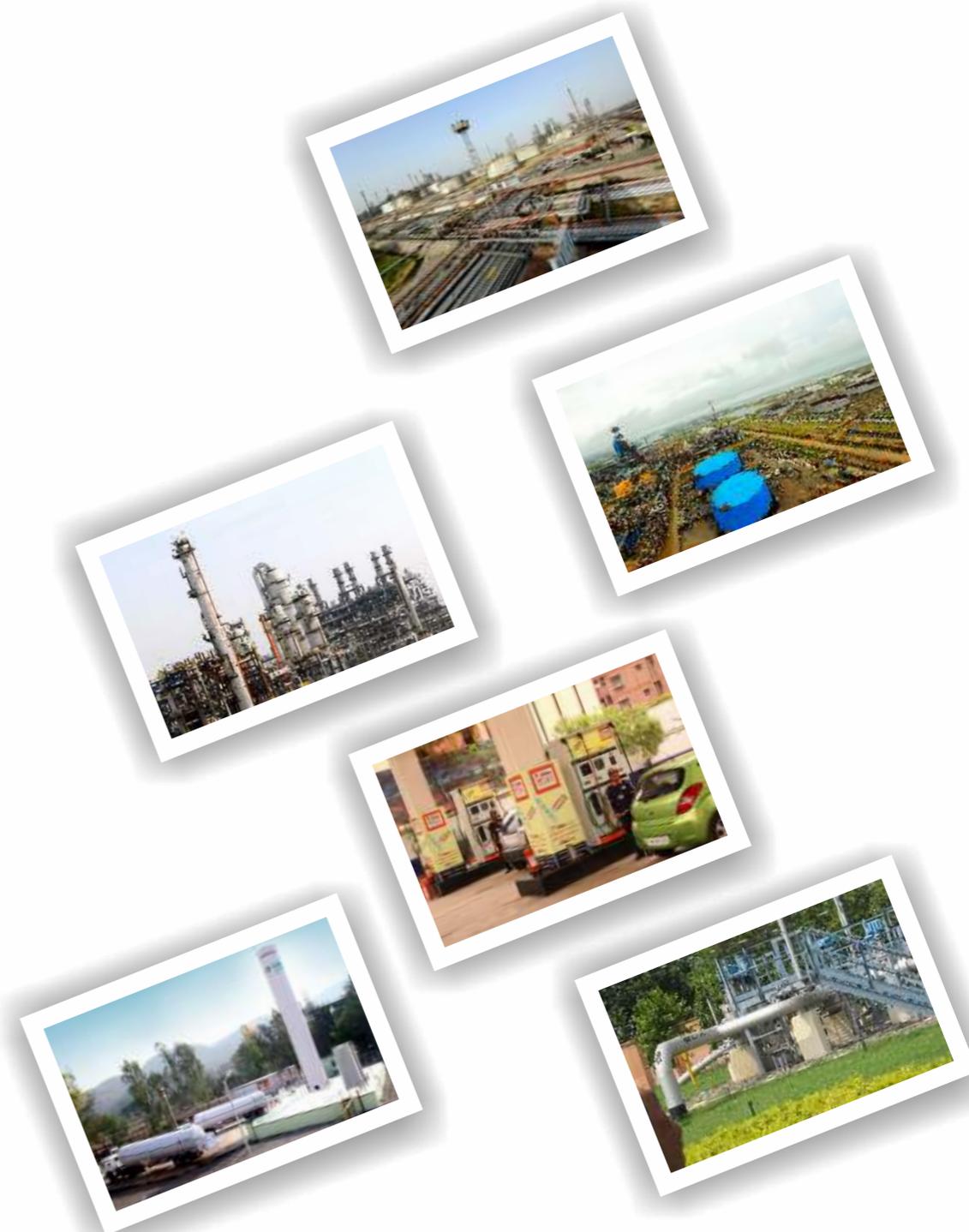


# Sustainability Report 2014-15

Transformational Leadership





## Report Profile, Scope & Boundary

This report provides an insight to the Sustainability activities and advancements made by IndianOil during the period 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015. We have been publishing Annual Sustainability Report since 2005-06 and this is the 10<sup>th</sup> edition in the series.

This Sustainability Report 2014-15: Transformational Leadership complies to the fourth generation Global Reporting Initiative (GRI-G4) guidelines. The information shared in this report is in accordance with GRI-G4's comprehensive reporting option. We also adhere to the principles of the United Nations Global Compact (UNGC) and this report describes initiatives we have taken for systematic implementation of these principles and guidelines.

To prepare sustainability report 2014-15, we have identified and prioritized the issues that are most relevant to our operations & stakeholders and are under our direct control. Additionally, through stakeholder engagement, we seek internal and external perspectives to help us identify, understand and consider the risks and opportunities associated with new and emerging issues, regulations, standards and leadership practices.

While preparing the sustainability report, we continued to seek quality and transparency in our performance management and data validation. This report has not been assured by a third party. Although, we acknowledge the value of external assurance, we have opted to give priority to developing our in-house process in an effort to further improve our work.

The sustainability performance of our subsidiaries/ Group's Associates is not included in the Sustainability Report 2014-15, though their financial performances are included in IndianOil's Consolidated Financial Statements, as a part of the Annual Report, for the year 2014-15. For doing the materiality analysis, only the installations under the direct control of IndianOil have been considered, JVs and subsidiaries are not included. There have been no significant changes from the last reporting period in the scope, boundary, or measurement methods applied in the report. There are no restatements from the previous year.





# Contents

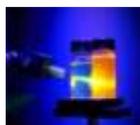
<p><b>4</b></p>	<p><b>IndianOil : The Energy of India</b></p>			<p><b>5</b> <b>Financial Performance and Milestones</b></p>
	<p><b>A word from Chairman</b></p>		<p><b>Company's Profile</b></p>	<p><b>9</b></p>
	<p><b>19</b> <b>Words of Appreciation</b></p>		<p><b>Stakeholder Engagement and Materiality</b></p>	<p><b>20</b></p> 
<p><b>25</b> <b>Key Impacts, Risks and Opportunities</b></p>		<p><b>26</b> <b>Sustainability Within Us</b></p>		<p><b>32</b> <b>Corporate Governance</b></p> <p><b>39</b> <b>Economic Performance</b></p>
<p><b>46</b> <b>Environmental Performance</b></p>				<p><b>63</b> <b>Great Place to Work</b></p>
 <p><b>73</b> <b>Social Performance</b></p>	<p><b>78</b> <b>Health and Safety</b></p>	<p><b>83</b> <b>Product Responsibility</b></p>	<p><b>90</b> <b>GRI Index</b></p>	<p><b>100</b> <b>Linkages with the UNGC principles</b></p>
	<p><b>88</b> <b>Abbreviations</b></p>			

# IndianOil: The Energy of India



- Maharatna Company; Govt Control: 68.57%
- Government nominated Directors on IOC Board

Strong Support from the Govt. of India



- Overall 384 patents as on 31.03.2015
- New focus on Alternate and Renewable Energy (Wind, Solar, Biofuels, Nuclear)

Strong Focus on Innovation through R&D and Alternate Energy Sources



- Consistent growth and profitability
  - ✓ FY11-FY15 Revenue CAGR: 10.37%
  - ✓ Debt-to-Equity ratio of 0.81 (as on March 31, 2015)

Driven by a Management Team that has Delivered Results



- 10 refineries (including subsidiaries) with 65.7 MMTPA Capacity
- 31% of Domestic Refining Capacity

Largest Refiner of the nation



- 11,000+ km pipelines of crude oil, products and natural gas with a total capacity of 80.5 MMTPA

Pan-India Pipeline Infrastructure



- 46.7% petroleum market share with over 42,900 touch points

Leading Market Share Across Portfolio



- 2nd largest domestic player in Petrochemicals
- E&P: 10 domestic and 7 overseas blocks

Integrated Operations Across the entire Energy Value Chain





## Financial Performance & Milestones

**47.78 MMT**

Highest ever crude oil pipelines throughput achieved, a capacity utilization of 118%

**75.68 MMT**

Highest ever pipelines throughput achieved

**41%**

Procurement from MSMEs during 2014-15

**98.9%**

Capacity utilization at refineries.

**72.6 lakh**

New domestic LPG connections released.

Naphtha cracker, Panipat is the **largest** operating cracker capacity in India producing polymer intermediaries.

**186100 KLs**

Ethanol procured for blending into petrol during 2014-15.

**14**

New crudes processed for the first time across the refineries.

**15975**

New customers enrolled under 5-kg free trade LPG (FTL) cylinders

**1364 MMSCM**

Highest throughput achieved by gas pipeline.

**18**

New lubricant formulations developed during the year.

**54.4**

Best ever MBN achieved during 2014-15

**78.8wt%**

Best ever combined distillate yield achieved.

**887.6 lakh**

INDANE customer strength

**7687**

Regular fuel stations fully-automated.

**Indane:  
A Superbrand  
after 50 years  
that now  
lights fire in  
9 crore  
kitchens**

## THE IND(I)ANE STORY

**1965** | Indane debuts in Kolkata in October. Then West Bengal finance minister S K Mukherjee lights first burner to mark beginning of sales

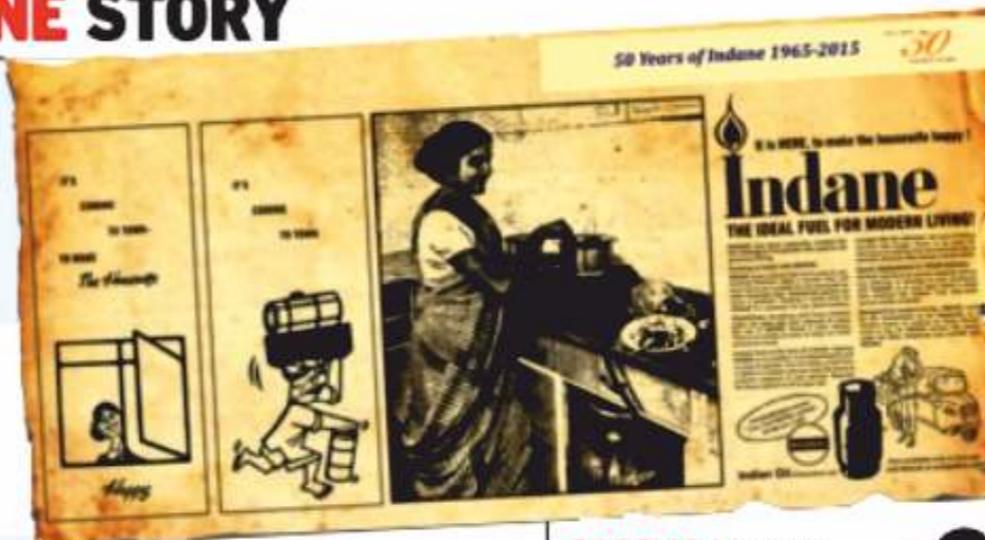
**1968-69** | First LPG bottling plant with a capacity of 110 cubic metres commissioned in Shakurbasti, Delhi

**1969-70** | Consumer base tops **100,000** and reaches **235,000** across 37 towns

**1972-73** | Safety caps introduced in cylinders. LPG pricing comes under government pricing in August 1972, spurs appreciable fall in prices

**1979-80** | Indane grabs **52.3%** of market, **17,000 tonne** of LPG imported to meet demand

**1984-85** | Cylinder valves changed from rotary 'F' types to safer pin types



**1985-86** | Technology for self-closing valve from Danish firm Kosan-Teknova passed on to Indian cylinder manufacturers

**1990-91** | Indane comes to Port Blair, Andamans

**1992-93** | Computer-controlled, remotely operated cylinder-filling technology introduced

**2000-01** | Customer service cells opened in various levels of IndianOil marketing offices

**2002-03** | Toll-free telephone for customer service introduced across country

**2009-10** | Indane achieves 'Superbrand' status, second after 'Servo' for lubes for IndianOil. Booking through SMS, IVRS introduced

**2013-14** | Consumer portability and 5kg cylinders at market rates launched to improve availability

**2014-15** | Modified direct subsidy transfer scheme launched under name of PaHal, which has made it to the Guinness Book as the world's largest cash benefit transfer scheme

Source: The Times of India





## *A word from Chairman*

### **Dear Stakeholders,**

Warm greetings on behalf of IndianOil.

As IndianOil comes out with the tenth edition of its *Annual Sustainability Report*, focussing this time on 'Transformational Leadership,' I take this opportunity to share my thoughts on the subject with you all.

For me, sustainability is the pursuit of growth and development while ensuring that our natural capital and environmental resources are managed in a judicious way and preserved undiminished and unspoiled for similar use by our future generations.

With this concept gaining ground as the new yardstick of economic, environmental and social performance of nations, various new or modified indices are being proposed worldwide to gauge water, energy and carbon footprints across the value chain and life-cycle of products, processes and services in our ecosystem. This would help us measure, manage and curb the adverse affects of climate change, which is no longer a distant threat but a stark reality today.

With the growing population density of the planet, the coming decade will usher in significant changes in the energy sector, with new technologies, demographic shifts and infrastructure growth leading the impact. In India too, the surge in economic growth in recent years is straining energy supply, infrastructure and transportation systems. Ensuring energy security while at the same time reducing the negative impact of carbon emissions on climate is indeed a major challenge.

IndianOil, as a public sector enterprise, well understands that its role goes beyond profits. For over five decades, we have been working on providing energy access for people in every nook and corner of the country. With countrywide operations, we are uniquely well-placed to fuel the growing

Indian economy by optimising energy consumption, besides expanding infrastructure and operations in line with future demands. Our sustainable development agenda helped us ingrain sustainable practices into all our core business activities, setting aggressive energy efficiency and renewable energy targets.

Since inception, we have been pursuing pipeline transport of crude oil and petroleum products, through 'underground highways,' for its proven environmental and other benefits over road and rail transport. In fact, IndianOil's 432-km Guwahati-Siliguri petroleum products pipeline was the first to be built east of the Suez Canal, way back in 1964. Over the years, our cross-country pipelines network has expanded to over 11,220 km and serves as a low-carbon channel to be able to transport up to 80 million metric tonnes of crude oil and products annually. And this network is being further expanded by 6,000 km in length and 22 million tonnes in throughput capacity per annum.

Similarly, IndianOil's 10 operating refineries are setting new benchmarks year after year in boosting distillate yield and reducing fuel & loss and energy consumption intensity. In 2014-15 itself, structured energy conservation projects at each of these refineries enabled us save 1,07,000 tonnes of standard refinery fuel.

On the marketing front, IndianOil has already extended availability of Bharat Stage-IV compliant green transportation fuels to over 50 major cities, with countrywide rollout targeted by the year 2017. At the same time, plans are underway to introduce fuels meeting BS-VI norms by 2020. The ethanol-blended petrol programme and introduction of bio-diesel are also significant steps in greening fuels. Gas as another green fuel in place of conventional liquid fuels has been another focus area for IndianOil, with sales touching 3.4 million metric tonnes per annum in less than a decade.

Renewables are indispensable to the energy mix of the future. With this perspective, IndianOil has grown its generation capacity for renewables, that is, wind and solar energy, to 75 MW, and generated 140 million units of clean electricity last year, thereby reducing its carbon footprint by 0.1 million tonnes.

Conversion of fuel stations to operate on solar energy, in place of electricity or diesel gensets, is a thrust area. As of now, over 2,660 IndianOil fuel stations run on solar energy, and their cumulative installed capacity is about 10.2 MW. And their number is rising fast. Switching over to automated, efficient plant equipment across the supply chain and Corporation-wide use of LED lights have been other thrust areas.

Water is another indispensable and scarce resource, more so in India, which sustains 17% of the world's population with merely 4% of the world's fresh-water reserves. Falling water levels can severely impact industrialisation. To tackle this challenge in its own way, IndianOil has imbibed water conservation and waste management measures in its day-to-day operations. Our rainwater systems harvest 2.7 million cubic metres of water annually. Additionally, many initiatives are being practised to save water & steam, and to treat & reuse effluents at our refineries to maximise water-use efficiency.

With an aim at providing an overarching framework of sustainability within which CSR is firmly ingrained, our Sustainability Policy and Corporate Social Responsibility Policy have been merged as Sustainability & CSR Policy in pursuant to the new guidelines by DPE. The merged policy envisions energy solutions with minimum environmental impact and enhanced quality of life of the community, towards sustaining a holistic business.

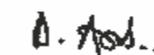
Our R&D Centre has pioneered cutting-edge innovations in

bio-remediation, lubricant formulations, fuel technologies and fuel additives to offer better and cleaner products. We are investing in futuristic clean technologies like synthetic fuels, bio-fuels from lignocellulose & algae, fuel cells, Hydrogen-CNG blends, shale oil, etc. Harnessing futuristic energy sources will be the hallmark of a better tomorrow. In this direction, IndianOil has taken initiative of setting up IndianOil Centre for Alternative & Renewable Energy (i-CARE) at Manesar, near Delhi. i-CARE will focus on bio, solar, thermal & hydrogen energy and fuel cells.

To us, business is about creating partnerships and giving back to the communities in which we operate and seek support from. We are touching and transforming lives through our CSR programmes in healthcare and sanitation, education and vocational skills and empowerment of women and marginalised groups.

Leadership in sustainability-driven transformation requires not just an all-encompassing vision but a detailed action plan at the systemic level, within organisations and from individuals. Each time we do undertake a green initiative, we set in motion rejuvenation and renewal of the resources on Planet Earth. Such ripples created by each one of us will have a cascading effect and help us bring the desired change to build a low-carbon future.

We, at IndianOil, have realised that life is filled with choices. But a good choice can only be made with the knowledge of what we stand for and the path we want to take. To create a better world together. We look forward to your valuable suggestions at [sustainability@indianoil.in](mailto:sustainability@indianoil.in)



**B. Ashok**  
Chairman





## Company's Profile

IndianOil Corporation Limited is India's flagship Maharatna national oil company with a sales turnover of ₹ 4,50,756 crore (US\$ 73.7 billion) and a profit of ₹ 5,273 Crore for the year 2014-15. With a ranking of 119 in the "Global 500" Listing of world's largest corporates, we are the highest ranked Indian Corporate. Its network of over 43,000 customer touch-points takes petroleum products to every nook and corner of the country. Having set up 6 overseas subsidiaries including Sri Lanka, Mauritius, Sweden, USA, the Netherlands and UAE, 3 Indian subsidiaries and joint-venture with 17 companies, IndianOil is simultaneously scouting for new business opportunities in the energy markets of Asia and Africa.

Since our inception more than half a century ago, we have grown from strength to strength. IndianOil accounts for nearly half of India's petroleum products market share, 31% national refining capacity (together with its subsidiary Chennai Petroleum Corporation Ltd., or CPCL), and 71% downstream sector pipelines throughput capacity which equals 80.5 MMTPA. IndianOil's aviation service has 63.6% market share in aviation fuel business and serves national and international flag carriers, private airlines and the Indian defence services.

The IndianOil Group owns and operates 10 of India's 22 refineries with a combined refining capacity of 65.7 MMTPA (million metric tonnes per annum), i.e., approx. 1.31 million barrels per day. The pipelines network has a crude oil and petroleum products throughput capacity of 80.49 MMTPA and 9.5MMSCMD for gas. The 15-MMTPA refinery under commissioning at Paradip on the east coast will raise the capacity to over 80 MMTPA.

IndianOil has largest LAB (Linear Alkyl Benzene) plant. An integrated PX/PTA (Paraxylene/Purified Terephthalic Acid) complex is the single largest unit in India, with a world-scale

capacity of 5,53,000 MTPA, and produces polyester intermediates. We have a worldclass Naphtha Cracker with downstream polymer units, is the largest operating cracker capacity in India producing polymer (plastics) intermediates. IndianOil is the second largest player in the domestic petrochemicals market, besides exporting to about 70 countries.

Significant progress has been made in the Corporation's drive to build its Exploration & Production portfolio, which now consists of participating interests in 10 domestic and 7 overseas active assets. The Corporation has three producing assets, viz., Niobrara Shale Project (USA), Pacific Northwest LNG Project (Canada) and Carabobo Project (Venezuela).

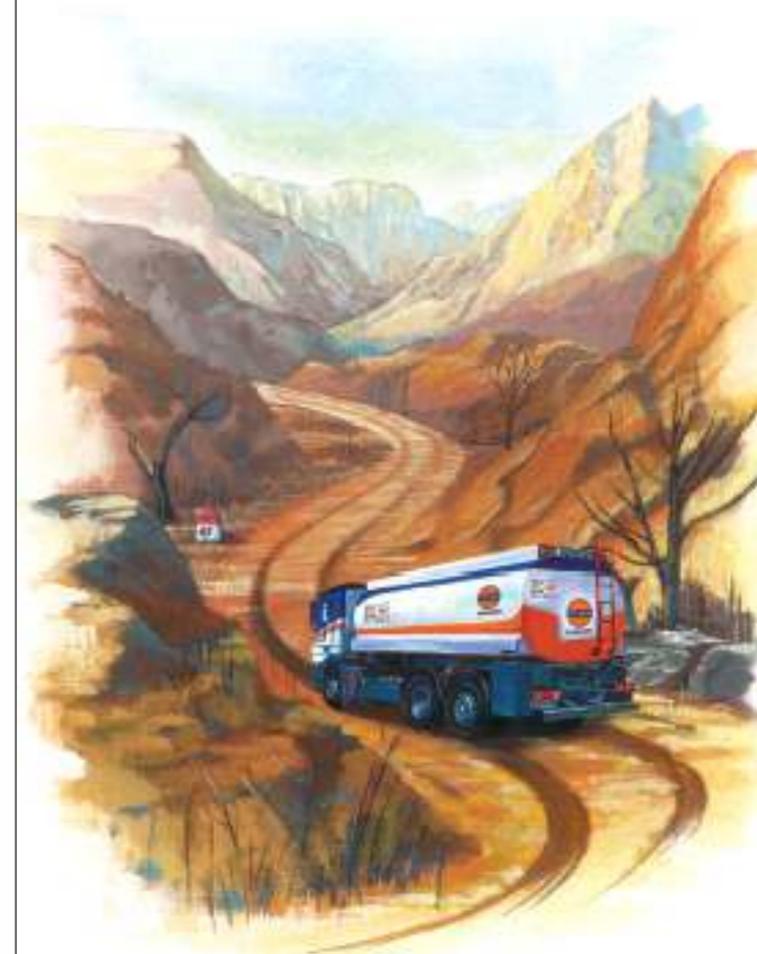
IndianOil is also broadening its energy basket with alternative energy options such as wind, solar, bio-fuels and nuclear power.

IndianOil has a strong portfolio of powerful and much-loved energy brands that include Indane (LP Gas), SERVO (lubricants), XTRAPREMIUM (petrol), XTRAMILE (diesel) and a full slate of petrochemical products and intermediates under the brand name PROPEL.

IndianOil has successfully combined its corporate social responsibility agenda with its business offerings, meeting the energy needs of millions of people. The Corporation partners communities in which it operates by supporting innumerable initiatives connected with health, family welfare, education, environment protection, provision of potable water, sanitation, and empowerment of women and other marginalised groups.

IndianOil 'The Energy of India' is meeting the growing energy needs of billions of people in economically, environmentally and socially responsible way. This involves running our operations responsibly today and building a dependable and sustainable energy system for tomorrow.

No terrain too harsh for us  
to bring energy to you.

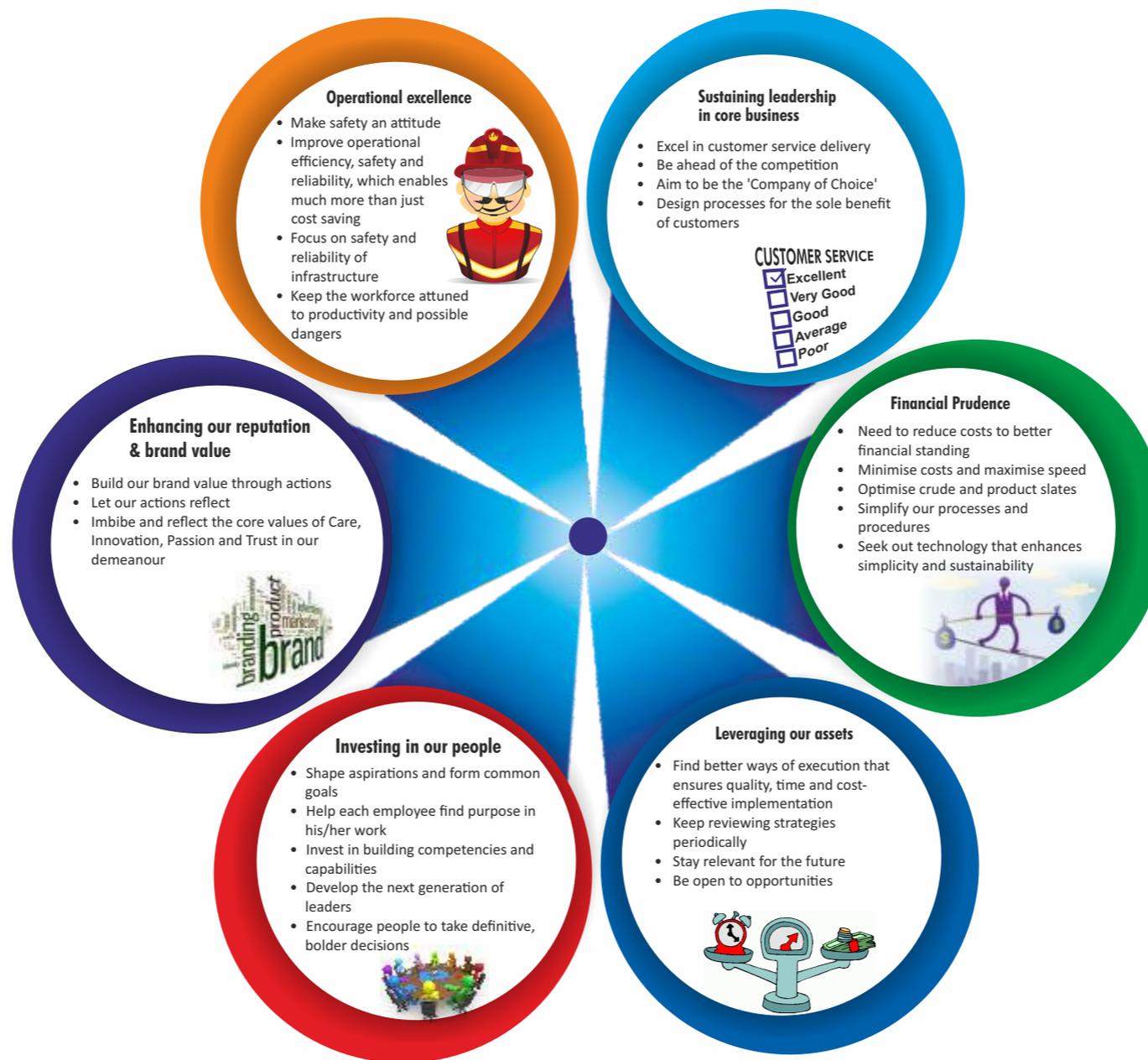


IndianOil. In every part.  
In every heart.

Petroleum Refining and Marketing | Pipeline Transportation |  
Technology Solutions | Petrochemicals | Alternative Energy |  
Gas Sourcing & Marketing | R & D | Exploration & Production



## Shaping the future of IndianOil





### Our Businesses



#### Refineries

- 10 out of 22 refineries in the country
- 65.7 MMTPA Capacity

#### Pipelines

- Total length of 11221 km of crude oil, product and gas pipeline

#### Marketing

- 42753 touch points\*
- 24405 ROs including KSKs
- 8.88 crore Indane LPG customers

\* Customer touchpoints include AFS terminals, ROs, KSKs, SKO/LDO dealers, Consumer pumps and LPG distributors)

#### R&D

- Pioneer in Lube Formulations
- 384 patents
- INDANE nanocut - first commercialised nanotechnology initiative

#### Petrochemicals

- 2<sup>nd</sup> largest player in India
- 25% market share with 18% capacity share

#### Gas

- City gas distribution
- Gas marketing
- Co-promoter in M/s PETRONET LNG Limited

#### Alternate Energy

- Wind: 69.3 MW
- On-grid Solar: 5 MW
- 1398 ROs Solarised during 2014-15

#### E&P

- 10 domestic blocks
- 7 overseas blocks

## Our Brands





### Global footprint



#### E & P Sites

- Libya
- Gabon
- Nigeria
- Yemen
- Venezuela
- Canada
- USA

#### Foreign Subsidiaries

- 📍 Mauritius
- 📍 Sri Lanka
- 📍 UAE
- 📍 Sweden
- 📍 USA
- 📍 Netherlands

## Our Supply Chain



**24405**  
Retail Outlets

**7934**  
LPG Distributors

**6399**  
Consumer Pumps

**3919**  
SKO/LDO Dealers

**11**  
Explosives Plants

**10**  
Lube Blending Plants

**8**  
Operating Refineries

**3**  
Petrochemical Producing Plants

**136**  
Oil Depots & Terminals

**96**  
Aviation Fuelling Stations

**91**  
LPG Bottling Plants

**80**  
Pipelines Terminals

**3**  
Wind Power Projects

**1**  
Solar Power Plant

**1**  
New Refinery under commissioning

**1**  
R&D Centre

**1**  
Cryogenic Plant



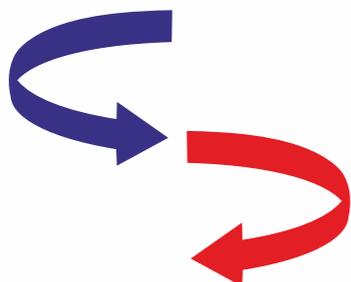


## Group Companies

Group Companies	
Name	Business
Indian Subsidiaries	
Chennai Petroleum Corporation Limited	Refining of petroleum products
IndianOil - CREDA Biofuels Limited	Plantation of Jatropha and extraction of oil for Bio-diesel
Indian Catalyst Pvt. Limited	Manufacturing of FCC catalyst / additive
Foreign Subsidiaries	
IndianOil (Mauritius) Ltd., Mauritius	Terminalling, Retailing & Aviation refuelling
Lanka IOC PLC, Sri Lanka	Retailing, Terminalling & Bunkering
IOC Middle East FZE, UAE	Lube blending & marketing of lubricants
IOC Sweden AB, Sweden	Investment company for E&P Project in Venezuela
IOCL (USA) Inc., USA	Participation in Shale Gas Asset Project
IndOil Global B.V. , The Netherlands	Investment company for integrated LNG Project in Canada



## Joint Ventures



Joint Ventures		
Name	Business	Partners
Avi-Oil India Pvt. Ltd.	Speciality lubricants	NYCO SA, France and Balmer Lawrie & Co. Ltd.
Delhi Aviation Fuel Facility Private Limited	Setting up and operation of Aviation Fuel Facility at Delhi Airport.	DIAL and BPCL
Green Gas Ltd.	City gas distribution	GAIL
GSPL India Transco Ltd.	Setting up of Natural Gas Pipelines	GSPL, HPCL, BPCL
IOT Infrastructure & Energy Services Ltd.	Terminalling services	Oiltanking GmbH, Germany.
IndianOil Adani Gas Pvt. Ltd.	City gas distribution	Adani Gas Ltd.
IndianOil Petronas Pvt. Ltd.	Terminalling services and parallel marketing of LPG	Petronas, Malaysia.
IndianOil Ruchi BioFuels LLP	Bio Fuel related activities	Ruchi Soya
IndianOil Skytanking Ltd.	Aviation fuel facility projects	IOT Infrastructure & Energy Services Ltd ., Skytanking GmbH, Germany.
Kochi Salem Pipelines Pvt Limited	BPCL	Laying pipeline for transport of LPG from Kochi to Salem
Indian Synthetic Rubber Limited	Manufacturing of Styrene Butadiene Rubber at Panipat	TSRC Taiwan and Marubeni Japan
Lubrizol India Pvt. Ltd.	Lube Additives	Lubrizol Inc., USA
Mumbai Aviation Fuel Farm Facility Pvt. Ltd.	BPCL, HPCL, & MIAL	Setting up of common -user integrated aviation fuel infrastructure.
NPCIL – IndianOil Nuclear Energy Corporation Limited	For setting up Nuclear Power Plant	Nuclear Power Corporation of India Limited
Petronet LNG Ltd.	LNG Imports/distribution	BPCL, ONGC, GAIL, GDFI and ADB
Suntera Nigeria 205 Limited	Oil exploration activities	Oil India Ltd. and Suntera Resources Ltd., Cyprus

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., GDF - Gaz de France, MIAL - Mumbai International Airport Limited



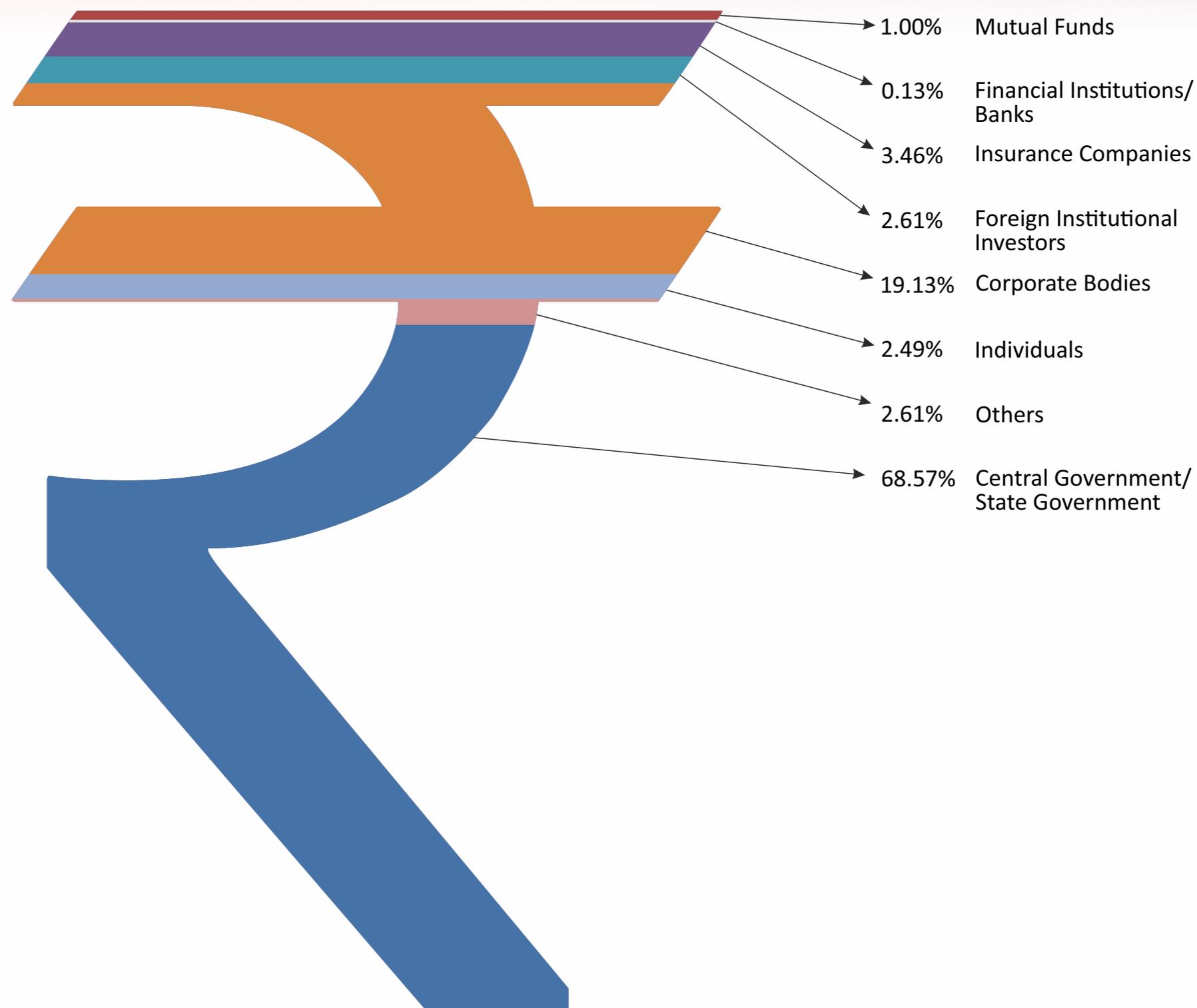


## Associations, Charters & Membership

Associations	Region
Advertising Standards Council of India (ASCI)	National
Association of Business Communicators of India	National
Indian Society of Advertisers (ISA)	National
International Advertising Association (IAA)	National
Council of Indian Employers (CIE)	National
All India Management Association (AIMA)	National
National HRD Network (NHRD)	National
India International collaborations (U21 Global Universitas,, Singapore, ifp France, etc.)	International
Transparency International India (TII)	International
United Nations Global Compact (UNGC)	International
Indian Auto LPG Coalition (IAC)	National
Indian Institution of Industrial Engineering	National
Indian LP Gas Industry Association (ILPGIA)	National
International Air Transport Association (IATA)	International
World LP Gas Association, Paris	International
Associated Chambers of Commerce and Industry of India (ASSOCHAM)	National
Confederation of Indian Industry (CII)	National
Federation of Indian Chambers of Commerce and Industry (FICCI)	National
Petroleum Federation of India (PetroFed)	National
Standing Conference of Public Enterprises (SCOPE)	National
TERI-Business Council for Sustainable Development	National



### Shareholding Pattern





## Words of Appreciation



IndianOil was ranked 119th among the world's largest corporates (and first among Indian enterprises) in the prestigious Fortune 'Global 500' listing for the year 2015



IndianOil's R&D Centre was adjudged the winner in the category of Innovation in Green Polymeric Materials & Products at the 4th National Awards for Technology Innovation in Petrochemical & Downstream Plastics Processing Industry. IndianOil's Petrochemicals Group was adjudged runner-up for 'Innovation in Polymeric Material' at the same event.

