



हिन्दुस्तान पेट्रोलियम कॉर्पोरेशन लिमिटेड
संधारणीयता रिपोर्ट 2020-21

Hindustan Petroleum Corporation Limited
Sustainability Report 2020-21





The year was indeed challenging for the nation and its people due to the pandemic. The incredible courage and selfless service of the frontline workers, dedication and tireless efforts of the employees and channel partners and unwavering faith of our stakeholders helped HPCL exhibit a high degree of agility, resilience and responsiveness during the crisis.

We remain committed to continue meeting the energy needs of the people and the economy. We aim at remaining concentrated on delivering consistent, competitive and responsible value creation through sustainable business models with an optimal mix of strengthening the core business areas while leveraging new opportunities in a cleaner and environmental friendly way.

Our unwavering focus on our myriad ESG initiatives is the testimony to our belief that responsible growth thrives on sound ESG practices. Illustration used on the cover page of this year's Sustainability Report depicts the universe of a few initiatives that forms a part of ESG in our business practices.

Registered Office and Corporate Headquarters

Hindustan Petroleum Corporation Limited,
Petroleum House, 17, Jamshedji Tata Road,
Mumbai – 400 020, Maharashtra, India

Marketing Headquarters

Hindustan Petroleum Corporation Limited,
Hindustan Bhawan, 8, Shoorji Vallabhdas
Marg, Ballard Estate, Mumbai – 400 001,
Maharashtra, India

Contents

2	About this Report
4	From Chairman & Managing Director's Desk
10	Message from Directors



12 About HPCL

14	Organisation Profile
22	Vision, Mission and Values
23	Corporate Governance
26	Internal Systems and Controls
31	Supply Chain
32	Memberships and Affiliations
33	Awards and Recognitions



36 Stakeholder Engagement and Materiality

37	Governance & Policies
38	Stakeholder Engagement



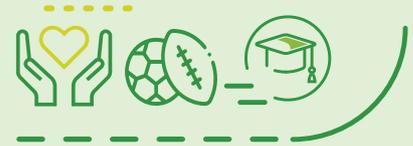
48 Economic Performance

- 49 Financial Performance
- 50 Physical Performance
- 51 Strategic Planning Initiatives



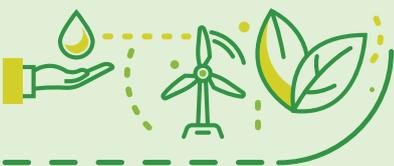
72 People Performance

- 74 Our People
- 76 Growing the Talent Pool
- 77 Capability Building: Enabling Performance
- 81 Performance Management
- 81 Employee Welfare
- 82 Motivation through Recognition
- 83 Employee Engagement
- 84 Human Rights
- 86 Safety at HPCL
- 90 Hale and Hearty HPCL



100 Corporate Social Responsibility

- 100 CSR Approach
- 102 Our CSR Impact



54 Environmental Performance

- 57 Energy Performance
- 60 GHG and Air Emissions
- 63 Harnessing Renewable Energy
- 64 Water Conservation and Management
- 66 Managing Wastes Responsibly
- 68 Promoting Environmental Sustainability through Start-ups
- 70 Leading the Green Path



92 Delighting the Customer

- 93 Research & Development (R&D)
- 96 Quality Assurance
- 96 Quality Control
- 98 Customer Focus



112 Alignment of our Business Practices to the Sustainable Development Goals

- 112 Sustainable Development Goals
- 114 India's Nationally Determined Contributions
- 114 UNGC Principles

115 Independent Assurance Statement

118 GRI Content Index

122 Abbreviations

About this Report

Hindustan Petroleum Corporation Limited (“HPCL”, “We”, “The Corporation”) started its sustainability reporting journey commencing its maiden report for FY 2011. The sustainability report for FY 2020 marks a decade of sustainability reporting at HPCL. The Report covers our management approach, initiatives and performance on the identified material topics under the economic, environmental, social and governance aspects of the organisation’s activities. It contains information pertaining to the period between April 1, 2020 and March 31, 2021. It has been developed in accordance with the comprehensive option of the Global Reporting Initiative (GRI) Standards, including the Oil and Gas Sector Supplement.





We align our sustainability agenda with the United Nations Global Compact (UNGC) Principles on Environment, Human Rights, Labour and Anti-corruption, United Nations' Sustainable Development Goals (UN SDGs) and India's Nationally Determined Contributions (NDCs). A presentation of our sustainability initiatives aligned to these requirements have been provided in the report.

The information contained in this report has undergone appropriate internal reviews and has been subjected to independent assurance by a third-party, M/s. Bureau Veritas India Pvt. Ltd. in accordance with the AccountAbility Assurance Standard AA1000AS version 03 Type 2 assurance. For further details on the independent assurance statement, please refer to the annexure in this report.

The Corporation has robust internal management systems governing all facets of operations. Data/information which forms part of this report is collected from these internal systems at the corporate and operative level. The data presented in the report has been either sourced from our Enterprise Resource Planning (ERP) system and IT applications or directly from the operations included within the report boundary. The data measurement techniques and underlying assumptions/calculations have been duly mentioned in the relevant sections of the report.

The report boundary remains unchanged from our previous reports and encompasses all fully-owned operations of the Company. This includes our refineries at Mumbai and Visakhapatnam and the operations of the Strategic Business Units (SBUs) under marketing: Aviation, Direct Sales, LPG, Lubes, Natural Gas and Renewables, Operations and Distribution, Projects and Pipelines and Retail (Company-owned and Company-operated outlets only). This report does not include joint ventures, subsidiaries and international operations.

The most recent previous Sustainability Report for 2019-20 and all our previous Sustainability Reports are available at <http://www.hindustanpetroleum.com/CSRPolicies>

Constructive comments can provide new ways of looking at things as we traverse the path of sustainable development and ensure that our sustainability reports continue to disclose information most relevant to our stakeholders. We welcome your queries or suggestions at: corporatehse@mail.hpcl.co.in or online on the HPCL website at: <https://crminterface.hpcl.co.in/CRMInterface/>

From Chairman & Managing Director's Desk



“

True to its vision of being a model of excellence in meeting social commitment, HPCL ensured uninterrupted supplies of essential commodities like cooking gas and transport fuels across length and breadth of the country in spite of constraints on the movement of men and materials due to the pandemic.

Dear Stakeholder,

This year marks a decennium of Sustainability reporting at Hindustan Petroleum Corporation Limited. I am pleased to present to you the sustainability highlights of HPCL for 2020-21, a significant step in our effort to ensure that we contribute in creating the much-needed equilibrium in the environment while contributing to our country's economic development through energy supply. It also provides an overview of our social responsibility initiatives and portrays our endeavour to provide greater transparency and disclosures on our Environmental, Social and Governance (ESG) initiatives.

The year gone by has been challenging and has in real sense tested the sustainability of each one, be it an individual, a company or the economy as a whole. The COVID-19 pandemic had multifold and cascading effects on business continuity, supply chains and health & safety concerns of the people. It is in these times of adversity that HPCL and its HP warriors adapted to the evolving scenarios and stepped out to serve and protect others. True to its vision of being a model of excellence in meeting social commitment, HPCL ensured uninterrupted supplies of essential commodities like cooking gas and transport fuels across length and breadth of the country in spite of constraints on the movement of men and materials due to pandemic while ensuring the safety and wellbeing of its workforce and the customers. HPCL also helped in strengthening the healthcare infrastructure in the country to combat COVID-19 pandemic in addition to helping the needy and the migrant workers.



ESG Approach at HPCL

HPCL has been making significant strides in its quest to discover new horizons of growth and sustainability. The Corporation's goal for building a secure, sustainable and inclusive future for all its stakeholders emanates from its commitment to environment, social and governance aspects of responsible business conduct. HPCL is enhancing capabilities of its workforce in alignment with the requirements of ESG.

With the increasing focus on climate change, the challenge for the oil and gas industry is not only to engage and adapt to changing business requirements and investment landscape, but also to evolve in ways which contribute and lead efforts to minimise impacts on climate and decarbonisation of the energy system. Being a major energy supplier to the nation, HPCL sees itself addressing quadruple facets: supporting rapid demand growth, maintaining secure supplies, ensuring sustainable air, water & land management and actively gearing up for the transition to a low carbon path to achieve scale dimensions in other energy related fields.

Being a signatory to the United Nations Global Compact (UNGC), HPCL supports the ten principles of the UNGC in the areas of Human Rights, Labour, Environment and Anti-Corruption.

Given the nature of products being handled by the oil and gas industry, creating a work culture that encompasses safety and well-being of its employees

and associates is quintessential. At HPCL, there is clear focus on ensuring 'Zero Accident' for its stakeholders through various proactive safety initiatives, management systems and surveillance audits.

HPCL lays special emphasis on conducting its affairs within the framework policies, internal and external regulations in a transparent manner. The skills, expertise and competencies of the Board of Directors and the Senior Management Team in the Company's business and sector are essential drivers for ethical business conduct, prosperity and environmental excellence. Being a Central Public Sector Enterprise, HPCL's activities are subject to review by several external agencies like the Comptroller & Auditor General of India (CAG), the Central Vigilance Commission (CVC), Parliamentary Committees, Statutory Auditors etc. Being a listed company, HPCL is also guided by applicable listing guidelines of SEBI.



Robust Economic Performance

Outbreak of a global pandemic led to significant demand contraction in the first quarter of the year which was followed by a smart recovery in the later part of the year leading to an aggregate demand contraction for the petroleum products of about 9% in 2020-21 over the previous year. Already volatile crude oil market witnessed sharp price fluctuations on the back of demand contraction, inventory overhang and the efforts by the major oil producers to regulate the supplies.

During 2020-21, HPCL recorded its highest ever Profit after Tax (PAT) of ₹ 10,664 Crore as compared to ₹ 2,637 Crore for the previous year. Gross sales for the year 2020-21 was ₹ 2,69,243 Crore as compared ₹ 2,86,250 Crore during the previous year. Robust operational performance, improvement in refinery margins helped by inventory gains and favourable exchange rate variations resulted in enhanced profitability. In its constant endeavour to create value for the stakeholders, HPCL has initiated a 'Share Buy Back' programme in November 2020 which has been completed.

₹ 10,664 Crore

Achieved highest ever Profit After Tax

From Chairman & Managing Director's Desk

During 2020-21, HPCL refineries at Mumbai and Visakhapatnam achieved combined refining throughput of 16.42 Million Metric Tonnes (MMT) with capacity utilisation of 104%. Effective crude sourcing plans, optimising day to day crude run rate, efficient logistics management and regulating product procurements from other sources enabled HPCL to achieve more than 100% capacity utilisation in Refineries in spite of overall demand contraction. The combined GRM for HPCL Refineries for 2020-21 was US\$ 3.86/bbl compared to US\$ 1.02/bbl in the corresponding previous year.

During the year, HPCL achieved sales volume of 36.6 MMT compared to previous year's sales of 39.64 MMT. HPCL registered market share gain for transport fuels and recorded the least de-growth of 6.6% in domestic sales among the industry, industry de-growth for 2020-21 being 8.4% compared to the previous year. HPCL continued to be India's largest lube marketer and second largest LPG marketer during the year.

36.6 MMT

2020-21 Sales Volume

HPCL's Visakh Refinery Modernisation Project (VRMP) and Mumbai Refinery Expansion Project (MREP) are in the advance stages and are progressing well for completion during the financial year 2021-22. Resid Upgradation Facility at Visakh is also likely to achieve mechanical completion in the calendar year 2022.

HPCL has worked out a detailed Digital Transformation strategy and is actively working on harnessing the potential of new age technologies in its various areas of operations. In order to enhance the operational efficiencies and customer value, 50 POL terminals of HPCL have been converted to 'Smart Terminals' with full automation. The process of rolling out of ERP Modernisation initiative, to accelerate digital agility, have greater business flexibility and improved internal efficiencies is underway.

HPCL has worked out a detailed Digital Transformation strategy and is actively working on harnessing the potential of new age technologies in its various areas of operations.



Caring for the Environment

Environment is the source of all of mankind's prosperity and we derive tangible value by converting the natural resources into value added products. HPCL is aware and committed to reduce its environmental footprint with a special focus on carbon reduction through various location - specific as well as corporation-wide measures.

Major installations at HPCL have adopted Environment Management Systems (EMS) to ensure continuous improvement in environment protection. HPCL has state-of-the-art Effluent Treatment Plants for treating and recycling effluent water. Volatile Organic Compound (VOC) monitoring and Leak Detection and Repair (LDAR) programmes have been implemented for monitoring and controlling fugitive emissions at major installations. Gaseous emissions to the environment and ambient air quality is continuously monitored using Continuous Stack Monitoring Stations (CSMS) and Continuous Ambient Air Monitoring Stations (CAAMS) which transfer real time data to pollution control boards. Hazardous waste treatment and disposal systems are in place at various locations in line with the best practices in industry.

Environment awareness is disseminated among employees through celebration of important environmental events as well as online learning tools. Considering the importance of water in present times, HPCL has undertaken water audits at its locations and various initiatives for Rainwater harvesting and constructing Artificial Recharge structures at its premises in line with National Water Mission.

HPCL has been making constant efforts to make products which are more environmental friendly. Upgradation of transportation fuels to BS-VI MS and HSD (Bharat Stage-VI fuels) standards, which contain only 10 ppm sulphur will result in lesser sulphur di-oxide emissions. HPCL produces IMO-2020 compliant Very Low Sulphur Fuel Oil (VLSFO) meeting Residual Marine Grade (RMG) 0.50 Specification and ISO 8217:2017 Standard requirements. This product helps shipping companies to respond to the stringent regulation on Sulphur dioxide emissions.

Towards reduction of carbon intensity in transportation sector, HPCL is actively pursuing blending of biofuels (ethanol and biodiesel) with fossil fuels. In 2020-21, HPCL achieved an ethanol blending of 6.18%.

HPCL has been utilising renewable energy sources to reduce the carbon footprint across the value chain and continuously expanding the wind and solar power generation capacities. During 2020-21, HPCL has installed about 11.4 MWp capacity of Solar PV power plants across the country at different installations in the value chain. This has brought the cumulative Renewable Energy installed capacity to 100.9 MW for Wind power and 43.95 MWp for Solar Power as on March 31, 2021. The wind power plants generated about 17.05 Crore kWh in 2020-21. The solar plants also led to substantial savings in terms of electricity purchase cost for various depots, LPG plants, Pipeline Locations and Retail outlets.

Enhancing its presence in Natural Gas value chain, a cleaner fuel, HPCL acquired the balance 50% stake held by M/s SP Ports Pvt. Ltd. in the Joint Venture Company HPCL Shapoorji Energy Pvt Ltd (HSEPL) and accordingly, effective March 30, 2021, HSEPL has become a wholly owned subsidiary of HPCL. The company was incorporated to set up and operate a Liquefied Natural Gas (LNG) regasification terminal at Chhara, Gujarat. The construction work for Chhara LNG terminal is in full swing.

Towards ensuring availability of alternate fuels and offering more choices to customers, CNG dispensing facilities were provided at 203 retail outlets, taking total number of outlets dispensing CNG to 674 as of March 2021. EV Charging facilities were provided at 84 retail outlets. In a first, street lamp integrated EVCS were commissioned at retail outlets in Mumbai and Delhi. To meet the requirement of select customers for getting diesel delivered at their premises, total 369 Mobile Dispensers are commissioned as of March 2021. HPCL released Letters of Intent (LOI) for setting up 100 Compressed Bio-Gas (CBG) Plants with a capacity of 634.8 ton/day, taking the cumulative to 151 LOIs with capacity of 840.6 ton/day, across the country to increase usage of biofuels in the energy and transportation sectors. Work on City Gas Distribution (CGD) projects in various geographical areas authorised to HPCL and its JVs are in progress.

HPCL Green R & D Centre at Bengaluru (HPGRDC) received 44 patents during the year for the new products, technologies developed by it. In consonance with the green initiatives being undertaken by HPCL, HPGRDC has developed additives for various products which are aimed at improving different operating parameters of the products thereby improving efficiency and reducing consumption of chemicals. It has also commissioned 2 Green Hydrogen Generators wherein the hydrogen is produced using solar power and PEM electrolyser.

HPCL has a green cover within its location premises having variety of native and adaptive species of trees and shrubs which form local micro eco-systems attracting numerous species of domestic and migratory fauna.

In order to promote safe, economical, environment friendly, low carbon evacuation and transportation of petroleum products, HPCL continuously strives to expand its pipeline network. The major ongoing cross country pipeline projects - Vijayawada to Dharmapuri product pipeline, Hassan-Cherlapalli LPG Pipeline and Barmer - Palanpur product pipeline are progressing well in spite of pandemic situation due to close coordination by the project teams. HPCL has 3,775 km of product pipelines which transported 19.1 MMT of products during the year.

HPCL has a green cover within its location premises having variety of native and adaptive species of trees and shrubs which form local micro eco-systems attracting numerous species of domestic and migratory fauna. Our locations also involve their stakeholders in mass plantation activities and environmental celebrations propagating the message of sustainability to the masses.



Caring for the Society

HPCL remains committed to act in unison with the national agenda and serve the nation not only in filling the void that pandemic has brought but also to propel it towards greater heights of development thereby "Delivering Happiness" to its citizens.

Rising to the clarion call given by Hon'ble Prime Minister of India to support the nation, HPCL contributed ₹ 120 Crore to PM CARES Fund and made other COVID-19 related interventions amounting to ₹ 3.42 Crore.

HPCL delivered a total of 3.81 Crore refills to the PMUY beneficiaries as of March 31, 2021 under 'Pradhan Mantri Garib Kalyan Yojana (PMGKY)' announced by

From Chairman & Managing Director's Desk

Government of India in April 2020. PMUY also has a consequential positive impact on reducing the carbon emissions in the environment as well as the health of rural households of the country.

HPCL provided support to district administrations, municipal corporations, police personnel, hospital administration, sanitation workers and disaster management authorities by providing masks, sanitisers, relief materials, PPE etc. Food packets and relief / ration kits were distributed by HPCL locations to migrant workers across the country. HPCL also supplemented cold chain equipment requirements across Punjab, Chandigarh, Rajasthan and Maharashtra by delivering various cold storage equipment to the respective State Governments.

HPCL positively impacted the society through its CSR initiatives with overall contribution of ₹ 156.35 Crore during the year under focus areas of Childcare, Education, Environment & Community Development and Healthcare with focus on COVID-19 related necessities.

HPCL exceeded the MSE procurement target of 25% specified in Government of India guidelines by registering 28.49% procurement from MSEs in 2020-21. HPCL has also been fully abiding by the government policies and guidelines related to promoting indigenisation of products and services.

28.49%

Procurement from MSEs

HPCL Start Up initiative 'Udgam', aims at promoting start-ups having solutions and applications in energy and other allied areas having a technological or societal impact. Udgam received cumulatively 300 applications in varied areas like E-mobility, bio Fuels, use of municipal plastic waste, converting used cooking oil, advanced analytics, robotics etc. Following a robust screening process, 23 start-ups were given acceleration by HPCL with disbursement of ₹ 14.15 Crore as of March 31, 2021.

At HPCL, we believe a vibrant workforce is the key value creator for our organisation. The constantly evolving business landscape necessitates continual

transformation of Human Resource (HR) priorities and approaches so as to be aligned to the objectives of the corporation. HPCL encourages an environment that is based on merit and inclusiveness.

The pandemic completely changed the context of normal working for employees. HPCL management showed exceptional agility and resilience in responding to the challenge and connecting with employees to meet the objective of enhanced employee engagement. The corporation demonstrated sensitivity in curating initiatives towards ensuring physical and mental health & well-being of employees and their family members through provision of hygiene kits, immunity boosting supplements, online counselling sessions among others. HPCL managed the manufacturing sites and business processes with optimum physical presence of manpower without compromising on safety, quality, quantity and customer service.

Various awareness session and health talks were conducted to encourage contractors and contract workmen working at HPCL locations to adopt preventive measures. HPCL provided the frontline workforce like LPG deliverymen, forecourt salesmen at retail outlets, tank truck drivers and crew members with hygiene kits for maintaining continuous operation of essential services and ensuring their own safety and customer safety. In addition, a Special Ex-Gratia Scheme and floater group mediclaim policy was also provided by HPCL to extended workmen engaged by our stakeholders and their family members (not covered by ESIC) for Hospitalisation for any diseases including COVID-19.

