



IndianOil

# *Sustainability Report* 2017-18



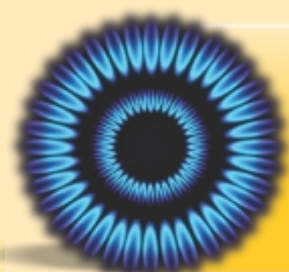


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# TRUST that's fuelling India's growth



ENERGISING THE FLAME OF LIFE



FUELLING THE HEARTBEAT OF AGRICULTURE



TURNING THE GEARS OF GROWTH



STEERING THE WHEELS OF CHANGE

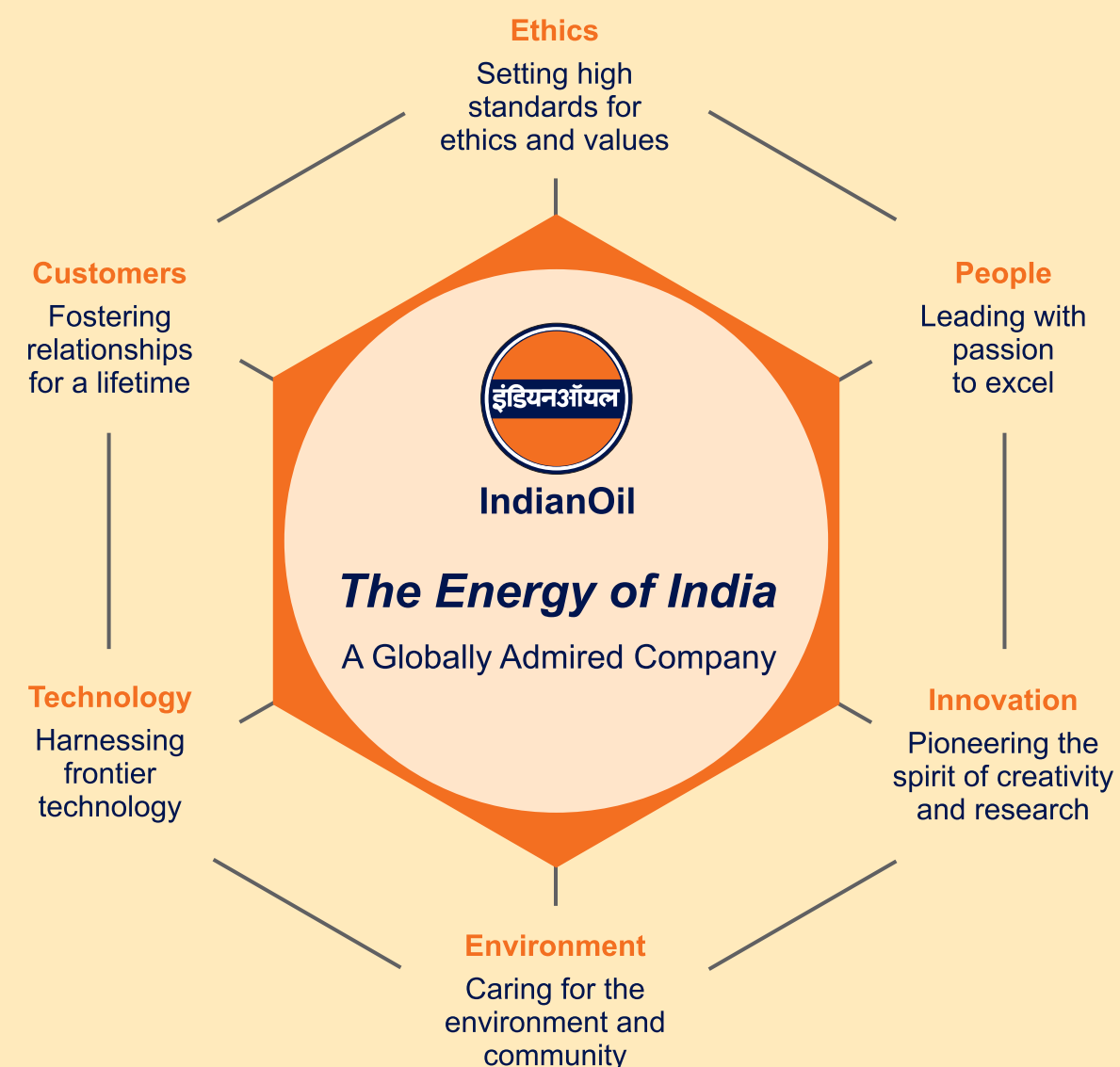


POWERING THE WINGS  
OF CONNECTIVITY



2018  
YEAR OF TRUST

## VISION



## VALUES

Care • Innovation • Passion • Trust



## About IndianOil

IndianOil is the largest commercial enterprise of India and the top ranked Indian company in Fortune 'Global 500' list. The corporation is ranked 137<sup>th</sup> in the Fortune 'Global 500' listings for 2018. IndianOil, with its 33,157 strong team is taking the lead to meet India's energy demands efficiently and effectively, since last five decades, and an enterprise that fulfils India's energy demand for inclusive development.

IndianOil's business interests extend across the entire hydrocarbon value chain – from exploration & production, refining, pipeline transportation to marketing of petroleum and petrochemical products besides foraying into alternate energy. IndianOil is headquartered in New Delhi and works relentlessly with its subsidiaries. IndianOil is pursuing diverse business interests with its 15 joint ventures with reputed business partners from India and fulfilling global aspirations through its subsidiaries in Sri Lanka, Mauritius, the UAE, Sweden, the USA, Singapore and the Netherlands. The corporation has also opened new overseas offices in Yangon, Myanmar and Dhaka, Bangladesh towards expanding marketing of finished petroleum products, Petrochemicals, Lubricants etc. in the neighbouring countries as well as development of infrastructure.

**With its ubiquitous presence across diverse topographies – deserts, mountains, plains, islands- IndianOil is committed to serve the nation and partake in holistic growth for all strata.**

IndianOil witnessed an exceptional performance during 2017-18 with the highest turnover of ₹5,06,428 Crore, record net profit of ₹21,346 Crore and became the most profitable PSU for the second year in a row. The year, 2017-18 has been a landmark year for IndianOil as it started dispensing BS VI complaint fuels in Delhi region meeting the government deadline.

As a leader in the Oil & Gas business in India, IndianOil accounts for nearly half of India's petroleum products

market share. During 2017-18, IndianOil sold 88.76 million tonnes of products (including petroleum products, gas, petrochemicals, explosives and exports). As on 31<sup>st</sup> March 2018, IndianOil has over 47,800 customer touch points, through which we reach out to all sections of society. With 80.7 Million Metric Tonnes Per Annum (MMTPA) refining capacity, IndianOil and its group companies own 33% of national refining capacity and operate 11 of India's 23 refineries. During the year, IndianOil refineries have registered a record crude throughput of 69 MMT.

With a pipeline network of 13,391 km, IndianOil owns 71% downstream sector pipelines capacity. The pipelines have registered a highest ever throughput of 85.68 MMT during the year 2017-18. IndianOil is engaged in exploration activities in 9 domestic blocks and 10 overseas blocks, with participating interest ranging from 3% to 100%. IndianOil is the second largest polymer player in the country.

IndianOil's sprawling R&D Centre at Faridabad is one of Asia's finest and plays a key role in supporting its business interests by developing economical and environment friendly products/ technology solutions. As on 31<sup>st</sup> March 2018, IndianOil holds 611 active patents. Under IndianOil's start-up programme, 11 projects were selected in 2017-18 for funding and incubation.

Having forayed into alternate energy business, IndianOil owns 202 MW of renewable energy capacity as on 31<sup>st</sup> March 2018. As a responsible corporate citizen, IndianOil undertakes a number of social welfare and community development programmes throughout the country. IndianOil spent ₹331.05 Crore on CSR initiatives. IndianOil lead the implementation of the Pradhan Mantri Ujjwala Yojana (PMUY) by releasing 1.67 Crore new LPG connections since the launch of the programme in May 2016.

**Staying true to the vision of the founding fathers of the nation, of providing accessible and affordable energy for the masses, IndianOil has channelised all its energies towards nation-building by serving people.**

**“IndianOil is a new undertaking. It is also a symbol of new and resurgent India. There is an almost unlimited field for the expansion of oil industry in India and it will need vigour and imagination to tackle the problems of fast growth in a highly specialised sector.”**

*-Lal Bahadur Shastri, former Prime Minister of India, in his message for IndianOil News Anniversary Issue, 1965 - when IndianOil was just six years young.*

IndianOil is ranked **137<sup>th</sup>** among the world's largest corporates (and first among Indian enterprises) in the prestigious Fortune 'Global 500' listing for the year 2018.

IndianOil share was included in the prestigious **Nifty50** stock index of the National Stock Exchange from 31<sup>st</sup> March 2017.



## About the Report

IndianOil is publishing its annual Sustainability Report since 2005-06. The Sustainability Report for 2017-18 is its 13<sup>th</sup> edition covering the reporting period from 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018. The previous Sustainability Report, for the year 2016-17, was published and released on 27<sup>th</sup> October 2017. The report has been prepared in accordance with the "Global Reporting Initiative (GRI) Standards: Comprehensive Option" and conforms to the Oil and Gas Sector Supplement.

Reference has also been made to align the disclosures with the nine principles of United Nations Global Compact (UNGC) and Sustainable Development Goals (SDGs).

The report details sustainability initiatives and the sustainability performance of the company with respect to 3P - People, Planet & Profit principles. This includes outlining the challenges and opportunities company faces in meeting the expectations of its stakeholders with respect to business, social, economic, environmental and climate needs.

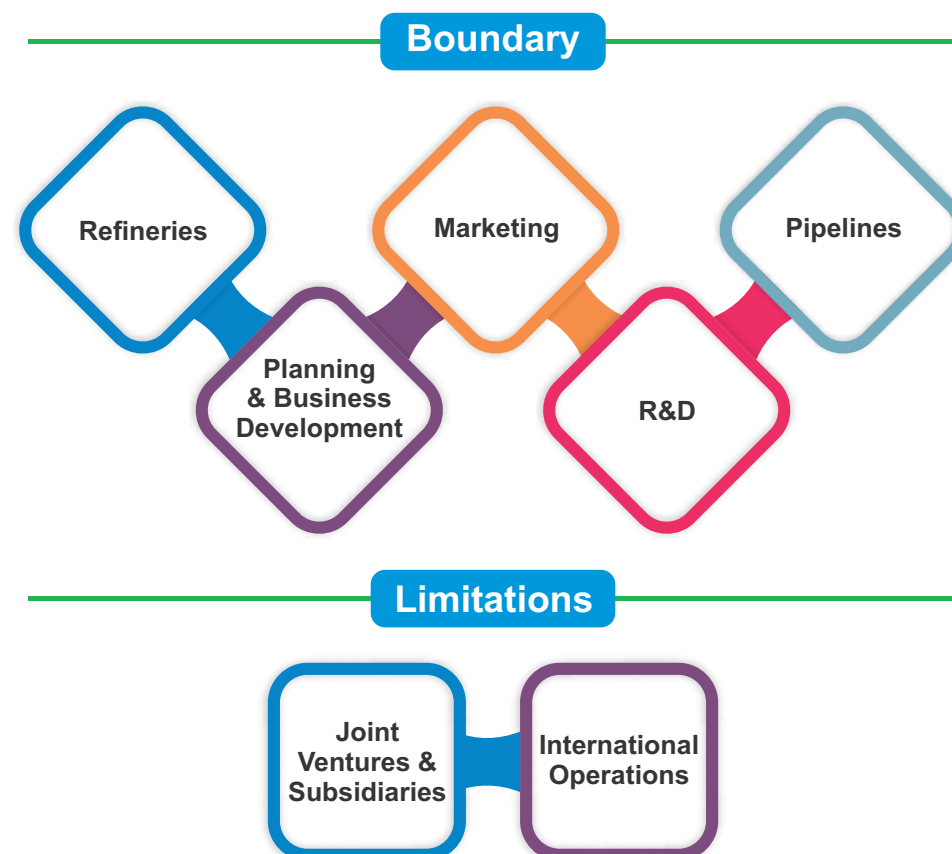
The report covers the operations of nationwide locations across the divisions viz., Refineries, Marketing, Pipelines, Planning & Business Development and R&D. Our state-

of-the-art Paradip Refinery achieved 100% capacity utilization in May 2017 and the same has been including in the current reporting period. Accordingly there has been an increase in the absolute parameters in the environmental performance. The report does not include the operation of our overseas businesses joint ventures and subsidiaries. Operations at five of the corporation's pipelines locations were closed during the year 2017-18. The Sustainability Report 2017-18 is not assured by third party. However, IndianOil management provides assurance for the data published in this report.

It shall be noted that, IndianOil has not been publishing a printed version of Sustainability Report since 2012-13 and only a 20-page summarized version of the report titled "Sustainability Highlights" is being printed for circulation to internal and external stakeholders.

This full report is available online on our corporate website and can be viewed/downloaded from the link: <https://www.iocl.com/AboutUs/sustainability.aspx>.

There are no restatements from the previous year's report.



## Chairman's Message

*Dear Stakeholders,*

Warm greetings on behalf of IndianOil.

As IndianOil comes out with the Annual Sustainability Report for the year 2017-18, focussing on "**Enduring Trust. Enabling Growth.**" I take this opportunity to share with you our journey on the path of sustainable value creation.

Sustainability Report 2017-18 delineates the Company's performance on the triple bottomline indices of People-Planet-Profit during the year, focussing on material issues and stakeholder concerns, while at the same time presenting our strategy and goals for the future.

IndianOil's business strategy supports India's commitment towards Paris Agreement with in the United Nations Framework Convention on Climate Change, or UNFCCC. For this, we are focussing on climate-friendly green fuels, renewable energy options, operational excellence, energy efficiency & conservation measures, mitigation of green house gas emissions, waste disposal, etc. We are inspired and guided in our business by the United Nations' Sustainable Development Goals, and our commitment to long-term sustainable value creation is in line with the principles of the United Nations Global Compact.

IndianOil has been fuelling the growth of the nation and its people for nearly six decades with quality fuels in a safe, affordable, reliable and sustainable manner. We have surpassed our operational performance year after year through sustained efforts, while at the same time consolidating core activities and capitalising on new and emerging opportunities. Today, we have created substantial value by offering reliable and sustainable energy solutions to over a billion people.

2017-18 was yet another successful year for IndianOil in implementing action plans for sustainable operations through longterm strategies and viable low-carbon solutions.

IndianOil's portfolio of businesses continued to grow during the year, with a record sales turnover of ₹5,06,428 crore and net profit of ₹21,346 crore. We registered the highest ever petroleum product sales of 77.13 million metric tonnes (MMT) through over 47,800 customer touch-points. About 1.3 crore new





LPG connections were released during the year; with this, the clean and convenient Indane LPG cooking gas now reaches the doorsteps of over 12 crore households.

IndianOil refineries not only registered the highest ever combined throughput of 69 MMT per annum (MMTPA) in 2017-18, with a capacity utilisation of 99.7%, but together achieved the lowest ever Fuel & Loss and Specific Energy Consumption (MBN) at 8.75% and 72.61 respectively.

The Corporation's extensive pipelines network continued its exemplary contribution in ensuring uninterrupted supply of crude oil to refineries and finished products from refineries to bulk storage terminals in the most sustainable manner, leading to substantial savings in greenhouse gas emissions as compared to alternative transportation options. The network expanded to 13,400 km, with commissioning of 543 km of new pipeline systems in 2017-18, and registered the highest ever throughput of 85.68 MMTPA.

As part of its commitment to usher in cleaner and greener fuels, IndianOil started supplying Bharat Stage-IV (BS-IV) compliant transportation fuels throughout the country from 1<sup>st</sup> April, 2017. We are undertaking wide-scale upgradation of refinery technologies and processes to deliver the much superior BS-VI emission standard fuels across the country by April 2020. In fact, we have already made available BS-VI compliant petrol and diesel at all our filling stations in Delhi, meeting the advanced timeline of the Government. For upgradation of our refineries, technologies developed in-house are being used in a big way.

To propel the country's shift to cleaner fuels, IndianOil is importing natural gas and setting up countrywide infrastructure by way of LNG import terminals, pipelines and city gas distribution networks, on its own and through joint ventures.

IndianOil firmly believes that long-term business growth is inseparably linked to responsible use of natural resources and mitigation of environmental footprints. Accordingly, we have voluntarily committed to reduce our specific carbon footprint by 18 per cent and specific water footprint by 20 per cent by the year 2020.

As part of this, we have undertaken annual carbon and water footprinting of our operations. Various sustainability measures, i.e., renewable energy generation, energy conservation projects, green buildings, conversion of fuel stations and office buildings to run on solar energy, energy audits and rainwater harvesting systems are lending a strong impetus in reducing our carbon and water footprints.

Energy conservation, led by innovative and progressive technology solutions, is one of our key sustainable development goals. Various energy conservation measures implemented across our refineries during the year have resulted in savings of 63,093 MT of Standard Refinery Fuel Tonne (SRFT). IndianOil's sustained investments in advanced technologies to improve the energy efficiency of its refineries has helped to achieve the lowest ever Energy Intensity Index (EII) of 98.5 during the year. Use of technology has also helped to reduce emissions significantly.

For IndianOil, managing water and waste across its operations is also of high priority. IndianOil reprocesses the maximum quantity of oil waste generated at its sites, and the remaining waste is disposed off using eco-friendly methods. During 2017-18, its refineries reused 89% of waste-water generated within their premises. Conservation measures helped reduce specific water consumption by 8.61 % in 2017-18 from 2012-13 level. In addition, over 560 rainwater harvesting systems set up across various units have a combined harvesting potential of 3 billion litres per annum. Further, 25 organic waste processing units are operating at various units.

The Corporation's Mathura and Gujarat refineries have begun preparations for using treated sewage water from Mathura and Vadodara cities for plant operations in place of fresh water.

IndianOil is also making steady progress in renewable energy. During 2017-18, we increased our installed capacity of renewable energy to 202 MW (7.5% growth over 2016-17). We are currently implementing many small and large-scale renewable energy projects to reduce our environmental footprint.

We have plans to operate all our 27,000-plus fuel stations by installing Solar PV systems within the next three years. By the end of 2017-18, the cumulative number of fuel stations using solar energy for daily operations has gone up to 9,140, with a combined installed capacity of about 38 MW.

IndianOil's R&D Centre is involved in advanced research & development efforts in automotive/industrial fuels, synthetic fuels, refinery process technologies & catalysts, safe disposal of oil, hydrogen fuel cells & H-CNG blends, shale oil, nano-technology, petrochemicals & polymers, multi-feed (coal, petcoke & biomass, etc.) gasification/liquefaction and gas-to-liquid technologies.

We have an ambitious plan of setting up an IndianOil Centre for Alternative and Renewable Energy 'i-CARE' to carry out advanced research in bio-energy, solar, thermal, hydrogen and gasification technology. Work towards this is already in progress.

IndianOil is setting up second generation (2G) bio-ethanol plants of 100 kilolitres per day capacity from lignocellulosic biomass like paddy straw, wheat straw, bagasse etc. Ethanol produced thus will be blended with petrol as a green and renewable alternative fuel.

With the evolving nature of road transport from hydrocarbon-based fuels to hybrids and electricity-based, work is underway to create a market for bio-CNG produced from methanol/bio-gas and also for exploring opportunities for fast-charging stations and battery replacement facilities within our fuel station network.

IndianOil is working on a new model to produce Bio-CNG from Methane and its application as a transportation fuel. For this, bio-gas produced from waste/bio-mass sources like farm residue, cattle dung, sugarcane press mud, municipal solid waste and sewage treatment plant waste would be utilised. This would also help utilise waste productively, minimise emissions and reduce pollution. MoUs have been signed with nine parties to retail Bio-CNG through the Corporation's marketing network.

We are also undertaking waste-to-fuel projects under the aegis of Swachh Bharat Abhiyan of the Government of India. Three such plants, each of 5 tonnes per day capacity, have been set up in Varanasi. The electricity produced from biogas generated by these plants is being used to power street lights in the vicinity.

Further, IndianOil has also created a Start-up Fund to support innovations in fuel efficiency, renewables, waste-to-energy, water efficiency, business process re-engineering, etc.

IndianOil has over 33,000 employees on its rolls, whose health and safety is an absolute priority for the Company. Over the past decade, we have steadily improved our safety performance with high standards in operations.

IndianOil spearheads many community welfare programmes across the country and has spent ₹331 crore during the year 2017-18 on Corporate Social Responsibility initiatives.

Besides health & sanitation and other welfare initiatives, as part of the Government's Pradhan Mantri Ujjwala Yojana (PMUY), we have released 1.67 crore LPG connections to women from below poverty line (BPL) house holds who used to meet their cooking fuel requirements through firewood, cowdung cakes, etc.

Trust is pivotal to our business because it is the basis of every human relationship, every transaction and every market. As IndianOil celebrates 2018 as the 'Year of Trust', we are confident of enhancing our triple bottomline performance in the coming years with the support and trust of our stakeholders. Hence, I earnestly look forward to taking this dialogue forward through your views and suggestions.

I request you to send your feedback to [sustainability@indianoil.in](mailto:sustainability@indianoil.in)

(Sanjiv Singh)



# Supply Chain

IndianOil is an integrated energy major and India's largest commercial enterprise. With a sales turnover of ₹5,06,428 crore and net profit of ₹21,346 crore, IndianOil has become India's most profitable PSU for second year in a row. The Corporation is the top ranked Indian company in Fortune 'Global 500' list.

Being an energy behemoth, IndianOil has presence across the hydrocarbon value chain and alternate energy sources. As a leader in the Oil & Gas business in India, it accounts for nearly half of India's petroleum products market share, 33% national refining capacity and 71% downstream sector pipelines throughput capacity.

## Global Presence

- |               |               |
|---------------|---------------|
| 1 Mauritius   | 7 Singapore   |
| 2 Sri Lanka   | 8 Canada      |
| 3 UAE         | 9 Russia      |
| 4 Sweden      | 10 Libya      |
| 5 USA         | 11 Nigeria    |
| 6 Netherlands | 12 Gabon      |
|               | 13 Venezuela  |
|               | 14 Bangladesh |
|               | 15 Myanmar    |
|               | 16 Oman       |

## Exploration & Production

To meet the growing energy demand in long term, we discover and develop oil & gas fields in India and overseas through joint ventures.

## Refining

We refine and process crude oil to produce petroleum products such as petrol, diesel, LPG, lubricants and petrochemicals, etc.

## Transportation

We transport crude and finished oil & gas products through various modes such as ship, road, rail and pipelines.

## Marketing

We deliver finished products to our customers through our 47,800+ touch points.

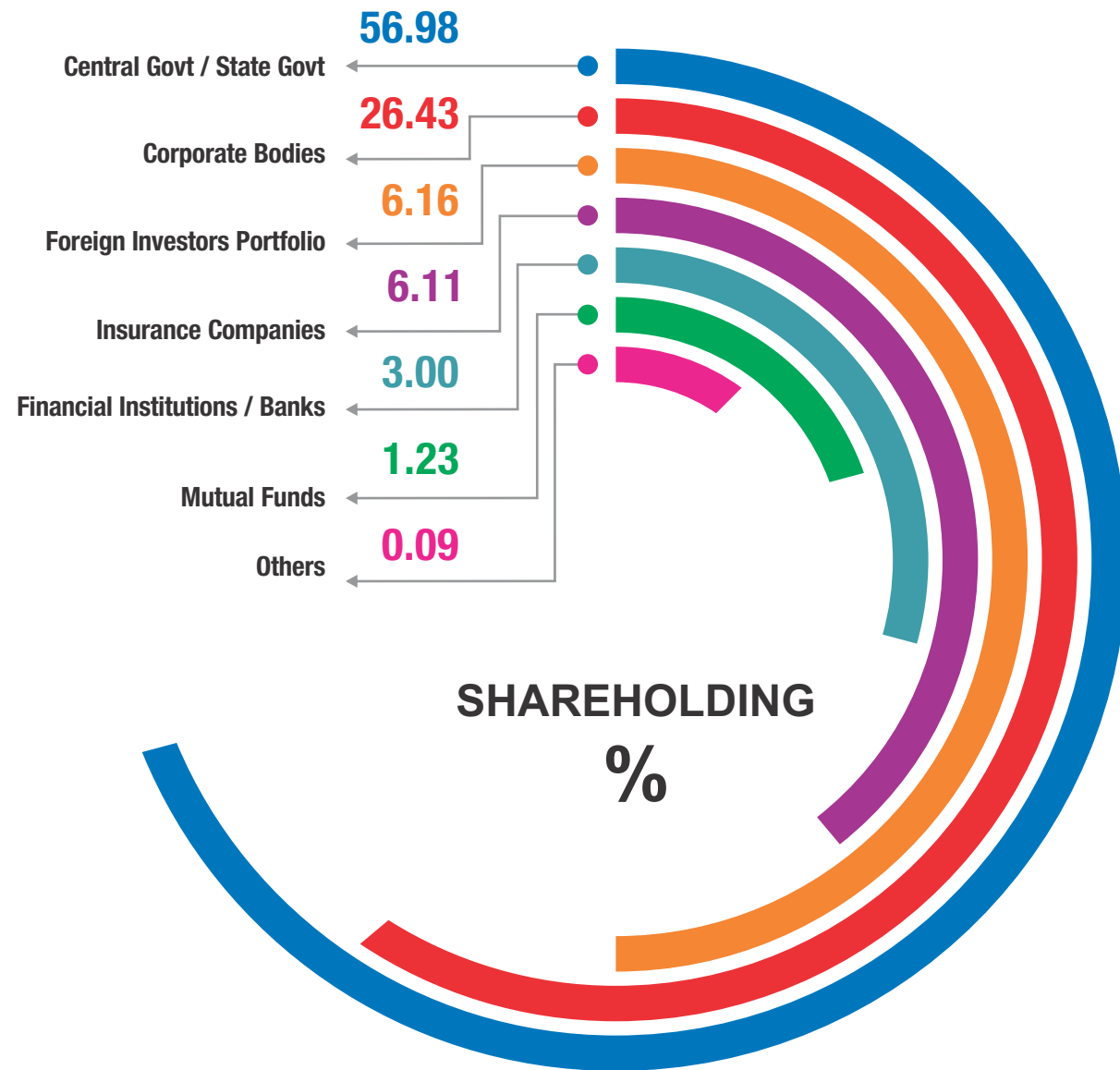


Energy of India





## Shareholding Pattern



## Shaping the Future

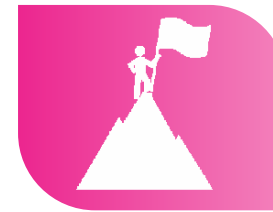
### Operational Excellence

- Make safety an attitude
- Improve operational Efficiency, Safety and Reliability
- Focus on Safety and Reliability of infrastructure.
- Keep the workforce motivated.



### Sustaining Leadership in Core Business

- Excel in customer service delivery
- Be ahead of the competition
- Aim to be the 'Company of Choice'
- Design processes for the sole benefit of customers



### Leveraging our Assets

- Find better ways of execution that ensures quality, time and cost effective implementation
- Keep reviewing strategies periodically
- Stay relevant for the future
- Be open to opportunities



### Enhancing Our Reputation & Brand Value

- Build brand value through actions
- Let our actions imbibe and reflect the core values of Care, Innovation, Passion and Trust



### Financial Prudence

- Minimise costs and maximise speed
- Optimise crude and product throughput
- Simplify our processes and procedures
- Seek out technology that enhances Simplicity & Sustainability



### Investing In Our People

- Shape aspirations for common goals
- Invest in building Competencies and Capabilities
- Develop the next generation of Leaders
- Encourage people to take definitive, bolder decisions





## Subsidiaries



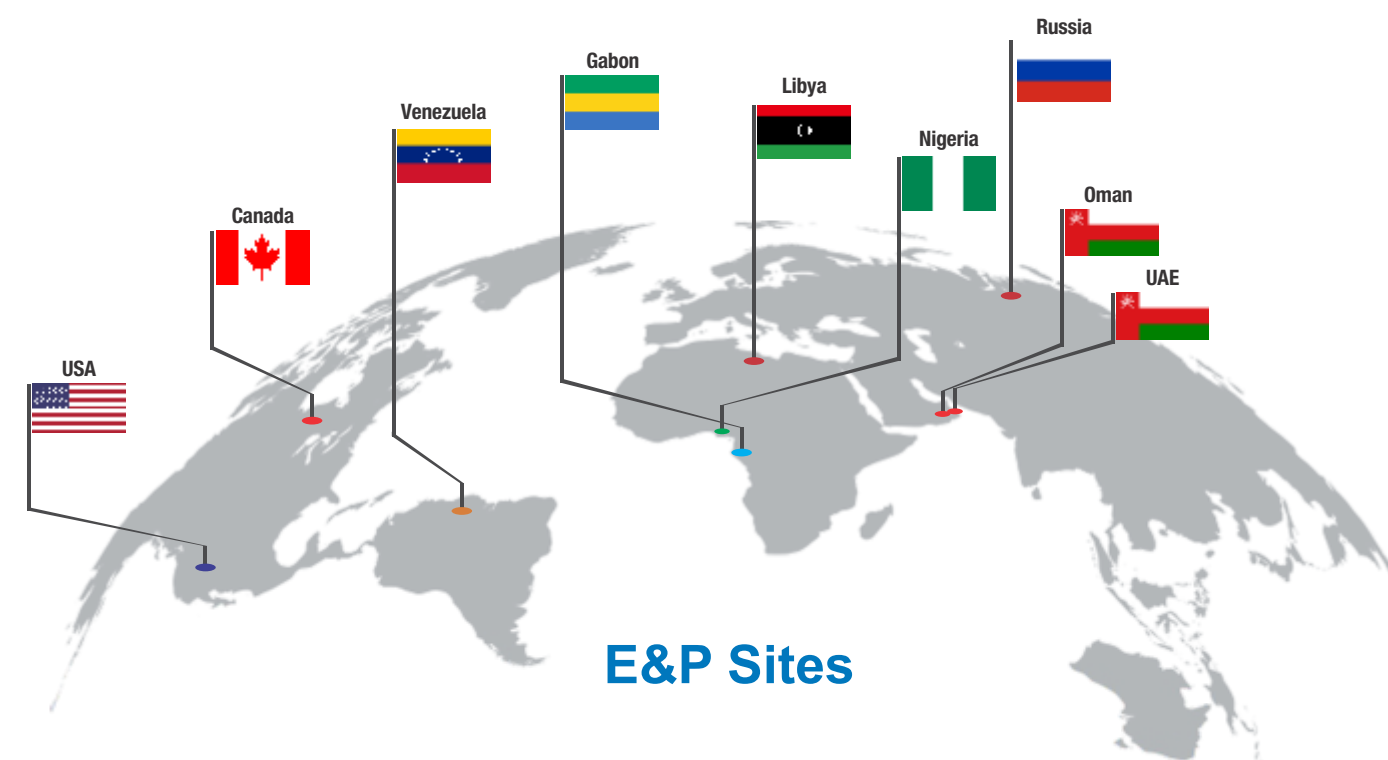
## Group Companies and Foreign Subsidiaries

### Expanding Horizons

IndianOil is currently metamorphosing from a pure downstream oil & gas major in India to a vertically integrated, transnational energy company. IndianOil has become a major player in petrochemicals by integrating its existing refining business with petrochemical facilities besides making large investments in E&P and marketing

ventures for oil and gas in India and abroad.

IndianOil is strengthening its existing overseas marketing ventures and simultaneously scouting new opportunities for marketing and export of petroleum products to new energy markets in Asia and Africa.