Project Chetna training programme for customer attendants manning IndianOil fuel stations bagged the coveted ATD (Association for Talent Development, USA) 'Excellence in Practice' citation for 2014



IndianOil also won the 9th BML Munjal Award for Business Excellence through Learning and Development in the Public Sector category.

IndianOil Marketing Division has bagged an award under the 'Innovation Architect' category for a bouquet of applications designed and developed by its IS group at the 9th Annual Symposium & Awards ceremony organised by CIO-100, an exclusive forum of corporate representatives who have contributed significantly to the IT industry.



IndianOil's Haldia and Panipat refineries won the prestigious Greentech Environment Award-2015 and Greentech Safety Award-2014 in Platinum category for outstanding achievement in environment protection and safety respectively. Panipat refinery was conferred the Greentech Environment Award-2014 in Gold category. The awards were conferred by Greentech Foundation, Delhi.

The Quality Control Department of Marketing Division HO was conferred the Golden Peacock National Quality Award-2014 given out by the Institute of Directors, being one of the most well-known corporate excellence awards worldwide.



The Governor of Maharashtra, Mr. C Vidyasagar Rao, presented the Navshakti Sanman Sandhya CSR award to IndianOil, in recognition of its stellar efforts in enriching Corporate Social Responsibility with various social initiatives.

IndianOil - North Zone won the prestigious OISD (Oil Industry Safety Directorate) award in the POL Marketing Organisations category for the year 2012-13.



IndianOil was conferred the SCOPE Meritorious Award-2014 (Gold Trophy) for CSR and Responsiveness by the President of India. The award was instituted by the Standing Conference of Public Enterprises.



IndianOil retained its top position among corporate listings by Fortune 'India 500', Financial Express 500 and The Economic Times 500 listings in 2014



IndianOil won the annual Express Logistics and Supply-chain Leadership Award for the seventh time in a row, in the category of 'Excellence-Oil & Gas.' The award is one of the most coveted industry recognitions.



IndianOil won the 'Reader's Digest Most Trusted Brand' Gold Award for the 8th time in a row in the Petrol Station category. The award is in recognition of IndianOil's constant endeavour to provide world-class fuels and services to customers at its fuel stations.



IndianOil won the 'Global Human Resources Development Award-2014' in the category 'Improved Quality of Working Life' instituted by the International Federation of Training & Development Organisations (IFTDO).



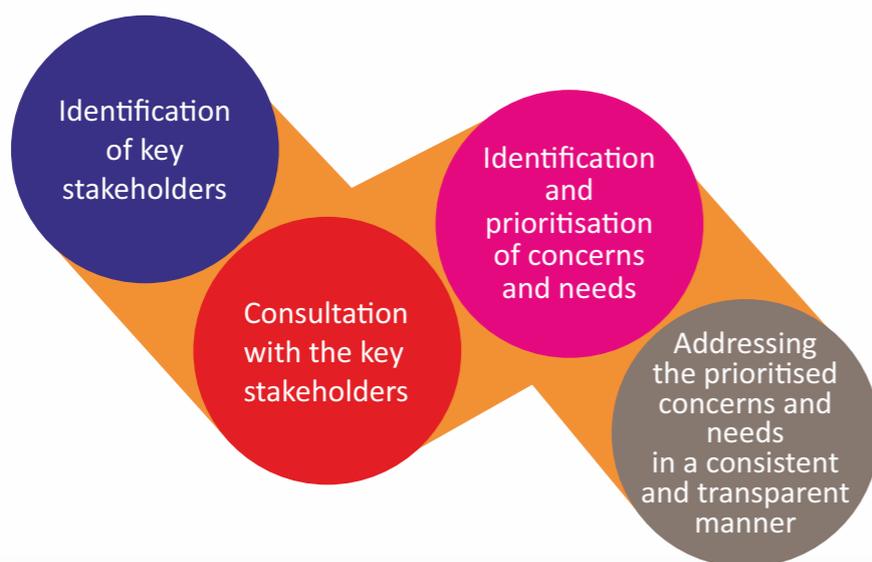
IndianOil was bestowed with the 'Best Vendor' award by M/s. Hyundai Motors in 'Oil & Chemicals - After-Market' category.

## Stakeholder Engagement & Materiality

In IndianOil, stakeholder engagement is an on-going process to connect with stakeholders in a variety of ways. We regularly communicate the progress on material aspects concerning our stakeholders using earmarked channels. As our operations are spread over the geographical span of the nation, we cater to diverse stakeholder group and resolve the issues with mutual concern.

Stakeholder analysis helps to review and consider the impact our stakeholders can have on our business and its goodwill. At IndianOil, we understand the importance of listening to our stakeholders and act accordingly. We have a vast number of forums in place, for our stakeholders, to communicate with us regularly. These channels help us to gain deeper insights into the expectations that our stakeholders have. Considering the vast expanse of the organization, we cater to a wide array of stakeholders and resolve issues, if any, with mutual concern. We have adopted a structured approach in sustainable business practices while creating enduring value for all our stakeholders.

IndianOil has endeavoured to institutionalise these existing relationships through a formal process that includes:



Our pan-India presence and nature of business enables us remain engaged with a versatile array of stakeholders.





## Stakeholders Engagement

We develop and maintain communication practices and ongoing relationships to learn more about our stakeholders'

opinions, perceptions and expectations. Other than conducting regular surveys, we monitor the brand's social media profile, press relations and published content, communication and engagement practices, and other

aspects. We have endeavoured to identify stakeholders and successfully engaged with them to derive a mileage on all sustainability related issues and to minimise negative impacts on our businesses.

Engagement Mechanism	Government/Regulatory Bodies	Media	Industry/Trade Associations	Shareholders	Business Partners/Contractors	NGOs	Community	Financial Institutions	Employees	Customers
Meetings, Industry forum	Website, Events	Meetings/Seminar/Workshops	Annual General Meetings, Regular Communication through website, Report etc	Dealer/Distributor/ KSK Conventions, Transporters Meet, Meeting with Contractors/Vendors, Seminar/Workshops	Meetings	Meetings, Public Hearing	Investor Meet	Meetings, Workshops, Surveys	Customer Surveys, Customer Meetings, Training, Customer Education Programmes/Meet/Grievance redressal forums	
Monthly	Need based	Monthly	Annual, Quarterly, Need based	Annually, Quarterly, Need based	Need based	Daily	Annually, Quarterly, As required	Annual, Quarterly, Monthly, Weekly	As required	
Policy implementation review, Apprising the Gov. on organization Plans and progress, Communicating Industry's challenges and issues	Sharing information to stakeholders	Policy advocating, Interfacing for policy framing/implementation	Financial Performance, Future strategies, Shareholders concern	Supply & Distribution, Q&Q, Customer satisfaction	CSR Project Review/implementation	Corporate Social Responsibility initiatives, Capturing societal issues	Financial Performance, Future strategies, Shareholders concern	Communicating Policies & Performance -Resolving issues/ Concerns	Understand product feedback, Suggestions and Complains redressal	
Minutes of Meeting, Action Plan	Feedback on company's website	Meetings	Shareholders/ Investors Grievance Committee (SIGC)	Dedicated email, Meetings etc.	Meetings	Community feedback, Minutes of Meeting	- Investor Service Cell - Dedicated email	Employee Satisfaction Survey	Customer Satisfaction Survey, Feedback	

## Dialogue with Stakeholders

**Customers** – Exclusive website facilitating e-commerce as part of our business and operational processes.

**Communities** – In our area of influence, we develop initiatives around our operating locations. Additionally, we have social inclusion programs for local communities.

**Academic and Scientific Community** – Communication initiatives for universities and partner institutions, student relations programs, science and technology sponsorship initiatives.

**Consumers** – Call centers, campaigns, digital communication actions, and promotional campaigns focusing products and services.

**Suppliers** – Targeted communication initiatives, events and conferences; relationship campaigns related to incentive programs.

**Press** – Responding to press demands, producing and sending notes, press conferences.

**Investors** – Specific website, telephones and e-mail addresses, Reports etc.

**Civil- society organizations** – Systematically responding by mail; holding periodic meetings and conferences; mobile vehicle outreach specifically for replying to questions and giving advice to applicants preparing projects for public selection processes.

**Government** – Systematic monitoring through periodic contacts with ministries.

**Employees** – Intranet covering all our internal sites in a single environment, IndianOil magazines, Reports, Newsletter, campaigns and initiatives. There is also a committee monitoring collective bargaining.

**Retailers** – Targeted publication for retailers.



**Customer First**





## Materiality Analysis

### Materiality

Materiality assessment carried out in the year 2014 and our internal assessment of stakeholder needs continue to drive sustainability initiatives at IndianOil. The management and a robust in-house reporting system provide mandatory assurance over the materiality of the information and data which is reproduced in this report from our database maintained at respective locations. Our materiality analysis is based upon the following three tier structured approach:-

### Identification of Material Aspects

IndianOil assessed its relevance in terms of the boundary of the impacts for each GRI-G4 defined aspect. Additionally, IndianOil also cognised for business sector specific topics based on GRI Sustainability Topics for Sectors.

The vast range of internal and external data, including analyst reports, media articles and stakeholder feedback was evaluated and the most relevant issues were identified. The result was a list of material aspects considering their significance to the business and a matrix of aspects identified to be material for the key stakeholders.

### Prioritization of Issues

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 material issues prioritization are the key concerns, needs and expectations of stakeholders identified through past as well as on-going engagement.

### Validation

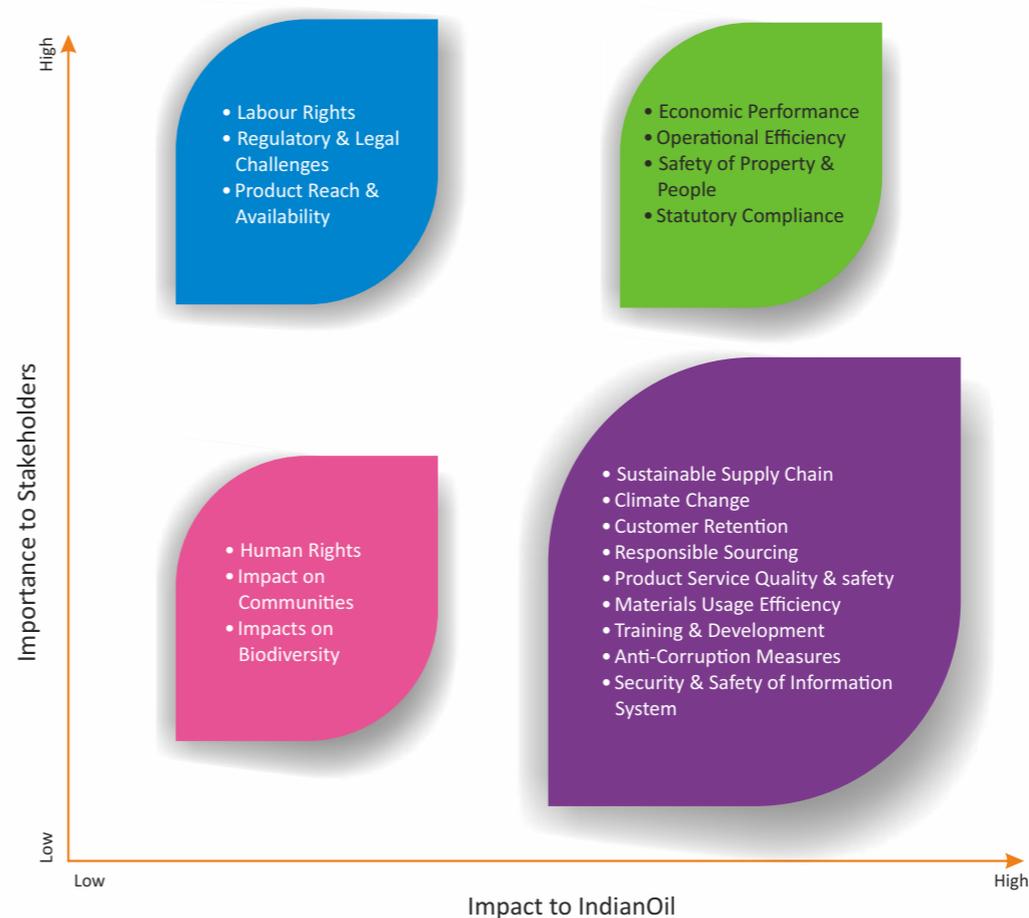
We conducted an in-depth stakeholder mapping exercise and identified important key external stakeholders. Subsequently, Cross sections of internal stakeholders were surveyed through personal interviews and an online questionnaire to determine the issues material to IndianOil.

Based on the inputs, the materiality matrix was prepared which provided a reasonable and balanced picture of the organisation's Triple Bottom Line impacts and its performance. However, in this report, only the critical issues, which are of high concern to stakeholders and Company are considered. The critical material issues together with our action plan are described under respective topics as Disclosure on Management Approach.

## Sustainability Hub

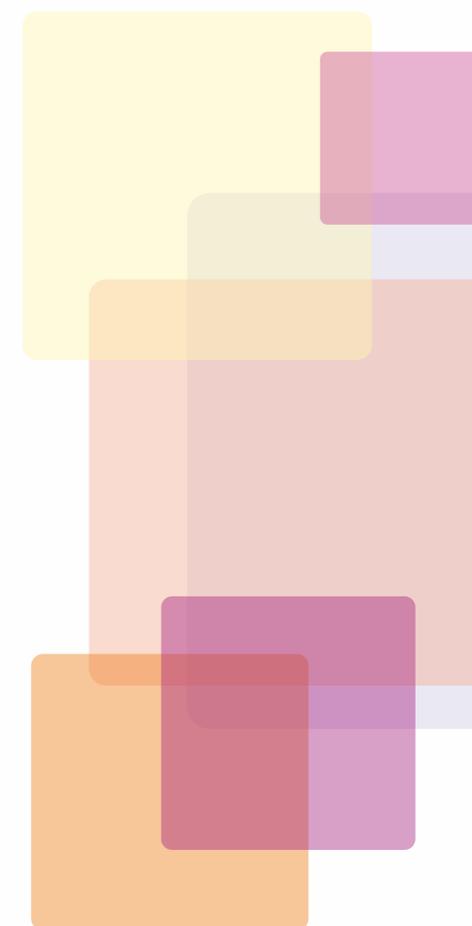
Sustainability Hub is an innovative idea to adopt a collaborative approach in resolving the Sustainability issues which are common to CPSEs, especially in implementing the sustainability agenda. The key issues were also discussed among the other PSUs like ONGC, OVL, BPCL, HPCL GAIL, PCRA and NTPC through an established forum.

The Hub members have formed four thematic groups viz. carbon, water, waste and sustainability reporting to analyse the Sustainability issues which are of high relevance to the business and stakeholders.



## Materiality Table Linkages

Topics	Materiality Issues for IndianOil	Corresponding GRI G4 Material Aspect	Aspect Boundary outside IndianOil
Environmental Performance	Operational Efficiency	Energy, Water, Products & Service, Transport	Our Transport Service Provider
	Impacts on Bio - Diversity	Biodiversity	Not Material
Social Performance	Labour Rights	Labor/Management Relations , Diversity and Equal Opportunity, Equal Remuneration for Women and Men	Not Material
	Training & Development	Training and Education	Not Material
	Impact on Communities	Local Communities , Grievance Mechanisms for Impacts on Society	Communities in which we operate
Economic Performance	Economic Performance	Economic Performance	Not Material
Product Responsibility	Product Reach & Availability	Market Presence	Not Material
	Sustainable Supply Chain	Supplier Assessment for Labor Practices	Our Supplier and Contractors
	Customer Retention	Marketing Communications	Our Customers
	Product Service Quality & safety	Products and Services, Product and Service Labelling	Not Material
	Materials Usage Efficiency	Materials	Not Material
Sustainability Within Us	Climate Change	Emissions, Effluents and Waste	Communities in which we operate
Corporate Governance	Regularity & Legal Challenges,	Anti-competitive	Not Material
	Statutory Compliance	Compliance	Not Material
	Responsible Sourcing	Procurement Practices	Our Suppliers & Distributors
	Anti – Corruption	Anti – Corruption	Our Suppliers & Distributors
	Security & Safety of Information System	Customer Privacy	Our Customers
	Human Rights	Supplier Human Rights Assessment , Human Rights Grievance Mechanisms	Our Suppliers & Distributors
Health & safety	Safety of Property & People	Customer Health and Safety, Occupational Health and Safety	Our Customers and Community where we operate





## Key Impacts, Risks & Opportunities

### Risk Management

We recognise that risk is an integral part of business and we are committed to managing it in a proactive and effective manner. The Corporation's Enterprise Risk Management involves Risk Identification, Assessment and Categorisation (based on risk appetite) and is reviewed through risk owners to optimise risks with appropriate mitigation plan.

Some of the major risks which were identified during the year 2014-15 are:

**Crude oil price fluctuation:** During 2014-15, there has been very sharp movements in the crude oil and product prices in the international market. During this period, Brent crude prices moved between \$115-\$45/barrel. As we are required to hold large crude oil inventory at any given time in the refinery tanks, pipelines feeding inland refineries and in transit from supplier countries, any sharp variation in prices results in huge inventory gain/loss depending upon the price movement.

**Exposure to borrowings and foreign exchange fluctuations:** Instability in the global economy, volatility in exchange rate movement and capital flows pose a Risk. Given the high dependency on import of crude oil and exposure to foreign

borrowings, sharp fluctuations in these have a bearing on IndianOil's financials.

**Safety and security of assets and people:**

The huge risk potential of the hazards in the hydrocarbon industry calls for preventive actions in our processes and work culture. Behaviours and human factors are widely recognised as having an important effect on accident causation and its prevention. Therefore, in addition to strict compliance with the existing safety systems and procedures, improvement in safety culture and personal safety behaviour is required to be addressed effectively for sustenance of safe working environment. Similarly, increased sensitivity towards physical and cyber security also entails appropriate technological and human interventions.

**Pipeline pilferage:** This is emerging as a major area of concern for us. Pipeline pilferage poses a major risk to the smooth and safe management of our supply chain of the Corporation. Pilferages in pipelines lead to disruptions in crude oil and product supplies and put at risk life and property. The Corporation is taking a number of pro-active initiatives to curtail such incidents of pilferage, such as round-the-clock monitoring, physical monitoring of right-of-



way, engagement with villagers, electronic surveillance and engagement with local police.

We have laid down the Enterprise Risk Management Policy and Procedures thereof for periodical information to the Board about the risk assessment and mitigation procedures. As per the 'Risk Management Policy' of IndianOil, a 'Risk Management Compliance Board' is also established which reviews the various risks associated with our businesses. The committee debates all risks and related issues threadbare and devises action plans to mitigate those risks. These are, then, appraised to the Executive Committee, which consists of Chairman and functional Directors of the Board.

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.

## Sustainability Within Us

### IndianOil's Sustainability & CSR Policy

The DPE's guidelines on CSR & Sustainability, issued on 22.10.2014, recommended single Policy for 'CSR and Sustainability'. In pursuance to the same, IndianOil's Sustainability Policy was merged with its CSR Policy. The new Sustainability & CSR Policy delineates the vision, mission, thrust areas and key requirements as per Companies Act 2013, Companies (CSR Policy) Rules 2014, Schedule-VII and DPE's guidelines on CSR & Sustainability.

#### Mission

- 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.

### Sustainability & CSR Policy

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 minimises negative impact on environment and enhances the quality of life of the community, towards sustaining a holistic business.

#### Thrust Areas

- Efficiency in operations and processes.
- Safe and healthy environment in and around the workplaces.
- Basic livelihood needs & societal empowerment.
- Tourist friendly facilities at monuments of national importance.
- Environmentally sustainable practices within & beyond the organisation's premises:
- Promotion of responsible business practices: Conduct business with transparency, integrity and accountability.





We are in cognizance of the fact, that our actions have an influence on the natural resources as well as our responsibility towards society and our role in addressing the menace of climate change and other sustainability challenges.

Our agenda for Sustainability stands on the pillars of minimizing our carbon, water and waste footprint. The apex body, Board Committee on CSR & Sustainable Development, plans the strategies and monitors the Sustainable Development initiatives. An independent department named 'Renewable Energy and Sustainable Development' formulates strategies and implements actions plans to address environmental issues such as climate change, global warming, etc. The Corporate Sustainability and CSR policy encompasses environmental, social and economical aspects of the entire business operations and identifies roles and responsibilities of various departments to achieve goals of sustainable development.

During the year, Carbon and water foot printing of all the locations was undertaken through an IT enabled data collection portal, for the first time, prior to which it used to be carried out by physical data collection methods. Over 50,000 trees were planted, 17 carbon neutral events were hosted and 11.5 tonnes of waste paper was recycled across our locations. Measures are being undertaken to improve ground-water table by harvesting 2,700 tkl water through 437 Rainwater Harvesting systems. Solar power systems of about 900 kW have been installed at our installations and offices across the country.

Over 2600 fuel stations have been converted to operate on solar energy. Cumulative capacity of 8.6 MW from the solar photo-voltaic power systems installed at Retail Outlets/KSKs, with an annual generation capacity of 103 lakh units, has carbon emission reduction potential of 8,500 tonnes per year. Our extensive rural network has helped to sell over 1.4 lakh rechargeable solar lanterns to help replace the traditional kerosene wick lamps in rural households which are yet to be grid-connected.

We have the largest biofuel production captive plantation covering 8,000 hectares in India in the States of Chhattisgarh, Madhya Pradesh and Uttar Pradesh. Our two joint ventures, IndianOil CREDA Biofuels Ltd. and IndianOil Ruchi Biofuels LLP, have ensured our presence across the bio-fuel value chain. Ethanol production from lignocellulosic sources such as rice straw, cotton stalk, bamboo, etc., is also being actively explored.

We have diversified into wind and solar energy, demonstrating our commitment to ensure energy availability for future generations. In 2014-15, we have added 6.3 MW wind capacity to our alternative energy portfolio, taking the total wind capacity to 69.3 MW. A 5 MW solar plant at Rawra, running successfully since 2012, along

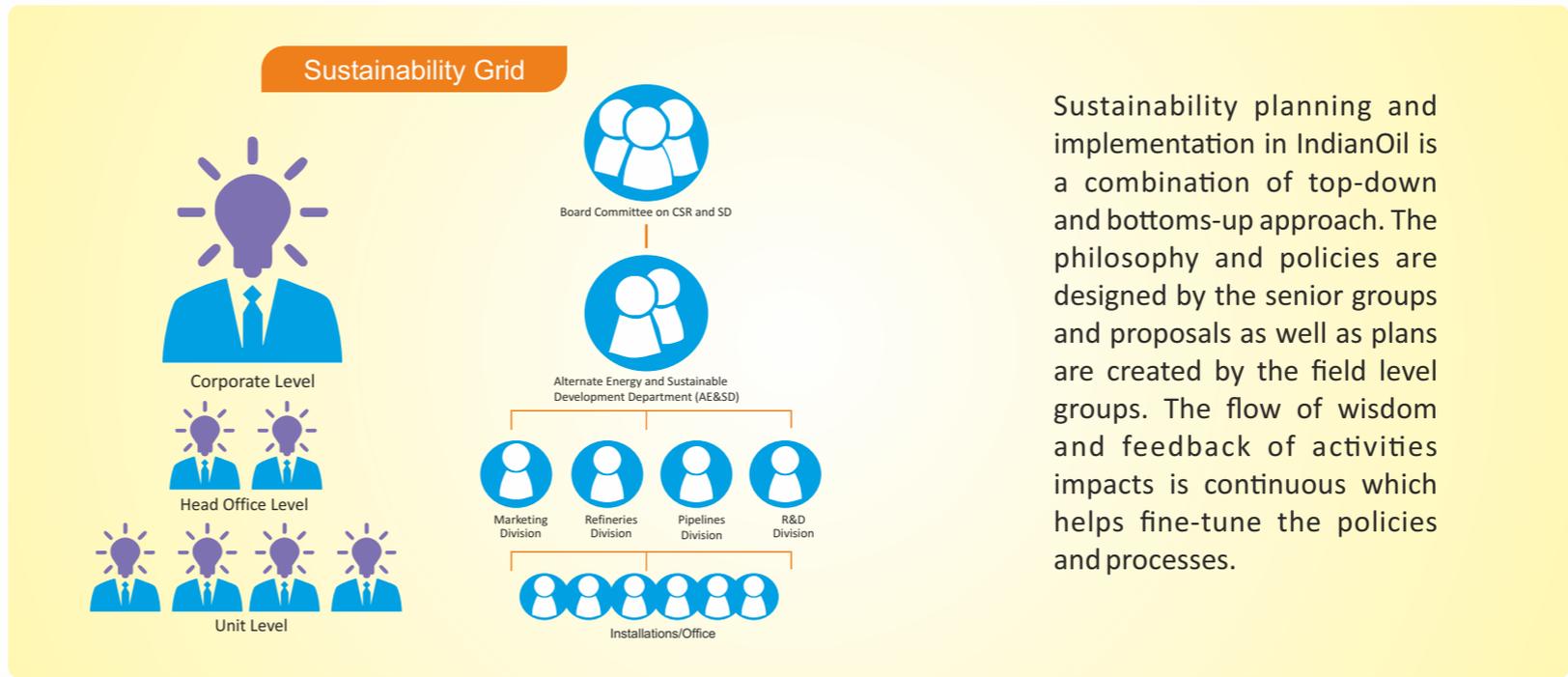
with the wind capacity takes the net renewable capacity to 74.3 MW.

Steps are being taken to set up an additional 200 MW of wind power and 60 MW of solar power systems. We are in the process of further expanding our renewable energy portfolio and are committed to long-term value in adopting sustainable initiatives and best-in-class technology.

**Resource foot-printing exercise**

Under a long term plan, Carbon and water foot-printing has been completed for the entire organization and waste foot-printing exercise is currently in progress. Additionally, IOC has also undertaken SCOPE 3 carbon foot printing of some of the locations.

**A total expenditure of Rs. 31.80 Crore was incurred on RE&SD activities during the year 2014-15.**



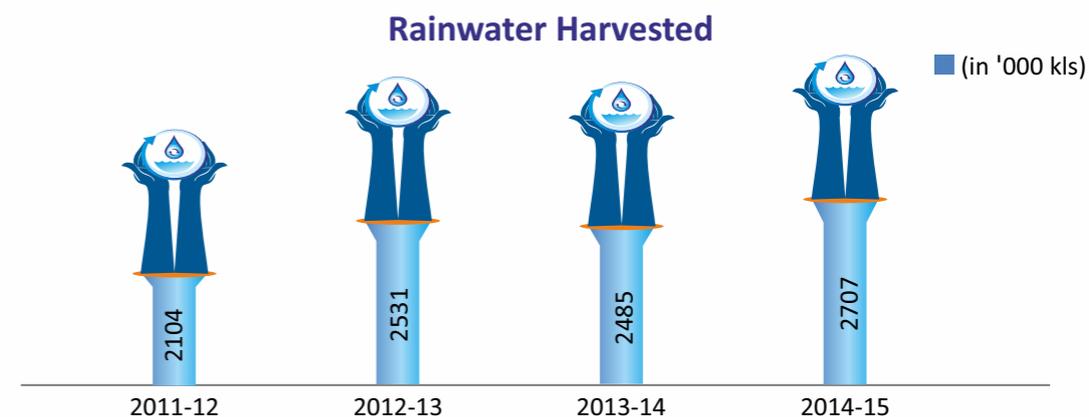
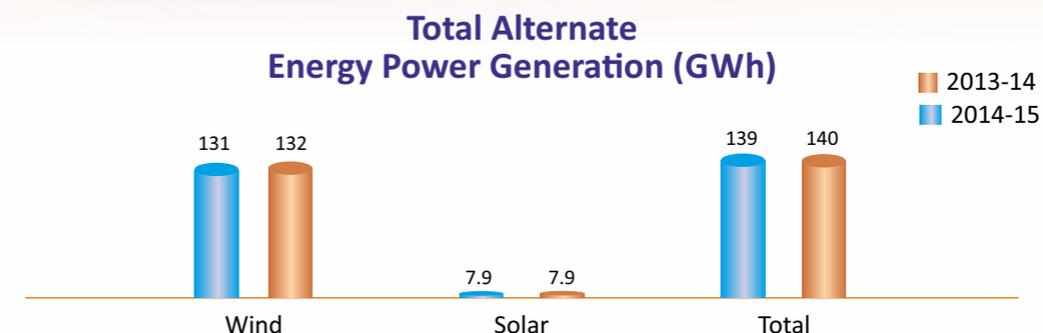
Sustainability planning and implementation in IndianOil is a combination of top-down and bottoms-up approach. The philosophy and policies are designed by the senior groups and proposals as well as plans are created by the field level groups. The flow of wisdom and feedback of activities impacts is continuous which helps fine-tune the policies and processes.

### Sustainability Initiatives





Parameter	Unit	Target	Actual
<b>Carbon management</b>			
Energy Savings by various measures	kWh	5,00,000	5,50,000
Renewable energy capacity addition (off-grid)	MW	3	4.9
Carbon Footprinting (Scope 1& 2)	%	100	100
Carbon Footprinting (Scope 3)	No.	5	5
Renewable energy generation (off-grid)	GWh	3	8.5
Carbon Neutral Events	No. of events	15	17
Tree plantation	No. of trees planted	30,000	51,817
<b>Water Management</b>			
Rainwater harvesting	TKI	1530	2707
Capacity addition of rain water harvesting structures	Nos.	55	66
Water Footprinting	% of locations	100	100
<b>Waste Management</b>			
Waste Footprinting	No. of locations	60	64
Waste paper Recycling	Kg	10,000	11,500



## Alternate Energy

### Solar Energy Generation

**5MW** grid connected solar power plant commissioned in 2012 at Rawra, Jodhpur, Rajasthan has been operating successfully.

