- Occupational health & safety
- Security Practices







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- Cyber Security

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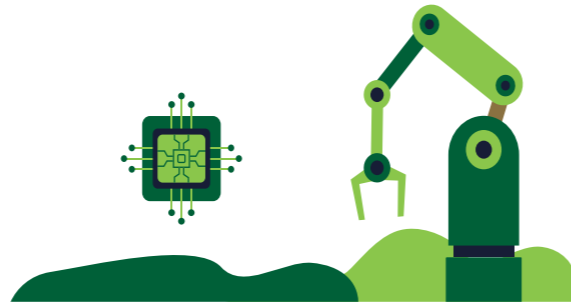
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# Health & Safety

Health and safety are an integral part of the overall management ethos of the company and is accorded the highest priority. The terms 'health' and 'safety' have all got new meanings in a Covid-19 world, and the new norms and altered operating procedures are expected to stay around in the near future. To ensure a suitable response to the ongoing pandemic, a task force has been set up in the company headed by Director (HR), to monitor the situation and issue required guidelines. Various advisories/guidelines pertaining to travel, workplace, social distancing, sanitization, quarantine facilities, advisories for townships / residential colonies, general advisories, etc have been issued. As the operations are mostly automated & require skeletal manpower, IndianOil has been able to



successfully maintain our activities with minimum disruptions. IndianOil's reseller & LPG distributorship network is also being guided & monitored to ensure adherence to various advisories of social distancing, hand hygiene, respiratory hygiene & other social etiquettes, thereby ensuring the supply line of all petroleum products is maintained during this crises period.

An accident and incident free environment saves precious national assets and contributes to the nation's growth and development. An intrinsically safe system begins with adoption of good engineering practices in design and construction, together with elimination of unsafe conditions.





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## Process & Operational Safety

### Safety Culture

IndianOil relentlessly works to inculcate a culture of safety among its workforce and dealer/supplier network including all its customer touchpoints. The company has issued various Standard Operating Procedures, created safety committees including both workers & employees which meet periodically to discuss safety concerns (if any), used audio-visual health/safety messages across the premises, undertaken HSE-related training, conducted mock drills & audits and incorporated various technological advancements for providing

### Spills and its prevention

Oil spills, whether on land or water are given high priority as part of IndianOil's process safety concerns. Oil spill covers all possible sources of oil leak including oil tanker spills, non-tanker ship spills, pipelines from Single Buoy Mooring (SBM) to onshore tanks and tank farms or may be cross country crude oil as well as product pipelines. IndianOil has placed necessary measures for oil spill management at identified points in consultation with regulatory bodies. Oil spill response facilities such as oil dispersant liquid & absorbent pads are made available at all installations. Various awareness programs and oil spill mock drills are conducted to keep the systems and personnel prepared for untoward incidents.

The preparedness to be undertaken, severity of an oil spill and activities to be undertaken in the event of a spill disaster in Indian waters is covered in the National Oil Spill Disaster Contingency Plan (NOS-DCP). The document also delineates the roles and responsibilities of various entities in the event of a spill. The Indian Coast Guard is the nodal agency

the best safety systems and to develop a healthy culture of safety. IndianOil celebrates safety week every year which helps in creating safety awareness and in maintaining safety perspective in the workplace.

The company has a well-defined Health Safety & Environment (HSE) Policy approved by the Board, which gives direction for various safety, occupational health and environment protection-related activities. IndianOil releases new guidelines/standards/booklets for various activities besides continuously updating its existing standards/ guidelines.

for handling the oil spill in Indian waters.

For Tier-I spills in offshore pipelines and SBM, IndianOil has commissioned necessary oil response facilities at Vadinar and Paradip ports. Regular off-shore drills are conducted in association with port authorities to ensure the preparedness of equipments and people.

**No significant oil spills were reported during the year.**

### Preventive Measures against Pilferages

Pilferage is a serious economic and environmental concern. The company was subject to 53 pilferage cases from pipelines with loss of 1Tkl of products. In addition to current efforts of physical patrolling, engagement of local villages and authorities, the company has strengthened its focus on new-age technology such as satellite imagery, sensor-based leak detection & drone surveys, to minimize pilferage losses.

### Process Safety

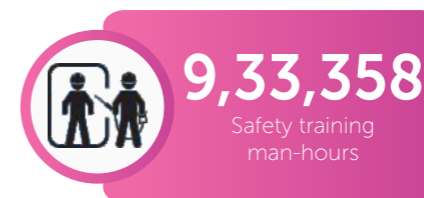
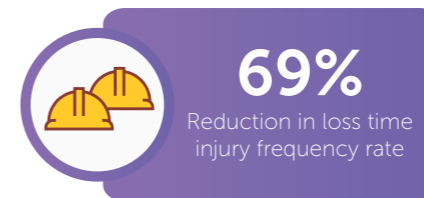
Process safety and maintenance are strictly monitored to improve operational efficiencies and minimization of system downtime. IndianOil refineries are certified to Occupational Health & Safety Management System (OHSMS/OHSAS-18001). IndianOil installations are equipped with state-of-the-art safety equipment and early warning systems like Gas Detection System, Level Alarm System, Fire Detection System, Pressure Relieving Devices, Vapour Depressurising Systems etc. to improve process safety. Project safety reviews are conducted periodically to mitigate/ minimize hazards. To ensure safety preparedness and focus, various internal audit and external audits by government bodies such as OISD, PNGRB, PESO, MSIHC etc. are conducted.

All incidents are investigated with the objective of learning and to avoid repetitive shortcomings.

Recommendations are implemented in time bound manner. Near-miss incident reporting & dissemination of information is carried to prevent recurrence.

The analysis of incidents for current & past few years suggested that majorly non-adherence to SOPs & issues regarding maintenance/ inspection of equipment were the major reason behind safety incidents. Accordingly, all stakeholders are sensitized to ensure strict adherence of Standard Operating Procedures (SOPs) related to operation, maintenance & inspection of all equipment. Only trained manpower is deployed to ensure safe operation. Considering the high turnover of contractor personnel, major thrust is given on training of contractor personnel.

During the year, no employees / workers of IndianOil were involved in activities having high incidence or risk of specific health issues.





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- Initiatives for Supply Chain
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**Asset Security**



IndianOil has a pan-India presence covering even the remotest locations. The safety of IndianOil's infrastructure is important not only from economic but also from national-security point-of view

and the company is extremely vigilant to prevent any lapses leading to loss, damage or theft from its assets. IndianOil has deployed strong physical security at its installations and regular trainings are undertaken for our security personnel to improve and equip them further.

**Worker's Health & Safety**

At IndianOil, worker's safety is being ensured by well-defined corporate Safety, Health & Environment (S, H &E) policy in addition to the compliance with strict Govt. and industrial safety regulations. Before awarding job, commitment is taken from the contractor to comply with all HSE parameters during the execution of any work and guidelines on safety are included as part of the tender document. To ensure contractor safety, the HSE performance of the contractor is assessed while doing the pre-bid evaluation. It is ensured that the

contractor provides adequate means and establishes a suitable program on safety & health for workers consistent with National/State laws and regulations. Contractors are strictly monitored for adherence to the Rules & Regulations under Factories Act, Workmen Compensation Act, etc. contract workers are also given extensive safety-related training. The use of PPE kits is enforced. Regular training is imparted to contract workers and security personnel through experts.





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## Initiatives for Supply Chain

### Safety in retail network

- Standard procedures, safety inspection and audits are undertaken to ensure safety adherence in our extended premises, i.e. retail and distribution network.
- Besides this, regular safety workshops are conducted at retail outlets (RO) covering officers, vendors and dealers/customer attendants, to improve dealer/supplier and customer safety.
- In 2019-20, more than 50% ROs covered in Safety & Safe Tank Truck Decantation Campaign, covering Dealers & Customer Attendants.
- Training & awareness program organised on PAN India basis for LPG Godown & Post Delivery Checks for Delivery boys, benefitting Field Officers, Distributors and Deliverymen / Godown staff.

### Tank Truck Driver Health & Safety

- IndianOil also commenced simulator-based training programmes for tank-truck drivers, wherein, their reflexes and responses in challenging climatic conditions, fog, difficult terrain and city traffic were assessed. Such programmes can help the company bring big improvements in safe road transportation of petroleum product.
- Commercial drivers linked to the company were trained on tyre safety by the Automotive Tyre Manufacturers' Association (ATMA).
- Free spectacles were distributed to drivers identified as having eyesight related issues, in the eye check-up camps organised by IndianOil. Eye surgeries were also carried out for some drivers, through nominated hospitals. These initiatives have reduced driver eyesight deficiency from 34% to 11.1%.
- In 2019-20, Road Safety campaigns were conducted for 19,762 truck drivers.

### Collaboration for truck driver welfare

IndianOil and Tata Motors jointly launched industry-first driver welfare initiative, 'Saarthi Aaram Kendra'. These welfare centres are located in select highway format retail outlets providing drivers with basic amenities such as

restrooms, restaurant, secured parking with CCTV camera, self-cooking, launderette, open bathing facility, barber shop, clean drinking water facility, TV and Wi-Fi.



19,762

Truck drivers' participation in road safety campaign during the year

67%

Drop in eyesight deficiencies amongst tank truck drivers due to health camps

21%

Reduction in Tank Truck road accidents in 2019-20 as compared to 2018-19

62%

Reduction in Tank Truck accident related fatalities from previous Financial Year



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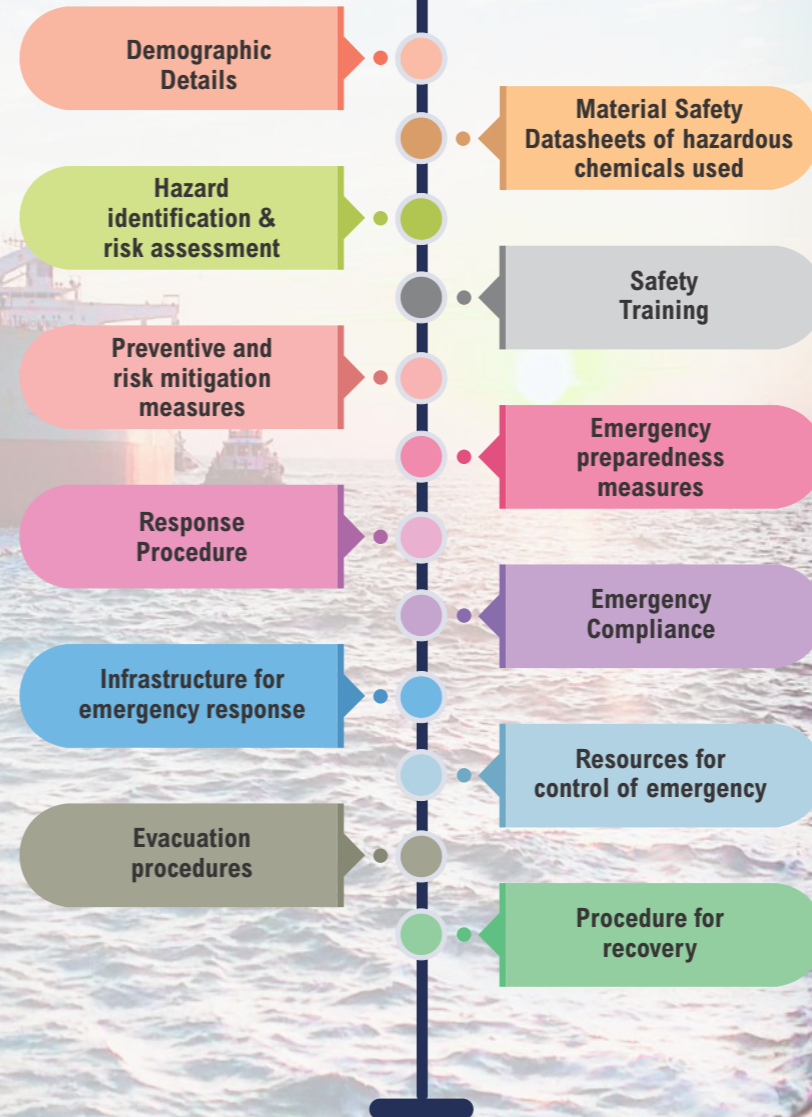
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## Emergency Preparedness

IndianOil locations has a well established Response & Disaster Management Plan (ERDMPs) to establish safe operating procedures in order to control & minimize the damage to human life, health, company's property and environment in event of occurrence of an impending sudden hazard like fire, explosion, release of flammable or toxic gases etc., ERDMPs of IndianOil is prepared as per the guidelines issued by Petroleum and Natural Gas Regulatory Board (PNGRB) and accredited by the PNGRB approved agencies. ERDMP has four phases:

- Hazard identification & Risk analysis
- Preventive measures
- Response procedures
- Documentation

## Emergency Response & Disaster Management Plan (ERDMP)





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## Digitization in HSE

- IndianOil has developed dashboard for Process Safety Performance Indicator (PSPI). A portal has been developed to monitor daily Safety & Environment performance of all refineries centrally.
- Online External Safety Audit Portal has been developed to monitor OISD ESA recommendations
- Online job safety analysis has been linked with SAP work permit system to identify various hazards associated with any job thereby taking corrective actions

### Simulator-based training

IndianOil has commenced simulator-based training programmes for tank-truck drivers, wherein, their reflexes and responses in challenging climatic conditions, fog, difficult terrain and city

traffic were assessed. Such programmes can help the company bring big improvements in safe road transportation of petroleum product.





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## Cyber Security

IndianOil having one of the largest data networks in India, has implemented a defense-in-depth cyber security architecture to face today's growing cyber threats to its infrastructure. IndianOil is committed towards the safety of the data of not just its customers but all partners, suppliers and employees alike. IndianOil is amongst a very few organizations which have such a Data Privacy Policy in compliance to the regarding the sensitive data processing and handling.



Indian Oil has a vast array of Applications, based on Web and Mobile platforms, catering to the requirements of its customers, dealers, distributors, and employees. Given the fact that these applications are subject to cyber risk such as data privacy violation, data breach, denial of service, etc., there has been a constantly growing need of ensuring that cyber risk is mitigated to the extent possible. With this view in horizon, Indian Oil has taken a slew of measures.

All our data centres are certified for ISO 27001:2013 standard

### Tools

- Multi-staged Firewalls
- Intrusion Prevention Systems (IPS)
- Anti-Virus / Malware Solution
- Web & Email Security Gateways
- Virtual Private Networks system
- Central Security Information and Event Management (SIEM) solution

### Awareness

- Educational cyber-attacks
- Mock Phishing exercises
- Cyber hygiene e-book
- Cyber security tips
- Training sessions
- Video Conferencing / Webinars Audit

### Audit

- Cyber Security Audit of critical and web facing applications
- Vulnerability Assessment and Penetration Testing of all critical devices / applications

### Security

- Centralized Security Operation Center (SOC)
- Comprehensive Patch Management System

**Indian Oil has also collaborated with NCIIPC (National Critical Information Infrastructure Protection Center), for identification Critical Information Infrastructure, assistance, and consultation for Operational Technology (OT) projects, and Threat-Intelligence Exchange and implementation to safeguard our critical information assets. IndianOil has also regularly receive Threat Intel from CERT-IN and the same is acted upon on priority to ensure data security.**

In Cyber-Security arena, we are in the phase of upgrading our existing Security Operation Center (SOC) to have next-generation cyber security technologies that employ Artificial Intelligence and Machine Learning techniques and process Big-Data (gathered from all our machines, application and other servers, security and network devices, network traffic, user behavior, etc.) to augment the existing capabilities of our manpower to handle and mitigate cyber risks and threats. Indian Oil is also planning to have Dark Web Monitoring coupled with Threat Intelligence exchange from different providers to safeguard its assets from new and emerging cyber risks and attacks.



# Social Upliftment



- 🕒 IndianOil conferred with the National CSR Award under Women and Child Development category for its Assam Oil School of Nursing project at Digboi.
- 🕒 IndianOil was felicitated with the Super Buyer Award-2019 for excellence in Government e-Market Place (GeM)
- 🕒 IndianOil was felicitated with Best Practices in CSR Award-2020 among PSUs at the 6th International Conference on CSR organised by the Institute of Public Enterprises

## Material Issues addressed

- Indirect Economic Impact
- Brand Value
- Sustainable Procurement
- Community Development
- Compliance







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# Social Upliftment

IndianOil has an immense legacy of six decades of contribution to the growth and development of India and its people. As the company keeps its goals aligned with national development goals and aspirations, IndianOil takes pride in the success of the country and its people. IndianOil touches the lives of millions of people every day through its ever-expanding infrastructure, 52,703 touch-points and a dedicated workforce of employees, dealers, customer attendants, delivery persons, etc, which extends our family to over 3 lakh people. Each one of us makes a committed effort to fulfill our responsibility of ensuring fuel supply to the farthest corners of the country. In addition to fulfilling the energy needs of the nation,

IndianOil is actively engaged in a gamut of social welfare and upliftment activities including education, skill development, bringing energy justice through energy delivery to the poorest, health camps, hospitals & mobile medical units, tackling waste, tree plantation, water body rejuvenation, etc.