Process Safety Management (PSM) is well integrated with the HPCL's Safety and Environment policies and its work culture. The corporation provides its employees with regular training on operational safety, security, emergency preparedness and crisis management. They are well acquainted with safe operating practices and protocols, thereby mitigating the risks during emergency and crisis.

Process Safety Management (PSM) is well integrated with the HPCL's Safety and Environment policies and its work culture.



Recognitions

For outstanding performance across various spheres of business, HPCL was recognised with several prestigious awards during the year including 'Oil Marketing Company of the Year' for leadership in oil marketing business in India by Federation of

Indian Petroleum Industry (FIPI). HPCL have also received several awards for their CSR initiatives throughout the year.

We recognise and are committed to the cause of sustainable development and the goal of creating a better tomorrow. We look forward to your continued support in our journey of 'Delivering Happiness'.

Thanking you,

Mukesh Kumar Surana



Then Hon'ble Minister of Petroleum & Natural Gas and Steel, Shri Dharmendra Pradhan presenting the FIPI 'Oil Marketing Company of the Year Award' to HPCL

Message from Directors



PUSHP KUMAR JOSHI
Director - Human Resources

Our people are our inherent strength and the most important enabler in our resolve to deliver happiness. HPCL is committed to providing its workforce a challenging, engaging and safe environment for the sustainable growth while creating opportunities for personal progress.

Referred to as the “green economy”, the marketplace is undergoing a systemic transformation that will require new competencies and HPCL is enabling its employees to adapt and upskill to the future requirements.

Our HR practices are aimed at achieving diversity and inclusion; work-life balance; employee engagement; anti-discrimination, amicable labour-management relations and have helped to incorporate sustainability into the core of our business.

We believe that learning is an essential step for sustainable value creation and a corporate culture of learning cannot exist without the desire to create value for the business and society. During the year, HPCL transformed its approach from training culture to learning culture by offering at convenience online training access to employees.

HPites embodied our Corporate mission to see the organisation succeed amid the pandemic while supporting the society and the nation. HPCL laid special emphasis on physical and mental well-being of employees and extended workforce for maintaining business continuity and sustenance of livelihood. We continued to serve the community with our varied people-centric initiatives in our focus area in addition to covid related assistance with provision of safety kits etc.



R. KESAVAN
Director - Finance

HPCL stands steadfast in its commitment of being an energy provider to the nation in good and challenging times. The business environment during the year posed insurmountable challenges due to lockdowns and uncertainties leading to demand contractions and disruptions in execution of projects.

However, the resolute and synergetic performance of all the line and support functions along with the guidance from the board of directors, robust enterprise management framework coupled with financial prudence led HPCL to achieving its maiden net profit exceeding INR 10,000 Crore mark, a testimony of the focus HPCL lays on the economic pillar of sustainability. While risks are assessed and managed as a part of normal business practice, with the onset of COVID-19, HPCL revisited its risks for mitigation and building resilience to newer business challenges.

HPCL has been fostering business growth by proactively managing impacts on the environment and social front, for its employees, customers and communities in the value chain, while adding value to the providers of capital and society at large. HPCL is also driving environmental impact reduction through major investments at its refineries which feature facilities such as bottom upgradation as well as logistics improvement projects which aim to reduce costs and carbon impact.



VINOD S. SHENOY
Director - Refineries

HPCL refineries at Mumbai and Vizag have continued to demonstrate sound physical performance with combined capacity utilisation of about 104% despite constraints emanating from Covid-19 pandemic and reduced product demand during first half of FY 2020-21. Refineries have recorded a combined refining throughput of 16.42 MMTPA

HPCL is expanding its refining capacities to meet increasing demand of cleaner and environment-friendly fuels through its modernization projects. Visakh Refinery Modernization Project (VRMP) to enhance the capacity of Visakh refinery from 8.3 to 15 MMTPA and Mumbai Refinery Expansion Project (MREP) to enhance the capacity from 7.5 to 9.5 MMTPA, are in final stages of execution.

Health, safety and environment form an integral part of refinery operations in HPCL. Mumbai refinery has achieved best ever safety performance by clocking 30.08 million man-hours of safe operations in FY 2020-21. On environment front, Mumbai refinery has installed roof top solar panel with capacity of 305 KW during the year. Mumbai refinery continues to source about 70% of its power requirement from the grid.

Energy Conservation has always been an important focus area for our refineries. We have been consistently working towards developing and implementing strategies for efficient use of energy in our refineries. Consistent implementation of recommendations on energy conservation has helped in achieving energy savings year after year for our Refineries.



RAKESH MISRI
Director - Marketing

The promise of the business is to increase wellbeing of humankind and HPCL is committed to continual improvement in its products and services keeping deeper concern towards environment, social and governance issues. We are continuously embracing new processes & technologies with the ever-changing needs of business ecosystem to remain ahead of the performance curve.

Despite worldwide disruption, economic shocks and extreme challenges faced by business during the year, HPCL Marketing team exhibited resilience to meet the energy requirements of the nation and achieved a sales volume of 36.6 MMT.

During the pandemic year, our committed workforce delivered highest ever number of LPG cylinders (46.55 Crore) to the kitchens of our citizens by maintaining end-to-end safety protocols.

HPCL is taking various low carbon initiatives in the areas of clean energy new energy and nature-based solutions. HPCL is also providing alternate energy solutions to customers such as charging facilities/ battery swapping for electric vehicles. To reduce the carbon foot print and also to enhance safety in product movement HPCL is expanding the existing network of product pipelines.

With a view to provide best in class experience and value to our customers and stakeholders, HPCL is actively pursuing digitalisation in all aspects of its business while enhancing innovation, operational excellence and safety. HPCL is dedicated to conduct business aligned with the National and International imperatives of Sustainability towards a greener future.

About HPCL

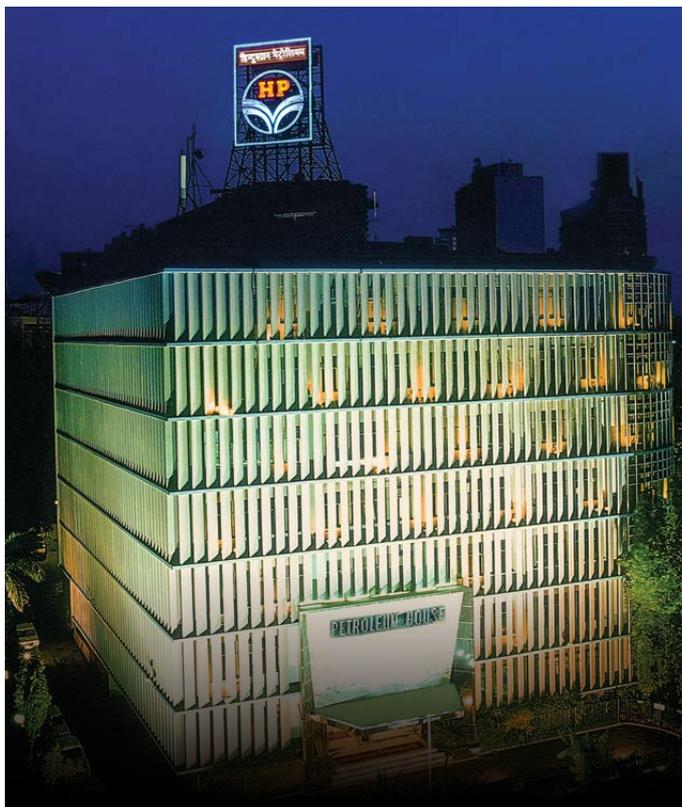
RESHAPING A SUSTAINABLE ENERGY FUTURE

HPCL is one of the largest public sector enterprises under the administrative control of the Ministry of Petroleum and Natural Gas, Government of India with a 'Maharatna' status. HPCL ranks 111th and 109th by market capitalisation as on March 31, 2021 on the BSE and the NSE, respectively. It has strong presence in the petroleum refining and marketing sector with a market share of ~21% among Indian public sector oil marketing companies (OMCs), as on March 31, 2021.

HPCL refineries at Mumbai and Visakhapatnam process crude oil into many value-added products that go into making more than 300 grades of lubricants, specialties and greases. We remain the largest producer of base oils with capability to produce Group I, Group II and III base oils. In addition, we source our product requirements from the 11.3 MMTPA capacity Guru Gobind Singh Refinery at Bathinda, which is a joint venture between HPCL and Mittal Energy Investments Pte. Ltd., Singapore with equity holdings of 48.99% each. We also hold 16.96% equity in Mangalore Refinery and Petrochemicals Ltd. (MRPL) - a schedule 'A' Miniratna, Central Public Sector Enterprise (CPSE) and operates a 15 MMTPA refinery at Mangaluru.

HPCL currently operates a petroleum product pipeline network of 3,775 km with mainline capacity of 32.55 MMTPA and branch line capacity of 15.57 MMTPA. Our pan-India marketing network comprises 133 regional offices. This network is supported by a supply and distribution infrastructure comprising Terminals, Pipeline Networks, Aviation Service Facilities, LPG Bottling Plants, Inland Relay Depots, Retail Outlets, SKO/LDO, Lube and LPG Distributorships.

3,775 km
Operating petroleum product pipeline network



Our Refining and Marketing Infrastructure in Number:



Our Green R&D Centre at Bengaluru, setup with the objective of providing advanced technological support to Marketing SBUs and Refineries, develops and adopts innovative and path-breaking technologies and products within the energy sector. Over the years, it has developed several new products and technologies.

Our Lube R&D Centre continues to play a crucial role in developing new products for government and private

sector customers. It closely interacts with Army, Air Force and other agencies, which enabled a number of new product approvals during the year.

We have a network of 47 Quality Control (QC) labs for Marketing SBUs for assuring the quality of products of various business units such as Supply, Operations and Distribution, Retail, Direct Sales, Lubes, Aviation and Pipelines etc.

About HPCL

Organisation Profile

HPCL is proud to be one of the major providers of vital energy solutions for India. The energy products that we provide steer the nation towards a better future and enhance the quality of life for its people. We have always strived to build a world-class company that is known for good governance, quality products, innovative services, customer centricity, environment management, safety performance, employee relations and welfare, and community engagement. Over the decades, we have expanded our presence to serve various local, national and international markets. Moving ahead with the latest developments in the energy space, we are proliferating into newer and cleaner lines of energy business. Our portfolio comprises two major refineries producing a variety of petroleum products and a vast marketing network across the country with the addition of cleaner energy offerings in recent years. We are continuously exploring and implementing initiatives to enhance customer experience and are also deploying cutting-edge enterprise level digital technologies towards the same.



Refineries

HPCL refineries at Mumbai and Visakhapatnam with capacities of 7.5 MMPTA and 8.3 MMPTA, respectively, process a variety of crude oils into value-added products while focussing on maximum asset utilisation and reliability improvement. Our Mumbai Refinery has the highest lube oil production capacity in India.

16.42 MMT

2020-21 Refining throughput



Following are Our Refineries' Major Products:

Major Products		
Light Distillates	Middle Distillates	Heavy Distillates
 <ul style="list-style-type: none"> Liquefied Petroleum Gas Motor Spirit Naphtha Hexane Propylene Solvent 	 <ul style="list-style-type: none"> High Speed Diesel Superior Kerosene Oil Light Diesel Oil Aviation Turbine Fuel Mineral Turpentine Oil JBO 	 <ul style="list-style-type: none"> Bitumen Furnace Oil Low Sulphur Heavy Stock Others

Despite the unforeseen challenges posed by the COVID-19 pandemic, our Mumbai and Visakhapatnam Refineries recorded a combined refining throughput of 16.42 MMT, which translates to a combined capacity utilisation of 104%. Effective crude sourcing plans, optimising day-to-day crude run rate, efficient logistics management and reducing product procurements from other sources enabled us to achieve such capacity utilisation despite overall demand contraction.

Our ambitious capacity expansion projects at both Refineries are in the advance stages and are progressing well for completion with the capacity of Mumbai Refinery being increased to 9.5 MMTPA and that of Visakh Refinery to 15 MMTPA, along with state-of-the-art complexity enhancements, including residue upgradation facilities.

2020-21 Highlights

Mumbai Refinery

- Achieved throughput of 7.37 MMT with capacity utilisation of 98.3%
- Commissioned routing of DHT naphtha to HSD instead of routing to Naphtha export pool
- Launched the 37th new product - Solvent 3,275
- Implemented scheme for inline dosing of de-emulsifier in PG crude receipt line
- Completed trial of dispersant chemical HPDUCER (developed by R&D) in DIU
- Commissioned NHT-CCR dispersant chemical HPDUCER dosing scheme
- Effectively applied in-house developed HXN MODEL for fouling monitoring and proactive cleaning of FRE crude pre-heat exchangers
- Optimisation of MS blend to maximise production, Butane to MS scheme was developed and implemented
- Added new crude grade Basrah Medium to Refinery crude basket after testing of crude assay in the R&D lab
- Reviewed MS blend for BS VI implementation and started Gasoline Sulphur Reduction Additives (GSR) in NFCCU to reduce LCN sulphur. In addition, routed low sulphur FBS to NHT CCR to sustain CCR feed at the desired level
- Commissioned scheme of provision of strainer at DIU product coalescer upstream, leading to increased life of coalescer elements with reduction in rock salt consumption

- Installed specialised valves in water draw off lines of product and intermediate storage tanks, leading to reduction in slop generation during water draw off and reduced VOC emissions
- Completed 3D modelling for all the units
- Implemented Document Management System (DMS) across all departments as part of the digitalisation initiative to address the business need and scale to futuristic knowledge management

Visakh Refinery

- Achieved throughput of more than 9.05 MMT with capacity utilisation of 109%
- Developed digital twin AOL models for CDU-3 and FCCU-1 for real-time plant optimisation
- Developed innovative facility for simulator training for DCS panel operators from field room itself on 24x7 basis for training/learning/troubleshooting
- Implemented real-time Process KPIs SMS alert system to monitor process deviations and sustain productivity
- Developed a new inferential to predict DHT product diesel sulphur in BS-VI operation using PIN interface
- Developed HN 95% inferential for CDUs with the objective of improving the monitoring of feed quality to NHT-CCR
- Installed new feed filter system in DHDS for improving reliability
- Commissioned Amipur skid in DHDS block for improving Amine quality by removing Heat Stable Amine Salts (HSAS)
- Maximised HN processing in DHT-HGU PDS which enabled HN absorption into diesel stream

About HPCL

Marketing

HPCL serves the energy needs of millions through its widespread marketing network. End users of our products include domestic, automotive, commercial and industrial segments. Our business verticals include Retail, LPG, Lubes, Direct Sales, Aviation, Natural Gas and Renewables, Operations and Distribution, Projects and Pipelines. During the year, despite the challenges posed by the COVID-19 pandemic, we ensured the availability of petroleum products for essential services while maintaining the safety and well-being of our stakeholders and the workforce.

HPCL achieved total sales volume of 36.6 MMT (including exports) during 2020-21.

12,032 KL

Highest MS Sale among industry retail outlet by COMCO Millenium, Visakhapatnam



Retail

Retail constitutes the major portion of HPCL's total market sales. Through a wide network of retail outlets, we address not only the customer's fuel needs but also vehicle-related requirements. Our Club HP and Club HP Star outlets offer differentiated services.

2020-21 Highlights

- Achieved sales volumes of 22 MMT and gained market share in both Motor Spirit (MS) and High Speed Diesel (HSD), marking the 14th consecutive year of TMF market share increase among PSUs
- COMCO Millennium at Visakhapatnam became the highest MS selling Industry retail outlet in India, clocking sales volume of 12,032 KL
- Achieved substantial sales volume in MS and HSD in Bhutan through our outlet in partnership with State Trading Corporation of Bhutan (STCBL)
- Commissioned 2,158 new retail outlets, the highest in a year, taking the total to 18,634
- Commissioned highest ever 203 CNG stations in a year, taking the total to 674
- Commissioned 369 door-to-door mobile dispensers
- To increase operational efficiency and productivity, 100% automation was ensured across the retail outlet network
- Launched HP LubXpres - home delivery of HP Lubes brands on HP Pay; released new version of HP Pay with LPG pay code implementation, new LPG connection request and LPG profile Map
- Rolled out Club HP Lubes Stations, branded lube oil change stations, across India in co-ordination with Lubes SBU
- Rolled out Club HP Connect - fully automated branded smart outlets with Integrated Payment Solution; upgraded over 5,100 outlets
- Launched additives under the poWer Petrol Plus and Turbojet Diesel Plus brands
- Launched PoWer 99 at 12 outlets; now available at 40 outlets in 22 cities

- Carried out solarisation at 1,146 outlets, taking the total to 4,648
- Set up EV charging facilities at 55 outlets, taking the total to 84
- Installed Stage I Vapour Recovery Systems (VRS) at all outlets and Stage II VRS at outlets in NCR/NCT/Chembur area of Mumbai. In addition, Stage II VRS were provided in 114 retail outlets at 46 cities across India
- Commissioned the first Bulk DEF dispensing facility at Ankleshwar
- Onboarded major OEMs of commercial vehicles, aggregators, NBFCs, large fleet transporters, small fleet owners, etc., on the Drive Track Plus platform which helped garner additional volumes
- Signed agreement with renowned banks for fuelling/purchase of lubricants through FASTag; HPCL is the first company to provide this facility at all its retail outlets
- Implemented Integrated Payment Solution (IPS) at 6,924 outlets, deploying Point of Sale (POS) machine with dispensing units and launched the HPCL-UBI co-branded contactless credit card on the Rupay network
- Launched Mera HP Pump on various social media platforms



LPG

HP Gas is synonymous with the aroma of warmth and the freshness of clean air in a household. Our LPG SBU remains committed to providing clean energy solutions to domestic, commercial establishments and industries through LPG cylinders and bulk supplies through tankers. HPCL is the second largest LPG marketer in India during the reporting year.

2020-21 Highlights

- Delivered 3.81 Crore refills under the Pradhan Mantri Garib Kalyan Yojana providing free LPG refills to PMUY beneficiaries (3 per beneficiary) to mitigate the hardships faced by BPL households due to the global pandemic

- Commissioned 112 new regular distributorship, taking the total to 6,192 and the highest ever, 53 new ND distributorships
- Achieved highest ever sales of 7.41 MMT with growth of 5.3%
- Recorded highest ever sales in non-domestic Bulk LPG including Propane and Butane
- Surpassed 3 Million APPU cylinder sales (in package sizes of 5kg/2kg) with a 45% market share
- Highest ever bottling of 6.9 MMT with productivity of 1,615 cylinders/hour
- Commissioned 120 TMTPA Champaran LPG Bottling Plant which was dedicated to the nation by the Hon'ble Prime Minister of India in September 2020
- Commissioned 60 TMTPA new LPG bottling plant at Rayagada, Odisha
- Commissioned LPG Master Godown in Leh to meet demand during winter months
- Commissioned 5 kg skid mounted facility at Usar LPG Plant - the first fully automatic filling facility with complete downstream facility and the first among OMCs
- Launched HP GAS FLAME PLUS for commercial and industrial customers offering quicker heating, reduced gas consumption, reduced process time and savings
- Augmented bottling capacity at Gandhinagar, Jabalpur, Bahadurgarh, Yediyur and Pampore plants; commissioned Mounded Storage Vessels at the Unnao plant
- Commissioned a new LPG rake under the Liberalised Wagon Investment Scheme of railways for reducing logistic costs and product transportation carbon footprint
- Recorded highest ever digital transactions of 25% in March 2021
- Achieved substantial cost savings due to secondary market realignment
- Launched various customer-centric digital initiatives for facilitating refill booking, payments and relationship management
- Major LPG projects for setting up new bottling plants at Gonda (Uttar Pradesh); Goalpara (Assam); Barhi (Jharkhand); Patalganga (Maharashtra); Abu Road (Rajasthan) and Sitaraganj (Uttarakhand) are in progress

About HPCL



Lubes

HP Lubricants manufactures a variety of lubricants, specialties and greases in state-of-the-art blending plants across India and markets them nationally and internationally. These grades find application in automotive, industrial, mining and construction, agriculture, fishing, defence and railways, among others. HP Lubricants is supported by a country-wide network of warehouses, distributors, CFAs and offices with highly-qualified sales and technical personnel.