The Vankor asset of Rosneft in Russia IndianOil has committed major investments in the E and P assets of the Russian national oil company



## Joint Ventures



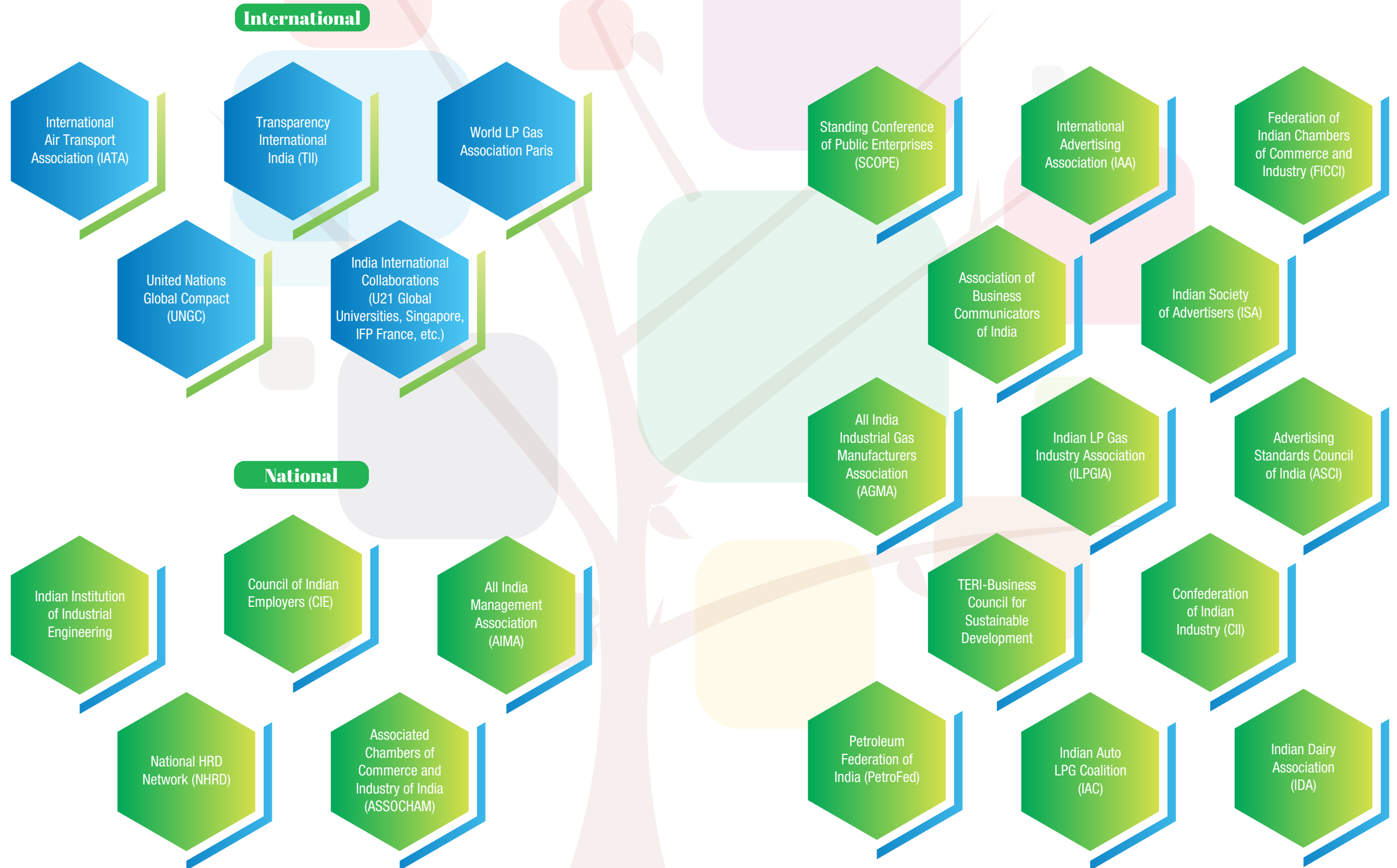
BPCL Bharat Petroleum Corporation Ltd. | HPCL Hindustan Petroleum Corporation Ltd. | ONGC Oil and Natural Gas Corporation Ltd. | GAIL GAIL (India) Ltd. | RIL Reliance Industries Ltd. | IL&FS Infrastructure Leasing & Financial Services Ltd. | ICICI ICICI Bank | SBI State Bank of India | EOL Essar Oil Ltd. | PIL Petronet India Ltd. | KPT Kandla Port Trust | GIIC

Gujarat Industrial Investment Corporation Ltd. | CB Canara Bank. DIAL Delhi International Airport Pvt. Ltd. | TSRC TSRC Corporation, Taiwan | ADB Asian Development Bank | GSPL Gujarat State Petronet Ltd. | GDFI Gaz de France | MIAL Mumbai International Airport Limited | FCI Fertilizer Corporation of India | HFCL Hindustan Fertilizer Corporation Limited

Company Name Work Area Partner



## Our Associations, Charters & Membership









## Awards & Accolades



IndianOil bagged two prizes at the 11th Express Logistics & Supply Chain Leadership Awards in the categories of Industry Excellence in Supply Chain-Oil & Gas (for the 10<sup>th</sup> time in a row) and Best-In-Class Supply Chain Innovation. The second award was for innovative practices adopted in logistics of POL products, especially in the Northeast where products were moved through tank-trucks loaded on open rail-wagons, airlifted as well as by road through Bangladesh to Tripura.

IndianOil bagged the Jawaharlal Nehru Centenary Award at the 21st Refinery Technology Meet held by the Centre for High Technology in the category Best innovation in Refining Team for performance improvement of the FCC Unit of Gujarat Refinery through innovative hardware design. IndianOil refineries in Panipat, Guwahati, Bongaigaon and Haldia too bagged awards under various categories at the Refinery Technology Meet:

IndianOil retained its position as the top-ranked Indian company among the world's largest corporates in the prestigious Fortune 'Global 500' listing for 2018. The Company has also retained its top position in the annual rankings of Business Today (BT-500), Businessworld (The BW Real 500), Business Standard (BS-1000), The Economic Times (ET-500) and Financial Express (FE-1000) by net revenue.

IndianOil's 'Smokeless Village' Initiative and Pradhan Mantri Ujjwala Yojana Implementation bagged the first position under the Social Responsibility category for Large Companies/NOC at the 22nd World Petroleum Council Excellence Awards event in Istanbul, Turkey. IndianOil also bagged the WPC Excellence Award for its innovative and ground-breaking INDMAX technology.

Marketing QC Labs, including four Regional Labs at Delhi, Mumbai, Kolkata and Chennai, participated in international correlation programmes organised by ASTM-USA. Among IndianOil labs, Northern Region QC Lab achieved top performance, with Ambala and Lucknow labs jointly bagging 'Best-Performing Laboratory' trophy.

IndianOil retained its position among the top 10 Indian brands in a study of the world's top 500 brands published by Brand Finance, UK. Commanding a brand value of US\$ 4.2 billion, the IndianOil corporate brand is listed at the 427th position in the overall list compiled by Brand Finance.

For the third consecutive year, IndianOil's Refineries Division bagged the prestigious Dun & Bradstreet Infra Award for Excellence in Project Implementation. This year, the award was bagged for the Coker-A project at Barauni Refinery based on indigenous technology developed by IndianOil R&D and EIL.

IndianOil topped the Fortune India rankings of the country's top 500 corporations for the eighth consecutive year. Fortune India 2018 list of India's Most Profitable PSUs – a listing of the 50 top Government-owned entities – ranked IndianOil at the second position.

Federation of Indian Petroleum Industry (FIPI) awards bestowed on IndianOil: Innovator of the Year Award for INDMAX Technology. Most Improved Refinery of the Year-2016 on Bongaigaon Refinery

IndianOil's PROPEL brand of petrochemicals was recognised as a "Symbol of Excellence in the Plastics & Polymers Industry" by The Economic Times – Best Plastics & Polymers Brands 2018.

National Safety Awards (2015) were bagged by Panipat Marketing Complex, Bongaigaon Refinery, Indane bottling plants at Bokaro and Jalandhar and Banthara Depot, Shahjahanpur.

IndianOil is among the top 10 companies in The Great Place to Work Institute's prestigious listing of India's Best Workplaces in Manufacturing-2018.

IndianOil bagged the National Talent Management Leadership Award-2017 in the category of Best Organisation in Talent Engineering at a special event hosted by Times Ascent and World HRD Congress.

IndianOil bagged the 5th Global Training and Development Leadership award in the category of "Most Innovative Use of Training and Development as an HR Initiative for OD."

IndianOil bagged the Dun & Bradstreet Award in the category of Refining and Marketing of Oil at the fourth edition of D&B PSU Awards-2017.

In the WPP BrandZ rankings for 2017, IndianOil retained its position as the top petroleum brand in the listing, and improved its ranking from 16 to 13.

IndianOil's Foreshore Terminal at Kandla bagged the 'Golden Peacock Occupational Health & Safety Award' for the year 2017.

IndianOil bagged Asia's Best Employer Brand Award-2017 in the category Excellence in Training.



Enabling Growth with State of the Art Technology





## Stakeholder Engagement





## Stakeholder Dialogue

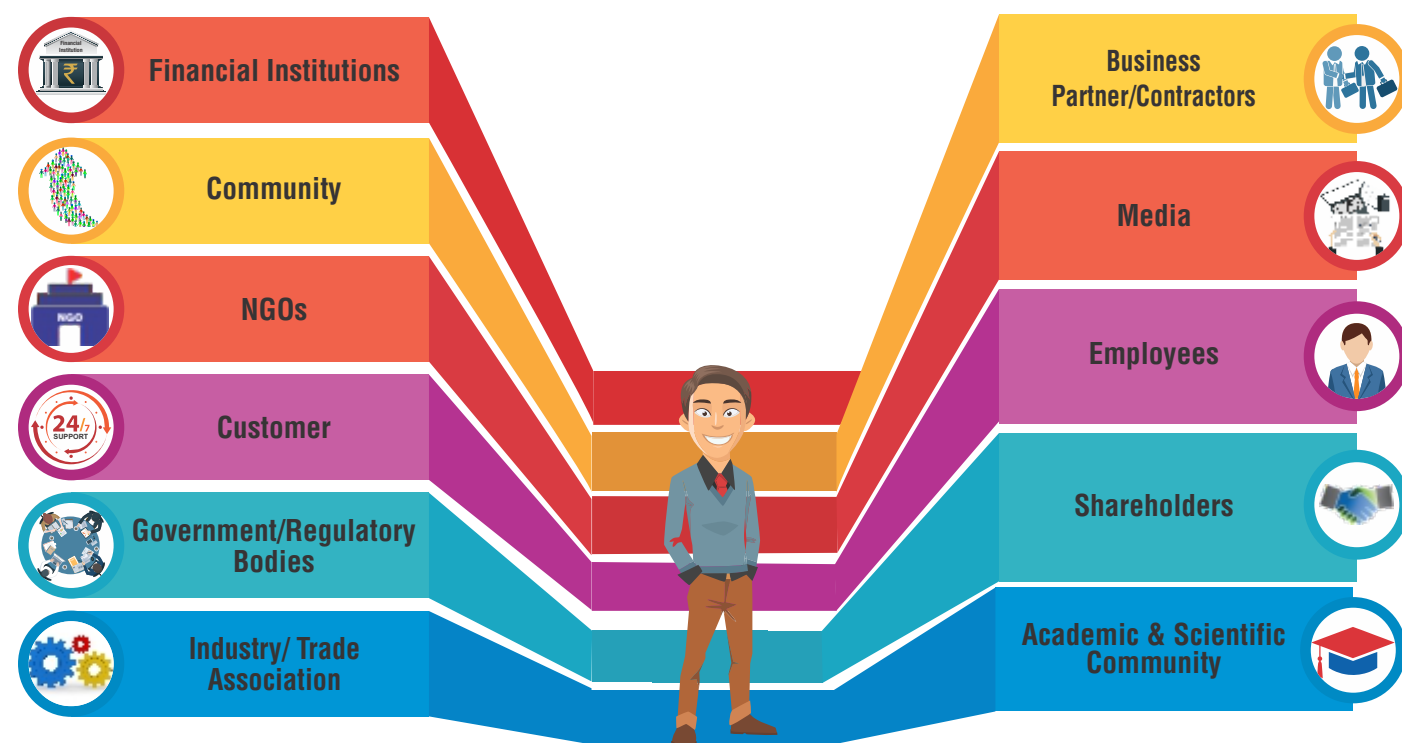
IndianOil collaborates with its stakeholders in daily transactions and is engaged in an ongoing dialogue with them to build trust and long term relationships. The engagement ensures that the stakeholder's expectations are taken into account in the company's strategy and plans. We understand our business involves diverse stakeholder group owing to our business units, supply chain and product mix catering to the needs of the customers spread over the entire length and breadth of the country. Considering the vast expanse of the organization, and a wide array of stakeholders, we resolve issues through a structured approach, while creating enduring value for all our stakeholders.

We engage with stakeholders and peruse their feedback so as to ensure that we prioritise the most important issues and secure a responsible and sustainable

business. By listening to them we can better understand the emerging trends, important issues and ways to prioritise and integrate them into our business strategy.

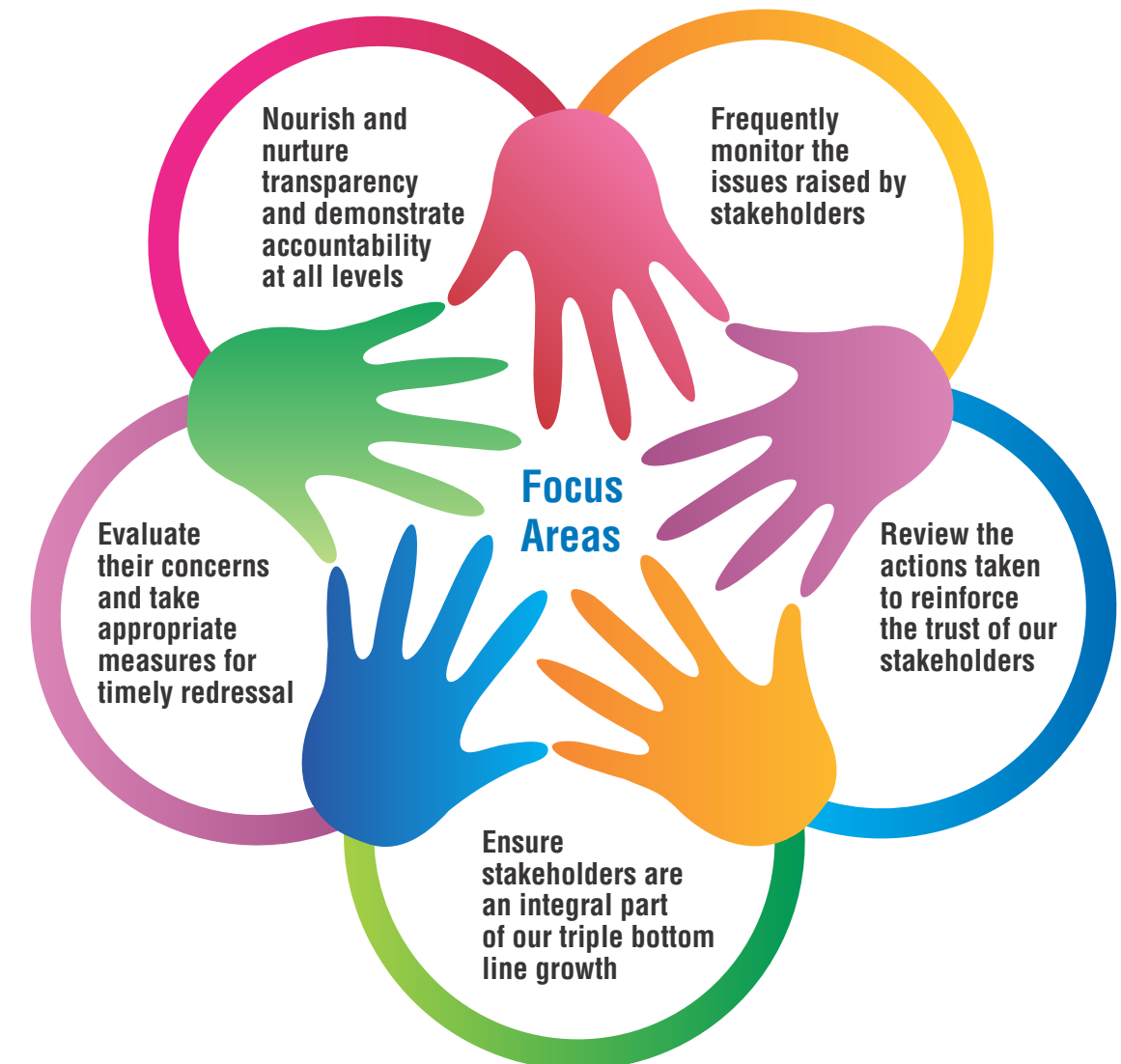
IndianOil profoundly value its stakeholders and continuously engaged with them through various interventions throughout the year. Various ways of engagement are used with our stakeholders to monitor feedback across our business channels including customer surveys and meetings through structured collaborations and communications across earmarked channels. Our approach includes ongoing and specific surveys, complemented by deeper engagement dialogues. In addition, we participate in various industry fora as well as international and national sustainability forums to discuss emerging challenges and trends.

### Our Stakeholders



## Our Stakeholders

The key stakeholders are identified and are engaged regularly in order to maintain a symbiotic relationship. We remain engaged with a wide array of stakeholders on a daily basis through our pan-India presence and business activities.



We are present in every corner of the country to serve the nation. Nature of our business has enabled us to engage with diverse spectrum of stakeholders. The aim of the engagement with the stakeholders is to understand their opinion and to build trust and develop long term relationships through appropriate interventions and communications across formal/ informal channels.

At the apex level, Stakeholders' Relationship Committee of the Board has been constituted which examines and

redresses grievances of the shareholders and the investors. The Company has also constituted a Corporate Social Responsibility and Sustainable Development Committee of the Board, which guides and monitors initiatives as per Sustainability and CSR Policy.

For engagement of the disadvantaged, vulnerable and marginalized external stakeholders, various initiatives viz. allotment of dealership/ distributorship, petty contracts, CSR initiatives, etc. are regularly undertaken.



# Engagement with the Stakeholders

Stakeholder Group	Engagement Channel	Issues	Frequency
Government / Regulatory Bodies	Meetings, Industry Forum, Regular Updates	Policy implementation review, Apprising the Government on organization plans and progress, Communicating industry's challenges and issues, etc.	Annually, Quarterly, Monthly, weekly
Media	Website, Events, Press Meet, Investor Meet, Social Media Platform	Sharing Information to Stakeholders	Need assesment basis
Industry/ Trade Associations	Meetings, Seminars, Workshops	Policy advocacy, Interfacing for formulating and implementing Policies, etc.	Need assesment basis
Shareholders	Annual General Meeting, Investors Meet, Website, Social Media Platforms, Grievance Redressal Mechanism, Annual Reports, Sustainability Report	Financial Performance, Future Strategies, Shareholders Concerns, etc.	Annually, Quarterly, Need based
Business Partners / Contractors	Dealer/ Distributor/ KSK Conventions, Transporters Meet, Meeting With Contractors/ Vendors, Seminar/ Workshops.	Supply & Distribution, Quality and Quantity, Customer Satisfaction, etc.	Annually, Quarterly, Need based
Community	Awareness Programmes, Meetings, Public Hearing	Corporate Social Responsibility Initiatives, Societal Priorities, etc.	Need assesment basis
Financial Institutions	Annual General Meeting, Investors Meet, Road-shows, Website	Financial Performance, Future Strategies, Shareholders' Concern, etc.	Annually, quarterly, as required
Employees	Surveys, Events, Employee-Centric Applications, Seminars, Periodicals, Workshops/Trainings, Website, Social Media Platforms	Communicating Policies & Performance, Resolving issues / Concerns, etc.	Quarterly, Monthly, weekly
Customers	Grievance Redressal Forums, Public Hearing, Customer Care Programmes, Helpline Numbers, Website	Feedback on product and services, Suggestions and Complaints Redressal, etc.	Need assesment basis
NGO's	Regular meetings, Project collaborations	CSR initiatives review/ Implementation	Need assesment basis
Academic & Scientific Community	Student Relations Programmes, Sponsorship Initiatives, Academic Institutions, Guest Lectures	Skill enhancement of employees, faculty and other stakeholders	Need assesment basis





Last Mile Connectivity

## Our Material Issues

IndianOil identifies its material issues based on continuous engagement with its various internal and external stakeholders throughout the year. The material issues of the industry peers are also referred to while identifying the issues. The identified issues are complemented by the Company's risk management team's research on emerging societal, economic, environmental and business scenarios. Accordingly, IndianOil identified climate change, carbon-water-waste management, energy conservation, product & operational efficiency, product quality and safety, occupational health & safety, customer satisfaction, human rights, employee engagement, impacts on communities as issues that are material to the organization.

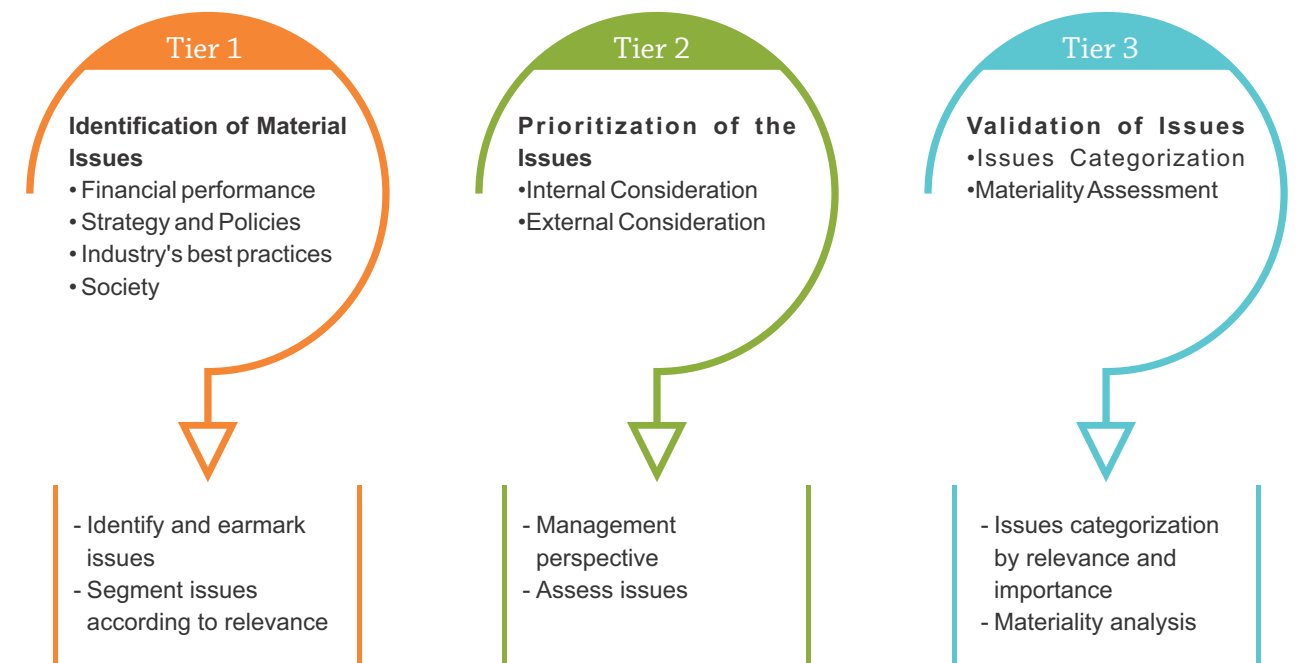
### Approach to Materiality



### The Process

We assess and summarise the issues that are the most important – material – to ensure that we identify potential emerging issues and that the prioritizations made remain relevant. Key issues and concerns raised by stakeholders are paired with IndianOil's long-term strategic goals. This input forms our strategic approach towards sustainability

initiatives and guides our focus for all inclusive development. The issues raised by stakeholders are understood to enable us to address and respond them. Our materiality analysis is based upon the following three tier structured approach:-



The evaluation is based on internal and external stakeholder perspectives from economic, environmental and social viewpoints.



Identification of Material Issues

The vast range of internal and external data, including analyst reports, media articles and stakeholder feedback are evaluated and the most relevant issues are identified. These issues are in-line with our strategic direction on the basis of risk management and financial strength. With stakeholder mapping exercise, cross sections of internal

and external stakeholders are surveyed through personal interviews and an online questionnaire to determine the issues material to IndianOil. The material issues raised by stakeholders are dovetailed into IndianOil's long-term strategic goals which are considered crucial for our future success.

Prioritization of Issues

The process of identifying the material issues is based on an ongoing engagement with our stakeholders as well as based on the strategic business review. The essential input collected from our stakeholders is complemented by in-house research on emerging societal, economic, environmental and business trends impacting our business. In order to prioritise the material aspects

identified, the degree of importance for each material aspect to its key stakeholders and the business is further assessed. The basis for prioritization of material issues are the key concerns, needs and expectations of stakeholders identified through past as well as on-going engagement.

Validation of Issues

Based on the inputs provided by important key stakeholders, the final material issues are listed. The issues identified are evaluated from both the stakeholders' perspective and how it would influence IndianOil's ability to create value. However, in this report,

all issues, which are of concern to stakeholders and the Company, are considered. The material issues together with our action plan are described under respective topics as Disclosure on Management Approach.



Spreading Happiness

Materiality Table Linkages

Material Issues	Covered Under Heading	Aspect Boundary Outside IndianOil
Carbon Emission	Environmental Performance: Emissions	Our Suppliers, Distributors & Retailers
Human Rights	Corporate Governance-Human Rights	Contractors
Climate Change	Environmental Performance	Communities where we operate
Collective Bargaining	Employees: Employee Engagement	Not material
Corruption	Corporate Governance: Ethics and Integrity	Our Suppliers, Distributors & Retailers
Customer Satisfaction	Product Responsibility: Marketing Communications	Our Customers
Diversity & Equal Opportunity	Corporate Governance-Human Rights	Not material
Employee Engagement	Employees: Employee Engagement	Not material
Employee Satisfaction	Employees: Employee Engagement	Not material
Energy Conservation	Environmental Performance: Energy	Not material
Impact on Communities	Social Performance	Communities where we operate
Labor Rights & Compensation	Corporate Governance: Human Rights	Not material
Occupational Health & Safety	Health & Safety	Not material
Product & Operational Efficiency	Product Responsibility	Not material
Product/ Service Quality & Safety	Product Responsibility: Product Health & Safety	Our Suppliers, Distributors, Retailers & Transporters
Recruitment & Succession Planning	Employees: Employee Growth	Not material
Stakeholder Engagement	Stakeholder Engagement: Stakeholder Dialogue	All Stakeholders
Training & Development	Employees: Employee Growth	Not material
Waste management	Environmental Performance: Waste	Not material
Water Management	Environmental Performance: Water	Not material
Product/ Service Cost Competitiveness	Economic Performance	Our Suppliers, Distributors, Retailers & Transporters
Market Share	Economic Performance	Not material
New Business Marketing Opportunity & Overseas Venture	Economic Performance	Not material
Indirect Economic Impact	Economic Performance	Not material
Security & safety of Information Systems	Corporate Governance: E-Initiatives	Not material
Regulatory & Legal Challenges	Corporate Governance: Risk Management	Not material





## Corporate Governance





An organization with a good corporate governance can leverage it to create a greater brand value that would attract customers, investors, suppliers and contributors. A good corporate governance image is an important factor for raising financial capital. Giving paramount

importance 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.

## Board of Directors

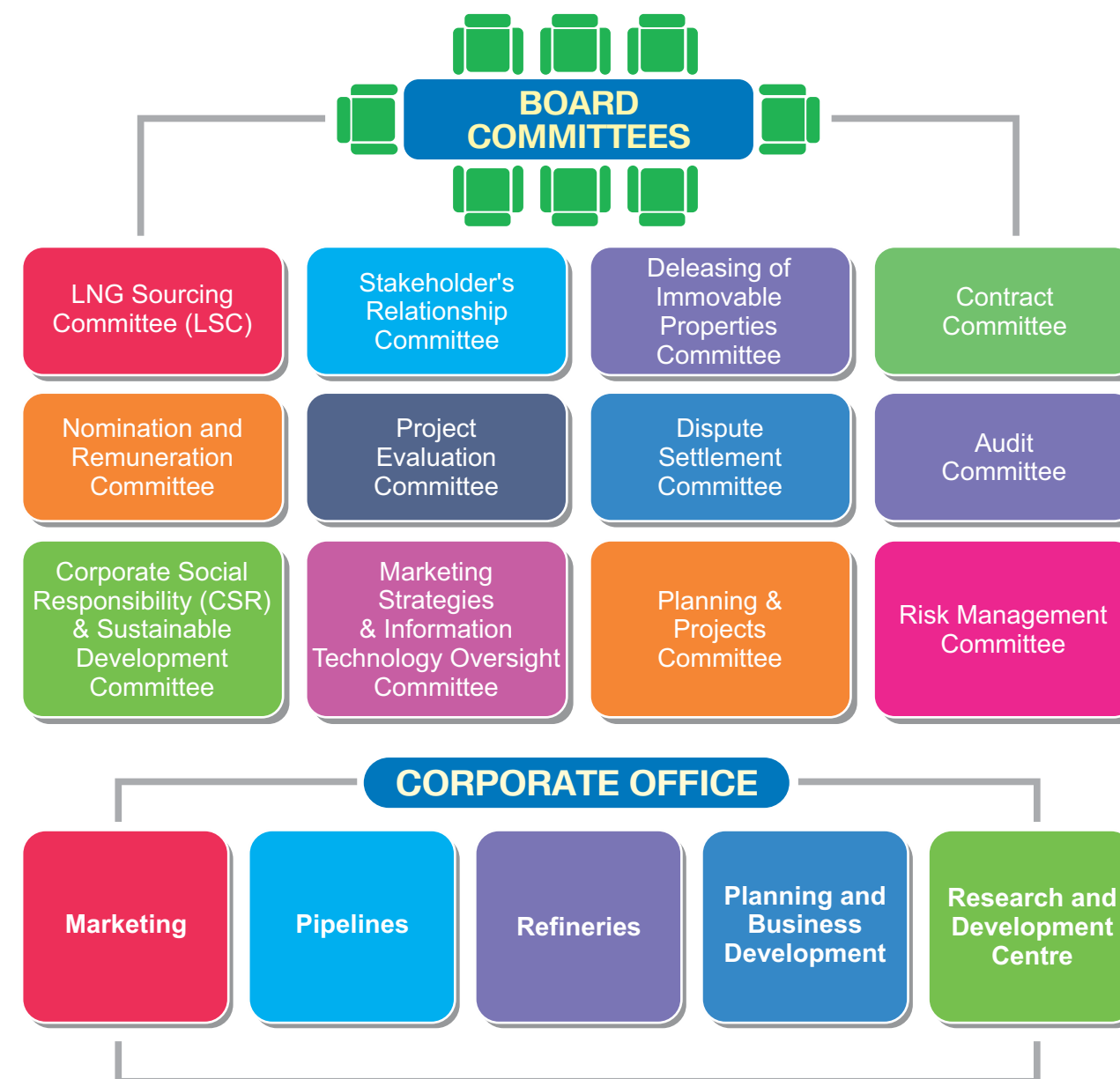
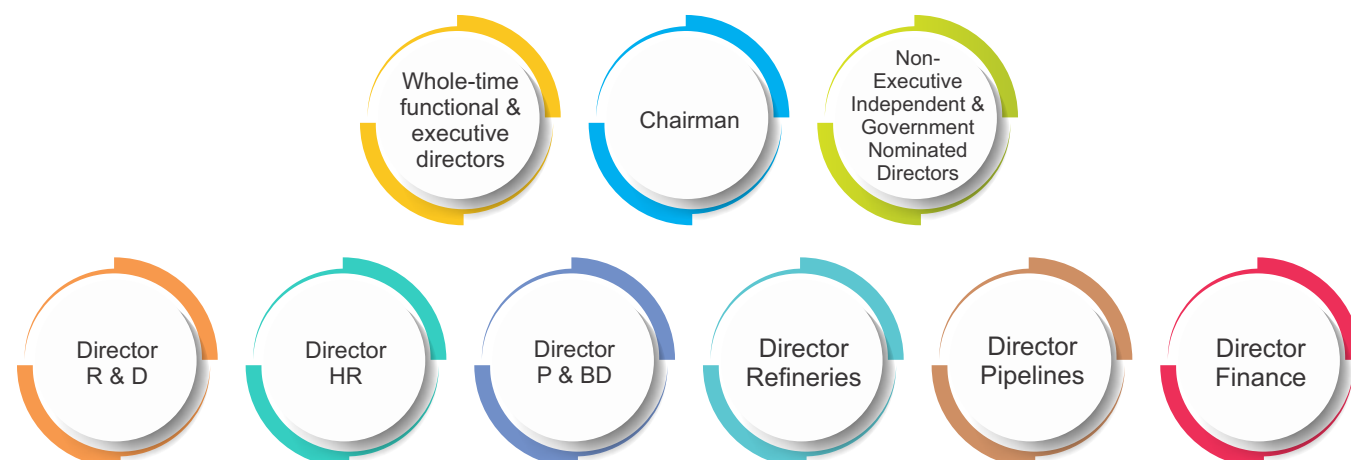
IndianOil is the country’s energy behemoth and is dedicated to strengthen India’s energy security. The corporation is the largest Central Public Sector Enterprises (CPSE) and works under the aegis of the Ministry of Petroleum and Natural Gas (MoP&NG). The IndianOil Board, comprising of multi-faceted individuals with varied backgrounds, form the apex body and are 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. An optimum mix of Whole-time Functional & Executive Directors, Non-Executive Independent and Government Nominated Directors comprises the Board. 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 is empowered to take decisions and drive the company to greater heights. The Board of Directors oversees the overall functioning of the company, policy

formulation and sets strategic goals in order to achieve the vision and mission of the Corporation.