In addition, the company also works relentlessly to ensure that its activities do not bring any negative harm to the nearby communities. We work with communities to understand any issues and resolve any concerns to the utmost extent. Recognizing the limitation of our understanding of community affairs, the company undertakes many CSR activities in partnership with NGOs, Government agencies and other companies to ensure maximum welfare.

To promote innovation and entrepreneurship in the country, under IndianOil's Start-up funding scheme, 24 startups are being mentored through 2 rounds of funding. Major areas of funding/support are artificial intelligence, robotics, societal relevance, pipeline surveillance & maintenance, etc. Besides funding, IndianOil is being closely involved by handholding the identified StartUps through dedicated Process Owners till the achievement of Proof of Concept. Through the exercise 11 patents & 6 copyrights have been jointly filed.

We are indebted to the faith bestowed upon us by the people of the country and work to give back to the society, enabling and supporting the growth of India.



## Contribution to Nation Building

₹5,66,950 crore

Valuable fuels & products provided

IndianOil's fuels and products directly contribute to national development and are vital to running homes, vehicles, and industrial / non-industrial sectors.

₹1,82,067 crore

Contribution to national & state exchequers

The company has been consistently the largest contributor to the national and state exchequers in the form of duties and taxes, which directly contribute to nation building activities.

₹8,793 crore

Employee Welfare

IndianOil employs ~33,000 employees and its extended contract labour and dealer/distributor network extends to over 3 lakh people. Through various employee welfare, labour rights and partner engagement initiatives, the company has been able to create value for these valuable stakeholders.

₹27,000+ crore

Purchases from MSME

IndianOil promotes indigenous procurement and supports the governments initiative on promoting Micro and Small industries. Trainings and preferential tender terms are included to encourage participation from local vendors.

₹543 crore

Community Development Initiatives

IndianOil invests in a gamut of community development projects including healthcare, education, environment sustainability, development of tourist facilities at sites of monuments of national heritage etc. The company also undertakes significant support and relief work during national disaster emergencies.



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## Ensuring fuel availability and access

IndianOil ensures energy availability across economic divides, at all times, including supply during emergencies and natural disasters. The

company is proud to serve the country by supplying fuels and petroleum to the defence forces.

### Providing fuel to farthest corners of India

IndianOil has a strong network of customer touch-points to ensure last mile delivery, even in the farthest and remotest corners of the country. The north-eastern

parts of the country, the two islands and mountainous northern regions of the country pose the most difficult challenge in terms of fuel delivery owing to harsh terrain, climate and spread-out layout of households. Despite economic and logistical challenges, the company maintains POL (petrol, oil, lubricants) including jet fuel supply to these parts of the country. In north-east India and Jammu, Kashmir & Ladakh region, the company is able to deliver committed fuel supplies through its strong network of rail & road transport, adequate storage infrastructure and its various retail touch points. In the islands of Lakshwadeep and Andaman & Nicobar refueller tanks are transported by ships or air to fulfill local community and defence requirements.



### Fuelling India's Defence Forces

IndianOil has resolutely stood shoulder-to-shoulder with the defence forces both in times of war and peace, focussing on serving the forces and helping it defend national borders. Over the years, significant strides have been made by IndianOil in improving the strategic logistic strength, infrastructure and delivering

world-class fuels specifically catering to the requirement of the forces. IndianOil has been able to create strategic storage and infrastructure in inhospitable regions of the country, as part of its commitment to the defence forces and to safeguard the nation's borders.

## LPG supply to Below-Poverty Line families

Under the Pradhan Mantri Ujjwala Yojana (PMUY) scheme, India has mainstreamed LPG supply across the country and achieved a LPG penetration (~97%), cutting across socioeconomic barriers and bringing in a new blue flame revolution.

IndianOil has been at the forefront of distributing LPG connections to rural populace, a significant

portion of which is poor and marginalised, through bringing some semblance of social justice to their lives. Under the scheme, more than 8 crore connections have been released of which nearly half were distributed by IndianOil.

Many beneficiaries under the scheme, who could not afford to make upfront payment for

purchase of gas stove and first refill, were provided loan facility. This initiative has brought about a positive change in the lives of these poor households which were dependent on the traditional polluting cooking fuels and methods. Nearly half of the beneficiary households under the scheme are from SC/ST category.

## Fuel & Support during national emergencies

IndianOil has always been at the forefront in times of national emergencies. IndianOil people have time and again rallied to help

victims of natural calamities, maintaining uninterrupted fuel supply and contributing to relief & rehabilitation measures.

### Floods in Maharashtra, Goa, Karnataka and Kerala

Nature's fury unleashed incessant heavy rainfalls in the Konkan belt, including parts of Goa, Maharashtra, Karnataka and Kerala leading to flood-like situations.

IndianOil ensured that the supplies of fuel (petrol and diesel) and LPG to the flood affected places continued unhindered with the help of the local Police and District Administration. Retail outlet dealers and LPG distributors rose to the occasion and ensured supplies to Government vehicles, boats and NDRF/ Emergency vehicles besides serving refreshments to the stranded drivers and customers. IndianOil also participated in the local administration's efforts to send relief materials to some of the worst-affected areas, and organised medical camps.



### Fuel supply and relief activities during cyclone Fani

Cyclone Fani, which was the strongest tropical cyclone to strike the state of Odisha since Phailin in 2013, made landfall on Friday, May 3, 2019. The cyclone touched wind speeds of up to 250 kmph. With meticulous planning, IndianOil played its role in putting life back on track by going the extra mile to ensure uninterrupted supply of fuel and providing relief work. IndianOil also contributed Rs. 5 crore for restoration and renovation of the world-famous Shree Jagannath Temple in Puri, Odisha, damaged by the cyclone.



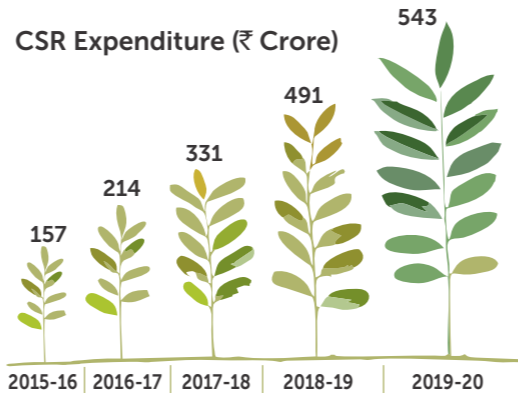
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## Corporate Social Responsibility

IndianOil has a concentrated corporate social responsibility program to partner with community on health, family welfare, education, environment protection, skill development, and empowerment of women & other marginalised groups. IndianOil achieved 100% CSR budget utilization for the third year in a row exemplifying its CSR commitment.

The company's CSR legacy dates way back to its formative years. The company's area of work majorly focuses on 'Safe drinking water and protection of water resources', 'Healthcare and sanitation', 'Education and employmentenhancing vocational skills', 'Rural development', 'Environment sustainability', 'Empowerment of women and socially/economically backward groups', etc. The CSR projects of IndianOil are undertaken mostly for improving the quality of life of various communities residing near the its establishments, which normally include underprivileged sections of the society, viz. schedule caste, schedule tribe, other backward caste, physically handicapped, etc. IndianOil

undertakes CSR activities all across the country including aspirational/ backward districts and naxal affected areas. Efforts are undertaken to engage communities and all stakeholders throughout the life cycle of the project to ensure project sustainability. In 2019-20, IndianOil worked primarily on education, healthcare and nutrition related projects, spending 84% of its budget in these areas.



## Key Education, Healthcare and Nutrition Projects

### Skill Development Institute (SDI), Bhubaneswar



**1,590**  
underprivileged students skilled since inception

Under the broader ambit of the 'Skill India' initiative of the Govt. of India, IndianOil has set up a Skill Development Institute (SDI) at Bhubaneswar, with support from other PSUs under MoP&NG, for providing skill development courses aligned to the National Skills Qualification Framework (NSQF). The Institute has been operational since 2016 and is benefitting the poor and underprivileged youth mobilized from various backward districts of Odisha and skilling them in various job ready skills. The institute is expected to come up as a mega skill academy in the country with state-of-the-art infrastructure, which will provide skill development training to about 3000 to 4000 students every year. The institute acts as an interface between industry & unemployed youth by providing up-skilling and customised programs relevant to the industry.

### IndianOil Vidushi Scheme



**82%**  
of the students joined IITs, NITs and other Engineering Colleges

To help under-privileged girls to gain admission in prestigious engineering institutes of the country viz. IITs, NITs, CETs, IIITs, etc, IndianOil started a unique initiative "IndianOil Vidushi" in July, 2018. Set up with four residential centres at Bhubaneswar, Noida, Patna & Jaipur, each centre enrolls a maximum of 30 girls from underprivileged families. The complete cost of providing specialized coaching, study material, boarding, food & other consumables, blanket, hygiene kit, dress set, health insurance etc is being borne by IndianOil. A total of 113 girls were enrolled in FY 2019-20 across the four centres.





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### Assam Oil School of Nursing (AOSN)



~440

Students passed with 100% placement since inception

AOSN, established in 1986, provides 3-year diploma training in General Nursing and Midwifery (GNM) course to young girls, with an intake capacity of 30 students per year. Another 4-year B.Sc. (Nursing) course started from the same campus in 2014 also trains 30 students per year. AOSN gives job-oriented education to young under-privileged girls of north-east India and provides them with opportunity of having a stable career and livelihood.

### IndianOil Sports Scholarship Scheme



1000+

sportspersons benefitted from scheme (177 during 2019-20)

In line with the sports policy adopted in 1985, IndianOil has, over the years, recruited many promising sportspersons, who have gone on to reach great heights in their chosen disciplines, enhancing their performance at the National & International level & bringing laurels for the Company and Country. IndianOil introduced a Sports Scholarship Scheme in the year 2006-07 for promising young sports persons. This scheme started with 55 scholarships in 7 games/sports. At present, 250 scholarships in 20 games/sports are awarded to upcoming junior players from 13 to 16 years of age.

### IndianOil Arogyam



~3.11 lakh

people benefitted from the healthcare scheme in 2019-20

Under the scheme, 12 Mobile Medical Units (MMUs) with a team of 1 doctor, 1 Nurse, 1 Nursing Attendant & 1 Driver-cum-Community Mobiliser per MMU, have been operating since FY19 near IndianOil's Mathura, Bongaigaon & Paradip refineries. The MMUs have covered more than 140 villages, in the vicinity of above 3 refinery.

### Assisting Divyangjan



13,000+

divyangjans across 21 states benefitted in 2019-20

IndianOil provides assistive devices like tricycles, wheelchairs, walking sticks, hearing aids, etc. to people with physical disabilities as part of this CSR project. The devices are provided in association with the Artificial Limbs Manufacturing Corporation (ALIMCO).

### Key CSR Projects related to Environment Sustainability

IndianOil undertakes various environment sustainability related CSR projects such as installation of biogas plants, creating urban

forests, providing cleaner LPG fuel to rural households, wastemanagement / sanitation projects etc..

### Swachh Bharat Abhiyaan

IndianOil is deeply committed to the Swachh Bharat Abhiyaan (SBA) initiative of the Government of India. Under the aegis of SBA, IndianOil has constructed over 8,000 toilets across India. In addition, various mass 'Swachhata' campaigns / cleanliness drives were

organised during the year to sensitize employees, the supply network & customers. IndianOil also undertook CSR activities to improve the sanitation infrastructure and overall cleanliness quotient of religious places under the Government's Swachh Iconic Place initiative.

### Rejuvenation of water bodies

IndianOil undertook major initiative of cleaning water bodies in the vicinity of its locations. The revival of water bodies benefitted villagers, residents besides having positive impact on marine life. The initiatives include

removal of aquatic weeds & hyacinth, removal of residues & debris and desilting etc and awareness generation amongst locals.

**Under this initiative, around 37 water bodies were identified and restored.**



Before



After

### Electrical Tricycles for garbage collection

IndianOil provided 60 Electrical Tricycles in Chennai, Tamil Nadu to ensure efficient garbage collection from households. The tricycle is powered by lithium ion battery, which can last upto 50 km in a single charge. The e-tricycles come with a hybrid drive mode – both pedal assisted as well as motor driven. Further, all e-tricycles are GPS enabled to monitor their movement. The e-Tricycles are being used to collect waste from 6000 households on daily basis.

### Tree Plantation Drive

An urban afforestation project called "Lungs of City by IndianOil" was initiated by the company in 2019-20. It is seen that due to rapid urbanization, very few areas are left for developing green belt in urban areas. With the company's commitment towards preservation of ecological balance near its operating locations/ installations in urban areas, IndianOil has adopted Miyawaki's method of urban afforestation for developing a small forest in public areas / parks at many cities. In this

method, the growth of flora is 10 times faster and the resulting plantation is 30 times denser than usual. In addition to above, Water ATMs, toilets, benches, open gyms etc. facilities are also provided for visitors.

**IndianOil has created Lungs of City in 13 cities of India by planting more than 80,000 trees.**





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## Skill Development & Sustainable Procurement

### Skill Development of Local Manpower

IndianOil has set up various institutes such as SDI & ICT, Bhubaneswar to develop skills of unemployed youth in the country. The company had previously established hospitals and nursing schools as part of its community development

efforts. In the vicinity of plants, small vendors are encouraged through skilling and support trainings so that they gain necessary qualification and expertise to be employed.

### Promoting local / small-scale manufacturers

IndianOil has taken steps for implementation of Government of India's Public Procurement Policy to encourage procurement from Micro & Small Enterprises (MSE). In recent years, the procurement is being done through the centralised Government e-Marketing (GeM) Portal for better transparency and for ease of

accessing small, indigenous businesses all registered at one platform. Besides this, the company has been undertaking various awareness sessions and MSE vendor engagement programmes to encourage small vendors and enhance local procurement.

**27.51%** Procurement made from local Micro & Small Enterprises in 2019-20 (excluding the procurement of crude oil, petroleum products & natural gas)

**73** Vendor Development Programmes were conducted, out of which 18 were conducted exclusively for SC-ST entrepreneurs

National Vendor Development Programme cum Industrial exhibition were organised to enhance

participation of **MSEs** in tenders floated

**15%** relaxation in Financial and Technical Criteria is provided to the MSEs participating in the tenders for non-critical items



## Supporting Start-up Businesses

IndianOil launched the 'Start- Up Scheme' to promote promising start-ups and to nurture an ecosystem conducive for innovations in the domestic hydrocarbons sector. Driven by IndianOil's R&D centre, the scheme is designed to support projects that aim to establish innovative technology and business process reengineering ideas with significant business potential, social relevance and focussed on environment-protection related to Oil & Gas Industry. IndianOil's start-up fund has incubated 24 start-ups in two rounds of funding. Besides



this, dedicated process owners from the IndianOil's R&D are closely involved in hand-holding of identified start-ups till the proof of concept stage. Till the end of Financial Year 2019-20, 11 patents and six copyrights were filed jointly.

### EcoMitra – Smart Toilet

Sukriti Social Foundation's Eco-Mitra Toilets was selected in IndianOil Start-Up scheme launched in 2016. The toilet's many features and

applicability to a wide range of Indian conditions are making it popular. IndianOil would be deploying these toilets at its retail outlets.

#### Features of Eco-Mitra Toilets



Smart hygiene maintenance through optimum water use



Smart entry management



On-site wastewater treatment (recycling 80% water)



Free maintenance with zero operational costs



Smart monitoring of Toilet health



Runs on solar energy, no grid power needed



Strong & robust structure and fixtures, ensuring long life

#### Environment Benefits

**0.5 million litres** water saved per toilet per year

**NIL** soil & water degradation from release of untreated water

**1,000 kWh** grid electricity saved per toilet per year due to use of solar power





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- Contribution to Nation Building
- Ensuring fuel availability and access
- Corporate social responsibility (CSR)
- Skill Development & Sustainable Procurement
- IndianOil Foundation

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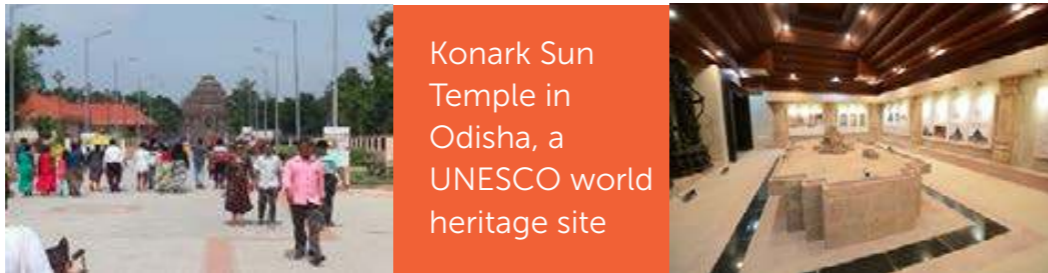
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## IndianOil Foundation

Under its philosophy of Presenting the Past to the Future, The IndianOil Foundation (IOF) continued its endeavours to create and maintain state-of-the-art tourist and allied facilities at select national heritage sites in the country.



Konark Sun Temple in Odisha, a UNESCO world heritage site

The foundation has built a world-class Interpretation Centre with display galleries and auditorium for screening films.