2020-21 Highlights:

- Retained leadership in lube marketing in India for the eighth year in a row and surpassed overall sales volume of 600 TMT
- Retained market leadership position in Finished Lube Sales for the third year in row
- Achieved leadership position in After Market Sales among OMCs
- Achieved highest ever sales of value-added lubes of 545 TMT, representing a growth of 6%
- Exported 14.8 TMT of Lubricants to 16 countries and established presence in six new countries
- Brand RACER helped HPCL become the largest player in the highly competitive Motor Cycle Engine Oils (MCO) category with growth of 21%
- HP DEF (Diesel Exhaust Fluid) became a significant volume builder brand with sales crossing 12.5 TMT - the highest among OMCs

- Fulfilled requirement of HPCL supplies to Defence, Railways, and other critical core sectors such as coal and power; fulfilled requirements of HPCL Pipeline BU, LPG SBU and Mumbai Refinery during the COVID-19 period
- Achieved highest feedback score (3.6) and lowest closure time (1.2 days) on Customer Relationship Management Module - Rishtey
- Became the first OMC to launch a full range of lubricants for BS VI-compliant engines, and lubricants and specialty fluids for EVs
- Became the first OMC to execute Lubricants ATs (Acceptance of Tender) under the coveted 'Green Channel Status', launched by MOD (DGQA)
- Continued customer engagement during the COVID-19 lockdown: AVs on Car Care; Lube Recommendation App for helping customers with lubricants selection
- Under the Make in India initiative, indigenised and achieved sole proprietorship status of Hydraulic Oil for specialised applications in the Indian Army
- Received prestigious OE approvals for passenger cars (Mercedes-Benz, Volkswagen, Porsche) and commercial vehicles (Mercedes-Benz and Volvo)
- Conducted significant channel partner connect activities, One Family Retail Dealer's Meet and recognised channel partners achieving exceptional growth during the lockdown period
- Conducted more than 300 technical seminars/conferences covering more than 3,500 participants
- Reduced Off-Spec lubricants by 100% under Project Pratibimb; sustained improvement in First Pass ratios for lube blending plants;

maintained more than 98%, resulting in better time and resource utilisation

- Carried out rationalisation of lube storage locations leading to better inventory management, improved product coordination and reduction of overhead expenses
- Developed and launched module for online channel partner selection and conducted online selection process with issuance of LOIs to selected candidates



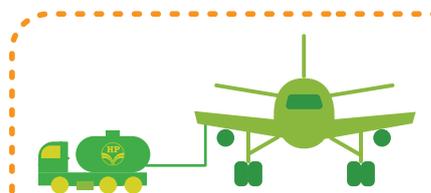
Direct Sales (Industrial & Consumer Sales)

HPCL's Industrial & Consumer (I&C) business line caters to institutional sales of fuels, bitumen, naphtha and other bulk products for mining, road construction, infrastructure projects, power plants, shipping, chemicals and petrochemicals in both private and government sectors. It also exports products to various overseas markets.

2020-21 Highlights

- Achieved overall sales volume of 4.8 MMT
- Achieved 1 MMT plus sales in FO, HSD, Bitumen for the sixth year in a row
- Achieved highest ever sales in LDO, Mineral Turpentine Oil (MTO) and Jute Batching Oil (JBO)
- Achieved highest Low Sulphur Heavy Stock (LSHS) volumes in the last 6 years and exceeded Hexane sales volumes over historical in spite of constraints
- Executed agreements with major corporates for supplying various POL products like FO, LDO, MTO, Hexane, Naphtha, etc.
- Signed MoU with the Border Roads Organisation (BRO) and paramilitary forces (BSF, ITBP, SSB, CRPF) for supplying products like MS, HSD, ISKO and Bitumen
- Commissioned 36 HSD consumer pumps and commenced HSD supplies through Bowser under Kolkata and Mumbai DS ROs
- Supplied industrial kerosene to Indian Army to keep warm during winter
- Started marketing (as Allied Direct Sales Business - ADSB) of personal hygiene products like sanitisers, soaps, among others

- Collaborated with ASC Centre and College of Indian Army to make the campus 'Net-Zero'
- Distributed hand sanitisers, made by HP Green R&D Centre, Bengaluru to police chowkies and to ADGP, Admin, Police HO for onward distribution to police stations
- Inaugurated HP Shine - packed MTO packaging and loading facility at Bengaluru
- Rolled out digital Fixed Asset Management Solution platform at consumer locations in Pune
- Rolled out Road Transport Management System (RTMS) for city bus transport utility, Pune
- Developed railway portal for better monitoring of sales and collections



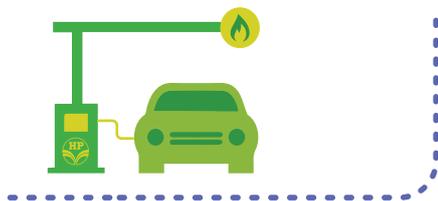
Aviation

HP Aviation provides aviation refuelling (Aviation Turbine Fuel - ATF) services at various airports in India, complying with the stringent international regulations for handling ATF. We remain an important ATF supplier to major domestic, international customers and other scheduled and non-scheduled airline operators. 'Quality Fuel in the Aircraft, Safely on Time; through processes aimed at enhancing Customer Delight' serves as a guiding principle for HP Aviation.

2020-21 Highlights

- Achieved sales volumes of 398 TMT with market share gains
- Secured 11 new scheduled and non-scheduled airline customers
- Commissioned new ASFs at Shirdi and Kurnool and completed re-location of ASFs at Delhi Terminal-1 and Trichy airport
- Carried out various rationalisation and negotiation activities at locations leading to substantial cost savings
- Carried out refuelling of repatriation flights across India under the Vande Bharat mission during the COVID-19 lockdown adhering to all precautionary measures, received special appreciation for prompt refuelling services
- Participated in transportation of COVID-19 vaccines across India while being on the forefront of COVID-19 vaccination drive of the Government of India

About HPCL



Natural Gas and Renewables

Our country is poised to grow on a low-carbon path, and we aim to leverage this potential opportunity. To align our business with these changing patterns, we are strengthening our presence in natural gas and renewables. We are focussing on the entire gas value chain – from sourcing LNG from the international market, building regasification terminal, and laying cross-country gas pipelines to marketing gas to consumers. We are expanding our renewable power generation capacities to reduce our carbon footprint across the value chain and adopting cleaner sources of energy.

2020-21 Highlights

City Gas Distribution

- HPCL is operating City Gas Distribution (CGD) networks in 8 Geographical Areas (GAs) in the states of Andhra Pradesh, Telangana and Madhya Pradesh through Joint Venture companies Aavantika Gas Limited (AGL), Bhagyanagar Gas Limited (BGL) and Godavari Gas Pvt. Limited (GGPL). HPCL is also operating a CNG network in Ahmedabad on a standalone basis. Towards further enhancement of the presence in the sector, HPCL is setting up CGD networks in 10 GAs in the states of Haryana, Uttar Pradesh, Uttarakhand and West Bengal on a standalone basis. In addition, HPCL is setting up CGD networks in GAs of Ambala - Kurukshetra (Haryana) and Kolhapur (Maharashtra) districts through joint venture company HPOIL Gas Pvt. Limited (HOGPL)
- Achieved Last Mile Connectivity (LMC) for 5,075 domestic households in Sonipat; laid 110 km MDPE pipeline in Jind Sonipat; rolled out software for household registration for PNG connections
- Commenced CNG sales in 8 geographic areas; commissioned 51 CNG stations

Sourcing and Marketing

- Received our maiden international LNG Cargo in October 2020 and further imported 3 more LNG cargoes
- Secured gas from RIL-BP and ONGC through bidding for 3-4 years; commenced gas supply through all these contracts

Gas Marketing

- Marketed gas to various industrial customers such as chemical plants and urea manufacturing fertiliser plants
- Facilitated procurement of gas for Mumbai Refinery, resulting in substantial cost savings

Compressed Biogas

- Released 100 Lols for CBG plants with production capacity of 231.7 TMTPA; cumulatively, 151 Lols released with CBG production capacity of 306.8 TMTPA
- Commissioned CBG plants in Vellore (Tamil Nadu) and Birbhum (West Bengal)

Renewable Energy

- Installed captive solar power capacity of 11.4 MWp across various locations, taking total solar power capacity to 43.95 MWp
- Total of 100.90 MW wind power capacity generated 17.05 Crore kWh electricity
- Signed short-term power sale agreement with Maharashtra State Electricity Distribution Company Limited (MSEDCL) for 3.75 MW wind farm at Dhule



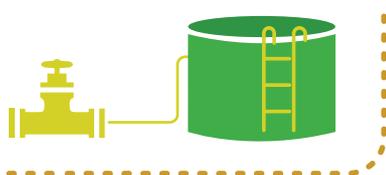
Supply, Operations and Distribution (SOD)

Our SOD vertical extends support to Marketing SBUs through a country-wide network of terminals and depots for product movement, which forms the backbone of our supply chain. With consistent focus on quality, quantity and safety, it ensures adequate product availability to customers at all times. Keeping pace with the evolving technologies, the SOD SBU deploys the latest technologies to make terminals smart with enhanced operational efficiencies.

2020-21 Highlights

- Achieved throughput of 47.30 MMT
- Achieved Ethanol Blending of 6.18% with an approx. blending of 58.84 Crore litres of ethanol in MS leading to forex saving and reduction in GHG emissions; also blended 4.1 Crore litres of biodiesel in HSD

- Implemented Electromechanical Locking at 34 locations
- Commissioned bottom loading facilities at 14 locations
- Converted 18 locations to smart terminals
- Achieved savings at locations through various cost optimising initiatives such as optimising security and contract workmen at locations, innovative maintenance schedule and optimising electricity consumption
- Achieved substantial cost savings in the supply chain through various initiatives: leveraging infrastructure for MS/HSD coastal industry terms from other companies; commissioning online Transmix facility at Jaipur; innovative product sourcing such as Oxy MS and orange dye coupled with secondary logistics optimisation; loading of 45 TKL Gasohol rakes
- Conceptualised Project Sangrah for managing documents, achieving paperless office



Project and Pipelines

Pipelines are a cost-effective, safe and environment-friendly mode of transportation of petroleum products having multiple advantages over rail and road. HPCL has a pipeline of 3,775 km with a mainline capacity of 32.55 MMTPA and a branch line capacity of 15.57 MMTPA.

Major Ongoing Pipeline Projects

We have undertaken major projects to augment our pipeline network and increase the safety and reliability of pipeline operations. These projects are expected to increase our pipeline capacity to over 41 MMTPA and network length to about 5,300 km, thereby significantly strengthening our position in key markets.

We achieved all government MOU milestones for the pipeline projects within time and the ongoing pipeline projects were ahead of schedule. These projects include:

- Extension of VVSPL from Vijayawada to Dharmapuri and construction of marketing terminal at Dharmapuri
- Hassan-Cherlapalli LPG pipeline
- Barmer-Palanpur pipeline

These projects will not only lower vehicular emissions and thus GHG emissions, but also enable safer and faster placement of the product to meet market demand.

2020-21 Highlights

- Recorded a pipeline throughput of 19.1 MMT
- Achieved throughput of 1.5 MMT in LPG pipelines, registering a robust 38% growth
- Achieved consolidated Specific Energy Consumption (KWH/MT-KM) of all pipelines of 0.0161 with an improvement by 3% over historical
- Implemented mobile/web application for maintenance data recording at all pipelines
- Developed and implemented Online Security Index under project EKAGRA
- Completed mechanical works and obtained Oil Industry Safety Directorate (OISD) clearance for Hisar depot
- Commissioned VRU facilities at 8 locations
- Completed revamping of TAS at Visakh new black oil terminal
- Completed construction of Phase - III of Technical Training Institute at Talegaon and allied facilities at Jabalpur IRD
- Commissioned railway siding facility at Madurai IRD
- Biofuel project activities such as 2G Ethanol refinery at Bathinda, Punjab and Compressed Biogas (CBG) plant at Badaun, UP are in progress

Functions such as Audit, Corporate Strategy and Planning, Finance, International Trade and Shipping, Legal, Refinery Coordination Department, Market Research, Analysis and Planning, HSE and others create a collaborative environment for the SBUs, aiding the Corporation to surpass previous milestones.



Construction work in progress at one of our marketing terminals

About HPCL

Vision, Mission and Values

Our values lie at the heart of the organisation and mark the genesis of our vision and mission that steer the Corporation’s business and operations. We believe that performance is multi-faceted and needs to be assessed quantitatively and qualitatively, incorporating the stakeholders’ concerns and aspects impacted with reference to the current business dynamics.



Vision

To be a world-class energy company known for caring and delighting the customers with high quality products and innovative services across domestic and international markets with aggressive growth and delivering superior financial performance. The Company will be a model of excellence in meeting social commitment, environment, health and safety norms and in employee welfare and relations.



Mission

HPCL, along with its joint ventures, will be a fully integrated Company in the hydrocarbons sector of exploration and production, refining and marketing; focusing on enhancement of productivity, quality and profitability; caring for customers and employees; caring for environment protection and cultural heritage.

It will also attain scale dimensions by diversifying into other energy related fields and by taking up transnational operations.



HP ‘FIRST’

Building an ‘Enabling Culture’ is key to realise our vision and fulfil our mission. Our cultural motto ‘HP FIRST’ instils pre-eminence of HPCL’s vision and mission above all else and guides in all our professional endeavours and engagements. Our corporate values define who we are as well as who we will continue to be. Nothing less will do.



Corporate Governance

HPCL believes in good corporate governance practices, ethics, fairness, professionalism and accountability to continue building on the trust and confidence of its stakeholders and enhance value creation. Corporate governance is to follow systematic processes, policies, rules, regulations and laws by which companies are directed, controlled and administered by the management in meeting the stakeholder aspirations and societal expectations.

HPCL lays special emphasis on conducting its affairs within the framework of policies, internal and external regulations, in a transparent manner. Being a government company, our activities are subject to review by several external authorities like the Comptroller & Auditor General of India (CAG), the Central Vigilance Commission (CVC), and the Parliamentary committees. We are a member of the Global Compact Network India, which is a unit of the UN Global Compact. We focus on principles of Human Rights, Labour Standards, Environmental Norms and Ethical Practices of UNGC. These areas receive constant attention from the management to ensure compliance.

Thus, corporate governance at HPCL is based on the following principles and practices:

- Well-developed internal control, systems and processes, risk management and financial reporting
- Full adherence and compliances of laws, rules and regulations
- Timely and balanced disclosures of all material information on operational and financial matters to the stakeholders
- Clearly defined management performance and accountability
- Enhanced accuracy and transparency in business operations, performance and financial position

HPCL has a well-defined policy framework for effective implementation of corporate governance. The framework comprises:

- Code of Conduct for Directors and Senior Management Personnel
- Integrity Pact to enhance transparency in business operations
- Public Grievance Redressal Mechanism
- Whistleblower Policy
- Limits of Authority Manual
- Procurement Manual

Board of Directors

The Board of Directors is the highest governing body at HPCL. They exercise powers subject to the provisions of the Companies Act, 2013. The Board sets the policies, strategies and goals pertaining to the Corporation's triple bottom line performance in alignment with its vision, mission, values and business strategies through strategic supervision. The Board also provides direction and exercises appropriate control to ensure that the Corporation achieves its set goals. All the statutory and other significant material information are placed before the Board to enable it to discharge its responsibility in an effective and efficient manner.

The Board constantly endeavours to set new goals and targets that complement the vision and mission of the Company so that the interests of stakeholders are protected.

Being a government company, HPCL Directors are appointed by the Government of India (GoI) through the administrative ministry, i.e., Ministry of Petroleum & Natural Gas (MoP&NG), after assessment as per guidelines. Whole-time Directors having specified skills/expertise/competencies in the context of the Company's business and sector to function effectively are selected by the Public Enterprises Selection Board (PESB), a high-powered body constituted by the GoI and appointed by the MoP&NG as duly approved by the Appointments Committee of Cabinet. Independent Directors are selected by Search Committee constituted by the GoI from a mix of eminent personalities having requisite expertise and experience in diverse fields.

The Board holds periodic meetings to review and evaluate matters of business, policy and strategic importance for the Corporation and provides insights, guidance and approvals across various aspects of business, including human resources, refining, finance, accounting, marketing, strategy, projects, technology and operations, among others. The outcome of Board meetings is implemented and executed by respective functionaries. In addition to new items of discussion based on agenda, progress review of actionable items from previous meetings is undertaken and discussed. Key decisions of the Board and its Committees are communicated to the stock exchanges.

The MoP&NG undertakes performance evaluation of the Directors at the end of each financial year. This is done through the process of MoU on specified economic, environment and social parameters. The MoU ratings directly affect the performance related pay of the Directors.

About HPCL

The Chairman and Managing Director and other Whole-time Directors are generally appointed for a period of five years from the date of their taking over charge or till the date of their superannuation or until further orders from the GoI, whichever is earlier. Independent Directors are usually appointed for a period of three years. Government Nominee Directors continue on the Board at the discretion of the Nominating authority or till ceasing to be officials of such nominating authority.

The Following Directors Served on the Board of HPCL During 2020-21:

Whole-time Directors



(Clockwise from Center)

Shri Mukesh Kumar Surana
Chairman & Managing Director
(DIN: 07464675)

Shri Vinod S Shenoy
Director - Refineries
(DIN: 07632981)

Shri Rakesh Misri
Director - Marketing
(DIN: 07340288)

Shri R Kesavan
Director - Finance
(DIN: 08202118)

Shri Pushp Kumar Joshi
Director - Human Resources
(DIN: 05323634)

Government Nominee Directors



Shri Sunil Kumar
Ex-Officio Director
(DIN: 08467559)



Shri Subhash Kumar
Part-time Director
Representative of ONGC
(DIN: 07905656)

Independent Directors



Shri G Rajendran Pillai
(DIN: 08510332)



Shri Amar Sinha
(DIN: 07915597) - (Upto 20.09.2020)



Shri Siraj Hussain
(DIN: 05346215) - (Upto 20.09.2020)

Board Committees

In accordance with the provisions contained under the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosures Requirements) Regulations, sub-committees of the Board have been formed, which focus on specific areas and make informed decisions within the delegated authority. They are also involved in making recommendations to the Board on various matters, if required. Observations, recommendations and decisions of the Committees are placed before the Board for information and approval. The Board is also apprised of the developments in the Sub-committee meetings.

Board-level Committees as on March 31, 2021

- Audit Committee
- Nomination and Remuneration Committee
- Stakeholders' Relationship Committee
- Corporate Social Responsibility & Sustainability Development Committee
- Risk Management Steering Committee

About HPCL

Nomination, Selection Processes and Remuneration

The Corporation has constituted a Nomination and Remuneration Committee as required under the Act, SEBI LODR and DPE guidelines.

HPCL being a government company, the remuneration payable to its Whole-time Directors is approved by the GoI and advices thereof are received through the MOP&NG. Remuneration of Whole-time Directors includes basic salary, allowances and perquisites as determined by the GoI. Moreover, they are entitled to Provident Fund and Superannuation Contributions as

per Company rules. Remuneration payable to officers below the Board level is also approved by the GoI.

Independent Directors are paid sitting fees for Board meetings and Board Committee meetings attended by them. HPCL does not pay commission on profits to any of the Directors of the Company.

The annual total compensation ratio of highest-paid individual to the median annual total compensation for all employees (excluding the highest paid individual) was 5.33:1 in 2020-21. The ratio of percentage increase in salary of the highest paid individual to the median percentage increase of all other individuals, excluding the highest paid individual, was [minus (-)0.148:1].

Internal Systems and Controls

The Corporation gives utmost importance to compliance with corporate governance requirements including compliance of regulations, transparent management processes and adherence to both internal and external value norms. We have established policies and mechanisms, such as Code of Conduct, Vigilance, Integrity Pact, Whistle Blower Policy, CDA-Conduct, Discipline and Appeal Rules to ensure that our decisions, actions and conduct are ethical and transparent. These mechanisms strengthen our commitment to conduct business in an ethical manner, thereby creating a sustainable business.