**4 MW** grid interactive solar power plant under commissioning at Narimanam, Tamil Nadu

Over **8.5 GWh** of off-grid power generated during 2014-15 through installation of Alternate Energy solutions



### RO Solarization

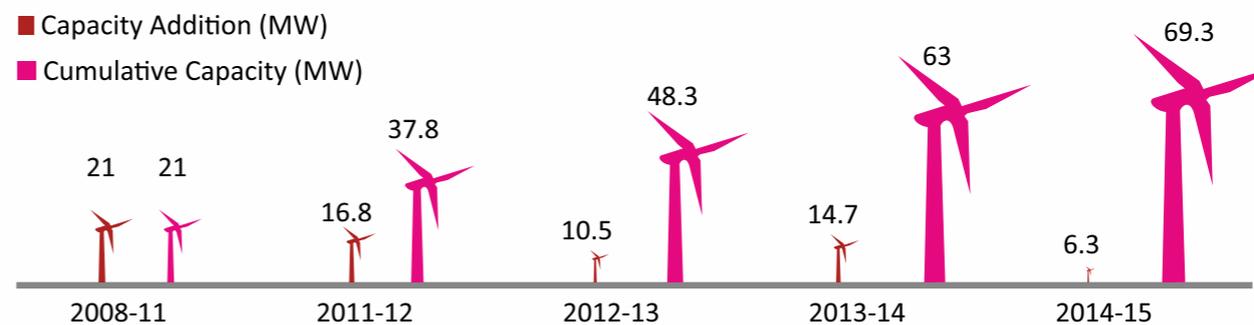
Over **2600** fuel stations have been converted to operate on solar energy. Cumulative capacity of **8.6 MW** from the solar photo-voltaic power systems installed at Retail Outlets/KSKs, with an annual generation capacity of **103 lakh** units, has carbon emission reduction potential of **8,500 tonnes** per year.



### Wind Energy Generation



In 2014-15, we have added **6.3 MW** wind capacity to our alternative energy portfolio, taking the total wind capacity to **69.3 MW**.



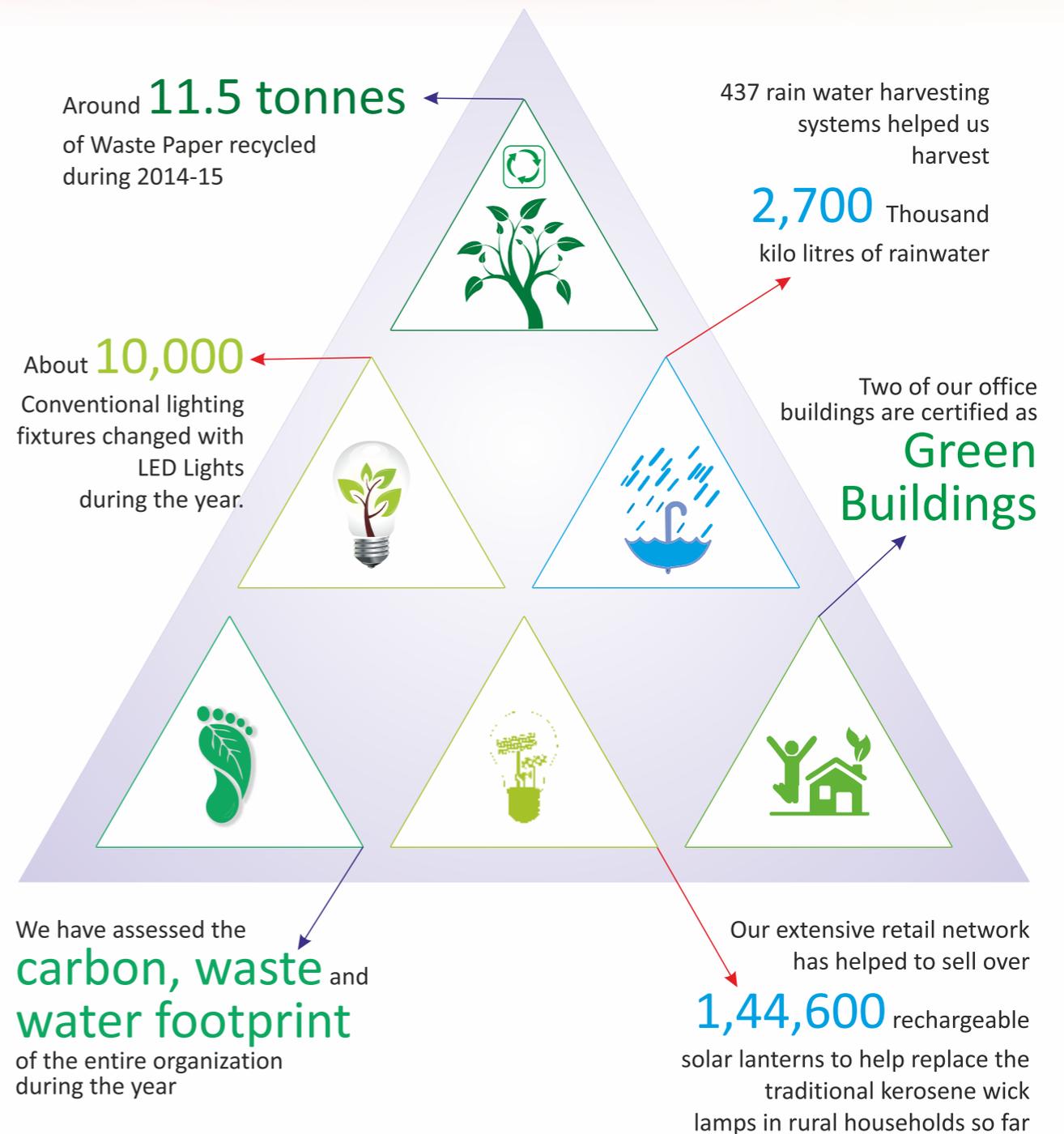


### The 3rd National Seminar on Sustainable Development: Transformational leadership

The Seminar was held on 16<sup>th</sup> March 2015 at India International Centre, New Delhi. The seminar was inaugurated by Chairman, in the presence of Director (P&BD) & GM (AE&SD), CO. About 100 participants from Oil & Gas, Energy PSUs, various institutions, senior executives from Marketing, Refineries and Pipelines Divisions, CO, IIPM etc participated in the seminar. Faculty support was drawn from professional experts, academicians from IIT, JNU, TERI, National Agencies, government ministries etc. Various topics including Carbon Management, Water Management, Waste Management, PAT Scheme of BEE and Societal aspects of Sustainability were discussed during the Seminar.

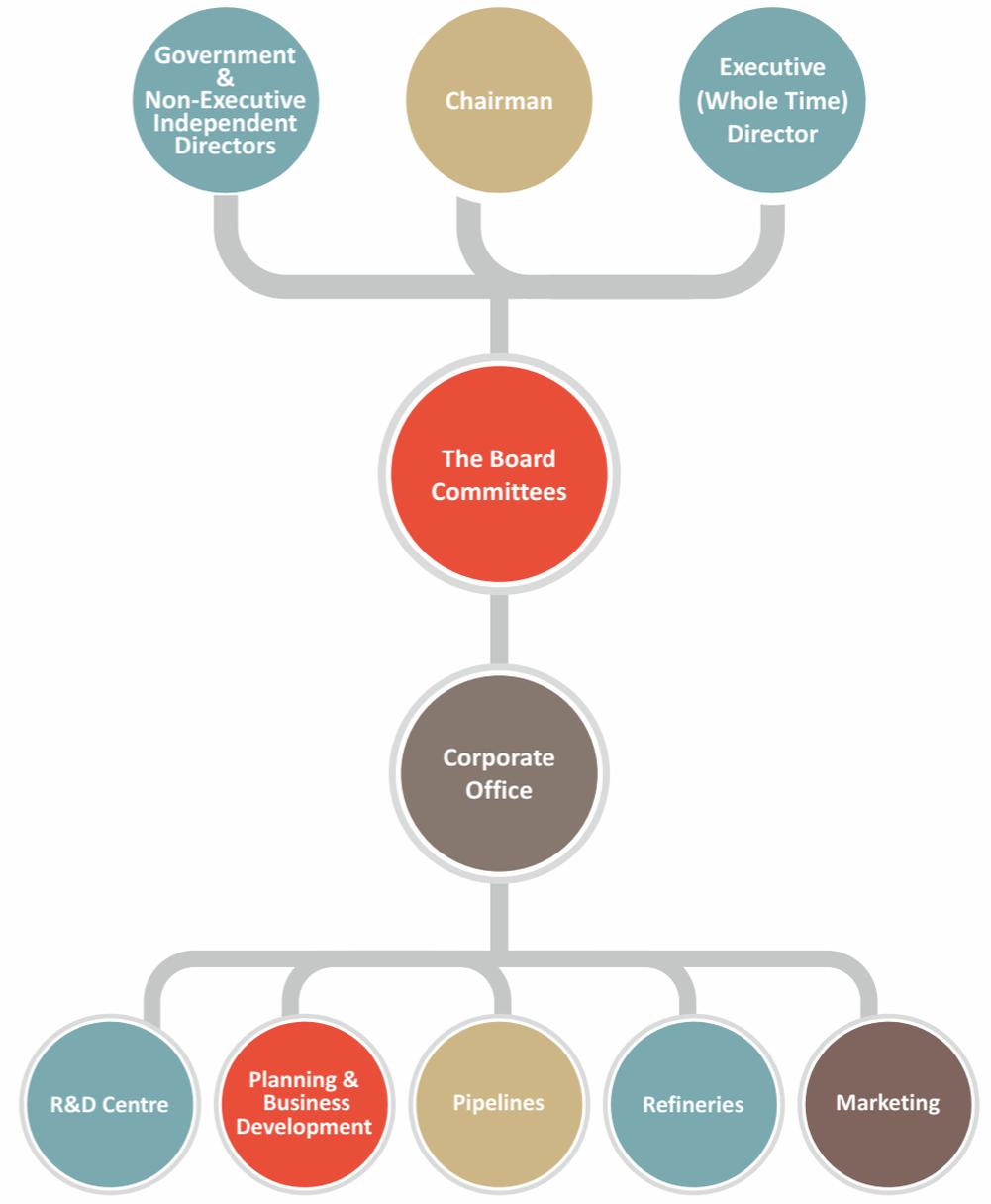


We are committed to reduce our specific carbon footprint by **18%** and specific water footprint by **20%** by **2020** with 2012-13 as the base year.



# Corporate Governance

The corporate governance philosophy at IndianOil draws its strength from the pillars of accountability, transparency and integrity. In an endeavor to ensure that there is an ethical as well as efficient conduct of business along with a maximization of the benefits for all stakeholders, we have been striving to build an environment of trust and confidence around us. A well-defined policy framework, containing of the following, ascertains that there is an effective implementation of corporate governance practices.





Functional Directors, IndianOil

## The Board Of Directors

IndianOil, being a Central Public Sector Enterprise, is under the administrative control of the Ministry of Petroleum & Natural Gas. The Board of directors is the highest governing body in the organization. The Directors are nominated by the government and an optimum combination of Executive (Whole-Time) Directors and Non- Executive (Part-Time) Directors represents the Board. Non-Executive Directors are Independent and Government Nominated Directors and are eminent personalities with proven records in various fields including energy, law, marketing, academics, administration, finance etc.

As on 31.03.2015, the Board had a strength of 10 members out of which 6 were Executive Directors (Including Chairman) and 4 were Non-Executive Directors. Among the Non-Executive Directors, 3 were Independent Directors while 1 was a Government Nominee Director. There was a 10% women representation on the Board.

IndianOil has not been able to comply with the requirement of 50% Independent Directors on its Board. Therefore, we are pursuing with the Government of India to induct the requisite number of Independent Directors as required under the provisions of the Companies Act 2013, as well as the guidelines on Corporate Governance issued by the Department of Public Enterprises (DPE).

All the requisite disclosures pertaining to any directorial/committee positions held by any directors have been made in the Annual report. The Senior Management signs a Memorandum of understanding with the Government of India which governs their performance targets. MoU targets are based around the long-term targets of the organization as well as critical operations including Crude Throughput, Product Pipeline Throughput, Project Implementation, Capital Expenditure, Distillate Yield, Energy Factor, Safety, Quality and new areas of Business Development. CSR, Sustainable Development, Human Resource Management and R&D are assigned specific weightage.

## Board Committees



**PROPEL**  
100% TRUST. 100% VALUE.  
Hallmark of Trust in the World of Plastic

Indian Oil is one of leading players in the petrochemical sector in India. Identifying petrochemicals as one of the prime drivers of future growth, Indian Oil decided to present under brand PROPEL, a world-class range of petrochemical products catering to applications ranging from textiles to chemicals, agriculture, automobiles and healthcare treatments.

\*LINEAR ALKYL BENZENE (LAB) \*PURIFIED TEREPHTHALIC ACID (PTA) \*HIGH DENSITY POLYETHYLENE (HDPE)  
 \*LINEAR LOW DENSITY POLYETHYLENE (LLDPE) \*POLYPROPYLENE (PP) \*MONO ETHYLENE GLYCOL (MEG)





## Board Meetings

The board of directors hold a meeting monthly to review the strategies and oversee their management to ensure that the long-term objectives are met. Various board committees are constituted to ensure efficient and smooth flow of decision making process. During the year 2014-15, 13 board meetings were held.

## Remuneration Of Directors

Being a Government undertaking, the nomination and fixation of remuneration of directors is decided by the government. There is, however, a remuneration committee which approves the perquisites for the directors and performance related pay, which are within the powers of the Board. The remuneration, however, does not include any provision made on actuarial valuation of retirement benefit schemes or any provision made during the year towards post retirement benefits as the same are not ascertainable individually for Directors. As per policy applicable to all employees, performance linked incentives are paid to the Whole-time functional directors as employees of the organization. During the year under review, no Stock Options were issued to Whole-time Functional Directors. As per the directives issued by the Government of India, the terms of appointment of the Whole-time Functional Directors provide for a 3 month notice or salary in lieu of release from service.

A ratio of 4.17:1 was observed as the ratio of the total annual compensation of the organization's highest paid individual to the median annual total compensation.

## Whistle Blower Policy

Indian Oil has a robust whistle blower policy which gives the right to all the employees to report any activity which

violates the laws, rules, regulations or code of conduct by an employee to the Chairman of the Audit Committee or the competent authority. The audit committee is accessible to all employees and maintains strict confidentiality or any such reporting to shield any discrimination at workplace, whatsoever.

The policy on Vigil Mechanism/Whistle-blower can be accessed on our corporate website at the link [https://www.iocl.com/InvestorCentre/Whistle\\_Blower\\_policy.pdf](https://www.iocl.com/InvestorCentre/Whistle_Blower_policy.pdf)

## Corruption And Anti-Competitive Behavior

The conduct, disciplines and appeal rules of the organization outline the approach to assess and ascertain fraud risks and reporting, investigating and responding to suspected incidents of corruption. There is an inbuilt mechanism at IndianOil to check anti-competitive behaviors which comply with all government policies. Adequate measures are in place to address issues relating to ethics, bribery and corruption in the context of appropriate policy guidelines

issued by the Government from time to time. It is mandatory for all our employees to comply with anti-corruption policies. Preventive activities like generating awareness through training/ workshop on the Central Vigilance Commission (CVC) rules/guidelines, ensuring quality and quantity of products in transit as well as sales points across the country, studies to bring out irregularities/inconsistencies, bringing transparency and economy in awarding as well as execution of contracts are carried out by the vigilance department. Widely accepted initiatives like the Grievance Redressal Mechanism and Whistle Blower's policy are implemented. These policies cover all the employees of the organization as well as the business partners.

All our units are reviewed for any corruption or related risks. During the year no incidents of corruption were reported. 68 vigilance awareness programs were conducted to promote transparency and promote efficiency in the working during the year and were attended by about 1600 employees. Two cases were filed against the company regarding anti-



competitive behavior. One Case is pending before Competition Commission of India (CCI) wherein complainant has alleged cartelization by Oil Marketing Companies, for collusive bidding in a tender for ATF supplies. The Delhi High Court has stayed the proceedings before CCI. In another case, a party has alleged non-competitive price due to cartelization by Sugar Manufacturers & joint tendering by OMCs for ethanol. The party had appealed before Competition Appellate Tribunal (COMPAT) CCI's interim order and also filed application for interim relief of stay of the tender process. The COMPAT dismissed both Appeal and Application for stay. The party has now filed Civil Appeal before the Supreme Court against COMPAT's order. The matter is pending in the Supreme Court.

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

As per the Public Procurement Policy of the Govt. of India for procurement from Micro, Small and Medium Enterprises (MSME), necessary steps have been initiated by the various divisions of the Corporation for its implementation. Endeavors are made to procure items specified for procurement from MSMEs. Necessary provision has been made in all the tenders stating the eligibility of MSMEs to participate in the tender. The MSMEs and NSICs are exempted from

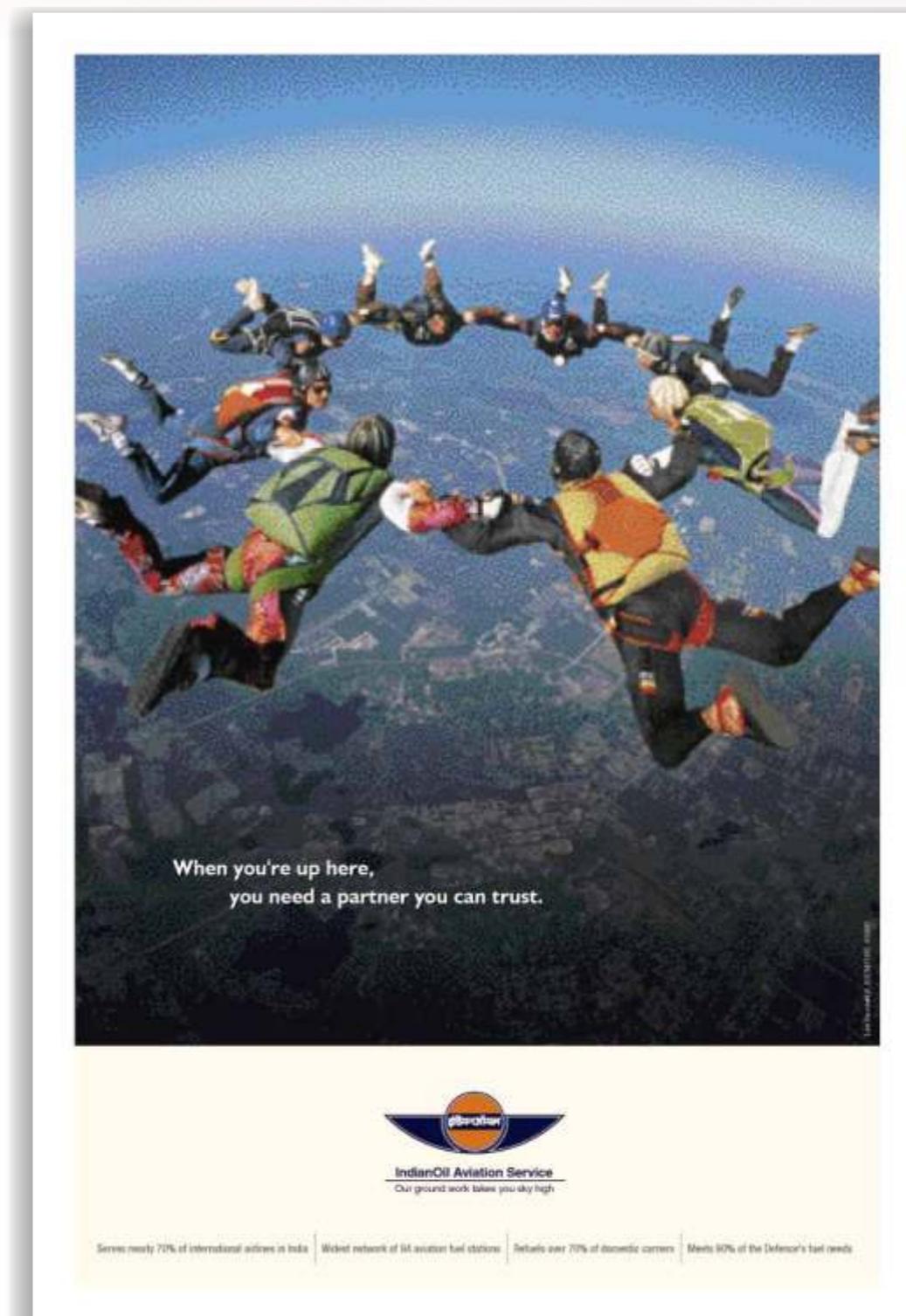
payment of tender fees / earnest money deposit. As against the target of procurement of 20% from MSMEs, the procurement from MSMEs during the year by various divisions was around 41%.

### External Commitments & Public Policy Participation

In association with various national and international professional bodies, IOC actively participates and firms up opinions on Industry related issues which have significant impact on public policy. References of different ministries of the government are attended to with in-depth analysis.

IndianOil, a founder member and now permanent member of UNGC, extends support in implementing the ten guiding principles in United Nations' agenda on human rights, labour standards, environment and anti-corruption.

IndianOil also actively participates with various committees of Government of India and other organizations for advancement or improvement of public good by contributing to Economic Reforms, Sustainable Business Principles, Energy Security, Inclusive Development Policies, etc.





### Human Rights

In pursuance to our commitment to meet the societal needs and safeguard human rights, we have Zero Tolerance towards any kind of discrimination, whatsoever, for employment, growth, remuneration or development on the grounds of caste, colour, gender, religion or region- across all our establishments. There is a structured grievance handling mechanism accessible to all the employees. As per the terms and conditions laid down in the General Conditions of Contract (GCC), all our vendors and suppliers have to comply with the human rights aspects including separate toilets, washing places for men and women, compulsory canteen facilities and medical services for all employees. Continuous monitoring and review is undertaken at all the locations to minimise and reduce human rights violations. 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 2014-15. There is also a well defined policy on prevention of sexual harassment at the workplace which is implemented across all our installations.

IndianOil stands tall against all forms of forced or compulsory labour. Salary paid to all employees fulfils the norms of the

minimum wages act as prescribed by the norms of the minimum wages act prescribed by the Government of India. As per the provisions of the Minimum wages Act 1971, the minimum wages payable to employees/ contractors are revised at regular intervals. No instances of forced, compulsory or bonded labour were reported during the last fiscal.

As per the conditions of the General Conditions of Contract (GCC)- the guidelines for any contract drawn with IndianOil, a written declaration has to be submitted by the bidder that no child labour is engaged at his/her facilities. IndianOil does not encourage business activity with industries deploying child labour. 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

Oil & Gas sector is particularly vulnerable to sectoral threats like depletion of resources and geo-political uncertainties. It has also diversified its global fuel sourcing centers.

As pipeline transportation is the most sustainable mode of transportation for petroleum products, IndianOil has been expanding the pipeline network relentlessly. As on 31.3.2015 the total length of pipelines stands at 11,221 KMs.

IndianOil purchases LNG, crude oil, gas and other raw material under long term as well as short term purchase contract from national and global sources. Also e-Tendering, e- Procurement and e-Payment procedures are followed relentlessly as a mode for sustainable sourcing.

As per the terms laid down in the GCC, all vendors and suppliers have to ensure compliance to all environmental and societal regulations and rules.

### Inclusiveness

IndianOil scrupulously follows the presidential directives and guidelines issued by Government of India regarding reservation in services for SC/ ST/ OBC/ PWD (Persons with Disabilities)/ Ex-servicemen to promote inclusive growth. Grievance/ Complaint Registers are also maintained at Division/ Region/ Unit levels for registering grievances. Efforts are made to promptly dispose off representations / grievances received from OBC/ SC/ ST employees. Reported cases of sexual harassment are inquired into by a Complaint Committee and disciplinary action, as per Conduct, Discipline and Appeal Rules, against the delinquent employees is taken. Facilities like Braille machine, ramp, etc. are provided for PWDs.

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

Sl. No.	Category	No. of complaints filed during 2014-15	No. of complaints pending as on end of the financial year
1	Child labor/forced labor/involuntary labor	Nil	Nil
2	Sexual harassment	3	5
3	Discriminatory employment	Nil	Nil

## Integrity and Accountability

IndianOil believes in total transparency, integrity and accountability in its functioning. IndianOil values its business relationships with all its domestic & international contractors and vendors of goods & services, and is dedicated to deal with them in a fair and transparent manner by maintaining the highest ethical standards in all the transactions with them. Standing tall to its value of trust, IndianOil signed a MoU with Transparency International India (TII) in 2008 for implementing Integrity Pact (IP) in all its major procurement and work contract activities. There is an enhanced emphasis on ensuring transparency, probity, equity and competitiveness in procurement processes. The Integrity pact has not only strengthened the trust and support of the Central Vigilance Commission but has also toughened up the existing systems. Four Independent External Monitors have been nominated by TII in consultation with the Central Vigilance Commission (CVC) to monitor all tenders of value ₹ 10 Crore and above, across IndianOil.

During the year 12 meetings of IEM's were conducted. Based on the above threshold value, 318 tenders came under the purview of IP during the year. Against 11 tenders floated by the Corporation complaints were received under the Integrity Pact (IP) with regard to tenders and same were dealt in line with the extant guidelines on Integrity Pact and resolved. 570668 complaints were received relating to sales, services, tenders and through public grievance redressal system, out of which 569416 (99.8%) were resolved.

Information on varied issues is shared under the 'Right To Information' to all stakeholders. Additionally, other initiatives like bill watch system, standardisation of schedule of rates, file tracking system etc. have also been implemented.

## Compliance

As a good corporate governance practise, a Secretarial Audit of the records and documents is carried out every year. The report confirms that all the applicable provisions of Corporate Law, guidelines and rules etc have been complied with fully by the organization during the year under purview. Duly certified by a practising Company secretary, the report is published as a part of the Annual report.

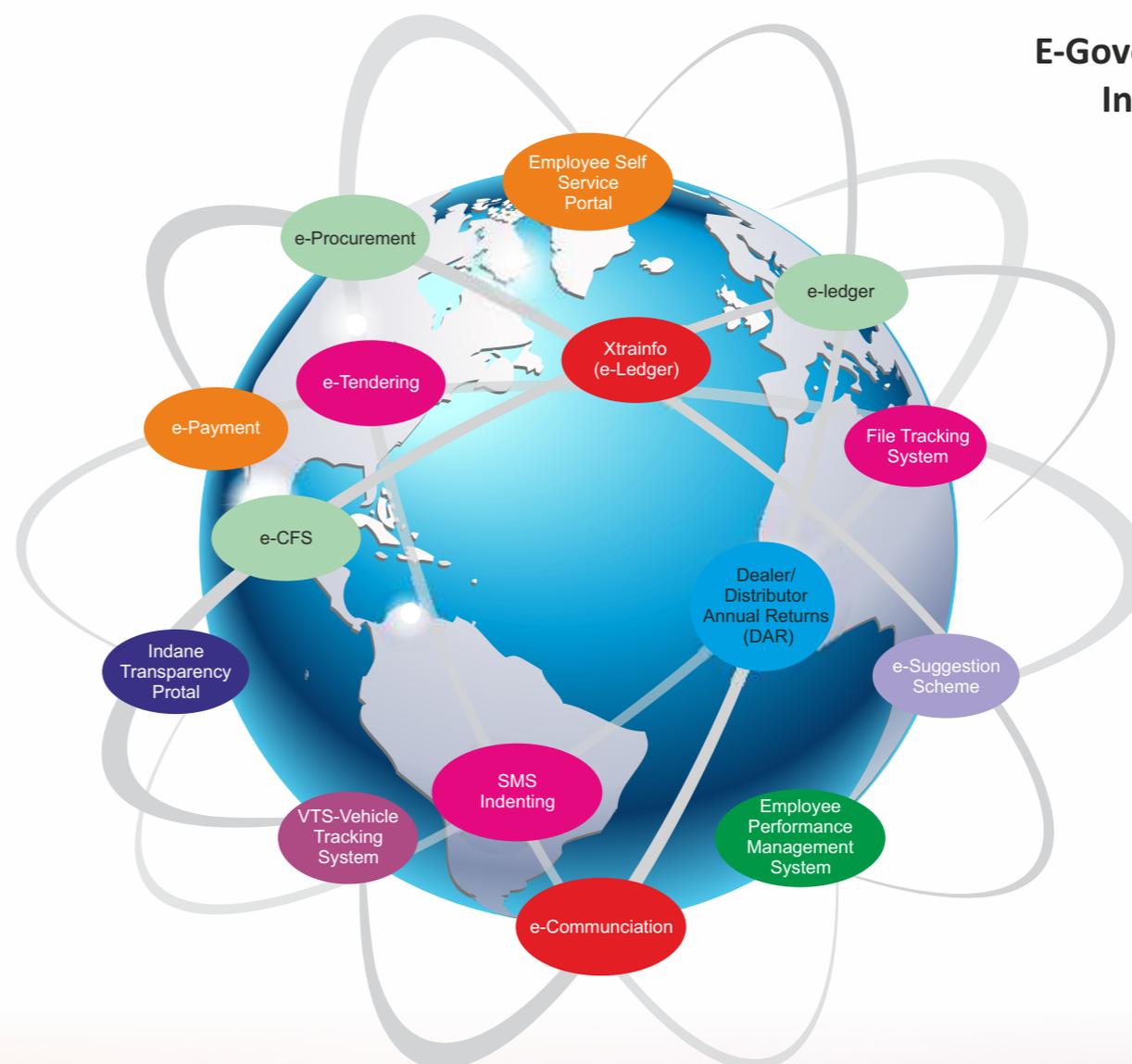
To ensure implementation of government directives, liaison

officers are appointed at various locations across our installations.

Continued efforts were made during the year to increase the use of Hindi in official works. There are committees working in all locations for effective implementation of Hindi and its progress.

1444 complaints were received from shareholders which were subsequently resolved.

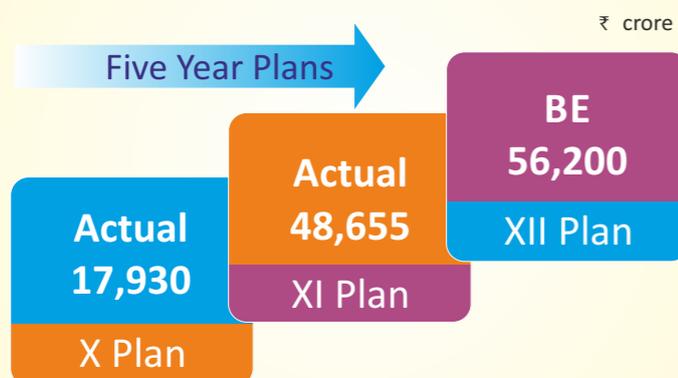
## E-Governance Initiatives





## Economic Performance

### Investments - They Key to Growth



### Ongoing Projects

- 15-MMTPA grassroots refinery at Paradip, Odisha
- 5-MMTPA LNG import terminal project at Ennore (through a Joint Venture company)
- Polypropylene project at Paradip Refinery
- Distillate yield improvement project at Haldia Refinery
- Coke chamber replacement at Coker-A in Barauni Refinery
- Demonstration unit of INDADeptG at Guwahati Refinery
- Reverse osmosis units at Gujarat Refinery and Barauni Refinery
- Installation of feed preparation unit at Haldia Refinery
- Paradip-Raipur-Ranchi product pipeline and associated tap-off points
- Debottlenecking of Salaya-Mathura crude oil pipeline
- Paradip-Haldia-Durgapur LPG pipeline
- Augmentation of Paradip-Haldia-Barauni crude oil pipeline
- Paradip-Hyderabad Pipeline

- Augmentation of Paradip-Haldia-Durgapur LPG pipeline and its extension up to Patna and Muzaffarpur
- Jaipur-Panipat Naphtha Pipeline, along with augmentation of Koyali-Sanganer pipeline
- Ennore-Trichy-Madurai LPG pipeline
- Cauvery Basin Refinery-Trichy product pipeline
- LPG import terminal at Paradip and Kochi

In line with our vision to be the energy of India, we are fully aware of the trends concerning the energy basket of the country. We are building the requisite capacities, infrastructure and capabilities to maintain our position. Crude oil procurement accounts for almost 92% of our overall costs. We are expanding our crude oil basket to include high-value grades and new suppliers. We are processing higher volumes of cheaper, heavy crude oil to bring down costs.

Our refining capacity (including that of CPCL) will cross 80 million tonnes per annum capacity once the Paradip refinery gets commissioned.

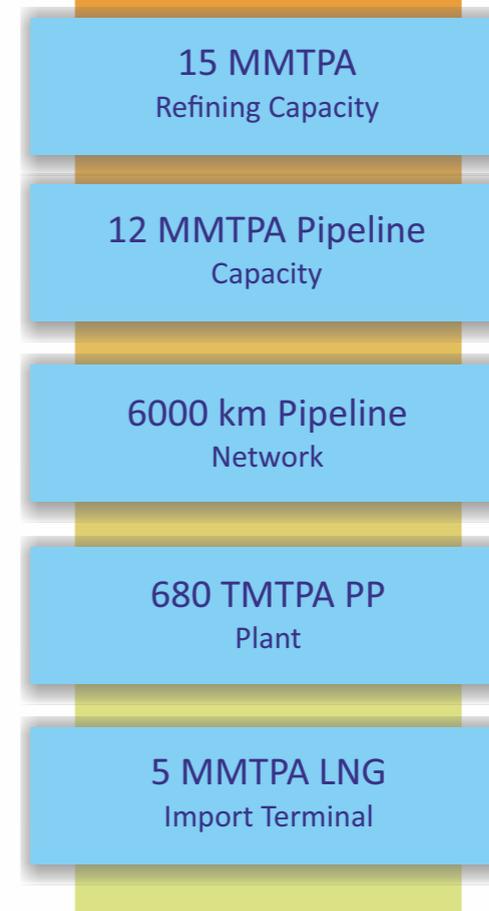
To supplement capacity addition, new pipeline grids and marketing facilities are being built to enable smooth evacuation of finished products.