### WORK UNDER PROGRESS

- Kanheri Caves near Mumbai
- Ashokan Pillar in Kolhua, Bihar
- Khajuraho Group of Temples, Madhya Pradesh
- Gurudwara Patna Sahib, Bihar
- Bhoganandiswara Temple, Karnataka
- Brihadeeswara Temple, Tanjavur, Tamil Nadu
- Kurdi Mahadev Temple, Goa
- Upper Fort Aguada Se Cathedral, Old Goa
- Warangal Fort, Telangana
- Barunei Paika Bidroha Smruti, Odisha

## Fulfilling SOCIAL commitment during COVID-19

IndianOil left no stone unturned in helping the country combat COVID-19 pandemic by ensuring supply of essential petroleum products & services during the nationwide lockdown.

Medical insurance cover for COVID-19 was provided to about 3,23,000 frontline personnel, including retail outlet customer attendants, LPG delivery boys, POL tank-truck crew, DGR guards on pipeline patrol duty etc.

The company undertook free LPG refills to BPL families covered under PMUY, for a period of three months under Pradhan Mantri Garib Kalyan Yojana (PMGKY). Despite lockdown, about 25 lakh LPG cylinders were delivered every day.

Ex-gratia assistance of Rs. 5 lakhs to the family of any contract worker or workforce of business partners, who expire due to Covid-19.

IndianOil has contributed Rs. 225 crore to Hon'ble Prime Minister Citizen Assistance and Relief in Emergency Situations (PM CARES) Fund. All employees contributed two-days' salary amounting to Rs. 24 Crore to the fund.

IndianOil also provided essential medical facilities & equipment and distributed relief materials to the underprivileged people, who were worst hit by the crisis all across the nation.



# Working Responsibly



## Material Issues addressed

- Supply Chain Management
- Water Management
- Managing Environmental Impacts
- Waste Management
- Customer Satisfaction
- Product & Operational Efficiency
- Cyber Security





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# Working Responsibly

Delivering business responsibly is a commitment to our stakeholders, the nation and the world at large. The company is widely recognised as a responsible energy company which ensures availability of affordable energy across the nation, and at all times. Besides green fuel offerings, IndianOil also undertakes a host of

environment conservation, water conservation and waste management initiatives in the Company and also taking caring for ecological resources and ensuring responsible products development.

**IndianOil has always been a responsible business with a 'do-good' conscience. The company is committed to create long term stakeholder value by caring for the environment and delivering the best fuels and products to customers.**







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## Water Management

Water quality and freshwater availability is a growing challenge in India. With increased dependence on groundwater to mitigate geographical water shortages, water related risk is a growing operational and strategic risk for continued operation of any business, communities and the ecosystem.

Though the water stress in the country is majorly driven by the agriculture sector, adopting water efficiency measures across industrial, commercial and residential sectors has to be ensured, besides reusing/recycling for efficient utilization of water.

At IndianOil, we understand the value of water for continued operations and undertake various water conservation and mitigation initiatives to secure water requirements. The company ensures that no water resources have been significantly affected due to its operations.

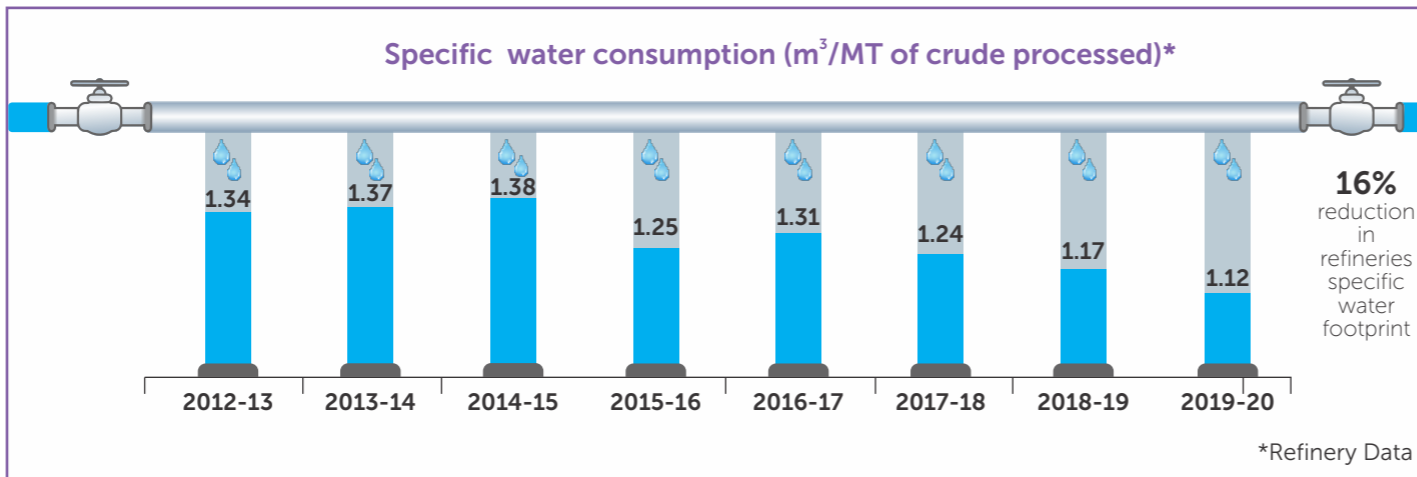
### Water footprinting/measurement

Water footprinting is a key element of understanding the company's consumption patterns and to improve upon them. Through water audits and implementation of various water efficiency measures,

Refineries have reduced specific water footprint by 16% between 2012-13 & 2019-20 (from 1.34 to 1.12 m<sup>3</sup> / MT of crude processed).

For Indian Oil, surface water is the major source followed by ground water. Measures like rainwater harvesting, wastewater recycling of

effluent water generated have helped refineries to reduce the fresh intake of water.



### Water use efficiency

Water footprinting exercises have been carried out every year across the locations to identify and implement water savings measures.



Identifying water savings measures



Assessing and implementing water efficiency measures



Monitoring, verification and reporting of water savings



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Minimize freshwater intake

Recycling and reuse of treated wastewater from Effluent Treatment Plant

Some locations also use collected rainwater for operations

In 2019-20, IndianOil's refineries and petrochemicals plants recycled ~87% (41.35 billion litres) of generated wastewater

Wastewater recycling helped the company to reduce its freshwater footprint by 30%

Wastewater Recycling

Wastewater recycling in refineries and petrochemical units has become a key strategy to reduce freshwater intake and maximize use of this precious resource.

Treatment Plants (STPs) to ensure maximum recycling and minimum discharges. These treatment facilities are backed by sophisticated instrumentation and real time data systems for close and precise monitoring.

In Marketing and Pipeline locations effluent water is routed through oil water separator. Additionally, supporting efforts such as technology augmentation for 'Zero Liquid Discharge', is also being encouraged.

Sourcing Wastewater for Refinery Operations

IndianOil's Mathura and Gujarat Refinery have begun preparations to utilize treated STP water from the city of Mathura and Vadodara respectively, for its operations.

Accordingly, Mathura refinery would source 20 MLD (million litres per day) of treated sewage water. Gujarat refinery would source 21 MLD of treated sewage water from

2021 aims and increase the same to 40 MLD by 2025. The initiative would reduce the freshwater footprint equivalent to ~20% of company's current freshwater consumption.

Treating Industrial Storm Water in Natural Way

Bongaigaon Refinery, located in north-east India, is diverting the entire storm water to an eco-pond and adopting two way approaches to clean the water, namely increasing dissolved oxygen level by

providing floating fountains and providing Biological filters i.e. floating grass which are placed as barriers to arrest floating oils and other contaminants. This attempt has ensured better water

management, availability, and source replenishment through percolations, making it a pioneering effort for cleaning industrial stormwater and reducing freshwater dependence.

Rainwater Harvesting

For source conservation, IndianOil has promoted installation of rainwater harvesting systems through policy implementation. IndianOil has

cumulatively installed 683 rainwater harvesting systems across its premises. The systems have a potential to harvest 3.75 billion liters of rainwater

per annum. The installed systems have a potential to harvest close to 3% of IndianOil's annual freshwater requirement.



Digboi Refinery Watershed Project

Digboi Refinery, located in the north-eastern state of Assam, was dependant on nearby river water to meet its operational needs as well as to fulfil the town's water requirement.

With constant silting issues, the refinery undertook construction of a unique watershed project by connecting 9 natural and man-made ponds located in refinery premises. The storage cum percolation ponds have a capacity of 28,000 m³ and meet 75% of operational water requirement at present. It is envisaged that in near future, 100% of the refinery's water requirement would be met through this renewable water source.





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## Air Quality

Air quality around the world, and especially in India, has become a growing concern. During winter months, many cities in northern India, including the National Capital Region (NCR), i.e. places in and around the capital experience many days of hazardous air quality levels. IndianOil has made a

conscious effort to monitor air quality near major polluting units, improving operational efficiency, providing cleaner fuels, reducing emission from supply chain and reducing fuel losses. A new initiative to capture refinery stack emission for storage in old oil production fields is also being undertaken.



Offering Cleaner Fuels

- Offering cleaner/greener fuels such as BS-VI fuels, natural gas, renewable energy etc
- Promoting bio-energy by using biomass/organic waste as feedstock. These reduce air pollution while offering gainful use of organic waste.



Monitoring air quality and reducing operational emissions

IndianOil is proactively monitoring its operational emissions and undertaking efforts to mitigate them through committed changes. IndianOil refineries undertaken efforts like installation of secondary processing units, increased stack heights, implemented Continuous Emissions Monitoring Systems (CEMS), using low NOx burners/sulphur recovery units, etc, to control of air emissions.



Reduce Fugitive Emissions

- A Leak Detection and Repair Program (LDAR) is being undertaken to control process fugitive emissions.
- Bottom loading facility is promoted at marketing terminals with Vapour Recovery system (VRS), to minimize fugitive emissions.
- Owing to growing concerns over air quality in the region during winters, the installation of VRS at retail outlets located in the National Capital Region (NCR) is in progress.



Reducing fuel transport emissions

- Pan-India pipelines network is being strengthened as the most efficient & cleanest mode of fuel transport
- Larger carriers, having lower specific footprint, are preferred for crude shipping.
- All road transport vehicles comply with fuel & pollution norms
- Older trucks are being removed from transportation fleet





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## Waste Management

Oil industry handles highly hazardous and toxic products and hence, safe disposal of waste generation is of utmost important for IndianOil. The company strives to reuse/recycle the waste

### Hazardous Wastes

IndianOil continuously monitor the quantity of hazardous and nonhazardous wastes generated, disposed & disposal methods, and records are maintained for the same. The major hazardous wastes generated during IndianOil's operations are oil slop, oil sludge, spent catalyst and ETP sludge. Oil slop generated is entirely recovered and processed in refinery operations. The oil sludge is processed for oil recovery and reused and any residual sludge is bioremediated with the help of patented 'Oilivorous-S' technology of IndianOil.

generated at different phases of its operations. The wastes that are not recycled in its operations are disposed-off as per the CPCB and SPCB norms.

Spent catalyst is sent for co-processing in Cement industries, safely disposed to SPCB authorized landfills or given back to supplying companies. Other hazardous waste like biomedical waste is disposed through authorised agents of CPCB / SPCB, while for e-waste management, buyback arrangements are made with supplier. The Company is not transporting, importing, exporting or treating waste deemed hazardous under the terms of Basel Convention.

122

Bio-methanation Plants/  
Organic Waste Convertors  
installed across installations

~1,050 tonnes

Organic waste processed  
in biogas plants/composters  
in 2019-20

### Confined Fast Bioremediation

Bioreactors, for confined fast bioremediation, with the help of bacteria developed by R&D were installed at Guwahati, Gujarat, Panipat, Bongaigaon, Digboi and Barauni refinery for liquidation of oily sludge. The bacteria helps in

reduction of oil content of sludge under controlled conditions of steam and air supply. This process is proved to be faster, cleaner and efficient with a completion time of 1 month as compared to 8-9 months taken by conventional bioremediation.

### Non-Hazardous Wastes

Ferrous and non-ferrous scraps generated are sold through government authorized third party recyclers. Paper waste is being given to third party recyclers in exchange for stationery.

Biogas / bio-methanation plants and composting units are being used to process the organic waste generated within the boundary to produce biogas for cooking and manure.





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## Biodiversity

IndianOil recognizes biodiversity as a key component of environment pillar of triple bottom-line performance and to ensure ecological balance. IndianOil locations maintain large green belt areas and undertake extensive tree plantations. Over 300 species of resident and migratory birds can be spotted at these green areas

which also house 285 plant species.

Besides maintaining green belts and eco-parks, the company also undertakes various ecosystem conservation projects as a CSR initiative. The company also undertakes extensive tree plantation throughout the year in its operating locations.

### Migratory birds at Mathura Refinery

IndianOil's Mathura Refinery is a 4.5-acre haven for birds. The five large ponds and their surroundings in the park have become a natural habitat for the black-headed ibis and painted stork. The park also attracts migratory birds such as the northern shoveler and northern pintail. A Bombay Natural History Society survey put the number of bird species in the park at 87, including 30 species of migratory birds.

### Panipat Refinery

The greenbelt area developed by Panipat Refinery and Petrochemicals Unit is spread across 287 hectares. The location has more than 6 lakh surviving trees of about 24 different species.

### Paradip Refinery

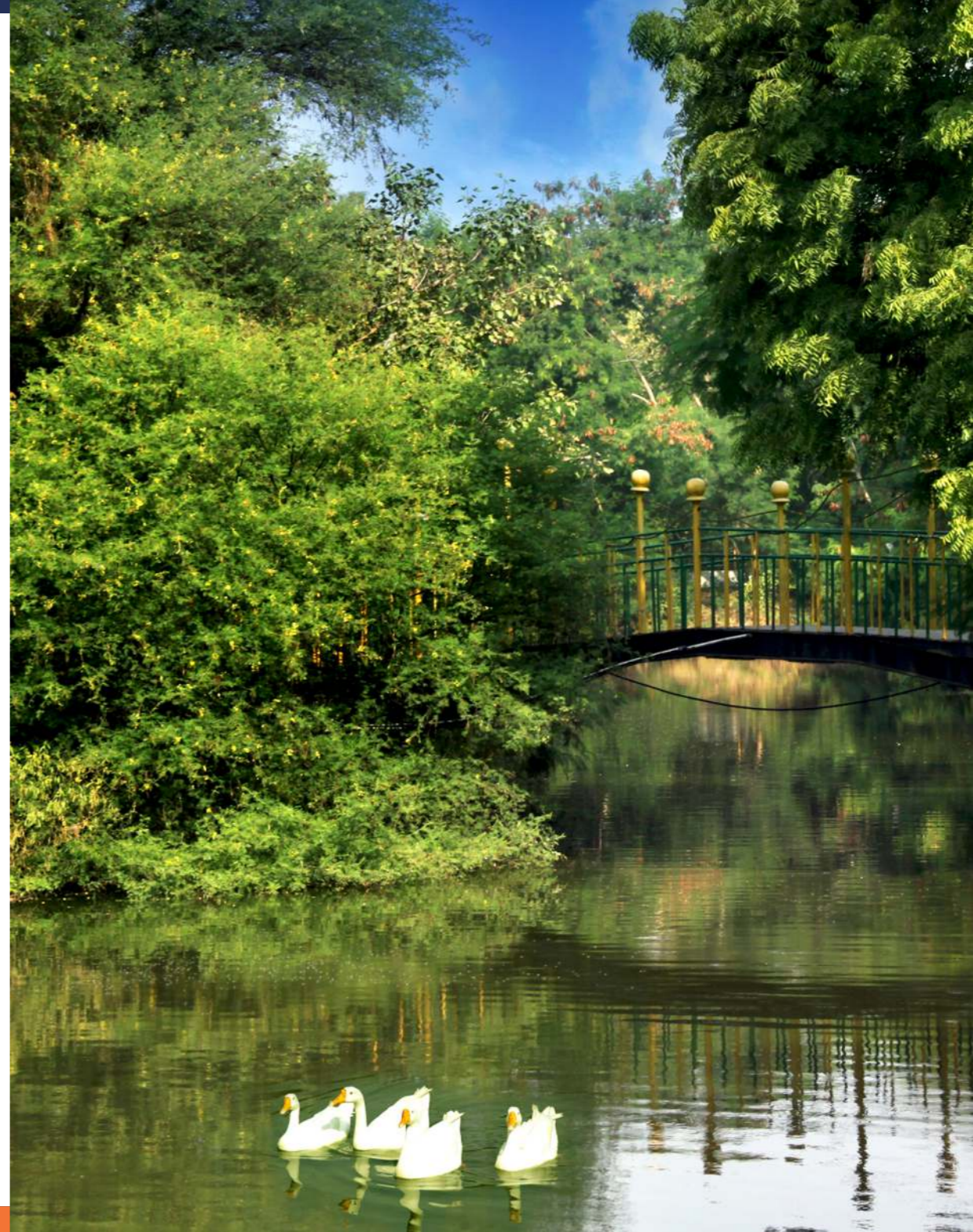
The greenbelt area is spread over a massive 23 hectares. The Eco Park is habituated by several rare local and migrating birds. Flora species include Azadirachta indica, Mangifera indica, Anthocephalus cadamba, Acacia nilotica, Caesalpinia pulcherrima, Casuarina equisetifolia, Mimosa elengi, Psidium guajava, Plumeria acutifolia etc.