In line with the requirements of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, HPCL has formulated policies on material subsidiaries and material related party transactions. These are publicly available on our website. Material related party transactions were approved in line with the provisions contained in the relevant act/policies.



Risk Management

Risk is inherent to all businesses and the key to success is to anticipate risks, pick the right risks and manage them. In today's volatile, uncertain and complex world, the external and internal environment is changing at an ever-increasing pace, which, in turn, requires businesses to not only manage the existing risks but to also anticipate emerging risks and deploy mitigating strategies on a continuous basis.

As a leading oil and gas company, we are subject to risks, including sustainability risks arising out of economic issues, environmental impact and social responsibility. HPCL accords utmost importance to sustainability considerations in its daily operations and decision-making.

HPCL understands that it is imperative to continuously identify and embrace the upside risk opportunities and enable the business to achieve the short-term and long-term strategies by leveraging these opportunities. HPCL has created a sustainability risk-aware culture across the organisation, thereby ensuring the identification and monitoring of key sustainability risks on an ongoing basis. The Risk Management Steering Committee (RMSC) constituted under the Risk Management Charter and Policy 2007, guides and monitors the risk management process across the organisation. The risk assessment and mitigation procedures are appraised to the Board.



Delegation of Authority and Roles and Responsibilities

The Members of the Board, Executive Directors, Chief General Managers and General Managers constitute the Senior Management of the Corporation. The head of SBU/Department is accountable for activities and performance of the respective SBU/Department. The provisions contained in the Limits of Authority Manual guide decisions pertaining to various levels of officers. The decisions related to key concerns requiring approval from the Committee of Functional Directors (CFD) or the Board as per the LAM are put up for the consideration of the CFD or the Board.

The Corporation has detailed manuals and guidelines to facilitate decentralised decision-making at multiple levels. Some of these are as follows:

Limits of Authority Manual (LAM): The Limits of Authority Manual serves as a reference guide for employees at all levels. It stipulates the authorities along with the monetary limits, where necessary, that can be exercised by the various levels of officers in the Corporation in their day-to-day functioning.

It defines the scope of authority for the Board, Committee of Functional Directors and the Executive Committee, the Contracts Committee, the Bids Committee and the senior individual positions. Separate chapters on different functions, such as Sales, Crude and Shipping, Capital Projects, Operations and Distribution, Finance, HR and inter-functional groups, guide transparent decision-making process, leaving no room for any ambiguity.

Procurement Manual: The Procurement Manual is a handbook developed with the objectives of outlining policies and procedures governing the following functions:

1. Purchase of materials and supplies and award of construction/service contracts
2. Disposal of obsolete, surplus, unserviceable and slow-moving materials and equipment

All the purchase policies and procedures currently prevalent in the Corporation, as also the guidelines issued by the GoI from time-to-time, are incorporated in the manual in a comprehensive and lucid manner. It details the procurement procedures while undertaking and finalising procurement contracts. It also clearly provides procurement authorities at multiple levels for procurement activities.

Over and above this, there are manuals at corporate and SBU levels, which form the basis of guiding decisions and administrative functionalities across business domains.



Code of Conduct (CoC)

HPCL has a 'Code of Conduct for Board Members and Senior Management Personnel of Hindustan Petroleum Corporation Limited' in compliance with the terms of Regulation 17 (5)(a) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, including the duties of Independent Directors as envisaged in Regulation 17 (5) (b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The Code aims to further enhance ethical and transparent process in managing the affairs of the Corporation. This Code has been made applicable to:

- a) All Whole-time Directors
- b) All Non-Whole-time Directors including Independent Directors and
- c) Senior management personnel

The Code would be read in conjunction with the Conduct, Discipline and Appeal Rules for Officers applicable to Whole-time Directors and senior management personnel. All Board members and senior management personnel provided the Annual Compliance Certificate duly signed by them as on March 31, 2021. During 2020-2021, there were no materially significant related party transactions with Directors or their relatives having potential conflict with the interest of the Company.

About HPCL



Vigilance Mechanism

To ensure fair and transparent practices within the organisation, HPCL has a full-fledged Vigilance Department headed by Chief Vigilance Officer (CVO) who administers supervision and control on all vigilance matters within the Corporation. The department focusses on preventive and proactive measures to minimise or eliminate deviations from HPCL’s values, policy and procedures to uphold the integrity of business operations.

Vigilance mechanism at HPCL is based on the guidelines from Central Vigilance Commission (CVC) on vigilance management in public sector enterprises and instructions issued from time-to-time by the Department of Personnel and Training (DoPT) as well as the MoP&NG. Vigilance complaints are handled as per the complaint handling policies stipulated in the Vigilance Manual 2017 of the CVC.

Vigilance activities are periodically reviewed by the CVC, the apex integrity institution in the country, along with the vigilance wing of the MoP&NG.

We focus on preventive vigilance which enables us to review procedures and practices, identify vulnerable areas and fine tune business processes based on constantly changing and dynamic scenarios. Awareness creation and dissemination of information is a crucial activity for keeping every employee abreast of the latest developments, enabling them to respond proactively to every situation.

All procurement for supplies are governed by the provisions enumerated in the Procurement Manual of the Corporation which include various anti-corruption policies based on the broad principles outlined in the GFR of Gol. Further, purchase orders of value above ₹ 1 Crore placed for contracts for goods and services includes an Integrity Pact in line with the directions of the CVC on the subject.

During the reporting year, as a part of preventive vigilance outreach activities, various campaigns were undertaken for administering the e-Integrity Pledge



to various stakeholders. The e-Integrity pledge was taken by employees and other stakeholders in large numbers through e-kiosks, corporate website, LPG IVRS, etc., resulting in enrolments of over 56,000 Integrity Pledges.

The Vigilance Officers conducted 38 interactive sessions covering 1,013 employees primarily through WebEx due to the pandemic wherein focussed groups were sensitised on ethical standards in various aspects of procurement, MDG, retail, LPG, route setup, operations, etc.

We developed Preventive Vigilance Training Module for officers during induction and for mid-career as per the guidance of the CVC. A training programme based on a newly developed training module was conducted for 134 newly-confirmed officers.

Also, we conducted preventive vigilance sessions in 18 schools and colleges covering 1,085 students. Preventive vigilance sessions were conducted for dealers and vendors covering 5,400 participants. Surprise inspections were carried out in various locations as a part of the preventive vigilance activities.

We coordinated with agencies like the CBI, the CVC, the vigilance wing of MOP&NG apart from carrying out investigations of complaints received from offices of the MOP&NG, the CVC, the CBI and other sources. Periodical updates were provided to various SBUs/HR-Legal/CPO on CVC/CTE/MOP&NG guidelines.



The Vigilance Awareness Week-2020 (VAW-2020) was celebrated from October 27, 2020 to November 2, 2020 with 'Vigilant India-Prosperous India' as the central theme. Our C&MD administered the integrity pledge to all employees online. Multiple talks by eminent personalities were organised during the awareness week. Various outreach activities viz., focussed group presentations, quiz, drawing/painting competitions, skits/street plays, workshops, technical talks, grievance redressal camps, gram sabhas, school/college programmes, among others were also undertaken. The activities were widely shared on social media platforms.

Review of several operating areas of the Corporation for systemic improvements were also carried out during the year.

The ninth edition of the in-house vigilance publication, Jagaran was published during the Vigilance Awareness week. Jagaran included a collection of articles covering diverse subjects with focus on vigilance awareness, such as system improvements implemented, thought-provoking insights, essays and illustrations promoting integrity, transparency and efficiency.

HPCL had 16 vigilance-related complaints pending as on April 1, 2020. A total of 321 complaints were received during 2020-21. Of these, 305 complaints were resolved during the year while the balance 32 are under investigation as on March 31, 2021.



Ethics and Integrity

HPCL is committed to achieving economic, ecological, social and governance objectives of a sustainable business through a balance in its varied operations and activities. We strongly believe in conducting business in a fair and transparent manner by adopting the highest standards of professionalism, honesty, integrity and ethical behaviour. We have several mechanisms in place to ensure the same.

Public Grievance Redressal Mechanism

We strive for excellence in delivering services, customer delight, and sustainable business conduct, thereby targeting minimal grievances to the public. Our public grievance redressal system has designated officers at specified times at our major locations to facilitate redressal of grievances. The details of the Grievance Redressal Officer are available on our corporate website. We have toll-free helpline numbers for registering customer complaints. We have customer complaint management systems embedded in our SBUs to handle specific queries, feedback or complaints. We also promote the use of the

About HPCL

Centralised Public Grievances Redress and Monitoring System (CPGRAMS), a web-enabled grievance redressal system of the Department of Administrative Reforms & Public Grievances (DARPG) through a link on our corporate website. We attend to and promptly redress grievances of citizens in a meaningful manner through effective coordination and qualitative disposal. Root cause analysis of grievances and necessary updation of service standards are done to eliminate recurrences.

HPCL had 44 public grievances pending as on April 1, 2020. We received 4,751 public grievances during 2020-21 and resolved 4,719 of the pending grievances. The closing number of public grievances as on March 31, 2021 is 76. The average disposal time for the complaints was 11 days, well within the permissible timeline of 30 days as per the directive of (DARPG)/Prime Minister’s Office (PMO). Grievances received under the specially carved out category, i.e. COVID-19 Category, wherein 108 were registered and resolved within 48 hours as against the 72-hour directive.

Right to Information (RTI)

The basic objective of the Right to Information Act is to set out the practical regime of right to information for citizens to secure access to information under the control of public authorities, in order to promote transparency and accountability in the working of every public authority. An informed citizen is better equipped to maintain vigilance over governance instruments and make the government more accountable to the governed. The Act is a big step towards making citizens informed about the activities of the Government. The Right to Information Act, 2005 (RTI), which became effective October 12, 2005, is complied with by the Corporation. The Corporation provides detailed information on its website www.hindustanpetroleum.com and updates the same regularly. Officers across the country, representing different departments, have been appointed as Public Information Officers and Appellate Authorities to deal with the queries received from Indian citizens under RTI.

Integrity Pact

In order to ensure high transparency and ethical standards in dealings with domestic and international contractors and vendors of goods and services, the Corporation has introduced the Integrity Pact (IP) to enhance transparency in awarding contracts. An MoU has been signed with Transparency International on July 13, 2007. The Integrity Pact was made applicable in the Corporation effective September 1, 2007 for contracts of ₹ 1 Crore and above. The Integrity Pact is now a part of tender documents to be signed by the Corporation and by vendors/bidders.

The references received from the Vendors are placed before the Independent External Monitors (IEM) for their review and recommendation of their decision to the Management for compliance. Meetings of the IEMs are held regularly to brief on the purchase process of the Company and review orders covered under the Integrity Pact.

During 2020-21, the Corporation received 4 complaints from vendors, which were referred to and resolved by the IEM.

Whistle Blower Policy

The whistle blower policy is approved by the Board and is available to stakeholders through the Corporation’s website. The policy is a mechanism for employees to report to the management concerns about unethical behaviour, actual or suspected fraud or violation of the Company’s code of conduct or ethics policy. This mechanism also provides for adequate safeguards against victimisation of employees who avail the mechanism and for direct access to the Chairman of the Audit Committee. It provides protection from unfair treatment or victimisation for genuine whistle blowers while warranting disciplinary action against misuse of the policy. It aims to build an environment where employees feel safe and empowered to raise concerns regarding non-compliance with laid rules, regulations and policy directives.



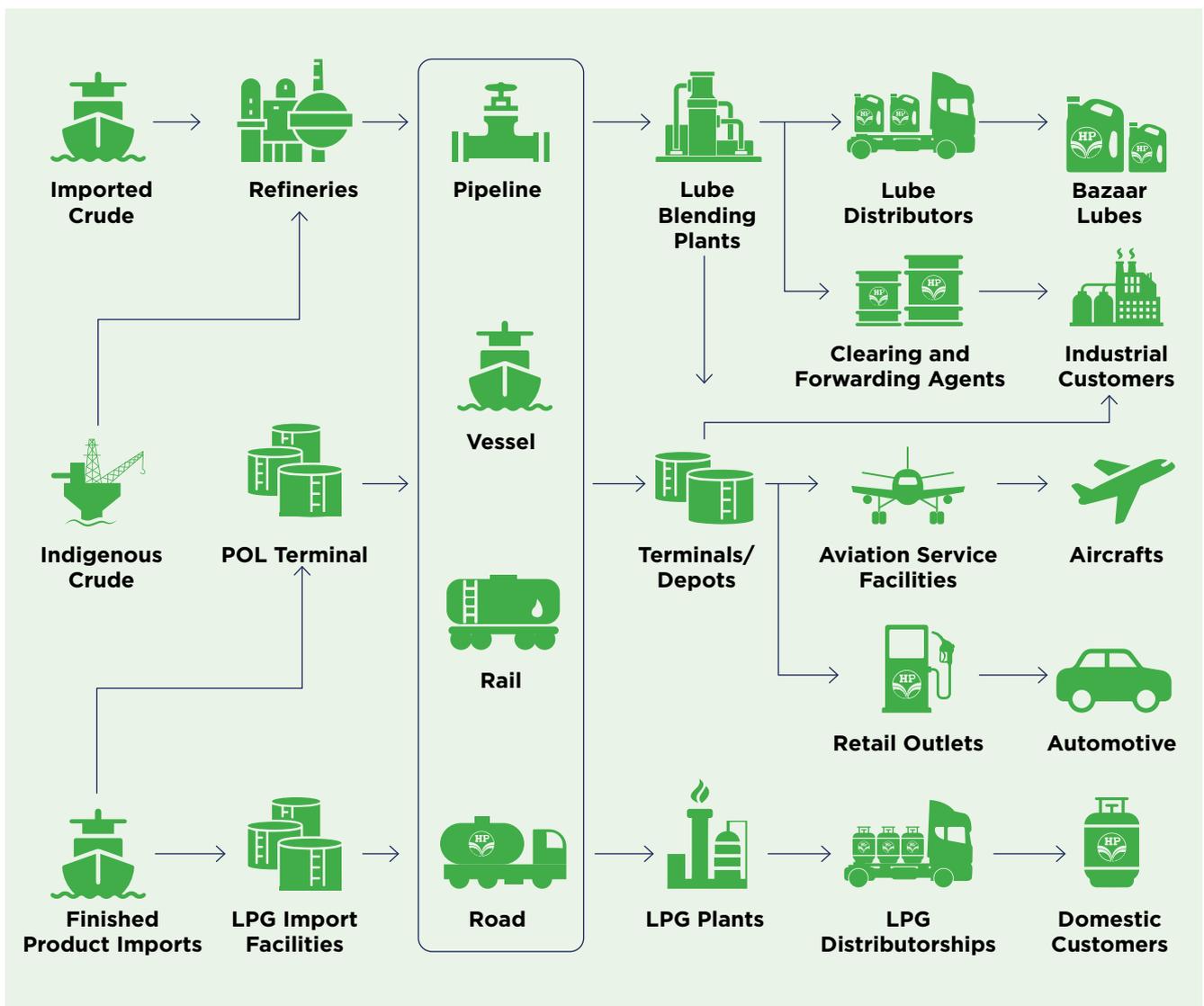
Supply Chain

Value chains which form the backbone of any manufacturing business are becoming increasingly complex, demanding management of suppliers (primary, secondary and sometimes tertiary), product quality and processes. Ensuring sustainability at all levels throughout the value chain is of central importance to us. We have an Integrated Margin Management department, which acts as a nerve centre and takes end-to-end view on critical processes for planning, enhancing and delivering the net corporate realisation. We also have an integrated procurement system, which helps us ensure cost effectiveness, prompt delivery, reliability, responsible sourcing of raw materials and inventory management. Suppliers, distributors, dealers and transporters have been identified as important stakeholders and

are involved in various stakeholder engagement workshops to raise awareness on the important sustainability issues.

We use best-in-class optimisation tools to plan and optimise the sourcing, transportation linkages and long-term infrastructure needs. It reduces carbon footprint by maximising product movement through energy-efficient modes like pipelines, coastal and rail over road transportation, which also reduces cost. Six fully-owned dedicated rakes have been procured and deployed in LPG transportation service.

As the Corporation is engaged with various local and small vendors for procurement, it encourages them to participate in the green initiatives undertaken.



About HPCL

Memberships and Affiliations



HPCL participates in consultative committee meetings for setting up policy frameworks as and when asked by the Government or regulatory departments. In addition, HPCL engages with the Ministry of Petroleum & Natural Gas and other bodies such as the Oil India

Safety Directorate (OISD), the Petroleum and Natural Gas Regulatory Board (PNGRB), the Centre for High Technology (CHT) towards the advancement of public good and nation building.

Some of our Institutional Memberships:

All India Association of Industries	All India Management Association (AIMA)	The Associated Chambers of Commerce and Industry of India (ASSOCHAM)
Bombay Chamber of Commerce and Industries (BCCI)	Bombay First	Bombay Management Association
Chemicals & Petrochemicals Manufacturers Association	Confederation of Indian Industry (CII)	Council for Fair Business Practices
Federation of Indian Chamber of Commerce & Industries (FICCI)	Federation of Indian Petroleum Industry (FIPI)	Global Compact Network India (GCNI)
IMC Chamber of Commerce & Industry	Indo German Chamber of Commerce	Maharashtra Economic Development Council
Press Club of India	Standing Conference of Public Enterprises (SCOPE)	The Energy and Resources Institute (TERI)
The Indian Society of Advertisers	Vigilance Study Circle	World LPG Forum
Indian Biogas Association (IBA)	International Energy Agency (IEA) Bioenergy	



With Hon'ble Chairman and Respected Members of the Standing Committee on Petroleum and Natural Gas

Awards and Recognitions

HPCL received multiple awards and recognitions during 2020-21 at various national and international forums.