The strength of the Board of IndianOil was 18 Directors as on 31.03.18, comprising seven Whole-time Functional & Executive Directors and eleven Non-Executive Directors, out of which nine are Independent Directors & two are Government Nominee Directors. Women representation on the Board was 5.55%. The company has been able to comply with all the statutory requirements as per SEBI. All mandatory disclosures regarding the positions held by each of the Directors in other companies or committees have been made in the Annual Report.

At the beginning of each financial year, a Memorandum of Understanding is signed between the Government of India and IndianOil, to set the performance target and monitor the performance of the company against the given set of targets and parameters under economic, social and environment categories.

## Governance Structure

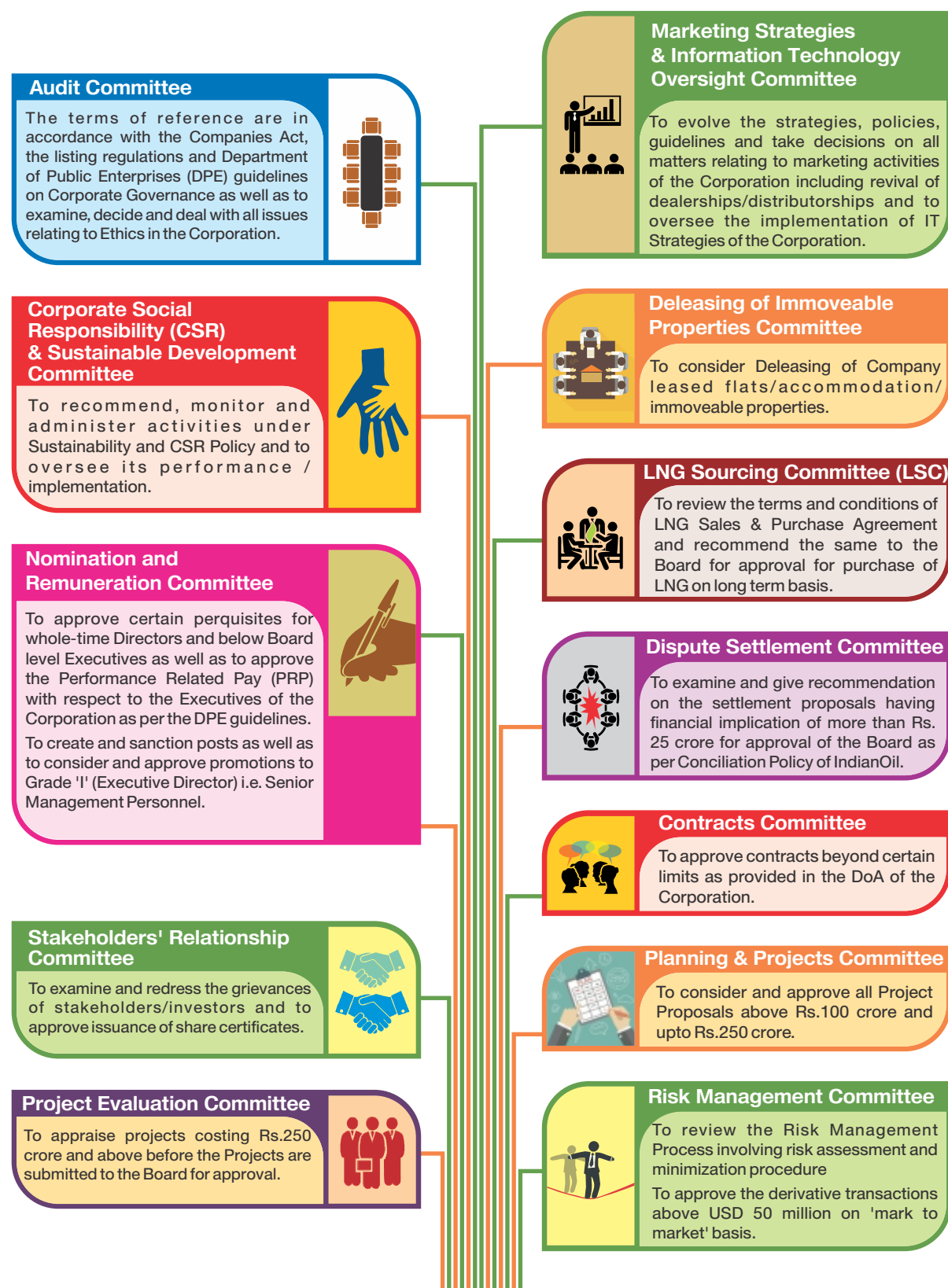


Beyond the call of duty



## Board Committees

Various Board Committees have been constituted to facilitate smooth and efficient flow of decision. During the year 2017-18, there were 12 functional Board Committees.



## Board Meetings

During the year 2017-18, 13 board meetings were held. The maximum gap between 2 subsequent Board meetings was 38 days, which stood at a gap of maximum 58 days for the Audit Committee meetings. The Board meetings are generally held once in a month. The dates of the meetings are fixed & agenda papers circulated well in advance and intimated to the Board members so as to enable them plan their schedule accordingly. However,

certain exigent proposals are tabled at the Board Meeting with the approval of the Chairman. Presentations are made to the Board on various functional and operational areas of the Company like Refinery, Pipelines and Marketing operations, major projects, financial highlights etc. Information related to the agenda for various board meetings is given in the Annual Report.



Corporate Office

## Remuneration of Directors

IndianOil is a Government of India enterprise and hence, remuneration for Directors is fixed as per the guidelines for the 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. Since, the actuarial valuation of the retirement benefits scheme or any provision made during the year towards post-retirement benefits are not ascertainable individually for

Directors, they are not considered a part of the remuneration. During the year 2017-18, no stock options were issued to Whole-time Functional Directors.

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. During the year 2017-18, the ratio of the organization's highest paid individual to the median annual total compensation stood at 6.86:1.



## Ethics and Integrity

**Compliance:** All our installations comply with the provisions of the Corporate Laws, Guidelines and rules, as mandated by the MoP&NG. As a good corporate governance practice, an annual secretarial audit of all the records and documents of the company is carried out and liaison officers are appointed at various locations to ensure a proper implementation of government directives. The audit report is made public as an Annexure to the Annual Report and is duly verified by the Company Secretary. As per the provisions of the MSIH rules 1989, an external safety audit of all our operating pipelines locations is carried out by third party agency. Stakeholders' Relationship Committee received 3474 complaints during the year 2017-18, all of which were duly resolved.

**Whistle Blower Policy:** IndianOil has a well defined whistle blower policy that is accessible to all employees and any violation with reference to the laws, rules, regulations or code of conduct can be reported to the concerned authority or to the Chairman of the Audit committee. Anonymity and confidentiality of the applicants are maintained at all levels so as to protect from any form of discrimination at the workplace. The corporate whistle blower policy can be accessed from the corporate website at the following link: [https://www.iocl.com/InvestorCenter/Whistle\\_Blower\\_policy.pdf](https://www.iocl.com/InvestorCenter/Whistle_Blower_policy.pdf)

**Corruption and Anti-Competitive Behavior:** As per the Conduct, Discipline and Appeal Rules (CDA Rules) and Certified Standing Orders, all the employees of the organization are governed by the CDA rules. The CDA rules provide guidelines to assess the risk and ascertain various frauds and reporting, investigating and reporting of the incidents suspected of corruption. As per the various policies and guidelines issued by the Government of India, systems have been implemented to check cases of unethical acts, bribery and corruption. In line with the statutory guidelines, an in-house mechanism is in place to check the anti-competitive behavior. It is mandatory for all employees to comply with the anti-corruption policies. A structured grievance redressal mechanism has been developed to encourage disclosures related to any kind of misconduct. A routine check of all installations is carried out for corruption and related risks and all employees, suppliers and vendors are covered under the ambit of

these policies. The number of disciplinary matters related to vigilance cases disposed off during the year 2017-18 was 57. The number of such cases pending at the end of year 2017-18 was 35. The aforesaid cases pertain to irregularities such as indiscipline, dishonesty, negligence in performance of duty or neglect of work.

Three Cases are pending before the Courts pertaining to anti-competitive behavior. Brief of the said cases is as under:

- » North-East Dealers Association had filed complaint before CCI alleging that PSU OMCs are using unfair terms and conditions in the Dealership Agreement and misuse of the dominant position. CCI vide order dated 11.02.14 dismissed the said application for want of merit and substance. Against the said order, North-East Dealers Association filed appeal before COMPAT. The COMPAT vide order dated 26.11.15, set aside the order of CCI against which CCI has filed SLP before the Hon'ble Supreme Court. The Hon'ble Supreme Court admitted the appeal on 13/4/2016 and stayed the operation of order passed by COMPAT.
- » OMCs received notices dated 22.04.2013 from DG requesting information on various modalities of MS pricing as CCI had suo moto started investigation into the prices of MS and asked why OMCs increased and decreased prices simultaneously and by similar amounts. OMCS defended action of CCI submitting that PNGRB had jurisdiction and not CCI. CCI rejected the contention of OMCs vide order dated 23.10.2013. IOCL has filed WP before Delhi High Court against CCI's order 23.10.13. High Court of Delhi vide its order dated 22/11/2013 granted an ad interim stay till further orders.
- » Reliance Industries Limited filed complaint against 3 OMCs & National Aviation Company India Limited (NACIL) before the Competition Commission of India wherein allegations were made about cartelization etc. of tender floated by NACIL for supply of ATF for 2010-11. OMCs had raised preliminary objection relating to the jurisdiction CCI. By Order dated 30.09.2010 CCI held that the preliminary objection was legally not tenable and accordingly dismissed. Against this Order appeal is preferred in High Court.

## Public Procurement Policy for Micro, Small & Medium Enterprises (MSME)

As a Public Sector Enterprise and responsible corporate citizen, IndianOil is bound to promote local procurement and skill development / livelihood opportunities for local population. While engaging suppliers, we seek to ensure prompt dealings with integrity, impartiality and courtesy and help promote ancillary industries, in the vicinity of our work places.

As per the provisions of the Public Procurement Policy for Micro and Small Enterprises (MSEs) order 2012, it is mandatory for all CPSEs to procure a minimum of 20% of the total annual value of goods and services from Micro and Small Enterprises. Accordingly, IndianOil

encourages MSEs in taking part in various tenders floated by the corporation by undertaking steps like waiving off the Earnest Money Deposit (EMD)/ Tender Fees. During the year 2017-18, 24.09% (excluding crude oil & gas) of our goods and services were procured from MSEs. This initiative is bound to boost the local industry and also provide livelihood opportunities, with wider economic effects. Bulk LPG tender has been floated on State basis to promote participation of local entrepreneurs. Along these lines, IndianOil also seeks to boost the Small and Micro Enterprises in the country through preference purchases.

## External Commitments and Public Policy Participation

IndianOil proactively advocates for public welfare with an aim to bring positive change in governance and compliant behavior among key stakeholders such as employees, customers and business partners. Being a government of India enterprise, IndianOil works with various ministries. 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. As an active founder member and now a permanent member, IndianOil actively participates in the meetings and conferences of the Global Compact Society and supports its ten guiding principles on human rights, labour standards, environment and anticorruption.





## Human Rights

Our approach to workforce is based on the fundamentals of fostering diversity by offering equal opportunity to all employees without any discrimination. IndianOil does not engage into or support 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. All statutory provisions and policy guidelines are followed strictly, without any discrimination while providing welfare facilities for employees' health, efficiency, financial well-being, 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. Provisions are also made wherein all vendors and suppliers are required to submit a written declaration stating that no

child labour has been engaged at his/her facilities. IndianOil does not support any form of forced or compulsory labour and discourages any industry from doing so.

There is a robust structured grievance redressal mechanism which is accessible to all IndianOil employees to report any kind of human rights violations. All our installations are monitored and assessed periodically for any human rights violations. The minimum wages paid to the contractors and employees are revised periodically as per the provisions of the Minimum Wages Act 1971 as prescribed by the Government of India, and the salaries paid to all the categories of employees fulfills the norms of the act. A strict policy towards prevention of sexual harassment at workplace is in effect across all the units. If any incidents of sexual harassment are reported, they are taken up by a Complaint Committee and if proved, an appropriate disciplinary action is taken against the offending employees according to the Conduct, Discipline and Appeal Rules (CDA Rules).

There were no incidents of human rights violations reported during the year. No incidents involving rights of indigenous people and discriminated practices or significant disputes involving local communities and indigenous people were reported during the year 2017-18. No instances of forced, compulsory or bonded labour were reported during the year. No child labour is employed at any of our establishments and a minimum age limit of 18 years for permanent and contract labour is maintained. No complaints, whatsoever, were reported during the year pertaining to child labour. No political contributions – financial or in-kind - were made directly or indirectly to any recipient or beneficiary by IndianOil.

## Sustainable Sourcing

IndianOil's business interests extend across the entire hydrocarbon value chain – from exploration & production, refining, pipeline transportation to marketing of petroleum and petrochemical products. In its business pursuit, crude oil is the major raw material which accounts for over 90% of total material consumption in terms of value.

IndianOil has well diversified basket for crude oil sourcing involving long term contracts for its overseas procurement besides partnering with domestic upstream oil & gas companies for indigenous procurement. During the year, Corporation improved its share of indigenous procurement (17.88%, in terms of value vs. 16.96% during the previous year) leading to reduced dependence on imports. The corporation also strengthened its position

as an upstream player by building a portfolio of oil & gas assets, with participating interest in 9 domestic and 10 international blocks which would ensure uninterrupted crude supply in the long term.

IndianOil's vast network of pipelines or the "Underground Highways", as they are referred to within the organisation, are the most energy-efficient and environment-friendly mode of transportation. The 13,391 km long pipeline network, as on 31.03.2018, is productively used for supply of crude to Refineries and delivery of petroleum products to marketing terminals.

» During the year, IndianOil transported 73.068 MMT of crude oil through a combination of time charter & voyage charter based on the parcel size, prevailing

market price, logistics involved including co-loading of different parcels for optimisation of freight cost.

» Approximately 83% of imported crude oil was

transported through very large crude carriers.

» Achieved 98% utilization of time charter vessel through proper planning in deployment of vessels.

## Inclusiveness

We ensure that the policies and guidelines issued by the Government of India are implemented to empower the socially backward, marginalised groups and under privileged sections of society. Any grievance, whatsoever, is looked into with utmost importance through mechanisms established at Divisional, Regional and Unit levels and prompt action is taken to resolve it. To aid the differently-abled employees various facilities like ramps and Braille machines etc have also been provided at our installations. For uplifting marginalized, vulnerable

and disadvantaged stakeholders section of our society, we have undertaken various CSR projects/initiatives like having 33% reservation for female entrepreneurs while handing award of Kisan Seva Kendra (KSK) distributorships and petty contracts among others.

IndianOil pioneered the Pradhan Mantri Ujjwala Yojana (PMUY) by releasing 1.67 crore new LPG connections since the launch of scheme in May 2016. The programme is aimed to safeguard the health of women & children by providing them with a clean cooking fuel (LPG).

Category	No. of complaints received (2017-18)	No. of complaints pending as at the end of the financial year
Child labour/forced labour/ involuntary labour	Nil	Nil
Sexual harassment	1	3
Discrimination	Nil	Nil

**POSH:** An e-module on Prevention of Sexual Harassment of Women at Workplace (POSH) was launched in September 2017 comprising modules on different areas of the concerned ACT. In its first phase this awareness programme covers 1021 officers in grades G, H and I.

## Accountability

IndianOil is diligently focused on maintaining the highest ethical standards by ensuring transparency in all aspects of its operations and across its customer-suppliers base. The ethical and efficient demeanour of the business affairs is the mainstay for value optimisation of our stakeholders. We continuously promote work environment that nurtures and nourishes integrity, transparency and accountability. In 2008, IndianOil signed a MoU with Transparency International India (TII) for the implementation of the Integrity Pact (IP) across its installations which ensures that all the major procurement and work contract activities are governed by it. As per the terms and conditions of the pact, transparency, probity, equity and competitiveness must be maintained in all the procurement processes.

Currently, there are three independent external monitors (IEMs), who are nominated in consultation with The Central Vigilance Commission (CVC) and TII, to monitor all IndianOil tenders exceeding the value of Rs. 10 Crore. During the year 2017-18, IEMs held 11 meetings for monitoring the tenders. As per the conditions of the threshold value, 480 tenders came under the purview of the integrity pact while complaints were received against 13 tenders which were referred to the IEMs and deliberated. 7693 complaints related to services, tenders were received through the public grievance redressal system during 2017-18 and all the complaints were duly resolved. Further, 3,73,588 customer complaints were received during the year and 99.45% were resolved as on 31.03.2018



## E-PMS

IndianOil made structural changes to the old Employee Performance Management System (E-PMS) in order to enhance transparency and aligning it with the financial year. The departmental promotions, incentives for individuals and the Performance Related Pay (PRP) are all linked to the E-PMS. The E-PMS involves goal setting across all grades through identification of Key Result Areas (KRAs) and Key Performance Indices (KPIs) with specific weightages and parameters, at the beginning of

the financial year. The appraisal is based on role based KRAs and competencies and level based values and potential. It is carried out at the end of the year measuring the degree of achievement of the set targets. All employees are covered under performance management system. Performance link incentives are payable to whole time functional directors as employees of the companies as per the policy applicable to employees.



## Right to Information

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, provided it isn't disclosed on the corporate website or is not available in the annual report. Any information relating to the name, designation and address of the Chief Public

Information Officers, Assistant Public Information Officers and Appellate Authority is made public on the corporate website for the ready reference. An RTI manual has also been uploaded on the website detailing the process to file an RTI. It can be accessed from the following link: <https://www.iocl.com/Talktous/RTI.aspx>

## Business Responsibility Report (BRR)

IndianOil, the largest Public Sector Enterprise, works under the aegis of the Government of India and complies by all the statutory requirements laid down by the regulator. In 2012, SEBI directed the top 100 companies listed on BSE and NSE (by market capitalization) to

publish their Business Responsibility Report (BRR) as a part of their Annual Report in line with the prescribed guidelines. IndianOil has been disclosing information as per the indices laid down for reporting BRR since then, annually.

## Vigilance

Trust is built only where there is transparency and accountability. The growing importance of vigilance functions cannot be undermined in any scenario where the companies globally are being analysed for their corporate governance practices.

By reiterating the policies and principles, standards and procedures of the organization through training and communications, IndianOil engages in raising awareness of all employees in the organization, and help the officers in discharging their duties efficiently and fearlessly, so that the Corporation can conduct its business in a fair and transparent manner. Activities such as information sharing on the Central Vigilance Commission (CVC) rules/guidelines, conducting surprise quality and quantity checks of products in transit as well as sales points across the country, conducting system studies to bring out

irregularities/inconsistencies, bringing transparency and economy in awarding and execution of contracts are undertaken across the organization. Documents relating to various contracts and procurements are scrutinized, inspections of retail outlets, LPG distributorships and Kerosene Dealerships are carried out, specific complaints are investigated by the Vigilance Cell. Various initiatives like e-tendering, e-collections, e-payments, file tracking system have been implemented across the organization to ensure transparent functioning and accountability. During the year 2017-18, 94 training programs on vigilance awareness were conducted and were attended by 2,300 employees.

Vigilance Department of the company is headed by the Chief Vigilance officer (CVO) who acts as a link between the corporation and Government CBI, CVC, etc.



Risk Management

The Oil and Gas sector is vulnerable to various threats including depleting resources, global oil & gas crisis, political uncertainties and crude oil price fluctuations among others. IndianOil has a Risk Management Committee, comprising of senior executives of the organization that convenes a meeting every quarter and assesses, both, internal and external risks. The

committee categorizes risks as 'A' and 'B' category risks, debates the issues and devises action plan to mitigate them. These are then presented to the executive committee, which consists of Chairman and functional Directors of the Board. Some of the risks & concerns identified during the year 2017-18 are as follows:

High Risk	Mitigation Plan
Market Share	<div>» Expansion of network of ROs, KSKs</div> <div>» Deeper Penetration in rural and far off areas</div> <div>» Customer connect through Loyalty Programmes</div> <div>» Tie ups with Institutional Customers</div> <div>» Tap/Enter new markets and products</div>
Refining Margins	<div>» Processing of Cheaper/HS Crude Grades</div> <div>» Improvement in Fuel &amp; Losses, Distilled yield</div> <div>» Restricting unplanned shutdowns</div> <div>» Hedging of Cracks Margin</div>
Cost/Time Overruns	<div>» Strict Monitoring of Capital Projects</div> <div>» Control over Activities</div>
Supply and Distribution Infrastructure	<div>» Investment in New Infrastructure</div> <div>» Expansion of Existing Capacities</div>
Return on Producing Assets (E&P)	<div>» Comprehensive Due Diligence</div> <div>» Close Monitoring and Control</div> <div>» Periodic Review and Assessment</div>

Frequency of monitoring	To whom are results reported?	Geographical areas considered	How far into the future are risks considered?	Working of the Committee
Six-monthly or more frequently	Board or individual/sub-set of the Board or committee appointed by the Board	All over India and the countries from which input crude oil is sourced.	3 to 6 years	Risk Management Committee comprising of senior executives monitors, accesses and discusses both, internal & external risks associated with business, diversification, pricing, climate change etc. and categorizes them as 'A' and 'B' category risks. A category risk are material to the organisation and need immediate action plan.



IOCIans at Guwahati Refinery: Front Runners in adopting in-house technologies



## Corporate E-Security

IndianOil is growing and the growth is backed by digital growth as well. In its digital journey, IndianOil is adopting newer technologies and thereby increasing its cyber footprint. It not only has one of the largest data networks in India but is also amongst the top Indian organizations in terms of digital transactions. With such a huge digital footprint, cyber security is of paramount importance for the corporation. In tune with the global practices, IndianOil has implemented a defense-in-depth cyber security architecture. The three important elements for success and sustenance of any organization's cyber security projects and outlook are People, Process & Technology. It has also been referred to as the "golden triangle" and a back-to-basics approach to solving complex business problems.

To secure an organization properly, there has to be a comprehensive Information Security Management System which addresses People, Process and Technology in a cohesive single package. As part of the IndianOil's e-security, equal emphasis is given to the three aspects to maintain a secure and sustainable security posture. Technology is obviously crucial when it comes to cyber security. Technology can be deployed to prevent or reduce the impact of cyber risks, depending on the risk assessment. The cyber risks that IndianOil faces are identified, and controls are put in place and technologies needed are placed accordingly. The data centers of the corporation have the best of breed solution offered by the cyber security technology vendors for meeting the security requirements. In line with the continuous global advancement in technology, the cyber

security appliances at the corporate data centres at Gurugram and Bengaluru are upgraded, as and when needed, with much more efficient appliances to handle the higher threat levels.

**Process:** IndianOil has a documented IT Policy, which was released in 2017 based on latest technological advancements and to address the latest challenges in IT world. Also as part of the ISO 27001 certification of the data centres, an Information Security Management System is in place which documents all the cyber security processes. IOCL data centres at Gurugram and Bengaluru now have the latest ISO 27001:2013 certification which was obtained in 2017. Regulatory requirements and guidelines for securing public sector undertaking's critical IT infrastructure for business critical applications as issued by the Government of India from time to time are also followed and complied by IndianOil.

**People:** At IndianOil, Cyber Security is a business issue and everyone has a role to play. Everyone in the business needs to be aware of their role in preventing and reducing cyber threats – whether it's handling sensitive data or working at highly critical units. As part of the security awareness campaign, a corporation wide exercise for understanding how to spot phishing emails was carried out in 2017. A pan-company Cyber quiz was organized to engage all the employees and bring awareness. Various awareness and technical trainings were organized to equip employees to handle the emerging cyber threats. The IT and security posture of the corporation has been appreciated at various levels.

A new customer facing project e-PIC was launched on 8th January, 2018. The portal has been designed to enhance customer experience. The portal provides the customers with a single platform to voice their issues requiring a service/support across any line of business of IndianOil. The concern is then appropriately routed to the concerned person in a centralized Grievance System, with a proper escalation matrix in place.

The Social Relationship Management (SRM) module of project e-PIC was also implemented. This is expected to facilitate monitoring of all the important social media pages for gathering positive or negative sentiments about the Corporation. Any grievances on the social media would be integrate with the Centralized Grievance System.

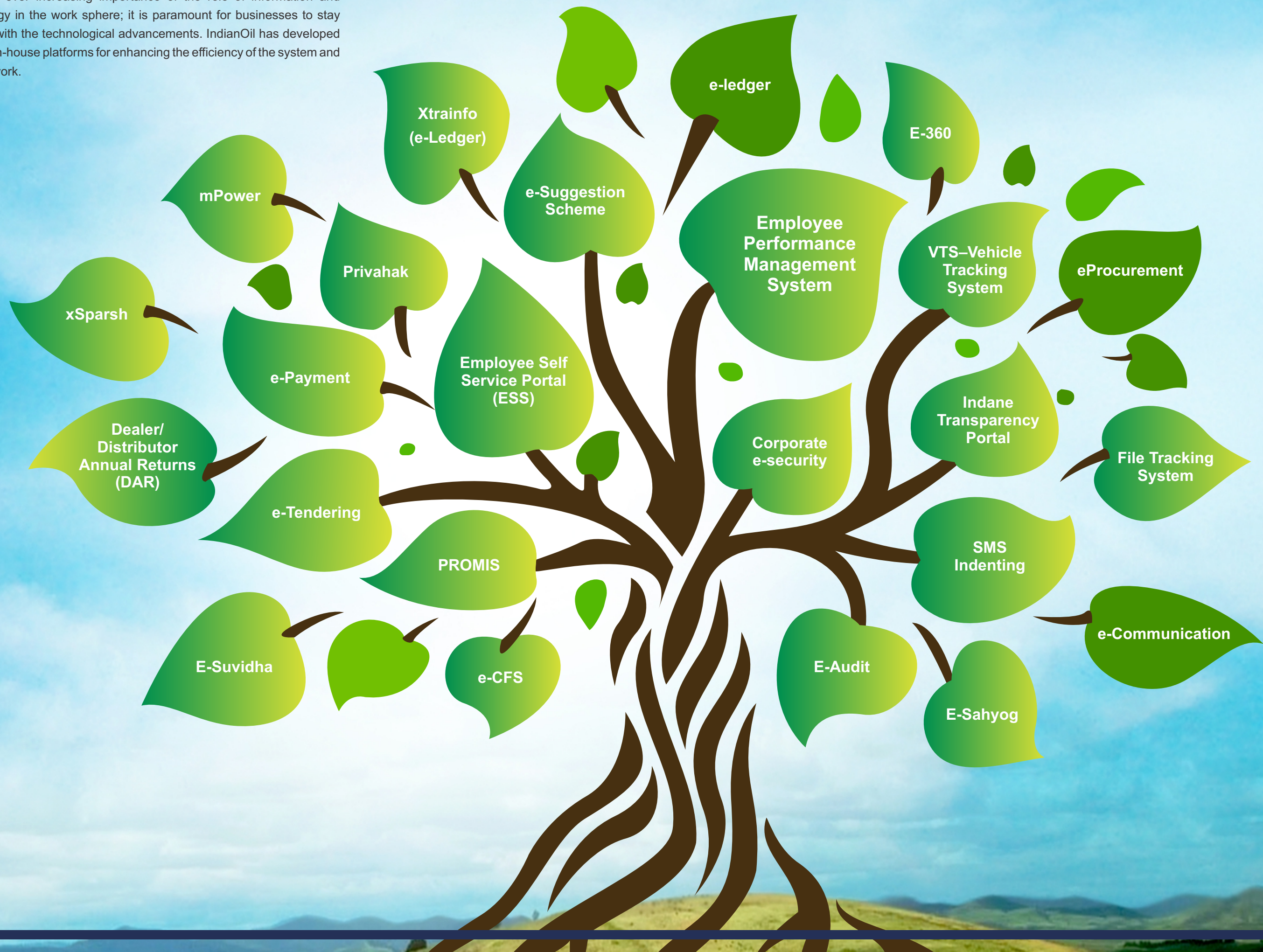


Controlling System at Paradip Pipeline



## E-initiatives

With the ever increasing importance of the role of information and technology in the work sphere; it is paramount for businesses to stay abreast with the technological advancements. IndianOil has developed various in-house platforms for enhancing the efficiency of the system and ease of work.





# We have some fuel stations where people don't come for fuel.

## Our Kisan Seva Kendra outlets.

Seeds, fertilisers, farm implements, spare parts, banks, etc.

At our 7000 and more Kisan Seva Kendra fuel stations across India, you can get more than just fuels and lubricants. Dotting the dusty roads of rural India, these 'hubs of hope' constantly strive to enrich the lives of people, even in the smallest of Indian villages, by engaging with people in the neighbourhood and by offering a bouquet of merchandise beyond fuels.

For over five decades we have endeavoured to touch the lives of a billion Indians. In every possible way. Even in the remotest parts of India. Through our products and services, that bring energy to their lives and smiles to their faces.



**IndianOil. In every part. In every heart.**

## E-Initiatives for Employees

### ESS-Employee Self Service

Enables employees to check their pay-related information, make various claims and track the application status.

### E-360

Portal for employees in Manager's grade and above, where employees are assessed by their peers, subordinates and seniors on their overall performance.

### E-Suvidha

Covers claims and information not covered under ESS.

### E-Audit

Application used by the Internal Audit team to speed up the audit process.

### E-Sahyog

Centralized portal for the CSR function to update & share information pertaining to various initiatives across the organization.

### E-PMS

System to increase transparency in performance measurement and performance ratings.

### E-Drive

An intranet-based online data storage facility that helps employees upload and share up to 1GB data across locations.

### E-Tender

An internet based portal for tenders. The system has increased transparency in the process of tendering and saved time & cost for the company.

### HR A&W Services

All information related to various administration & welfare related formats and contact persons is mentioned on the link for various users.

### File Tracking System

A system that helps to route and track a file put up for approval.

### Hello IOCian

An online directory of all employees, both executive and non-executive, of all divisions with information pertaining to their contact details.

### PF Management System

A portal has been developed to help employees access details related to their Provident Fund (PF) balance and apply for refundable or non-refundable loans against PF, if required.



## Technology Enabled

In addition to the numerous platforms on the intranet, various on-the-go applications have also been developed by IndianOil for its customers, vendors and suppliers as well as employees for ease of access to information.

### Applications for Employees



The target audience of this mobile application is our mobile workforce. Following are the features of this application

- » Customer Payments
- » Customer balances
- » Pending Orders
- » Sales Analytics
- » Revamped mPower on new platform
- » mPower extended for non-field officers in Retail Sales
- » mPower for LPG Field officers launched providing features like balance, payments, sales analytics, order status/mgmt., Centralised Indsoft data, NFR portal info, customer grievance data
- » mPower for LPG non-field officers which included all able reports based on sales hierarchy.



The target audience of this mobile application are our internal employees. This application allows the mobile workforce of IndianOil to access employee data on the go. Following data is made available in the mobile application

- » Payslip
- » Holiday Listing
- » Employee Search
- » Off cycle payment details
- » Know your pending claims
- » Leave Balance
- » Leave Apply/approve
- » Furniture PC/Mobile Card
- » Income Tax Card
- » GSTIN Information



The B2E application for both existing and retired employees to get instant access to contact details of IOCL employee. The app has both offline and online capabilities.

- » Employee search based on name, mobile and employee no.
- » Offline storage based on directory
- » Contact sharing via SMS, email, Whatsapp.
- » Ex-employee login
- » GSTIN Information

### Applications for Customers, Vendors and Suppliers



The target audience of this mobile application are the end customers who purchase petrol and diesel from IndianOil's retail outlets. The applications features are as follows

- » Retail Outlet locator based on the user's geographical position
- » Retail Outlet search by services.
- » Easy availability of the customers' fuel transactions
- » Easy lodging of the feedback and rating of retail outlets
- » Safety tips, Lube and air pressure reckoner
- » Loyalty program integration
- » Tracking of the grievances filed by the user.
- » Swach Bharat Integration
- » In-line with Daily price change being done.
- » Integration with CRM Grievance module



The target audience of this mobile application are the various channel partners of IndianOil. Following are the features of this application

- » Customer balance
- » Indent / Order Management
- » Payment Details
- » Sales
- » Consumption statistics
- » RDB reports integration
- » Customer Acquisitions
- » Xsparsh for Institutional Business customers launched
- » Features include sales analytics, order management, balance information etc,
- » Integrated with Bulk Consumer Portal.