### Bongaigaon Refinery

Bongaigaon Refinery in Assam houses Nandan Kanan, a herbal and orchid garden spread over 1.84 acres of land. The garden, which boasts more than 150 varieties of herbs and over 40 kinds of orchids, has been specially developed for conservation of rare species of these flora found in the North East.

### Viramgam Pipeline

In an effort highlighting IndianOil's commitment to protect biodiversity and plantations beyond its boundaries, the company partnered with local forest department to undertake a mangrove plantation in 100 hectares of Marine National Park and Marine Sanctuary area near Vadinar, Gujarat.





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IndianOil maintains a  
**green cover**  
at installations and plant sites.  
The Corporation's scientifically  
designed eco-parks act as  
**pollution sinks**  
with the power of nearly

**22 lakh**  
trees absorbing approximately 44 TMTCO<sub>2</sub>e  
of carbon emissions. They also host a  
variety of local flora and fauna-over  
**300 species of resident  
and migratory birds**  
can be spotted at these parks as well as  
**285 species  
of plants and trees**



*Striving to reduce the ecological footprint is a key endeavour of IndianOil Refineries that finds a reflection in concerted measures to reduce air emissions, water footprint, increased green cover and resource conservation. Online monitoring systems are in place with regular assessments to ensure that refinery operations remain benign to the natural surroundings. The benefits reaped from implementing energy conservation measures in the refineries during FY 2019-20, have brought down carbon dioxide emissions. Fulfilling the promise of timely supply of BS-VI auto fuels across the country and ensuring the supply of Bunker Fuel Oil have been major steps in making the air cleaner and conserving marine biodiversity, respectively*

- Chairman





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### Environmental Compliance

IndianOil complies with all the local and national laws and regulations. The Company complies with all the environmental standards of the Central Pollution Control Board (CPCB) / State Pollution Control Board (SPCB) and also adheres to relevant national/international guidelines for environmental pollution. All our contracts have terms and conditions laid down (in the General Conditions of Contract) for our vendors and suppliers instructing them to comply with the ESG parameters.

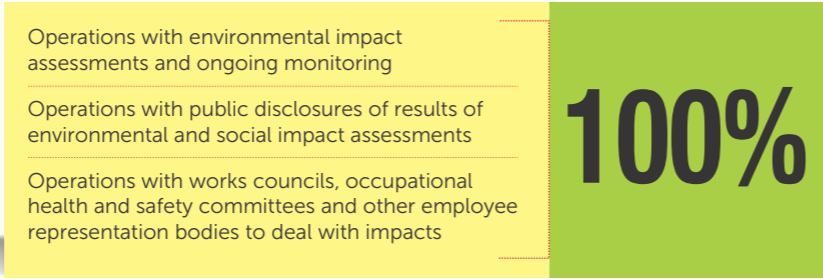
All IndianOil refineries are certified under ISO: 14064 and ISO-14001 standards. The majority of IndianOil's pipeline terminals and marketing installations are also certified under ISO-14001.

As of 31<sup>st</sup> March 2020, IndianOil had 13 unresolved environment-related grievances. Out of these, the necessary response has been provided against five show cause notices issued

to IndianOil and the remaining grievance notices are in different stages of resolution.

Amongst these, the major case pertains to the notice issued last year, on the non-compliance of air/water discharge quality by the PTA unit of Panipat Refinery. The response to the notice issued by National Green Tribunal (NGT) and Haryana State Pollution Control Board was provided by the Company. However, as directed by NGT, an amount of Rs. 17.31 Crore was deposited 'under protest' with CPCB as interim compensation for restoration of the environment. Since then the plant operations recommenced. The NGT, while considering the report of the Joint Committee formed by it earlier, has directed on 24.07.2020, that an additional compensation of Rs.25 crore be deposited with CPCB within one month and various initiatives as suggested by the Joint Committee be expedited within next 6 months. Further hearing as well as the final order in the matter is awaited.

**All IndianOil refineries are certified under ISO: 14064 and ISO-14001 standards. Majority of IndianOil's pipeline terminals and marketing installations are also certified under ISO-14001.**





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## Product Responsibility

### Customer Focus

IndianOil is geared to meet the growing energy needs of its customers, as well as undertake suitable efforts to minimize the

environmental footprint of its product offerings. The company offers a wide array of products and

services catering to specific customer needs, aligning to meet the national energy security requirements.

### Fuel Availability & Quality

As a company committed to be the 'Energy of India', IndianOil ensures energy security and justice through availability of adequate fuels and providing these precious fuels to remotest corners of India.

The company adheres to strict fuel quality standards. Checks on fuel quality are monitored through random inspections and sample testing by the company and MoP&NG instituted anti-adulteration

cell. The Weights and Measures Department of the government also undertakes periodic testing of the equipments before handing out license renewals. Customers are offered suitable information regarding all product purchases through transparent disclosures. Quality checking opportunity is provided to customers to validate their product purchase and ensure satisfaction.

### Rethinking Retailing

IndianOil views its future retail outlets to be "Energy Pumps", offering digital integration where customers are offered an assortment of fuel options. Energy transition has thrown open multitude of opportunities over the entire energy spectrum with focus on cleaner, greener and more efficient forms and uses.

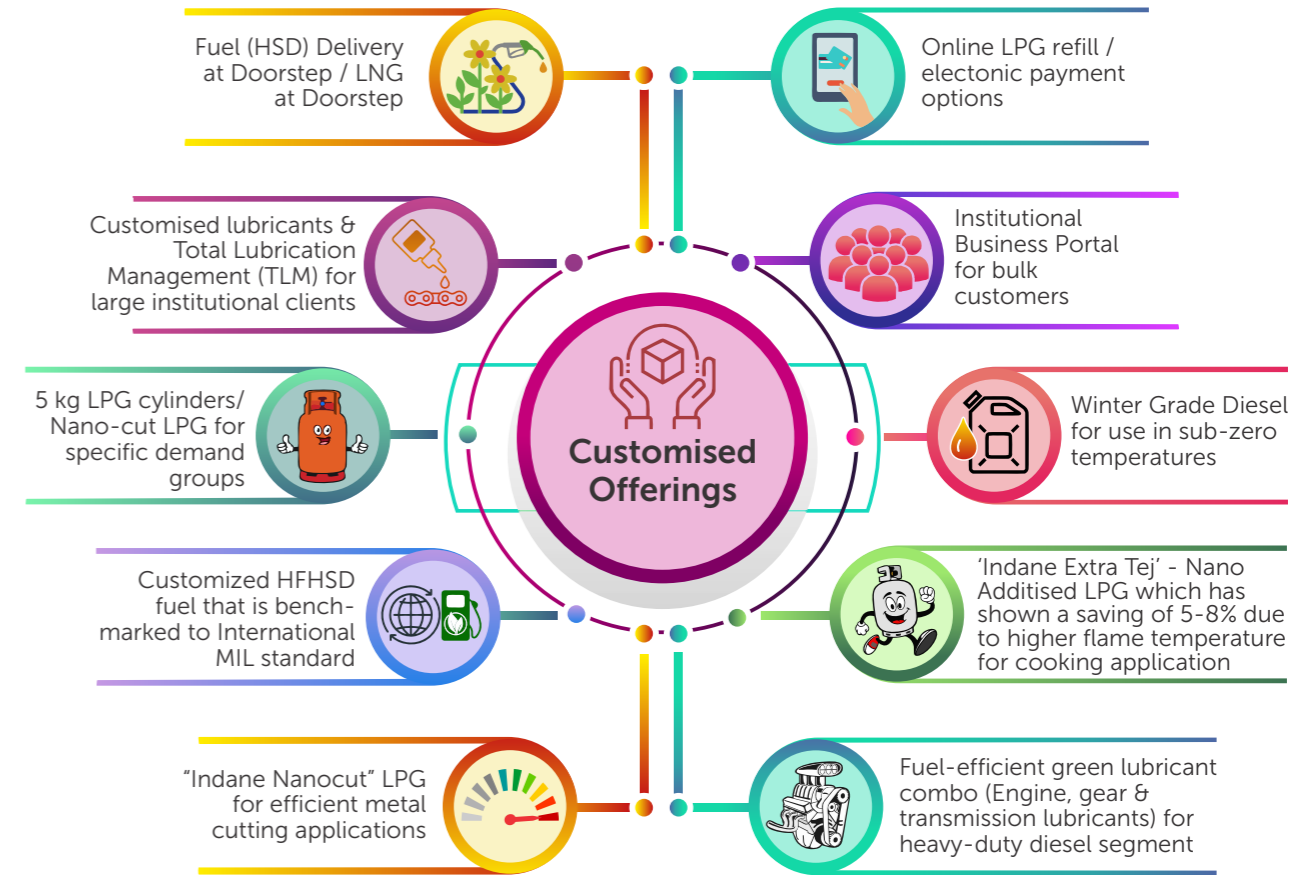
Additionally, IndianOil is redesigning its fuel network, to offer a multitude of services, integrating extensive automation and green features. IndianOil has undertaken a massive training and retail network transformation project called 'Project Dhruva' to continue providing the best services to its customers.

### Fulfilling LPG demand during Covid-19

IndianOil has put in place convenient systems to refill LPG booking from home, like SMSIVRS, WhatsApp, digital payment websites and through mobile apps, benefitting LPG customers.

### Electronic Portal for IndianOil Customers (ePIC)

ePIC is a Customer Relationship and Distributor/ Dealer Management software deployed to improve customer experience. It includes integration and standardization of marketing efforts, improvement in handling customer requests and offering better customer connect.







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### Customer Safety

IndianOil is the leader in national oil industry and supplies multiple energy products, in various geographies and in a significantly large scale. Relative risk factor attached to our product offerings are also high. IndianOil, thus, plays a

high importance to customer safety, offering product use and handling related instructions, awareness trainings, advertisement campaigns, live demonstrations amongst others to ensure safe product use.

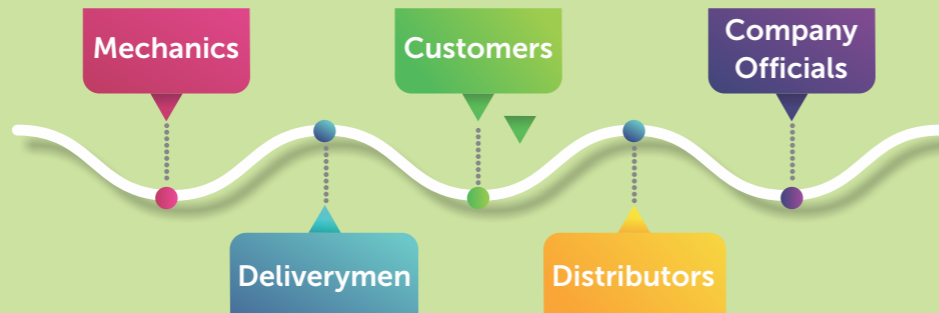


### LPG Safety

IndianOil's effort in LPG Panchayat is a unique opportunity to showcase its commitment towards safety. LPG Panchayat is a community meeting which

serves as a platform for LPG consumers to interact with each other, promote mutual learning & share experiences.

LPG Panchayat (A platform to bring together stakeholders discuss safe and sustainable use of LPG)



**13%** reduction in domestic LPG incidents as compared to 2018-19

**42%** reduction in domestic LPG fatalities as compared to 2018-19

Improved customer safety performance on account of regular emphasis on safety clinics / campaigns conducted for domestic customers and safety checks at IndianOil's LPG Bottling Plants.

### Promoting Fuel Conservation

Petroleum products are precious resources for India, as the country is largely dependent on crude imports to meet its fuel requirements. IndianOil strives to

promote conservation and efficient use of petroleum products in customers. The company undertakes various awareness campaigns with the

Petroleum Conservation Research Association (PCRA), MoP&NG, to promote sustainable consumption behaviour amongst customers.

### Responsible Communications

IndianOil is committed to pursue ethical marketing and business practices. For ensuring fair marketing practices, IndianOil has a well-established set up of Corporate Communications department which drafts, designs

and places all marketing communications and disseminates them through appropriate public platforms and media channels to communicate with a diverse cross-section of customers and other stakeholders. Conscious efforts are made to ensure that

predatory or discriminatory marketing and advertising practices are not followed by the company. Compliance with marketing communication norms is regularly monitored at the unit, division and corporate levels of the company.

### Customer Satisfaction

IndianOil engages with its customers through various online / off-line platforms to gather feedback and gauge customer satisfaction levels. Customer feedbacks are taken through

dedicated surveys, feedback / complaint registers maintained at the Company's retail touch points, dedicated customer portals such as e-Platform for IndianOil customers (ePIC), Twitter

handle/Facebook page of MoP&NG and IndianOil, along with various engagement mechanisms for the Company's bulk consumers consumers.

### Grievance Redressal

IndianOil has a robust structured grievance redressal mechanism in place to address all customer complaints. IndianOil is strongly committed to protecting and safeguarding the privacy

of its customers and takes necessary measures to protect customer data. Breaches in customer privacy and other customer grievance can also be reported in 'e-PIC Grievance Module'.

**99.38%** Customer / consumer complaints successfully resolved during the year





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### Sustainable Product Development

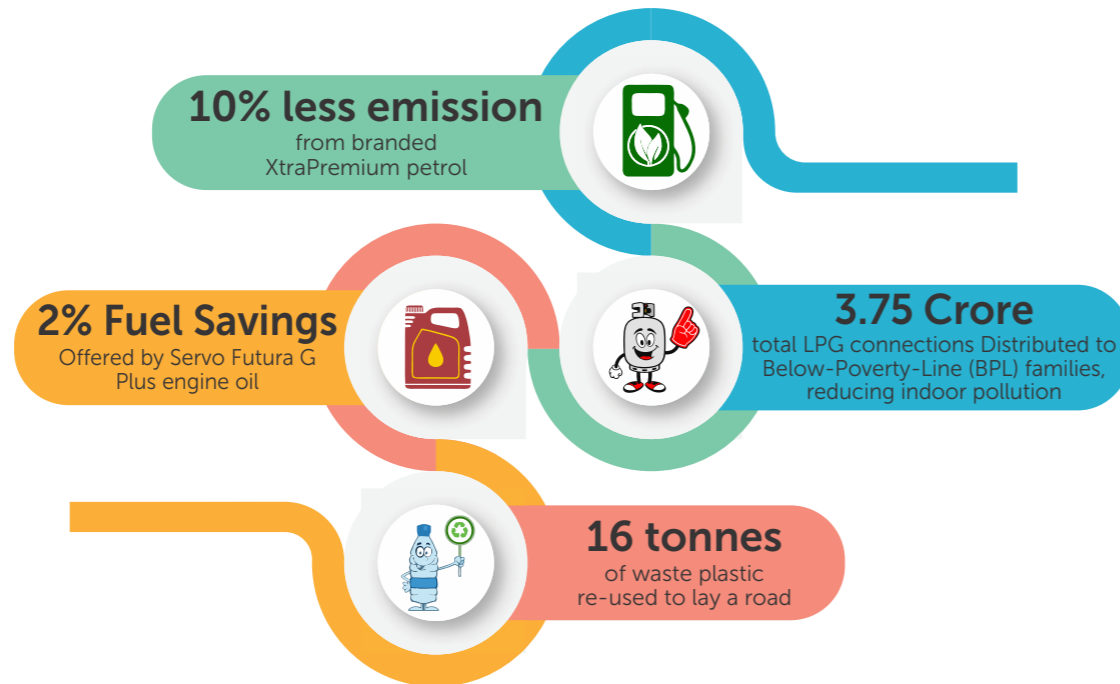
IndianOil believes material efficiency in the production improves its economic and business Competitiveness besides reducing the environment impacts. IndianOil aims to ensure material & resource efficiency in its operations, efficient utilization of raw materials, recycling of materials at different phases of operations and reducing the overall waste footprint. IndianOil is conscious of the fact that its operations are highly dependent on imported raw materials and hence,

various initiatives have been undertaken for optimum utilization of resources, considering the ever increasing demand and consumption and our dependence on natural resources.