Business

1. 'Oil Marketing Company of the Year' for leadership in oil marketing business in India by Federation of Indian Petroleum Industry (FIPI)
2. 'National Quality Award' in the Gold category to Proficiency Testing Project of Quality Control Department (Marketing) by Quality Control Council of India
3. CIISCALE Award 'Excellent' category in Oil, Gas and Petrochemical Category for digital interventions at various customer interface points, last mile logistics planning, and productivity and process improvements through process digitisation
4. 'Tech Circle Award' for Excellence in Digital Execution by Mosaic Digital
5. 'Digital Tech Sabha Award' in 'Enterprise' category for 'Smart LPG Plant' project
6. 'Certificate of Excellence' to HP Gas for UMANG App Bronze Partner by Ministry of Electronics & Information Technology

HR and CSR

7. First Prize for 'Swachhta Hi Sewa' 2019 campaign and 'Outstanding Contribution' award for Swachhta Pakhwada 2020 campaign by Ministry of Petroleum and Natural Gas and Ministry of Jalshakti
8. Felicitation by Hon'ble Governor of Telangana and Lieutenant Governor of Puducherry, for ensuring smooth supply of petrol, diesel and LPG refill to consumers in Telangana during the COVID-19 pandemic

About HPCL



9. 59th ABCI Awards 2020 by Association of Business Communicators of India for (i) HP Corporate Website, (ii) Annual Report 2017-18, (iii) HP Samachar under the Indian Language Publication, (iv) Expressions under the Photo Feature category and (v) Sustainability Report 2017-18
10. Felicitation by Hon'ble Governor of Maharashtra for humanitarian services rendered during COVID-19 pandemic
11. 'Innovation in Capability Building' award by AIAC (All India Achievers Conference) towards the various learning platform and training modules
12. PRSI National Awards 2020 by Public Relations Society of India for (i) Best Corporate Website for second consecutive year, (ii) Best House Journal in 'English Category' to HP News, (iii) Best House Journal in 'Hindi Category' to HP Samachar, (iv) Best use of Social Media, (v) Best Corona Awareness Campaign

Safety

13. 'Shrestha Suraksha Puraskar' to Visakh Refinery Modernisation Project (VRMP) - Full Conversion Hydrocracker Unit (FCHCU) construction site by National Safety Council of India (NSCI)
14. 'International Safety Award 2020' bestowed on Delhi Terminal, Ramamandi Rewari Pipeline and Coimbatore IRD by British Safety Council
15. Various Awards under HSSE to LPG plants at Aurangabad, Usar, Chakan, Raipur, Loni, Khapri, Goa, Mysore, Panagarh, Bhatinda, Yedyur and MLIF

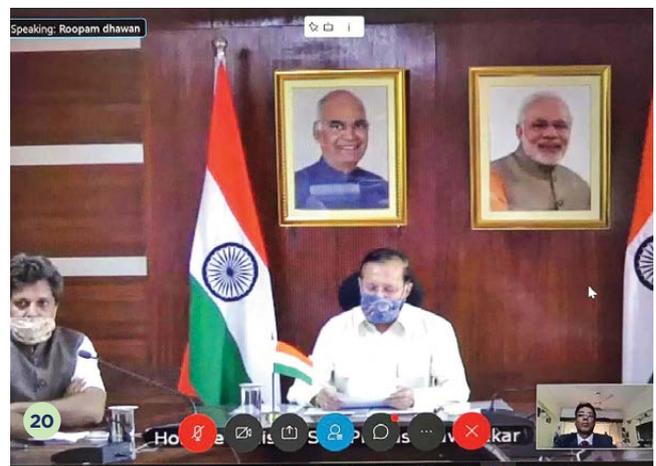


- 16. Gold Awards to Panagarh and Usar LPG Plant and Platinum Award to Yediyur LPG Plant in petroleum storage and transportation by Apex India Foundation
- 17. MLIF and Yediyur LPG Plants declared the 'Best industries under oil and gas sector' by Factories Inspectorate, Karnataka.
- 18. Apex Gold Award 2020 to SOD SBU for Trainings – an essential for Safe Work Place
- 19. Golden Peacock Award and Apex India Foundation Gold Award in Occupational Health and Safety Category and Apex India Foundation Platinum Award in Fire Safety & Security Cat



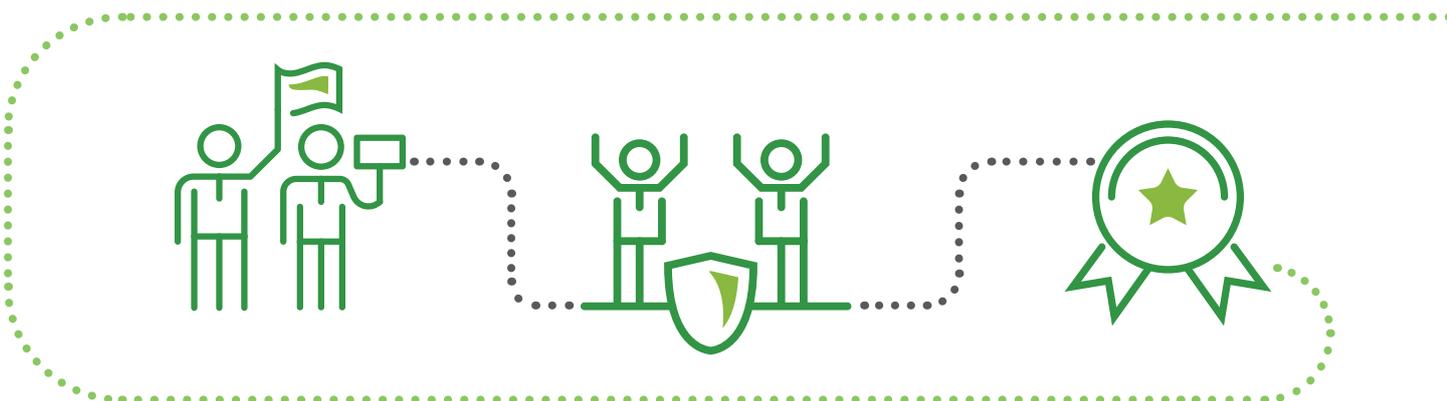
Environment and Sustainability

- 20. 'Exceed Platinum Award' under the category 'Environment Sustainability' in Oil Refining Sector by Sustainable Development Foundation of 'Ek Kaam Desh Ke Naam'
- 21. Saksham Award 2020 to State Level Coordinator, Chandigarh for 'Best Overall Performance' among small states & UTs category for Oil & Gas Conservation activities carried out during Saksham 2020
- 22. Bhopal LPG Plant, Calicut ASF, Kanpur Terminal and Mundra Terminal awarded Greenco Platinum Rating at the 9th Virtual Greenco Summit organised by the Confederation of Indian Industry Green Business Centre (CII-GBC)
- 23. 'Renewable Energy Award' to Mundra Delhi Pipeline (MDPL) by CII
- 24. Platinum Rating to newly constructed regional office at Bathinda by Indian Green Building Council category to Mumbai Pune Solapur Pipeline (MPSPL)



Research and Development

- 25. Apex 'Gold Award, 2020' to HPGRDC for Safe Workplace in R&D Sector
- 26. Product Innovator of the year award for development of 'HP-THERMOPRO' by FICCI
- 27. Golden Peacock award for development of 'HP-CoSoL'

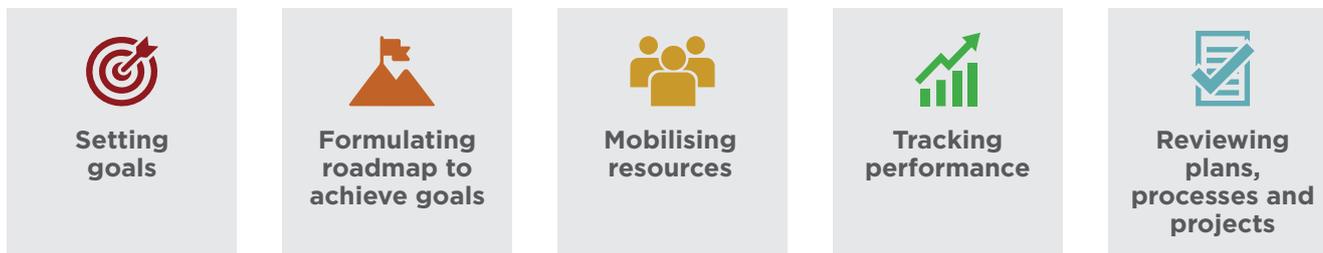


Stakeholder Engagement and Materiality

FOSTERING INTERNAL AND EXTERNAL TRUST

Identifying and reporting on the most relevant, material issues for a company and its stakeholders are the foundation of sound disclosures. In today’s evolved business environment, materiality extends beyond financial reporting to encompass environment, social and governance parameters. As we strive to take the multi-faceted approach in the new energy paradigm, we are aware that development, and its concomitant impact on society and environment, need to be balanced optimally with clear focus on making the Corporation ready for the transition to a low-carbon path. Such realisations guide our decisions and actions to keep the activities and initiatives of the Corporation relevant to the changing times and aligned to the new developments in energy and allied arena. This section summarises the issues that HPCL and its stakeholders holds crucial and important for a sustainable future.

Our Sustainability Approach Encompasses the Following Steps for Effective Implementation:



The fossil fuel-based energy sectors have been the mainstay of the economic and technological progress witnessed over the past century and remain so in current times. However, with the increasing impact of GHG emissions associated with fossil fuels, a closer look at decoupling energy with GHG emissions becomes imminent. Companies in the Oil and Gas sector need to traverse the low-carbon journey while maintaining business relevance, advocating for and aligning with major policy decisions, and performing on increasingly stringent environmental standards. Incorporating stakeholders’ concerns into the sustainability strategy thus becomes all the more important. HPCL is focussing on a strategy to address the quadruple aspects: supporting the nation’s rapid demand growth; maintaining stable and secure supplies; ensuring sustainable air, water and land management; and preparing for the transition to a low-carbon path to achieve scale dimensions in other energy-related fields. We are strengthening the core businesses of refining with bottom upgradation, marketing and distribution; scaling the natural gas business; diversifying into petrochemicals; and strategically participating in renewables and upstream businesses.



Governance and Policies

We believe that the evolution of corporate governance is vital to sustained value creation by seamlessly integrating environmental and social risks and opportunities into long-term business strategy. We recognise that the successful integration and effective management of sustainability depends on committed leadership, clear direction and strategic influence. Successfully embedding sustainability into everyday actions requires establishing accountability at the highest levels of governance and commitment from the senior management to drive the sustainability agenda.

HPCL has instituted a governance structure to focus on embedding the ESG aspects within our strategy, organisational culture and business verticals. This governance structure helps scan the risk and opportunity, build a sustainability strategy across the business, manage goal setting and reporting processes,

strengthen relationships with external stakeholders and ensure overall accountability across ESG aspects.

The Board has constituted Corporate Social Responsibility and Sustainability Development (CSR&SD) Committee, headed by an Independent Director. The subcommittee defines the sustainability vision, reviews the sustainability strategy, identifies projects aligned with our sustainability approach and provides leadership and direction. It also conducts a periodic review of progress and performance across identified focus areas in sustainability. The Corporate HSE Department formally carries out the process of material topics identification, reporting on identified material topics, review and approval of Sustainability Report. During the process, regular feedback is taken from the Committee of Functional Directors (CFD), Strategic Business Unit (SBU) Heads and other officers concerned.

Sustainable Development Policy

We have implemented a Sustainable Development Policy, applicable across business verticals and functions. Every business unit is expected to adhere to the objectives, commitments and guiding principles enshrined in the policy.

Sustainable Development Policy

We at HPCL, are committed to achieve the economic, ecological and social responsibility objectives of sustainable development consistently through our varied operations and activities.

We will strive to contribute to sustained overall economic growth by continually improving the efficiency and productivity of our operations. We will execute our business activities in such a way that the ecological balance is not impacted. We will develop and conduct programmes for the community, suitably designed towards building their individual capabilities. We will:

Promote sustainable development concepts amongst our employees, customers, stakeholders and others.	Integrate the sustainable development objectives and considerations in all our business plans.	Deploy efficient and clean technologies towards realising minimal impact on environment.
Develop and implement good practices for optimal usage of natural resources.	Continuously monitor and control our activities to minimise carbon footprint.	Endeavour to provide a clean, healthy and safe working environment to our employees, neighbours, customers, consumers and stakeholders.
Sustain appropriate development programs for our employees, customers and neighbouring communities.	Incorporate customised management systems to monitor and control progress of Sustainability development objectives.	Remain committed to disseminate information on our sustainability performance.

Stakeholder Engagement and Materiality

Stakeholder Engagement

An important aspect of creating shared value is effective communication and dialogue with our stakeholders. We have an extensive network of people, organisations, businesses and communities whose inputs help us better understand our material sustainability topics. At HPCL, we have developed a well-respected approach towards corporate responsibility which reflects our commitment to the economic, ecological, social and governance objectives of sustainable development. The key sustainability issues are identified based on their impact on our business, stakeholders and value chain. Our process for identifying the key material issues is structured, which takes into account key concerns and priorities of all of our internal and external stakeholder groups. We interact with our stakeholders using various methods of engagement such as one-on-one as well as segmental interactions, annual general meetings, press releases, trainings, group discussions, surveys and grievance redressal mechanisms. Additionally, the Sustainability Division of the Corporate HSE Department and other line management representing different SBUs engage with stakeholders regularly through structured mechanisms.

Approach

To evaluate the issues raised by our stakeholders, we adopt a structured approach through effective discussions at various levels. To achieve this, we undertake stakeholder engagement workshops/meetings/interactions to sensitise our stakeholders on sustainability issues as well as to garner feedback. These workshops provide an opportunity to obtain perspectives and help us strengthen our partnerships. The stakeholder inputs are considered for deliberation and redressal at the appropriate levels. We aim to continually improve the stakeholder engagement

process through review and inputs received from stakeholders. This two-way dialogue effectively identifies opportunities for value creation, helps in appreciating the perspectives and challenges of stakeholders, and in the process, builds lasting relationships. We analyse concerns that have a potentially high impact and that helps us work towards our sustainability priorities. While developing our previous Sustainability Reports, we reached out to internal and external stakeholders, ensuring adequate representation.



Interaction with Shri. Tarun Kapoor (IAS), Secretary, Ministry of Petroleum & Natural Gas, Govt. of India at our Corporate Headquarters, Petroleum House

The process followed for stakeholders' expectation and compliance is:



Stakeholder Identification

We identify stakeholders key to our business through their impact on the organisation and the value we create for them in return. We have identified distinct stakeholder categories for our business.

Internal and External Stakeholder Groups*

Internal Stakeholders	Employees <ul style="list-style-type: none"> ▪ Management ▪ Non-Management
External Stakeholders	Customers Dealers and Distributors Suppliers/Contractors Transporters Forecourt Staff at Retail Outlet LPG Delivery Person/Staff Contract Workmen Competitors Investors Local Community Regulatory Departments Local Administration Shareholders

* In no order of preference

Stakeholder Prioritisation

The precursor to establishing the mode and periodicity of stakeholder engagement is stakeholder prioritisation. The periodicity and engagement mode can span from one-on-one interaction at various frequencies to annual group level meetings to enhance strategic collaborations. To formulate an effective strategy, we assess the nature and depth of the impact that these stakeholders may have on our business and the extent to which our business decisions will make an impact.

Stakeholder Group	Responsibility	Influence	Proximity	Dependence	Representation
Management Employees	Towards whom the Company has a responsibility	With influence or decision-making power	Who regularly interact with the Company	Directly or indirectly dependent on the Company	Representing communities, employees and others
Management Employees	X	X	X	X	X
Non-Management Employees	X	X	X	X	X
Dealers and Distributors	X	X	X	X	X
Suppliers/Contractors	X	X	X	X	X
Transporters	X	X	X	X	
Forecourt Staff at Retail Outlet	X		X	X	
LPG Delivery Person/Staff	X		X	X	
Contract Workforce	X		X	X	
Competitors		X			
Investors	X	X	X	X	
Local Community	X	X	X	X	X
Regulatory Departments	X	X	X		
Local Administration	X	X	X		X
Shareholders	X	X	X	X	

Stakeholder Engagement and Materiality

Stakeholder Engagement

Stakeholder engagement serves as a tool to understand the reasonable expectations and interests of stakeholders, and their information needs. Each stakeholder can have differing knowledge, views as well as appreciation about a particular subject in context of our corporation. Hence, we have developed and refined our stakeholder engagement process through years of conducting engagement workshops across the length and breadth of the country. The learnings have been factored into the mode of engagement and the methodology has been devised to bring in useful outcomes, which provide valuable insights for business and stakeholders.

Sustainability is an expansive lens, and it is important that we identify our key priorities so that we can align time, resources and investment to deliver the triple-bottom-line impact. Our detailed materiality assessment included customised surveys for each of our identified stakeholder group.

We explained subjects such as sustainable development, environmental issues, latest trends, best practices, regulatory landscapes and future scenarios during the stakeholder engagement sessions and materiality assessment exercises.

Managing Stakeholder Expectations

Key Topics	Modes of Engagement	Our Response
 Management and Non-Management Employees		
COVID-19 Response	<ul style="list-style-type: none"> Virtual engagement at varying frequencies (daily, weekly) 	<ul style="list-style-type: none"> We have created a safe working environment by adhering to all COVID-19 related protocols set in place by the Government Departments and Statutory Authorities We hold online counselling sessions for guidance to employees on physical and mental well-being We provide employees with nutritional supplements, appropriate PPEs, sanitisation facilities at workplace Employees are provided with medical equipment for preventive and diagnostic measures such as pulse and oxygen monitors, BP monitors, thermometers etc. Employees are provided with appropriate hardware and software and training for enabling them to work from home
Focus on health and safety	<ul style="list-style-type: none"> Monthly/quarterly safety committee meetings 	<ul style="list-style-type: none"> We strive for an incident-free workplace through regular safety trainings, health check-ups and awareness sessions There is a periodic medical check-up that covers our employees under the Periodical Medical Examination (PME) Scheme and is defined by the age profile and nature of work We conduct various safety training programmes to internalise safety and make it a part of culture, we also conduct behavioural - based safety (BBS) training programmes
Aspirations for career progression and higher education	<ul style="list-style-type: none"> Annual performance reviews and appraisal system Education Growth Plan (EGP) 	<ul style="list-style-type: none"> We provide timely performance reviews and appraisals to our employees through appropriate feedback mechanism, via online performance review and appraisal system We have devised an education growth plan for our employees to enable them to fulfil their higher education ambitions
Grievance redressal	<ul style="list-style-type: none"> Regular interactions E-platforms 	<ul style="list-style-type: none"> We have effective online grievance redressal mechanisms, such as ICS E-Care, HR Direct, Reflexion etc. These are made available to our employees to address their concerns

Key Topics	Modes of Engagement	Our Response
Ecosystem based and need-based trainings	<ul style="list-style-type: none"> Regular in-house technical and behavioural trainings Nomination to external trainings, conferences and seminars 	<ul style="list-style-type: none"> With a strong focus on initiatives and programmes to enable our employees to gain competency and enhance their skills, we organise technical and behavioural trainings We adopted a learning culture leveraging online mode of learning for our employees Some of the capability development initiatives that are available to our employees include courses through collaboration with premium institutes, HP Academy, nomination of employees to international conferences and seminars and so on
Work-life balance	<ul style="list-style-type: none"> Regular interactions Employee-connect forums 	<ul style="list-style-type: none"> During the time of COVID-19, we have undertaken various online engagement initiatives such as online learning, online fitness and yoga sessions, online competitions among others We counsel and extend our support to our employees and their family members through Paramarsh We modified existing HR policies related to leave and compensation in light of COVID-19 pandemic
Rewards and recognition	<ul style="list-style-type: none"> Annual/biannual recognitions schemes 	<ul style="list-style-type: none"> In order to motivate our employees to higher levels of performance, we provide incentives like Performance Related Pay (PRP) to management employees and productivity incentive schemes to non-management staff To reward our deserving employees, we have schemes like HP Icon, Outstanding Achievers Awards, HP Gaurav Award, among others
 LPG Distributors		
Product quality and product delivery	<ul style="list-style-type: none"> Regular distributor meets Regular visits and inspections 	<ul style="list-style-type: none"> We closely examine quality parameters during different phases of our complete value chain We are supporting development of novel solutions and utilising technologies, such as a Vehicle Tracking System (VTS), Optimised Logistics Assistant (OLA), online inventory monitoring, online LPG connection, etc. to ensure timely product delivery Our operating workforce carries out regular inspections
Safety (including COVID-19 measures)	<ul style="list-style-type: none"> Training programmes on safety Regular inspections and safety audits 	<ul style="list-style-type: none"> The distributors are consistently guided on safe management of products Timely safety audits and reviews are carried out at retail outlets and LPG distributors We have provided a Special Ex-Gratia Scheme and Floater Group Mediclaim Policy to extended workmen engaged by our stakeholders and their family members (not covered by ESIC) for Hospitalisation for any diseases including COVID-19
Competition from peers	<ul style="list-style-type: none"> One-to-one meetings 	<ul style="list-style-type: none"> Appropriate solutions are identified and executed based on the situation.