The target audience of this mobile application are all the Transporters of IndianOil. Following are the features of this application:

- » Real time payment information of the transporter's bills.
- » Real time position of the transporter's truck.
- » Details of the transporter's fleet of trucks (No of trucks and the details of each truck)
- » App has been re-branded as VendorApp
- » All vendors (including transporters) can login and use
- » Integration with Bill Tracking System
- » Payments information



The target audience of this application are IndianOil's BD channel partners. It caters to all the types of customers i.e. PTA/DC, CS and DCAs. Following are the features of this application

- » Balance Enquiry
- » Sales enquiries
- » Stock inventory listing
- » Payment details
- » Integration with Microsoft CRM for user access
- » PROMIS extended for Polymer customers including DCA



## State of the Art Control & Monitoring Systems

During the year 2017-18, the cyber world was attacked by 2 ransomware attacks – “Wannacry” and “Petya”. Though IndianOil was able to shield its system from these attacks, nonetheless, awareness exercises were conducted across the locations to educate all e-mail users about cyber-attacks and safety from ‘phishing’ mails/SMS.

Additionally, cyber security audit of selected locations were carried out to identify the potential vulnerabilities and appropriate mitigations steps were taken to strengthen the security wherever required.

A centralized security operation centre was commissioned using which security devices across the organization are now being monitored centrally.







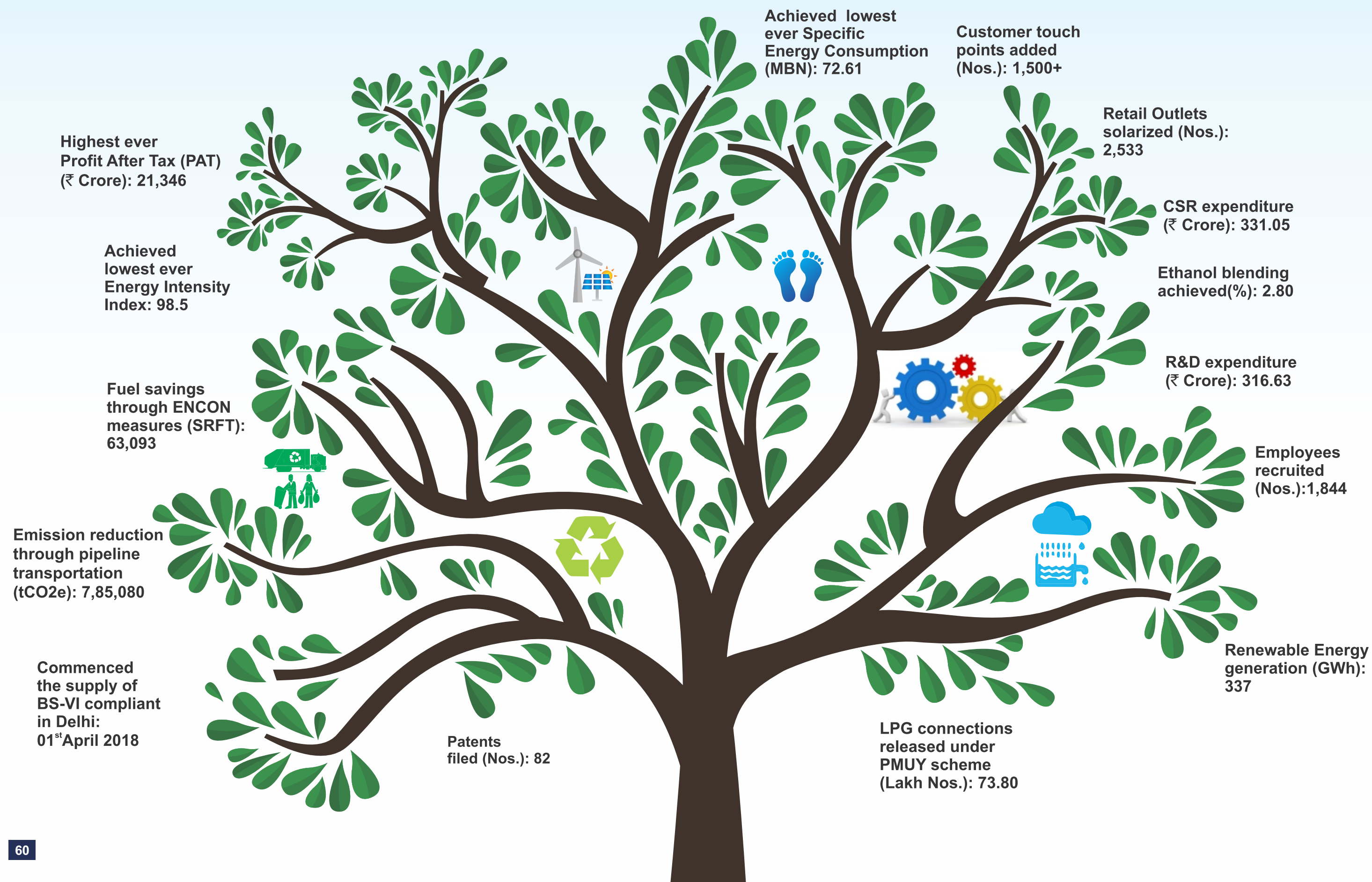
# Sustainability in IndianOil



*A view of Gujarat Refinery Eco-Park*



## Sustainability Accomplishments in 2017-18





## Sustainability in IndianOil

For IndianOil, sustainability has become the most important pillar of its progress. IndianOil has Corporate Social Responsibility and Sustainable Development Committee at the Board Level, to recommend sustainability initiatives and monitor the progress of initiatives undertaken. IndianOil has always embraced environmentally sustainable business practices and has

taken continuous efforts to maintain environmental and social well being.

IndianOil has formed Alternate Energy and Sustainable Development (AE&SD) Group, a dedicated team at the corporate level to align our initiatives towards sustainable development. IndianOil has developed and implemented various sustainability policies at the organizational level.

### Guidelines and Policies



IndianOil in Every Corner

## IndianOil's Sustainability & CSR Policy

### Sustainability & CSR Policy

IndianOil has integrated its sustainability policy with CSR policy in line with DPE's "Guidelines on Corporate Social Responsibility and Sustainability for CPSEs" dated 21.10.2014, which proposed single policy for 'CSR and Sustainability'. Accordingly, IndianOil has developed single policy for Sustainability and CSR which outlines the vision, mission, thrust areas ensuring its compliance as per the requirements of Companies Act 2013, Companies (CSR Policy) Rules 2014 and DPE's guidelines on CSR & Sustainability.

#### 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.

#### Missions

- » Meet stakeholders' aspirations for value creation and grow along with the society.
- » Ensure a safe & healthy working environment.
- » Incorporate environmental and social considerations in business decisions.
- » 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.
- » 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.
- » Tourist friendly facilities at monuments of national importance.
- » 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.



## Renewable Energy

India has a greater potential for harnessing power from renewable sources. Power generation from renewable source continues to grow, with the share of renewable energy in the country's energy mix at 19% as on 31st March 2018. Despite increase in renewable energy installed capacity, there is still large untapped potential in India. As per INDC commitment, India is committed to increase the renewable power capacity to 175 GW.

IndianOil has strong focus towards country's energy transition and committed to increase it's renewable

energy capacity to 260 MW by 2020. The major projects undertaken by IndianOil to increase the share of renewable energy in its overall energy mix are grid connected wind power, grid connected and off grid solar power. During the year 2017-18, we had invested ₹54.22 Crore in renewable energy projects. The total generation from renewable power during the year is 337 million units, which is approximately 5% of total electricity consumption.



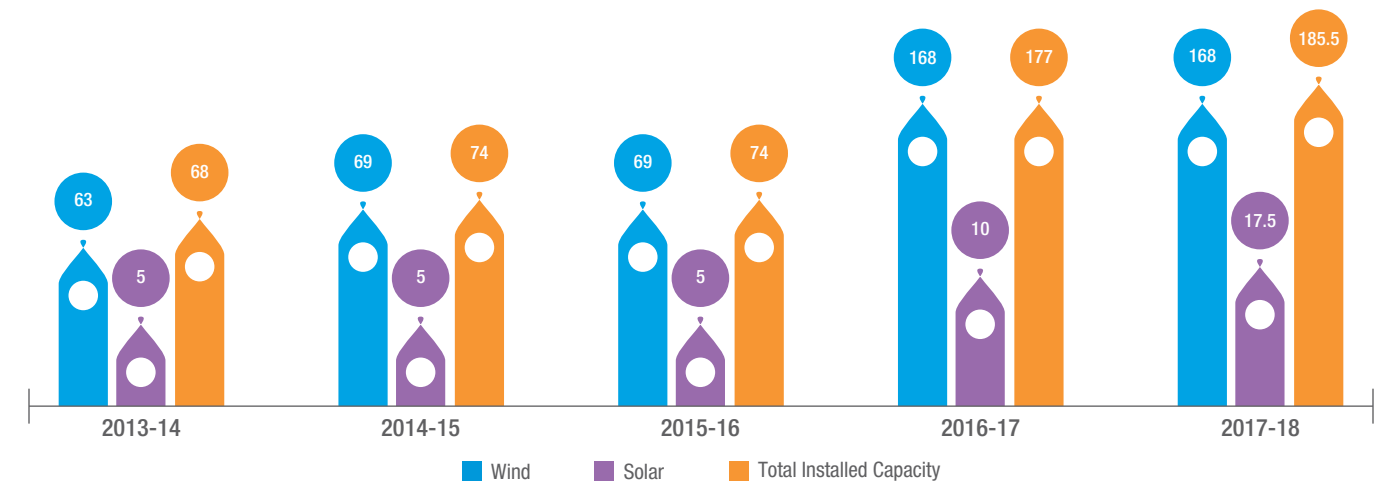
Solar PV Plant at Barauni Refinery

## Grid connected Renewable Power

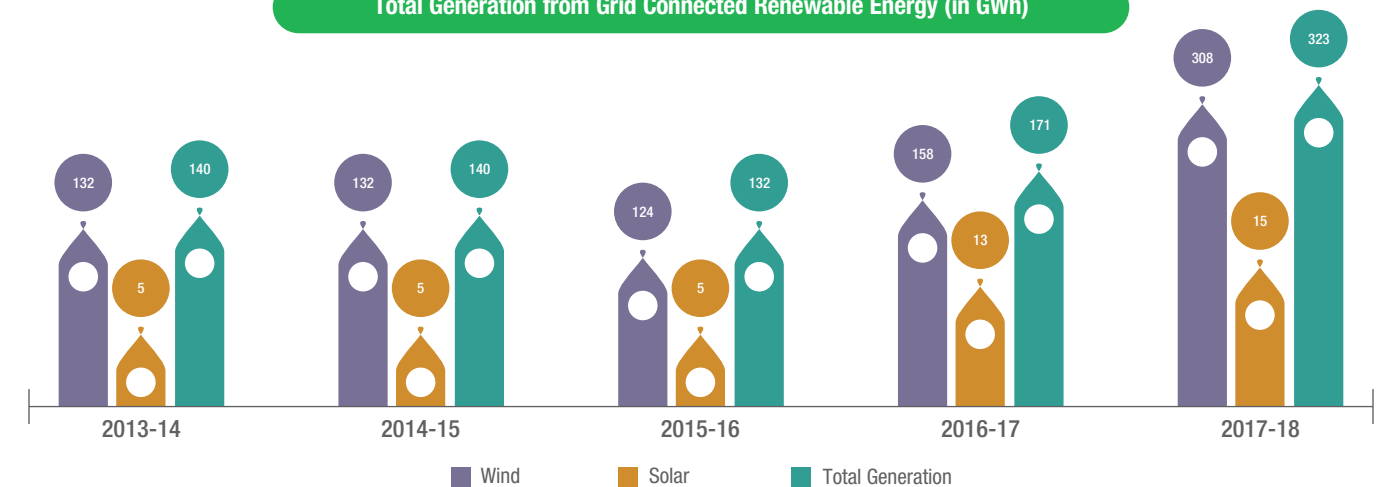
IndianOil has cumulatively commissioned 185 MW of renewable power as on 31<sup>st</sup> March 2018, which includes 168 MW of wind power and 17.5 MW of solar power. During the year 2017-18, we have generated 323 GWh

against 171 GWh generated the previous year. The generation of 323 GWh corresponds to GHG emission reductions of 265 TMTCO<sub>2</sub>e (thousand metric tonnes carbon dioxide equivalent).

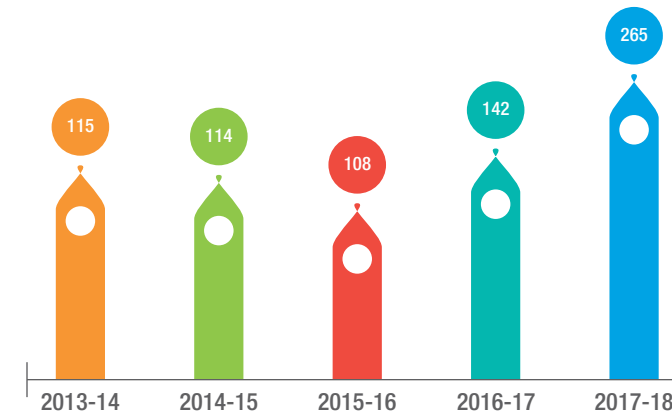
### Grid Connected Renewable Energy-Cumulative Installed Capacity (in MW)



### Total Generation from Grid Connected Renewable Energy (in GWh)



### GHG Emissions Reduction due to Grid Connected Renewable Power (in '000 Tonnes of CO<sub>2</sub>e)



IndianOil's Wind Power Plant

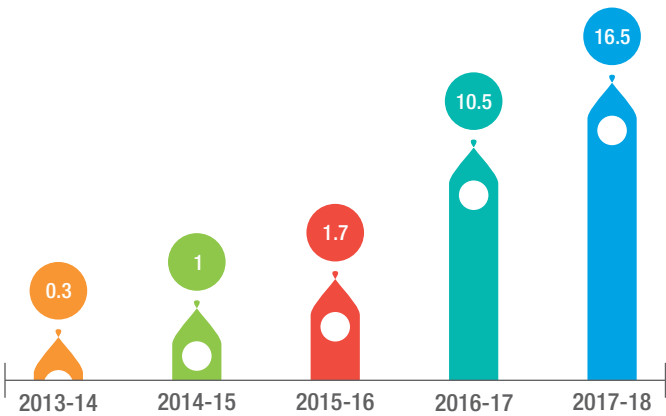


Off-grid Solar Power

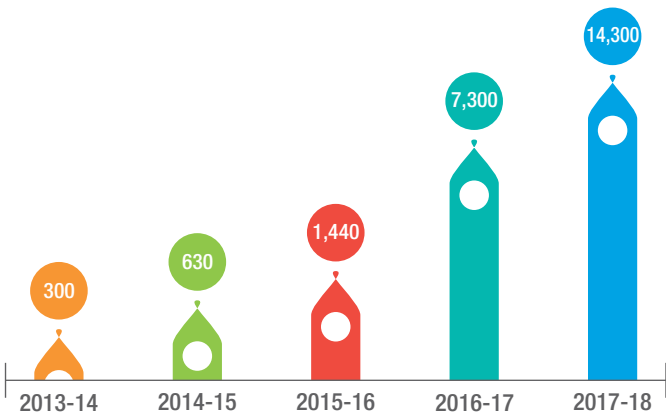
IndianOil aims to install Solar Photo voltaic plants across rooftops as well as spare lands in its installations. Accordingly, IndianOil implemented a solar policy in 2015-16 for installing off-grid solar PV systems. As on 31<sup>st</sup> March 2018, we have total installed capacity of 16.5 MW

of off-grid solar power projects. The power generated from off-grid solar power is 14 million units during the year, which corresponds to GHG emission reductions of 12 TMTCO<sub>2</sub>e (thousand metric tonnes carbon dioxide equivalent).

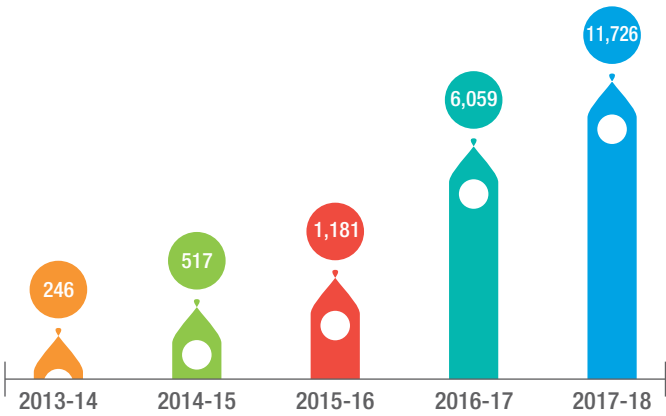
Off-Grid Solar-Cumulative Installed Capacity (in MW)



Off-Grid Solar-Generation (in MWh)



Reduced GHG Emissions Due to Off-Grid Solar Power (in Tonnes CO<sub>2</sub>e)



Off-Grid Solar Power Plant

Sustainability and CSR Workshops

IndianOil believes enhancing the awareness of each employee of the Corporation about climate change vulnerability, impacts, and adaptation can help build individual and institutional capacity for undertaking climate change mitigation and adaptation measures.

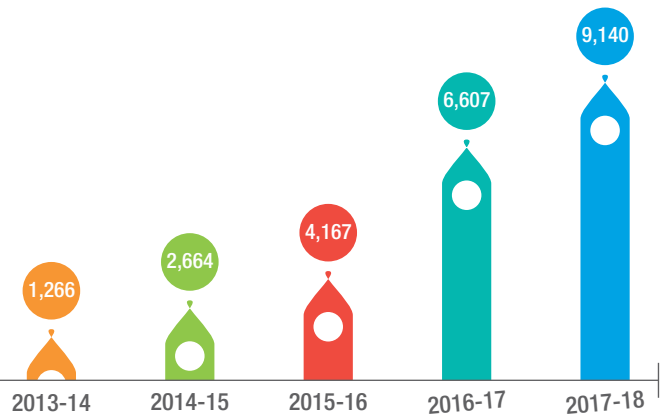
Accordingly, IndianOil organizes sustainability workshops across the divisions and operating locations to enhance awareness about sustainability among the employees at all levels.

Retail Outlet Solarization

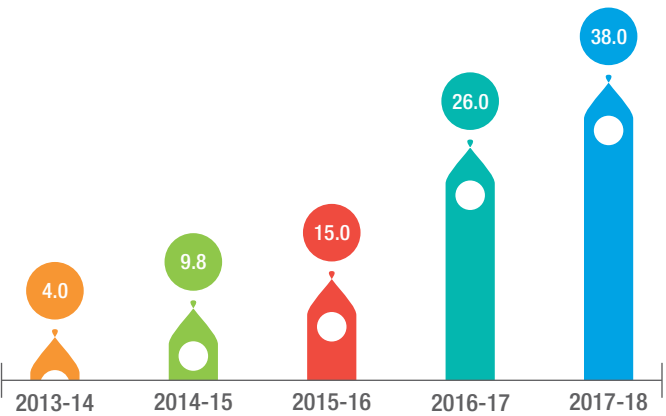
Retail outlet solarization is a flagship program by IndianOil aimed to create positive environment impact across its value chain. Besides promoting sustainable value chain, the initiative reduces the retail outlet's dependency on diesel generators, safeguarding the ROs

against power fluctuation and provides emission reduction (Scope-3, beyond our boundary). As on 31<sup>st</sup> March 2018, IndianOil has solarized 9,140 retail outlets with a cumulative off-grid solar power installed capacity of ~38 MW.

Cumulative Number of Retail Outlets Solarized



Cumulative Installed Capacity Under RO Solarization (in MW)



Solarized Retail Outlet

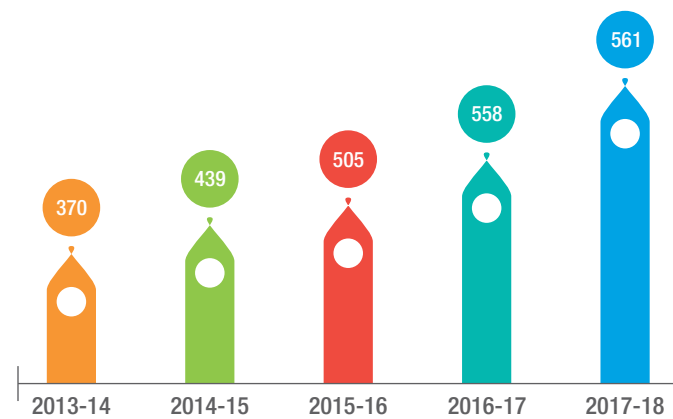


## Rainwater Harvesting (RWH) Systems

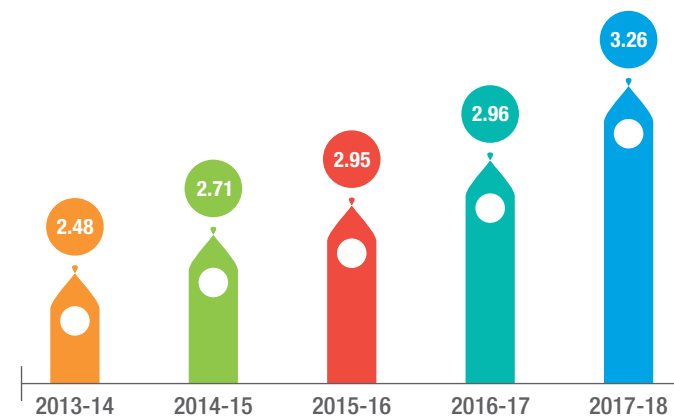
With fresh water becoming a vulnerable resource, water conservation and efficiency measures are gaining momentum across sectors. Rainwater harvesting systems are an efficient and cost effective sustainable water management technique which would not only reduce the fresh water intake but also reduce the overall footprint. IndianOil has implemented rainwater harvesting policy to install rainwater harvesting systems in all the available catchment areas across the installations.

Accordingly, we have installed 561 rainwater harvesting systems in IndianOil with the catchment area of more than 1,000 hectares. The RWH systems have the rainwater harvesting potential of 3 billion litres per annum, which amounts to approximately 3% of our refineries total water consumption. The rainwater collected from roof and surface run off were all treated and used in our operations.

### Cumulative Number of RWH Systems



### Year on Year Rain Water Harvested (In Million Kilolitre)



RWH System at our Refinery

## LED Implementation

Aligning our initiatives in synergy with the Government policies, IndianOil aims to replace all the conventional lighting with LED lighting in its installations. As on 31<sup>st</sup>

March 2018, more than 3.4 lakh LEDs were installed in its locations.

## Carbon and Water Footprint

IndianOil carries out carbon and water footprint activities across its installations every year through which it identifies the measures to reduce its footprints. IndianOil has taken a voluntary target to reduce its specific carbon footprint and specific water footprint by 18% and 20% respectively by 2020 as against the base year 2012-13.

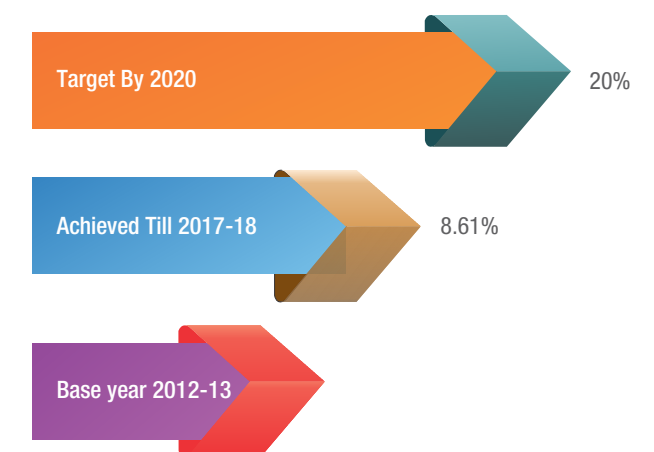
Water saving measures over the years have helped to

reduce our specific water footprint by 8.61% till 2017-18 compared to 2012-13. Similarly, emissions reduction measures have resulted in specific emission reduction by 7.45% till 2017-18 against the base year 2012-13. Energy efficiency and ENCON measures, renewable energy generation are some of the measures that lead to reduction of our specific carbon footprint.

### Specific Carbon Footprint Reduction



### Specific Water Footprint Reduction



## Biofuels

IndianOil is setting-up three 2<sup>nd</sup> Generation Ethanol Production plants at Panipat (Haryana), Gorakhpur (UP) and Dahej (Gujarat) of 100 KL per day capacity each. Land acquisition has been initiated for the project to be set-up in Panipat, whereas possibilities are being explored for land allotment to set-up the plant in Gorakhpur.

IndianOil has entered into MoUs with various parties for retailing of Bio-CNG and Compost through IndianOil retail channels. The parties would produce Bio-CNG from various sources including Municipal Solid Waste, Paddy Straw, Press Mud, Vegetable Market Waste & Cattle Dung.

## Waste Management

IndianOil has installed 25 number of organic waste convertor/biogas plants across the installations to treat kitchen/organic waste and generate biogas. Biogas generated is used for cooking purpose, whereas the

slurry is used as manure. We have installed indigenous biomethanation technology developed by IndianOil at our Digboi refinery.



## Waste to Energy Plants

IndianOil has commissioned three waste to energy plants of 5 tonnes per day capacity each, at Varanasi, under Swatch Bharat Abhiyan. Two plants, one each at Pahadiya Mandi and IDH Hospital were commissioned

during 2017-18. The total power generated during the year 2017-18 from these three waste to energy plants is 38,656 units (kWh).

## Solar Lanterns

In an effort to reduce pollution from the usage of kerosene & firewood, IndianOil is focused to provide solar based solutions to problems of erratic/ no electricity supply by selling solar lanterns in small towns, semi urban and rural

areas through its various channels. Accordingly, IndianOil has sold 4,17,027 solar lanterns cumulatively as on 31<sup>st</sup> March 2018. During the year 2017-18, 13,992 solar lanterns were sold through LPG network.

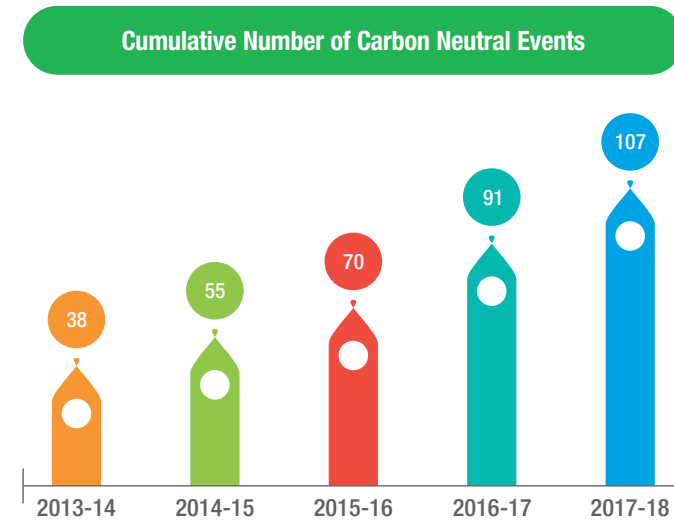
## Electric Mobility

IndianOil is exploring opportunities for manufacturing and retailing of Lithium-ion batteries besides setting-up fast charging stations. We have pilot charging station at an IndianOil Retail Outlet in Nagpur (COCO RBI, Nagpur) in

collaboration with Ola. Another Charging Station has been put up at Centre half station, Sadiq Nagar, New Delhi with one charging point.

## Carbon Neutral Events

IndianOil has undertaken carbon neutral event initiative to offset the GHG emissions generated from major business event by carrying out tree plantation at its installations. IndianOil made 16 events carbon neutral during 2017-18 by carrying out plantation of more than 1000 trees. Cumulatively, 107 events were made carbon neutral across the Corporation. To improve the survival rate and growth rate of trees planted, native species were chosen for plantation activity.



## Carbon Disclosure Project (CDP)

Carbon Disclosure Project (CDP) is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. 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 footprints.

## United Nations Global Compact (UNGC)

United Nations Global Compact (UNGC) is a voluntary initiative to implement universal sustainability principles and to undertake partnerships in support of UN goals. UNGC has ten principles to encourage companies to operate responsibly and meet the requirements of

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

## Global Reporting Initiative (GRI)

Global Reporting Initiative (GRI) is an independent international organization which developed Sustainability Reporting Standards that help companies globally, to report on critical sustainability issues such as climate change, human rights, governance and social well-being.

IndianOil has been releasing its annual sustainability report since 2005-06 and has been publishing its reports on sustainability performance in line with GRI guidelines

since 2007-08. We follow the latest GRI guidelines while reporting our sustainability performance. Further, IndianOil's sustainability report conforms to GRI Oil and Gas Sector Supplement (OGSS), which provide guidance for companies involved in the exploration, production, refining, transport and sale of oil, gas and petrochemicals.



United Nations  
Global Compact



Panipat Refinery Eco-park





### Solar PV at Leh LPG Bottling Plant

Leh is the largest town in Ladakh in the state of Jammu & Kashmir. It is a major tourist attraction due to its scenic grandeur. IndianOil LPG Bottling Plant (BP) at Leh, located at an altitude of 11,800 ft. above sea level, is world's highest LPG bottling plant. Leh BP does not have grid electricity connection and the plant had been operating on Diesel Generator (DG) sets with an annual diesel consumption of approx. 45 KL. The 3 TMTPA plant keep home fires burning by supplying 2.6 lac cylinders per year.

Leveraging the available land at the BP, IndianOil embarked on a project to set up a 100 kW Solar Power Plant. Apart from the economics of reduction in consumption of diesel for running of DG sets, the other key driving force for the project was adoption of a clean energy option so as to contribute to the pristine environment of the Ladakh region.

IndianOil prepared the techno-commercial feasibility of installing a 100 kW Solar Power Plant with 192 kWh of battery, incorporating technical specifications required for the harsh climatic and geographic conditions of the region. While executing the project, there were huge logistic challenges in planning the sourcing and delivery of materials at the project site due to ~5 months of closure of access roads to Leh. The construction work was hampered by the inclement weather when an avalanche blocked a truck carrying vital parts at Zoji La, the gateway to Ladakh from Srinagar and remain stuck through the icy winter. In another instance, delivery of battery that was already shipped from Delhi, got stuck by the sudden closure of road in November 2017, which could eventually be delivered in March 2018. Besides, the hard rocky nature of soil posed additional difficulties in civil construction for mounting structure to support the solar panels.

The 100 kW Solar Power Plant has been successfully commissioned with 192 kWh of battery in Jun'18. The solar power caters to 70% of the power consumption at the plant leading to the following benefits:

- » Approx. saving of 30 KL diesel annually (approx. Rs. 19.5 Lakhs @ Rs.65/ltr.)
- » Approx. carbon footprint reduction per year : 105 Metric Tonne of CO<sub>2</sub> (e)

IndianOil is further working out the techno-commercial feasibility of augmenting the solar capacity by another 100 kW with 192 kWh of battery, which shall take care of remaining power consumption of the unit as well as cater to the planned load augmentation at BP, thereby completely eliminating DG set usage.



### Compressed Bio Gas Program of IndianOil

Biomass resources such as agricultural residue, cattle dung, sugarcane press mud, municipal solid waste and wastewater sludge produce biogas through a process of anaerobic decomposition. This process known as bio-methanation is a clean low carbon technology which offers an efficient management and conversion of biodegradable waste to biogas and bio-manure. Generally, biogas comprises 60-65% methane, 35-40% carbon dioxide, 0.5-1.0% hydrogen sulfide and water vapors etc.

Biogas is purified to obtain Bio-CNG which contains ~95% pure methane gas. Further, bio-CNG is exactly similar to the commercially available natural gas (calorific value: ~52000 KJ/Kg) in its composition and energy potential. Production of Bio-CNG would reduce the import of natural gas, utilize waste productively, minimize emissions, reduce pollution, provide rural employment and have other socio-environmental impacts on the existing waste management system.

IndianOil has taken an initiative to facilitate production and supply of Bio-CNG. To start with, we have signed MoU with various Bio-CNG producers including Punjab Energy Development Agency (PEDA) for setting up agricultural residue surplus to Bio-CNG plants in Punjab and National Agricultural Cooperative Marketing Federation of India Limited (NAFED) for jointly marketing of by-products of the Plants including bio-compost, bio-slurry, bio-pesticides. Signing of similar MoUs are in process with Governments of Uttar Pradesh, Haryana, Chhattisgarh, West Bengal etc.