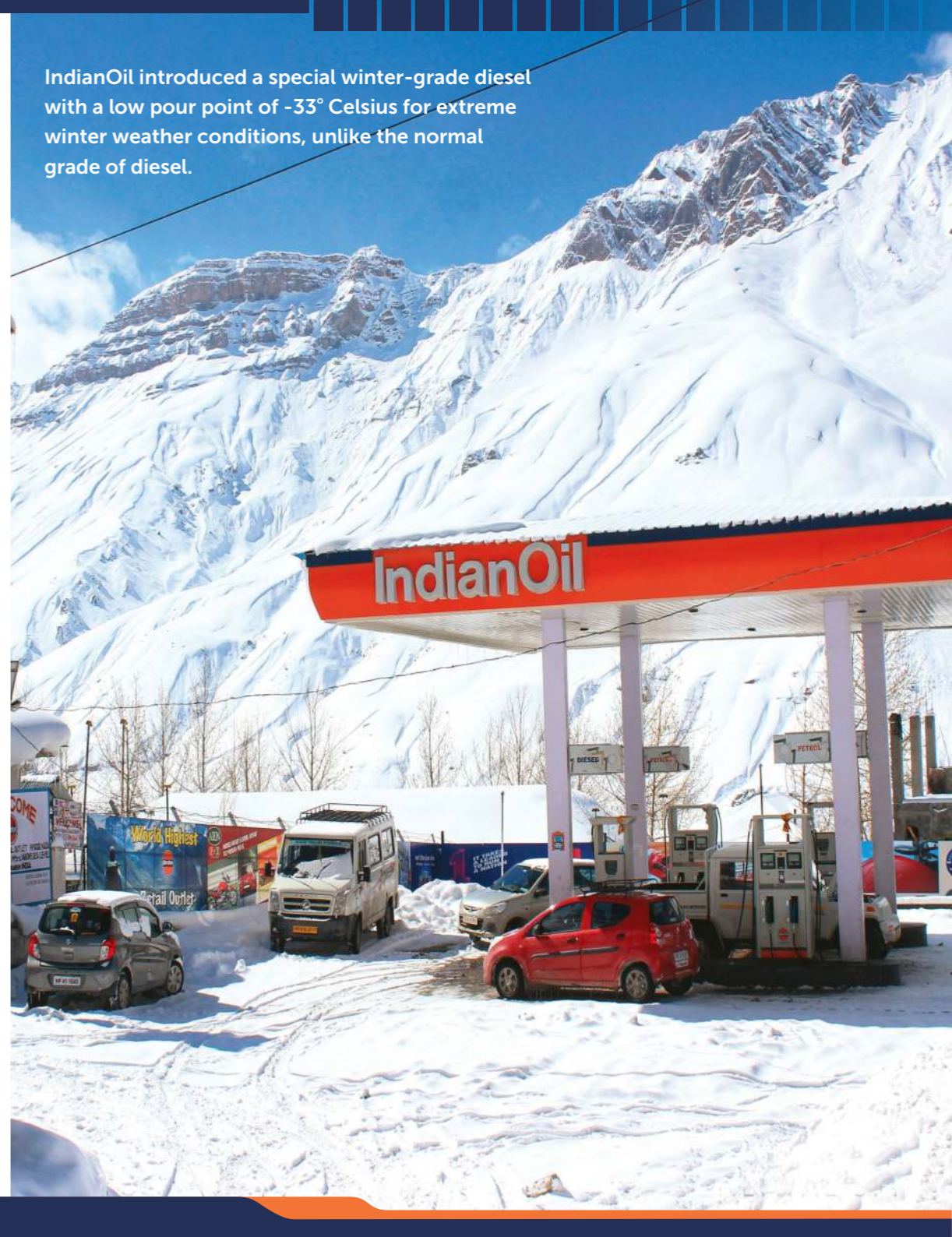
Raw material consumption and waste generation across the value chain is tracked to avoid any leakage and utilize the input material efficiently. IndianOil aims to ensure material and resource efficiency in its operations through state of art technologies, efficient utilization of raw materials, recycling of

materials at different phases of operations and reducing the overall waste generation.

IndianOil is exploring opportunities to bring plastic neutrality by way of scaling recycling waste plastics and reuse of the non-recyclable plastics into value added products. IndianOil is a part of the Petroleum Conservation Research Association (PCRA) under the MoP&NG, which undertakes various advertising and awareness campaigns to promote sustainable consumption behaviour.



IndianOil introduced a special winter-grade diesel with a low pour point of -33° Celsius for extreme winter weather conditions, unlike the normal grade of diesel.





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IndianOil does not sell any banned or disputed products. All the commercial

### Product Labelling

IndianOil ensures that product specifications are made available to the consumer and highest standard of Quality Control & safety procedures are followed whilst marketing the products.

- Information on product and service offerings are provided on Company's website.
- Awareness exercises / trainings for customers / bulk product

products of IndianOil follow Bureau of Indian Standards (BIS)

consumers on safety and efficient use of products.

- Safety labels, warning signs for hazardous material, product information provided to the end user. Safe handling methods including Dos & Don'ts are sent along with every Cryo Container.
- All commercial products of IndianOil follow Bureau of Indian Standards (BIS) guidelines for product

guidelines for product information and labeling.

information, safety and labelling. All Lubricant product labels comply with Legal Meteorology requirement and displaying the product information.

- For petrochemical products, release certificate is given by independent laboratory for each lot. The Certificate of Quality is provided to customer.



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## Digital Initiatives

### Cloud Computing

IndianOil is using cloud computing components as SaaS platform for Chatbots and Mobile services notifications.



e-learning platform e-Swadhyay is in cloud under SaaS Model.



e-Fuelling solution for aircrafts with SAP Cloud software has been done successfully.



Web based cloud Video Conferencing solutions are being used extensively for virtual meetings.



### Project ePIC (Electronic Portal for IndianOil Customers), Secondary Distributor Mgmt System and CRM Initiative.

ePIC a major Digital initiative taken up by IndianOil to establish an IT/Digital platform for devising and executing Customer Relationship and Distributor/Dealer Management strategies and processes, leveraging latest technological innovations that enable us to deliver the best possible customer experience. It envisages

creating a 360° degree view of our customers, integration and standardization of marketing efforts across lines of business, better handling of customer service requests including grievances and presenting a unified customer experience across multiple access channels such as mobile phones, tablets and desktop.

### Project Unnayan – Enterprise Content Management System

In a paradigm shift towards business process transformation within the organization, Indian Oil embarked on a journey called "Project Unnayan" to implement 'Enterprise Content Management System'. The project aims at implementing paperless office across the organization. This is a paperless office initiative across the organization. The system hosts modules like Collaboration, Document Management System (DMS), File & Notesheet e-approval & Business Workflow Automation.

### INTELLI-GREEN LPG PLANT

Intelli-green SMART LPG Plant is one where packed & bulk truck operation is fully automated from its entry to exit from the Plant. A centralized automated system takes care of all the core operations, thus enabling manpower to focus only on the critical maintenance and safety-related support and engaging qualitatively with customers. All the transaction in SAP are fully automated with minimal user intervention.





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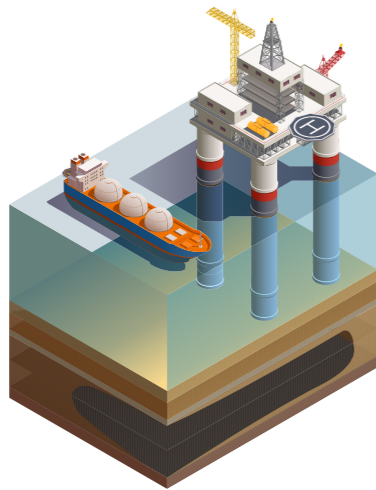
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## Adopting Operational Excellence & Accuracy through RFID Technology



IOCL has implemented Warehouse Management, Yard Management and Truck Movement monitoring system inside the warehouse and yard for managing the inventory and delivery process of petrochemical products at Panipat Terminal. Products are put in the plastic bags using bagging machines and stored in the various locations inside the warehouse called Bins and as per the delivery orders received, products are moved to the loading Bays for loading. For this, SAP-SCM based Extended Warehouse Management System (EWMS) & NET based Yard Automation System (YAS) (In-house developed Customized Solution) has been selected as solution for the same. In this entire process – categorized into inbound and outbound processes –to implement RFID enabled tracking system at Paradip Terminal for easy and accurate identification/movement of the Polymer Products.

### Salient Features:

- RFID Enabled Tracking of Pallets
- Easy Identification of Polymer Products
- System Generated Pallet Movement Reports
- Error and Success Transaction Logs
- Enablement of RFID Forklift for Inbound and Outbound Operations
- Web MIS for Reporting and Planning

## GIS patrolling application



GIS based interactive maps of Pipelines with its assets and point of interest (PoI) has been mapped. The application allows to know route from a particular location to Pipeline assets (like RCPs, valve etc.) using Navigator tool. Ability to mark buffer area and view nearby Hospitals/ Fire Station/ Police stations in case of emergencies using Disaster management tool. Ability to know weather conditions.

## Digital IndianOil during Covid 19

As the world fights the Covid-19 pandemic, IndianOil using the digital technology is functioning seamlessly to maintain the supply line of essential fuels, with minimal disruptions.

**LPG:** IndianOil has put in place for convenient modes of refill booking from home, like SMS-IVRS, WhatsApp, digital payment websites and online refill booking through mobile apps for the benefit of its LPG customers. Every day, about 25 lakh customers are able to book LPG refills from the comfort of their homes and take delivery at their doorsteps.

**Data Centre:** Considering the criticality of maintaining fuel supplies, especially LPG for households and petrol & diesel for emergency/essential/exempted services, from a countrywide network, IndianOil is running all its data centres on a 24x7 basis with 100% uptime for all business-critical applications, including SAP ERP software.

**Retail Automation:** An integrated retail automation system is enabling real-time monitoring and data transfer to and from the Corporation's 24,500+ automated fuel stations.

**Channel Partners:** The Corporation's tailor-made apps for its channel partners, vendors and service providers to track details of their indents, sales and balances online, another dedicated portal allows bulk customers to view their offtake details on a real-time basis.

**Supply Locations:** IndianOil's critical locations, which continue to operate during the lockdown, are able to cope well as 'smart terminals' have adopted advanced automation technology to operate with skeletal staff. Tank-truck crews pick up product loads from these terminals are equipped with smart cards that permit self-service, right from a pre-timed entry to exit.

**Office at Home:** IndianOil employees in non-critical administrative offices have been working from home, providing backend support to the frontline teams manning the critical locations.

**Web-conferencing:** Web-conferencing has enabled IndianOil to stimulate office scenarios that require group discussion and collective decision-making. Right from Company Board meetings to senior management interactions with employee groups, field officers, resellers, petrol pump attendants & delivery boys, and farewells for retiring staff, are gone digital through multiple tools.

**Bill Processing & Documentation:** An Enterprise Content Management System has enable the corporation to achieve a paperless office has proved to be invaluable in this crisis time. It hosts modules like collaboration, document management, e-approvals & business workflow automation, obviating the need for physical movement of files.

**Medical Consultation:** App was developed for employees and their families seeking tele-consultation with doctors on the Corporation's panels





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## Digitilization



### E-PMS

#### Performance Assessment

An online system is there to cover all employees under one performance management system or e-PMS. The system maps the performance, potential and competency of employees, based on target achievement and overall employee growth. Assignments and promotions are based on e-PMS ratings. Incentives are provided to whole-time directors and employees that are linked with performance.

#### Award recognising IndianOil's digitalisation efforts

IndianOil was recognised as one of the top 10 digitally empowered PSUs of the country at the 17th Infotech Forum organised by VAR INDIA,

India's frontline IT magazine. Some of the major efforts being transition to SAP HANA technology, using VSAT technology for connecting over

26,000 retail outlets on a real-time basis, besides various customer, supply chain and in-house systems digitalisation efforts.

## Swadhyaya: e-Learning

IndianOil has created a Technical Competency Framework (TCF) outlining the innate qualities and broad competencies required to do fulfil one's job responsibilities. The TCF lays the foundation of a technology-aided e-learning platform Swadhyaya. Launched in September 2019, the portal provides access to employees from anywhere, anytime and on any device to develop their understanding and competency on any subject matter relevant to IndianOil.

With the entire content developed in-house by subject matter experts, Swadhyaya currently has about 475 modules covering about 70 business functions, and more content is being added. The popularity of the e-portal can be gauged from that fact that over 18,000 IndianOil employees as active users have completed over 2 lakh+ e-modules till 31<sup>st</sup> March 2020.



# Employees Wellbeing



- IndianOil was felicitated as the Best Performer in Maharatna category for promotion of SC/ST entrepreneurs by the Ministry of Micro, Small and Medium Enterprises, Govt. of India
- Global HR Excellence Award-2019 at the World HRD Congress, Mumbai
- First prize in the coveted 'ISTD National Training Awards for Innovative Training Practices'
- FIPI HR Management Company of the Year Award

## Material Issues addressed

- Employment Practices
- Labour Management
- Workforce diversity
- Human Rights





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# Employees Wellbeing

IndianOil has an incredible heritage of over six decades of devoted service to the nation and as it prepares for its future endeavours, it has to commit itself to be an inclusive organisation that is not only efficient and profitmaking but also a humane face with a heart. The core values of "Care,

Innovation, Passion, and Trust" reinforces its continued commitment towards its human resource which is its biggest asset. The Corporation provides an unparalleled platform for serving the nation while providing challenges, opportunities, job security, work-life balance,

professional growth and personal development. This is reflected in the attitude of its 32,998 employees and the extended family of distributors / dealers/ contract labour and staff who strongly believe in "Pehle Indian, Phir Oil".

## Employee Growth

IndianOil's employee focus is to foster a culture of inclusiveness, participation and innovation supporting employee growth and contribution. With global energy business experiencing various transformations owing to growing concerns on climate change, health & safety, energy transition, inequalities and resource conservation, IndianOil is undertaking efforts to develop its technologies, processes and people to grow, adapt and excel in these times. The company has placed

thrust on simplification of processes through digitization, employee engagement & development and upgradation of existing systems to enable and empower the employees. IndianOil is steering its efforts towards becoming a valuable 'learning organisation' which values skilling, reskilling and upskilling its employees. The company provides opportunity for access to world-class technologies, training, stakeholder connect and a global outlook at all levels.

### Major initiatives in 2019-20

Benchmarking and improving Company's HR processes

Structured technology-aided e-Learning platform for employees

Women Leadership Development Program

Employee Health & Safety



**In recognition of the Company's standout HR practices, IndianOil was ranked 29<sup>th</sup> on the list of 'India's Best Companies To Work For' in 2019.**

## Employee Value Proposition (EVP)

An Employee Value Proposition (EVP) is the unique set of benefits which employees receive in return for skills, capabilities and experience they bring to a company. While addressing the basic question "why should I work for you", it enables a firm to position itself as employer of choice and thus,

attract best talent besides providing a reason to the existing employees for working with an organisation. It forms the cornerstone of employer branding, which as a concept, has not seen much progress in India. Very few Indian companies have developed an EVP – Tata, Godrej to name a few.

## Equal Opportunity & Inclusiveness



IndianOil is a fair employer and promotes human rights, workforce diversity and inclusivity. The company does not engage in direct or indirect discrimination in recruitment promotion, salary benefits, training and post-retirement

benefits based on caste, religion, disability, gender, age, race, colour, marital status, etc, and has a well laid out "Equal Opportunity Policy". Strong policies and processes are maintained to keep the work environment

free from any harassment based on above considerations. The salary paid to employees also complies with the Minimum Wages Act and fulfils all norms as prescribed by the Government of India

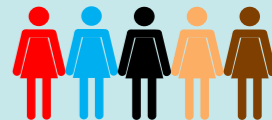
## Promoting Women

IndianOil remains one of the largest employers of women in the Public Sector companies of India, with nearly 8.7% of the workforce being women.

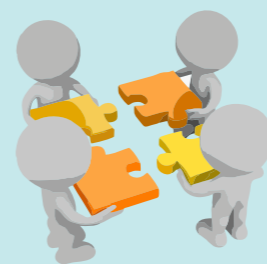
Women employees are provided many opportunities and dedicated programs to further career growth and personal development. IndianOil launched the Aarohi initiative with an aim of developing

all-round leadership qualities of a selected group of women leaders from middle management level. Twenty women employees completed the first batch of graduates from the program last year. Women safety at workplace is given utmost importance through implementation of various policies and procedures. Regular

awareness and trainings on self-defense is provided to women employees, to increase self-resilience. Various welfare measures are extended to make the work environment suitable for working mothers.



## Encouraging weaker sections/differently-abled individuals at work



IndianOil complies with the Presidential Directives and Guidelines issued by the Government of India regarding reservation in services for SC/ST/OBC/PwD (Persons with Disabilities)/Ex-

servicemen/Economically Weaker Sections (EWSs) to promote inclusive growth. Rosters are maintained as per the directives and are regularly inspected by the Liaison Officer(s) of the Company as well as the Liaison Officer of the Government of India to ensure proper compliance. Grievance/Complaint Registers are also maintained at Division/Region/Unit level for registering grievances from OBC/SC/ST employees and efforts are made to promptly

dispose of the representations/ grievances received. The recruitment policies encourage inclusion of weaker sections or marginalized communities & differentlyabled individuals. Various general & special trainings are undertaken to improve inclusiveness of these employees and improve their overall performance. There is reservation for differently-abled, war widows, etc. is provided during allocation of LPG distributorships, KSKs or rural retail dealerships.





- Equal Opportunity & Inclusiveness
- Human Rights
- Training & Development
- Employee Engagement

## Human Rights

Human Rights is a commitment by the company to its people. IndianOil has maintained strict to the ten principles of United Nations Global Compact. The company's installations are monitored and reviewed periodically to ensure human rights compliance and a robust grievance redressal mechanism, accessible to all employees, has been put in place.

IndianOil, being the principal employer, ensures that proper adherence to the provisions of EPF & MP Act, 1952/ESI Act 1948 covering social security aspects like PF, ESI etc is maintained for all contract labours. Abiding by the prevalent government guidelines, IndianOil ensures that regular and fair remuneration is paid to the employees and contractors. During the year, the ratio of organization's highest paid individual to the median annual total compensation stood at 8:1.