### Completed Projects

- Installation of a gas turbine along with Heat Recovery Steam Generator (HRSG) at Gujarat Refinery
- Sulphur pelletising units at Panipat Refinery and Mathura Refinery
- New tap-off point at Jasidih, Jharkhand, on the Haldia-Barauni-Kanpur pipeline
- Tikri Kalan terminal on Panipat-Delhi pipeline
- Effluent treatment plant modernisation project at Barauni Refinery
- LPG bottling plants at Mysore and Tirunelveli

During the XII Plan period (2012-17), we have plans to invest ₹ 56,200 crore in a host of projects that include augmentation of our refining capacity, expansion of petrochemicals infrastructure, and building our E&P portfolio.

### Impact of Projects



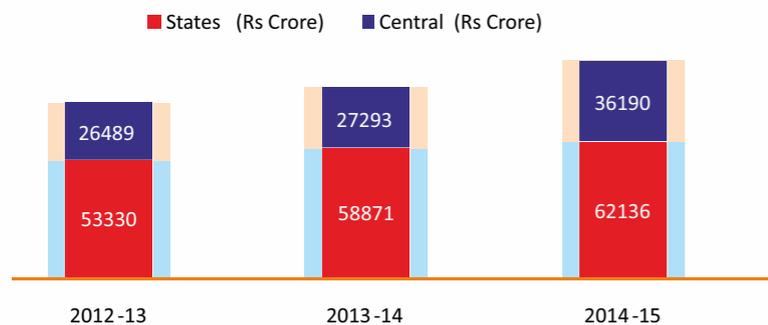
The network, comprising of over 43,000 customer touch points in 2014-15 was strengthened from a previous count of 41,640. Largest and most extensive network of retail outlets, numbering 24,405 (Including 6230 Kisan Seva Kendras), 136 oil depots and terminals and 6399 consumer pumps for the convenience of large consumers, are some of the vital components of this network, ensuring availability of products and inventory at the doorstep of customers. Domestic Fuel (LPG) needs are fulfilled through 91 bottling

plants and 7934 LPG distributors, serving over 887.6 lakh customers. IndianOil has continuously extended its reach to the rural India, with 6230 KSKs and 2096 RGGLVYs as on 31.03.2015.

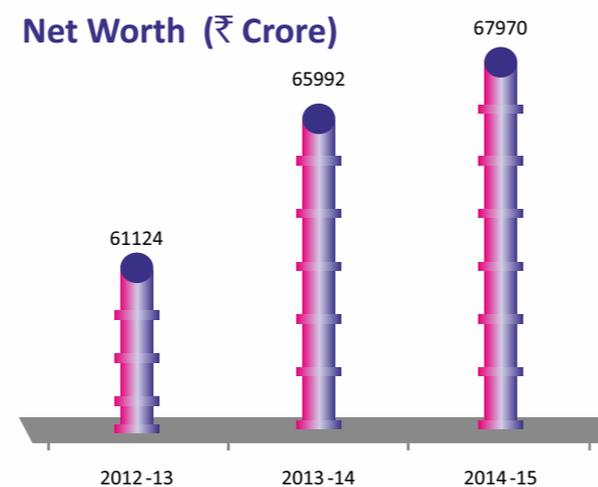
We are operators with 100 per cent participating interest in two onshore exploration blocks in the Cambay Basin and hold non-operating participating interest in the range of 20 to 44 per cent in the remaining domestic blocks. In the 7

overseas blocks located across 7 countries, we hold non-operating participating interest in the range of 3.5 to 50 per cent. During the year, we acquired 10 per cent participating interest in the multibillion dollar integrated upstream & LNG project-Pacific North West LNG in Canada with initial investment of USD 1 billion, making it our biggest overseas acquisition so far.

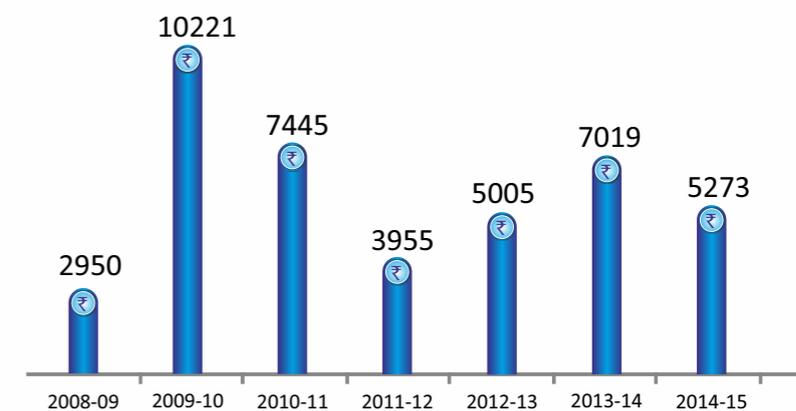
### Contribution to Exchequer



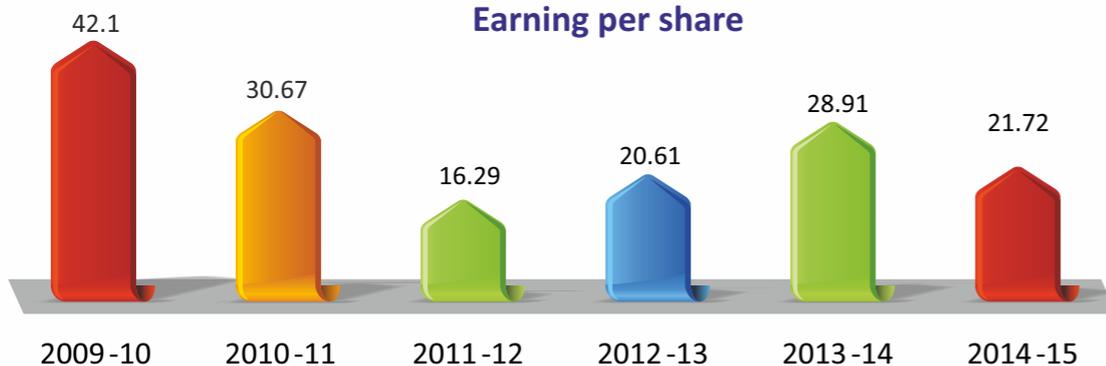
### Net Worth (₹ Crore)



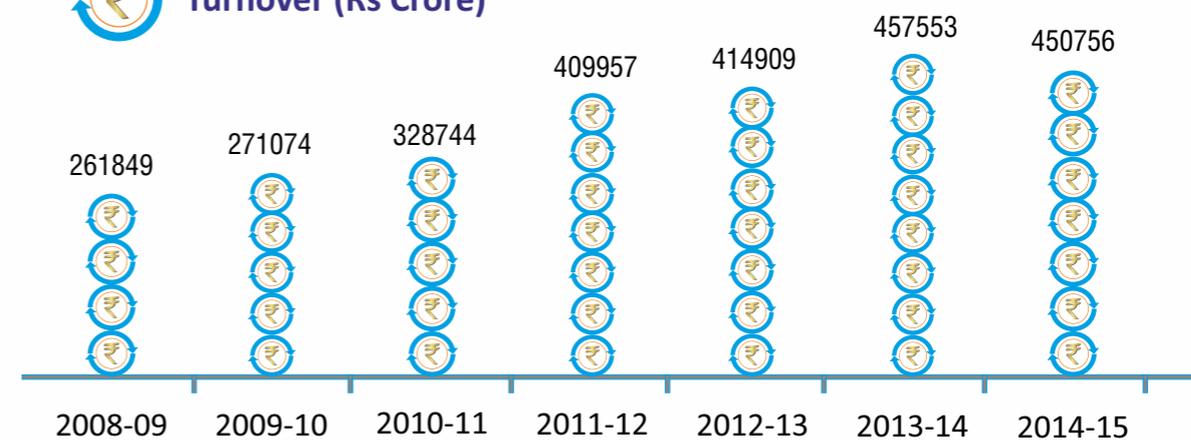
### ₹ Profit After Tax (Rs. Crore)



### Earning per share



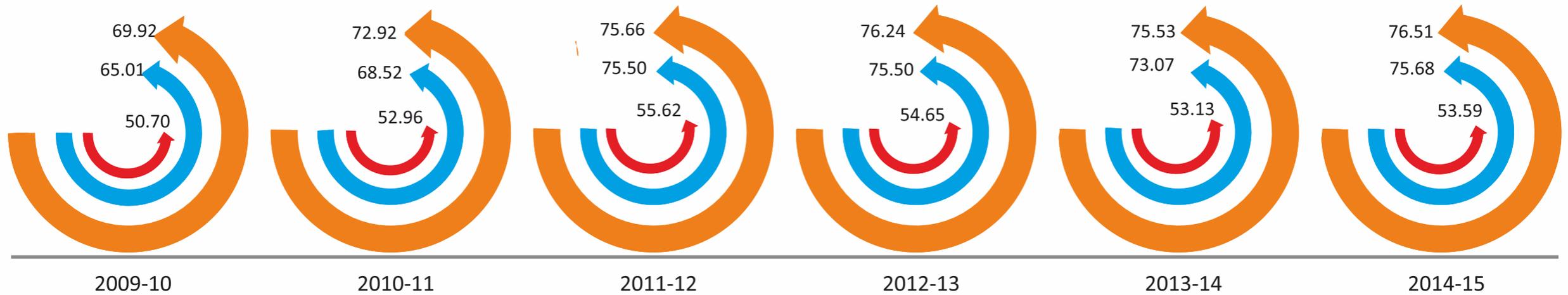
### ₹ Turnover (Rs Crore)





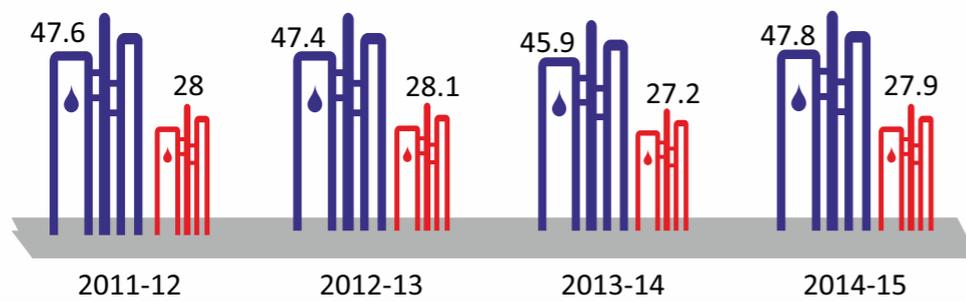
### Operational Performance (in million tonnes)

■ Total Product Sales (Million Tonnes) 
 ■ Pipelines Throughput (Million Tonnes) 
 ■ Refinery Throughput (Million tonnes)



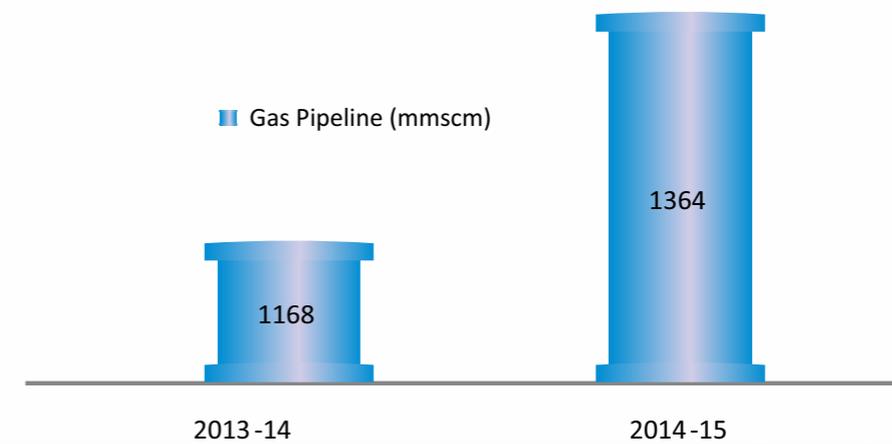
### Pipeline Throughput

■ Crude Pipeline (million tonnes) 
 ■ Product Pipeline (million tonnes)



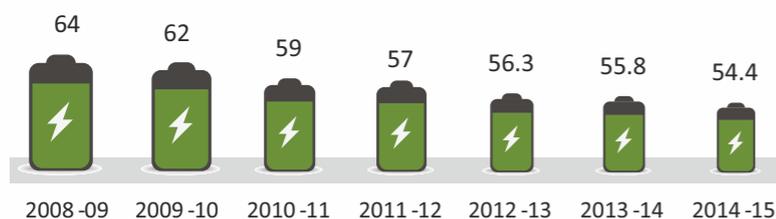
### Gas pipeline Throughput

■ Gas Pipeline (mmscm)

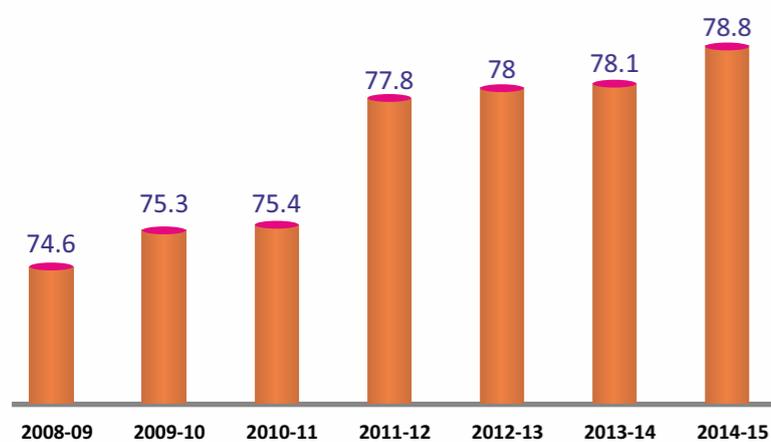


### Specific Energy Consumption

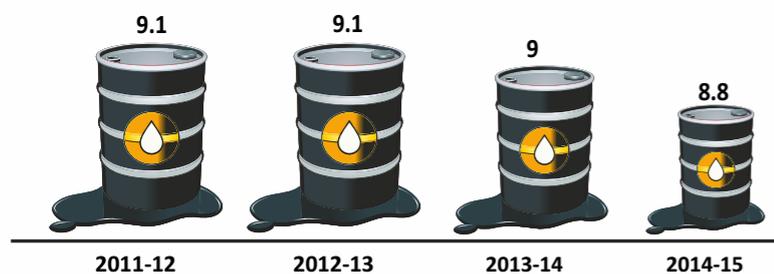
■ MBN-Thousand British Thermal Unit / Barrel / Energy Factor (MBTU/BBL/NRGF)



### Distillate Yield (wt%)



### Fuel & Loss (%)



Since 2008, distillate yield has followed an upward trend in our refineries. During the year 2014-15, highest ever combined distillate yield of 78.8% was achieved by our refineries, as against a previous high on 78.1 % during the year 2012-13 and 2013-14. An overall capacity utilization of

98.9% resulted in a crude throughput of 53.6MMT for the refineries.

The pipelines division recorded their highest ever combined throughput of 75.59 MMT surpassing the previous high of 75.55 MMT achieved in 2011-12.





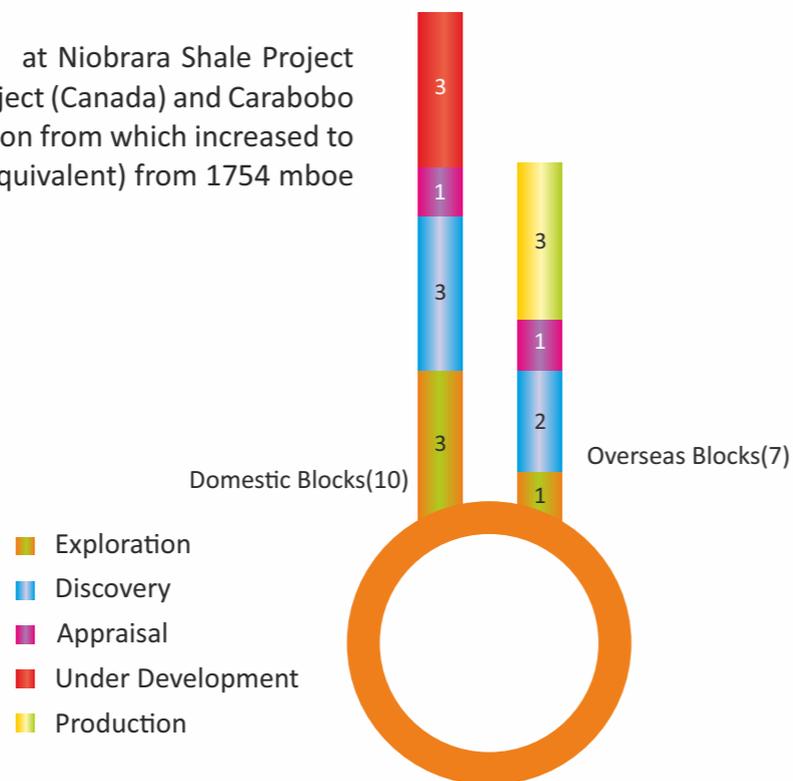
## Exploration & Production (E&P)

### Production Towards Equity

We have participating assets in 10 domestic and 7 overseas active assets.

We have three producing assets at Niobrara Shale Project (USA), Pacific Northwest LNG Project (Canada) and Carabobo Project (Venezuela), the production from which increased to 3299 mboe 9million barrels oil equivalent) from 1754 mboe in 2013-14.

Over ₹ 10,700 crore invested in upstream activities till date



## Petrochemicals

Our polymer product portfolio included 48 grades by the end of the year in domestic markets, thereby covering over 90% of the applications in the user industry.

Five new PP/PE Improved/High Performance Grades were launched by the state-of-the-art Product Application & Development Centre, Panipat. The centre also develops new grades that are benchmarked against national and international products.

Our petrochemicals, under the brand PROPEL, are exported to 70 countries.



## Gas

Various factors like the low penetration of natural gas in India's energy mix along with significant scaling up of supply sources, present the case for the sector to have a high growth rate in the future.

Our initiative 'LNG at the doorstep' has benefited bulk users located away from the gas pipelines. We have, also, formed a consortium with M/s. Adani Gas Ltd. to develop city gas distribution networks on a pan-India basis.



### Gas-Stepping on the Pedal

#### Creating infrastructure

- LNG Import terminal at Ennore, Tamil Nadu
- 5 MMTPA capacity @ ₹5,151 crore

#### City Gas Distribution (CGD)

- Network in 7 cities
- Operational: Agra and Lucknow
- Upcoming: Chandigarh and Allahabad
- Awarded in 2014-15: Ernakulam, Daman and Panipat

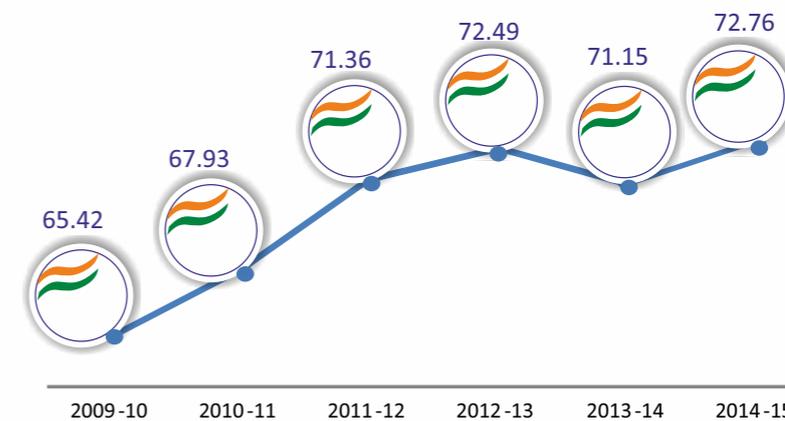




### Domestic Product Sales (in MMT)

Product	2009 -10	2010 -11	2011 -12	2012 -13	2013 -14	2014 -15
Petroleum products	63.03	65.31	68.10	68.75	67.14	68.47
Gas	1.68	1.64	1.72	1.83	1.93	1.80
Petrochemicals	0.65	0.91	1.47	1.82	1.99	2.39
Explosives	0.06	0.07	0.07	0.08	0.08	0.10

### Total Domestic Sales



## Environmental Performance

*IndianOil has always given prime importance to the environmental protection. For efficient dispersion on flue gas, tall stacks have been built; elaborate wastewater treatment facilities and recycling ensure that the burden on the environment on account of wastage of water is reduced.*

### Ever changing climate

Though the world is trying hard to mitigate the challenges of global warming, the steps taken are clearly not adequate. In the past few years, the world has been a witness to the wrath of the nature – from Kashmir floods to devastating earthquake in Nepal, from Boston snow storms to Typhoon in Philippines. World is running past the ‘Now or Never’ stance at an alarming rate.

At IndianOil, such grave is our task that we, on one hand have to put in the most sincere efforts to ensure energy sufficiency and security for all while on the other, be even more committed towards ascertaining that our actions have the minimalistic negative impact on the environment.

We have made huge investments at our refineries to implement ENCON (Energy Conservation) projects in order to further reduce the CO2 emissions. Replacing diesel generator sets used at ROs by Solar PV to generate electricity is another feat that 2664 IndianOil’s ROs/KSKs have achieved. Considering the renewable energy intensive future we have also forayed into off and on grid solar energy and wind energy. Making major events carbon neutral and generating awareness about sustainability in the organization among the employees are the other thrust areas of sustainable development initiatives. During the year 2014-15, an

investment of ₹ 31.80 Cr was done for Alternate Energy and Sustainable Development related activities.

There were no significant fines, monetary or non-monetary, and no non-monetary sanctions for non-compliance with environmental laws and regulations. No grievances were filed regarding adverse environmental and societal impacts caused by our operations.





## Material

### Material use

Being in a business where a continuous inflow of raw materials is of utmost importance, a strategically designed sourcing mechanism takes care of uninterrupted supply of raw materials at IndianOil. Continuous efforts to increase operational efficiency, improving the Gross Refinery Mechanism (GRM) and ensuring optimum use of raw materials form the basis of our sustained growth trajectory.



Material	Actual production ('000MTs)		
	2014-15	2013-14	2012-13
Petroleum	47,194	47,247	48,561
LAB	105	103	118
PTA	534	388	567
PNCP	1,815	1,552	1,440
Total	49,648	49,290	50,686

Product	Specific Energy Consumption (per MT of Product)											
	Electricity (KWH)			Liquid Fuel (MT)			Fuel Gas/ LDO/ Coke (MT)			Natural Gas (MT)		
	2014-15	2013-14	2012-13	2014-15	2013-14	2012-13	2014-15	2013-14	2012-13	2014-15	2013-14	2012-13
Petroleum	77.57	77.18	76.87	0.03	0.03	0.03	0.03	0.04	0.04	0.01	0.01	0.01
LAB	603.46	568.09	577.84	0.53	0.54	0.54	0.21	0.24	0.17	0	0	0
PTA	427.19	525.99	385.14	0.11	0.15	0.14	0.24	0.29	0.22	0.07	0.07	0.06
PNCP	626.43	695.88	725.01	0.02	0.01	0.01	0.25	0.25	0.238	0.09	0.119	0.14

Material	Quantity of Raw Material Consumed (MTs)		
	2014-15	2013-14	2012-13
Crude Oil	535.86	530.95	530.61
Natural Gas/RLNG	6.30	4.18	3.44
Base Oil	4.18	4.25	4.01

Material	Quantity of Raw Material Consumed in 2014-15 (MTs) (by source)	
	Imported	Indigenous
Other Raw Materials	241.88	1812.02
Stores & Spares	285.22	1224.12
Packing Materials Consumed	0.00	462.89
Components/ Others	80.40	681.86

## Energy

### Energy sourcing and consumption

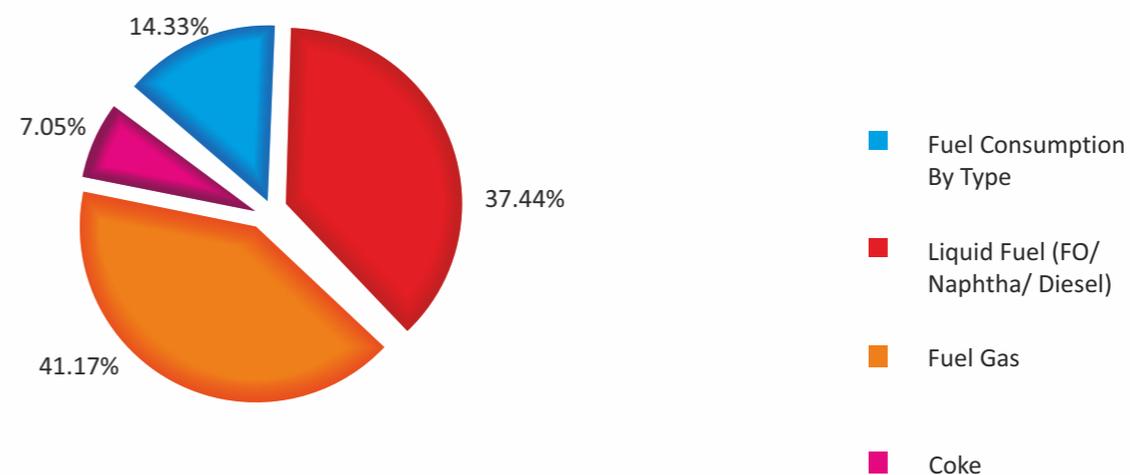
With every additional capacity installed and with each barrel of extra crude processed, the relative energy demand goes up. We, at IndianOil, are making continuous efforts to compensate this increase in energy demand by up grading the technology used in our installations as well as making the current systems more energy efficient. Though we are on a carbon-intensive growth trajectory, we are putting constant efforts to mitigate the impacts of increasing carbon emissions.



Power Consumption by Type (KWh)

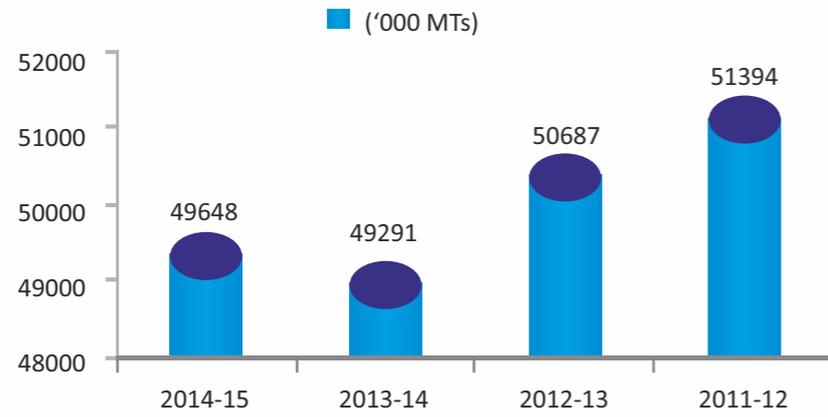


Fuel Consumption By Type (MT)

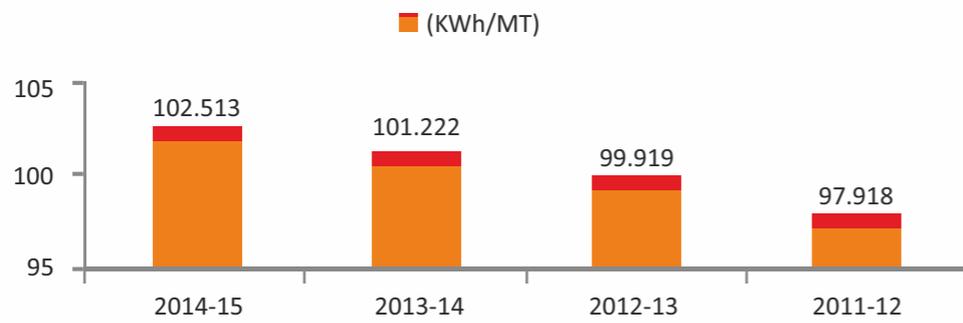




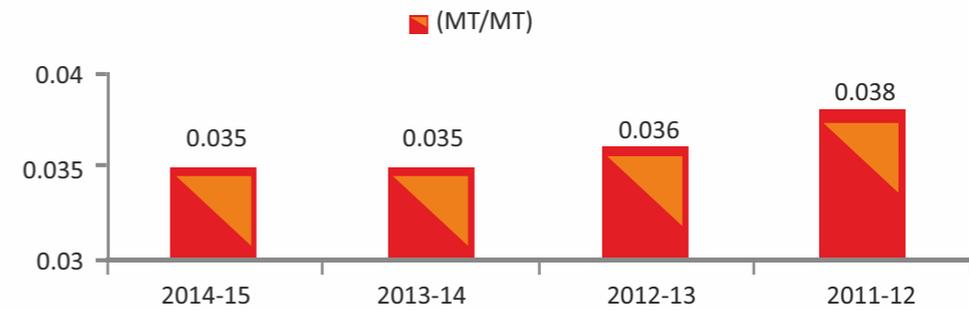
**Total Actual Production**



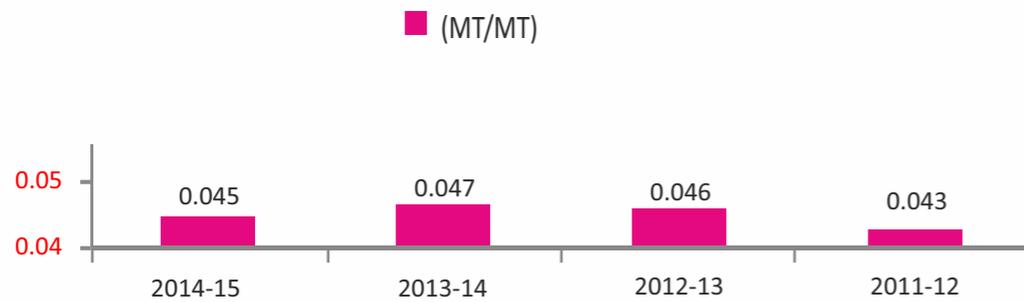
**Total Electricity Consumption Per MT of Total Production**



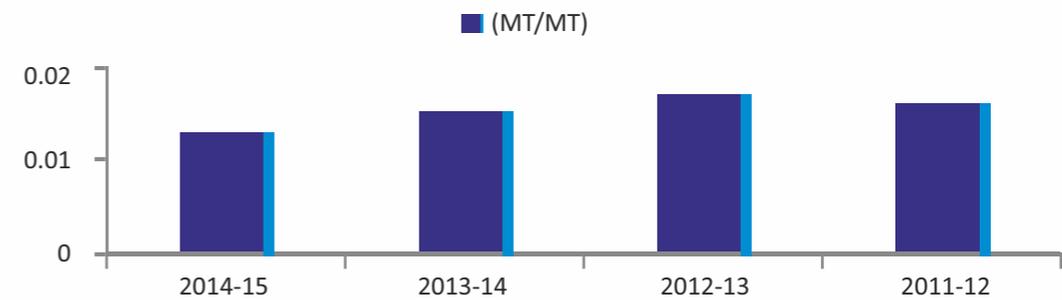
**Total Liquid Fuel Consumption Per MT of Total Production**



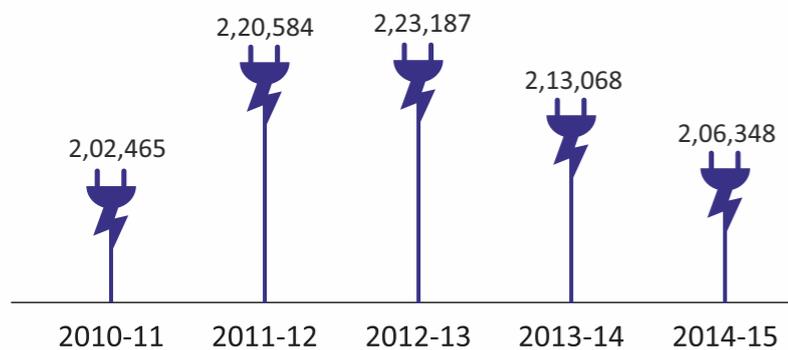
**Total Fuel Gas/LDO/Coke Consumption Per MT of Total Production**



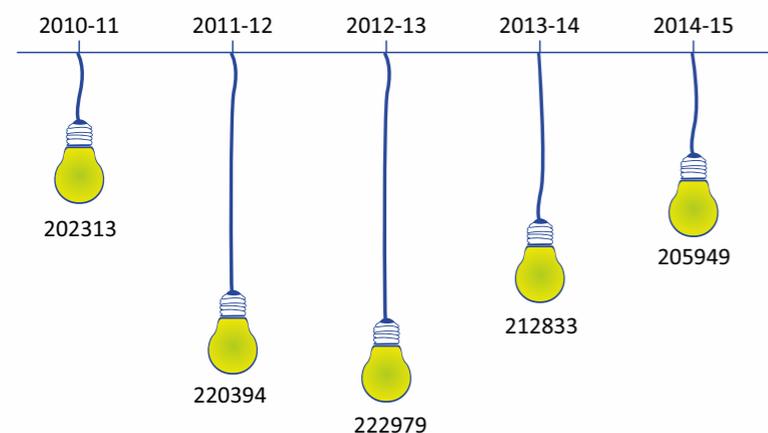
**Total Natural gas Consumption Per MT of Total Production**



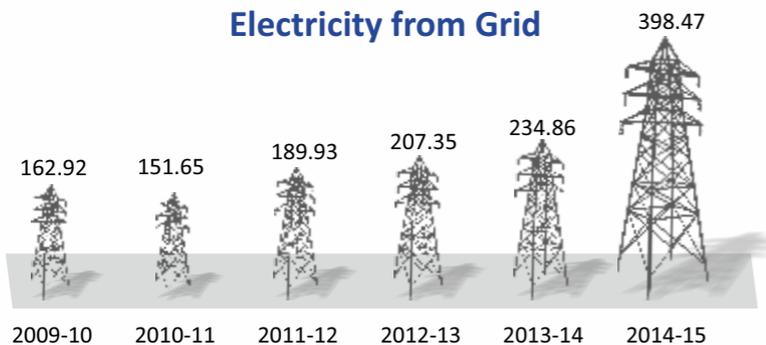
### Total Energy Consumption (TJ)