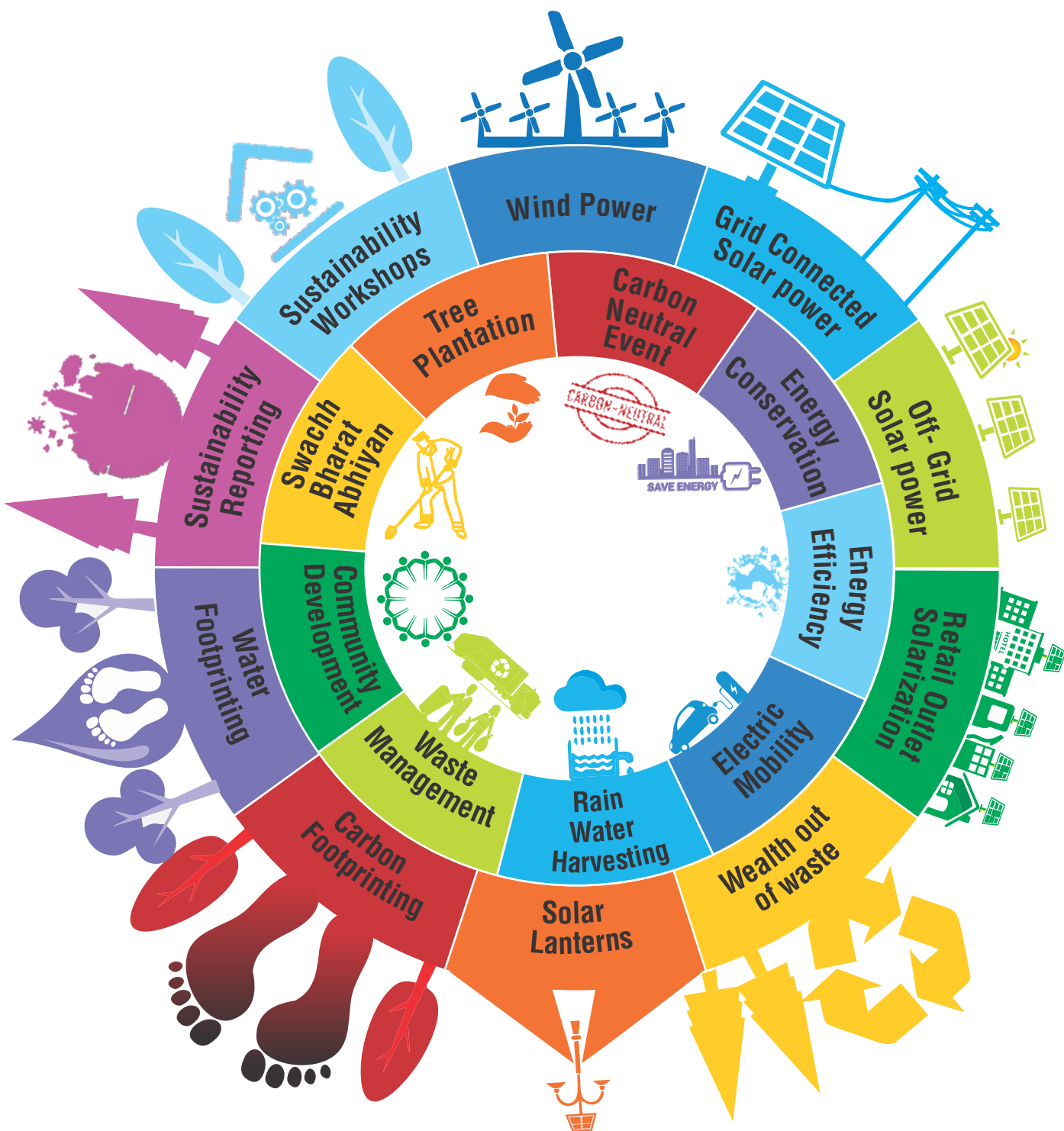
### Solar PV Including 8 MW at Sanand LPG Bottling Plant





A major solar capacity addition during 2017-18 was of 8 MW at Sanand LPG Bottling Plant, commissioned on 19.12.2017. The annual generation of the plant is estimated at 12 million units resulting in Carbon Emission reduction of 10 TMTCO<sub>2</sub>e (thousand ton of Carbon-Dioxide equivalent). The electricity generated is being wheeled to 17 locations in Gujarat including Gujarat State Office, Terminals, LPG Bottling Plants and Pipeline Stations.





Our Sustainability Horizon





 Sustainability & CSR Policy

 LED Policy

 Rain water Harvesting Policy

 Solar Policy

 Energy Audit Guidelines

 Carbon Neutral Event Guidelines

 Tree Plantation Guidelines

 Health, Safety & Environment Policy







## Economic Performance



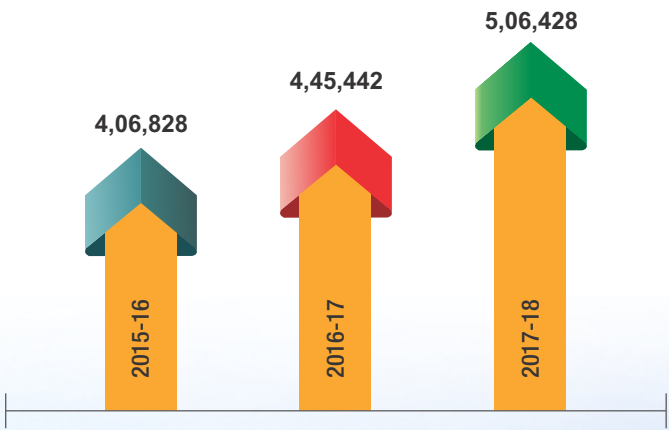


## Economic Performance

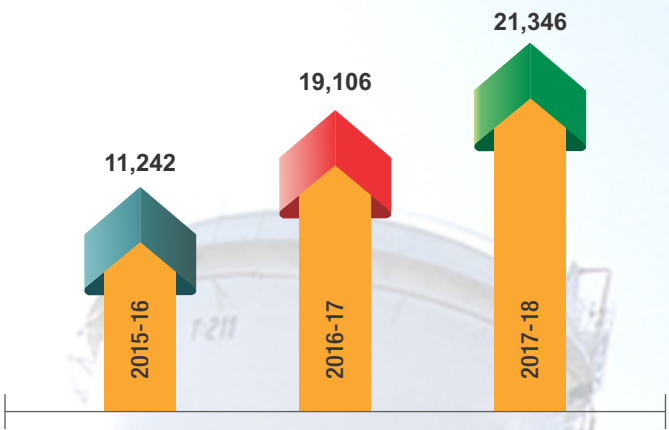
IndianOil accounts for nearly half of India's petroleum products market share. Over 35% national refining capacity and 71% downstream sector pipelines throughput capacity are with IndianOil.

IndianOil reported a sales turnover of ₹5,06,428 Crore and, net profit of ₹21,346 Crore during 2017-18 making it the India's most profitable Public Sector Undertaking. A contribution of ₹1,90,670 Crore was made towards the government exchequer. IndianOil received a grant of ₹6,757.73 Crore from the Government of India during the year 2017-18.

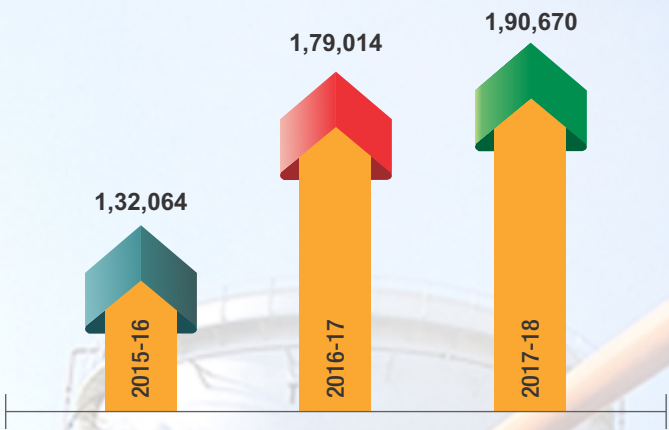
### Revenue from Operations (₹ Crore)



### Profit after Tax (₹ Crore)



### Contribution to Central & State Exchequer (₹ Crore)



\*Detailed Financial Performance available at [www.iocl.com](http://www.iocl.com)

## Pipelines

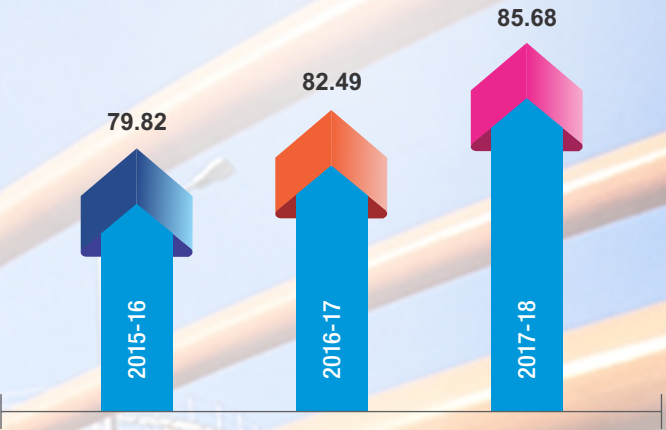
IndianOil spearheaded the operations of multi-product petroleum pipeline in India and continues to be the leader in the downstream sector. The year 2017-18 has been an eventful year for Pipelines Division with remarkable achievements in operations, projects and overall business profitability.

IndianOil pipeline network stood at 13,391 km with a throughput capacity of 94.79 MMTPA of liquid pipeline network and 9.5 MMSCMD of gas pipeline network as on 31<sup>st</sup> march 2018. During 2017-18, pipeline network has achieved the highest ever throughput of 85.68 Million Metric Tonne (MMT), which is around 4% more than the previous highest achieved in 2016-17.

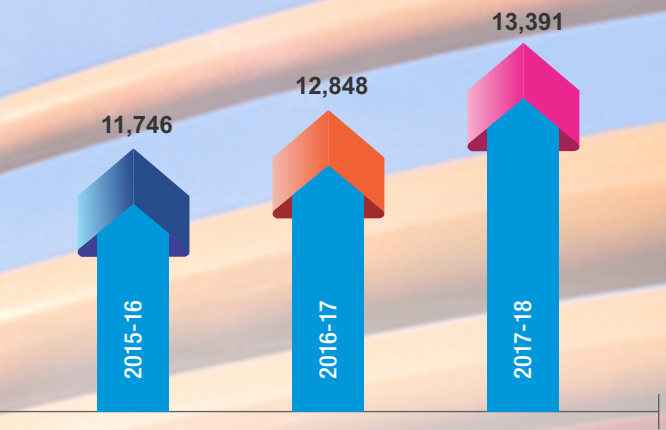


Paradip Pipeline

### Pipelines Throughput (MMT)



### Growth of Pipeline Network (Length in km)





## Refineries

The year 2017-18 was a momentous one for IndianOil refineries with completion of one more significant phase in the Corporation's commitment to producing cleaner, greener fuels. The Mathura & Panipat Refineries of IndianOil commenced BS-VI grade auto fuel supplies to meet the April 1, 2018 timeline for Delhi.

Refineries Division achieved a record crude throughput of 69.0 MMT during the year 2017-18, against 65.19 MMT during 2016-17, buoyed by cent percent capacity utilization of Paradip Refinery.

## Marketing

IndianOil reaches out to its customers across the length and breadth of India including the remote corners of the country. It comprises over 47,800 customer touch-points which are seamlessly backed by a highly efficient network of supply locations.

The Daily Price Revision (DPR) mechanism for petrol and diesel was rolled out across the nation in June 2017 to streamline the prices of automotive fuels. Further, IndianOil undertook 100% automation in pricing of major petroleum products enabled speedy implementation of

accurate prices. During 2017-18, IndianOil procured 4,12,280 kl of ethenol and achieved 2.8% ethanol blending. IndianOil sold 88.76 million tonnes of products (including Petroleum products, Gas, Petrochemicals, Explosives and Exports) in 2017-18. The Company also commissioned a record number of CNG facilities (highest ever) at 100 ROs. IndianOil Aviation maintained its market leadership position with a market share 61% in the industry.

*Night view at Barauni Refinery*



## Petrochemicals

In addition to being the second largest player in the domestic petrochemicals market, IndianOil exports to nearly 75 countries, offering the complete slate of petrochemical products and intermediates which

includes Polymers, Linear Alkyl Benzene, Paraxylene / Purified Terephthalic Acid, Glycols and Butadiene. The polymer brand increased its footprints to additional four countries viz. Algeria, Morocco, Egypt and Paraguay.

## Natural Gas

IndianOil took up natural gas marketing in 2004 and being the second largest player in natural gas, it is investing in gas infrastructure as a strategy to meet future demand by building gas import terminals and pipelines, expanding capacities and customer base and pursuing city gas distribution in diverse markets. The focus is on expanding

LNG import capacities on both the East and West coasts of India, building new terminals and extending the national gas grid. Massive expansion of city gas and piped natural gas networks has been initiated in urban areas across the country.

## E&P

IndianOil has built a sizeable portfolio of oil & gas assets, with participating interest in 9 domestic and 10 overseas blocks with participating interest ranging from 3% to 100%. The ten overseas blocks are located in USA, Canada, Venezuela, UAE, Oman, Libya, Gabon, Nigeria and Russia. A milestone for the Corporation was the

beginning of production of gas and condensate from its Pre-NELP asset AAP-ON-94/1 (rechristened as Dirok Field) in August 2017. This marked the advent of its first domestic exploration asset maturing from exploration stage to a producing asset. The Corporation has 29.03% participation interest in this asset.







# Environmental Performance



*View of Panipat Refinery*



## Environment

IndianOil's approach to sustainability is factual and realistic as we continuously account for impact on environment and society due to our operations across the value chain. As the environment risks for any organization have grown in importance during the past two decades, IndianOil is committed to conduct its business responsibly and take continuous efforts to mitigate the environment impacts due to its operations.

As per Global Risk Report 2018 published by World Economic Forum, three key environment risks viz., extreme weather events, Natural disasters and failure of climate change mitigation & adaptation are in top five global risks in terms of their likelihood as wells as impact. Weather-related risks are one of the leading causes of population displacement. It is estimated that 76% of the 31.1 million people were displaced from their homes as a result of weather-related events during the year 2016. The Government of India has estimated that India is incurring a loss of \$9-10 billion annually due to extreme weather events including water scarcity, heat waves and drought, severe storms and flooding, and associated

negative consequences on agriculture productivity, health and livelihoods. The vast consequences of climate change have become more apparent in recent years implying the need for various mitigation and adaptation strategies to address climate change, as no single option is sufficient by itself.

As a responsible corporate, IndianOil undertakes various climate change mitigation and adaptation measures at the Corporate-level to reduce its overall environmental footprint, which in turn percolates into specific interventions at individual locations including retail network. The initiatives includes energy efficiency, energy conservation, water conservation, renewable energy, retail outlet solarization, tree plantation, waste/biomass to fuel, LED lighting, rainwater harvesting, carbon neutral events etc. IndianOil has taken voluntary target to reduce its specific carbon and water footprint by 18% and 20% respectively by 2020, with 2012-13 as the base year which shows our commitment to reduce our environment impacts.



Native Bird at IndianOil Ecopark

## Materials

IndianOil believes material efficiency in the production improves its economic and business competitiveness besides reducing the environment impacts. 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 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. We also track the raw material consumption and waste generation across the value chain to avoid any leakage and effectively utilize our input materials. Crude oil and raw material consumption at our refineries is 69 MMT for the year 2017-18. During the year, IndianOil improved it's share of indigenous procurement (17.88% in terms of value vs. 16.96% during the previous year) leading to reduced dependence on imports.

### Raw Material Consumption

Lube Plant		
Type of Material	Unit	Quantity Consumed
Base Oil	MT	4,21,423
Additives	MT	39,000
HSD	MT	230
LDO	MT	2,119

LPG Bottling Plant		
Type of Material	Unit	Quantity Consumed
Lubricants	L	42,282
Bottling cylinders (bottling done)	MT	1,02,96,268
Brownsoap solution	kg	16,00,607
Teflon tape	EA	2,44,400
Self closing valve	EA	1,22,20,025
LOT valve	EA	15,541
Safety caps	EA	5,90,41,688
Pressure regulator (issued to distributors)	EA	1,66,91,564
Nylon thread	EA	3,64,39,355
Grease	kg	2,524
O-ring	EA	3,74,99,141



### Total Quantity of Packaging Material

Lube Plant	
Packaging Material	Quantity Consumed (in Tonnes)
Metal Containers	13,182
Plastic Containers	9,189
Corrugated boxes	2,720

Petrochemical Plants	
Packaging Material	Quantity Consumed (in Tonnes)
PP Woven sacks of for packaging Polymer granules	6,505
Flexible Intermediate Bulk Containers (PTA)	768



Bottling Plant at Jammu & Kashmir

### Energy

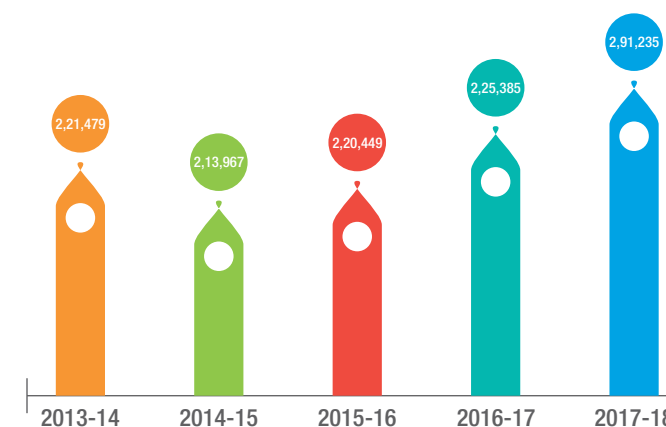
Energy is a key driver for economic growth, and the energy demand in India is continuously increasing due to various social and demographic factors like Industrialization, population growth, urbanization etc. India, being a fast growing economy has made great progress across sectors like industrial, agriculture, transportation, commercial and domestic sectors over the past decades. With per capita energy consumption still lower than the global average, energy demand in India is projected to soar over the coming decades to achieve sustained and inclusive economic growth. However, the country's fossil fuel reserves are limited which entails efficient utilization of resources, deriving maximum value from the available resources. Hence, there is a greater emphasis for secured, sustainable and affordable energy as a means to underpin development, while addressing environmental concerns.

As a major mitigation initiative, energy efficiency and renewable energy policies have gained lot of importance over the years. Inclusion of three sectors viz., Railways, Refineries and Electricity Distribution Companies (DISCOMs) in the PAT (Perform Achieve Trade) scheme cycle-II shows that energy efficiency initiatives and policies are gaining traction across the sectors. BEE has achieved a cumulative energy saving of 8.67 million

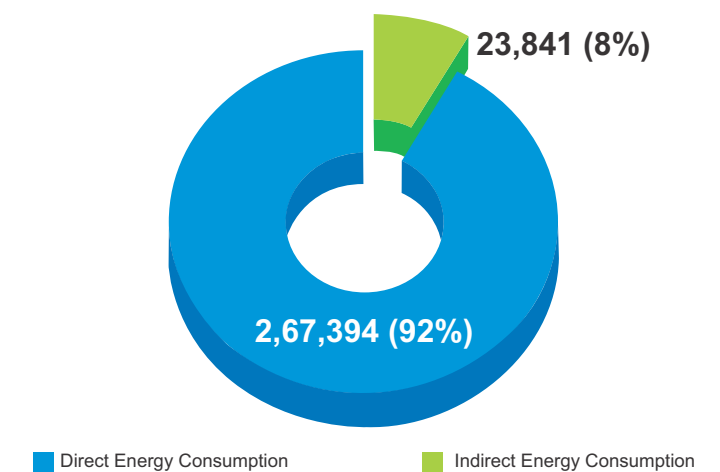
tonnes of oil equivalent (MTOE) against the target of 6.686 MTOE in the PAT cycle-I i.e., from 2012-13 to 2014-15. With the inclusion of new sectors, it is aimed to achieve an overall energy consumption reduction of 8.869 MTOE under the PAT Cycle-II.

IndianOil refineries contribute over 90% of Corporation's total energy consumption and the energy consumption across the refineries has been duly reported. Our total energy consumption during the year has shown a significant increase. This is due to the inclusion of newly commissioned Paradip refinery which achieved its full capacity utilization in May 2017. IndianOil has policy guidelines on Energy Audit to be carried out at the locations with an aim to reduce the energy consumption by 25%. Further, all our operating locations have designated energy managers to identify and implement energy conservation measures. During the year, the ENCON measures implemented at our refinery locations resulted in an estimated savings of 63,093 SRFT. By undertaking various energy efficiency initiatives across the refineries, our refineries have registered best ever Fuel & Loss (F&L), Specific Energy Consumption (MBN) and Energy Intensity Index (EII) of 8.75%, 72.6 and 98.5 respectively during the year 2017-18.

#### Energy Consumption (TJ)\*



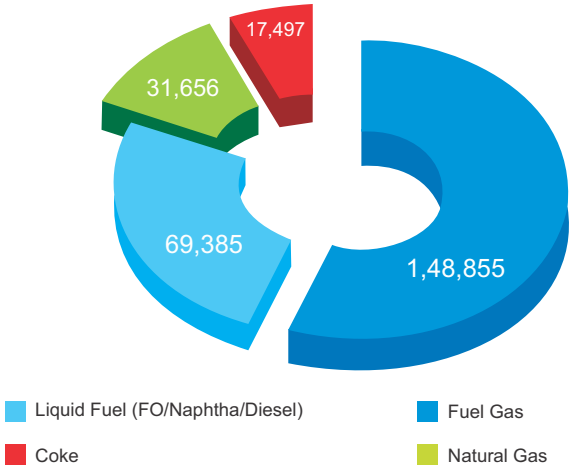
#### Direct vs Indirect Energy Consumption (TJ)\*



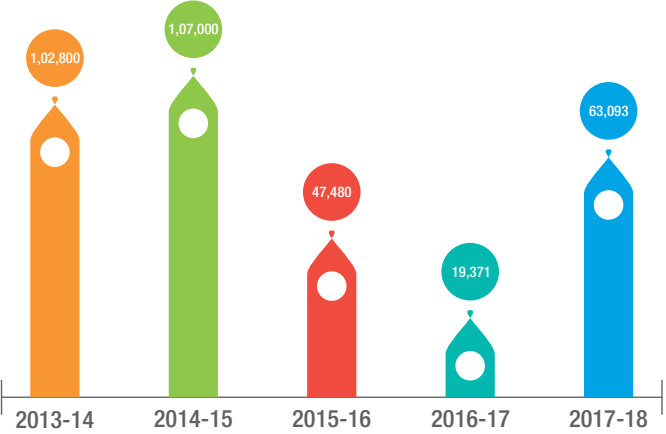
\*Data Pertains to Refinery Division



Direct Energy Consumption (TJ) By Fuel Type\*



Fuel Savings due to ENCON Projects in Standard Refinery Fuel Tonnes (SRFT)\*



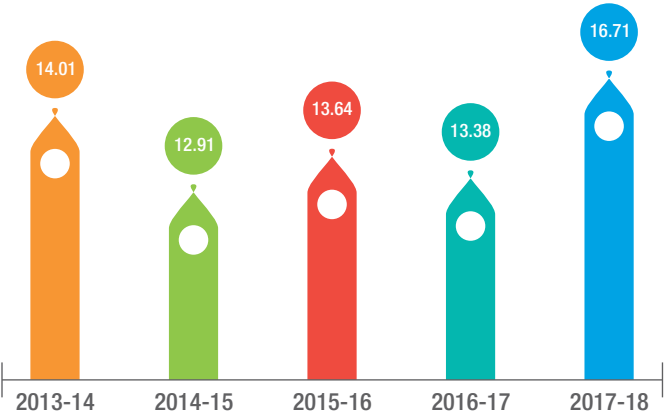
Emissions

Global warming due to anthropogenic emissions has grown into one of the most complex issues faced globally. The vast consequences of climate change threaten to affect not only our environment but also economic, social and political setup. Warming of our ecosystem is unequivocal, and since the 1950s, many of the observed climatic and environmental changes have been unprecedented. The average surface temperature has risen by about 0.8°C globally since 1880, while sea level has risen by 6-8 inches in the last century. Due to changing weather patterns, our planet is already experiencing extreme climate conditions viz. heat stress, flooding, drought, reduction in agricultural yield, sea level rise, extreme precipitation and storm surges etc. The problem is further accentuated by the fact that the rate of occurrence of these climatic extremes are increasing, e.g. the rate of rise in sea level in the past two decades is nearly double the rate observed in 100 years preceding it. Human influence on climate system is more evident with the CO<sub>2</sub> levels surpassing 400 ppm in 2013 for the first time in the history of mankind. In this context, it is critical that companies and governments actively pursue sustainable growth by continuously undertaking various climate mitigation and adaptation actions to prevent adverse impact on our ecosystem.

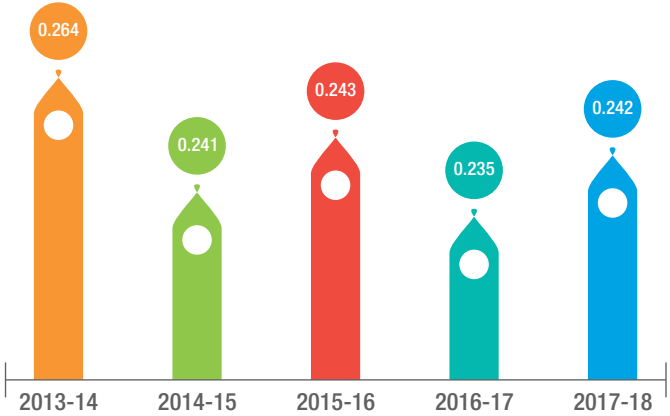
IndianOil is committed towards low carbon growth by achieving operational excellence that would reduce its carbon footprint. In view of the same, we have undertaken various mitigation measures like energy conservation, energy efficiency, renewable energy generation and tree plantation etc. across our operating locations. IndianOil has also taken a voluntary target to reduce its specific carbon emissions by 18% by 2020 compared to base year 2012-13.

For IndianOil, refineries contribute more than 90% of the total corporation's emissions. We carryout carbon footprinting exercises across our operating locations through which we identify and implement emissions reduction measures. During the year, the total emission from the refineries is 16.7 MMTCO<sub>2</sub>e, which is higher by 25% compared to 2016-17. This increase in total emissions is due to the inclusion of newly commissioned Paradip refinery. The specific emissions from the refineries stand at 0.242 MT CO<sub>2</sub>e/MT of crude throughput, which is a reduction of 7.45% compared to 2012-13. The ENCON measures implemented during the year has estimated to reduce carbon dioxide emissions equivalent to 2,04,321 tCO<sub>2</sub>e. The emissions reported by the corporation are estimated as per international protocols and relevant industry guidelines.

Year on Year Scope 1 & Scope 2 Emissions\*  
(In Million Metric Tonnes of CO<sub>2</sub>e)



Year on Year Specific Emissions\*  
(tCO<sub>2</sub> e/MT of crude throughput)



\*Data Pertains to Refinery Division

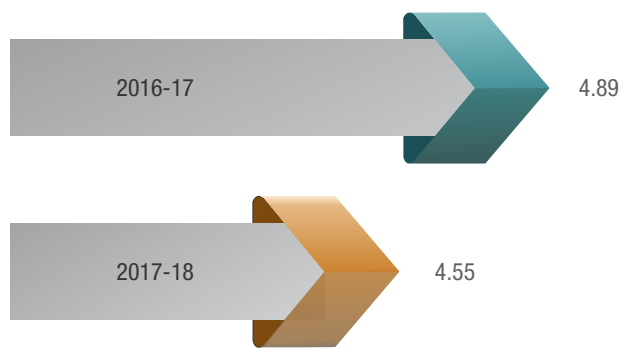


Specific Emissions Reduction  
(tCO<sub>2</sub> Emitted/Tonnes of Throughput)

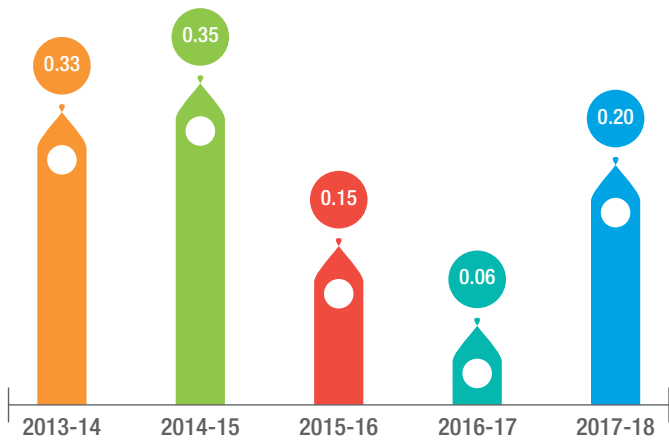


During the year, total throughput by the pipeline division is 85.68 MMT and the total GHG emissions associated with our pipeline operations is 3,85,121 tCO<sub>2</sub>e. The specific emissions during the year 2017-18 is 4.55 kg CO<sub>2</sub>e/ MT of throughput, against 4.59 kg CO<sub>2</sub>e/MT for the year 2016-

Specific Emissions (kg CO<sub>2</sub> e/MT of Crude Throughput)

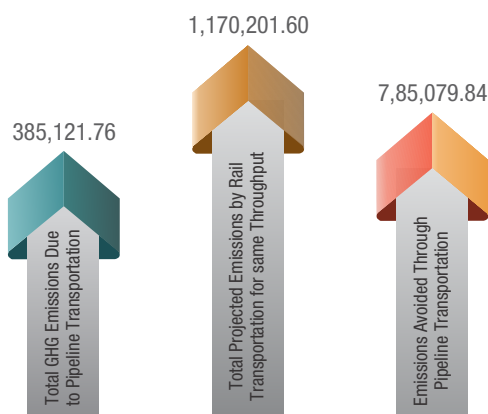


Emission reductions due to ENCON project  
(in million tCO<sub>2</sub>e)



17. Further, an estimated 7,85,080 tCO<sub>2</sub>e of GHG emissions have been avoided through our pipeline transportation as compared to transportation through rail network.

Comparison of Emissions During 2017-18 (in tCO<sub>2</sub>e)



Prevention of Air Pollution

IndianOil refineries are complied with the norms of Central Pollution Control Board (CPCB) and State Pollution Control Board (SPCB) to continuously monitor the air emissions from its operations. The corporation tracks its SO<sub>x</sub>, NO<sub>x</sub>, stack emissions and particulate matter emissions released into atmosphere from its operations and ensure the emission levels are within the permissible limits.

Total Ozone Depleting Substances (tonnes)	1
Flare Hydrocarbon (tonnes)	1,13,239
NO <sub>x</sub> (tonnes)	14,223
SO <sub>x</sub> (tonnes)	32,282
Stack and fugitive emissions (tonnes)	12,908
Particulate matter (PM) (tonnes)	4,873

Water

Water has become one of the most precious and scarce resources today. Water related risk is a growing operational and strategic risk for continued operation of any business. At present, there is an increasing competition for water resource across the geographies, which poses a huge sustainability risk for the communities and the ecosystem. As per a recent report by 2030 Water Resources Group, water demand in India would reach 1.5 trillion m<sup>3</sup> by 2030 against the current water supply of 740 billion m<sup>3</sup>. Considering the projected growth, it is estimated that India may face an aggregate gap of 50% of water demand against the supply. 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 and to address the water related risks.