Stakeholder Engagement and Materiality

Key Topics	Modes of Engagement	Our Response
 Retail Dealers		
Upgradation of outlet and dispensing units	<ul style="list-style-type: none"> One-to-one discussions Regular dealer meets 	<ul style="list-style-type: none"> We keep on upgrading the DUs with up-to-date configuration, and the same are provided to our dealers
Improvement in vendor services	<ul style="list-style-type: none"> Regular meetings with vendors and dealers 	<ul style="list-style-type: none"> We have established a portal to lodge, review and settle grievances within a definite period. Also, action is taken against defaulting vendors An effective monitoring system is established for compliance
 Supplier and Vendors		
Health and safety (including COVID-19 measures)	<ul style="list-style-type: none"> Training programmes on safety Regular health check-ups Regular meetings 	<ul style="list-style-type: none"> The suppliers and contractors are frequently involved in training programmes and fire drills planned by the working locations Timely health check-ups are arranged with the support of renowned hospitals To stress on secure and safe driving practices, safety parameters, trainings and awareness campaigns, such as Sadak Suraksha encompassing technical and behavioural aspects are carried out for our transporters and their crew regularly We supported our suppliers and contractors through regular guidance on COVID-related aspects We have provided a Special Ex-Gratia Scheme and Floater Group Medclaim Policy to extended workmen engaged by our stakeholders and their family members (not covered by ESIC) for hospitalisation for any diseases including COVID-19
Higher running and maintenance costs	<ul style="list-style-type: none"> Trainings Tank truck health check-up 	<ul style="list-style-type: none"> To bring about awareness on fuel conservation and defensive driving habits, regular training programmes are arranged Through co-ordination with leading OEMs, we organise camps for tank truck fleet. We also reward the top performing drivers Programmes like SAKSHAM focussing on fuel conservation are organised involving transporters and TT crew
Complaint redressal mechanism	<ul style="list-style-type: none"> Online platforms One-on-one meetings 	<ul style="list-style-type: none"> We have a strong grievance mechanism for our suppliers and contractors. Complaints can be directed to the unit heads at the operating locations
Improved RTKM transportation rates	<ul style="list-style-type: none"> Regular meets and discussions One-on-one interactions 	<ul style="list-style-type: none"> We have implemented the improved Online Logistics Assistant (OLA) in-line with local requirements and necessities

Key Topics	Modes of Engagement	Our Response
Increased transparency	<ul style="list-style-type: none"> Regular supplier meets at operating level One-on-one meetings Panel meetings Pre-bid meetings 	<ul style="list-style-type: none"> In order to ensure transparency and reliability in the bidding process, we have a real-time tendering process We arrange panel meetings with select representatives
On-time payments	<ul style="list-style-type: none"> Email communications One-on-one meetings Online platforms 	<ul style="list-style-type: none"> To cater to online payments, a robust system has been setup, which enables transporters to check their payment status, taxes and amount of TDS deducted
Payment process	<ul style="list-style-type: none"> Online platforms Need-based communications Vendor trainings 	<ul style="list-style-type: none"> We have an integrated disbursement module, which is a platform through which bills can be submitted and tracked by the vendors In our thrust to reduce cycle time and enhance transparency, we are constantly automating and upgrading existing processes



Delivery Men

Customer retention	<ul style="list-style-type: none"> Regular training sessions 	<ul style="list-style-type: none"> To help our delivery staff enhance their knowledge and instil an attitude to create differentiated customer experiences, customised training programmes are undertaken
Training needs	<ul style="list-style-type: none"> Regular interactions Training sessions on safety 	<ul style="list-style-type: none"> We have specific SOPs for delivery men, both in LPG and Retail, on safe use and handling of products Training sessions are organised for the delivery men at regular intervals
Health and safety	<ul style="list-style-type: none"> Regular interactions 	<ul style="list-style-type: none"> We keep on guiding the extended workforce on appropriate COVID-19 related protocols to be adhered to We have provided a Special Ex-Gratia Scheme and Floater Group Mediclaim Policy to extended workmen engaged by our stakeholders and their family members (not covered by ESIC) for hospitalisation for any diseases including COVID-19



Contract Workers

Health and safety (including COVID-19 measures)	<ul style="list-style-type: none"> Annual health check-ups Regular wellness sessions Regular interactions 	<ul style="list-style-type: none"> We arrange health check-ups of our contract workforce and organise frequent sessions on healthy living We look forward to enhancing the well-being and productivity of our workforce by promoting good health and safety practices. We keep on guiding the extended workforce on appropriate COVID-19 related protocols to be adhered to We have provided a Special Ex-Gratia Scheme and Floater Group Mediclaim Policy to extended workmen engaged by our stakeholders and their family members (not covered by ESIC) for Hospitalisation for any diseases including COVID-19
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Stakeholder Engagement and Materiality

Key Topics	Modes of Engagement	Our Response
Regular payment	<ul style="list-style-type: none"> Regular interaction Need-based communication 	<ul style="list-style-type: none"> We disseminate awareness on Provident Fund and ESI-related matters among others, thus enabling the contract workforce to understand minimum wages in a more detailed way
Training needs	<ul style="list-style-type: none"> Regular trainings 	<ul style="list-style-type: none"> We carry out regular trainings on workplace safety and emergency preparedness



Regulators

Compliance	<ul style="list-style-type: none"> Regular interactions with government departments and statutory bodies 	<ul style="list-style-type: none"> We make sure that timely compliance with applicable statutory regulations and local laws is fulfilled We ensure that there is regular interaction with various government departments and statutory bodies on compliance-related matters
Disaster management	<ul style="list-style-type: none"> Training on safety issues and mock drills for emergency preparedness Mutual-aid meetings Meetings with local authorities 	<ul style="list-style-type: none"> We engage with members from nearby communities and neighbouring industries during on-site and off-site mock drills to augment their level of preparedness and instil a sense of confidence



Communities

Community development	<ul style="list-style-type: none"> Regular interaction with the community through our CSR initiatives 	<ul style="list-style-type: none"> We constantly engage in CSR activities in areas of childcare, education, healthcare, environment, community development, skill development etc. We undertook various initiatives during the year including provision of cold chain equipments to State health Department, mask distribution, health camps, COVID-19 awareness drives, donation to the needy and underserved in the society etc. Many of our operating locations supported the communities in their vicinity and migrant labour by providing free food, medical help, PPEs etc during the reporting year
Meeting project deadlines	<ul style="list-style-type: none"> Meetings with local administration, NGOs and implementing agencies 	<ul style="list-style-type: none"> We closely work with local administration, NGOs and implementing agencies to enlighten them on the process and perspectives of each project Timely follow-up is ensured for completion of identified projects within the defined time period
More support and regular meetings in healthcare	<ul style="list-style-type: none"> Regular meetings with communities 	<ul style="list-style-type: none"> We are in regular contact with the local communities to upgrade and improve the facilities provided to them

Key Topics	Modes of Engagement	Our Response
 <h2 data-bbox="293 450 660 479">Shareholders and Investors</h2>		
Financial performance	<ul style="list-style-type: none"> ■ Annual Report ■ Periodic press releases ■ Annual General Meeting ■ Analyst meet 	<ul style="list-style-type: none"> ■ We apprise our shareholders and investors on the existing business environment and the Corporation's strategy to encounter new challenges in the future
Good corporate ethics and compliance	<ul style="list-style-type: none"> ■ Regular meetings ■ Online platform 	<ul style="list-style-type: none"> ■ We have a Stakeholders Relationship Committee to address the grievances of security holders ■ To better recognise the apprehensions of our shareholders, we also seek their feedback
 <h2 data-bbox="293 1019 437 1048">Customers</h2>		
Awareness on safety and environment aspects	<ul style="list-style-type: none"> ■ Periodic campaigns on safety and resource conservation 	<ul style="list-style-type: none"> ■ We promote awareness sessions on safety to enhance customer awareness on safe usage of products ■ We disseminate awareness to LPG consumers, including PMUY consumers on safe handling of LPG ■ To sensitise the masses and raise awareness among them, we conduct programmes on conservation of Oil and Gas (SAKSHAM) at various locations, retail outlets and LPG distributorships
Product quality and service standards	<ul style="list-style-type: none"> ■ Periodic customer satisfaction surveys and customer meets 	<ul style="list-style-type: none"> ■ To avoid any degradation in quality and maintain products of highest quality standards right from refining to distribution, we have established adequate systems and processes ■ Through efficient planning and logistics, we ensure product availability at customer touchpoints ■ We are constantly upgrading to products with minimum environmental impact ■ We regularly interact with customers to understand their perspective on our service standards
Resolving complaints	<ul style="list-style-type: none"> ■ One-on-one meetings ■ Need-based communication ■ Online complaint management system 	<ul style="list-style-type: none"> ■ By means of multi-language online applications, we ensure customer connect is strengthened ■ To attend to our customer complaints on a timely basis, we have effective complaint management systems in place ■ We also ensure alignment with the Centralised Public Grievances Redress & Monitoring System (CPGRAMS)

Stakeholder Engagement and Materiality

Materiality

Materiality assessment is the foundation of sustainability reporting. It helps identify an organisation’s and its stakeholders’ most ‘material issues’ and determine what should be reported. The process of identifying these issues involves reaching out to internal and external stakeholders to get their feedback on a wide range of relevant sustainability topics. This provides an opportunity to solicit inputs on designing an effective sustainability strategy that is responsive to stakeholder expectations..

We engaged with large number of internal and external stakeholders and captured their feedback on material concerns. The materiality assessment exercise typically involved explaining different stakeholder categories of the relevance of the issues and requesting them to rank them in order of importance.

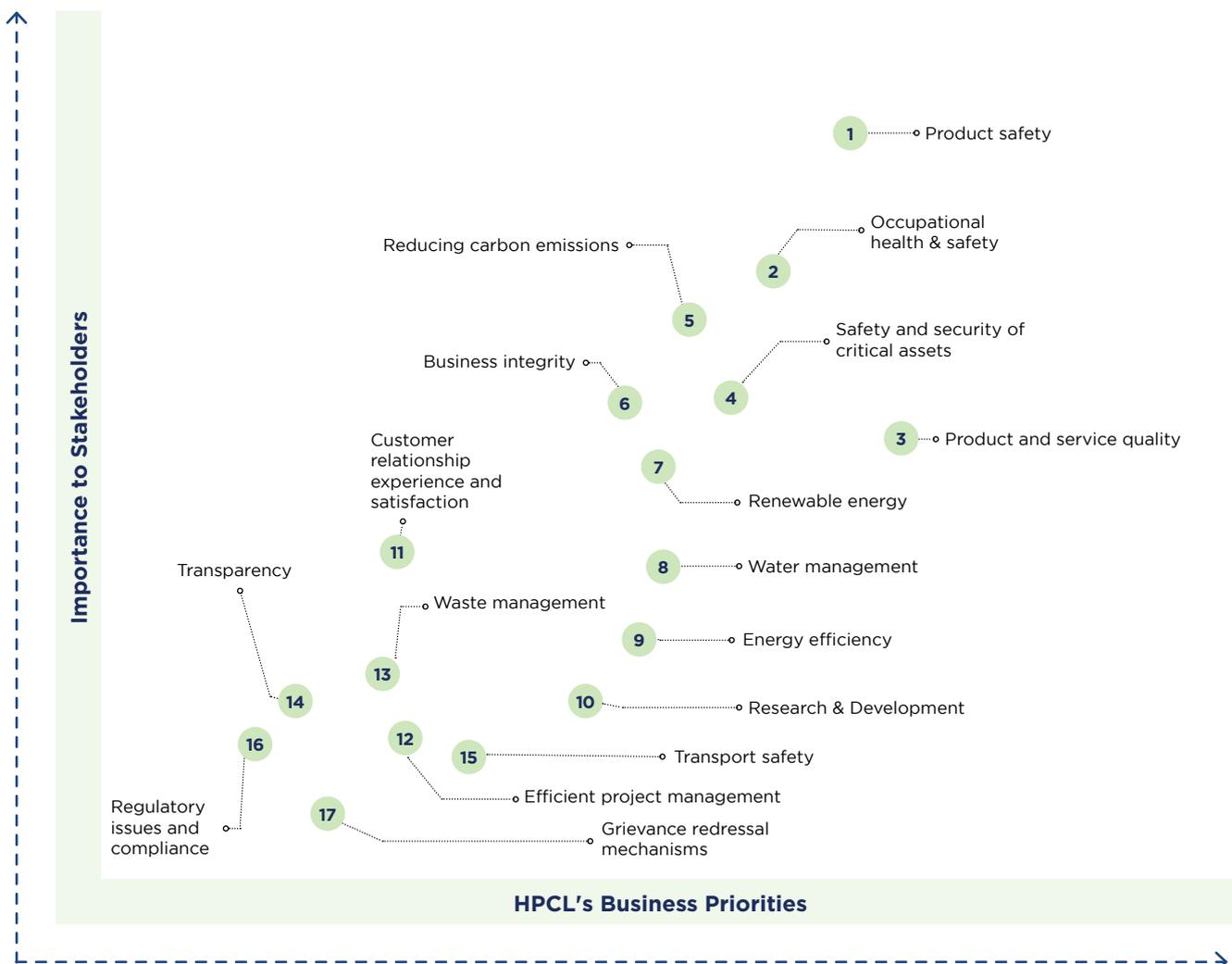
This year, we continued with our material sustainability issues identified previously based on surveys and

interviews covering over 1,000 relevant stakeholders, including employees, retailers and distributors, suppliers, vendors and transporters, and validated in 2019. We did not identify any major change in materiality for the reporting year..



Engagement with internal and external stakeholders leads to strengthened partnerships

Materiality Matrix



Revalidated Material Topics.

Sr No.	Material Topic	GRI Standards	Boundary
1	Product Safety	GRI 416 and 417	Internal/External
2	Occupational Health & Safety	GRI 403 - 2018	Internal
3	Product and Service Quality	OG 8	Internal/External
4	Safety and Security of Critical Assets	Non-GRI	Internal/External
5	Reducing Carbon Emissions	GRI 305	Internal/External
6	Business Integrity	GRI 205 and 206	Internal/External
7	Renewable Energy	GRI 302, OG 2, OG 3 and OG 14	Internal
8	Water Management	GRI 303 - 2018	Internal
9	Energy Efficiency	GRI 302	Internal
10	Research and Development	Non-GRI	Internal
11	Customer Relationship Experience and Satisfaction	Non-GRI	External
12	Efficient Project Management	Non-GRI	Internal
13	Waste Management	GRI 306	Internal/External
14	Transparency	GRI 102	Internal
15	Transport Safety	Non-GRI	Internal/External
16	Regulatory Issues and Compliance	GRI 307 and 419	Internal/External
17	Grievance Redressal Mechanisms	Non-GRI	Internal

Economic Performance

CREATING VALUE RESPONSIBLY

The COVID-19 pandemic affected the world economy in 2020. Governments across the world implemented several restrictions like lockdowns, quarantine and social distancing to ‘flatten the curve’, which resulted in a contraction of over 3% in global economic output. The Indian economy was also impacted by the unprecedented crisis in 2020-21 due to the pandemic. The lockdown measures imposed to contain the pandemic affected economic activities resulting in contraction of the real Gross Domestic Product (GDP) by 7.3% in 2020-21 as per first advance estimate. Backed by several proactive and mitigating measures taken by the Government, the Indian economy recorded a rebound in the third quarter of 2020 with real GDP growth turning positive. The health crisis is subsiding, and economic activities are gathering momentum, supported by an aggressive vaccination programme and fiscal stimulus.

The pandemic impacted the energy sector on the back of high contraction in demand. For the first time in the 21st century, primary energy consumption in India declined by 5.9% in 2020, mirroring the decline in GDP by about 7.3%. The largest decline in energy demand occurred in oil at 9.9%, reflecting reduced road and air transportation activities.

Despite the severe challenges, we ensured uninterrupted availability of LPG, petrol and diesel for essential services and the general public while prioritising the safety and well-being of our workforce and other stakeholders. We recorded a stellar financial performance, with our highest ever Profit After Tax (PAT) of ₹ 10,664 Crore, crossing the ₹ 10,000 Crore mark for the first time. This was a result of efficient planning, robust operational performance and effective supply chain management, helped by favourable exchange rate variations and inventory gains. This performance is a testimony to the tireless efforts of all employees, channel partners and unwavering faith of all our stakeholders.

We dedicate this success to the service of all the COVID-19 warriors who associated themselves in one way or the other during the year with the Corporation. Our credit ratings remain strong, and we have deployed comprehensive systems and processes to monitor our financial performance.

₹ 10,664 Crore
Highest ever PAT



Flag-Off Ceremony of RUF Reactors for Visakh Refinery Modernisation Project



Financial Performance

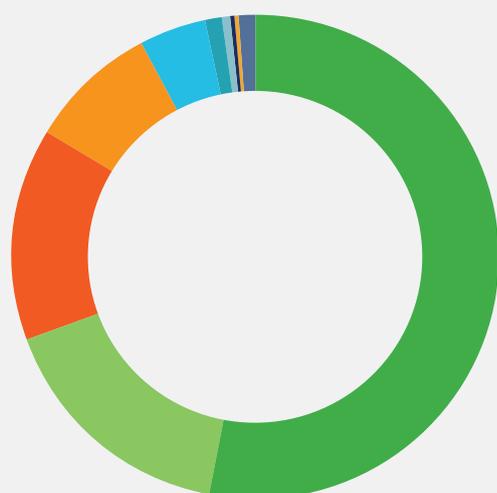
(₹ Crore)

Economic Value Generated	2020-21	2019-20	2018-19
Total Revenue	273,115.05	2,89,255.10	2,98,621.32
Profit After Tax	10,663.88	2,637.26	6,028.66
Economic Value Distributed			
Operating and Service Cost	8,116.69	9,270.28	8,259.81
Employee Wages and Benefits	3,188.38	3,193.46	2,936.91
Payment to Providers of Capital	2,400.45	2,808.54	2,379.28
Contribution to Exchequer	95,332.94	76,133.41	73,350.33
Community Investment	156.35*	182.24	159.81

*₹ 156.35 Crore i.e. (2.41%) of Average Net Profit of the company for last three financial years. The mandatory spending being 2%, additional expenditure of ₹ 26.38 Crore is carried forward to 2021-22 and the same is available for set-off.

Shareholding Pattern*

% of Total Issued Shares



53.50	● Oil and Natural Gas Corporation Ltd.	1.26	● Other Bodies Corporate
16.33	● FPI (Includes OCBs, FII and Foreign Banks)	0.46	● Foreign Nationals (Includes NRI)
14.29	● Mutual Funds (Includes AIF)	0.22	● Financial Institutions
8.54	● Public	0.03	● Banks
4.39	● Insurance Companies	0.98	● Others

*as on March 31, 2021

Economic Performance

Physical Performance

Refineries

During 2020-21, HPCL refineries at Mumbai and Visakhapatnam maintained sound physical performance despite pandemic-induced challenges. They achieved a combined capacity utilisation of 104%, aided by close monitoring of crude sourcing plans, optimisation of day-to-day crude run rate, and efficient management of logistics.

Crude Throughput Refinery	(MMT)		
	2020-21	2019-20	2018-19
Mumbai	7.37	8.07	8.67
Visakh	9.05	9.11	9.77

Operating performance in 2020-21

Refinery	Crude Throughput	Capacity Utilisation	Specific Energy Consumption	Fuel and Loss	Distillate Yield
	MMT	%	MBN	%	%
Mumbai	7.37	98.3	97.85	8.18	77.4
Visakh	9.05	109	80.96	7.93	74.5



Marketing

We achieved sales volume of 36.6 MMT (including exports) with a market share of around 21.3% in the PSU category. We maintained strong market position in comparison to our peers through continuous efforts to ensure customer satisfaction. During pandemic-induced travel restrictions, we supplied POL products and LPG to critical establishments and the society at large.

Operating Performance of Marketing SBUs

Year	(MMT)
	Total Sales Volume
2020-21	36.6
2019-20	39.6
2018-19	38.7

Strategic Planning Initiatives

We continued monitoring the progress of the 5-year strategy roadmap to traverse through the uncertainties and challenges of future business environment, and enhance performance across the triple bottom line of people, planet and profits.



We are focussed on expanding our refineries and marketing infrastructure towards strengthening the existing business as envisioned in the roadmap. The greenfield and brownfield refinery expansion projects are in advance stages and are expected to be progressively commissioned from the second quarter of 2021-22. Various marketing infrastructure expansion projects were commissioned during the year to enhance capacities and market reach. Towards building a diversified and flexible business portfolio aligned with the needs of changing market, natural gas and petrochemicals are recognised as new growth drivers. HPCL and its JVs are strengthening their presence with the availability of authorisation for setting up a CGD network in 20 geographic areas in nine states with planned participation in the entire value chain of natural gas. Large-scale investments are underway for building petrochemical manufacturing capacities through the Joint Venture route to capitalise on growth opportunities. The marketing strategy for petrochemicals has been formulated and the pre-marketing plan is under implementation amid factors like changing industry dynamics, demand pattern, and global trade flows, among others.

We are enhancing our R&D capabilities along with the expansion of R&D infrastructure for covering new-age products and technologies. Expansion of business footprints in overseas geographies shall help in more opportunities and six new countries have been added in 2020-21 in the portfolio.

We are exploring new avenues of value creation in the EV ecosystem, including battery swapping and energy storage solutions in collaboration with various technology start-ups and OEMs. HPCL incubated 23 start-ups, which is a step towards exploring emerging opportunities in the business portfolio. We are also leveraging our vast retail network for non-fuel allied businesses.

With the formulation of strategy for deploying various digital and technological innovations in businesses, we are taking a focussed approach and have identified key focus themes in leveraging emerging technologies, conversion of enterprise data into insights and streamlining of business processes, among others, for implementation.