### Direct Energy Consumption (TJ)

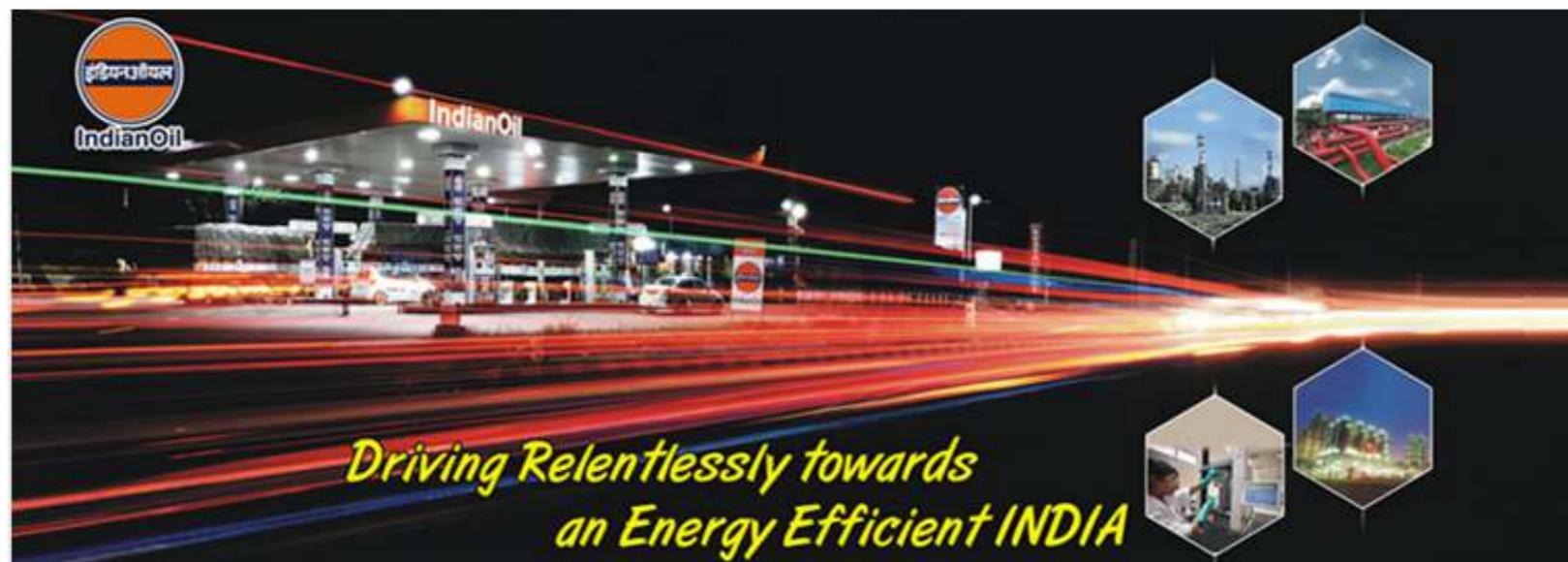


### In-direct Energy Consumption (TJ): Electricity from Grid



### Total Electricity & Fuel Consumption

Electricity		Unit	2014-15	2013-14	2012-13
Electricity Purchased		'000 KWH	1,10,685	65,238	57,596
Electricity Generation	Through Duel Fuel (HSD/ Natural Gas Generators)	'000 KWH	41,24,811	39,87,238	39,46,144
	Through Steam Turbine/ Generators	'000 KWH	8,54,094	9,36,864	10,60,953
Electricity Consumed		'000 KWH	50,89,591	49,89,340	50,64,693
Coal		MTs	NIL	NIL	NIL
Liquid Fuel (FO/ Naphtha/ Diesel)		MTs	17,30,433	17,17,181	18,05,212
Others / Internal Fuel					
Internal fuel	Fuel gas	MTs	19,02,823	19,98,965	20,03,430
	Coke	MTs	3,25,913	3,19,747	3,24,159
Purchased Fuel	Natural gas	MTs	6,62,142	7,39,356	8,58,142

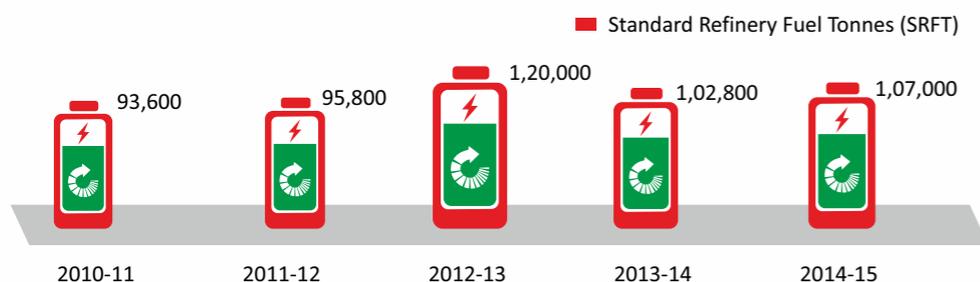




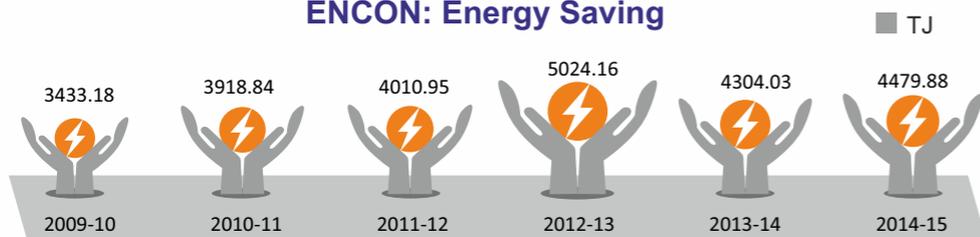
### Energy Conservation (ENCON) Measures

Since we are working in an energy intensive sector, Energy conservation (ENCON) measures are a boon for us. They help in curtailing the total energy consumed, thereby resulting in reduced carbon emissions. During the year 2014-15, savings of 1,07,000 Standard Refinery Fuel Tonnes (SRFT) equivalent to about 400 Crore were achieved by implementing 106 ENCON projects. An estimated savings of 39,000 SRFT can be expected in lieu of the investments being made during 2015-16.

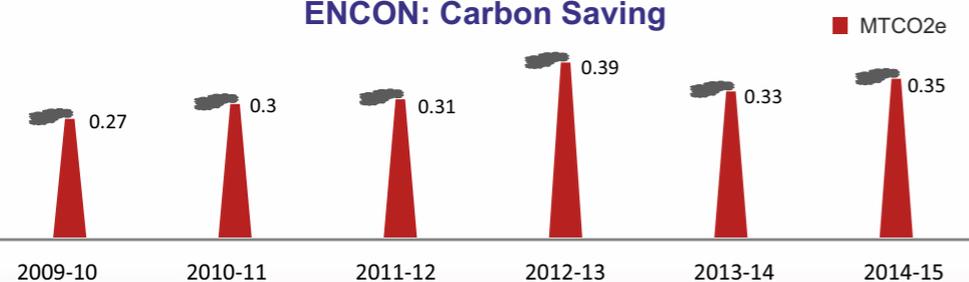
Estimated Savings by ENCON Projects



ENCON: Energy Saving



ENCON: Carbon Saving



ENCON Projects	ESTIMATED FUEL SAVING MT/Year
Utilization of Straight Run Gas Oil (SRGO) Circulating Reflux (CR) and KERO CR for replacing Naphtha Splitter Furnaces (F-001 & F-002) at Guwahati Refinery.	1223
Routing of hot condensate from process units to Deaerator-4 in Thermal Power Station (TPS) at Guwahati Refinery	1050
Coker-A Single Furnace Operation at Barauni Refinery	5000
Installation of Kettle type heat exchanger in Diesel Hydrotreater Unit (DHDT) at Barauni Refinery	3200
Low Pressure steam generation from Light Cycle Oil (LCO) stream in Fluidized Catalytic Cracking Unit (FCC) at Gujarat Refinery	500
Routing Hydrogen Rich off gases of Catalytic Reforming Unit (CRU) to Hydrogen header instead of Fuel Gas at Gujarat Refinery.	7850
Pre-heat Improvement in Crude Distillation Unit (CDU-I) by 14 ° C by installation of Helical exchangers at Haldia	1020
Replacement of Supplementary Naphtha firing in HRSG-2&3 with Fuel Gas resulting in saving of Naphtha and there by reduction of flare loss at Haldia Refinery	14000
Direct routing of Continuous Catalytic Reforming Unit (CCRU) rich gas to H2 header at Mathura Refinery	400
Enhancement of Power Sale to APDCL up to 8 MW from existing 5 MW at Digboi Refinery	2041
New SRU Incinerator (WHB 57-E-108 A/B) tube bundle replacement at Panipat Refinery.	3310
Floating of Atmospheric Vacuum Unit (AVU-2) Main-fractionator with Resid Fluidized Catalytic Cracking Unit (RFCCU) Wet Gas Compressor at Panipat Refinery	3098
CDU-II crude preheat train revamp (Crude preheat improvement from 234 ° C to 265 ° C) at Bongaigaon Refinery.	3207
Stepless capacity control for DHDT MUG compressor at Bongaigaon Refinery	2669

## Environment Impact Analysis (EIA)

To ensure that all our operations are closely reviewed and monitored in terms of potential risks on ecological change, damage, benefits and impacts on the environment, Environmental Impact Assessment (EIA) is carried out at all project sites and installations. It is carried out as per

Environment Protection (EP) Rules prescribed by MoEF, Govt. Impact assessment and risk analysis on biodiversity are crucial parts of the EIA study. For all new projects or revamping of existing projects, an Environmental Clearance is taken from the Expert Appraisal Committee (EAC), after the

recommendations of which, the projects are undertaken. Also, an assessment of the environmental risks is carried regularly in our day to day operations.





### Water

#### Water Conservation

Recycling and reusing of water are the foundations on which water conservation is built. Canals, lakes, rivers and ponds are the main sources of water at IndianOil's refineries whereas pipelines and marketing division installations are heavily dependent on municipality and ground water to meet their daily water need. While ensuring that water withdrawal is within the limits prescribed by the statutory bodies, it is also ascertained that there is no significant impact on any water source due to our operations.

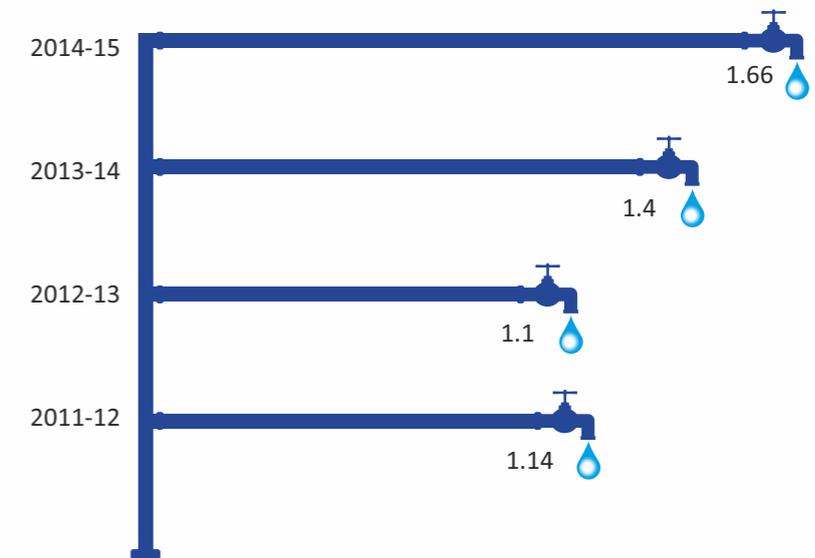
A number of steps are being taken across the locations to reduce water consumption and ensure recycle and reuse of water. While ETPs and STPs treat the used water and prepare

it for further use in housekeeping, horticulture and other industrial purposes, rain water harvesting systems across locations reduce our dependency on fresh water by recharging the ground water aquifers wherever possible. Apart from this, automatic water sensing taps, water free urinals, water sprinkling systems and quarter turn/self closing taps have been provided. In many LPG Bottling Plants, cylinder washing units have been provided with re-circulation tanks where water is collected for cleaning the cylinders again. Continuous monitoring of utility water networks, taps etc. is carried out to check any leakages. Pop-up water sprinklers are installed and are used for horticulture purpose.



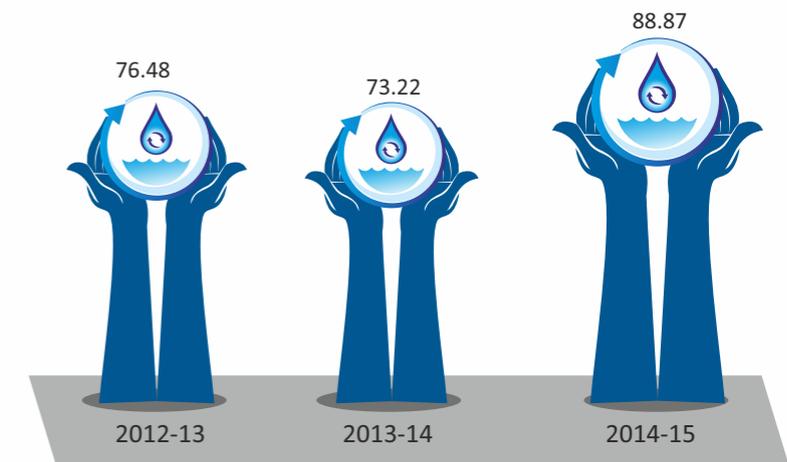
#### Specific Water Consumption

■ Metric cube per metic tonne of crude processed (Refineries+PNCC)



#### Total Water Consumption

■ Million cubic metre (Refineries+PNCC)



\*Specific water consumption for the year 2014-15 was 1.66 per metric tonne of crude processed. This year we have included PNCC water consumption data while calculating the specific water consumption as well as total water consumption.

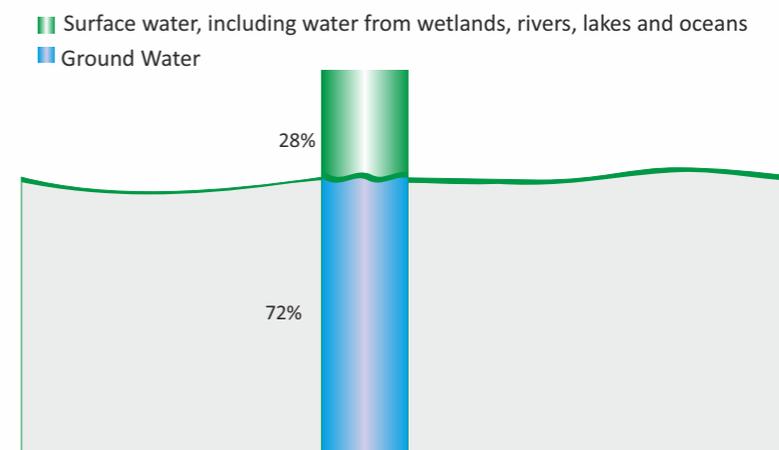
### Effluent recycle and reuse

Recycle and reuse of effluents helps in not only conservation of resources but also result in reduced fresh water consumption. Reduction in discharge of treated effluent outside the location is an additional benefit that is attributed to the recycling and reusing the effluents. Treated effluents are put to use in varied functions across the refineries including fire water & cooling tower make up, coke cutting in Delayed Coker Unit (DCU), as DM Water in boilers and process plants. They are also used for captive irrigation in our green belts, eco-parks and eco-ponds. About 34.94% of total water consumed is reused/recycled in refineries during 2014-15.

### Recharging Ground Water through Rain Water Harvesting

IndianOil has been installing rain water harvesting systems across its installations. Till 2014-15, we had installed 437 rain water harvesting units spread across refinery, marketing and pipelines locations. Rain water harvesting systems not only ensure recharging of ground water aquifers, but also reduce the need for imported water. A dedicated excavation process has been carried out in green belts to channelize the rainwater to open wells from existing drains. Roof top rain water harvesting systems have been installed at many locations and also ground water level is monitored, periodically through piezometer.

Total Water Withdrawn by Sources (2014-15)



Water Recycled/ Reused	Total water reused/recycled
Total volume of water recycled/reused	3,10,53,467 m <sup>3</sup> /yr
Total % water Recycled/ Reused	34.94%





## Waste

Owing to the nature of the industry we are working in, a lot of waste gets generated from all activities including refining, manufacturing and marketing of our products. We undertake dedicated processes and practices that help to reduce and curtail the discharge of wastewater pollutants and minimize the adverse impact of our activities on the environment.

### Waste Water Management

All our installations comply fully with the norms laid down for water use and quality of effluents discharged by the State Pollution Control Boards (SPCBs) and as well as the Central Pollution Control Boards (CPCBs) and MINAS (Minimal National Standard) set by the Ministry of Environment & Forests, Government of India. Consent is obtained from the SPCBs to operate under the Water Act, Air Pollution Act, Hazardous Waste Act and Biomedical Waste Act by all our locations.

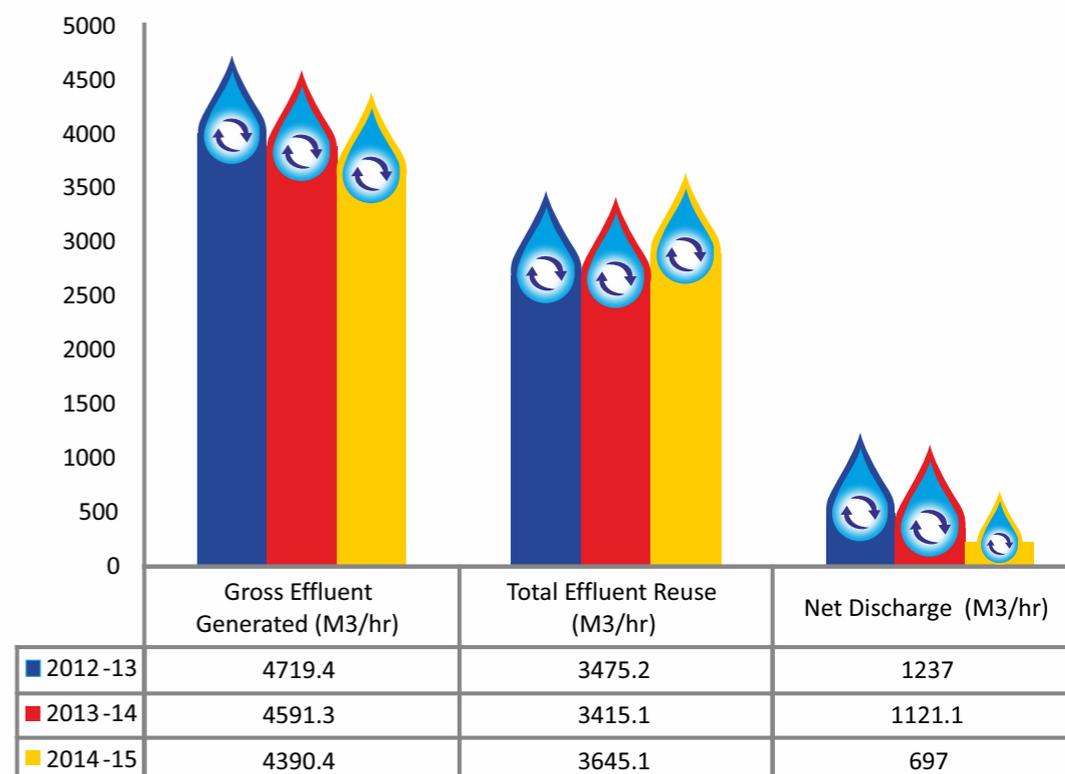
Well designed effluent treatment plants, at refineries, segregate various effluent streams and use elaborate physical, chemical and biological treatment methods to treat the waste water. The discharge from the ETPs is also constantly monitored to keep a check on the quality. Waste water is used in various operations like firewater & cooling towers make-up, coke cutting in Delayed Coker Units as well as horticulture and upkeep of Eco-parks and eco-

ponds in refinery premises. Clean and more efficient systems like Hydrogen Peroxide treatment / Wet Air Oxidation for treating Spent Caustic Streams have been installed and commissioned to treat Spent Caustic Streams. ETPs are being upgraded with advanced treatment systems like Tilted Plate Interceptor (TPI), Dissolved Air Floatation (DAF), Bio-tower, Ultra Filtration, Reverse Osmosis etc. We make ceaseless efforts to measure, monitor and arrest the pollutants at source and improve the quality of discharge.

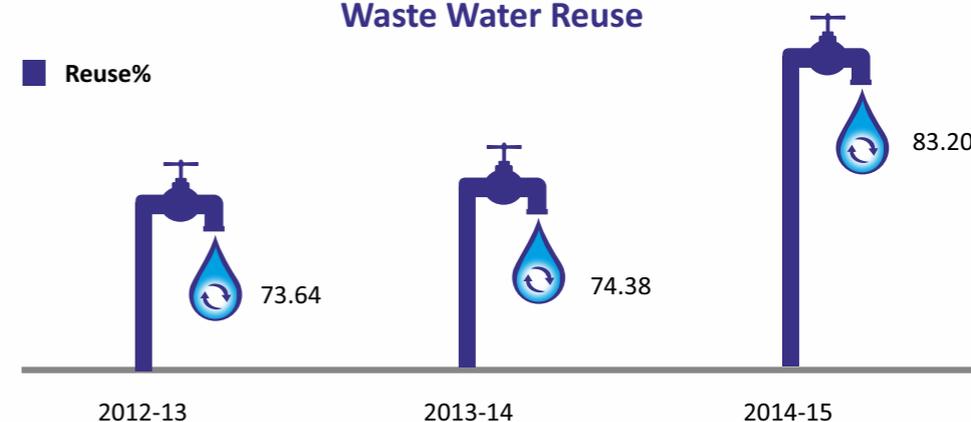
Oil water separators are available at all marketing locations to separate out oil and water, which reclaim and recycle the oil while draining out the water in drains, ponds or pits. Products and waste are recycled on a continuous basis through Effluent treatment Plants, Sewage Treatment Plants, Organic Waste Converters and other sustainable practices like bio-remediation of oily sludge, rainwater harvesting, etc. installed at various locations.

During the year, about 83.20% of treated effluent was reused in refinery operations and all the treated waste water from ETP is discharged to outfall channels. 35,068 MT of oily sludge was treated for oil recovery.

## Waste Water Management



## Waste Water Reuse



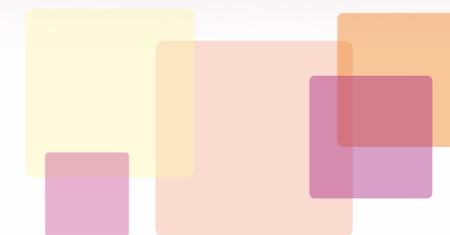
### Hazardous Waste Management

IndianOil makes continuous efforts to recycle products and waste through installation of Effluent Treatment Plants, Sewage Treatment Plants, Organic Waste Converters and other sustainable practices like bio-remediation of oily sludge, rainwater harvesting, etc.

Oil water separators are available at all marketing locations to separate out oil and water, which reclaim and recycle the oil while draining out the water in drains, ponds or pits. Products and waste are recycled on a continuous basis through Effluent treatment Plants, Sewage Treatment Plants, Organic Waste Converters and other sustainable practices like bio-remediation of oily sludge, rainwater harvesting, etc. installed at various locations.

The three R phenomenon of Reduce-Reuse-Recycle is applicable across our installations. During 2014-15, we recycled around recycled 11.5 Tonnes of waste paper. Spent

catalyst, bio-sludge and oily sludge generated in crude and product tanks are the primary hazardous wastes generated in refinery units. Oily sludge is also generated in product and crude tanks at pipelines and marketing locations. Minimization of generation at source, advanced in-situ tank cleaning methods, bio-degradation using advanced microbial treatment and safe disposal in secured landfill sites is some of the methods refineries resort to, to dispose off the hazardous waste. While in marketing division, hazardous waste is stored as per PCB norms in HDPE lined pits and treated through bio-remediation method under guidance of R&D Centre, Faridabad; at many locations oilivorous is used for bio-remediation of oily-sludge. Biological Sludge generated in the Activated Sludge Treatment Plant of ETPs of Refinery Units is used as manure in eco-parks in refineries. The spent catalyst generated in the catalytic reformer unit (CRU) and hydrogen generation unit (HGU) is collected back by the supplier. Fluid catalytic cracking (FCC) spent catalyst is used for construction of roads and by cement industry as a filler material.



Type of Waste	Unit	Total weight or volume generated during 2014-15	Total Volume recycled during 2014-15
Spent Catalyst	MT	6410	112.95
Oil Slope	MT	261950	227739
Bio Medical Waste	kg	1567	-





### Clean Development Mechanism

Six projects of the company were registered as CDM projects under the United Nations Framework Convention on Climate Change (UNFCCC) with total emission reduction potential of 89,341 MT CO2 equivalent/year. 2693 CERs has been issued for our AVU Energy Optimization project at Digboi Refinery in 2014.



### Carbon Disclosure Project

Indian Oil has been taking an active part in Carbon Disclosure Project (CDP) every year. CDP works with shareholders and corporations to disclose the greenhouse gas emissions of major corporations. Being a voluntary disclosure, it also emphasizes that fact that IndianOil is committed to conduct its business with strong environmental conscience.

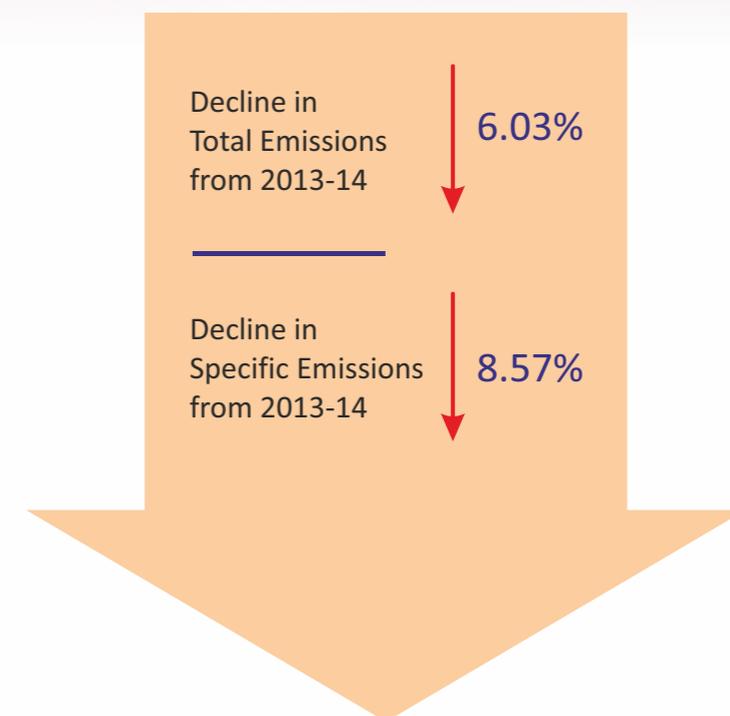
IndianOil has participated in the Carbon Disclosure Project (CDP), India 2014 and this being the third year of our association with CDP. In 2012 and 2013, IndianOil had scored 53 and 58 points in the disclosure score. This year as per The India 200 Climate Change Report 2014, IndianOil scored 83 points on the disclosure score, putting IndianOil into the Carbon Disclosure Leadership Index (CDLI) for the first time.

S.No.	Project	Location	Reduction of CO2e (MT/Yr.)	Date of Registration	Present Status
1	AVU Energy optimization	Digboi Refinery	2,693	4.12.2008	2693 CERs issued by UNFCCC up to Dec. 2010 on 3rd Jan. 2014
2	Flare Gas Recovery System	Haldia Refinery	17,610	19.2.2009	Project is under Technical Review comments by TUV (DOE); reply awaited from consultant M/s E&Y
3	Flare Gas Recovery System	Barauni Refinery	8,320	4.5.2009	TUV-India sent verification report for Technical Review at TUV-Germany on 28 May 2013. Response awaited
4	Flare Gas Recovery System	Gujarat Refinery	27,834	30.10.2009	Project is under Technical Review comments by TUV (DoE) reply awaited from consultant M/s E&Y
5	Flare Gas Recovery System	Guwahati	3,690	27.10.2010	Monitoring report (for 1 year operation) to be submitted by IOC to M/s TUV
6	21-MW wind power project	Gujarat Refinery	29,377	23.5.2011	-
	Total Annual Reduction		89,524		

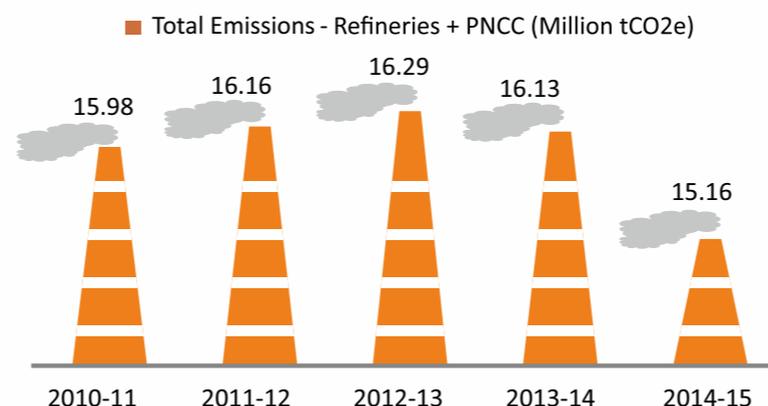
## Emissions

An array of factors like change in business activity, products or assets can influence the GHG emissions of an organization making it difficult to establish GHG reduction targets which can be cascaded to achieve cost-effective emission reductions across the organization. At IndianOil, there is a continuous thrust on energy conservation across all refineries and units through extensive performance monitoring and by keeping abreast of the latest technological developments and global best practices. Implementation of ENCON projects helped reduce specific emission of our refineries from 0.264 to 0.241, a reduction of 8.57% vis-à-vis the year 2013-14. Total emissions across our refineries and PNCC saw a decline of 6.03%, from 16.13 MtCO<sub>2</sub>e to 15.16 MtCO<sub>2</sub>e, during the year under review. This has been achieved through optimum utilization of electricity, heat or steam, flaring, physical and chemical processes, transport emissions and fugitive emissions generated. All the emissions are being reported as per the internal guidelines based on international protocols and industry guidelines.

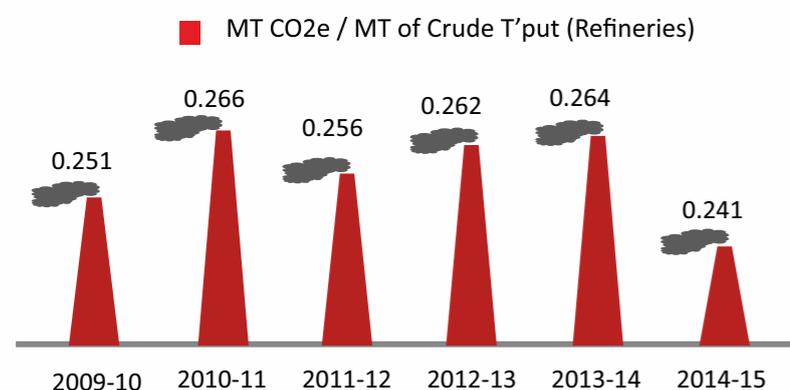
All efforts are made to contain the emissions from our refinery operations and there is a strict adherence by all locations to the pollution control norms laid down by the State Pollution Control Boards and Central Pollution Control Board (CPCB). A regular monitoring of the refineries is undertaken to keep abreast of the latest technological development and global best practices.



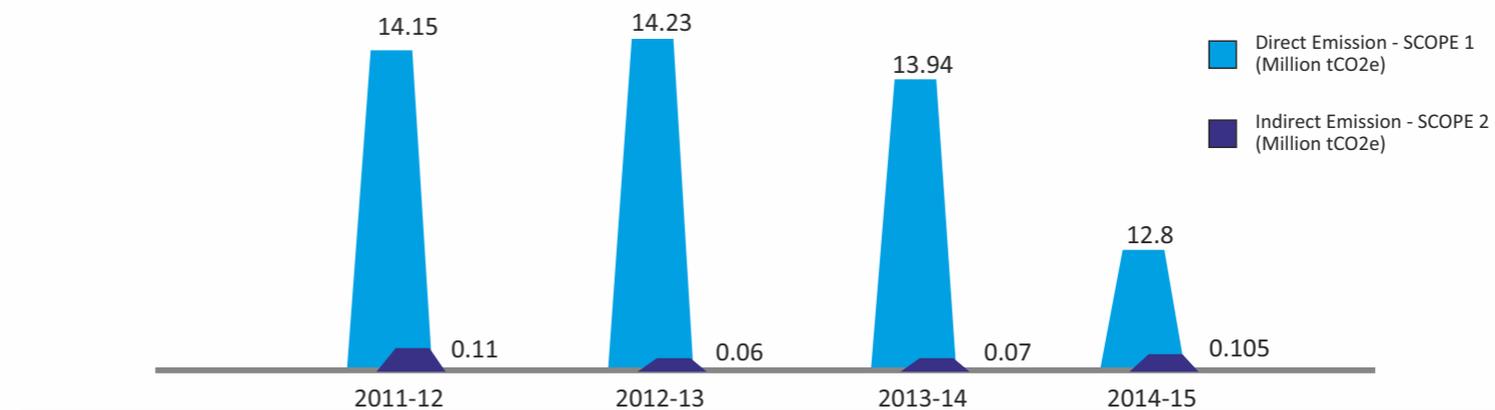
### Total Emission



### Specific Emission



### Emissions (Scope 1 & 2) - Refineries





## Prevention Of Air Pollution

We are working in an industry that is highly emission intensive. Our major operation, refining of crude, is the major source of emissions. Flue gases from boilers, heaters, FCC regenerators and Sulphur Recovery Units, hydrocarbon leaks and evaporation during storage, handling and transportation of petroleum products and crude oil are among the major emissions. Various measures to contain atmospheric emissions, monitor stack emissions and to ensure effective dispersion of gases is undertaken at all our refineries.