IndianOil understands that water is the vital resource for its sustained operations, takes continuous actions to improve its water efficiency and to reduce overall water footprint. It aims to reduce the effluent water generation in its operations and recycle every drop of effluent water generated. We have installed water metering systems across our installations through which we continuously monitor total water consumed from various sources, effluent water generated and effluent recycled in our operations. We are making steady progress towards our

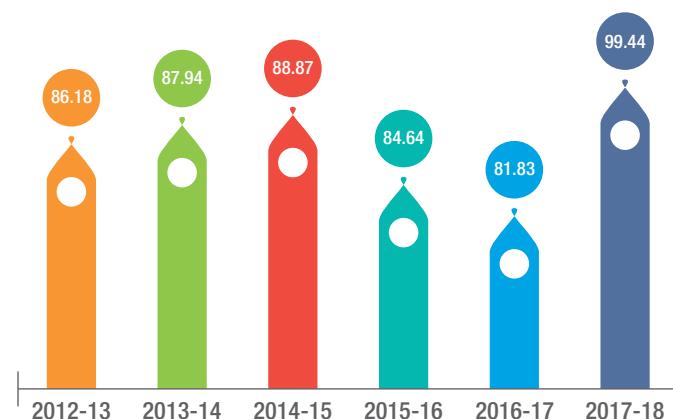
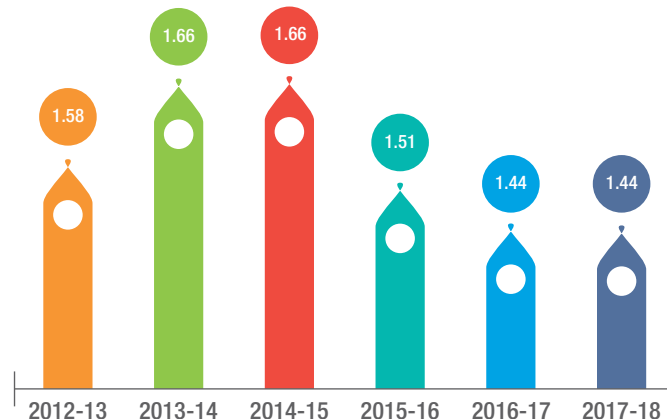
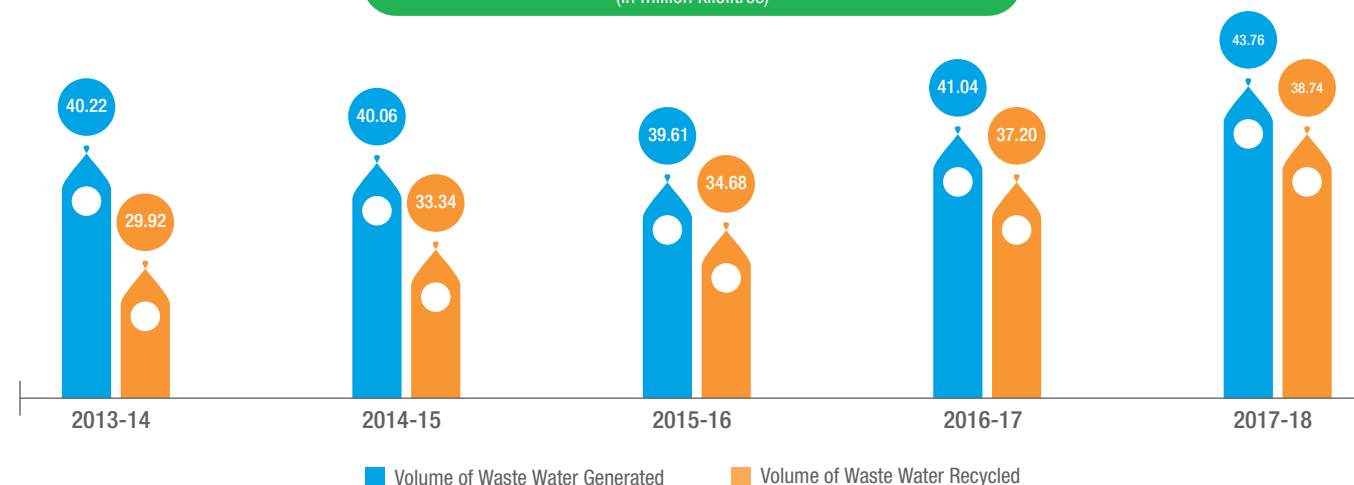
voluntary target of reducing our specific water consumption by 20% by 2020 compared to 2012-13 levels by undertaking various water conservation measures. During the year, the total water consumption by our refineries stands at 99.45 million KL. The increased water consumption is due to the inclusion of newly commissioned Paradip Refinery. However, the specific water consumption by our refineries stands at 1.44 m<sup>3</sup>/MT of crude processed for the year 2017-18, which is a reduction of 8.61% compared to 2012-13.

Water footprinting exercises have been carried out every year across the locations to identify and implement water savings measures. We had installed over 560 rainwater harvesting systems till date with water harvesting potential of around 3 billion litres per annum. During the year, IndianOil refineries have recycled around 38.74 million KI of water i.e., 89% of effluent water generated. For Indian Oil, surface water is the major source followed by ground water. Measures like rainwater harvesting, reusing/recycling of effluent water generated have helped refineries to reduce the fresh intake of water. We continuously monitor the quality of treated effluent water discharged outside our installation and ensure the PCB guidelines are complied with. Further, IndianOil has ensured that no water resources have been significantly affected due to its operations.

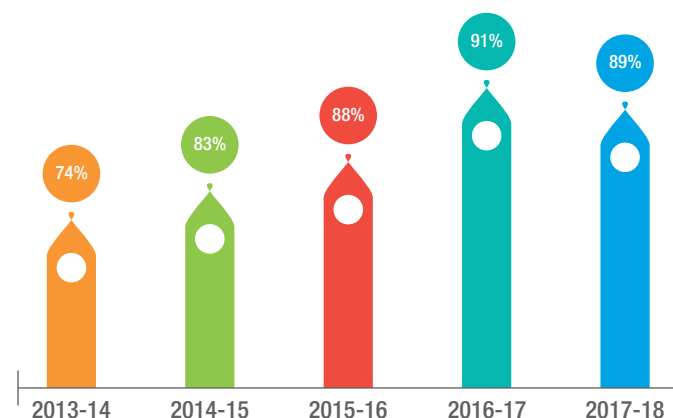




## Total Water Consumption (in Million kilolitres)

Specific water consumption(m<sup>3</sup>/MT of crude throughput)Effluent Water Generated vs Recycled  
(in million kilolitres)

## Percentage of Effluent Water Recycled



Sewage Treatment Plant

## Waste

IndianOil strives to reduce the amount of waste generated at different phases of its operations across the value chain and reuse/recycle the waste generated wherever possible. Oil industry handles highly hazardous and toxic products and hence, safe disposal of waste generation is of utmost important for IndianOil. The wastes that are not recycled in our operations are disposed off as per the CPCB and SPCB norms. We continuously monitor the quantity of hazardous and non-hazardous wastes generated in our value chain and disposed, and records are maintained for the same. The major hazardous wastes generated during our operations are oil slop, oil sludge, spent catalyst and ETP sludge.

IndianOil aims to derive maximum value from the waste generated. Accordingly, we have taken waste paper recycling initiative and implemented organic waste

convertors across the locations. For waste paper recycling, our locations have partnered with third party recyclers who would collect the waste paper and provide new paper stationeries against the same. During the year 2017-18, we have recycled around 130 tonnes of waste paper. To treat the organic/kitchen waste generated at our locations, we have installed organic waste convertors and biogas plants. The biogas generated from the biogas plants/organic waste convertors is used for cooking purpose and the compost generated is used as manure. During the year, we have treated 338 tonnes of organic wastes through biogas plants/OWCs installed at our locations. We are not transporting, importing, exporting or treating waste deemed hazardous under the terms of BASEL convention.

## Hazardous Waste

Type of Waste	Quantity of Waste (in tonnes)	Treatment and Disposal Method
Spent Catalyst	14,176	Co-Processing in cement plant, Secured Land fill disposal, through CPCB approved Recycler
Oil Sludge	44,116	Re-processing in Delayed Coker Unit and Processing at centrifuge, Bio-remediation
Oil Slop	3,51,314	Processed in Cokers/AVUs, Reprocessed along with crude oil, Blending with Visbreaker feed, Reprocessing in DCU
ETP Sludge	11,640	Bioremediation, Processed in DCU, land filling
Biomedical Waste	12	Disposed through CPCB approved third party agency

## Non-Hazardous Waste

Type of Waste	Quantity of Waste Disposed (in Tonnes)	Disposal Method
Ferrous Scrap	8,597	Disposed through CPCB approved third party agency
Non-Ferrous Scrap	474	Disposed through CPCB approved third party agency



Environment Expenditure

IndianOil complies with all the local and national laws and regulations without fail. There have been no violations and penalties reported for the year 2017-18 regarding our operations. We comply with all the environmental standards by central pollution control board and state pollution board. There have been no show cause/ legal notice received from CPCB/SPCB for the year 2017-18. Further, there were no fines, monetary or non-monetary sanctions for non-compliance with environmental laws and regulations have been reported during the year. Strict environmental and regulatory compliance have been achieved across the company.

Gujarat Refinery has received three grievances through GSPC in 2017-18, with respect to foul smell in Vadodara city, dumping of waste at Chamunada nagar-GIDC, Smell in areas of Jetalpur & Refinery boundary, and the same have been addressed and resolved. In Ahmednagar, public grievance case for contamination of Groundwater caused due to leakages of products from petroleum storage tanks and pipelines installed by IndianOil & BPCL was filed and the same is pending with NGT (National Green Tribunal). All the directions given by NGT court are complied by IndianOil.

Expenditure Incurred	Amount spent (in ₹ Crore)
Treatment and disposal cost of waste	8.94
Expenditure of Treatment of effluent/ air pollution control etc.,	53.53
Expenditure on Environmental monitoring - stack & ambient monitoring; effluent	10.11
Expenditure for consent / authorization/ EC etc	2.81
Other environmental cost (like external services )	26.63
Other environmental cost (like green belt development, RO plant operation & maintenance, oily sludge processing etc.)	10.30



The Energy to  
Light a Billion Smiles

*IndianOil. The Energy Of India.*



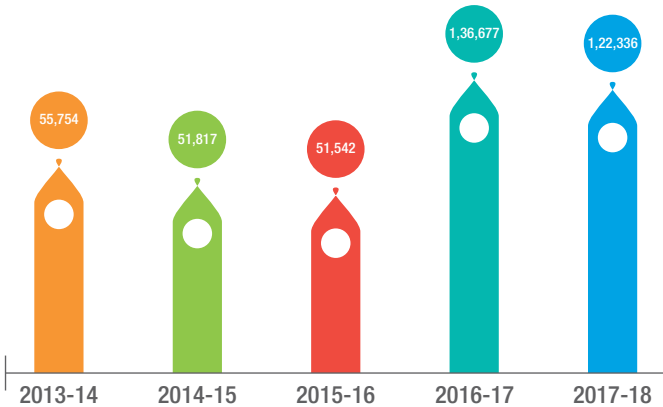
IndianOil



Bio-Diversity

IndianOil believes Biodiversity is of greater importance for balanced and stable ecosystems. Thus, any harm created to the ecosystems can have serious impacts on habitats of interdependent animals, plants, and microorganisms and their environment. To conserve the natural habitats, IndianOil has developed greenbelts in its operating locations. Also, extensive tree plantations have been undertaken across the refineries, townships and other installation to develop green cover. Native tree species have been chosen to carryout the plantation activity. During the year 2017-18, around 1,22,300 trees have been planted in our operating locations.

Year on Year Trees Planted at IndianOil's Installations (nos.)



Eco-park at IndianOil Refinery



### Digboi Refinery

In order to maintain the natural environment in and around the refinery, Digboi has planted more than 15,000 plants of different varieties in the last decade. Digboi Refinery conducts awareness program on environment time to time amongst the public. A week long program is celebrated during World Environment day every year with structured program where main focus is in the participation by the School students. On and above in every year more than 2500 students participates in the various programs and competitions. An exhibition on environment "Digboi Paribesh Mela" held every year during World Environment Day.

### Mathura Refinery

Ecological Park in the Mathura Refinery is an example of its commitment towards environmental protection. Spread in an area of 4.45 acre, this lush green oasis thrives on the treated effluent. the fact that the park is inside the premises of a round the clock working Oil refinery and is also a preferred mating ground for domestic as well as migratory birds is a testimony to the low level of pollution in the refinery. The excellent natural conditions that have been maintained on a continual basis are an authentication of the continual greening efforts of Indian Oil. The Mathura Refinery has undertaken tree plantation activities outside the refinery premises in the Taj Reserve Forest Area and the Runakta Reserve forest area covering an area of about 96.25 hectare.

### Paradip Refinery

To maintain eco-friendly environment in and around its premises, Paradip Refinery developed an ecological park in an area of approximately 2,30,000 m<sup>2</sup>. The Eco Park is developed with an objective to provide a natural habitat for several species of rare local and migrating birds. This ecological park is integrated with rain water harvesting ponds which can harvest approximately 2,90,000 m<sup>3</sup> rain water per annum.

### Barauni Refinery

The ecological park developed in Barauni refinery is breeding and roosting ground for at least 20 species of birds. The greenbelt area with has two artificial ecological

ponds gardens around 280 plant species including 37 species of medicinal plants under 81 families.

### Gujarat Refinery

The greenbelt area developed in Gujarat refinery spread across 96 acres with more than 1,70,000 trees under 53 species which serves as a natural habitat for large number for birds.

### Guwahati Refinery

Guwahati Refinery with the theme of "PRAKRITI KE SAATH, PRAGATI KI OR", is extensively focused on natural harmony with the preservation of surrounding and its bio-diversity. The Refinery had created the eco-park covering an approximate area of approximately 40000 m<sup>2</sup>. Currently, Plantation is carried out in a new eco-park by adopting Akira Miyakawa method developed by Japanese botanist with the help of CPCB Shillong.

### Panipat Refinery

Panipat refinery developed a Green belt in close co-ordination with Haryana Forest department. The refinery has 14 km long peripheral greenbelt area around in addition to greenbelt area in the refinery township. There are four eco-ponds in the refinery where the treated effluent is stored for natural aeration and UV rays treatment. Subsequently, the treated water would be used for watering the greenbelt area.

### Bongaigaon Refinery

Bongaigaon Refinery has achieved a zero discharge status through its efficient effluent management. In the year 2017-18, the refinery has planted more than 29000 nos. of tree sapling in and around the complex. Within the township, the refinery maintains a 'Herbal and Orchid Garden' spread over an area of 1.84 acres with more than 150 herbs and more than 40 varieties of orchids.



### Seed Balling Initiative

Tamil Nadu State Office (TNSO) has embarked on seed balling program to reseed the land. TNSO, IndianOil initiated the first event of Seed balling on 23<sup>rd</sup> July 2017. Employees & their Families, Students from different schools, Colleges and Rotary participated enthusiastically in the seed balling event. Seed balls, also known as "earth balls" consists of a variety of seeds rolled within a ball of clay, preferably volcanic pyroclastic red clay. Seed balling is a technique of reseeding the land where the natural flora has been destroyed by embedding organic seed balls in the ground.

It is considered as an easy method of reforestation as the seeds are simply tossed in areas where the land is already fertile; therefore no extra measures need to be taken. The seeds are usually tossed right before the monsoon season starts so that they can germinate.

Seeds balls are prepared by mixing the seeds with mud, compost and cow dung - given shape like little balls - kept in shade for 5-6 hours to dry and stored in gunny bags. The cow dung helps to keep animals and pests away. The seeds that were chosen are endemic to the region.

Seed balls were distributed to TT drivers of IndianOil. An estimated 5000 seed balls were distributed to POL and LPG bullet truck drivers, which were spread on the barren lands near to the State Highways and National Highways.

Native seeds like Veppam-Neem, Vilvam, Poovarasu, Nelli, Iyalvaagai. Manjakonnai, Seetha, Guava, Aanaikundumani, Sarakonnai, Thoongumoonchi, Karungkonnai, Agathi were used for the seed balling program to spread the forest cover in Tamil Nadu with native trees.





# 33,157 IOCIans in NATION'S SERVICE



Employees





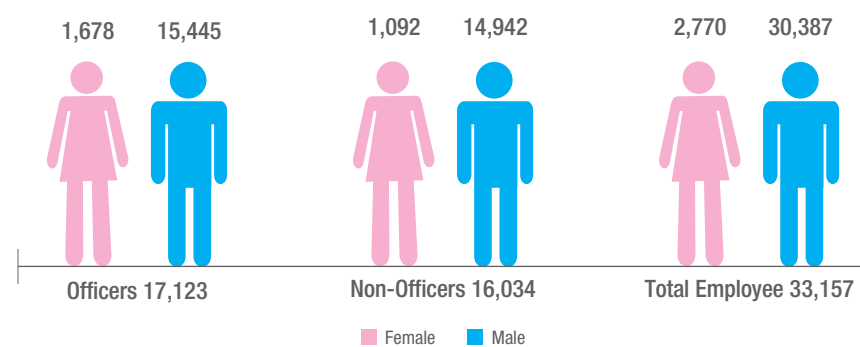
## Our Employees

Employees are the backbone of our organisation, and we strive to ensure that the quality of our employees improves and our people remain motivated to achieve success for themselves as well as the organisation. In a large organisation like ours, this essentially requires continuous engagement with our human capital, and having in place a structured and transparent work environment. As per our Corporate Vision, we seek to develop the capabilities of our employees and facilitate

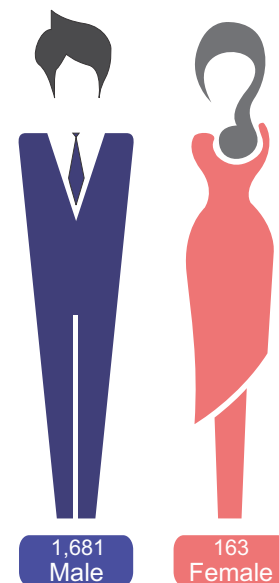
their advancement through appropriate training and career planning.

It has been our endeavour to recruit the best from the available talent. About 1,844 executives joined IndianOil during 2017-18 from various reputed institutes and through all India open recruitment exercise. As on 31.03.2018, the IndianOil family stood strong with 33,157 employees, engaged in undertaking pan-India operations of the Corporation.

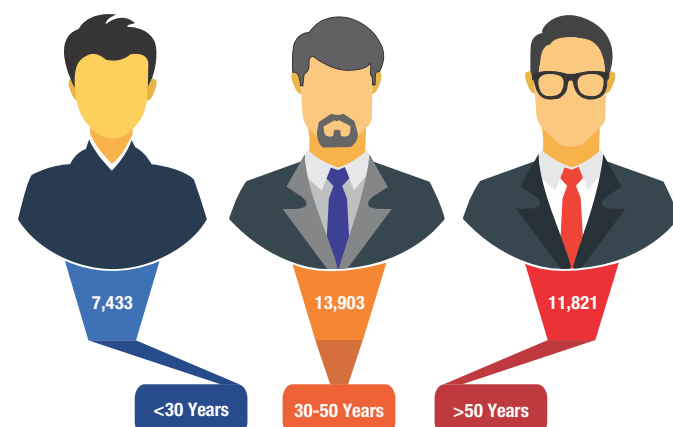
### Employees Category (nos.)



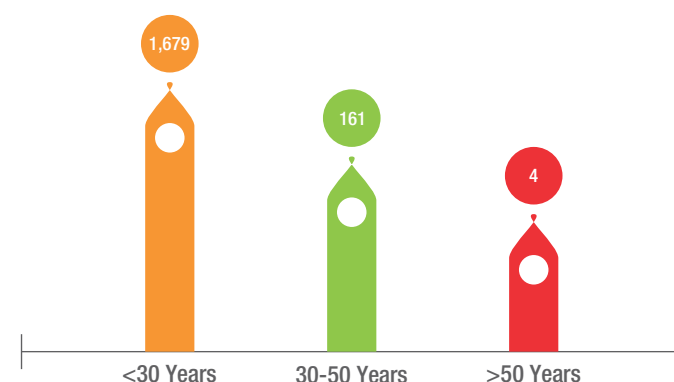
### Employees Recruited in 2017-18 (By Gender)



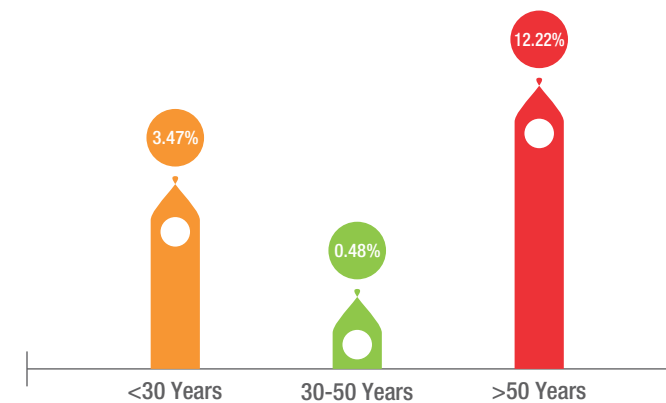
### Number of Employees (By Age Group)



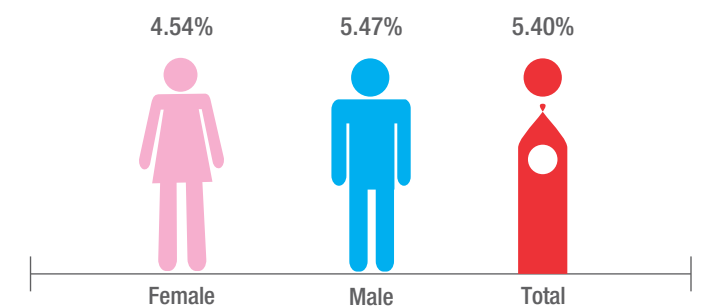
### Number of Employees Recruited in 2017-18 (By Age Group)



### Employee turnover 2017-18 (By Age)



### Employee turnover 2017-18 (By Gender)



IOCIans at Imphal Depot



Total Contract Labour	59,813
Total Casual Labour	11
Total Consultants/ Liaison officers/ doctors on contract, etc	115

IndianOil lays strong emphasis on training and motivating to keep its workforce constantly engaged. We induct officers at the junior-most level of the management hierarchy. Though we focus on hiring the best for the company, the learning process does not stop there. IndianOil is an academy company with 21 training centers for mid-career skill-sets upgradation.

Having pan-India presence with 33000-odd employees, IndianOil has uniform HR policies for all its account, while it also takes into account the disparity of different geographies of India. For example, considering the difficult terrain and hardship that employees posted in north-eastern part of India face, they are provided with better incentives and allowances as compared to say someone who is posted in a metropolis. Similarly, the local culture is adopted at locations so that the local needs can be addressed.

Historically, IndianOil has enjoyed low levels of attrition, the figures never having crossed the 2% mark among executives. Over the last several years, the competition to spot and draw the best talent has intensified in the corporate world. To minimize the impact of attrition, a lot more emphasis has been given to succession planning, creating bench-strength and training the workforce to be multi-skilled. The exit interviews of the officers are seriously analyzed so that we can take appropriate corrective actions.

Succession Planning, clubbed with talent pipeline building, ensures achieving this objective by identifying and preparing the right person for the right positions, well in

advance. A policy has been brought out towards a structured succession planning framework and systematic development planning to fill critical senior management positions in line with the vision and business strategy of the Corporation

In an effort to ensure non-corrupt practices, IndianOil has adopted Conduct, Discipline and Appeal rules that bar acceptance of bribes and consider it as misconduct. There are various checks and measures in-built in the organizational setup which helps in preventing corruption. Employees are given freedom to report, confidentially and anonymously on any malpractices observed in our business practices through various channels. Further various training programmes are held for disseminating know-how of these systems and channels in place.

IndianOil trusts its employees in taking care of the company's interests and respects their contribution to the Company's success. To harbor employee's trust, IndianOil actively strives resolve any matter of grievance, discrimination, harassment in strict compliance to the existing laws and policies of the Company and the Country.

IndianOil has emerged as one of the best employers in India in a study jointly conducted by The Economic Times & Great Place to Work Institute, covering 791 Indian companies and more than 1.5 lakh employees. During the year, IndianOil was ranked 27<sup>th</sup> (34<sup>th</sup> rank during 2016) in 'India's Best Companies to Work For-2017' list and was the top-ranked PSU.

### Industry-Academia Interaction

In order to explore engagement with academic institutions of repute like IITs and IIMs on a sustained basis, a 2-day conclave was held at IIPM in February 2018. Meaningful deliberations ensued and possible areas of engagement between IOCL and these institutes have been identified.

## Employee Engagement

Indian Oil Corporation Limited has always supported the participative culture in the management of its enterprise. It is encouraged through consultative approach with the collectives, establishing a harmonious relationship aiming for industrial peace leading to higher productivity.

### Collective Bargaining

In pursuance of healthy industrial relations practices and sound personnel policies, the Management pursues dialogue with recognized representatives of employees. Freedom of Association is available to all 33,157 employees. Overall there are 25 recognized unions representing workmen in various Divisions and one common Officers' Association for all officers in IndianOil and registered under the Trade Union Act, 1926. The right to freedom of association or collective bargaining by the employees are regulated by the Trade Union Act and there are no operations which might pose a risk to it. The organization has established policies and practices through which the collectives exercise the freedom of collective bargaining on issues of common interest such as to settle issues like pay/pay related benefits, allowances, career progression policies etc, which in turn helps develop mutual understanding and nurtures responsible relationship. Around 48% of our total employees are covered by collective bargaining agreements and above 95% employees are a part of the various recognized and unrecognized associations and the IndianOil Officers Association. 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.

### Various Committees

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.

### Suggestion Scheme

Indian Oil Suggestion Scheme aims at harnessing the

Employees' participation is also ensured through information sharing with collectives and employees on regular basis while seeking their support, suggestions and co-operation.

latent creativity in every individual thereby fostering amongst the employees a sense of achievement, a feeling of participation and involvement in the growth of the organization. It provides a well designed procedure for receiving, evaluating and rewarding creative ideas of the employees. In order to improve performance & monitoring of the suggestion scheme and to make it more employee friendly, the suggestions are now being accepted online through local e-suggestion portal.

### Total Productivity Maintenance (TPM)

TPM activities encourage participation of employees by inculcating sense of ownership at work place resulting in engagement of employees and enhanced productivity, improved quality, reduced cost, improving delivery, enhanced safety and boosting morale. TPM circles of employees are formed at sectional levels and regular circle meetings are held at workplace. Employees discuss and analyze processes in their work areas, identify non-value adding activities (NVAs) and eliminate them to make the work processes more efficient. My Belief, My TPM, My Practice model has been developed and attempted successfully by Refineries Headquarters for the first time in the world. The same is being replicated in all Refinery Units.

### Employee Engagement Initiatives

Various employee engagement activities such as surveys, Health talks, Yoga sessions, Run for health, IndianOil Solaris Quiz, Training programmes, Inspirational talks, Plays highlighting Corporation's Core values, Swachh Bharat Pakhwada etc were also conducted during the year. Results of Customer Satisfaction Survey, 2017 have been compared with 2016 results, analyzed and Unit-wise action plans have been formulated for improvement in services based on feedback. Internal Customer Satisfaction Survey for 2018 was also launched on 01.01.2018 for assessing employee needs and happiness level.

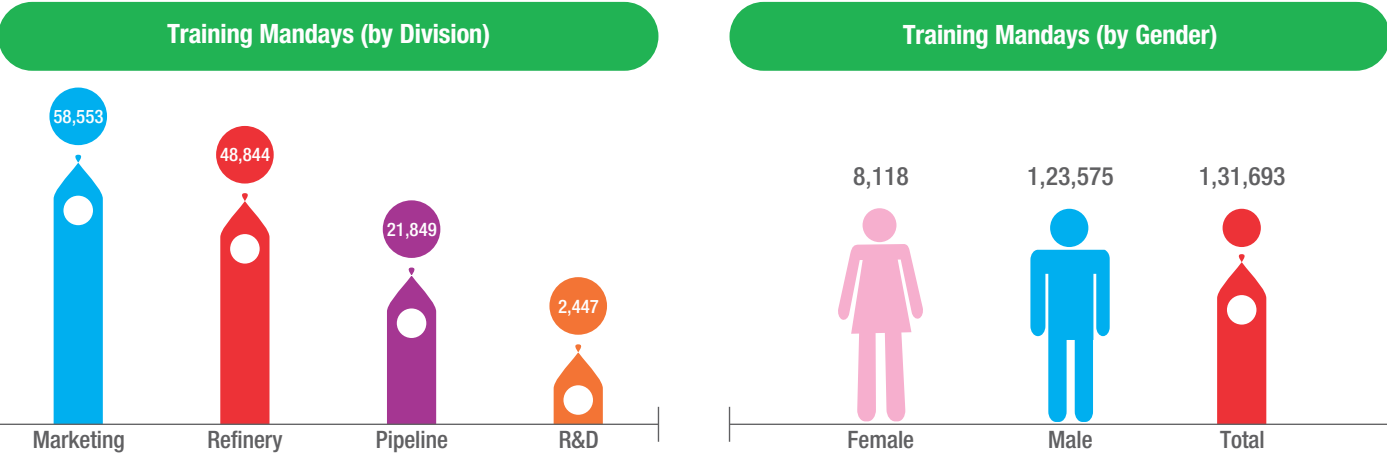


Employee Growth

Our people agenda, like everything else we do, embodies the spirit of inclusiveness – both for skill-building and for leadership development. We design training modules for our employees and contractual labours, internally, based on the needs and requirements of the job. Continuous training programs are conducted throughout the year for employees from various verticals depending on the need. Programs are designed to enable functional as well as developmental training of employees. While the functional trainings focus on technical knowledge, developmental trainings are hosted on a wide range of topics including human rights, health & safety, career development and sustainability among others.

Specialised training programs on safety and security and disaster management are mandatory for plant setups. These are undertaken for the employees, contract labours as well as the security personnel. At the end of each training program, a feedback is obtained from the participants to assess the program as well as the trainer. During the year 2017-18, 1.3 lakh man-days of functional, developmental and safety training were imparted to employees. Further more than 7 lakh man hours of training related to Health, Safety & Environment were imparted to workforce across the divisions.

Average No. of Training Days Per Employee Per Year (By Employee Category)	
Category	Average No. of Training Days
Officer	6.80
Non Officer	2.19



Training Provided to Superannuating Employees and Ex-Employees		
No of Participants	Total Man-Hours	Topics Covered
735	4,355	Retirement Planning, Benefits, Post Retirement Medical Scheme, Diet and food habits, Managing Transition Planning, Life Style Management-Yoga Change Management, Tax Planning, Investment, Health and Wellness

**Project Saksham – Indianoil's Flagship Leadership Competency Development Program**

**SAKSHAM**, the leadership development programme has created new opportunities and made learning an ongoing process in the organisation and not merely a one-off event.

As a next step, customised and specialized training modules on each of the leadership competencies have been designed in consultation with some of the best Management Institutions like IIM Ahmedabad, IIM Bangalore, IIM Calcutta and XLRI, as our knowledge partners.

**Project Saksham**, meaning ‘*Competent*’ provides a structured approach towards Leadership Competency Development for the identified leaders. Each customized leadership development capsule focuses on one of the leadership competencies (e.g. Strategic Leadership, Customer Leadership, Content Leadership, Talent Leadership, etc.)

These Leadership Development Programme predominantly involve extensive training and “experiential learning”, wherein the participants work on cases, role plays, movies, simulation exercises, business games, etc.

**Expanding the Reach**, The scope of Project Saksham, which was hitherto focused on officers at transition from Middle to Senior Management (Grades ‘F’, ‘G’ & ‘H’), has been expanded in **2017** to include officers undergoing transition from Junior management to Middle management (Grades ‘D’ & ‘E’) with experiential inputs on leadership competencies so that they are able to match the expectations of the organisation in terms of leadership expectations at all levels. In order to meet the increased coverage, IOCL has expanded its learning horizon and additionally tied up with other IIMs – Lucknow, Indore, Kozhikode and Shillong. In 2017-18, around 650 executives in Middle / Senior Management have been covered under this program.



## Workforce Diversity & Inclusivity

By imbibing and promoting diversity and inclusiveness in work place, IndianOil strives to understand the needs of its employees, suppliers, and customers in a holistic way and provide better solutions. We understand that a diverse workforce can provide a richer and more productive work environment, and hence strive to attain more diversity amongst our employees.

Our efforts are not merely restricted to hiring stage only, but to also develop and retain the best people. We provide equal opportunity in recruitment, career development, promotion, training and rewards for all employees, without discrimination on the basis of caste, colour, gender, religion or region.

IndianOil scrupulously follows the presidential directives and guidelines issued by Government of India regarding reservation in services for Scheduled Caste, Scheduled Tribe, Other Backward Classes, & Physically Challenged Persons / Ex-servicemen to promote inclusive growth. Rosters are maintained as per the Directives and are regularly inspected by the Liaison Officer(s) of the Corporation as well as the Liaison Officer of MOP&NG to ensure proper compliance of the Directives. Grievance/Complaint Registers are also maintained at Division/Region/ Unit levels for registering grievances from OBC/SC/ST employees. Suitable facilities like

ramps and Braille machines etc are provided for our employees with disabilities, at our offices, to make their work experience as smooth as possible. Active efforts are made to promptly resolve representations / grievances received from individuals under these categories.