Central Procurement Organisation

The Central Procurement Organisation (CPO) at HPCL is an innovative and collaborative centre of excellence, which maximises value through best-in-class sourcing practices and services to stakeholders while maintaining transparency.

Amid the disruption caused by COVID-19, CPO-Marketing at HPCL ensured enhanced standardisation, efficiency and transparency compliances in procurement for various Marketing SBUs on a centralised basis. CPO ensured the adoption of various government directives/policies of providing relief to MSMEs, and promoting indigenisation of products and services.

2020-21 Highlights

- Finalised purchase orders worth ₹ 7,900 Crore, recording savings of ₹ 325 Crore @ 4.11% over benchmarked price through strategic procurement
- Finalised purchase orders worth ₹ 174.6 Crore through GeM platform
- Handled approx. ₹ 6,500 Crore of ethanol procurement and ₹ 20 Crore of bio-diesel procurement
- Disposed scrap of ~₹ 85 Crore, including ₹ 80 Crore of CVR scrap

All approval processes in CPO for various committees, non-committee approvals by category managers, cost estimation and vendor management have been made completely online fully dispensing with use of paper. E-PO has been rolled out, eliminating the issuance of physical copies of POs.

Promotion of Local Enterprises

CPO is actively driving various GoI initiatives to strengthen the ecosystem for MSMEs.

2020-21 Highlights

- HPCL has achieved 28.49% of procurement of goods & services (other than Crude Oil, Petroleum

Economic Performance

Products, Logistics (Marine, Railway & Pipeline)) from Micro and Small Enterprises (MSEs) in 2020-21 against a target of 25%

- Continued efforts to onboard MSME vendors under TReDS (Trade Receivable Discounting System) resulted in vendors' invoices bill discounting worth ₹162.88 Crore through this platform
- Conducted dedicated virtual workshops/webinars on Aatmanirbhar Bharat
- Added new 862 MSMEs as vendors

CPO also conducted various vendor meets with focus on MSEs, SC/ST MSEs and women MSEs. It ensured compliance of the Public Procurement Policy and extended benefits like exemption of EMD, allowed to supply a portion quoting within +15% on matching L1 rates and up to 25% of requirement, among others. Regular orders including developmental orders/trial orders were also released to improve capacity and capability of local vendors, including MSEs. Various government directives/policies to provide relief to MSMEs and promote indigenisation of products and services were extended by HPCL.

Integrated Margin Management

During 2020-21, the petroleum sector witnessed major impact of COVID-19 due to price and demand destruction, with Q1 being the worst hit. The entire period remained significantly volatile in terms of projection versus actual sales materialisation for motor fuels. In 2020, Global GDP contracted by 3.5%, global industrial production fell 4.4% and trade volume was down 5.3%. Oil demand was significantly impacted,

as restrictions on mobility reduced demand from the transportation sector, which contributes more than 50% to total oil demand.

For sustaining Net Corporate Realisation (NCR) under such a low-margin scenario, the Integrated Margin Management (IMM) group continued to drive various initiatives taken by the Corporation in key performance areas of crude throughput optimisation in refineries, leveraging margin improvement opportunities in crude oil and product sourcing, enhancing value-added products and improving capacity utilisation of cross-country pipeline network.

Crude throughput at both Mumbai and Visakh Refineries were optimised during the lockdown considering various factors, such as lower product cracks, heavy export discounts, opportunities to take process units maintenance shutdowns, commitment on term crude lifting, among others.

In view of high volatility in product demand, the entire planning process was shifted from monthly to weekly basis. Weekly demand was assessed by tracking lockdown position and opening situation at district level and retail outlet operation.

Product purchases from other sources were cut down by cancellation of imports and reduction in indigenous product sourcing

Pipeline pumping, flow rates, batch sizes and quality specs were dynamically changed to suit evacuation from TOPs and availability at refineries. Coastal and rail linkages were dynamically changed for achieving maximum loading from refineries for raising inventory levels to sustain refinery crude processing.



For sustaining continual improvement, the margin improvement ideas generated across the Corporation were driven through a structured Initiative Management Office, called Idea Junction that regularly tracks the execution of these ideas and reports to the Management. The idea generation activity was enhanced during the year through idea workshop and training sessions. A total of 60 idea workshops/sessions were conducted across SBUs/Functions, generating over 3,000 ideas. A module on 'What's a Good Idea' was developed and hosted as a new course in the HP Academy. Employee participation in idea submission increased to 25% on overall basis and 40% for management employees. The processing of ideas by all stakeholders in SBUs/Functions across the idea funnel has led to significant additional revenue generation across the value chain, thereby inculcating a culture of innovation.

60

Idea workshops conducted across SBUs/functions

For stabilising margins, the Oil Price Risk Management (OPRM) group, as an integral part of IMM, continued its activities towards formalising hedging strategies for refinery margin and providing hedging solutions for crude, products and intermediates. During the COVID-19 outbreak, when product cracks were at record lows, the opportunities to hedge refinery margins at such low levels were limited. Thus, various innovative hedging strategies were adopted to increase the hedge ratio.

For long-term business sustenance, IMM carried out studies on supply-demand scenarios post Mumbai and Visakh Refineries expansion projects and post Rajasthan Refinery availability. Studies were undertaken for future infrastructure requirements for pipelines/LPG with detailed economic analysis and recommendations were provided to SBUs for planning capex accordingly.

The year 2020 witnessed global concerns about climate change. There were a spate of pledges to achieve net zero emissions from China, Japan, South Korea and Canada in the very long term, along with greater climate ambition from Europe. At HPCL, we made significant efforts to maximise NCR while optimisation of multimode product transportation, efforts are made to maximise pipeline transfers and rake utilisation vis-à-vis road movements for reducing carbon emissions. Despite a drop in sales in 2020-21 due to the pandemic, the pipeline throughput continued to be maximised and around 83% of the total product sales were fed via pipelines. In addition, HPCL share for more long-lead LPG movements such as Mangalore to Cherlapalli and Vishakhapatnam to Raipur via rail was increased over road, thereby minimising overall emissions.

Information Systems

HPCL's business processes are effectively managed by its Enterprise Resource Planning (ERP) system and a large number of other applications, including workflow applications and portals to address specific requirements.

We continue to focus on deriving benefits from digital technologies. During the year, the government's mandate for e-invoice was successfully implemented by integrating our ERP system with GSTN, for generating e-invoice with Invoice Reference Number (IRN) embedded in the QR code printed on the invoice. Our bill tracking system (BTS) was modified to enable vendors to upload e-invoices with valid IRN embedded in the QR code. Vendors were also enabled to upload a digitally signed invoice, thus eliminating the need to submit paper invoices.

As the lockdown restrictions affected regular working in various operating locations and plants, the IS team implemented significant technology solutions to facilitate employees to work seamlessly from remote locations/home to ensure business continuity, including provisions for virtual meeting, upgradation of existing IS infrastructure, acquisition of licences, among others.

Process and productivity enhancements are being achieved by continuously leveraging advancements in the area of digital technologies. Applications leveraging artificial intelligence and machine learning using Robotic Process Automation (RPA) and Chatbots were scaled up during the year. The Customer Relationship Management (CRM) tool has been rolled out across the Corporation to effectively engage as well as manage relationship and interaction with existing and potential customers.

ERP Modernisation

We have undertaken the project of modernisation of the existing ERP system towards greater business flexibility, higher digital agility and enhanced efficiencies. The ERP modernisation project is gaining momentum with the procurement of software solutions during the year.

Digital Initiatives

We embarked on a digital transformation exercise and are implementing various initiatives for leveraging new-age technologies like Analytics, Artificial Intelligence (AI), Internet of Things (IoT), Machine Learning, Augmented and Virtual Reality (AR & VR), among others.

Information Security and Compliance

Information security continues to be a key focus area for us. Our data centres are certified with latest ISO 27001 security standards.

We have implemented advanced security solutions to accurately identify Advanced Persistent Threat (APT) attacks to protect core information assets. Stringent security controls were put in place during the year to ensure data privacy.

Environmental Performance

TOWARDS A LOW-CARBON FUTURE

Nature provides the resources that are essential for our well-being and also serves as a sink for waste/effluents/emissions we generate. The ever-increasing consumption pattern of humanity is stressing the delicate balance of our earth's ecosystem. While humanity still heavily relies on conventional methods of achieving economic progress, i.e. utilisation of the finite resources for value creation, majority of the risks perceived to be likely and having major impact related to climate change, e.g., climate action failure, extreme weather, human environmental damage, biodiversity loss, natural resource crises among others are concomitant. This crystallises the need for aligning business priorities with environmentally sustainable methods.

HPCL, as a responsible corporate citizen is committed to caring for the environment and managing its carbon footprint. We have adopted a Climate Change Policy, available in the public domain. With a focus to go beyond environmental compliance and achieve best-in-class performance, our actions are guided by our Board-approved policies on environment and sustainable development. We strive to incorporate adaptation and mitigation measures to counter probable impacts of climate change on our infrastructure, operations as well as upcoming projects. Our management systems focus on the Health, Safety & Environment (HSE) aspects of the business. Our major installations are certified with environmental management systems.

Our vision is to strategise and implement programmes and practices that help us minimise the impact of our business operations on the environment. We adopt processes that help us strike a profitable balance between our business targets and environmental risk mitigation. To gain an understanding on the way our businesses impact climate change, we participated in a comprehensive study on 'Climate Change Risk and Preparedness for the Oil and Gas Sector in India'. The outcomes of the study provided insights into the climate resilience of critical assets and infrastructure and provided recommendations on short and long-term interventions to mitigate the consequences of climate change. We continuously strive to explore effective ways of integrating climate resilience and adaptation into our business strategy.



Environment Policy

The Corporation is committed to conduct its operations while staying aligned with the conservation of the environment and economic development of the community. Its aim is to sensitise our people about the importance of conservation of environment by ensuring equal participation. The employees are encouraged to focus on leveraging operational best- practices, philosophy and training which are better suited for the environment.

Objectives of this policy are:

Adopt environmentally-sound operating systems, practices and procedures	Strive to progressively bring about an improvement in the environmental performance of our facilities by adopting eco-friendly techniques/processes for optimal use of energy and to reduce hazardous emission and wastes	Establish procedures and devise suitable methods for disposal of toxic, other hazardous waste and scrap
Create environment awareness amongst its employees and develop programmes for environment protection	Comply with the relevant statutory rules & regulations and devise appropriate standards on other cases wherever required	Maintain highest standards of vigilance and preparedness to respond to emergencies supplemented with mutual aid of neighbouring facilities and Government agencies
Endeavour to associate with and support R&D on environment by government agencies and reputed research institutes	Programme reviews and evaluation to measure progress of compliance with the policy	

Key Environmental Highlights

Our refineries and locations celebrate important days to spread awareness and sensitise internal and external stakeholders on important issues.

Our Mumbai Refinery

- Celebrated World Environment Day on June 5, 2020 with message from Executive Director - MR and other environmental awareness programmes conducted for employees
- Conducted ISO 14001:2015 awareness training sessions virtually for employees

Visakh Refinery

- Celebrated World Environment Day on June 5, 2020 with programmes like online quiz competition conducted for employees on environmental awareness along with distribution of bird nests to the zoological park
- Observed World Ozone Day on September 16, 2020 by taking up programmes like administering pledge, playing video clippings on importance of ozone layer, displaying digital posters on Refinery portal and in control rooms
- Conducted ISO 14001:2015 awareness training sessions virtually, which were attended by 242 employees

Our SOD SBU carried out Environment Compliance Audits of 25 POL locations by a multidisciplinary team aimed at enhancing environmental performance

Corporate HSE Department

- Released process for e-audit and environment compliance audit for marketing locations
- Released Common Environment Guidelines for Environment Compliance, i.e. for managing fresh water, effluents, air emissions, waste and sustainability initiatives for all Marketing locations
- Carried out environment compliance audit along with HSE Index for MR & VR
- Carried out mass awareness campaign for environment compliance and sustainability throughout the year
- Carried out awareness programme in line with National Water Mission 'Catch The Rain' campaign for providing rainwater harvesting structure and artificial recharge structure at locations

Environmental Performance

Materials Management

At HPCL, we focus on optimum utilisation of resources for delivering energy and non-energy products in our portfolio. We are undertaking myriad initiatives to optimise material consumption in our processes and are also working to innovate products that helps consumers achieve resource efficiency.

Material Consumption in Refineries

Materials	Unit	Total
Additives, Chemicals and Catalyst	MT	24,303
Hydrogen	MT	28,694
Liquid Nitrogen	MT	11,574
Caustic	MT	8,245
Lube Oil	KL	207.2
Greases	MT	2.2
Dry Chemical Powder	MT	7.5
Cotton Waste	MT	3.9
Foam	KL	19.6
Corrosion Inhibitors	KL	46.4
Filters	Nos.	3,619
Rubber Hoses	Nos.	286
Batteries	Nos.	78
Metal Containers	Nos.	4,585
Orange Dye	KL	20
Ethyl Mercaptan	MT	11.9

Associated Material Consumption in Refineries

Materials	Unit	Total
Refrigerant	MT	0.6

In consonance with the green initiatives undertaken by HPCL, our Green R&D Centre (HPGRDC) has developed additives for LPG: HP Gas Flame Plus, for BS VI-HSD: HP-DFA (Dual Functional Additive), for VLSFO: HP PPD (Pour Point Depressant) which are aimed at improving the different operating parameters of the products, thereby improving efficiency and reducing consumption of chemicals.

Material Consumption in Marketing Locations

Materials	Unit	Total
Bottling Cylinders	MT	88,841*
Brass Valves	MT	969*
Additives and Chemicals	MT	42,040
HFHSD	MT	2,194
Pressure Regulators	MT	1,525.5
MTO	MT	569
O-rings	MT	32.1
Dry Chemical Powder	MT	62.3
Lube Oil and Greases	MT	76.4
Conkote	MT	697.2
Cotton Waste	MT	24.2
Caustic	MT	23.5
Base Oils	KL	6,07,400
Paint & Primer	KL	1,251.1
Corrosion Inhibitors	KL	698
Foam	KL	163.2
Blue Dye	KL	15
Cartons	Nos.	43,42,456
Plastic Seals and Caps	MT	530.6
Filters	Nos.	2,456
Rubber Hoses	Nos.	2,674
Wooden Pallets	Nos.	3,808
Metal Containers	Nos.	4,51,654
Plastic Containers	Nos.	4,37,23,281
Glass Containers	Nos.	965
Batteries	Nos.	2,482
Ethyl Mercaptan	MT	15.5

* Since these materials undergo reuse multiple times (subject to testing) before completing their service life, quantities of new materials put into service are reported.

Recycled/Reused Materials in Refineries

Materials	Unit	Total
Catalyst	MT	129

Recycled/Reused Materials in Marketing Locations

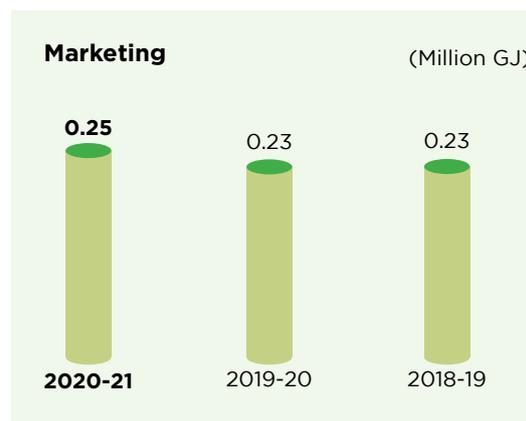
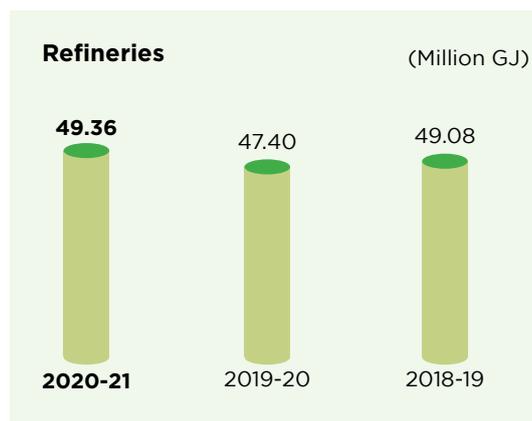
Materials	Unit	Total
Lube Blending Interface (Oil)	MT	1,384

Energy Performance

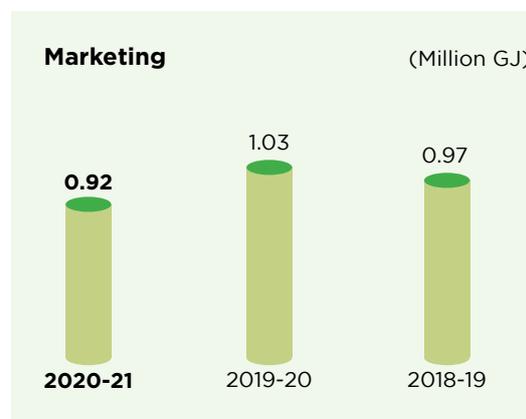
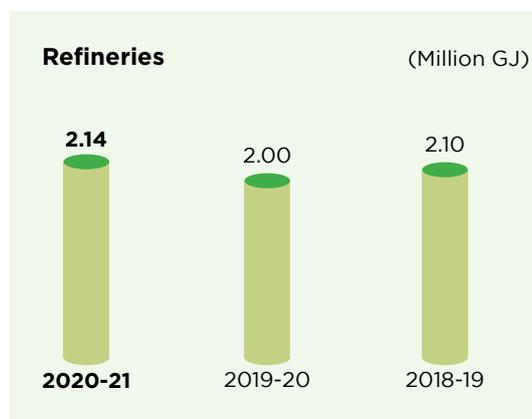
We are a prominent organisation serving the energy needs for mobility and other sectors. We manufacture high-quality, value-added products (fuel and non-fuel), which are used by millions of citizens. The manufacturing and distribution of these products is energy intensive, and we are highly focused on energy efficiency in our operations and distribution.

We measure and monitor our energy consumption and derive insights for action through process modifications, use of energy-efficient equipment and technologies and adoption of best practices at our refineries and marketing locations. Energy conservation is one of the major contributing factors in controlling operating cost of refineries and they accord highest priority to it.

Direct Energy Consumption at our Refineries and Marketing Locations



Indirect Energy Consumption at Our Refineries and Marketing Locations



Local conversion factors are used for energy consumption calculations.

Environmental Performance

Energy Consumption outside the Organisation

This year, we estimated 9.21 Million GJ of energy consumption towards product movement of Marketing SBUs. (*energy consumption accounted for product movement by road).

Energy Intensity (Direct and Indirect) at our Refineries and Marketing Locations



* For Refineries: per MT of crude processed; For Marketing: per MT of product throughput



Saksham 2021 - Encouraging our Tank Truck fleet to drive fuel efficiently

Energy Conservation at Refineries

Both Mumbai and Visakh refineries have taken a proactive role in the area of energy conservation and achieved significant improvement.

The major energy conservation measures undertaken during this year include:

- Implementation of Comprehensive Energy Monitoring Systems
- Optimisation of feed quality of secondary units
- Frequent insulation and steam leak surveys
- Implementation of chemical programme for de-fouling of exchangers
- Maximising use of off-gases in furnaces
- Frequent energy surveys to ensure timely interventions to improve efficiency of various equipment, such as furnaces, steam generators and power generators

Both Mumbai and Visakh refineries celebrated Sanrakshan Kshamata Mahotsav (SAKSHAM) from January 16, 2021 to February 15, 2021 under the auspices of PCRA to generate mass awareness among the public for conservation of petroleum products.

Capital investment on energy conservation equipment during 2020-21 was ₹ 11.1 Crore for Mumbai Refinery and ₹ 98.25 Lakh for Visakh Refinery.

Various energy conservation measures undertaken by both the refineries during 2020-21 resulted in savings

of 27,125 SRFT/year (standard refinery fuel tonnage per year), comprising 14,069 SRFT/year for Mumbai Refinery and 13,056 SRFT/year for Visakh Refinery.

Energy Conservation at Marketing Locations

We primarily use electrical energy for powering our distribution terminals and plants. Apart from regular upkeep to maintain the health of the equipment, we continually scan for opportunities in improving specific energy consumption. Measures for the identified areas upon implementation aid in achieving significant energy savings.