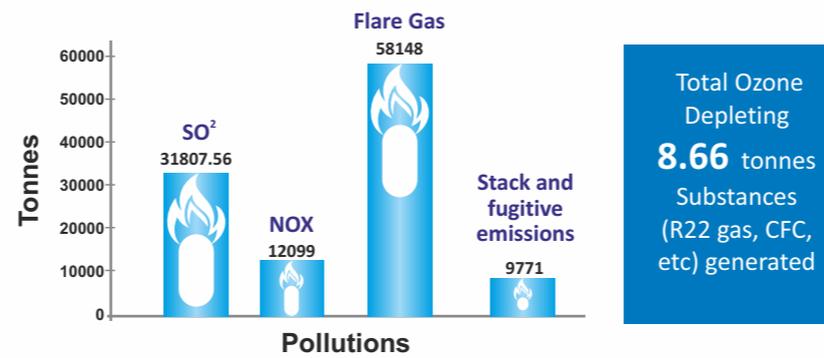
Measures, such as fixed monitoring stations, have been to ensure that the air quality is maintained across various installations. Mobiles van's equipped with sophisticated monitoring equipment are being used at Mathura, Panipat and Gujarat Refineries.

**NOISE POLLUTION CONTROL**

**Our refineries have adopted following measures to control noise all source.**

Regular Maintenance of Machines	Use of low Noise Machines
Suitably Designed Enclosure for Both Source and Receiver	Use of Sound Absorbing Material

Personnel Protective Equipment (PPEs) like ear plugs, earmuffs, noise helmets etc are also used. Acoustic insulation is provided for DG sets at Pipeline location(s) to achieve 20 dB noise reduction.



*No place too remote for us to bring energy to you.*

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

Petroleum Refining and Marketing | Pipeline Transportation | Technology Solutions | Petrochemicals | Alternative Energy | Gas Sourcing & Marketing | R & D | Exploration & Production

## Biodiversity

The conservation of biodiversity is clearly important, for both, the long-term sustainable supply of raw materials and for the spiritual, cultural and recreational benefits that it brings.. Like many other sectors, the oil and gas industry faces the challenge of understanding what biodiversity conservation means in practical terms and how its day-to-day activities can be organised and managed to maximise the protection and enhancement of biodiversity.

### Development of Green Belts and Eco Parks

For maintaining ecological balance as well as soothing aesthetic sense, IndianOil develops greenbelts and tree plantations in and around its establishments. Around 800 acres of land has already been developed in to green cover consisting of ecological parks, tree plantations, grass cover etc. Guidance from eminent botanists obtained during planning and development phase of green belts and ecological parks.

**Over 50,000 trees  
planted  
during 2014-15**



## Addressing Biodiversity Challenges: Path Forward For IndianOil

Oil & gas and coal sector contributes around 77% of the carbon emission post industrial revolution era. As an important stakeholder of the society IndianOil needs to address the biodiversity challenges by adopting scientific technologies and strict policies and guidelines. Following are the broad heads where scientific intervention will help us tackling the challenges of biodiversity-

- Standardized Plantation policy of the organization to save endangered species of flora.

- Pre project estimation of biodiversity loss due to implementation of upcoming projects, scientific biodiversity management plan, execution and evaluation of outcome.

- Estimating biodiversity impact on marine life because of our activities and take corrective actions.

- Using unused land at our installations and locations to preserve biodiversity.

All the Oil and Gas majors of the world have collaborated with research institutes / experts to address the issues of biodiversity, adversely impacted by their operations. As a responsible organisation of the country we need to identify the threats, apart from the conspicuous ones, with collaboration with leading experts or institutions. Delaying mitigation actions may reduce options for climate-resilient pathways in the future.





### Gujarat refinery

A 100 M wide green belt with area of 30 acres around two sides of Hydrocracker Project has been developed wherein 30,000 trees are in grown up stage. Also a 500-M wide green-belt with area of 96 acres in the down-wind direction with more than 1,75,000 trees has been developed to maintain ecological balance as well as soothing aesthetic sense. Additional nos. of around 2000-3000 trees are planted each year by Gujarat Refinery at Green Belt as well as neighboring areas.

A beautiful ECO-PARK has been developed within this green belt with a pond spreading across 13,000 M2 area. About 10,000 nos. Rahu & Katla fishes inhabit the water and ducks roam at leisure on the banks. 4 nos of surface aerators are continuously running in pond, which oxygenates the water to support aquatic life. Several species of migratory birds have also found a place for themselves in the Eco-Park.



### Bongaigaon Refinery

There are total 84545 numbers of trees, shrubs and Bamboo culms inside BGR. About one third of BGR plant area is covered by trees.



### Guwahati Refinery

Tree plantation adopting Japanese Akira Miyawaki model, which elaborates how to plant a 'dense forest' for environmental protection instead of 'planting a tree', has been carried out in Refinery Township.

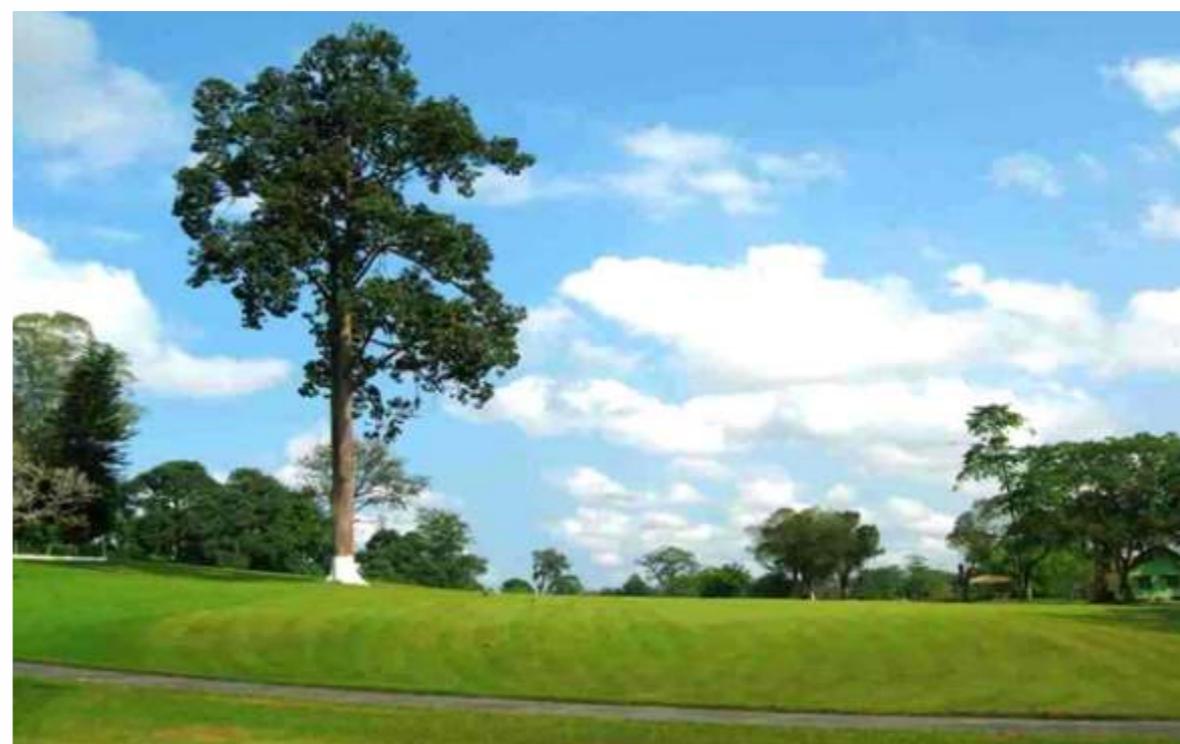
Tree plantation is an annual activity with total of 2500 tree saplings planted in 2014-15 & 2475 in 2013-14. Around 80,000 saplings were planted over the period of last five years.

### Panipat Refinery

PR & PNC jointly have developed a buffer green belt of about 500 acres with 6 lakhs + trees of different varieties to ensure biodiversity and maintain ecological balance.

### Digboi Refinery

IndianOil is aware of the rich legacy it has inherited at Digboi and is working hard to ensure that its operations do not sully the pristine settings. Over 20,000 old trees flourish in the refinery complex acting as first-level sinks for residual pollutants. All intense efforts are aimed to let nature flourish unhindered by development. Additionally about 5000 Nos of Trees were planted during the year.





# Great Place to Work

## Big Family

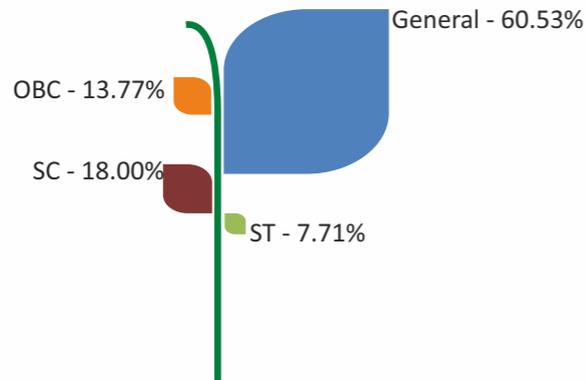
The most important resource for the success of an organization is its human capital. Businesses reap the benefits of proper management and fostering of available human resource in the long-term. With a country-wide presence, we offer huge exposure to talented individuals and ample opportunities for an all-round development. Therefore it is inevitable to nurture talent in order to create a mutually rewarding environment, for both, business as well as individual performance.

## Human Capital

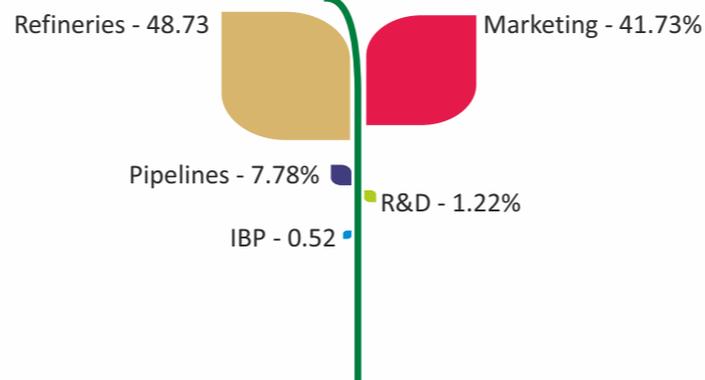
IndianOil is a congregation of 32,962 employees with their presence across the country. Apart from permanent employees, a large quantum of contractual employees, at various locations, help in support services and other allied activities. To take care of the operational needs and labor demand, job contractors are employed who further engage contract workers. During the year 2014-15, 54,173 contract workers were employed with us. IndianOil, as a principle employer, ensures that all statutory requirements are duly complied with.

### Employee categorization by(2014-15)

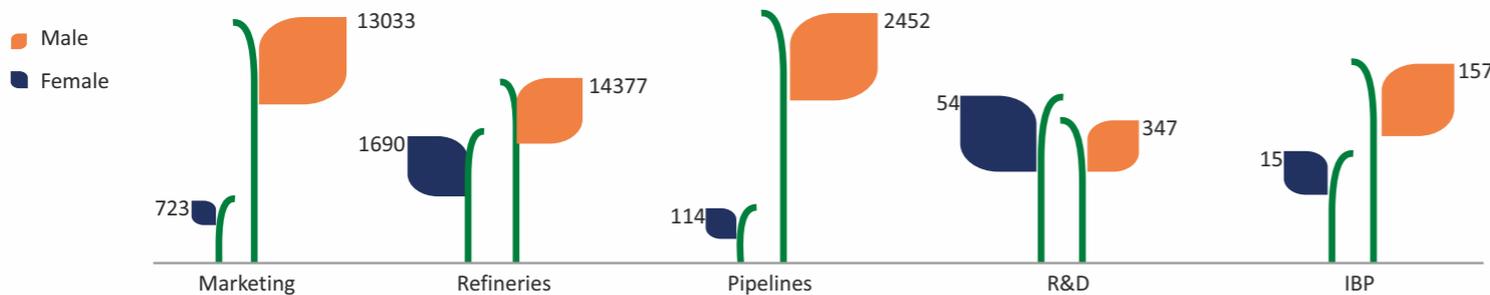
Employment Type



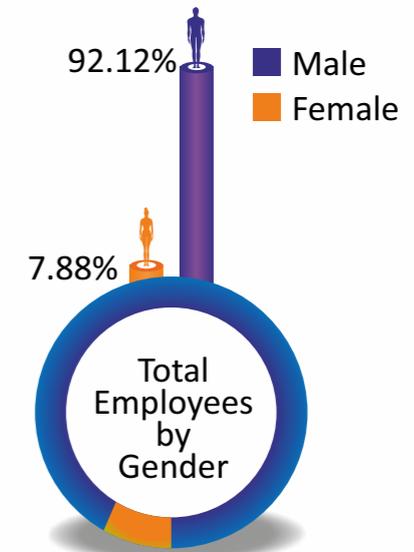
Division (%)



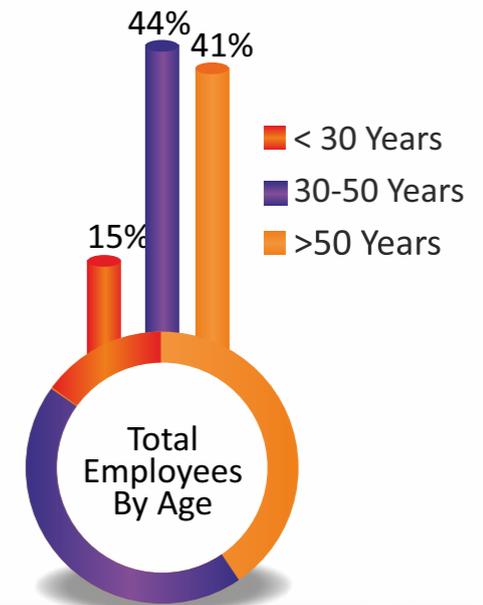
Divisions and Gender



Gender

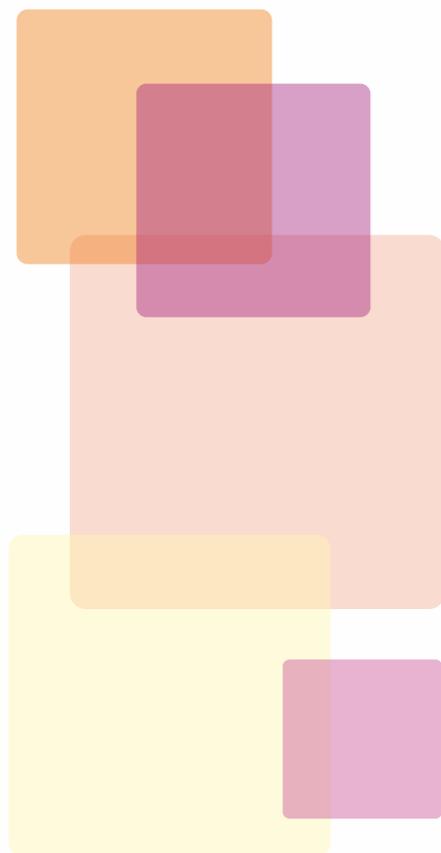
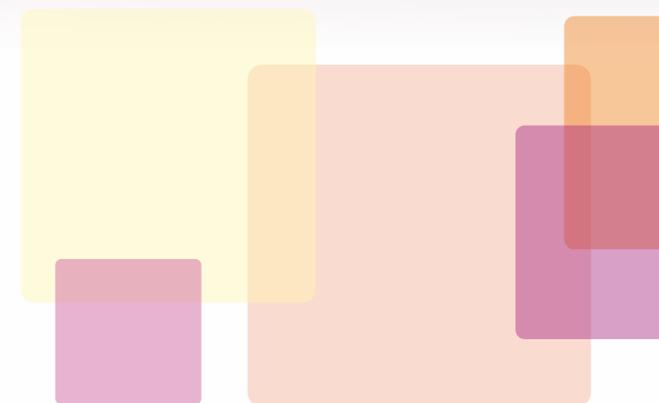


Age



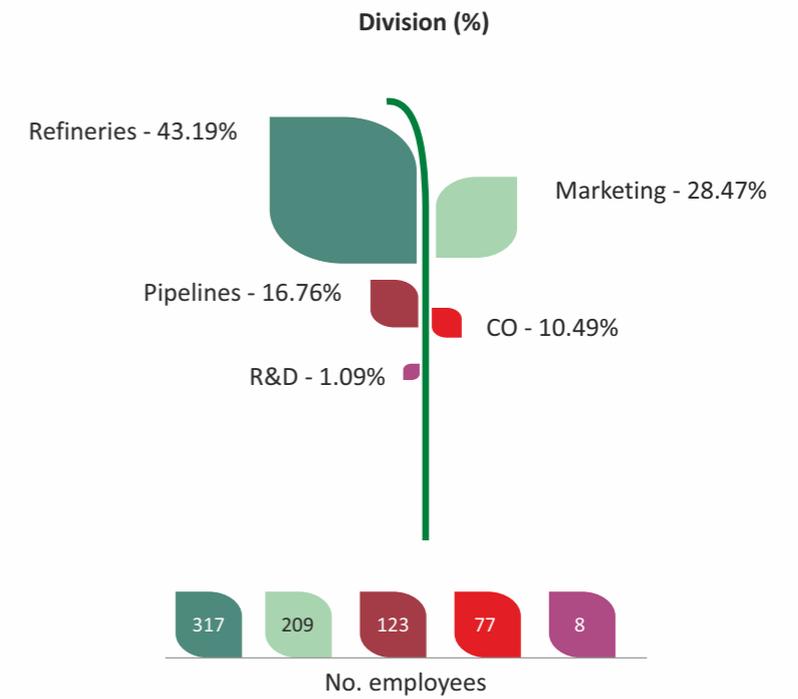
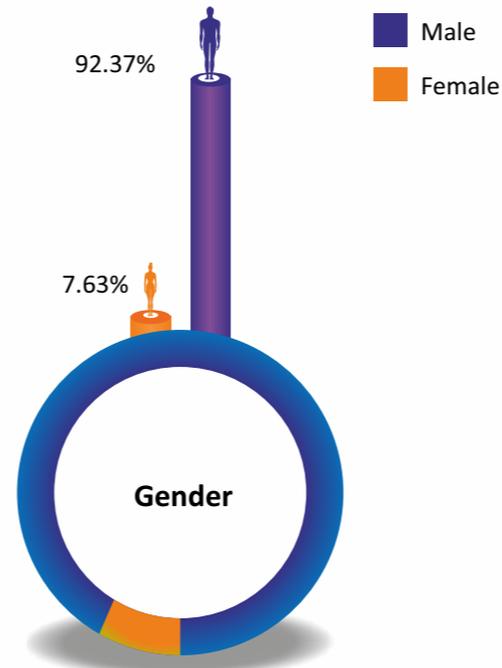
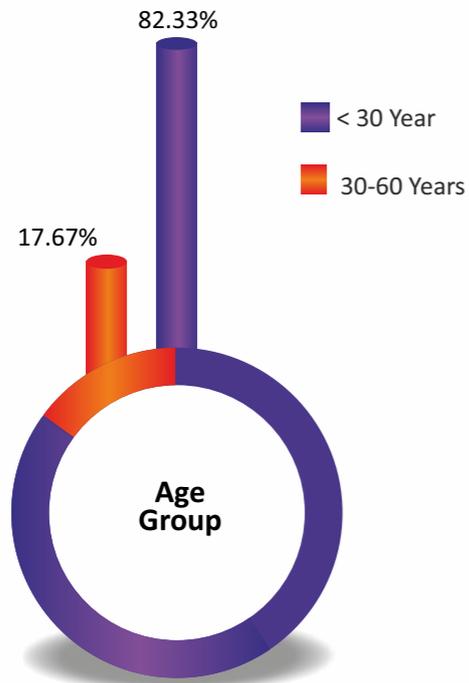
## Hiring Process

Owing to the diversity of operations, IndianOil has a tough task hunting the best talent from across the country to take the baton of development in every field. Diverse operations, ranging from exploration to production to refining to marketing, require specialized and devoted individuals. The recruitment in all fields happens at the entry level through open category via various competitive exams as well as campus recruitments. Since the past 2 years, recruitments are also being done at assistant officer level.





### Employee Requirement by (2014-15)



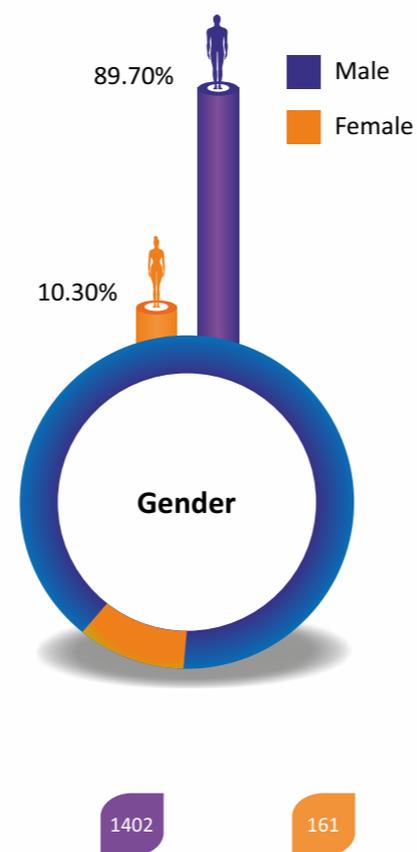
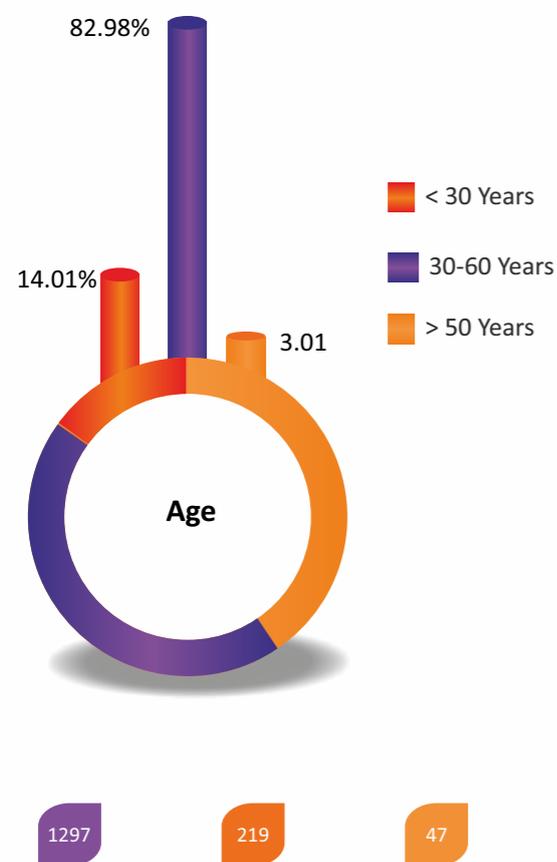
### Rate of employees recruited (2014-15)

Age Group		
<30 Years	30-60 Years	>50 Years
13.77	0.23	0

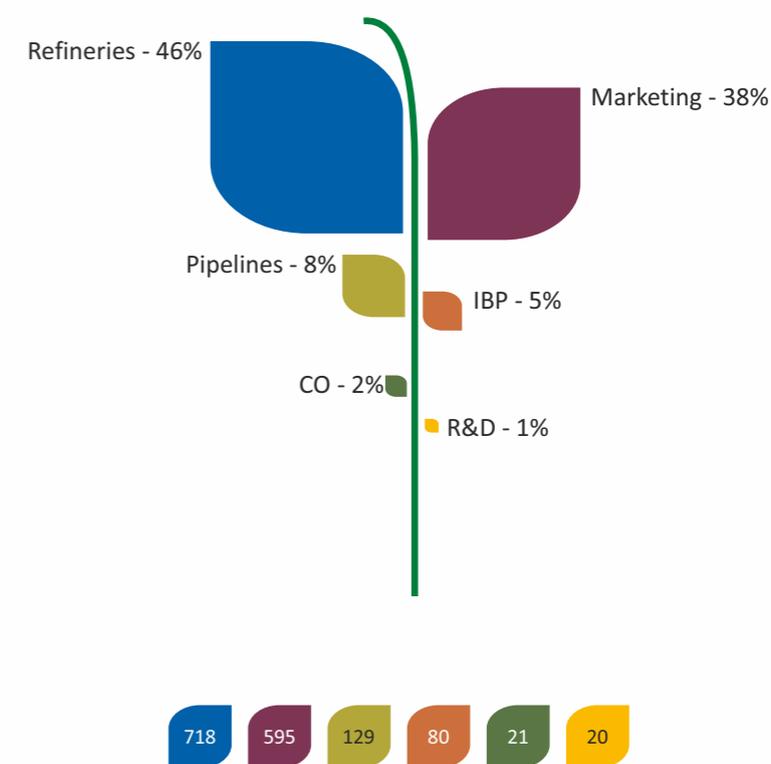
Gender	
Female	Male
2.16	2.23

Division				
Pipeline	Marketing	Refinery	R&D	CO
4.79	1.3	2.3	2	0

### Employees Turnover (2014-15)



### Employees Turnover by Divisions



### Rate of Employees Turnover (2014-15)

Age Group		
<30 Years	30-60 Years	>50 Years
4.31	0.33	9.58

Gender	
Female	Male
6.20	4.62

Division					
Pipeline	Marketing	Refinery	R&D	IBP	CO
5.03	3.70	5.22	4.99	46.51	0





### Career Transition

With a huge section of our experienced capital moving towards superannuation, it is our responsibility to aide them in a smooth transition from work life to retirement. Various sessions addressing retirement and old age concerns, psychological aspects of retirement, investment and tax planning, post retirement benefits and health related issues are conducted for senior management and employees nearing retirement. Sessions emphasizing the importance of a healthy lifestyle are also held for ex-employees as well as regular employees.

### Employee Performance Management System (EPMS)

Structural changes were introduced in the earlier performance management scheme to incorporate transparency by making the system web-based. The new e-PMS system allows employees to identify Key Result Areas (KRAs) which are defined on the basis of Key Performance Index (KPI). Each KPI is given a weightage, on the basis of which individual performances are assessed at the end of the year, depending on the degree of the fulfillment of the KPI. Performance Related Pay, individual rating and departmental promotions are all linked to the e-PMS rating. All employees have been covered under the new scheme. The policy is also applicable to the whole time functional directors, who are paid performance related pay as employees of the company.

### Special initiatives

#### UTSAV

As part of the corporate HR initiative 'Investing in our people', an Ideas Utsav and an internal customer survey were conducted to generate ideas and seek suggestions for simplifying and enhancing HR services.

#### SHAPING YOUNG MINDS, MASTERING CHANGE

New training programmes on behaviour based safety were launched to develop the capabilities of junior management cadres. New programs featuring Succession planning through leadership and development centres and multi-rater feedback mechanism, were also undertaken.

#### SAMRIDDI

A new, structured program has been implemented to enhance profitability and margins along with improving systems and procedures in our refineries.

## Employee Engagement

The existence of a formal joint representation helps the workforce in striving hard to work towards the achievement of organizational goals. A formal arrangement between the employees and the union also provides a platform to both parties to discuss and indulge in fruitful conversations. At IndianOil, 53.59% of the total employees are covered by collective bargaining agreements. There are 23 recognized unions which represent the executive and non-executive employees. All unions/collectives are 'recognized' under the code of discipline. Over 91% of all employees are a member of recognized unions and officers associations. As per the Industrial Dispute Act, collective bargaining is both bilateral and tripartite agreement.

'Open House' sessions with the chairman and directors, regular meetings and discussions are held by the management with workers union as well as officers association to address the concerns raised. These meetings are also webcasted across all locations to instill in employees a feeling of inclusion and collaboration. Information pertaining to the financial and physical parameters, major corporate challenges, health and safety etc is also discussed with the collectives in meetings. Any discussions regarding revision of wages and allowances are first conducted at the divisional level with the recognized unions and thereafter, settled through a tripartite Long Term Settlement (LTS). Various committees like Joint Management Council, Works Committee, Management Safety Committee, Grievance Committee, Canteen Committee, Total Productive Maintenance (TPM) etc. present

the employees with a wide array to choose from and inculcate in them a participative culture. Employees' right to exercise freedom of association or collective bargaining is regulated by the Trade Union Act. Various schemes like Suggestions scheme, quality circles and mentoring etc. are held round the year to increase employees' participation in

management. The employer can propose any change in the conditions of the services applicable to any workman in any matter whatsoever, by giving a notice of 21 days.

There are no operations, whatsoever, which might pose a risk to the right to exercise freedom of association and collective bargaining





### Training and Development

We, at IndianOil, realize the immense potential that is endowed upon our organization in the form of human capital. Relentless efforts are made to polish and hone the skills of the individuals. Focused training programs are undertaken all throughout the year, on varied topics, to enhance the performance of all.

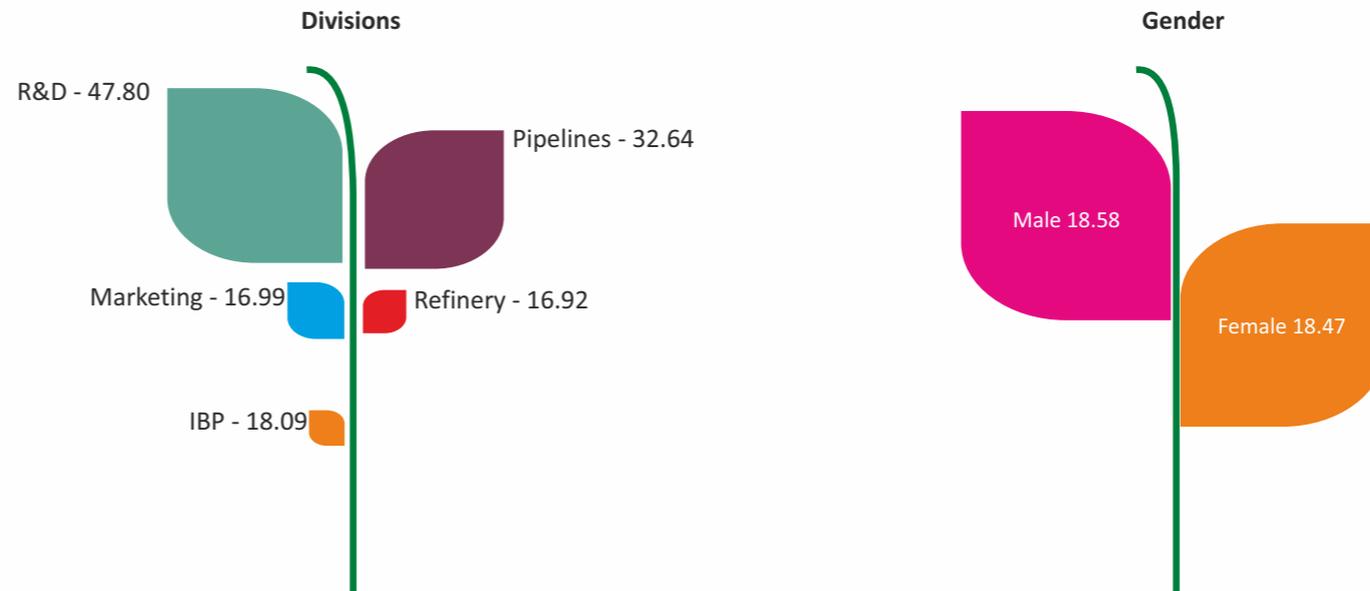
The IndianOil family strongly believes in knowledge sharing and various training programs are conducted with trainings given by both in-house as well as foreign faculty. Numerous training programs are conducted for various sections of employees: induction training for new recruits; strategic location management, performance feedback and training the trainers etc. for middle management and career transition programs for higher management and superannuating employees. According highest importance to safety and security of company operations, assets and people, safety and skills upgradation training is given to employees at regular intervals across our installations.

During 2014-15, each employee was given 18.56 manhours of training on an average. Around 6.12 lakh training manhours were recorded in total for all employees, during last year.

### Mentoring Program

Knowledge sharing is an integral part of IndianOil culture. It is very important to provide a friendly platform to the new recruits to adjust to the corporate culture and look for career growth opportunities. 'Mentor-mentee' program is designed in such a way that the new recruits can take professional and personal help from their colleagues without hesitation. The duration of the program is usually one-year where the mentor and mentee develop a cordial relationship with each other and usually enjoy it life-long.

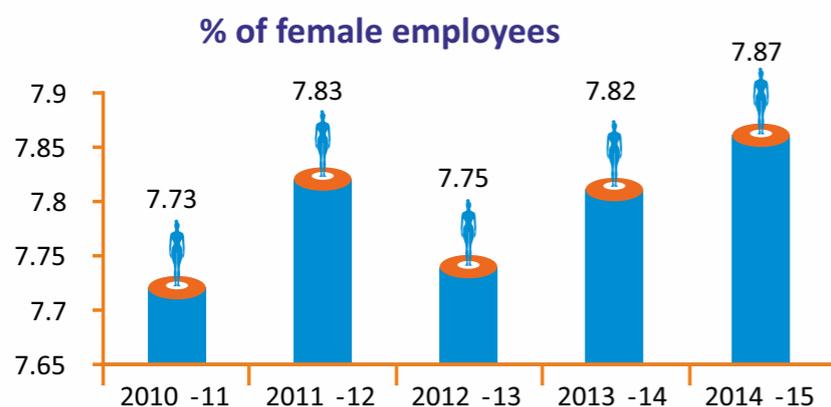
Average Training Hours per employee by (2014-15)



Under **Project Chetna**, over 98,000 customer attendants engaged at retail outlets were given training to help them make fuelling experience enjoyable for customers and also act as a differentiator for sustaining business.