All the vendors and suppliers are also made to submit a written declaration stating that no party has engaged child labour at his/her facilities and any industry deploying child labour is discouraged from doing so. No form of forced or compulsory labour is supported by IndianOil. There is a Zero Tolerance Policy towards workplace sexual harassment and a stringent policy in this regard has been implemented across all locations and installations. All reported cases of sexual harassment are inquired into by a Complaint Committee. If proved, a disciplinary action is taken in accordance with the Conduct, Discipline and Appeal Rules (CDA Rules) against the delinquent employee(s)

All statutory provisions and policy guidelines are followed strictly, without any discrimination while providing welfare facilities for employees' health, efficiency, financial wellbeing, employment, social status, growth, remuneration or development, satisfaction etc. Explicit terms and conditions are laid down in the General Conditions of Contract (GCC), with instructions to comply with human rights aspects including separate toilets, washing places for men and women, compulsory canteen facilities and medical services for all workers, which are binding on all the vendors and suppliers listed with IndianOil. IndianOil does not support any form of forced or compulsory labour and discourages any industry from doing so.



### Right to Collective Bargaining

The company upholds collective bargaining as an important pillar of its Industrial Relations philosophy. Collective bargaining allows management and the Unions to sit across and reach solutions that are win-win for employees / workers and the company. Overall there are 25 recognized unions representing nonexecutive employees and one common Officers' Association for executives. Around 95% of total workforce of IndianOil (executives and nonexecutives) are members of the recognized unions and officers' association and thus are covered by collective bargaining agreements.

The culture of participation has taken roots in the form of various committees such as Works Committee, Safety Committee, Canteen Committee, Grievance Committee, House Allotment Committee, Township Welfare Committee, Recreation Clubs, Consumer Co-operative Societies, Employees' Provident Fund Trust and Superannuation Benefit Fund Trust wherein employees' representatives are actively involved.

By serving a notice period of 21 days, IndianOil reserves the right to propose a change in the condition of service applicable to the workmen, in any matter.

During the year, no incidents of human rights violations were reported. No incidents involving rights of indigenous people and discriminated practices or significant disputes involving local communities and indigenous people were reported during the year 2019- 20. No instances of forced, compulsory or bonded labour were reported during the year. No violation of Child Labour (Prohibition and Regulation) Amendment Act, 2016 has been reported and the minimum age limit of 18 years for permanent and contract labour was maintained. No financial and/or inkind political contributions were made directly or indirectly by the organization to any country, recipient or beneficiary.

## Training & Development

IndianOil offers good exposure to latest technologies and training facilities to its employees, professional as well as personal security in terms of a secured job, defined career progression, good benefit policies, etc.

### Employee Recruitment and Development

IndianOil is a vibrant learning organization promoting a culture of cross-learning and up-skilling. The company recruits talented individuals from top educational institutions of the country based on their capability and competency. To boost their motivation, engagement and loyalty as well as to enhance agility & adaptability in the decision-making process, various unique interventions are being initiated, such as BEST (Budding Executive Search for Talent), Young Officers' Conclave, Youth Day celebrations, etc.

To prepare the employees for the changing demands of the industry, IndianOil places high importance on competency building through training, job-rotation and rewarding & incentivising performance.

IndianOil has introduced a structured technology-aided e-Learning platform catering to the functional learning and development needs of employees. The company also sponsors its employees for higher education and skilling trainings. The Company partners with premier technical and management institutes in the country like IITs, IIMs, MDI, RGIPT, etc for conducting research work and also to formulate courses, seminars, etc for upgrading the skills and knowledge of its executives.



# 39 years

Average age of  
IOCians

### YuvaUrja

With a clear mission to engage the millennials of the organisation, a platform named "YuvaUrja" was conceptualized and now has become a reality. This platform aspires to align the young brigade of IndianOil towards the Corporation's vision and mission through plethora of events and activities that would also ignite the creative side of the young IOCians and may lead to solutions of various challenges faced from time to time.





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### Career Growth & Transition

Career growth opportunities are based on the individual's performance and contribution to the common goal of sustained growth. Job rotation and inter-location transfers throughout the country facilitate planned development of careers and broaden outlook. Most of IndianOil's top executives have grown from within - a testimony to the unlimited opportunities for growth available to the meritorious. IndianOil believes in taking care of its present as well as superannuated employees. Various programs / trainings are held on retirement, psychological aspects of retirement, investment and tax planning, post-retirement benefits and health related issues for senior management and employees nearing retirement.



The "eCARE" portal will ensure administration of the Corporation's Rehabilitation scheme for the family of a deceased employee in a uniform & timely manner.

The "Superannuation portal" acts as an employee friendly tool that facilitates employees before superannuation in filling & submitting all superannuation related forms such as PF, Gratuity, Post Retirement Medical Benefit etc. in an efficient and convenient manner through the

### Employee Wellbeing

IndianOil periodically undertakes holistic employee wellbeing initiatives which include their intellectual, emotional, physical and spiritual dimensions. Employees' emotional quotient and mental health is

given more importance as their happiness and satisfaction is a precursor to better productivity at work.

### Employee Health & Safety

IndianOil deals with hazardous processes / products, and keeping employees safe and healthy remains a company priority. IndianOil has issued various policies / guidelines, undertaken awareness generation & regular mock drills, issued protective gears, conducted regular health check-ups and deployed state-of-the-art technology & processes to minimize threats to human health and safety.

#### Taking care of our extended family

IndianOil's extended family of dealers, distributors, pump attendants, delivery boys, housekeeping staff, drivers amongst others who comprise of more than 3 lakh people. The company ensures suitable welfare measures are made available to these people including healthcare schemes, development / safety trainings, fulfilment of labour rights etc.

### Employee Engagement

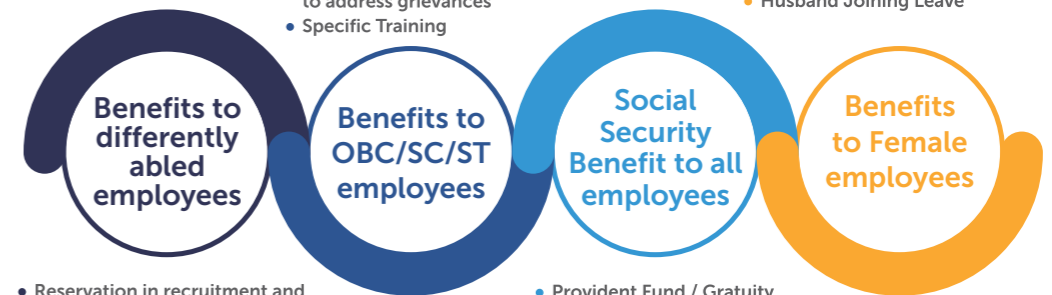
IndianOil values employee opinions and encourages them to learn from each other regardless of their background and believes in bringing those diversities into the workplace to broaden experiences and knowledge. The company has a rewarding and open suggestion scheme that invites employee participation to recommend areas of improvement. IndianOil organizes off-job interaction and cultural gettogethers like sports events, yoga sessions, cultural events and other national / corporate events across the year. Periodic employee satisfaction surveys are taken for improving HR practices.



A lecture series by eminent speakers across industries, businesses and knowledge domains was introduced under the initiative "Vyakhyan - IndianOil LeadTalks". The objective is to keep IOCIans abreast of the emerging market trends, latest and disruptive technologies, global benchmarks and changing business scenarios. The event is broadcasted 'LIVE' across locations and has drawn wide popularity among the listeners.

### Employee Benefits

- Relaxation in Recruitment / Promotion
- SC/ST cell, Complaint Register to address grievances
- Specific Training
- Maternity Benefit (180 days leave)
- Child Care Benefits (upto 2 years leave without pay)
- Husband Joining Leave



- Reservation in recruitment and Promotions
- Conveyance allowance, medical equipment special training
- Provision of Barrier free access
- Preference in terms of Posting
- Provident Fund / Gratuity
- Insurance
- Compensation on Death
- Superannuation Benefit
- Post-retirement Medical Benefit



# Corporate Governance



- IndianOil earned the 'Vigilance Excellence Award' of the Central Vigilance Commission for its outstanding vigilance awareness initiatives.
- IndianOil was adjudged first amongst PSUs in the 3rd Innovative Practices Awards-2019 for Sustainable Development Goals (SDGs) by United Nations Global Compact Network India

## Material Issues addressed

- Supply Chain Management
- Geo-Political Risks
- Cyber Security
- Compliance
- Regulatory & Legal Challenges





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- Managing Risks
- Digital Transformation

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# Corporate Governance

## Business Ethics

Giving paramount importance to "Trust", IndianOil believes that the bond between internal and external stakeholders is of immense value towards translating the blueprint of growth into enduring accomplishments. Good Corporate Governance practices are the key to ethical & efficient business conduct and to maximize value for stakeholders. IndianOil ensures strict adherence to good Corporate Governance at all levels to ensure high levels of transparency, integrity and accountability in business.

IndianOil constantly endeavours to inculcate ethical behaviour at all levels in the organization in order to make it an essential part of the work culture. **"Care, Innovation, Passion and Trust"** are the company's "Core Values", which are the guiding philosophies for all its transactions and activities.

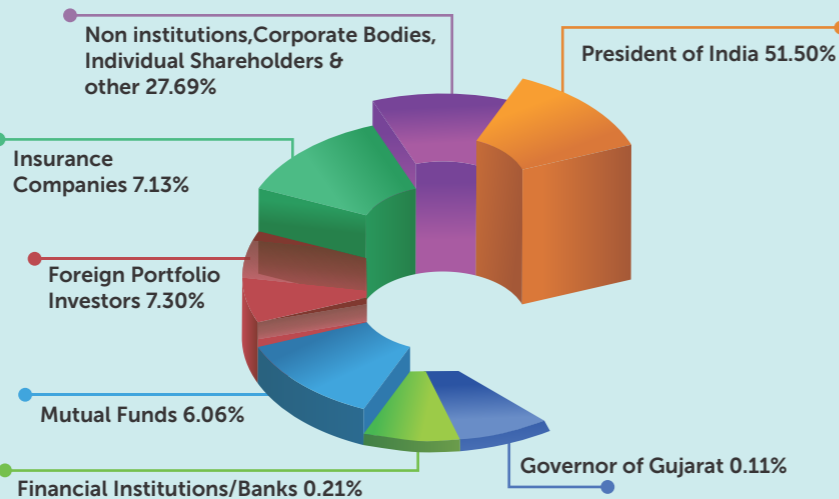
## Transparency, Fairness & Accountability

Being a listed central public sector enterprise, IndianOil is required to maintain high levels of transparency & accountability and share its performances on these fronts with the stakeholders. In an effort to enhance transparency, fairness and competitiveness at all working levels, IndianOil has adopted and implemented the Integrity Pact (IP) Program, e-tendering for procurement of goods and services, RTI (Right to Information), Citizen's Charter and Vigilance setup. All relevant guidelines and product related information are available on corporate website.

IndianOil does not enter into or support anti-competitive behaviour and is guided by various Government policies in this regard. Conscious efforts are made to ensure that predatory or discriminatory marketing and advertising practices are not followed by the company. Compliance with marketing communication norms is regularly monitored at the unit, division and corporate levels of the company. IndianOil has in-built mechanisms to resolve stakeholder complaints on anti-competitive behaviour. As on end of FY 2019-20, 3 cases on anti-competitive behaviour were pending on IndianOil.

All IndianOil's installations comply with the provisions of Corporate Laws, Guidelines and Rules, as mandated by MoP&NG. The company also complies with all the statutory requirements of SEBI and Finance Ministry with regards to its financial dealings and disclosures. Financial dealings and disclosures.

### Shareholding Pattern





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## Corporate Governance



### Board of Directors

IndianOil is the largest Central Public Sector Enterprises (CPSE) and works under the aegis of the Ministry of Petroleum and Natural Gas (MoP&NG). The IndianOil Board, comprising of multifaceted individuals with varied backgrounds, forms the apex body and are appointed / nominated by the Government. The Board is headed by the Chairman, who is appointed by the Government, as per the provisions of the policy for CPSE's. Non-Executive Directors are selected on merit basis and come from diverse backgrounds viz., academics, administration, energy, government and public sector, law, marketing, etc. The Board of Directors oversee the overall functioning of the company, policy formulation and set strategic goals to achieve the vision and mission of the company.

The strength of the Board of IndianOil was 18 Directors as on 31<sup>st</sup> March 2020, comprising of 8 Executive Directors (including Chairman) and 2 Non-Executive Government Nominee Director and 8 Independent Directors. Women representation on the Board was 11.11%. Mandatory disclosures regarding the positions held by each of the Directors in other companies or committees have been made in the Annual Report.

Remuneration for Directors is fixed as per the DPE's Guidelines for Central Public Sector Enterprises. However, the performance related pay and other perquisites, for Directors, are approved by the Nomination and Remuneration Committee of the

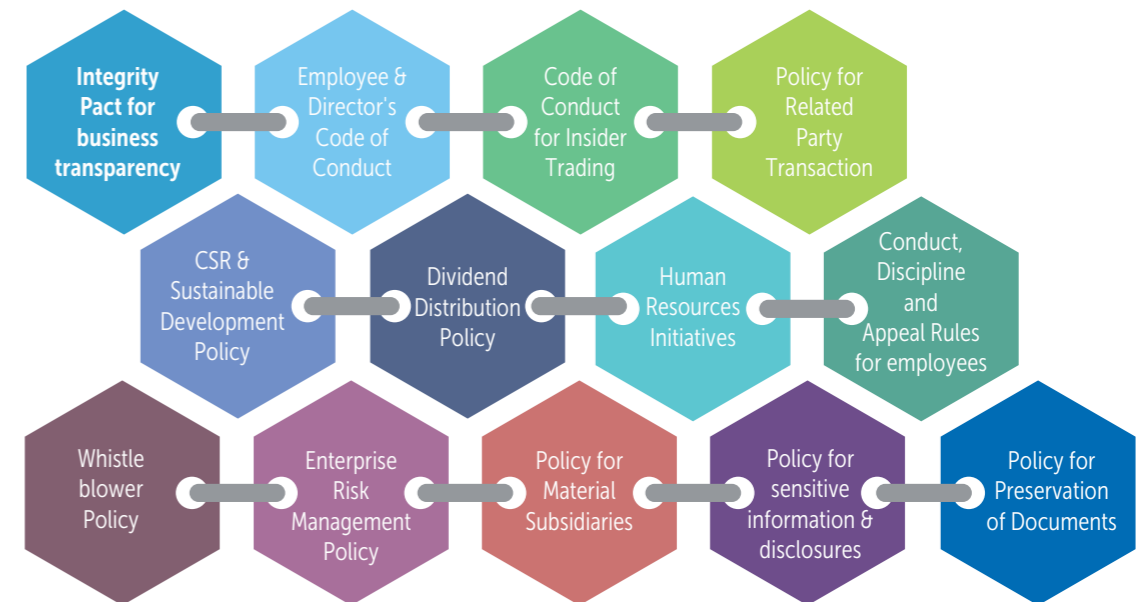
Board. As per the terms and conditions laid down by the Government of India, the Whole-time Functional Directors have to provide a 3-month notice or salary in lieu of release from service.

The newly appointed Independent Directors of the Company are familiarised with the various aspects of the Company like Constitution, Vision & Mission Statement, core activities, Board procedures, strategic directions, etc., by way of a detailed presentation. Periodic meetings are held to appraise the Board and Committee on company initiatives and performance. The Directors are also nominated for training programmes / seminars.

### Governance Policy Framework

A well-defined policy framework and strong structural set up is key to effective implementation of corporate governance initiatives. IndianOil's policies have been formulated after detailed deliberations amongst the

concerned stakeholders. The policies are reviewed from time to time to cater to the emerging and new business paradigms.