At IndianOil, steps are taken to make the work-environment secure, friendly and enriching for its women employees to encourage them take up challenging assignments in various business verticals. The culture of the organization is congenial and conducive to productivity, enabling women employees to contribute freely.

We remain one of the largest employers of Women in the Public Sector companies of India, with nearly 8.36% of our workforce being women. Women employees in Public sector are a part of a separate association called "Forum of Women in Public Sector" (WIPS). Various Women's Cells have been created across our Divisions to ensure that women can discuss and demand action on grievances / complaints in these forums. These cells function under the active guidance of Head of Human Resource Department of the Unit / Region concerned. Not only are women recruited and represented without bias, they are also given equal opportunity to grow within the organisation.

Benefits to Female Employees	
<b>Maternity Leave</b>	180 days of Maternity Leaves for the first two children
<b>Child Care Leave</b>	2 Years Child Care Leave without pay, once in entire service
<b>Child Adoption Leave</b>	Child Adoption Leave with pay for a period of 180 days in order to facilitate them to take care of the adopted child, not exceeding three years
<b>Husband Joining Leave</b>	Special Leave without pay can be availed by female employees to join their husbands who are posted at another location, for a period not exceeding 3 years during the entire service

Many of our female employees have been presented with prestigious awards for their outstanding contribution at work place. It is in the benefit of the organization to motivate women employees to bring to the table their talent and help the organization by complementing their male counterparts.

A long term coaching and mentoring programme, a new experiment and initiative, the first of its kind, was

launched in September 2017. Twenty high performing women executives in mid-level are undergoing the programme. The programme is guided by two renowned mentors / experts in the area of leadership training.

Beyond IndianOil, 33% reservation is given to female entrepreneurs while handing out Kisan Seva Kendra (KSK) distributorships and petty contracts among others.

Maternity Leave (Nos.)	2017-18
Employees entitled to maternal leave	All Female Employees
Employees that took maternal leave	<b>54</b>
Employees who returned to work after maternal leave ended	<b>41</b>
Employees who returned to work after maternal leave ended and who were still employed 12 months after their return to work	<b>41</b>
Return to work rate and retention rates of employees who took maternal leave 100%	<b>75.93%</b>

All male employees are entitled to 15 days paternity leave. During the year 2017-18, 822 male employees availed the leave.

## Promotion of Hindi Language

Hindi, being the official language, is promoted to be freely used by employees in their day-to-day work and communications. This includes communication with some of our key stakeholders such as Customers, Central / State Governments, Contractor labours, Supply chain, etc. Many events, daily broadcasts and

competitions are organised to spread awareness on the subject. In an Advisory Meeting held at Srinagar by our governing Ministry of Petroleum & Natural Gas, IndianOil was awarded for having undertaken the best efforts to promote Hindi language in its work place.

### Employee Value Proposition (EVP) - Getting the Pulse of the People—Inside and Outside

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.



## Benefits to Employees

### Benefits to Differently Abled Employees

- ▶ Reservation in Recruitment and Promotions
- ▶ Various allowances such as conveyance allowance, medical equipment special training, special equipment aid
- ▶ Provision of Barrier free access
- ▶ Preference in terms of posting to the extent possible

### Social Security Benefits

- ▶ Contributory Provident Fund Gratuity
- ▶ Group Linked Insurance scheme EPS 1995
- ▶ Compensation on Death
- ▶ Super Annuation Benefit Fund Scheme
- ▶ Post-retirement Medical Benefits

### IndianOil Yuva Urja

A platform for connecting with Gen Y/Millennial, sharing of information on IOC's employee friendly policies has been developed. Taking into account the feedback received from the Great Place to Work-Basic Trust Index Feedback Report 2017, a hands-on training program was organized at IIM Kozhikode for young HR officers of IOC below the age of 32 years, which was concluded with sharing of ideas by these young officers on practical steps to improve on the five parameters of Great Place To Work Survey – Camaraderie, Pride, Fairness, Respect, Credibility.

IOCians at Jaipur Smart Terminal





## Social Performance





## Corporate Social Responsibility

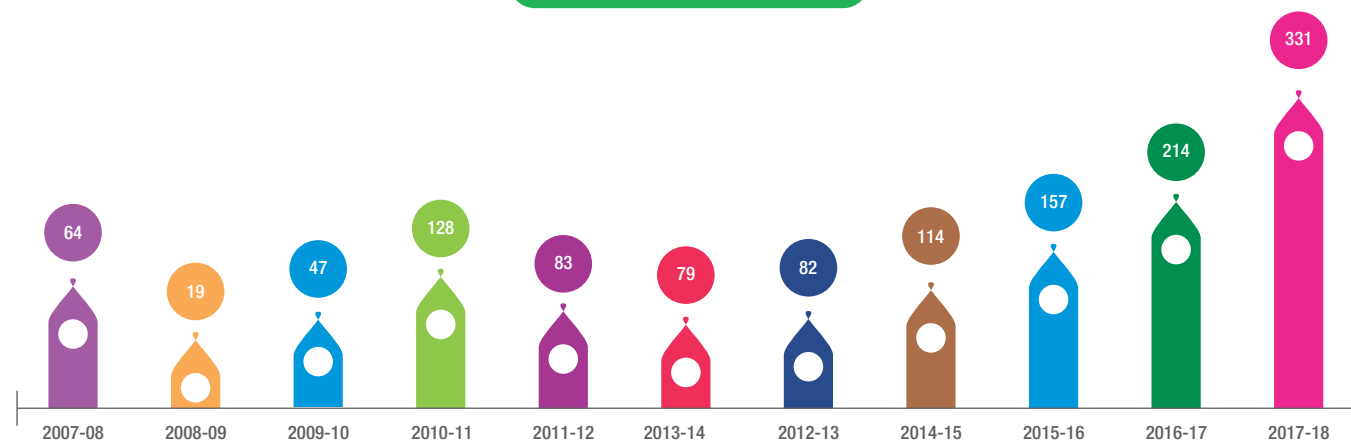
As a responsible corporate citizen, IndianOil undertakes a number of social welfare and community development programmes throughout the country. IndianOil units identify deserving causes in their vicinity for allocation of funds from their Community Development budget. The local gram panchayats, district administration, NGOs and social workers are involved wherever necessary. The corporation also directly executes projects, if required. Fund utilization is closely monitored to ensure that the benefits of the programmes flow directly to the identified target groups. It is fully ensured that all our focus areas of in line with the Schedule VII under the New Companies Act 2013 and Corporate Social Responsibility Rules, 2014. IndianOil's key Corporate Social Responsibility (CSR) thrust areas include '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.

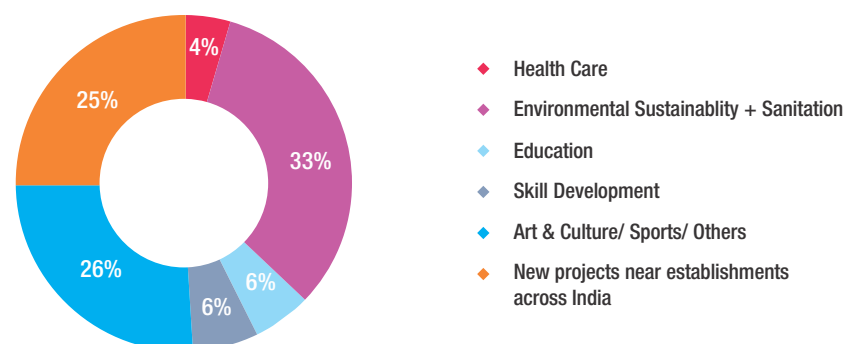
In an effort to promote and improve the health of communities in the vicinity of its areas of operation, IndianOil runs child and maternity health centres. These activities are conducted with the active involvement of the local communities. Safety training programs are also conducted for the rural communities to sensitize them towards the safety, security and environmental aspects relating to our operations. There have been no incidents of involuntary resettlements due to our operations or projects. IndianOil ensures that none of its operations have potential negative impact on local communities. There have been no monetary fines/sanctions for non-compliance of laws and regulations.

For the year 2017-18, entire budget allocation of ₹331.05 crore was spent on CSR activities, thereby achieving 100% budget utilization.

CSR Expenditure (₹ Crores)



Activity wise CSR Expenditure (%)



## CSR Initiatives



### Skill Development Institute, Bhubaneswar, Odisha

Skill Development Institute, Bhubaneswar (SDI-B) was established on 9th May 2016 with an aim to provide opportunities for skilling and livelihood to the unemployed and underprivileged youth of Odisha and to provide skilled manpower to the industry. Since inception, 528 students have successfully completed various courses and 80% of them have been successfully placed.

### Kaushal Vikas Kendra, Barauni, Bihar

IndianOil's Kaushal Vikas Kendra, Barauni started functioning from March 2017 with an aim to provide skill training to the youth of Begusarai district. At present, skill training is provided in 5 trades viz. Plumbing, Masonry, Welding, Fitter & Electrician. During 2017-18, 448 candidates were enrolled under various trades, out of which 341 candidates have been certified.



### Skill Training in Plastic Engineering Trades in Assam, Odisha & West Bengal

Plastic industry centric skill training was provided to unemployed youth in Assam, Odisha & West Bengal through Central Institute of Plastics & Engineering Technology (CIPET) centres at Guwahati, Bhubaneswar and Haldia. During 2017-18, 135 youth were trained, out of which 82 candidates were provided placement opportunity and 10 candidates preferred to start their entrepreneurial initiatives.







### IndianOil Multi Skill Development Institute, Digboi, Assam

IndianOil Multi-Skill Development Institute (iMSDI), Digboi started operations in 2014 to provide vocational skill training to local youth in various industry-linked skills and competencies. The target beneficiaries include unemployed/ under-employed/BPL youth of North-East region with specific emphasis on surrounding areas of Digboi. During 2017-18, 237 youth were enrolled in various courses, out of which 176 students have been certified.

### Sarve Santu Niramaya, Digboi, Assam

IndianOil's unique CSR initiative titled "Sarve Santu Niramaya" (Good health to all) was launched in December 2012 to provide free health consultation and free medicines to human beings as well as livestock of the villages near Digboi Refinery. During 2017-18, 28 Sarve Santu Niramaya camps were organized, in which 3,766 human beings and 23,496 cattle/poultry were treated/ vaccinated.



### Enclosure for Asiatic Lions, Mangaluru, Karnataka

IndianOil constructed an enclosure for Asiatic Lions in Dr. Shivarama Karantha Pilikula Nisarga Dhama (Biological Park), Mangaluru, which is spread over an area of 356 acres. The enclosure will provide exclusive habitation for the Asiatic Lions, which is an endangered species. About 1000 animals inhabit the zoo. Veterinary facilities are also provided within the zoo campus. About 6 Lakh people visit the Biological Park/ zoo every year.



### Swarna Jayanti Samudayik Hospital, Mathura, Uttar Pradesh

Swarna Jayanti Samudayik Hospital at Mathura (with 50 beds), established in 1999, provides medical treatment to residents near Mathura Refinery, Uttar Pradesh. During 2017-18, 57,752 patients were treated at this Hospital, out of which operative procedures were conducted on 767 patients.



### Assam Oil School of Nursing, Digboi, Assam

Assam Oil School of Nursing (AOSN), established in 1986, offers 3-year Diploma in General Nursing and Midwifery (GNM) course to young girls with intake capacity of 30 students per year. Since inception, 410 students have successfully completed GNM course with 100% placement record. In FY 2017-18, 59 girls were enrolled for GNM & B.Sc. Courses.



### Assam Oil Division Hospital, Digboi, Assam

Assam Oil Division Hospital, Digboi, established in 1906, is a 200-bed hospital with modern facilities. It caters to the population residing near Digboi and other nearby areas of the North East. During 2017-18, 14,669 non-employee patients were treated at the hospital.







### Supporting and sustaining 5 schools at Refinery Locations

IndianOil is supporting and sustaining four Kendriya Vidyalayas in four IndianOil Refineries located at Barauni, Guwahati, Haldia and Mathura & one Higher Secondary School at Bongaigaon. During 2017-18, 3345 students were supported by IndianOil through these schools.

### Empowering women through Pradhan Mantri Ujjwala Yojana

As per a World Health Organization study, about 1 million people die every year in India attributed to diseases related to indoor air pollution. During 2017-18, under CSR, LPG connections were released to 4.77 lakh families.



### Assistive devices to Divyangjans in Andhra Pradesh, Punjab, Odisha & Bihar

Assistive devices like tricycles, wheel chairs, crutches, walking sticks, hearing aids, artificial limbs, etc. were provided to Divyangjans in Andhra Pradesh, Punjab, Odisha & Bihar in association with Artificial Limbs Manufacturing Corporation (ALIMCO). The beneficiaries were selected through camps organized in the villages near the target locations. During 2017-18, 902 Divyangjans in these four States were provided with various assistive devices.



Vegetable cellar constructed by IndianOil at Nang Village Leh



### Quenching thirst of villagers & illuminating village in Hoptown village, Andaman & Nicobar Islands

IndianOil, through its flagship CSR projects Jal-Jeevan & Surya Prakash, has fulfilled the need for clean drinking water & illumination of Hope town village of South Andaman District in Andaman and Nicobar Islands. 6000 people have benefitted from this project. So far, IndianOil Jal-Jeevan has been rolled out in 30 villages and IndianOil Surya Prakash in 25 villages across India.



### IndianOil Gyanodaya Scheme in Govt. ITIs & Polytechnics

IndianOil Gyanodaya Scheme was launched in 2017 with the aim to provide scholarships to students pursuing 2-year regular courses in Government ITIs and 3-year regular courses in Government Polytechnics, on merit-cum-means basis, to incentivize them to perform well. During 2017-18, 1308 students from 30 ITIs and Polytechnics were selected for scholarship.

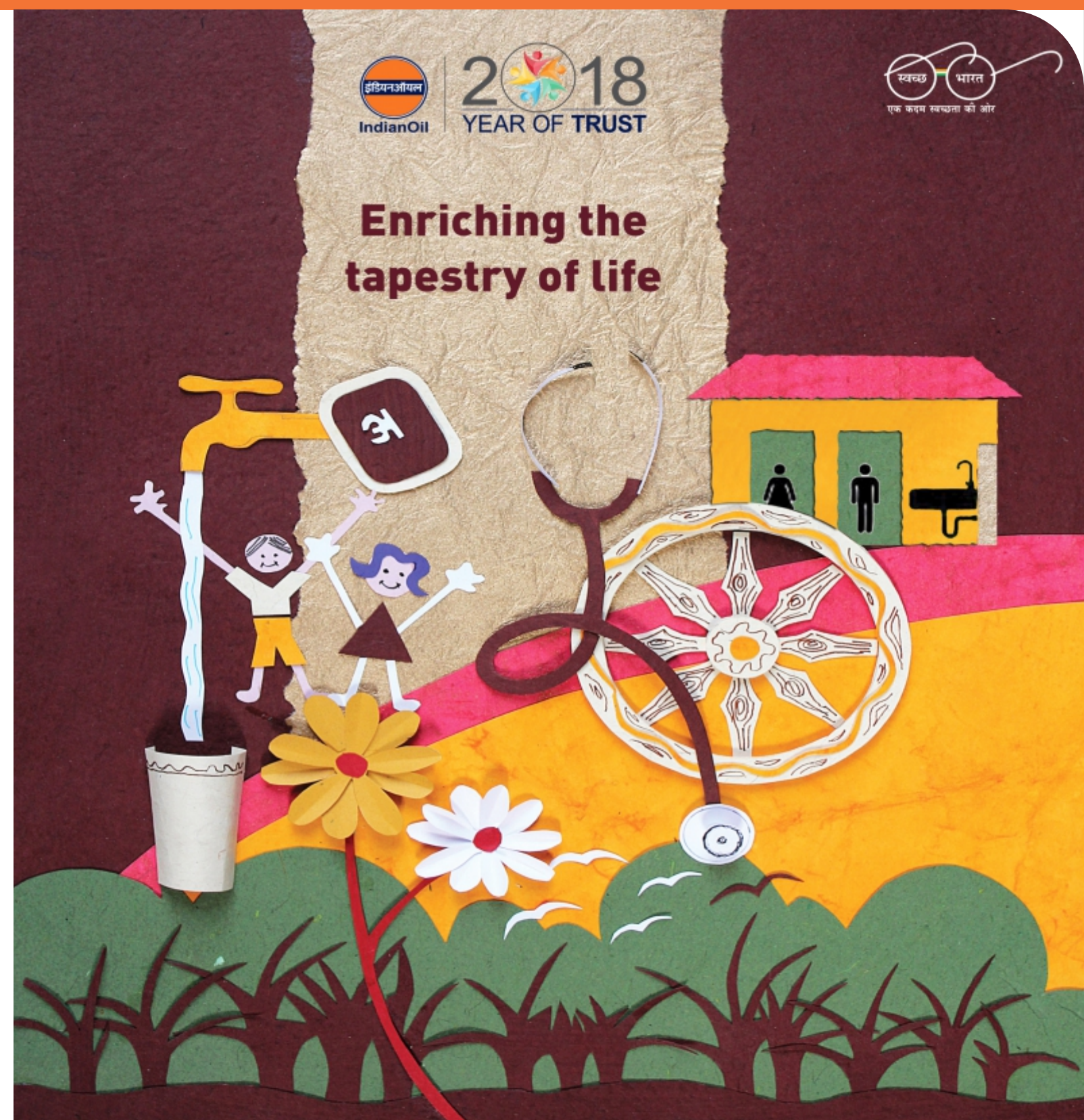




### The Indomitable 'Warriors' of Leh and Kargil

In 1999, during the Kargil wars, an army officer had famously said "The only people who come to Kargil are either your trusted friends or your sworn enemies". The officer's words stand true even today. The remote mountainous region with rugged, unfriendly terrain and sub-zero temperatures falling to -30°C is situated at an altitude of 9,300 feet. The valour of Indian soldiers who overcame daunting hurdles in the Kargil war is well known. But what remains largely unknown is the Kargil Depot of IndianOil, which is the lifeline for people living in the area.

At Leh Depot, the officers face icy-cold winds as they step out to load the tank trucks. The chilling weather conditions not only make this seemingly routine task a challenge in its own right, but the problem gets worse, as the fuel becomes so viscous that product handling becomes a sheer nightmare. The men of Leh Depot seem to be ordinary individuals, but it is their belief in their role that makes them extraordinary. They are the flag-bearers of IndianOil in the harshest of conditions who ensure that even when Leh is cut off by snow, they keep the supply lines flowing for the civilian population. They are truly the embodiment of the indomitable IOCian spirit.



As one of the leading public sector enterprises of India, IndianOil has successfully combined its corporate social responsibility agenda with its business offerings, meeting the energy needs of millions of people across the country every day. Since inception, the Corporation has been partnering with communities in which it operates by supporting innumerable initiatives and by leading from the front in times of national emergencies and natural calamities.

**Our focus areas for CSR:** Health | Education | Family welfare | Environment protection | Water management & sanitation | Training and skill development | Empowerment of women and other marginalised groups.

**Our major CSR initiatives:** IndianOil (AOD) Hospital, Digboi, Assam • Swarna Jayanti Samudayik Hospital, Mathura, Uttar Pradesh • IndianOil Assam Oil School of Nursing, Digboi • Skill Development Institute, Bhubaneswar • Vegetables Cellars, Leh, J&K • IndianOil Surya Prakash project (Solar energy-enabled cooking, lighting and mobile charging systems), Paradip, Odisha • Shikshak Dakshata Vikas Abhiyan (Teachers' training programme), Digboi, Assam • IndianOil Sports Scholarships Scheme • The IndianOil Foundation for protecting, preserving and promoting national heritage monuments





## Health and Safety





## Health and Safety

Safety consciousness is of particular importance in our industry, where we deal with complex technology and handle hazardous products on a daily basis. As industry leaders, we have done a lot to make our work-places, our supply chain and our operations safe and secure. In terms of technology, automation & modernisation, we are ahead of all others in the industry. However, much more needs to be done.

As we expand in core as well as new businesses in the coming years to achieve the next level of growth, the scale of our operations is bound to expand multifold, and the complexity and inter-dependence of our business processes is bound to increase. More importantly, the need for fool-proof, safe, healthy and environment-friendly operations will become more important.

IndianOil 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. The safety & fire protection measures at IndianOil encompass a well-sensitized Management, focus on imparting regular training and a culture of safety throughout the Company. All our Refineries, Pipelines Units and some of Marketing locations are having accreditation of ISO 14001.

All our employees and contractors, across the functions have the responsibility to identify, assess and mitigate risks. We conduct periodical safety reviews which help in understanding whether the Standard Operating Procedures (SOPs) are followed, systems are in place, and identify any deviations and take corrective actions. It needs dedication and co-operation from all stakeholders to attain zero harm in our operations and progress towards the goal of "Nobody gets Hurt".

### Top Management Commitment to Safety

As a large Public Sector entity dealing with highly volatile but extremely vital energy sources and infrastructure, safety is given paramount importance at IndianOil. The Head of Health, Safety & Environment at the Corporation reports directly to the Chairman.

Safety is reviewed in the Local Management Committee Meetings chaired by Unit Head / Installation Head. Functional Directors on the Board of IndianOil review

safety performance of the Corporation in Performance Review Meetings. Major incidents and corrective actions taken are apprised to the Board. Board is also apprised quarterly about the compliance status of pending points of External Safety Audit (ESA), carried out by Oil Industry Safety Directorate (OISD). Directions issued by the Board during such reviews are implemented in time bound manner.

### Safety Emphasis for Employees/ Contract Labours & Supply Chain

Safety of our employees and contractors is vital for us. We aim for a safety culture that goes beyond compliance to one where people feel valued and show a deep care for their actions. To boost safety consciousness, all employees, contractor labour, other staff and security are involved in building the safety culture across our locations. We have a vast network of Safety Committee members playing a vital role in this regard. Events like safety day, safety week, pledge, mock drills, safety related messages / notifications, safety awards etc are designed to engage the employees and reinforce the

focus on safe work places and safe practices. We ensure, 100% of our employees are represented by Safety committees.

IndianOil maintains highest level of process safety to avoid any spill or leak of hazardous substances across the operations. Further, we report safety incidents along with their significance with Tier 1 being the most significant followed by Tier 2. During the year 2017-18, six Tier 1 incident and three Tier 2 incidents were reported.

## Awareness Generation & Commitment for Safe Work Places



Employees Taking Safety Pledge



Safety Film Being Shown to Contract Workers



Demonstration & Operation of Fire Fighting Equipments



Mock Drill at our Pipelines installation



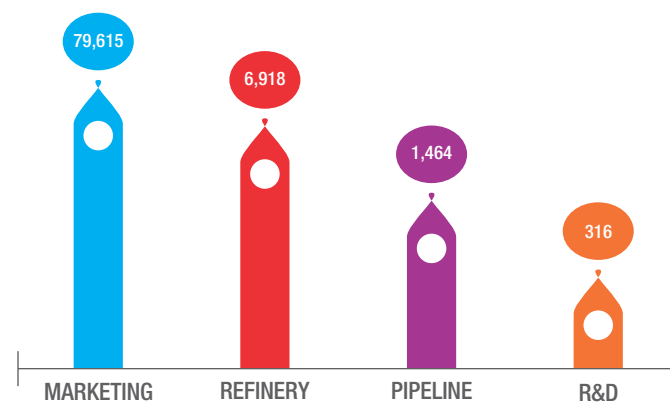


IndianOil has a keen focus on training. Regular training on safety is imparted not only to company employees but also to contract workmen and security personnel in various locations through experts & in-house safety personnel. Considering the socio-economic conditions and high turnover of contractor personnel, major thrust is given to train contractor personnel.

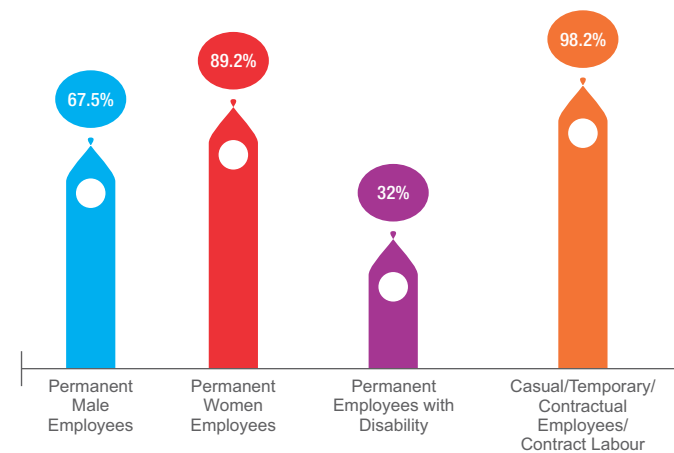
Separate training is also imparted to Safety Trainers to keep them abreast with the latest developments and training tools. During the year, Safety Training was imparted to 470 FPRS (First Person Responsible for Safety). The trainings covered issues such as OISD, sharing of lessons learnt from recent accidents, Work Permit System, Earthing etc.

## Training Related to Health Safety & Environment

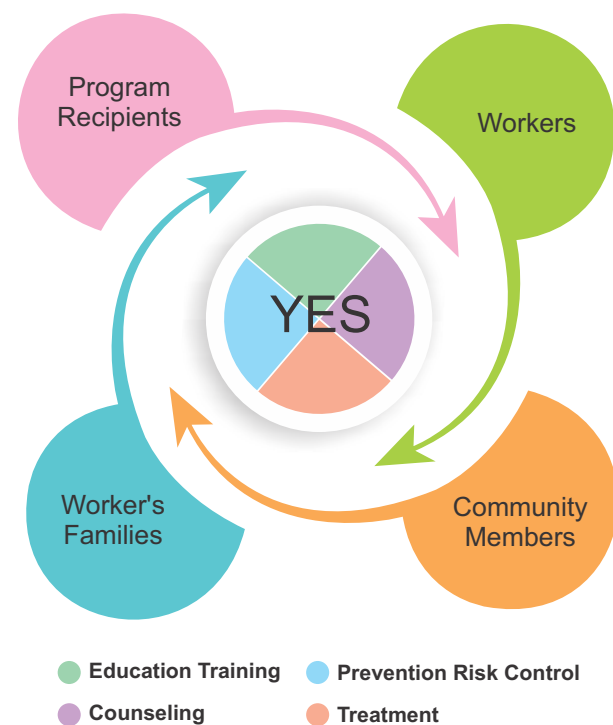
### Safety Related Total Training Man Days



### % of Employees Given Safety & Skill up-gradation Training during 2017-18



### Assistance Program for Family Members of Workers



Operations with environmental impact assessments and ongoing monitoring

Operations with public disclosure of results of environmental and social impact assessments

Operations with works councils, occupational health and safety committees and other employee representation bodies to deal with impacts

100%

### Adherence to Safety Requirements by Contractors: Measures Adopted by IndianOil

- ▶ Inclusion of guidelines on safety in the tendering stage itself like General Conditions of Contract (G.C.C)/ Special Conditions of Contract (S.C.C) ensures safety standard during execution of the contract.
- ▶ OISD guideline OISD-GDN-192 on "Safety Practices during Construction" forms a part of the tender document. The objective of this guideline is to provide guidance on technical and educational framework for safety & health in construction.
- ▶ Before award of any job, a commitment is taken from the contractor to comply all HSE parameters during execution of any work.
- ▶ It is ensured that the contractor provides adequate means and establishes a suitable programme on safety & health for workers consistent with National/State laws and regulations.
- ▶ All jobs in the plants are carried out through a systematic Work Permit System to ensure that safety precautions are taken in line with the norms of Oil Industry Safety Directorate (OISD).
- ▶ Use of proper Personal Protective Equipment (PPE) is enforced. Strict supervision is maintained by Fire & Safety Personnel/site supervisors regarding compliance of permit conditions and use of PPE.
- ▶ To ensure effectiveness of all the component of our safety system and activities, the following audit systems are in place:
  - ▶ Internal Safety Audit by multi disciplinary teams
  - ▶ External Safety Audit by OISD
  - ▶ Surprise Safety Check by OISD.
  - ▶ Surprise Inspection by IndianOil officials



Nation First



## Safety Beyond IndianOil

Many initiatives are undertaken to sensitize nearby communities, industries, state bodies, regarding the safe practices being followed in our plants, safety practices in day-to-day activities, precautions and emergency responses for countering any accident, etc. Some of the initiatives undertaken by IndianOil to spread the Safety message beyond its boundaries are given as under:-

- ▶ On-site Emergency Response Drills are conducted involving the District Authorities, neighbouring industries etc. Indian Oil also participates in off-site mock drills conducted by District Administration.

- ▶ Safety Awareness programs are conducted for nearby residents surrounding our units / installations / along our cross-country pipeline.
- ▶ Safety clinics and LPG Panchayats are organised for LPG end users. Awareness programs for Customer Attendants, Dealers, Distributors, Consumers, and Delivery Boys etc are also conducted.
- ▶ Employees, Contract workmen, Security personnel, TT crew are trained for Safe Operation by adopting Standard Operating Procedures and handling emergencies.



## Preparedness Related Action

- ▶ Regular mock drills are conducted. In addition, On-site and Off-site Disaster drills are conducted as per defined periodicity to check the emergency preparedness.
- ▶ Liasoning with State & Central Government Agencies, e.g. Local Crisis group, National Disaster Response Force (NDRF) etc for better co-ordination.
- ▶ To handle emergencies, adequate fire protection and fire-fighting facilities are provided.



Safety Class at School



Safety-at-Home Program



Safety Clinic at School



## Security

Oil & Gas is of vital importance to national energy security. The safety of our infrastructure is important not only from economic but also from a security point-of view. Our efforts to continuously upgrade our security systems, improvements in digital security, centralized

monitoring systems and the physical security at installations have been vital in repelling threats to our plants / units. Regular trainings are undertaken for our security personnel to improve and equip them further.

### Security Measures to Arrest Pilferage from Pipelines

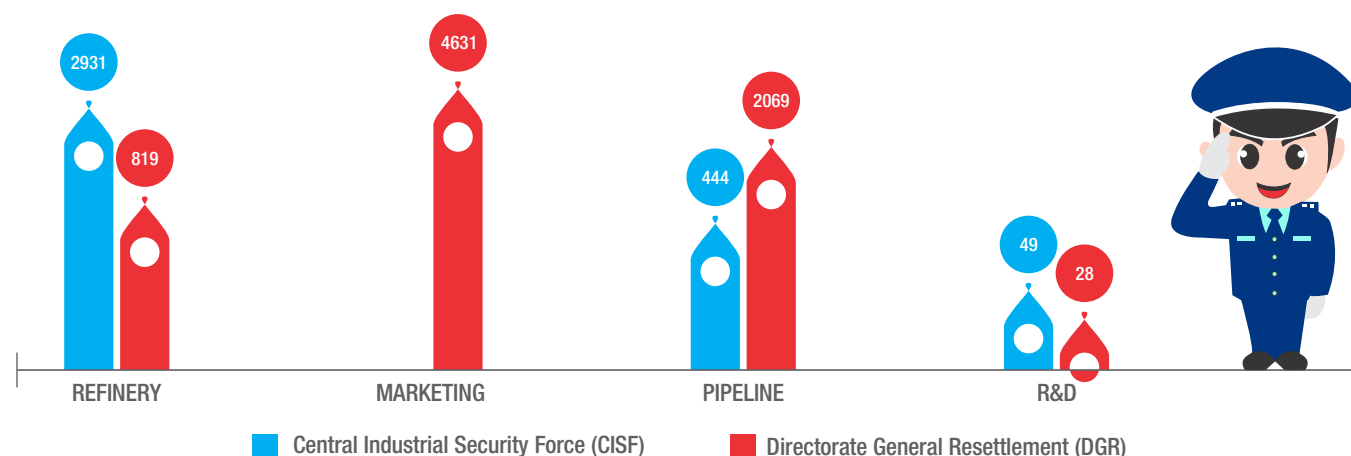
Cross-country pipelines are an environmentally and economically prudent way of transporting fuel across the land. Unfortunately, this also means that these are at greater risk to pilferage, affecting us economically and also compromising the safety and security of nearby areas.

In 2017-18, out of total 44 cases, 33 pilferage attempts were foiled, yet the Corporation lost 107.76 kl to pilferage / spillage. Robust attempts are made to minimize such cases. All oil and gas installations have been declared as "Prohibited Area", and our installations / pipelines are manned by Security Guards and CCTV-based surveillance system. Following additional measures are also adopted to arrest theft and pilferage from pipelines:

- » Monitoring of Operational Parameters
- » Physical Monitoring including Foot patrolling, Night patrolling
- » Involvement of villagers
- » Electronic Surveillance
- » Liaison with Government Authorities
- » Technological interventions

IndianOil locations are guarded by security personnel deployed by the CISF and the DGR. They receive various types of trainings as per the schedules of their employer.