## Equality for All

IndianOil is an equal opportunity employer where no discrimination is made on the basis of gender, caste or creed. Women have been given 33% reservation for Kisan Seva Kendra dealerships. There are various forums where women employees are encouraged to represent the organization, nationally and internationally. To promote gender sensitivity and to improve transactional relationship, workshops and training programs are conducted by well-known activists across our establishments. Women's cells, headed by an Apex Level WIPS (Forum for Women In Public Sector) have been established across IndianOil.



Benefits to Female Employees	
Maternity Leave	135 days maternity leaves
Child Care Leave	2 years child care leave without pay, once in entire service
Child Adoption Leave	Child Adoption leave with pay for a period of 135 days in order to facilitate them to take care of the adopted child. exceeding three years.
Husband Joining Leave	To join their husbands at outstations / abroad for period not exceeding three years.

Maternity Leave	Nos. (2014-15)
Employees entitled to maternal leave	<b>All Female Employees</b>
Employees that took maternal leave	<b>71</b>
Employees who returned to work after maternal leave ended	<b>59</b>
Employees who returned to work after maternal leave ended and who were still employed 12 months after their return to work	<b>59</b>
Return to work rate and retention rates of employees who took maternal leave	<b>83.10</b>





## Women Empowerment

International Women's Day (IWD) on 8th March, is celebrated by several hundred talented, skilled and determined women workforce, across IndianOil locations. It is also an occasion for looking ahead to the untapped potential and opportunities that await women employees. In our company, as well as in most industry sectors across the world, women workforce has a long way to go.

In IndianOil, women workforce has been an integral part of business, however, we all would certainly like to see many more women in important roles and positions of leadership in the years ahead, as our company grows and prospers. For all these reasons and many more, the cover story of March issue not only reveals the spirit of Women's Day, but also celebrates the diversity in our organisation. The wide range of women engineers, IndianOil News interviewed, particularly in the Grade A, B, and C, posted at the varied field locations; definitely proved the point that these young field-officers are increasingly defining success, at their respective work locations.



**Women  
Empowerment**

**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

**Benefits to OBC/SC/ST employees**

- Reservation in Recruitment and Promotions
- Relaxation/ Concession in Recruitment and Promotions
- Pre promotional inputs for Grade VI to Grade A promotions
- in Marketing Division SC/ST cell, Complaint Register, Liaison Officer to address issues
- Specific Trainings

**Benefits to Physically Challenged employees**

- Reservation in Recruitment and Promotions
- Relaxation/ Concession 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

**Remuneration and Allowances**

IndianOil engages with job contactors to take care of non-core activities. Supplementary activities relating to civil construction & maintenance, housekeeping, security, material handling, shut down/ revamp jobs, lifting & movement of materials, providing transport services, catering services, etc. are taken care of by contractual labor at all locations. Contractual labors engaged by the contractors

are all governed by the Contract Labor (Regulation and Abolition) Act, 1970. Since IndianOil is the principal employer, it ensures that there is strict adherence to the provisions of EPF & MP Act, 1952/ESI Act 1948 among other social security schemes like PF, ESI etc. The terms and conditions of the contractual labor's service are regulated as per their contract with their respective contractor.





## Social Performance

The most important role of any responsible organization today, is to ensure that there is a continuous improvement in its social, environmental and economic performance along with its operational success. Enshrined in Mission statement is our commitment towards society “...to help enrich the quality of life of the community and preserve ecological balance and heritage through a strong environment conscience...” IndianOil has successfully combined its corporate social responsibility agenda with its business offerings, meeting the energy needs of millions of people every day, across the length and breadth of the country. We have always been at the forefront in times of national emergencies. We have ensured that there is an uninterrupted flow of petroleum products as well as items of daily needs. There are dedicated Social Responsibility Programs in partnership with different communities in various spheres including health, family welfare, education, environment protection, providing potable water, sanitation, empowerment of women and other marginalized groups etc.

Various social welfare initiatives viz. healthcare, education, skill development, clean drinking water, livelihood development, etc. with focus on welfare of the economically and socially deprived sections of society are implemented mostly in the vicinity of IOC’s establishments. In many cases, MoU are signed with the implementing partners or beneficiary organizations for successful adoption / sustainability of the projects.

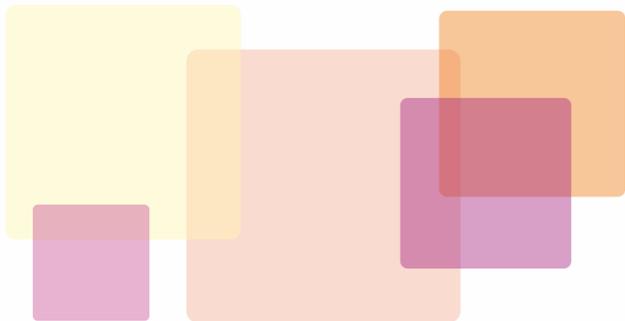
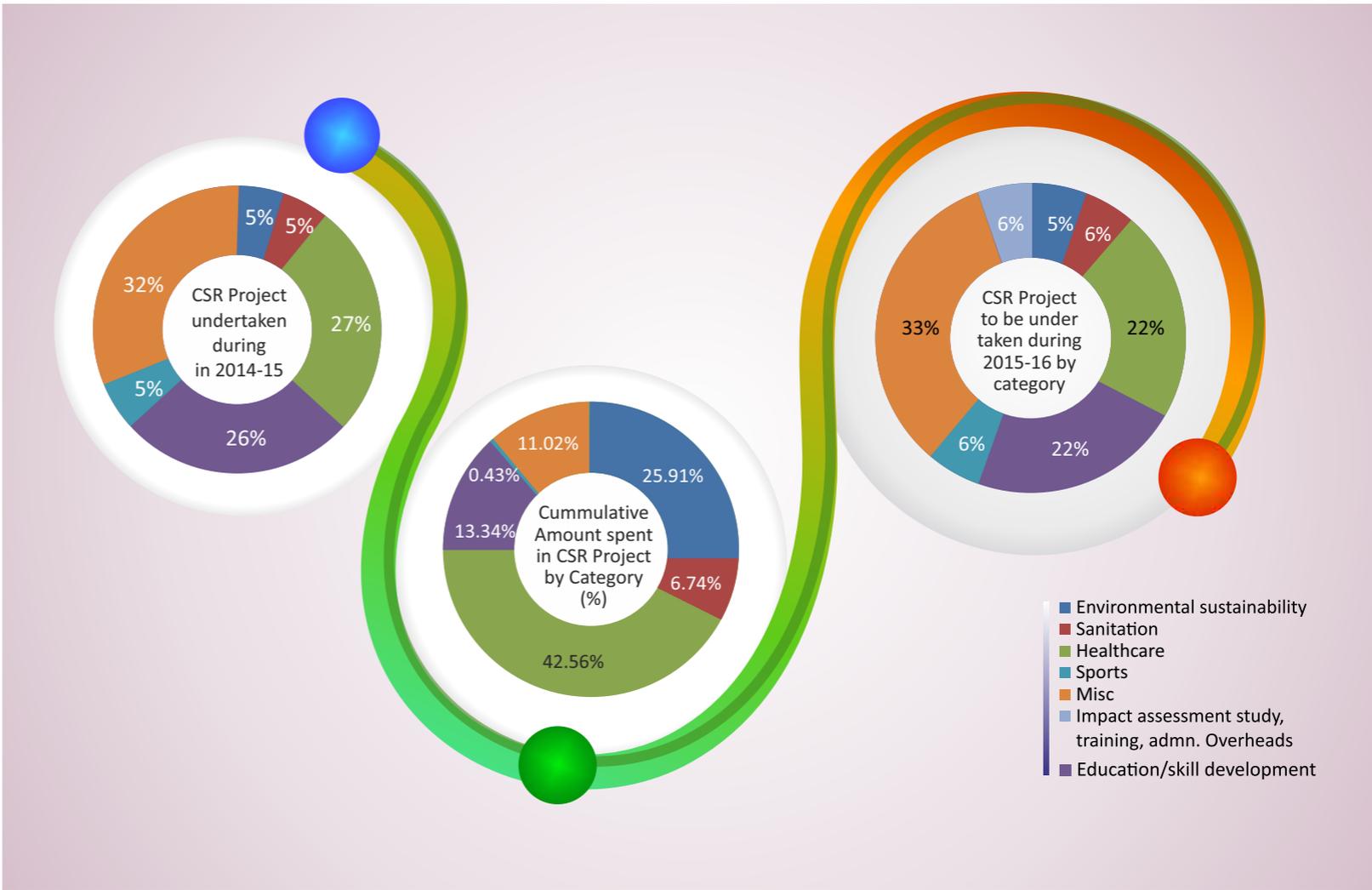
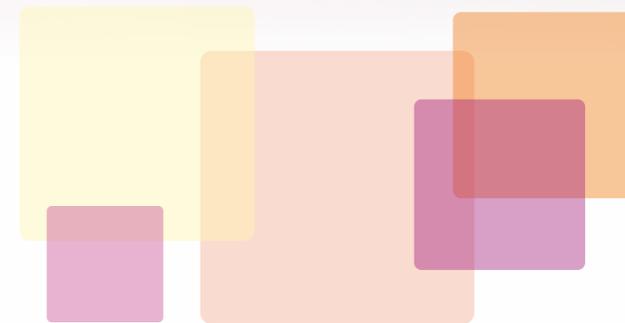
No operations were recorded to have a significant actual and potential impact on the local communities. No monetary or non-monetary fines were levied for non-compliance with any laws and regulations.



IndianOil pursued Corporate Social Responsibility initiatives with renewed vigour during the year, especially as part of Swachh Bharat Abhiyan. Construction of toilets and sanitation facilities in schools was taken up in a big way under the Swachh Vidyalaya Abhiyan.

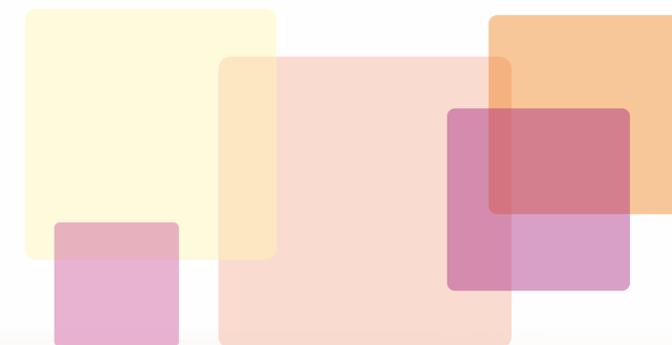
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**Total expenditure incurred during 2014-15 Rs.113.79 crore on CSR related activities**

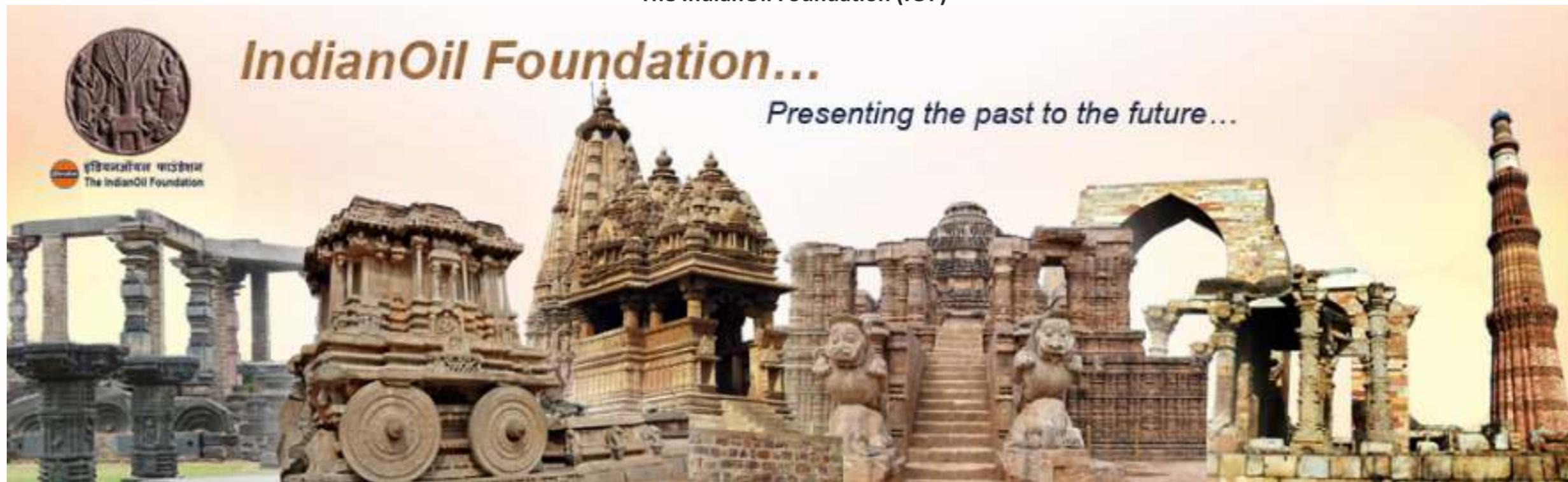




CSR Schemes	
SCHEME	BENEFITS
IndianOil Education Scholarship Scheme	During 2014-15, 2600 scholarships awarded to poor and deserving students on merit-cum-means basis.
Industrial Training Centre, Digboi Assam	During 2014-15, 25 students completed various courses and so far, about 1200 students were benefitted from this scheme.
IndianOil Sachal Swasthya Seva: 52 Mobile Medical Units in Andhra Pradesh, Telengana & Uttar Pradesh	During 2014-15, 14.44 lakh patients were treated and cumulatively, more than 40 lakh patients have been treated.
AOD Hospital, Digboi, Assam- 200 Bed Hospital	During 2014-15, 19,586 non-employee patients were treated and since 2005-06, about 2 lakh non-employee patients have been treated in this hospital.
Swarna Jayanti Samudaik Hospital, Mathura, Uttar Pradesh: 50 Bed Hospital	During 2014-15, 48,588 non-employee patients were treated; Since 1999, about 7.4 lakh patients have been treated.
Assam Oil School of Nursing and Assam College of Nursing, Digboi, Assam	Since inception, 354 students have successfully completed the course with 100% placement record. Assam Oil College of Nursing (AOCN) started functioning in November 2014 with intake of 30 students B.Sc. (Nursing) course.
Swacch Vidyalaya Abhiyan (SVA) across india	IndianOil has plans to construct/repair over 2700 toilets in Government Schools across 16 states in India.
IndianOil Multi-Skill Development Institute, Digboi, Assam	162 students in 2 batches were enrolled during the year, classes for which commenced in September 2014.
Rajiv Gandhi Grameen LPG Vitaran Yojana of the Government of India	One-Time grant to Below Poverty Line (BPL) families in the rural areas for release of new LPG connection under Rajiv Gandhi Grameen LPG Vitaran Yojana. During 2014-15, 5.6 lakh new connections were released.
Shikshak Dakshyata Vikas Abhiyan, Digboi, Assam	Aims to improve soft skills of government school teachers. During 2014-15, 87 teachers covering 10 villages in and around Digboi were trained under the program so far, 248 teachers have been trained under this project.
Sarve Santu Niramaya, Digboi, Assam	Aims to provide free health consultation and medicines for both human beings and livestock population. During 2014-15, over 1500 poor patients and 16000 cattle/poultry were treated.



The IndianOil Foundation (IOF)



Protecting, preserving and promoting the invaluable National Heritage is the prime objective of The IndianOil Foundation, a non-profit Trust, that was created in the year 2000 in collaboration with ASI and NCF of the Government of India. The IndianOil Foundation is strongly taking up the challenge to develop tourist infrastructure facilities and conserve these

archaeological masterpieces that entail the glorious history of our country. Moreover, considering the ever-progressing arrivals of foreign nationals in India, these tourists hotspots are a goldmine of opportunity for the Indian tourism industry, which at present, has a whopping 6.8% contribution to India's GDP.

The program CATCH (Cultivating Awareness Towards Conservation of Heritage), under the aegis of IOF, is aimed at creating awareness and interest about our national heritage among students. About 150 students were exposed to issues concerning conservation of Heritage and Culture, under the program during 2014-15.



Sun Temple, Konark, Odisha



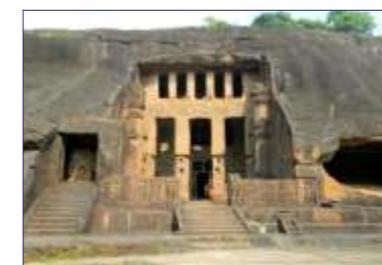
Khajuraho Group Of Temples – Mp



Vaishali (Kolhua) – Bihar



Nandi Hills –  
Bhoganandishwara Temple – Karnataka



Kanheri Caves – Mumbai  
(Maharashtra)



Replica Of Swatantrya Jyot  
(Andaman & Nicobar Islands)





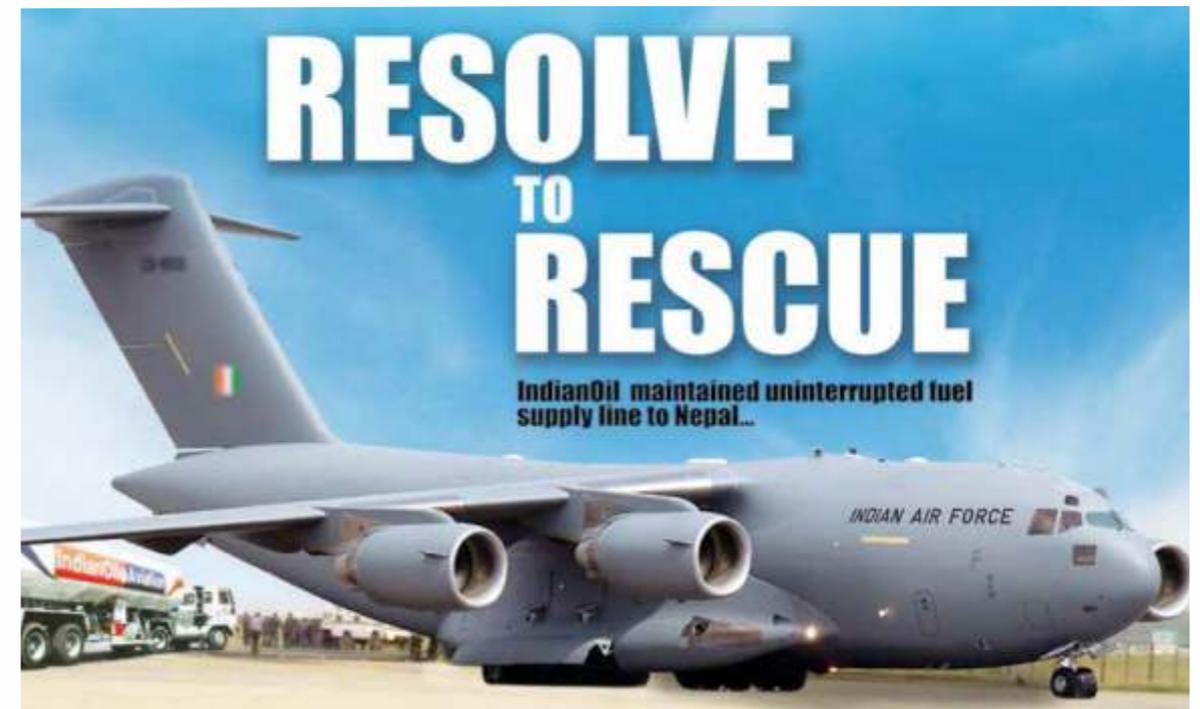
The IndianOil Aviation team worked shoulder to shoulder with IAF and ensured continuous supply of aviation fuel. "The Aviation team commenced round-the-clock supplies within two hours of the earthquake from its Gorakhpur and

Hindon aviation fuel stations, to aid the relief operations to the quake-devastated Nepal."

**A Corporate with its heart in the right place**

Responding quickly and constructively in times of calamities

has become a strong corporate ethic of IndianOil. Rising up to the challenges unravelling after an earthquake devastated Nepal, IndianOil has proved, once again, that human spirit can triumph in the worst disasters.



**Action for Road Safety**

Describing the global road death and injury as a "Major public health problem with a broad range of social and economic consequences, which if unaddressed, may affect the sustainable development of countries, and hinder the progress towards the millennium development goals", the UN General Assembly proclaimed the UN Decade of Action for Road Safety 2011-20, in a landmark resolution co-sponsored by 100 countries. Officially launched on 11th May'11, the 'Decade of Action' has the official goal of

'Stabilizing and then reducing' global road traffic fatalities by 2020.

India observes 'Road Safety Week' in the month of January every year, in order to spread road safety awareness. IndianOil locations use this opportunity to promote road safety in their workplaces and nearby communities in general.



## Health & Safety

The policy on Health, Safety and Environment (HSE) covers all the employees and locations. We are committed to conduct business with a strong environmental conscience ensuring sustainable development, safe work places and enrichment of quality of life of employees, customers and the community at large.

Refineries, which contribute to almost 98% of our emissions, are under constant vigil by the CPCB and SPCB with respect to their emission standards and are certified to ISO:14064 standards for sustainable development as well as for the Occupational Health & Safety Management System (OHSMS/OHSAS-18001). There are various surprise and planned safety audits carried out at various locations throughout the year.

A public disclosure of environmental and social impact

assessments results are done for all the installations every year. Works councils, occupational health and safety committees and other employee representation bodies to deal with impacts are present at all installations and make sure that the rights of all workers are protected at all times.





2014-15	Refineries (Nos.)	Marketing (Nos.)	Pipelines (Nos.)	R&D (Nos.)	Total (Nos.)
Fatal Accidents	1	3	Nil	Nil	4
Fatalities	1	5	Nil	Nil	6
Near miss	74850	1933	19	15	76817
Occupational Diseases	Nil	Nil	Nil	Nil	Nil
Mandays lost	421	758	Nil	Nil	1179
No of loss time accidents	2	7	Nil	Nil	9
Major Fire incidents	Nil	3	Nil	Nil	3
Minor fire incidents	Nil	8	Nil	4	12



**Assistance Program for Family Members of Workers**

- Education Training
- Counseling
- Prevention Risk Control
- Treatment



## Disaster Management

We maintain adequate supplies during normal as well as emergency situations to serve our strategic and important defence forces. By managing our transport emergency management plan effectively, we handle supply crisis situations without disruptions throughout the year. Pre-monsoon and pre-winter stocking of petroleum products is undertaken at designated storage points located in difficult hilly terrain areas to ensure product availability in the areas which experience isolation through seasonal disruptions in transportation links.





## Oil Spills Response

Oil spills are inevitable part of businesses like ours which deal with Refining & Marketing of Crude Oil. Oil Spill Response facilities are available at all our port locations. IndianOil has placed measure for Oil spill response. Oil spill response facilities are provided at IndianOil portlocations. Tier I facilities are being maintained by respective Port Trusts. For Tier II (1000 tonnes) and Tier III (beyond 1000 tonnes) the services of East Asia Response Limited, Singapore are being used. Oil spill response facilities such as oil dispersant liquid & absorbent pads are made available at all installations. No significant Oil Spills reported during the year.

Oil spill mock drills are conducted on high seas at the Single Point Mooring (SPM) system. Associated oil spill equipments like skimmers, floating tanks, OSD spray arms, beach cleaning equipments, etc. are also demonstrated.

**Oil Spill Response  
Facilities:  
Inter-Tidal Boom  
Disk and Mop Skimmers  
Floating Tanks  
Off-Loading Pump  
Anti-Pollution Vessels  
Ballast Water Treatment  
Plant**



Oil spills often result in both immediate and long-term environmental damage. Some of the environmental damage caused by an oil spill can last for decades after the spill occurs. The long-term damage to various species, and to the habitat and nesting or breeding grounds those species depend upon for their survival, is one of the most far-reaching environmental effects caused by oil spills.



## Safety

National Safety Day and Fire Service Day are observed on 4th March and 14th April each year, respectively at all our installations. On site and off site mock drills are carried out at all our locations as per the schedule. These drills are aimed at assessing the in-house preparedness and alertness during the crisis situation. A scenario of leakage of crude oil and subsequently culminating into minor fire are also envisaged. Operation and maintenance of fire extinguishers, ensuring electrical safety at pump island, sales building, regular checks of equipments like air compressor are some of the topics covered during the training modules, both classrooms as well as mock drill session.

Operations having significant potential are provided with safety and security measures to Prevent and mitigate negative impacts on local communities, employees, or property.

Our all establishments are provided with security arrangements inline with threat perception. Our major establishments like refineries, R&D etc are guarded by CISF security personnel. The security arrangements at all Marketing & Pipeline locations is through Directorate General Resettlement except for Hyper sensitive Locations, which are manned by CISF or State Guards. All security personnel are trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations. External Safety Audit (ESA) in all the refineries, pipelines and marketing installations is carried out by Oil Industry Safety Directorate (OISD) to audit the compliance of Safety Systems and Procedures as per the norms set by the Central Pollution Control Board (CPCB) and State Pollution Control Board (SPCB), identify areas of specific potential hazards, if any, and suggest necessary corrective actions.

Near Misses are often less obvious than accidents. Despite their limited impact, near misses provide insight into potential accidents that could happen. At IndianOil each and every incident including near- miss incident is analyzed to

ascertain the underlying causes. Such findings are not only disseminated among the concerned personnel but also shared with all others units.

## Safety Committee

To co-ordinate the Health, Safety and Environment activities of all the divisions, the Corporate H, S & E department head directly reports to the Chairman. The refineries, pipelines, marketing divisions and R&D centre have independent HSE departments. A designated Safety Officer is placed at all marketing and pipelines installations.

We have two tier Safety Committee: Management Safety Committee & Shop-floor Safety Committee. Management safety Committee is headed by unit head consisting of other members upto HOD levels and workmen representatives. Shop floor committees are formed at various sections in the refinery with intensive participation from the workmen. To ensure continuity and personnel involvement, designated officers from the non-executive cadre represent the shop floor committees. 100% of our employees are represented by Safety committees.

No workers are involved in any activities which can have a high risk of specific diseases.

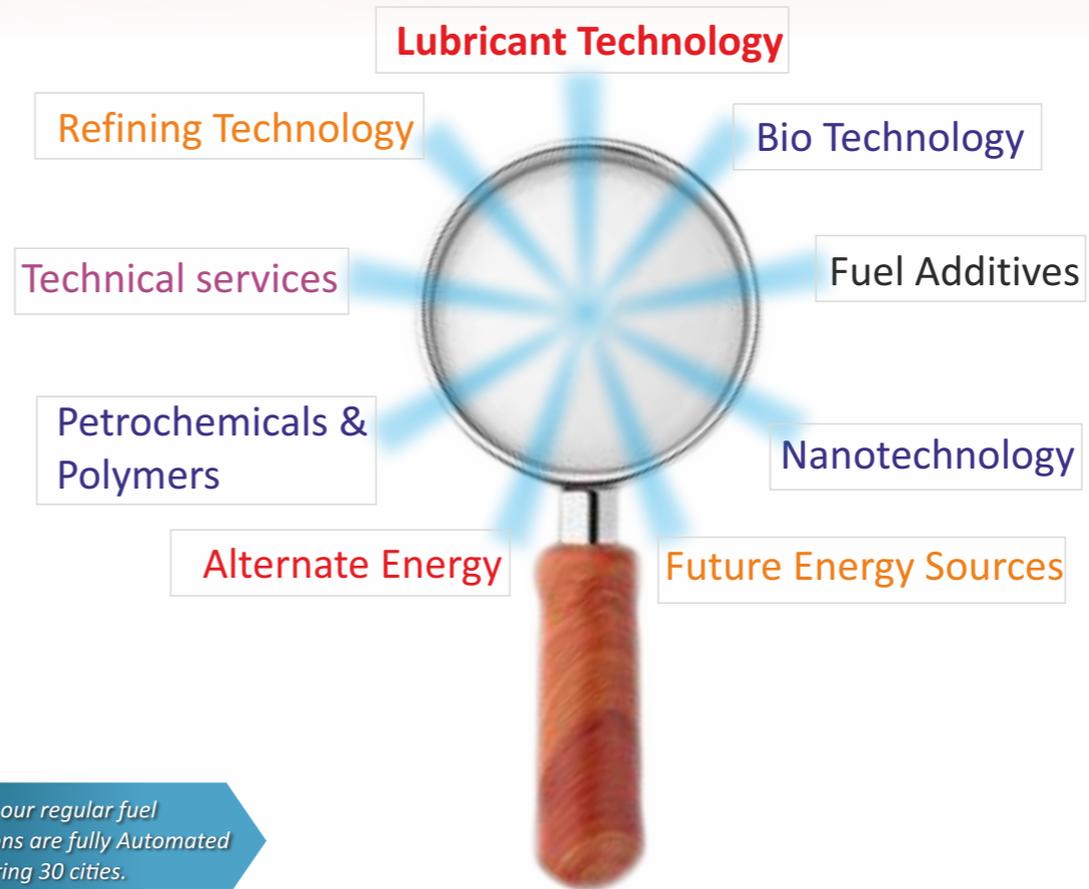
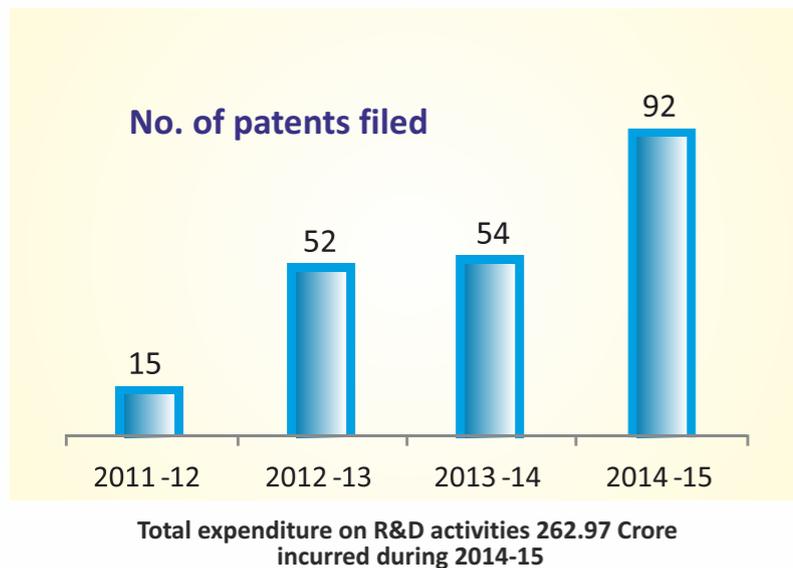




## Product Responsibility

IndianOil has an advanced, state-of-the-art R&D Centre, which has developed a number of environment friendly formulations and is conducting research in Bio-Energy and Hydrogen Fuel.

In a world where new technologies are invented every second, the importance of indigenous research and constant improvement in the existing products cannot be undermined. IndianOil places significant thrust on knowledge and research based growth by developing economical, environmentally and socially responsible technology solutions and has a dedicated world class R&D Centre spread across 65 acres in Faridabad. The R&D centre was the first one to get ISO 14001 and 9002 certifications. For changes in the fields of international crude oil prices and domestic price regime, the R&D centre is viewed as a key competitive advantage driver. IndianOil has been making continuous investments in proprietary research in lubricants, catalyst, refinery and pipelines operations and product offerings. Research in Nanotechnology, Petrochemicals and Polymers, Coal Gasification / Liquidation, Gas to Liquid and Alternative Energy is emerging as a thrust area for IndianOil.



42%

of all our regular fuel stations are fully Automated Covering 30 cities.



## Indigenous Technologies

The most significant criteria for the evaluation of a research and development centre is its intellectual wealth. During the year 2014-15, our R&D centre took a quantum leap in developing its intellectual wealth. IndianOil R&D filed 92 patents -13 in India, 20 in USA, 59 in other Countries, during the year 2014-15. It is the highest ever patent filing in 44 years of R&D centre's existence. Receiving 14 patent grants, the patent portfolio of our R&D expanded this year into 384, with 83 US patents, 151 Indian patents and 150 patents of other countries. 125 product formulations were developed during the year and over 60 endorsements, from original equipment manufacturers and defense services, were obtained. The year under review experienced a renewed thrust on technology commercialization. Many of our patents have been deployed into commercially viable technologies while others are in various stages of commercialization. With over 4000 lubricant formulations, the SERVVO product line is the hallmark of the vibrant and ongoing research at the Centre. A single step process 2 has been developed and patented to convert CO to dialkyl- 2 carbonates using novel catalyst for application as fuel additives as well as solvent in paint industry.

## Alternate Energy

The alternative energy programs of IndianOil include Bio-energy, Solar Hydrogen / HCNG, Synthetic fuels and Shale oil. A state-of-the-art test rig has been set-up to evaluate the heat transport properties of Solar grade heat transfer fluids.

## Hydrogen & Fuel Cell Research

In-principle approval was received from MNRE for 10 acres of land in the campus of National Institute of Solar Energy at Gwal Pahari, Gurgaon for jointly setting up the Centre of Excellence for Hydrogen and Fuel Cell.

## Gas And Related Activities

Basic Design Engineering, along with cost estimate, has been carried out jointly with L&T for 1TPD coal plus 1TPD petcoke Integrated Gasification Pilot Plant based on in-house patented concept. The scientists have developed a hi-therm LPG-based metal cutting gas with a proprietary additive. It was launched as Indane Nanocut after a successful field evaluation and is our first nanotechnology initiative to be commercialized. It is expected to give a huge boost to the use of LPG in the metal-cutting segment as a superior product.