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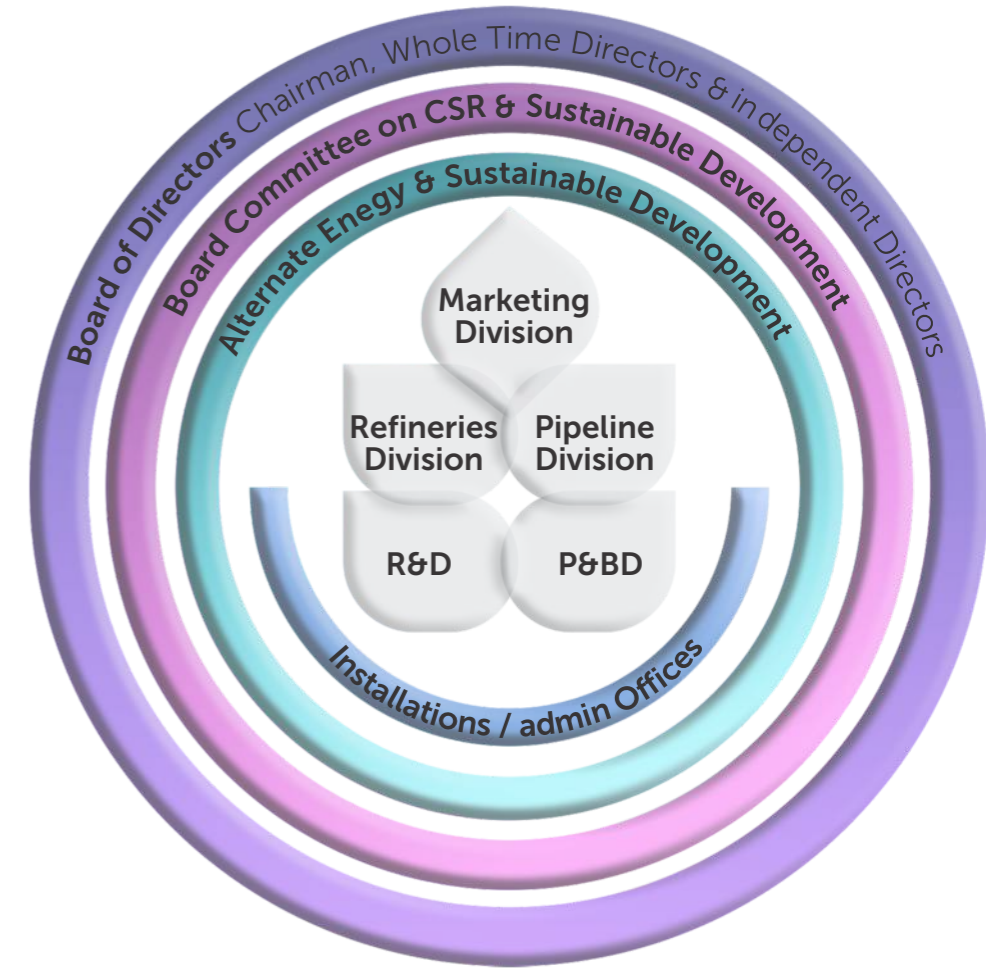
### Board Committees

The powers of the Board are conferred upon the Board Committees which ensure efficient and smooth flow of the decision-making process. These Board Committees constitute of full-time & independent directors.

 <p><b>Audit Committee</b> Examines, decides and deals with issues relating to Ethics in the Corporation.</p>	 <p><b>Planning and Project Committee</b> Considers and approves all Project Proposals above Rs.100 Crore and upto Rs. 250 Crore.</p>	 <p><b>Corporate Social Responsibility and Sustainable Development Committee</b> Recommends, monitors and administers activities under Sustainability and CSR Policy and oversees its performance / implementation.</p>	
 <p><b>Nomination and Remuneration Committee</b> a. Approves certain prerequisites for whole-time Directors and below Board level Executives as well as approves the Performance Related Pa (PRP) with respect to the Executives of the Corporation as per the DPE guidelines. b. Creates and sanctions posts as well as considers and approves motions to Senior Management Personnel.</p>	 <p><b>Shareholders Relationship Committee</b> Examines and redresses the grievances of shareholders, investors and approves issuance of share certificates.</p>	 <p><b>Project Evaluation Committee</b> Appraises projects costing Rs. 250 Crore and above before the Projects are submitted to the Board for approval.</p>	
 <p><b>De-leasing of Immovable Properties Committee</b> Considers de-leasing of company leased Flats/ accommodation/ immovable properties</p>	 <p><b>Marketing Strategies Committee</b> Evolves the strategies, policies, guidelines and takes decisions on all matters relating to marketing activities including a revival of dealerships/ distributorships.</p>	 <p><b>Spot LNG Purchase Committee</b> a. Approves execution of Master Sales &amp; Purchase Agreement (MSPA) with suppliers on bilateral basis b. Approves deviation to standard MSPA c. Reviews and approves LNG price formula/gas pricing/SPA terms d. Approves bids for purchase of LNG e. Accepts offer on single tender basis from domestic R-LNG suppliers.</p>	
 <p><b>LNG Sourcing Committee</b> Reviews the terms and conditions of LNG Sales &amp; Purchase Agreement and recommend the same to the Board for approval for purchase of LNG on long-term basis.</p>	 <p><b>Dispute Settlement Committee</b> Examines and gives recommendations on the settlement proposals having financial implication of more than Rs. 25 Crore for approval of the Board as per the Conciliation Policy of IndianOil.</p>	 <p><b>Risk Management Committee</b> Quarterly reviews the Risk Management Process involving risk assessment.</p>	 <p><b>Contracts Committee</b> Approves contracts beyond certain limit as provided in the Delegation of Authority of the corporation.</p>

### Embedding Sustainability in IndianOil

IndianOil has formed a Board Committee on Corporate Social Responsibility and Sustainable Development (CSR&SD) at the apex level, which guides and monitors the initiatives related to Sustainability & CSR. The 'Alternate Energy & Sustainable Development' Group, formed at the corporate level, under Planning & Business Development vertical, implements action plans to address the environmental issues viz. climate change, global warming, etc.





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Code of Conduct



IndianOil has defined Code of Conduct for its Board of Directors, Senior Management and all employees. The Company's code of conduct requires officers to act with professionalism, utmost care, skill, diligence, honesty, good faith and integrity as well as high moral and ethical standards. All business dealings need to be undertaken with fairness and transparency.

To guide employee conduct and ensure transparency and accountability within the Company, IndianOil has implemented the Conduct, Discipline and Appeal (CDA) Rules and Whistle Blower Policy. The codes that govern the actions of IndianOil's representatives in all business dealings.

Anti-Corruption

IndianOil works actively to remove corruption, bribery and malpractices in all its forms. 100% of units / installations are analysed for corruption and related risks. The anti-corruption guidelines are reviewed and revised as per policy guidelines issued by the Government. The anti-corruption measures cover the Company as well as its business partners.



IndianOil organizes awareness programmes to improve employees understanding on the Central Vigilance Commission (CVC) rules/ guidelines. Studies are undertaken to bring out systemic inconsistencies and irregularities and removing them, making the whole structure robust. The latest policies are accessible on intranet/ the CVC website.

Grievance Redressal Mechanism



IndianOil has a robust structured grievance redressal mechanism in place to address employees and other stakeholders' grievances. A Grievance / Complaint Record are also maintained for registering grievances/ representation. These grievances are considered for resolution.

The mechanism instituted for redressal of grievance against any product or service offering of IndianOil is provided in the company's corporate website.

Ensuring Supply Chain Accountability

IndianOil continuously encourages its dealer / contract labour / supplier network, to ensure better transparency and adherence to national / state / international laws and compliances. Through active policy interventions, the company is able to encourage energy efficiency, safety, digitisation and greening initiatives in its dealer network.



Public Policy Participation



IndianOil actively propagates public welfare with an aim to bring about a positive change in governance and compliant behaviour among key stakeholders such as employees, customers and business partners.

The company undertakes deliberations and suggestions with government regarding implementation of its various missions & programs in the sector. The company also engages with governments, regulators and legislators in the development of policies related to business including fuel improvements and supply, energy transition and technology improvements, tax payment, employment issues, operational & personnel safety, among others. IndianOil is also actively involved with the various Committees formed by the Government of India and other professional bodies, both national and international, for advancement or improvement of public good by contributing to Economic Reforms, Sustainable Business Principles, Energy Security, Inclusive Development Policies and other industry-related issues. In addition, IndianOil participates in national and international industry and policy making fora to discuss emerging challenges and trends on sustainability.

Right to Information Act (RTI)

As per the guidelines laid down in the Right to Information Act (RTI), 2005, a robust feedback mechanism has been

enforced through which shareholders and stakeholders can attempt to seek information on various issues. An RTI manual has also been uploaded on the website detailing the process to file an RTI.



United Nations Global Compact (UNGC)



IndianOil, being a signatory member of UNGC since 2001, adheres to all the UNGC principles on Human Rights, Labour, Environment and Anti-Corruption and reports its performance on the same.

Business Responsibility Report (BRR)

IndianOil also discloses its performance on 9 principles of business responsibility as part of a Business Responsibility Report shared with the company's Annual Report, as per SEBI's Guidelines.



Carbon Disclosure Project (CDP)



IndianOil has been disclosing its environmental performance to carbon Disclosure project since 2012.

IndianOil is making disclosures under climate change module of CDP in which it discloses information regarding energy and emissions





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## Managing Risks

The risk governance structure at IndianOil is aligned to leading practices and regulatory guidelines. In its endeavour to attain sustainable growth, the Corporation constantly scans its external and internal business environment. The Corporation recognizes that risk is an integral component of business and is committed to managing the risk in a proactive and effective manner.

### Identified Risks

- Economic Risks arising from international oil and product market fluctuations
- Competition Risks arising from new competitors in existing businesses and from new businesses such alternative energy
- Operational Risks such as pilferages, labour unrest
- Financial Risks such as exchange rate fluctuation, and exposure to borrowings, recovery of dues
- Security and Fraud Risks such as data leakage and physical security risks
- Reputational Risks such as brand value risk
- Compliance Risks such as tax disputes and litigation, Government policies / PNGRB decisions impacting profitability & business
- In addition to these, with COVID-19 in background, the Pandemic Risk is being acknowledged to carry far-reaching economic, health, safety and supply chain risk.

## Structured Approach

The enterprise risk management framework at IndianOil is spearheaded by a Risk Management Committee of the Board that ensures that the risk management activities are undertaken as per the policy. Risk Owners of all divisions/ departments identify and assess the risks in their respective area/ units and report it to Risk Management Compliance Board (RMCB), which comprises of senior executives across divisions. The RMCB evaluates risks reported and provides enterprise-wide view to of the risks to the Board Sub-Committee on Risk Management.





# Performance Summary

## PERFORMANCE AT A GLANCE

Financial Performance	2017-18	2018-19	2019-20
Revenue from Operations (Rs. Crore)	506,428	605,932	566,950
EBITDA (Rs. Crore)	43,114	36,952	22,356
Profit Before Tax (Rs. Crore)	32,364	25,127	-3,694
Profit After Tax (Rs. Crore)	21,346	16,894	1,313
Borrowings (Rs. Crore)	58,030	86,359	116,545

### Figures in Million Tonnes (MMT)

Operational / Sales Performance	2017-18	2018-19	2019-20
Refinery Throughput	69	71.82	69.42
Pipelines Throughput	85.68	88.53	85.35
Petroleum Products Sold	77.13	79.45	78.54
Petrochemical Sales	2.28	2.55	2.22
Natural Gas (Domestic Sales excluding own cons.)	1.9	2.46	3.32
Explosives Sales	0.18	0.18	0.21
Exports	7.27	5.24	5.41

Oil & Gas Infrastructure	2017-18	2018-19	2019-20
No. of Refineries	9	9	9
Pipeline Length (in km)	13,391	14,231	14,670
No. of retail outlets, incl. KSKs (nos.)	27,089	27,702	29,085

R&D	2017-18	2018-19	2019-20
Active Patents (nos.)	611	794	929
R&D Expenditure (in Rs. Crore)	311	437	428

## ENERGY CONSUMPTION

(all energy consumption figures are reported in Trillion BTU)

Fuel / Energy use, loss & related data	2018-19	2019-20
Total energy consumption incl. refineries, petrochemical plants, marketing & pipelines data) (Trillion BTU)	272.46	271.04
Energy Consumption - Refineries (Trillion BTU)	225.63	225.74
Direct Energy Consumption (Trillion BTU)	224.71	223.96
Indirect Energy Consumption (Trillion BTU)	0.93	1.78
Total Energy Consumption - Petrochemical Plants (Trillion BTU)	42.46	40.96
Specific Energy Consumption (MBN)*	71	71.9
Energy Intensity Index*	97.9	99.6
Fuel & Loss (%)*	8.57	8.87

\*Data pertains to Refineries only

ENCON Projects*	2017-18	2018-19	2019-20
Annual energy savings potential of ENCON projects implemented during the year (SRFT)	105,344	82,078	71,422
Estimated savings from ENCON Projects (in Rs. Cr)	149.4	135.3	161.8

\*Data pertains to Refineries & Petrochemical plants only

	2017 - 18	2018 - 19	2019 - 20
No. of LED lights installed during the year	1,80,671	89,271	1,51,699
Cumulative number of LED lights replaced	3,34,849	4,55,000	6,06,000



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## GHG EMISSION

Figures in Million Tonnes of Carbon Di-Oxide Equivalent (MMTCO<sub>2e</sub>)

Emission from Operations	2018-19	2019-20
Total GHG Emission (incl. Refinery, Petrochemical, Pipelines, Marketing & other operations)	19.43	19.54
GHG Emission from Refineries & Petrochemicals plants	18.74	18.84
<b>SCOPE-1 or DIRECT EMISSIONS (i.e. emission from direct fuel consumption at locations)</b>		
Total Direct Emissions (incl. Refinery, Petrochemical, Pipelines, Marketing & other operations)		18.95
Direct Emission: Refinery & Petrochemical Plants		18.77
Stationary Emissions		17.29
Flaring/Venting Emissions (incl. CH <sub>4</sub> emissions)		1.29
Mobile Emissions		0.006
Nitrous Oxide Emission		0.15
Fugitive Emission		0.034
<b>SCOPE-2 or ENERGY INDIRECT EMISSIONS (i.e. Emission from Purchased Electricity)</b>		
Total Energy Indirect Emissions (incl. Refinery, Petrochemical, Pipelines, Marketing & other ops)		0.59
Energy Indirect Emissions: Refinery & Petrochemical Plants		0.07
<b>SPECIFIC EMISSIONS (Figures in MMTCO<sub>2e</sub> / MT of Unit Throughput)</b>		
Refineries	0.229	0.235
Pipelines	0.0051	0.0049

## EMISSION MITIGATION

Renewable Energy (RE)	2017-18	2018-19	2019-20
Installed capacity - Wind Power (in MW)	167.6	167.6	167.6
Installed capacity - Solar Power (in MW)	34.0	48.6	58.6
RE installed capacity (in MW)	202.0	216.0	226.0
Total renewable energy generation (in GWh)	337.0	388.0	393.0
RE as % of total electricity consumption	~5%	~5%	~5%
Expenditure on RE projects (in Rs. Cr)	54.22	136.00	88.19

(in MMTCO<sub>2e</sub>)

Emission Mitigation from various efforts	2017-18	2018-19	2019-20
Emission saving from Renewable Energy Projects	0.277	0.318	0.322
Annual emission saving potential of ENCON projects implemented during the year	0.33	0.26	0.23
Emission saved: Switching from refinery internal fuels to Natural Gas	0.69	1.09	1.18
Emission saved: Pipeline transport replacing rail transport of crude and product*	1.44	1.52	1.45
Emission sequestered from trees planted	0.04	0.04	0.044
Emission saved from LED lighting replacement	0.01	0.02	0.03

\*Change in 2018-19 figure owing to a change in overall methodology, i.e. instead of using generic emission factors, using country-specific emission factor for rail emissions (i.e. as per 12th Five Year Plan Vol.-II)

Other efforts contributing to emission reduction	2017-18	2018-19	2019-20
No. of retail outlets solarised	9,140	14,173	16,678
Capacity of renewable energy installed in retail outlets (in MW)	38	77	92
Cumulative no. of events made carbon neutral	107	119	141

## HEALTH & SAFETY

Safety Parameters	2017 - 18	2018 - 19	2019 - 20
Fatal Accidents (nos.)	13	12	4
Fatalities (nos.)	18	14	4
Major accidents (other than major fire), in nos.	13	12	5
N ear miss (nos.)	84,474	90,501	87,741
Mandays lost (man - days)	474	97	179
No. of loss time accidents	5	4	5
Major Fire incidents (nos.)	5	2	1
Minor Fire incidents (nos.)	23	20	12
Lost Time Injury Frequency Rate (%)*	0.088	0.059	0.018
Total Recordable Injury Rate (%)*	0.088	0.059	0.018
Tier - I Safety Events (nos.)	6	7	2
Tier - II Safety Events (nos.)	3	7	10
No. of spills related incidents (nos.)	Nil	Nil	Nil
N o. of pipeline pilferage incidents (nos.)	44	60	53
Pilferage loss (kl)	108	492	1,091

Health Parameters	2017 - 18	2018 - 19	2019 - 20
Occupational Disease cases (nos.)	Nil	Nil	Nil
Number of workers involved in occupational activities having High incidence or risk of specific diseases	Nil	Nil	Nil
Operations covered to deal with health & safety exigencies in collaboration with works councils, occupational health and safety committees and other employee representation bodies (%)	100%	100%	100%

Training: Health, Safety & Security	2017 - 18	2018 - 19	2019 - 20
Number of people trained	2,27,895	2,14,558	2,26,243
Total training manhours (man- hours)	7,06,501	14,10,261	9,33,358
Number of Central Industrial Security Force (CISF) underwent training		3,336	3,837
Number of Director General of Resettlement (DGR) underwent training		7,057	7,963
Number of IndianOil security officers who underwent trainings		36	31

## SOCIAL UPLIFTMENT

Contribution to Nation Building	2017 - 18	2018 - 19	2019 - 20
Contribution to National Exchequer (Rs Crore)	1,90,670	1,93,422	1,82,067
CSR Expenditure (Rs Crore)	331	491	543
LPG connections provided under PMUY (cumulative nos. in crore)	1.66	3.34	3.75
Purchase from MSMEs (% of total purchases*)	24.09%	29.07%	27.51%

\*(excluding the procurement of crude oil, petroleum products & natural gas)

Achievement on major CSR projects	2017 - 18	2018 - 19	2019 - 20
Vidushi scheme (No of girls enrolled)	NA	56	113
SDI, Bhubaneswar (cumulative no. of youth skilled)	528	810	1590
Sports Scholarship scheme (No of sportsperson benefitted)	111	103	177
Nursing School, Assam (Cumulative no. of students completing course)	410	410	440

	2017 - 18	2018 - 19	2019 - 20
Digboi Hospital (no. of non - employee patients treated during FY)	14,669	8,683	7,838
Mathura Hospital (Patient treated during FY)	57,752	56,437	63,129
Arogyam (no of patient footfalls)	NA	90,000	3,11,409
Assisting Divyangjans (No of people benefitted )	902	20,000	13,000

	2017 - 18	2018 - 19	2019 - 20
Swachh Iconic Place	1	2	3
Pond Rejuvenation - No. of ponds rejuvenated	NA	NA	37
Lungs of City - Cumulative trees planted	NA	NA	80,000+
Sanitation improvement No. of toilets constructed in FY	941	1,866	632

\*NA implies initiative not active during the FY





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## WORKING RESPONSIBLY

Figures in billion litres or million cu. m.