### Number of Security Personnel Underwent Training in 2017-18



## Safety Performance 2017-18

Incidents / Accidents in 2017-18	
2017-18	No.
Fatal Accidents	12
Fatalities	18
Near miss	84,474
Occupational Diseases	Nil
Man-days lost	474
No of loss time accidents	6
Major Fire incidents	4
Minor Fire incidents	23

### Working Towards Safe Work Places: Learning From Safety Lapses

We strive to improve our processes and premises from both technological and physical safety point of view. All our plants and work undertaken at sites comply with various safety guidelines such as the Oil Industry Safety Directorate (OISD), Petroleum and Explosives Safety Organisation (PESO), Factory Act, NPA etc. Following major fire accident in our Jaipur Terminal, all our locations have now been upgraded as per recommendations of the MB Lal Committee.

All incidents are categorized in terms of the actions they warrant, into three major types: ones requiring systemic changes, procedural changes or behavioural changes. Accordingly, assessment of risks and losses are made before action plans are formalized.

For identification, assessment and control of process related hazards, Hazard and Operability (HAZOP) Study and Risk Analysis are carried out. Quantitative Risk

Analysis (QRA) is carried out for any new unit or facilities. Actions are taken on the basis of QRA to mitigate or minimize the hazards.

Representatives of the workmen and officers form the Safety Committee Meetings to identify risk / hazards and measures to curb the same. All accidents / incidents are investigated by a Committee with the objective of learning and to avoid repetitive shortcomings. Recommendations are implemented in time bound manner.

For new projects, pre-commissioning checks and audits are carried out by multi-disciplinary teams and deviations, if any, are corrected before start up. Also pre-commissioning audit is carried by the Oil Industry Safety Directorate (OISD) for new plants. Mechanical integrity of equipment/ system is ensured through condition monitoring, periodic inspection and preventive/predictive maintenance for reliable and safe operation.

### Safety During Road Transport

Transport Disciplinary Guideline (TDG) has been implemented for providing standardized instructions to Tank Truck operators on all safety norms. Technology such as Vehicle Tracking System (VTS) and Anti-Braking System (ABS) is being used to enhance vehicle safety and security. Regular eye check-ups, use of alcohol breath analyzers, etc are used for Tank Truck crew to ensure better road safety. Driver Awareness programmes, Behaviour Manual, Night Driving Guidelines are also used to sensitize the Drivers.



## Occupational Health

At IndianOil, focus on employee health is a priority. All programmes are designed with an eye to ensure healthy work places and employee well-being, to improve the productivity of employees. An Occupational Health Manual has been developed for uniform working of Occupational Health services across the Corporation.

All refineries are certified to Occupational Health & Safety Management System (OHSMS / OHSAS 018001), besides having fully equipped occupational health centres.

IndianOil is the first PSU to launch Project Happiness and Wellbeing. Under this project, email based questionnaires / health related suggestions are circulated to all employees and workshop on Happiness and Wellbeing are conducted. Various media of communication such as house journals, posters, films, etc. are extensively used for creating awareness.

In addition, personnel working in hazardous areas are subjected to periodical medical examination to assess any adverse effect of the hazards on the personnel's health. Doctors and paramedics are specially trained to monitor the health of employees / contractor labour working in hazardous areas. We also conduct periodical

medical tests to ensure that there are no adverse health impacts on our employees / contractor labour.

In addition, employees are also trained on various aspects of occupational health hazards through basic healthcare programs, fatigue at workplace, control of lifestyle disorders, first aid, art of living, Cancer detection / prevention program etc, and provided with suggestions for improving their health.

Periodical auditing of systems, procedures and facilities relating to Occupational Health and Hygiene is undertaken by qualified persons in Refineries. Other active programmes such as Blood Donation camps and drinking water portability tests are carried out at various locations.

Guidelines for maintenance and upkeep of food courts / canteens across the Corporation, are in place. Nutritional Evaluation Audit (Health & Hygiene) of canteens and guest house kitchens of IndianOil are taken up periodically. As part of Swatch Bharat Abhiyaan, Hygiene Index of all Canteens / Kitchens of IndianOil establishments is being maintained and the Index is prominently displayed.



LPG Storage at Dhanaj Bottling Plant



Naptha Cracker Plant at Panipat





## Product Responsibility





## Product Responsibility

IndianOil has taken continuous efforts in its progress towards product stewardship and thus constantly minimizing the health, safety and environmental impact of its products. IndianOil is supplying BS-IV grade fuel on pan India basis and commenced the supply of BS-VI grade fuel in Delhi region from 1<sup>st</sup> April 2018.

## Research, Development & Innovation

The strength of IndianOil is its high-quality Research & Development (R&D) activities in upstream, refining and alternative fuels. IndianOil is gearing up to emerge as a diversified technology-provider and is setting up a new R&D campus at Faridabad to house its new research facilities. It lays emphasis on commercialisation of products & processes.

IndianOil's sprawling R&D Centre at Faridabad near Delhi is one of Asia's finest Centre and plays a key role in

supporting the Corporation's, business interests by developing advanced technologies in lubricants formulation, refinery processes, pipeline transportation and alternative fuels, and holds a rich portfolio of 611 active patents.

The R&D Centre also works in the areas of Petrochemical & Polymers, Catalyst, Extraction & Distillation, Battery, Industrial Biotechnology, Refining Technology and Automotive Research.



During the year 2017-18, our R&D Centre filed 82 patents and 50 patents (12 Indian & 38 Overseas) were granted during the year. R&D lends the much-needed backend support to the Company in the form of proprietary research and commercialisation capabilities in lubricants, catalysts, Refinery processes and Pipelines operations. The Centre's forte includes alternative energy programmes in bio-energy, solar energy, Hydrogen energy, H-CNG blends, synthetic fuels and shale oil.

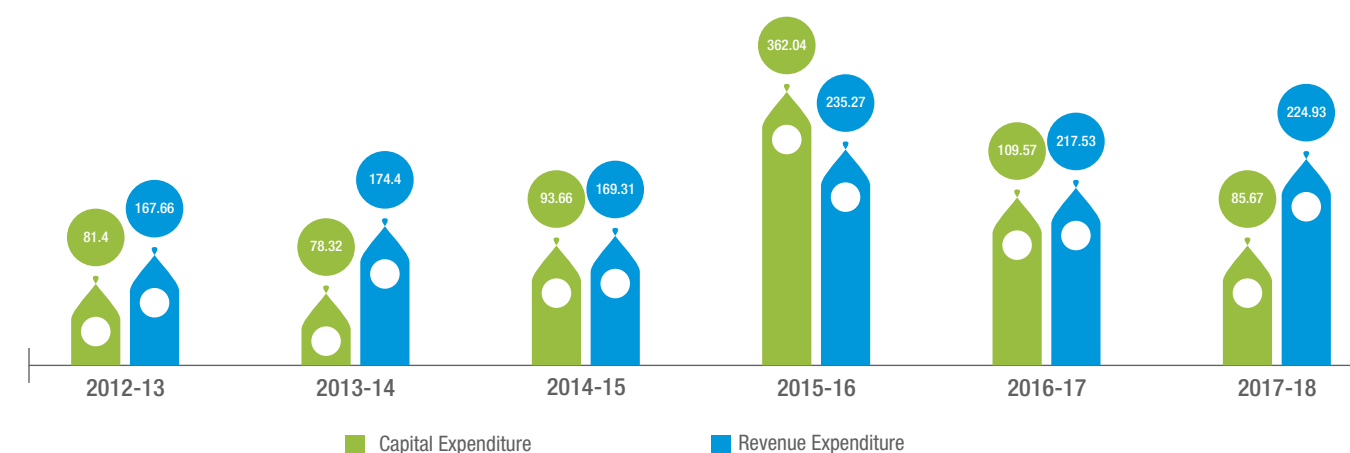
The Centre is nurturing an eco-system conducive for innovations in the domestic hydrocarbons sector through Startup initiatives such as 'Start-Up Sangam' which was launched during October 2017. Under IndianOil Start-Up Fund, 11 projects were selected for funding & incubation in Technology & Business process areas.

Besides enhanced oil recovery processes in upstream, IndianOil's output-maximising technologies like INDMAX and clean-fuel technologies like OCTAMAX and INDAdaptG are being deployed at various refineries. The BS-VI Emission Test Facility was inaugurated during 2017-18 and is designed to test all types of fuels, such as petrol, diesel, ethanol-blended petrol, bio- diesel, CNG, LNG, Hydrogen-CNG and 2G-ethanol blends as per the superior BS-VI norms.

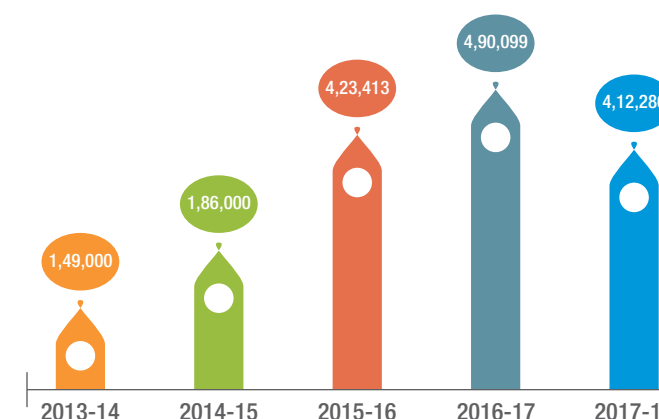


**IndianOil**  
Start-up Fund  
Fuelling the Future

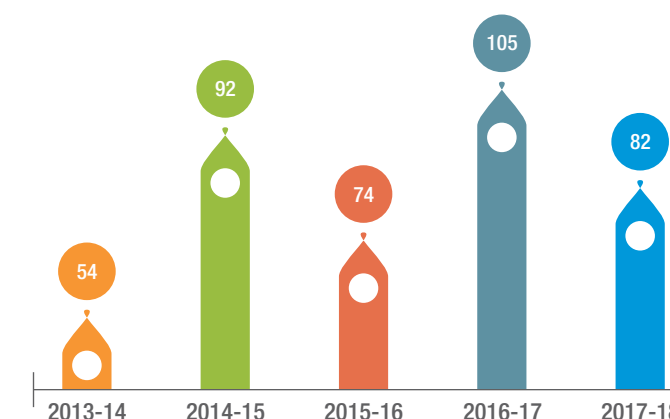
R&D Expenditure (₹ Crore)



Ethanol Procured (in Kilolitres)



Number of Patens Filed (year on year)





### IndianOil Start Up Scheme

**IndianOil Start up Scheme** supports projects that aim to establish innovative technology and business process re-engineering ideas with significant business potential, social relevance and focussed on environment-protection. The scheme invites ideas in the domains of Technology Process Re-engineering (TPRE) as well as Business Process Re-engineering (BPPE) with broad subheads such as automation, pipelines monitoring, renewables, 3D modelling, safety, retailing, addressing customer needs, etc. The scheme is being administered through dedicated online portal.

The scheme has revolving fund of Rs 30 crore to promote collaborative research, develop a vibrant & innovative ecosystem, nurture innovation & entrepreneurship, boost start-ups with rural orientation, and open up avenues for young and innovative minds of the country.



### Product information & Labelling

All commercial products of IndianOil follow Bureau of Indian Standards (BIS) guidelines for product information and labelling, details of which are given below:

**LPG:** LPG Cylinders, Pressure Regulators & Valves conform to BIS Standards, which are displayed on the equipments. The Distributors are also under instruction to sell LPG Rubber Hose and Hot Plates conforming to BIS Standards.

**Bitumen:** Bitumen is mostly sold in bulk and only approx 10% of product is sold in packed form in barrels. It is ensured that product specifications are made available to the consumer and highest quality control & safety procedures are followed whilst marketing these products.

**Lubricants:** All product labels, besides complying with

Legal Metrology requirements also display the product information for the benefit of customers regarding the technical specification and recommended use of the product being marketed.

**Aviation Fuel:** The product is sold in bulk and the product specification test report of all the batches is provided.

**Petrochemicals:** For all our petrochemical products, the Certification of Analysis depicting all quality parameters is attached with each consignment. All Polymer products of IndianOil are 100% recyclable and a "recyclable" symbol is printed on package of products as per ASTM (American Society for Testing & Material) International Resin Identifications Coding Systems.

### Marketing Communication

IndianOil is reaching out to the remotest corners through over 47,800 customer touch-points spread across the country. This wide network comprises of 27,089 Retail Outlets of which 7,529 are Kisan Seva Kendras (KSKs), 10,213 LPG Distributors, and 91 LPG Bottling Plants, 107 Aviation Fuel Stations, 125 POL Terminals / Depots and 10.6 crores active domestic LPG customers as on 31st March 2018.

Marketing communication is a tool for transforming customer service into customer relations thus playing an important role in strengthening the close connect that IndianOil has with all its stakeholders.

The Corporation has a strong and dedicated network of Corporate Communication group which drafts, designs and places all marketing communication at the appropriate public platforms and media channels to inform a diverse cross section of customer segments.

The government is focusing on tracking customer feedbacks and grievances on real time basis until the customer is satisfied with the complaint resolution. MoP&NG has created an e-Seva portal for online resolution of business queries related to the oil & gas sector.

### Customer Health & Safety

IndianOil's customers perceive the Company as a reliable symbol for high quality products and services. Round-the-clock availability of the mechanics of the LPG agency helps in customers reporting leakage and other related safety issues to the Distributor. Further, the Distributors are mandated to undertake a 'Mandatory Safety Check' of

the LPG installation, biennially for its entire customer base.

The safety & fire protection measures at IndianOil encompass a well-sensitised Management, focus on imparting regular training and a culture of safety throughout the Company.



Customer Safety First



### LPG – Customer Connect, Feedback & Grievance Redressal

The Ministry has provided a Single Point Emergency Cell with number 1906 to resolve LPG leakage emergencies round-the-clock. It is a centralized cell which routes the leakage complaint to the concerned LPG distributor and in case of un-attended complaints; it is further escalated to the concerned Sales Officer of IndianOil and further to the Area Office and State Office.

IndianOil has provided a toll-free customer complaint helpline for resolving customer grievances related to LPG product and/or service. The Company also provides online portals like Transparency portal ([www.indane.co.in](http://www.indane.co.in)), MyLPG ([www.mylpg.in](http://www.mylpg.in)) besides providing facility of SMS, Interactive Voice Response system (IVRS), Indane mobile app and Facebook for booking LPG refill or lodging complaints anywhere in India. State-wise Customer Service Cells (CSCs) exist where grievances can be lodged. The Proprietor's number, Sales Officer's number, CSC number and mechanic numbers are all displayed at the respective LPG agencies and Retail Outlets.

MoP&NG has also provided a toll-free number for all its PMUY customers based in urban and rural areas. IndianOil has also been spearheading the 'LPG Panchayat' initiative which aims at spreading awareness among LPG users about the proper & safe usage of clean cooking fuel and its useful benefits.

### E-Customer Feedback System (E-CFS) / E-platform for IndianOil Customers (EPIC)

IndianOil has provided its own network system to handle consumer grievance spread across the country. The Company launched one of the biggest IT projects globally in terms of its scale and size called 'ePIC' (e-Platform for IndianOil Customers) in May 2017 to facilitate a superior customer experience through better backend integration between IndianOil and its countrywide reseller network. It provides a 360-degree view of its customers thus deepening the company's engagement with millions of its customers. This online system provides tracking mechanism to the customers through their registered docket numbers and the replies are hosted on the website.

All complaints received from the following sources, namely,

- » Website: official website iocl.com – “we are listening”
- » Toll free No. 1800 2333 555
- » indane.co.in – transparency portal
- » Through Ministry and other important sources, thru' snail mail or otherwise.

All feedbacks received get registered in the electronic system and thereafter the progress is tracked till its final resolution / response. Majority of the replies get responded within 14 days.

The system provides the tracking mechanism to the customers also through their registered docket number for any feedback in the registered system by the customer. The replies are hosted in the website.



## Information Dissemination

IndianOil connects to its customers through its official pages on social media forums viz., Facebook, Twitter, Instagram and Youtube.

The Company has also designed mobile applications for

customer ease like Fuel@IOC which enables customers to find all IndianOil Retail Outlets within a radius of 5 km from customer's live location.



The graphic features the IndianOil logo in the top left corner. Below it, the text 'We're Social. Follow us on your favourite social media sites.' is displayed in a large, white, serif font. To the right of the text, there are three large, stylized social media icons: a blue Twitter bird, a red YouTube play button, and a blue Facebook 'f' logo. The background is dark blue with a bokeh effect of light blue and white circles.

**facebook**

**LIKE US**

**Stay Connected with IndianOil by joining us on Facebook**

<https://www.facebook.com/IndianOilCorpLimited>

**Twitter**

**FOLLOW US**

**Follow us on Twitter for regular updates, news and events**

<https://twitter.com/IndianOilcl>

**You Tube**

**SUBSCRIBE US**

**Subscribe to official YouTube Channel of IndianOil and Watch latest Videos**

[https://www.youtube.com/channel/UC5ho18VZHwEF-SahW0Q\\_o-6g/feed](https://www.youtube.com/channel/UC5ho18VZHwEF-SahW0Q_o-6g/feed)



Sanjiv Singh  
Chairman, IndianOil

**“ LPG Panchayats serve as an important platform for LPG consumers to come together & interact, promote mutual learning and share experiences. ”**

## Customer Satisfaction Survey

Customer satisfaction, trust and brand loyalty is vital for business sustainability. IndianOil strives to ensure that customers receive our utmost attention and the best quality products. In this regard, we continuously engage with our customers, take their feedback and improve our product / service offerings.

For our bulk customers, Customer Relationship Officers have been assigned for resolution of customer issues, through a single window option. IndianOil also has a dedicated department which keeps track of customer sentiments with respect to IndianOil's products and services.

A market research was also carried out through external Consultants to assess customer satisfaction. In line with the suggestions from the report, we have undertaken necessary upgradation at 1,060 retail outlets thus far. IndianOil launched a new customer grievance platform called 'e-PIC grievance module' in January 2018 which replaced the substantiated complaints regarding breaches of customer privacy and losses of customer data.

In regards to Petrochemicals products, IndianOil has deployed a complaint redressal officer at Polymer and

PTA plant locations who keeps track of all customer complaints from the origin to root cause analysis to mitigation. Customer visits are also undertaken by the sales team to address their concerns. Certification of Analysis depicting all quality parameters is attached with each consignment dispatched to the industrial customers while the daily dispatch and funds report are also shared with them.

The Institutional Business has a system of Nodal Officers/CRO (Customer Relationship Officers) for resolution of customer issues, through a single window option for major customers. The Aviation Group takes customer feedback on regular basis. In regards to 'Branding', the Group is administering the Online Reputation Management (ORM) on the web, which tracks the customer sentiments (negative/positive/neutral) with respect to IndianOil's products and services. The ongoing periodical reporting system and the online ORM dashboard content, capture all the conversations on the web including the tweets (and excluding the Facebook accounts) on IndianOil by all its stakeholders including customers. A market research was carried out during 2017-18 to assess customer satisfaction at our retail outlets.



### Customer Complaints Status

Group	No. of Complaints Received	No. of Complaints Resolved	No. of Pending Complaints	% Pending Complaints
Petrochemicals	151	151	Nil	Nil
LPG	3,52,422	3,50,544	1,878	0.5%
Retail Sales	16,055	15,894	161	1.0%
Lubricants	18	18	Nil	Nil
Institutional Business	76	76	Nil	Nil
Pipelines	82	77	5	6%
Refineries	192	188	4	2%

### Statutory Compliance

Compliance with marketing communication norms, safety systems, procedures and environment laws is monitored at the unit, division and corporate levels.

### Quality Management System

IndianOil has developed a robust system to monitor quality standard procedures which are followed at all times at its refinery, pipelines and marketing installations. As per the guidelines of the Ministry of Petroleum and Natural Gas, Government of India, the Oil Industry has evolved a uniform Quality Control procedure for handling of petroleum products. IndianOil provides the option to test Retail Outlet nozzle samples on customers' request. This helps IndianOil enhance its level of commitment of quality assurance to its valued customers.

The Industry quality control manual covers the entire

spectrum of supply and distribution of petroleum products. The procedures outlined in the manual are a basic requirement in order to ensure product quality. Therefore, standard operating procedures with regard to safety in handling of petroleum products in general are followed as laid down in the respective Safety and Operations Manuals and also as enumerated in the Industry Manual on Acceptance of Product by Marketing Companies and Related Issues.


The customer is encouraged to visit the plant premises and build faith in the quality of production and dispatches.

### Online / e-Payments

IndianOil has also been spearheading cashless payments through digital platforms viz. online payment, Unified Payment Interface (UPI), e-wallets, m-wallets, Point-of-Sales (PoS), etc.

### Online / e-Booking


To boost customer convenience in an increasing digital world, Indane Refill Booking Facility was enabled through IndianOil's official Facebook and Twitter pages making IndianOil the first company among OMCs to launch refill booking through social media.




**Fuel@IOC**

### Customer Privacy

IndianOil is strongly committed to protecting and safeguarding the privacy of its customers and has taken all necessary and reasonable measures to protect the confidentiality of the customer information. There were no incidents of noncompliance or substantiated complaints reported in regards to breach of customer privacy and loss of customer data.



### Fuel @ Doorstep

IndianOil is the first in the industry to introduce Mobile Dispenser for fuelling of stationery equipments at approved customer premises, thereby providing doorstep delivery of product (HSD) to such customers. The initiative has been started with a view to help customers in avoiding excessive time loss in long queues at fuel stations





### IndianOil Facilitate 'Early Birds' - Story by N. Shiva Kumar

Thirty years ago, a visit to Pobitora National Park, an obscure jungle territory harbouring the endangered rhinoceros in Assam, motivated Moloy Baruah and friends to kick-start an environment group. Located about 50 km north-east of Guwahati, Pobitora is a lesser known wildlife sanctuary, which fascinated the six men on their first visit in 1989 when they were around 30 years of age. They had gone on their motorcycles to the park to make merry, but came back wiser with much respect for Mother Nature.

The forest administrator at the Pobitora sanctuary had reprimanded them for wasting their youthful days. He sternly advised them to admire birds, bees, wild flora and work to save the unique Indian rhinoceros found only in the state of Assam. This obviously had a deep impact. The friends returned to Guwahati, wise but pensive. Later, they harnessed their limited resources and in 1991 started a not-for-profit outfit and called it "Early Birds." The small organisation was spearheaded by Moloy Baruah, the young employee of IndianOil in his spare time after office hours.

The cause of saving the flora and fauna soon caught the fancy of many young people from Guwahati became volunteers and members. Most of them started off as amateur birdwatchers lured by the bountiful and beautiful birds in the woods of Assam. They realised that wildlife faced plenty of problems from various quarters, particularly people bordering protected forests. They then began to acquire knowledge and skills in specifics that make wildlife vulnerable, including identifying migratory birds, tracking tigers, rhinos and elephants. Looking for spoor and tell-tale marks indicating wildlife soon became an obsession. Protecting roosting and nesting sites of endangered birds and wild animals also became mandatory for many of the 200-odd members mostly from Assam and a few from northeast India.

Moloy Baruah, founder and present president of Early Birds was a regular employee of IndianOil from 1st march 1974 and retired after serving for four decades in 31st August 2014. He admits that the first five years of running the small organisation were difficult as all members of Early Birds had to keep their regular jobs as well to make a living. The members very soon realised that mere appreciation and vocalisation on the wonders of wildlife was not effective. In the next five years they thought of a different approach to support wildlife. They came up with brilliant ideas, but most schemes needed big bucks to accomplish. So they crystallised facts into simple practical solutions and offered to curtail diseases spread by domestic cattle to wild denizens in the jungles. Anthrax, foot & mouth disease (FMD) and rinderpest were tackled that not only affected domestic cattle but also impacted deer, antelopes, rhinoceros and even elephants.



To generate more ventures, veterinarians were hired and health camps for cattle were conducted on the periphery of wildlife sanctuaries. The villagers were the most happy as their cattle received free treatment and medicines. Baruah recalled how by the second decade the organisation had garnered a good reputation and was in demand for its effective services. Bird watching, Tree identification, butterfly hunting and insects' discovery were some of the regular outdoor activities conducted for school and college students. These activities garnered a strong goodwill among various educational organisations in the city of Guwahati and far-flung villages. In its 27 years, Early Birds set up more than 200 treatment-cum-vaccination camps in wildlife sanctuaries like Nameri, Kaziranga, Manas and also at their favourite Pobitora National Park. He also explained how while he was working in IndianOil's Guwahati Refinery Early Birds had take-up tree planting on a large scale in the refinery and township and made it into a green garden like resemblance. A few years ago they captured 50 stray dogs from Noonmati campus where the oil refinery operates and successfully inoculated, sterilized and translocated them to safe localities.

Recently Early Birds, the Guwahati based animal welfare oriented NGO had gained prominence for its active involvement in the state of Assam so they had requested for a project proposal for procurement of a Maruti-Eeco-Van under the CSR initiatives. IndianOil's Guwahati Refinery promptly donated the vehicle to the NGO for fulfilling the transportation requirement of their mobile veterinary team with the purpose for continuing their year-round rendering of vaccination-cum-treatment services through camps organized for this purpose, for domesticated livestock on the fringe areas of wild-life protected areas. Even the forest department was eager to help Early Birds conduct camps, so as to sustain the buffer zone / immune belt and thereby, prevent the spread of zoonotic diseases to wildlife from domesticated animals while availing usage of the same grazing land.

The dedication of the 127 life members and 54 general members over the years by Early Birds brought the the NGO regular grants from the Centre for Environment Education (CEE), Animal Welfare Board of India, Wildlife Trust of India (WTI), Assam Science Society etc. Even Public and private establishments like IndianOil, OIL, NRL, ONGC also came forward to help them in their various activities. However, there was always need for more funds to conduct coaching camps and workshops to encourage rural communities, says Baruah. After working for 40 years with IndianOil's Guwahati Refinery, Moloy Baruah admits that he was always encouraged by the management of IndianOil to indulge in Rural Development and CSR initiatives within and outside the company particular in environmental aspects and sustainable development activities. This has given him immense confidence and courage to continue in nature conservation in Assam actively even after retirement from IndianOil.



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<b>Principle 4:</b> Labour Businesses should uphold the elimination of all forms of forced and compulsory labour.	Corporate Governance - Human Rights	42
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## Abbreviations

AE&SD	Alternate Energy & Sustainable Development	EIL	Engineers India Limited
AFS	Aviation Fuel Station	ENCON	Energy Conservation
AOCN	Assam Oil College of Nursing	EP	Environment Protection
AOD	Assam Oil Division	EPF & MPAct	Employees Provident Funds and Miscellaneous Provisions Act
ASI	Archaeological Survey of India	EPS	Employees Pension Scheme
ATF	Aviation Turbine Fuel	ERDMP	Emergency Response & Disaster Management Plan
AU	Atmospheric Unit	ESA	External Safety Audit
BN	Billion	ETP	Effluent Treatment Plants
BPC	LBharat Petroleum Corporation limited	FCC	Fluidised Catalytic Cracker
BPL	Below Poverty Line	FICCI	Federation of Indian Chambers of Commerce and Industry
BOD	Biological Oxygen Demand	FO	Fuel Oil
BS – IV/ VI	Bharat Stage IV / VI	FTL	Free trade LPG
CAGR	Compound Annual Growth Rate	FY	Financial Year
CATCH	Cultivating Awareness Towards Conservation of Heritage	GAIL	Gas Authority of India Limited
CCI	Competition Commission of India	GCC	General Conditions of Contract
CDM	Clean Development Mechanism	GHG	Greenhouse Gases
CDP	Carbon Disclosure Project	GoI	Government of India
CDU	Crude oil Distillation Unit	GPW	Great Place to Work
CERs	Certified Emission Reductions	GRI	Global Reporting Initiatives
CFC	Chlorofluorocarbons	GRM	Gross Refining Margin
CII	Confederation Indian Industry	GSPL	Gujarat State Petronet Ltd
CO	Corporate Office	GWh	Gigawatt hour
COMPAT	Competition Appellate Tribunal	G4	GRI's fourth generation indicators
CPCB/SPCB	Central Pollution Control Board/ State Pollution Control Board	HGU	Hydrogen Generation Unit
CPCL	Chennai Petroleum Corporation Limited	HOD	Head Of Department
CREDA	Chhattisgarh Renewal Energy Development Authority	HPCL	Hindustan Petroleum Corporation Limited
CRU	Catalytic Reformer Unit	HRSG	Heat Recovery Steam Generator
CSI	Customer Satisfaction Index	HSD	High Speed Diesel
CSR	Corporate Social Responsibility	HSE	Health, Safety and Environment
CVC	Central Vigilance Commission	IAF	Indian Air Force
DCU	Delayed Coker Unit	IndianOil	IndianOil Corporation Limited
DPE	Department of Public enterprises	IOC	Indian Oil Corporation Limited
E & P	Exploration and Production	IOF	Indian Oil Foundation
EAC	Expert Appraisal Committee	IOT	Indian Oil Tanking
EBP	Ethanol Blended Petrol	IP	Integrity Pact
Eco Parks	Ecological Parks	ISO	International Organization for Standardization
EIA	Environmental Impact Assessment	KAM	Key Accounts Management
		KL	Kilo litre

KM	Kilo Meter	PF	Provident Fund
KPI	Key Performance Index	PL	Pipeline
KRA	Key Result Areas	PMS	Performance Management System
KSK	Kisan Seva Kendra	PNCC	Panipat Naptha Cracker Complex
KW / KWh	Kilowatt/ Kilowatt Hour	PNCP	Panipat Naptha Cracker Plant
LAB	Linear Alkyl Benzene	PP/ PE	Poly Propylene / Poly Ethylene
LDO	Light Diesel Oil	PPE	Personal Protective Equipment
LNG	Liquefied Natural Gas	PSU	Public Sector Undertaking
LPG	Liquefied Petroleum Gas	PTA	Purified Terephthalic Acid
LTS	Long Term Settlement	PX	Paraxylene
MBN (MBTU/BBL/NRGF)	It refers to total heat value of fuel and loss in thousand BTU, BBL refers to barrel of crude processed and NRGF is a derived factor that depends upon actual intake in both primary and secondary processing units as per industry standard	PV	Photovoltaic
MINAS	Minimal National Standard	R&D	Research and Development
MMSCMD	Million Metric Standard Cubic Meters per day	RLNG	Re-gasified Liquefied Natural gas
MMSCM	Million Metric Standard Cubic Meters	RGGLVY	Rajiv Gandhi Gramin LPG Vitran Yojana
MMT	Million metric tons	RO	Retail Outlets
MMTPA	Million metric tons Per Annum	RTI	Right To Information
MoP&NG	Ministry Of Petroleum and Natural Gas	SC/ST/OBC/PWD	Scheduled Caste / Scheduled Tribe / Other Backward Castes / Persons with Disabilities
MoU	Memorandum of Understanding	SIGC	Shareholders' / Investors Grievance Committee
MSME	Micro, Small and Medium Enterprises	SKO	Superior Kerosene Oil
MSQ	Motor Spirit	SPM	Single Point Mooring
MT	Metric Tonne	SRC	Stakeholders' Relationship Committee
MTCO2e	Million Metric Tonne of Carbon Dioxide Equivalent	SRFT	Standard Refinery Fuel in Tonnes
MW	Mega Watt	STP	Sewage Treatment Plant
NCF	National Culture Fund	TC	Time Charter
NTPC	National Thermal Power Corporation	TII	Transparency International India
OGSS	Oil and Gas Sector Supplement	TJ	Tera joules
OHSMS/OHSAS	Occupational Health and Safety Management System/Occupational Health and Safety Assessment System	TKL	Thousand kilo Litre
OISD	Oil Industry Safety Directorate	TMTPA	Thousand Metric Tonnes Per Annum
OMC	Oil Marketing Company	TPM	Total Productive Maintenance
ONGC	Oil and Natural Gas Corporation	UAE	United Arab Emirates
OSD	Oil Spill Dispersant	UN	United Nations
OVL	ONGC Videsh Limited	UNFCCC	United Nations Framework Convention on Climate Change
PCRA	Petroleum Conservation Research Association	UNGC	United Nations Global Compact
		USA	United States of America
		VLCC	Very Large Crude Carrier
		WIPS	Forum for Women In Public Sector





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