## Revamping of existing systems

A revamp of existing 0.6 MMTPS Coker –A unit at Barauni Refinery was carried out by IndianOil R&D and EIL jointly. It involved changing of coke drums, modification of heater / fractionators / coke yard, change of pumps, etc. A feasibility study was undertaken at Gujarat Refinery to revamp FCC unit to maximize the yield of propylene, ensuring reliability of the unit, licensor selection, etc.

### Lower negative impact on Environment

Efficiency in crude oil sourcing & vessel utilization: Cost of sea-borne transportation of crude oil was optimized adopting the following strategy:

Approximately 82% of crude oil was transported thru Very Large Crude Carrier (VLCC) parcels.

Increasing parcel size of BH Crude Cargo from 50 to 65 TMT leading to savings in port charges .

Optimum utilization of Time Charter (TC) vessels: Judicious use of TC vessels in spot chartering market led to softening of charter rates.

TC vessel utilization has been 98%.

Increasing the credit period for Basrah loading from 30 to 60 days resulting in benefit of US \$ 0.47 per bbl.

Efficiency improvement in transportation of LPG by taking one VLGC on time charter basis for 3 years .





Over the years, the Company has spent more than ₹ 20,000 crore towards quality improvement of its transportation fuels, namely Motor Spirit (MS) & High Speed Diesel (HSD), which constitute two of its major products.

Product Development initiatives not only meet the stringent environmental norms but additionally through a constant up-gradation of processes and absorption of technology, have led us towards attaining product stewardship. We continuously strive to enhance the quality of our products and services categories and carry out assessment for their health and safety impacts.

### BS-IV products

Further in order to supply 100% BS-IV grade products from its existing refineries, the company has plan to spend about ₹ 7000 Crore. Supply of low-Sulphur transportation fuels (petrol & diesel) and alternate fuels have led to fossil-fuel substitution and relatively lower negative impact on the environment. At present, maximum sulphur content in IndianOil's BS-IV petrol & diesel is as low as 50 ppm (vs. 500 ppm in BS-II grades, which were supplied earlier). Improvement in the quality of fuels helps improve the environment and the quality of life. In line with the fuel quality upgradation programme of the Government of India, BS-IV fuels have been introduced in northern India w.e.f. 1<sup>st</sup> April, 2015, as per timeline. It will be extended in phases to the rest of the country by 1<sup>st</sup> April, 2017. The Government is advocating direct switchover to BS-VI fuels by April 2020, which is being evaluated. We have drawn up the required plans for up gradation of its refineries at an investment of about ₹ 12,000 crore.

### Ethanol Blended Petrol (EBP)

IndianOil procured around 1,86,100 kilolitres of ethanol for blending into petrol during 2014-15, thereby substituting precious fossil fuels to that extent. Ethanol procurement also helps in rural development, i.e. improvement in employment/ income generation for sugarcane farmers.

### BS-IV Grades MS/HSD Coverage as per expert committee report on the Auto Fuel Vision & Policy 2025

States to be covered	Target Date
All of Goa, Kerala, karnataka, Telangana, Odisha and the Union Territories of Daman & Diu, Dadra-Nagar-Haveli and Andaman & Nicobar, parts of Maharashtra and Gujarat	1 <sup>st</sup> Apr. 2016
Rest of the Country	1 <sup>st</sup> Apr. 2017

### Auto Gas

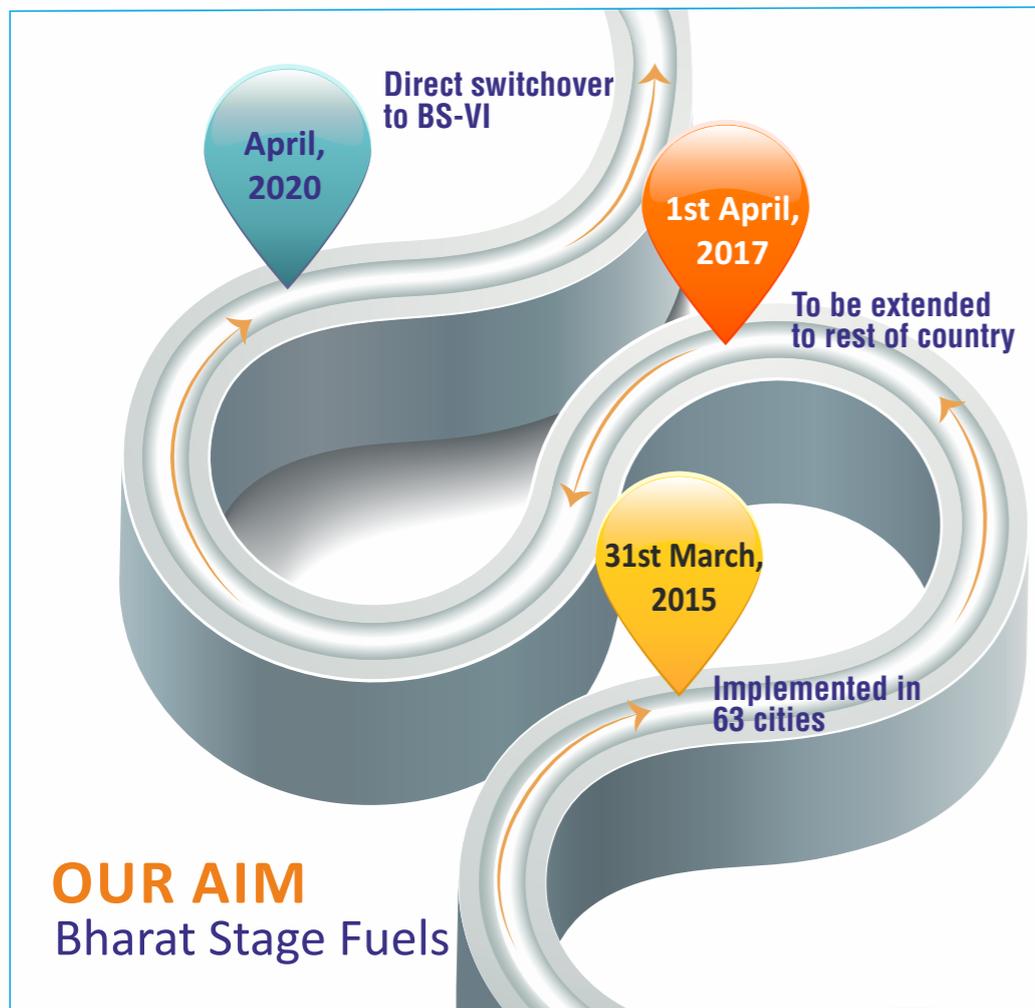
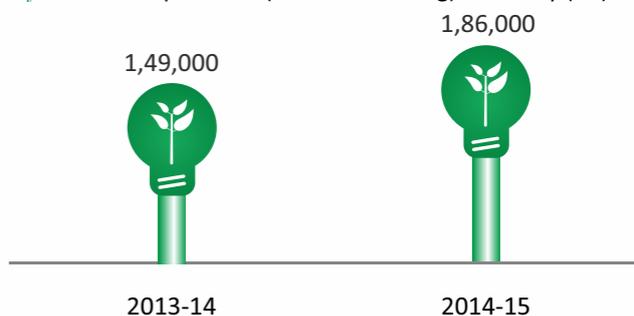
Auto Gas (brand name for Auto-LPG) is a clean, high octane and eco-friendly fuel (lower emissions with respect to Petrol and Diesel). IOCL has set up 374 Auto LPG dispensing stations covering 207 cities/towns across India and is the Market Leader in this product.

### Compliance

We don't indulge in sale of any banned or disputed products. No cases were registered in respect of non-compliance with regulatory or voluntary codes concerning health and safety impacts of products and services or product and service information and labelling. No incidents of non-compliance concerning marketing communication or breach of customer privacy and loss of customer data were reported. No significant monetary fines were levied during the year for the provision and use of products and services.

### Green Fuel

Green Fuel procured (Ethanol blending) Quantity (kls)



### Corporate Information systems

A cent percent uptime of SAP operations was maintained during the year. There was also an introduction of a new warehouse management system at a CFA in Bengaluru.

A new mobile application, m-power, was launched for sales officers dealing with bulk customers.

We have put in processes of e-tendering for all our procurements. Our IT tem works continuously to provide solutions to internal and external customers and extends services across the entire procurement-to-pay process. .

### Customer Satisfaction

Apart from the regular customer engagement initiatives, consumer survey / market feedbacks are conducted at regular intervals to improve upon deliverables to meet customer expectations. Provisions are in place for rating of LPG Distributor Services. Customer feedback can also be obtained on non-fuel services provided through the IndianOil retail outlets.

Time schedules have been drawn out to enable customers to meet the higher officials. Meetings are fixed at Head Office and State Office level on Tuesdays, Wednesdays & Thursdays between 3 pm & 4 pm and at Divisional, Area Offices and LPG bottling plants on Mondays, Wednesdays and Fridays between 3 pm and 4 pm to understand customer needs better and offer customized solutions. Total 434727 complaints were received, out of which 6505 customer complaints are pending at the end of the financial year.

### Key Accounts Management (KAM)

Key Accounts Management (KAM) was introduced some time back on All India basis for all KAM customers. Annual KAM meetings are conducted by State Offices to review various issues. For each KAM customer, quarterly feedback is obtained for measuring their satisfaction level and reviewed regularly at State Office for further improvement.

A set of questions is forwarded to customers after every quarter and their response is sought. Customers record their response against each question and forward the same to our State Offices. Based on the feedback, Customer Satisfaction Index (CSI) is evaluated by the concerned State Office and necessary actions are taken.

### Product labelling

It is necessary for the customers and end users to have access to information about the impacts of products and services to make informed decisions. All our products follow Bureau of Indian Standards guidelines for product information and labelling. For products like naphtha, further value additions are done as per consumer applications. All our packed lubricants display safety and disposal instructions. Petrochemical products adhere to corresponding Food Grade Certificates, compliance to Restriction of Hazardous Substances, Durability properties, BTU/lb i.e. heat capacity details, Material Safety Data Sheet.

We do not reclaim any of our sold products or the packaging material involved. There is a 100% reuse of the domestic and commercial LPG cylinders.

### Feedback Mechanism for shareholders

The Stakeholders' Relationship Committee (SRCO), previously called the Shareholders/ Investors Grievance Committee (SIGC), deals with the complaints received from the shareholders.

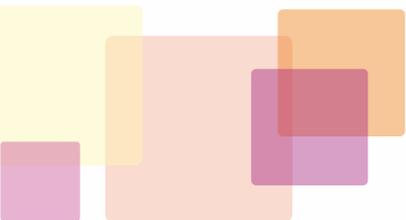
Publishing half yearly/ annual reports of the corporation in various leading National Newspapers and on the corporation's website [www.iocl.com](http://www.iocl.com) and seeking feedback/ comments from our stakeholders.

Investor Service Cell with offices in Mumbai and in New Delhi address issues/grievances/ queries of stakeholders.

Dedicated email to address investors' grievances: [investor@indianoil.co.in](mailto:investor@indianoil.co.in).

Organizing seminars, workshops, co-ordination meetings to seek feedback and to improve our services.

Through RTI anyone can seek information





# MOVING YOU AHEAD, NO MATTER HOW YOU TRAVEL...

IndianOil, India's largest supplier of fuel on land, air and sea.



As the leading supplier of quality fuels across all modes of transportation in the country, IndianOil has always been an integral part of your journeys. With India's most extensive fueling network spread across the nation, covering the major/minor marine ports and airports, IndianOil keeps the nation constantly on the move round-the-clock.

• 24,000 Petrol/Diesel Pumps • 1,600 Rail/Road Consumer Fuel Depots • 50 Marine Bunkering Points • 98 Aviation Fuel Stations



**IndianOil**  
Bringing Energy to Life

# 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 & MP Act	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
BPCL	Bharat 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	PL	Pipeline
KM	Kilo Meter	PMS	Performance Management System
KPI	Key Performance Index	PNCC	Panipat Naptha Cracker Complex
KRA	Key Result Areas	PNCP	Panipat Naptha Cracker Plant
KSK	Kisan Seva Kendra	PP/ PE	Poly Propylene / Poly Ethylene
KW / KWh	Kilowatt/ Kilowatt Hour	PPE	Personal Protective Equipment
LAB	Linear Alkyl Benzene	PSU	Public Sector Undertaking
LDO	Light Diesel Oil	PTA	Purified Terephthalic Acid
LNG	Liquefied Natural Gas	PX	Paraxylene
LPG	Liquefied Petroleum Gas	PV	Photovoltaic
LTS	Long Term Settlement	R & D	Research and Development
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	RLNG	Re-gasified Liquefied Natural gas
MINAS	Minimal National Standard	RGGLVY	Rajiv Gandhi Gramin LPG Vitran Yojana
MMSCMD	Million Metric Standard Cubic Meters per day	RO	Retail Outlets
MMSCM	Million Metric Standard Cubic Meters	RTI	Right To Information
MMT	Million metric tons	SC/ST/OBC /PWD	Scheduled Caste / Scheduled Tribe / Other Backward Castes / Persons with Disabilities
MMTPA	Million metric tons Per Annum	SIGC	Shareholders' / Investors Grievance Committee
MoP&NG	Ministry Of Petroleum and Natural Gas	SKO	Superior Kerosene Oil
MoU	Memorandum of Understanding	SPM	Single Point Mooring
MSME	Micro, Small and Medium Enterprises	SRC	Stakeholders' Relationship Committee
MSQ	Motor Spirit	SRFT	Standard Refinery Fuel in Tonnes
MT	Metric Tonne	STP	Sewage Treatment Plant
MTCO <sub>2e</sub>	Million Metric Tonne of Carbon Dioxide Equivalent	TC	Time Charter
MW	Mega Watt	TII	Transparency International India
NCF	National Culture Fund	TJ	Tera joules
NTPC	National Thermal Power Corporation	TKL	Thousand kilo Litre
OGSS	Oil and Gas Sector Supplement	TMTPA	Thousand Metric Tonnes Per Annum
OHSMS/OHSAS	Occupational Health and Safety Management System/Occupational Health and Safety Assessment System	TPM	Total Productive Maintenance
OISD	Oil Industry Safety Directorate	UAE	United Arab Emirates
OMC	Oil Marketing Company	UN	United Nations
ONGC	Oil and Natural Gas Corporation	UNFCCC	United Nations Framework Convention on Climate Change
OSD	Oil Spill Dispersant	UNGC	United Nations Global Compact
OVL	ONGC Videsh Limited	USA	United States of America
PCRA	Petroleum Conservation Research Association	VLCC	Very Large Crude Carrier
PF	Provident Fund	WIPS	Forum for Women In Public Sector

## GRI Index

Disclosures	Location of disclosure	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	Page No.
<b>STRATEGY AND ANALYSIS</b>					
G4-1	A Word from Chairman	Not applicable	Not applicable	Not applicable	7
G4-2	Stakeholder Engagement & Materiality- Materiality Analysis	Not applicable	Not applicable	Not applicable	21
<b>ORGANIZATIONAL PROFILE</b>					
G4-3	Back cover	Not applicable	Not applicable	Not applicable	Back cover
G4-4	Brands	Not applicable	Not applicable	Not applicable	12
G4-5	Back cover	Not applicable	Not applicable	Not applicable	Back cover
G4-6	Company's Profile	Not applicable	Not applicable	Not applicable	9
G4-7	Shareholding	Not applicable	Not applicable	Not applicable	18
G4-8	Reach	Not applicable	Not applicable	Not applicable	14
G4-9	Economic Performance, Reach	Not applicable	Not applicable	Not applicable	39, 14
G4-10	Great place to Work- Human Capital	Not applicable	Not applicable	Not applicable	63
G4-11	Great place to Work- Employee Engagement	Not applicable	Not applicable	Not applicable	68
G4-12	Supply Chain	Not applicable	Not applicable	Not applicable	14
G4-13	Report Profile, Scope & Boundary, Economic Performance	Not applicable	Not applicable	Not applicable	2, 39
G4-14	Key Impacts, Risks and Opportunities	Not applicable	Not applicable	Not applicable	25
G4-15	Company's Profile- Associations, Charters And Membership, Corporate Governance – External Commitments And Public Policy Participations	Not applicable	Not applicable	Not applicable	17, 36
G4-16	Company's Profile- Associations, Charters And Membership	Not applicable	Not applicable	Not applicable	17





Disclosures	Location of disclosure	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	Page No.
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>					
G4-17	Report Profile, Scope & Boundary	Not applicable	Not applicable	Not applicable	1
G4-18	Report Profile, Scope & Boundary	Not applicable	Not applicable	Not applicable	1
G4-19	Stakeholder Engagement & Materiality-Materiality Table Linkages	Not applicable	Not applicable	Not applicable	24
G4-20	Stakeholder Engagement & Materiality- Materiality Analysis	Not applicable	Not applicable	Not applicable	23
G4-21	Stakeholder Engagement & Materiality- Materiality Analysis	Not applicable	Not applicable	Not applicable	23
G4-22	Report Profile, Scope & Boundary	Not applicable	Not applicable	Not applicable	1
G4-23	Report Profile, Scope & Boundary	Not applicable	Not applicable	Not applicable	1
<b>STAKEHOLDER ENGAGEMENT</b>					
G4-24	Stakeholder Engagement & Materiality- Our Stakeholders	Not applicable	Not applicable	Not applicable	20
G4-25	Stakeholder Engagement & Materiality- Our Stakeholders	Not applicable	Not applicable	Not applicable	20
G4-26	Stakeholder Engagement & Materiality- Stakeholder Engagement	Not applicable	Not applicable	Not applicable	21
G4-27	Stakeholder Engagement & Materiality- Dialogue With Stakeholders	Not applicable	Not applicable	Not applicable	22
<b>REPORT PROFILE</b>					
G4-28	Report Profile, Scope & Boundary	Not applicable	Not applicable	Not applicable	1
G4-29	Report Profile, Scope & Boundary	Not applicable	Not applicable	Not applicable	1
G4-30	Report Profile, Scope & Boundary	Not applicable	Not applicable	Not applicable	1
G4-31	Report Profile, Scope & Boundary	Not applicable	Not applicable	Not applicable	1
G4-32	Report Profile, Scope & Boundary	Not applicable	Not applicable	Not applicable	1
G4-33	Report Profile, Scope & Boundary	Not applicable	Not applicable	Not applicable	1

Disclosures	Location of disclosure	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	Page No.
<b>GOVERNANCE</b>					
G4-34	Corporate Governance	Not applicable	Not applicable	Not applicable	32
G4-35	Corporate governance – The Board of Directors				33
G4-36	Corporate governance – Board Committees				34
G4-37	Corporate governance – Board Meetings				35
G4-38	Corporate Governance- The Board Of Directors				33
G4-39	Corporate Governance- The Board Of Directors				33
G4-40	Corporate Governance- The Board Of Directors				33
G4-41	Corporate Governance- The Board Of Directors				33
G4-42	Corporate Governance- Board Meetings				35
G4-43	Corporate Governance- Board Meetings				35
G4-44	Corporate Governance- The Board Of Directors				33
G4-45	Key Impacts, Risks and Opportunities				25
G4-46	Key Impacts, Risks and Opportunities				25
G4-47	Key Impacts, Risks and Opportunities				25
G4-48	Sustainability Within Us				26
G4-49	Sustainability Within Us				26
G4-50	Sustainability Within Us				26
G4-51	Corporate Governance - Remuneration of Directors				35
G4-52	Corporate Governance - Remuneration of Directors				35
G4-53	Corporate Governance - Remuneration of Directors				35
G4-54	Corporate Governance - Remuneration of Directors				35
G4-55	Corporate Governance - Remuneration of Directors				35
<b>ETHICS AND INTEGRITY</b>					
G4-56	Corporate Governance				32
G4-57	Corporate Governance – Integrity and Accountability				38
G4-58	Corporate Governance - Whistle blower policy				35





Disclosures	Location of disclosure	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	Page No.
G4-DMA	Economic Performance				39
G4-EC1	Economic Performance, Social Performance				39, 73
G4-EC2	Environmental Performance – Ever changing climate				46
G4-EC3	Great place to work				63
G4-EC4	Note – 20, Revenue from Operations (Gross)				Annual Report, Page 128
<b>MATERIAL ASPECT: MARKET PRESENCE</b>					
G4-DMA	Corporate Governance				32
G4-EC5	Corporate governance - Human Rights				37
G4-EC6	Great place to work – Hiring Process				64
<b>MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS</b>					
G4-DMA	Social Performance				73
G4-EC7	Social Performance				73
G4-EC8	Social Performance				73
G4-DMA	Corporate Governance				32
G4-EC9	Corporate governance - Public Procurement Policy for Micro, Small and Medium Enterprises				36
OG1	Economic Performance – E & P				43
<b>CATEGORY: ENVIRONMENTAL</b>					
<b>MATERIAL ASPECT: MATERIALS</b>					
G4-DMA	Environmental Performance - Material				47
G4-EN1	Environmental Performance - Material				47
G4-EN2	Environmental Performance - Waste				55
<b>MATERIAL ASPECT: ENERGY</b>					
G4-DMA	Environmental Performance - Energy				48
G4-EN3	Environmental Performance - Energy				48
G4-EN4	Environmental Performance - Energy				48
G4-EN5	Environmental Performance - Energy				48
G4-EN6	Environmental Performance - Energy				48
G4-EN7	Environmental Performance - Energy				48
<b>MATERIAL ASPECT: WATER</b>					
G4-DMA	Environmental Performance - Water				53
G4-EN8	Environmental Performance - Water				53
G4-EN9	Environmental Performance - Water				53
G4-EN10	Environmental Performance - Water				53

Disclosures	Location of disclosure	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	Page No.
<b>MATERIAL ASPECT: BIODIVERSITY</b>					
G4-DMA	Environmental Performance – Biodiversity				60
G4-EN11	Environmental Performance – Biodiversity				60
G4-EN12	Environmental Performance – Biodiversity				60
G4-EN13	Environmental Performance – Biodiversity				60
G4-EN14	Environmental Performance – Biodiversity				60
<b>MATERIAL ASPECT: EMISSIONS</b>					
G4-DMA	Environmental Performance - Emissions				58
G4-EN15	Environmental Performance - Emissions				58
G4-EN16	Environmental Performance - Emissions				58
G4-EN17	Sustainability Within Us				26
G4-EN18	Environmental Performance - Emissions				58
G4-EN19	Environmental Performance- Energy Conservation Measures, Emissions, Prevention of Air Pollution				51, 58, 59
G4-EN20	Environmental Performance – Prevention of Air Pollution				59
G4-EN21	Environmental Performance – Prevention of Air Pollution				59
<b>MATERIAL ASPECT: EFFLUENTS AND WASTE</b>					
G4-DMA	Environmental Performance –Waste				55
G4-EN22	Environmental Performance –Water				53
G4-EN23	Environmental Performance –Waste				55
G4-EN24	Health & Safety – Oil Spills Response				81
G4-EN25	Not Applicable				
G4-EN26	Environmental Performance – Biodiversity				60
<b>MATERIAL ASPECT: PRODUCTS AND SERVICES</b>					
G4-DMA	Product Responsibility				83
G4-EN27	Product Responsibility				83
G4-EN28	Product Responsibility – Product Labelling				86
<b>MATERIAL ASPECT: COMPLIANCE</b>					
G4-DMA	Product Responsibility - Compliance				85
G4-EN29	Environmental Performance – Ever Changing Climate				46
<b>MATERIAL ASPECT: TRANSPORT</b>					
G4-DMA	Product Responsibility				83
G4-EN30	Product Responsibility – Compliance				86





Disclosures	Location of disclosure	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	Page No.
<b>MATERIAL ASPECT: OVERALL</b>					
G4-DMA	Product Responsibility				83
G4-EN31	Product Responsibility				83
G4-DMA	Corporate Governance				32
G4-EN32	Corporate Governance – Sustainable Sourcing				37
G4-EN33	Corporate Governance – Sustainable Sourcing				37
<b>MATERIAL ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS</b>					
G4-DMA	Environmental Performance				46
G4-EN34	Environmental Performance – Ever Changing Climate				46
OG2	Sustainability Within Us				26
OG3	Sustainability Within Us – Alternate Energy				30
OG4	Environmental Performance - Energy				48
OG5	Environmental Performance - Waste				55
OG6	Environmental Performance - Emissions				58
OG7	Not Applicable				
OG8	Product Responsibility- BS –IV Products				85

Disclosures	Location of disclosure	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	Page No.
<b>CATEGORY: SOCIAL</b>					
<b>SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK</b>					
<b>MATERIAL ASPECT: EMPLOYMENT</b>					
G4-DMA	Great Place to Work				63
G4-LA1	Great Place to Work- Hiring process				64
G4-LA2	Great Place to Work- Remuneration and allowances				72
G4-LA3	Great Place to Work – Equality for all				70
<b>MATERIAL ASPECT: LABOR/MANAGEMENT RELATIONS</b>					
G4-DMA	Great Place to Work				63
G4-LA4	Great Place to Work- Employee Engagement				68
<b>MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY</b>					
G4-DMA	Health & Safety				78
G4-LA5	Health & Safety - Safety Committee				82
G4-LA6	Health & Safety				79
G4-LA7	Health & Safety - Safety Committee				82
G4-LA8	Great Place to Work- Employee Engagement				68
<b>MATERIAL ASPECT: TRAINING AND EDUCATION</b>					
G4-DMA	Great Place to Work				63
G4-LA9	Great Place to Work- Training & Development				69
G4-LA10	Great Place to Work- Career Transition				67
G4-LA11	Great Place to Work- Employee Performance Management System				67
<b>MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY</b>					
G4-DMA	Corporate Governance				32
G4-LA12	Corporate Governance- The Board of Directors				33
<b>MATERIAL ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN</b>					
G4-DMA	Corporate Governance				32
G4-LA13	Corporate Governance- Human Rights				37
<b>MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES</b>					
G4-DMA	Corporate Governance				32
G4-LA14	Corporate Governance- Human Rights				37
G4-LA15	Corporate Governance- Human Rights				37
<b>MATERIAL ASPECT: LABOR PRACTICES GRIEVANCE MECHANISMS</b>					
G4-DMA	Corporate Governance- Human Rights				37
G4-LA16	Corporate Governance- Human Rights				37





Disclosures	Location of disclosure	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	Page No.
<b>SUB-CATEGORY: HUMAN RIGHTS</b>					
<b>MATERIAL ASPECT: INVESTMENT</b>					
G4-DMA	Corporate Governance				32
G4-HR1	Corporate Governance- Human Rights				37
G4-HR2	Great Place to Work – Training & Development				69
<b>MATERIAL ASPECT: NON-DISCRIMINATION</b>					
G4-DMA	Corporate Governance				32
G4-HR3	Corporate Governance- Human Rights				37
<b>MATERIAL ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>					
G4-DMA	Great Place to Work				63
G4-HR4	Great Place to Work - Employee engagement				68
<b>MATERIAL ASPECT: CHILD LABOR</b>					
G4-DMA	Corporate Governance				32
G4-HR5	Corporate Governance- Human Rights				37
<b>MATERIAL ASPECT: FORCED OR COMPULSORY LABOR</b>					
G4-DMA	Corporate Governance				32
G4-HR6	Corporate Governance- Human Rights				37
<b>MATERIAL ASPECT: SECURITY PRACTICES</b>					
G4-DMA	Health & Safety				78
G4-HR7	Health & Safety- Safety				82
<b>MATERIAL ASPECT: INDIGENOUS RIGHTS</b>					
G4-DMA	Corporate Governance				32
G4-HR8	Corporate Governance- Human Rights				37
<b>MATERIAL ASPECT: ASSESSMENT</b>					
G4-DMA	Corporate Governance				32
G4-HR9	Corporate Governance- Human Rights				37
<b>MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT</b>					
G4-DMA	Corporate Governance				32
G4-HR10	Corporate Governance- Human Rights				37
G4-HR11	Corporate Governance- Human Rights				37
<b>MATERIAL ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS</b>					
G4-DMA	Corporate Governance				32
G4-HR12	Corporate Governance- Human Rights				37
OG9	Corporate Governance- Human Rights				37

Disclosures	Location of disclosure	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	Page No.
<b>SUB-CATEGORY: SOCIETY</b>					
<b>MATERIAL ASPECT: LOCAL COMMUNITIES</b>					
G4-DMA	Social Performance				73
G4-SO1	Social Performance				73
G4-SO2	Social Performance				73
<b>MATERIAL ASPECT: ANTI-CORRUPTION</b>					
G4-DMA	Corporate Governance				32
G4-SO3	Corporate Governance - Corruption and Anti Competitive Behaviour				35
G4-SO4	Corporate Governance - Corruption and Anti Competitive Behaviour				35
G4-SO5	Corporate Governance - Corruption and Anti Competitive Behaviour				35
<b>MATERIAL ASPECT: PUBLIC POLICY</b>					
G4-DMA	Corporate Governance				32
G4-SO6	Corporate Governance - Human Rights				37
<b>MATERIAL ASPECT: ANTI-COMPETITIVE BEHAVIOR</b>					
G4-DMA	Corporate Governance				32
G4-SO7	Corporate Governance - Corruption and Anti Competitive Behaviour				35
<b>MATERIAL ASPECT: COMPLIANCE</b>					
G4-DMA	Social Performance				73
G4-SO8	Social Performance				73
<b>MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY</b>					
G4-DMA	Corporate Governance				32
G4-SO9	Corporate Governance - Human Rights				37
G4-SO10	Social Performance				73
<b>MATERIAL ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY</b>					
G4-DMA	Social Performance				73
G4-SO11	Social Performance				73
OG10	Corporate Governance - Human Rights				37
OG11	No sites decommissioned				
OG12	Social Performance				73
OG13	Health & Safety- Oil Spills Response				81
OG14	Product Responsibility- Ethanol Blended Petrol				85





Disclosures	Location of disclosure	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	Page No.
<b>SUB-CATEGORY: PRODUCT RESPONSIBILITY</b>					
<b>MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY</b>					
G4-DMA	Product Responsibility				83
G4-PR1	Product Responsibility				83
G4-PR2	Product Responsibility - Compliance				85
<b>MATERIAL ASPECT: PRODUCT AND SERVICE LABELING</b>					
G4-DMA	Product Responsibility - Product Labelling				86
G4-PR3	Product Responsibility- Product Labelling				86
G4-PR4	Product Responsibility - Compliance				85
G4-PR5	Product Responsibility- Customer Satisfaction				86
<b>MATERIAL ASPECT: MARKETING COMMUNICATIONS</b>					
G4-DMA	Product Responsibility - Compliance				85
G4-PR6	Product Responsibility - Compliance				85
G4-PR7	Product Responsibility - Compliance				85
<b>MATERIAL ASPECT: CUSTOMER PRIVACY</b>					
G4-DMA	Product Responsibility				83
G4-PR8	Product Responsibility - Corporate Information Systems				86
<b>MATERIAL ASPECT: COMPLIANCE</b>					
G4-DMA	Product Responsibility				83
G4-PR9	Product Responsibility - Compliance				85

## Linkage with UNGC Principles

UNGC Principles	GRI Disclosures to report actions taken to implement UNGC Principles and outcomes from implementing UNGC Principles	
	Report Heading	Page No.
<b>Principle 1:</b> Human Rights Businesses should support and respect the protection of internationally proclaimed human rights	Great Place to Work: Training & Development	69
	Health & Safety	78
	Corporate Governance: Human Rights	37
	Social Performance	73
<b>Principle 2:</b> Human Rights Business should make sure they are not complicit in human rights abuses.	Corporate Governance: Human Rights	37
<b>Principle 3:</b> Labour Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Great Place to Work: Employee Engagement	68
<b>Principle 4:</b> Labour Businesses should uphold the elimination of all forms of forced and compulsory labour.	Corporate Governance: Human Rights	37
<b>Principle 5:</b> Labour Businesses should uphold the effective abolition of child labour.	Corporate Governance: Human Rights	37
<b>Principle 6:</b> Labour Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Great Place to Work: Big Family	63
	Corporate Governance: Human Rights	37
	Great Place to Work: Hiring Process	64
	Great Place to Work: Equity for All	70
	Great Place to Work: Training & Development	69
	Corporate Governance: The Board of Directors	33
	Corporate Governance: Human Rights	37





UNGC Principles	GRI Disclosures to report actions taken to implement UNGC Principles and outcomes from implementing UNGC Principles	
	Report Heading	Page No.
<p><b>Principle 7:</b> Environment: Businesses should support a precautionary approach to environmental challenges.</p>	Environmental Performance: Ever Changing Climate	46
	Environmental Performance: Material	47
	Environmental Performance: Energy	48
	Environmental Performance: Water	53
	Environmental Performance: Emissions	58
	Product Responsibility	83
	<p><b>Principle 8:</b> Environment Businesses should undertake initiatives to promote greater environmental responsibility.</p>	Environmental Performance: Material
Environmental Performance: Energy		48
Environmental Performance: Water		53
Environmental Performance: Biodiversity		60
Environmental Performance: Emissions		58
Environmental Performance: Waste		55
Health & Safety		78
Product Responsibility		83
Sustainability Within Us		26
Corporate Governance: Sustainable Sourcing		37

UNGC Principles	GRI Disclosures to report actions taken to implement UNGC Principles and outcomes from implementing UNGC Principles	
	Report Heading	Page No.
<b>Principle 9:</b> Environment Businesses should encourage the development and diffusion of environmentally friendly technologies.	Environmental Performance: Energy	48
	Environmental Performance: Emissions	58
	Product Responsibility	83
	Sustainability Within Us	26
<b>Principle 10:</b> Anti-corruption Businesses should work against corruption in all its forms, including extortion and bribery.	Corporate Governance	32
	Corporate Governance: Integrity & Accountability	38
	Corporate Governance: Whistle Blower Policy	35
	Corporate Governance: Corruption & Anti – Competitive Behavior	35
	Corporate Governance: Human Rights	37



# A Decade of Sustainability Reporting