Water Footprint	2017-18	2018-19	2019-20
Water footprint - Total for IndianOil incl. freshwater & treated wastewater consumption in refineries, petrochemical plants, pipeline, marketing & other ops	147.8	146.9	139.7
<b>FRESHWATER SOURCED</b>			
Total Freshwater Sourced	109.11	106.74	105.05
Freshwater Sourced: Refinery & Petrochemical Plants	99.45	99.51	98.52
Surface water sourced	85.06	84.24	85.17
Groundwater Sourced	14.36	15.26	13.18
Other sources of water	0.03	0.01	0.16
<b>FRESHWATER CONSUMPTION</b>			
Total freshwater consumption (incl. Refinery, Petrochemical, Pipelines, Marketing & other ops)	109.1	106.7	98.2
Freshwater Consumption: Refinery & Petrochemical Plants	99.4	99.5	91.7
<b>WASTEWATER RELATED DETAILS*</b>			
Quantity of wastewater generated	43.76	45.17	47.63
Quantity of wastewater recycled back into operation	38.74	40.15	41.35
Wastewater recycled (%)	88.51%	88.89%	86.83%
<b>SPECIFIC WATER FOOTPRINT</b>			
<b>(Figures in kilo-litres / MT of Unit Throughput)</b>			
Specific freshwater footprint - Refineries (kl freshwater/ MT crude th'put)	1.24	1.17	1.12
Specific total water footprint (freshwater + recycled wastewater) Refineries (kl total water consumed / MT crude th'put)	1.79	1.73	1.72

\*Data pertains to refineries and petrochemical plants

Rainwater Harvesting	2017-18	2018-19	2019-20
Cumulative no. of rainwater harvesting systems	561	608	683
Quantity of rainwater harvested (billion litres)	3.26	3.21	3.75

Biodiversity: Tree Plantation	2017-18	2018-19	2019-20
Trees planted during the year (in '000 nos.)	122.34	210	196

Air Quality	2017 - 18	2018 - 19	2019 - 20
Ozone Depleting Substances (Tonnes)	1	0.96	NIL
Flared hydrocarbons (Tonnes)	1,13,239	1,08,806	99,847
NO <sub>x</sub> Emissions (Tonnes)	14,223	16,560	15,878
SO <sub>x</sub> Emissions (Tonnes)	32,282	35,211	29,723
Particulate Matter (Tonnes)	4,873	7,459	3,025

Data pertains to refineries & petrochemical plants

### Waste Management (Tonnes)

Hazardous Waste - Recycled / Responsibly Disposed	2017-18	2018-19	2019-20
Spent Catalyst	14,176	18,098	9,047
Oil Sludge*	55,756	49,906	41,814
Oil Slop	351,314	355,724	321,240
Biomedical Waste	12.01	7.51	10.96

\*Includes ETP sludge data

Non-Hazardous Waste - Recycled / Responsibly Disposed	2017-18	2018-19	2019-20
Waste paper	130	137	204
Organic waste	338	400	1,053
Ferrous Scrap	8,597	7,807	552,188
Non-Ferrous Scrap	474	2,157	13,708

Environment Compliance	2017 - 18	2018 - 19	2019 - 20
Percentage operations with environmental impact assessments carried out and ongoing monitoring	100%	100%	100%
Operations covered to deal with health exigencies in collaboration with works councils, occupational health and safety committees and other employee representation bodies (%)	100%	100%	100%
No. of pending cases w.r.t. environmental issues	NIL	6	13

Environment Expenditure	2017 - 18	2018 - 19	2019 - 20
Environment Expenditure (in Rs. Cr.)	112	125	203



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## PRODUCT RESPONSIBILITY

Material Consumption	2017 - 18	2018 - 19	2019 - 20
Crude Oil Processed (MMT)	69.00	71.82	69.42
Ethanol procured ('000 KL)	412	820	758
Ethanol blending achieved (%)	2.67%	5.3%	4.44%
Bio-diesel blending achieved (%)	0.05%	0.08	0.10
Lubricant Base Oil ('000 MMT)	421	419	488
Lubricant Additives ('000 MT)	39	50	53

Fuel Consumption	2017 - 18	2018 - 19	2019 - 20
Liquid fuel (FO/Naphtha/Diesel) (MMT)	1.56	1.56	1.45
Fuel gas/LDO/HSD (MMT)	3.0	2.94	2.91
Coke (MMT)	0.54	0.55	0.54
Natural Gas (MMT)	0.66	1.05	1.14

Packaging Material Consumption	2017-18	2018-19	2019-20
<b>LUBES</b>			
Metal Containers ('000 MT)	13.18	13.99	16.09
Plastic containers ('000 MT)	9.19	9.95	6.15
Corrugated boxes ('000 MT)	2.72	3.02	3.22
<b>PETROCHEMICALS</b>			
Plastic Bags (MT)	6,505	6,952	7,690
<b>LPG</b>			
Cylinders Bottled ('000,000 Nos.)	725.09	772.97	1,160.37

Customer Safety	2018-19	2019-20
Y-o-Y reduction in domestic LPG accident related incidents (%)	28	13
Y-o-Y reduction in domestic LPG accident related fatalities (%)	18	42

## EMPLOYEE WELLBEING

Manpower Data	2017-18	2018-19	2019-20
Total Employees	33,157	33,498	32,998
Male Employees	30,387	30,629	30,127
Female Employees	2,770	2,869	2,871
<b>EMPLOYEES BY AGE-GROUP</b>			
<30 years	7,433	8,260	8,221
30-50 years	13,903	15,111	14,182
>50 years	11,821	10,127	10,595
<b>EMPLOYEES BY CATEGORY</b>			
SC	5,791	5,815	5,669
ST	2,613	2,666	2,638
OBC	6,224	6,872	7,258
General	18,529	18,145	17,433
Differently-abled	610	695	706
Total employees recruited	1,844	2,227	1,321
Male Employees recruited	1,681	2,015	1,201
Female Employees recruited	163	212	120
Employee superannuating from service (nos.)	1,380	1,460	1,349
Employees leaving on other grounds (nos.)	314	257	267

Training Data	2017-18	2018-19	2019-20
Employee Training (man-days)	131,693	123,754	115,394
Average man-days of training received by each officer	6.8	6.85	5.9
Average man-days of training received by each staff	2.19	1.57	1.61
<b>COVERAGE OF SKILL UPGRADATION TRAINING</b>			
Male Employees	67.50%	73.90%	70.80%
Female Employees	89.20%	75.40%	74.40%
Permanent Employees with disability	32.00%	62.70%	63.90%
Casual / Temporary / Contractual Employees / Contract Labour	98.20%	79.00%	84.90%
<b>TRAINING TO EMPLOYEES WHO SUPERANNUATED IN 2019-20</b>			
Total employees covered	735	1,101	771
Man-hours of training provided	4,355	6,993	11,499





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Employee Benefits	2017-18	2018-19	2019-20
No. of employees that took maternity leave in FY	54	60	58
No. of employees who returned to work after maternity leave ended during the FY	41	36	33
No. of employees who returned to work after maternity leave ended and who were still employed 12 months after their return to work (as on 31st March)	41	36	20

Human Rights	2017-18	2018-19	2019-20
Percentage of employees covered under collective bargaining	~48%	~47%	~46%

Child / Forced Labour	2017-18	2018-19	2019-20
Complaints received during the year (nos.)	Nil	Nil	Nil
Complaints pending as on end of Financial Year (nos.)	Nil	Nil	Nil

Discriminatory Employment	2017-18	2018-19	2019-20
Complaints received during the year (nos.)	Nil	Nil	Nil
Complaints pending as on end of Financial Year (nos.)	Nil	Nil	Nil

Sexual Harassment	2017-18	2018-19	2019-20
Complaints received during the year (nos.)	1	6	6
Complaints pending as on end of Financial Year (nos.)	3	5	6
Gender awareness workshops conducted during the year (nos.)	65	62	45

Other Human Rights	2017-18	2018-19	2019-20
Incidents of human rights violations (nos.)	Nil	Nil	Nil
Incidents involving rights of indigenous people (nos.)	Nil	Nil	Nil
Incidents of discriminated practices (nos.)	Nil	Nil	Nil
Incidents of significant disputes involving local communities and indigenous people (nos.)	Nil	Nil	Nil

## CORPORATE GOVERNANCE

Governance Data	2017-18	2018-19	2019-20
Number of Board Members (nos.)	18	17	18
Chairman, Whole-Time & Executive Directors (nos.)	7	8	8
Independent Directors (incl. Govt. Nominees) (nos.)	11	9	10
Female representation in Board (%)	5.55%	5.55%	11.11%
Number of Board Meetings held	13	12	11

Business Ethics	2017-18	2018-19	2019-20
Number of cases pending before the Courts pertaining to anti-competitive behaviour	3	4	3
Number of disciplinary matters related to vigilance cases disposed during FY	57	48	53
Number of disciplinary matters related to vigilance cases pending	35	46	21
Number of vigilance awareness programme conducted	94	78	81
Number of employees attending vigilance awareness programme (rounded to next hundred)	2,300	2,000	2,500





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## Abbreviations

AE&SD - Alternate Energy & Sustainable Development  
 AFS - Aviation Fuel Station  
 ALIMCO - Artificial Limbs Manufacturing Corporation  
 AR/VR - Augmented reality and virtual reality  
 ASI - Archaeological Survey of India  
 ATF - Aviation Turbine Fuel  
 B2B - Business-to-Business  
 B2C - Business-to-Consumer  
 BIS - Bureau of Indian Standards  
 BNHS - Bombay Natural History Society  
 BPC - Bharat Petroleum Corporation limited  
 BPL - Below Poverty Line  
 BSIV/VI - Bharat Stage IV / VI  
 CAGR - Compound Annual Growth Rate  
 CBG- Compressed Biogas  
 CCI - Competition Commission of India  
 CCUS - Carbon Capture, Utilization, and Storage  
 CDA rules - Conduct, Discipline and Appeal Rules  
 CGD- City Gas Distribution  
 CISF - Central Industrial Security Force  
 CNG- Compressed Natural Gas  
 CPCB/SPCB - Central Pollution Control Board/ State Pollution Control Board  
 CPSE - Central Public Sector Enterprises  
 CRO - Customer Relationship Officers  
 CSR - Corporate social responsibility  
 CSR&SD - Corporate Social Responsibility and Sustainable Development  
 CVC - Central Vigilance Commission  
 DAF - Dissolved Air Floatation  
 DGR - Directorate General of Resettlement  
 DME - Dimethyl Ether  
 DPE - Department of Public enterprises  
 E & P - Exploration and Production  
 Eco Parks - Ecological Parks  
 EII - Energy Intensity Index

e-PMS - Performance Management System  
 ENCON - Energy Conservation  
 ERDMP - Emergency Response & Disaster Management Plan  
 ETP - Effluent Treatment Plants  
 FO - Fuel Oil  
 GAs- Geographical Areas  
 GCC - General Conditions of Contract  
 GGL - Green Gas Ltd.  
 GHG - Greenhouse Gases  
 GRI - Global Reporting Initiatives  
 GWh - Gigawatt hour  
 H-CNG - Hydrogen CNG  
 HAZOP - hazard and operability study  
 HR - Human Resources  
 HSD - High Speed Diesel  
 HSE - Health, Safety and Environment  
 ICT - Institute of Chemical Technology  
 IIT - Indian Institutes of Technology  
 IOAGPL - IndianOil-Adani Gas Pvt. Ltd.  
 IOCL - Indian Oil Corporation Limited  
 IOF - Indian Oil Foundation  
 IP - Integrity Pact  
 ISO - International Organization for Standardization  
 kl - Kilo litre  
 km - Kilo Meter  
 KSK - Kisan Seva Kendra  
 KW - Kilowatt  
 KWh - Kilowatt Hour  
 kWp - KiloWattpeak  
 LDO - Light Diesel Oil  
 LEDs - Light-emitting diodes  
 LNG - Liquefied Natural Gas  
 LPG - Liquefied Petroleum Gas  
 MARPOL - International Convention for the Prevention of Pollution from Ships

MBN - Specific energy consumption in Million British Thermal Unit per Thousand barrels per Energy Factor  
 MMBTU - Metric Million British Thermal Unit  
 MMSCM - Million Metric Standard Cubic Meters  
 MMT - Million metric tons  
 MMTPA - Million metric tons Per Annum  
 MMTCO2e - Million Metric Tonne of Carbon Dioxide Equivalent  
 MMU - Mobile Medical Units  
 MoP&NG - Ministry Of Petroleum and Natural Gas  
 MSE - Micro-Small Enterprises  
 MSME Micro, Small and Medium Enterprises  
 MT - Metric Tonne  
 MW - Mega Watt  
 MWP - MegaWattpeak  
 NCF - National Culture Fund  
 NCR- National Capital Region  
 NCT- National Capital Territory  
 NCU - Naphtha Cracker Unit/Petrochemical plant  
 NDC - Nationally Determined Contributions  
 NGOs- Non-Governmental Organisation  
 NIT - National Institutes of Technology  
 NOS-DCP - National Oil Spill Disaster Contingency Plan  
 NOx - Nitrogen oxides  
 OBC - Other Backward Class  
 OGSS - Oil and Gas Sector Supplement  
 OHC - Occupational Health Centres  
 OHSMS/OHSAS - Occupational Health and Safety Management System/Occupational Health and Safety Assessment System  
 OISD - Oil Industry Safety Directorate  
 OMC - Oil Marketing Company  
 ORM - Online Reputation Management  
 PAT- Profit After Tax  
 PAT scheme - Perform, Achieve & Trade scheme  
 PCRA - Petroleum Conservation Research Association  
 POL - Petroleum-Oil-Lubricants

PM - Particulate matter  
 PMUY - Pradhan Mantri Ujjwala Yojana  
 PH- Physically Handicapped  
 PNG - Piped Natural Gas  
 PNGRB - Petroleum & Natural Gas Regulatory Board  
 PPE - Personal Protective Equipment  
 PPMC - Panipat Petrochemical Marketing Complex  
 PV - Photovoltaic  
 QRA - Quantitative Risk Analysis  
 R&D - Research and Development  
 RMCB - Risk Management and Compliance Board  
 RO - Retail Outlets  
 RTI - Right To Information  
 SATAT - Sustainable Alternative Towards Affordable Transportation  
 SBM - Single Buoy Mooring  
 SC- Scheduled Caste  
 SCADA - supervisory control and data acquisition  
 SCC - Special Conditions of Contract  
 SDGs - Sustainable Development Goals  
 SDI-B - Skill Development Institute at Bhubaneswar  
 SEBI - Securities and Exchange Board of India  
 SOPs- Standard Operating Procedures  
 SOx - Sulphur Oxides  
 SRFT - Standard Refinery Fuel in Tonnes  
 ST - Scheduled Tribe  
 STP - Sewage Treatment Plant  
 tCO2e - Tonne of Carbon Dioxide Equivalent  
 TLM - Total Lubrication Management  
 TMTCO2e - Thousand Metric Tonne of Carbon Dioxide Equivalent  
 TPI - Tilted Plate Interceptor  
 TPM - Total Productive Maintenance  
 TT - Tank Truck  
 UNGC - United Nations Global Compact  
 WIPS - Forum for Women In Public Sector

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Sustainable Development Initiatives/ Policies/Sustainability Report	<a href="https://www.iocl.com/sustainability/home.aspx">https://www.iocl.com/sustainability/home.aspx</a>
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e-Tendering for procurement of Goods and Services	<a href="https://iocletenders.gov.in/nicgep/app">https://iocletenders.gov.in/nicgep/app</a>
RTI (Right to Information)	<a href="https://iocl.com/Talktous/right-to-information.aspx">https://iocl.com/Talktous/right-to-information.aspx</a>
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Corporate Office : 3079/3, Sadiq Nagar,  
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