During the reporting period, our marketing locations took several initiatives to achieve energy savings. Few initiatives are mentioned below:

- Measurement and close monitoring of energy consumption
- Installation of high efficiency prime movers and associated equipment
- Conducting periodic energy audits to identify energy-saving opportunities
- Maintaining power factor near unity by using capacitor banks
- Replacing conventional lighting with LED lights
- Educating stakeholders on energy conservation
- Supplies, Operations and Distribution (SOD) SBU has taken up deployment of Energy Management System across 25 major locations

Mumbai Refinery

- The Stage I and II audits for ISO-50001 (Energy Management System) were successfully completed by M/s IRQS for recertification/upgradation. Mumbai Refinery is awarded ISO-50001:2018 certificate, which is valid till March 2024

Visakh Refinery

- Organised a free Pollution Under Control (PUC) check-up for 4 wheelers and 2 wheelers in coordination with the marketing division. Created awareness among employees, students and general public on controlling vehicular emissions in the environment as well as fuel conservation

Asset Security

Safe and dependable assets are crucial to maintaining the continuity of our operations. We deploy best-in-class technology, maintenance practices, trainings on maintenance of equipment and reliability improvement measures to maintain reliability of our assets.

Reliability improvement and maximising asset utilisation have always been a priority of refineries. In this direction, we ensured the time bound turnaround of existing units i.e. Propane Dewaxing Unit at Mumbai refinery and catalyst replacement of DHDS unit at Visakh refinery. In addition, trials of dewatering and sludge inhibiting chemical and corrosion inhibitor, developed by HP Green and R&D

centre, were carried out during the year in Mumbai and Visakh refineries, respectively.

At marketing locations, our M&I teams inspect our facilities and carry out timely maintenance of assets. They also assess potential risks, prepare mitigation plans and identify the need for new investments towards improving asset integrity with the aim of achieving safe, incident-free and efficient operations.

Environmental Performance

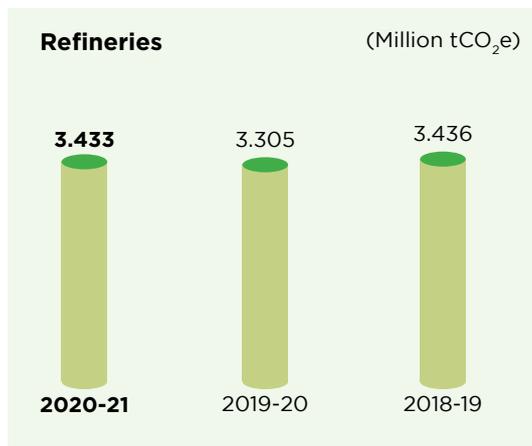
GHG and Air Emissions

We recognise that we have a responsibility and opportunity to contribute to finding solutions for reducing global greenhouse gas emissions. We keep a check on our carbon footprint by taking remedial measures, such as reducing specific energy consumption, switching to environment-friendly modes of fuel transportation, optimising utilisation of fleet, implementing biofuels and augmenting green cover in and around our refineries and locations. We are investing in innovative, low-carbon emission technologies. The deployment of these technologies helps build the nation's energy security and carbon emission reduction.

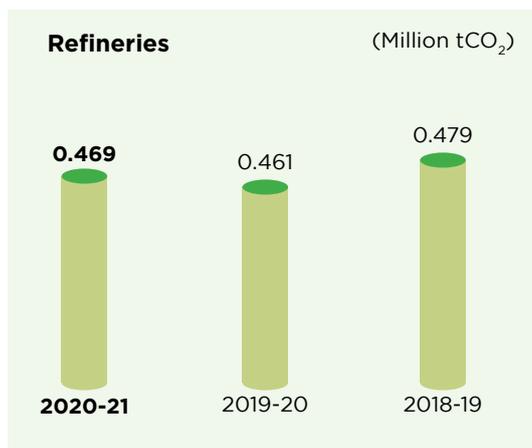
Our sustainable development policy puts great emphasis on carbon footprint measurement and mitigation when it says, "Continuously monitor and control our activities to minimise carbon footprint". We have been measuring our GHG emissions and monitoring the same. We have plans in place to reduce GHG emissions, and our refineries and marketing locations are undertaking various projects aimed at carbon footprint reduction.

The table below displays a comparative analysis of Scope 1 and Scope 2 emissions for the last three financial years:

Scope 1: Direct GHG Emissions at Our Refineries and Marketing Locations



Scope 2: Indirect GHG Emissions at Our Refineries and Marketing Locations

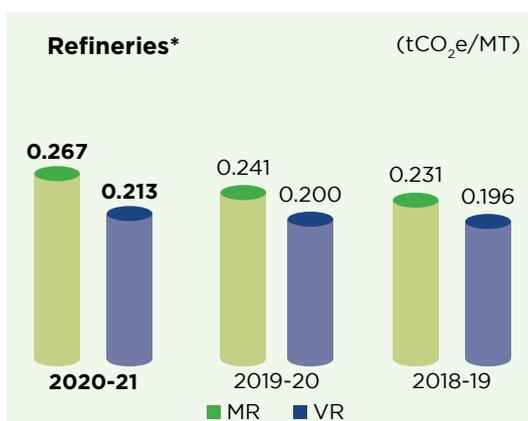


Estimation of Scope 3 Emissions

The emissions due to product movement of marketing SBUs is estimated at 0.99 Million tCO₂ (includes scope of transportation of product by rail, road and ship) against last year emissions of 1.04 Million tCO₂.

This year we have expanded our scope of reporting of Scope 3 emissions by including emissions happening on account of crude transportation by ships. These emissions are estimated at 0.37 Million tCO₂.

GHG Emissions Intensity at our Refineries and Marketing Locations



* For Refineries: per MT of crude processed; For Marketing: per MT of product throughput

The standards, methodologies and assumptions (based on operational control) used for the purpose of our calculations were obtained from the Intergovernmental Panel on Climate Change (IPCC), Guidelines for National Greenhouse Gas Inventories - 2006, the IPCC AR5 Assessment Report, (with consideration of 2019 Refinement to the 2006 IPCC

Guidelines for National Greenhouse Gas Inventories), Central Electricity Authority (CEA) - CO₂ Baseline Database for the Indian Power Sector, Version 16.0, March 2021, India GHG Programme, Version 1, 2015 (emission factor for material transport by rail) and UK Govt. GHG Conversion factors for Company reporting 2021 (for ship transport).

Significant Air Emissions for Refineries in 2020-21*

Emission Type	Unit	Total
Suspended Particulate Matter (SPM)	MT	355
Nitrogen Oxides (NO _x)	MT	4,090
Sulphur Oxides (SO _x)	MT	3,873

* Measured Values

Air Pollution Control Measures and Other Environmental Initiatives

Mumbai Refinery

- Installed and commissioned CCR NO_x analyser at CEMS in compliance with CPCB online emission monitoring system
- Commissioned revamp of IETP VOC system for enhanced capacity and efficiency

Visakh Refinery

- Installation of dedicated stack analysers completed for 7 of 8 stacks

- Upgraded the existing environmental display board at refinery main gate with new LED board for display of various environmental parameters like stack emissions, quality of ambient air and liquid effluent
- Leak Detection and Repair (LDAR) programme carried out for monitoring and controlling the hydrocarbon emission in the refinery

Marketing

- Recorded overall Ethanol Blending Percentage (EBP) of 6.18% by blending 58.84 Crore litres of Ethanol in Petrol during 2020-21. In addition, we also recorded blending of 4.1 Crore litres of Biodiesel during the year

Environmental Performance

- Achieved pipeline throughput of 19.1 MMT leading to logistics cost optimisation and reduction in GHG emissions
- Released Letters of Intent (LOIs) for setting up of 100 CBG plants with estimated production capacity of 232 TMTPA taking total LOIs to 151 numbers with capacity of 307 TMTPA in order to increase usage of biofuels in the nation's energy and transportation sectors
- Delivered a total of 3.81 Crore refills to the beneficiaries of Pradhan Mantri Ujjwala Yojana under Pradhan Mantri Garib Kalyan Yojana (PMGKY) scheme to help them mitigate the hardships during pandemic period
- HPCL is constructing a Second Generation Ethanol bio refinery at Bathinda, Punjab with 100 KL per day ethanol production capacity from biomass
- HPCL is also setting up a Compressed Biogas (CBG) plant of 15 MT/day capacity at Badaun, Uttar Pradesh. CBG produced from the plant shall be sold through HPCL retail outlets



Green Cover

Tree plantation and conservation have always been important for absorbing carbon dioxide, reducing biodiversity loss, promoting natural habitats for fauna, preventing soil erosion among others. Increasing terrestrial carbon sequestration by increasing green cover is an instrumental tool in countering global warming. India in its Nationally Determined Contribution committed to create an additional carbon sink of 2.5 to 3 billion tonnes of CO₂ through additional forests by 2030. We have increased our green cover over the years by implementing comprehensive guidelines on green belt development. We have a green cover of over 1,200 acre inside our premises as on March 31, 2021. We focus on planting tree species, which are native to the location, have low water requirement and offer high carbon sequestration.



Harnessing Renewable Energy

HPCL is leveraging renewable energy sources to reduce its carbon footprint and electricity cost across the value chain and is continuously expanding renewable power generation capacities. We are aware of the potential in renewable energy as an answer to the energy requirements of the future and its role in aligning our activities with the reduced carbon emission levels anticipated in the future.

During the year, we added 11.4 MWp of solar power capacity to our renewable energy portfolio. Our total wind power and solar power installed capacity is 100.9 MW and 43.95 MWp, respectively.

Key Highlights 2020-21

Generated about 17.05 Crore kWh electricity through our wind power farms

Signed Short Term Power Sale agreement with Maharashtra State Electricity Distribution Company Limited (MSEDCL) for 3.75 MW wind farm at Dhule

Installed solar power facility at 1,146 retail outlets, taking the total to 4,648

Completed 1,580 KW of solar power projects in Pipelines SBU (260 KW at MPSPL Talegaon, 500 KW each at VVSPL IPS-1 & IPS-3 and 320 KW at RBPL Barwala)

Mumbai Refinery installed roof top solar panel with a capacity of 305 KW

Installed EV charging facilities at 55 retail outlets, taking the total to 84

HP Green R&D Centre commissioned green hydrogen generators. 'Green hydrogen' is produced using solar power and PEM electrolyser and used for operation of R&D pilot plants

Released Letters of Intent (LOIs) for setting up 100 CBG plants with an estimated production capacity of 232 TMTPA, taking total LOIs to 151 with capacity of 307 TMTPA



Inauguration of 'Green Hydrogen Generators' at HP Green R&D Centre

Environmental Performance

Water Conservation and Management

The oil industry is dependent on water for its process, cooling and fire-fighting readiness needs and consuming water in the most efficient way so as to have the least impact on this shared resource is the need of the hour. We always look forward to adopting newer ways and technologies in water harvesting and conservation. In our refinery operations, we try to optimise our water consumption in boilers, cooling circuits and water-utilising processes.

We map our water consumption to identify the areas of improvement and implement methodologies to reduce its usage, including water efficient fixtures, avoidance of wastage, water reuse and recycling, among others. We employ mechanical and electronic measuring techniques for measurement of water (meters, water tank levels, among others). We lay emphasis on rainwater harvesting techniques and strive to implement these measures in our operating locations with a focus to enhance their reach in the nearby communities as well.

Presently, we have mapped the location of our refineries with respect to water stressed areas based on Aqueduct Water Risk Atlas of World Resources Institute. Our Mumbai Refinery is located

in a low-medium water stress area whereas our Visakh Refinery is located in a low water stress area. Despite being located in low-water stress areas, we are aware of the importance of recycling in water conservation and both our refineries are focussed on wastewater recycling, water efficiency and rainwater harvesting. The discharges of both refineries are monitored for quality parameters.

We consider water withdrawal quantity as water consumption. Currently, monitoring of TDS of water withdrawn and water discharge is being conducted by some of our locations. We ensure that our withdrawal does not significantly impact water sources. During the reporting period, there were no significant effect on water bodies due to discharge from our operations.

Water Withdrawn by Refineries

Source	Qty in Mega Liters
Third-party water - Municipal (Fresh water)	9,685.6
Third-party water - Supply through tanker (Fresh water)	6.5
Sea water (Other Water)*	90,170.7
Total	99,862.8

* Primarily for industrial cooling purpose

Water Discharge by Refineries (by freshwater and other water)

Destination	Qty in Mega Liters
Fresh water	1,977
Other water	1,467
Total water discharge*	3,444

* Destination of water discharge - Seawater

Water Withdrawn by Marketing Locations

Source	Qty in Mega Liters
Surface water	82.4
Ground water	890.3
Third-party water - Municipal	260.4
Third-party water - Water from other organisation	174.1
Third-party water - Supply through tanker	261.5
Total*	1,668.7

* Type of Water - Fresh Water



Water recycled/reused/recirculated:

Type of Water	Qty in Mega Liters
Refineries	
Treated water from ETP Used within Premises	737.2
Condensate Recovered	3,291
Reuse of water in processes (Bearing Cooling)	59,258
Sub Total	63,286.2
Marketing Locations	
	194.9
Total	63481.1

Some of our Water Management initiatives are:

<p>Mumbai Refinery recycled 7,37,177 KL of water thereby saving equivalent quantity of natural resources</p>	<p>Mumbai Refinery harvested 17,000 KL of rainwater during the year</p>	<p>Visakh Refinery commissioned routing of VRCFP stripped water to CDU-II as part of water conservation</p>
<p>Installation of water-efficient fixtures at locations</p>	<p>Reuse of water in processes like cylinder washing, TT calibration, among others</p>	<p>Recycling of water through ETP and STPs and reusing treated water</p>
<p>Capturing rainwater through rainwater harvesting structures at operating locations</p>	<p>Enhancement of employee awareness through contact programmes, newsletters, technical bulletins, among others</p>	



Celebrating 'Catch the Rain' Campaign with stakeholders to emphasise the message of water conservation and harvesting

Environmental Performance

Managing Wastes Responsibly

Proper waste management is necessary to prevent untoward effect on human and animal life and the environment. As a responsible corporation, we have undertaken various applicable measures to minimise our impact on the biota.

Our operations generate both hazardous and non-hazardous wastes. The hazardous waste generated in our locations and refineries are disposed through MoEF&CC/CPCB registered recyclers or re-processors as per the statutory requirement. Systems are also in place to handle non-hazardous waste.

We comply with the statutory norms and regulations stated by the MoEF&CC, CPCB and SPCB.

To take forward the Government of India's flagship programme of Swachh Bharat Abhiyan, around 100

toilets and 250 sources of clean drinking water were constructed/renovated during 2020-21. Apart from providing sanitation infrastructure, mass awareness campaigns were undertaken under Swachhta Pakhwada focused on spreading awareness on COVID-19 appropriate behaviour.

During the year, one incident of loss of containment of MS occurred at Haldia Terminal involving product loss of approx. 68 KL, which was contained within location premises.

Hazardous Waste Generation in Refineries

Type of Waste	Unit	Total
Oily Sludge (including ETP Oily Sludge)	MT	7,858
Spent Charcoal (including Coke)	MT	178
Spent Catalyst	MT	2,818
Spent Resin	MT	30
E-waste	MT	1
Chemicals	MT	7

Hazardous Waste Generation in Marketing

Type of Waste	Unit	Total
Oily Sludge (including ETP oily sludge)	MT	790
Paint Sludge	MT	76.5
Insulation Wool Waste	MT	6
Oily Soaked Cotton Waste (including gloves)	MT	9.3
E-waste	MT	3.1
Chemical Containers	Nos.	4,862
Scrap Batteries	Nos.	1,290
Filter Elements	Nos.	977
Tyres and Other Rubber Scrap (including Hoses and O rings)	MT	7.7
Used Oil	KL	28.3

Non-Hazardous Waste Generation in Refineries

Type of Scrap/Waste	Unit	Total
Metal Scrap	MT	8,639.7
Plastic Scrap	MT	4.2
Plastic Containers	Nos.	6,130
Metal Containers	Nos.	4,496
Scrap Equipment	Nos.	8

Non-Hazardous Waste Generation at Marketing Locations

Type of Scrap/Waste	Unit	Total
Metal Scrap*	MT	9,701
Paper Waste	MT	74.4
Wooden Scrap	MT	283.1
Plastic Waste	MT	126.3
Plastic Containers	Nos.	4,763
Metal Containers	Nos.	26,240
Scrap Equipment	Nos.	1,392

* includes scrap from LPG cylinders, self-closing (SC) valves, domestic pressure regulators and miscellaneous item

Waste Management Measures

Mumbai Refinery

- 'Consent to Operate' renewal approved by Consent Appraisal Committee of MPCB for the period August 2020 to August 2025
- Implemented enhanced systems for sustaining effluent quality
- Implemented improved systems during tank operations to reduce slop generation
- Oily sludge quantity of 2,500 cubic metres is undertaken for bioremediation by ONGC-TERI Biotech Ltd. (OTBL)
- Online robotic cleaning continuous operation in place for improving API separator separation efficiency and minimising sludge generation
- Disposed 1,820.2 MT of hazardous waste and 18.4 MT of metal bearing spent catalyst within stipulated norms of disposal
- Recovered 1,600 cubic metres of oil from various solidified sample drums collected from different units of the refinery and blended the same in IFO, thereby saving on equivalent amount of generation of slop oil
- 100% service factor for Flare gas Recovery compressor minimising flare loss

Visakh Refinery

- Renewed consent for operation of Visakh Refinery with a validity of 5 years till 2025

- Established connectivity of ETP-1 effluent analysers to APPCB/CPCB servers
- Signed MoU with VPT and oil companies for combating oil spills in Visakhapatnam Port Area (excluding SPM) with a validity of 5 years
- Processed 9,883 KL of high oily sludge during the year
- Bioremediation of 306 m³ of low oily sludge is in progress
- Disposed 1,308 MT of various hazardous waste materials

Marketing

- Disposal of waste generated through SPCB-authorized Common Hazardous Waste Treatment, Storage and Disposal Facility (CHWTSDF)
- Deployment of composting pits and organic waste converter machines at various locations to convert organic waste to manure
- Treatment of effluent and sewage through ETPs and STPs at our locations
- Reuse of scrap material

HP Green R&D Centre

- Organic waste converters are installed at HPGRDC to convert the canteen waste into organic manure and vermicompost pits in the campus contribute sufficient manure for R&D horticulture needs
- Plastic waste generated within R&D is being converted into useful products, such as bricks, tiles and coasters



Donation of Waste Collection vehicle to local administration at Pune

Environmental Performance

Brief note on fines and progress of ongoing cases pertaining to show cause/legal notices received from CPCB/SPCB:

Case: Before Supreme Court - HPCL Vs. Charudatt Koli & Others

Mr. Charudatt Koli and certain other individuals have alleged that industries in Mahul, Mumbai are polluting and creating health hazard to the nearby residents. On 18.12.2015, Hon'ble National Green Tribunal, Pune had directed Maharashtra Pollution Control Board (MPCB) to prepare action plan to control pollution and conduct health assessment study etc. HPCL has complied with the directions of MPCB, passed pursuant to NGT's orders. Thereafter, an Execution Application was filed by Mr. Charudatt Koli and others at NGT New Delhi (where the matter was transferred to). In this EA by order dated 13.08.2020 the NGT assessed damages to environment to the tune of ₹142 Crore, ₹ 76.50 Crore, ₹ 67.50 Crore, and ₹ 0.20 Crore to be borne by Aegis, HPCL, BPCL, and Sealord respectively. This amount was directed to be kept in separate accounts by HPCL and BPCL. A 10-member committee was appointed and directed to prepare an action plan for restoration measures spread over a period of 5 years and further that these amounts will be used for such remedial measures. This Order was challenged before the Hon'ble Supreme Court, and the Hon'ble Court by Orders dated 27.10.2020 granted stay of the order of NGT. The matter is pending before Hon'ble Supreme Court.

Case: Before NGT (SZ) - Visakha Pawan Praja Karmika Sangham Vs. Union of India & Others

This application has been filed before NGT-South Zone bench (Chennai), inter alia complaining about odour emanating from HPCL's refinery at Visakhapatnam. The applicant has alleged that other government bodies have not implemented recommendation of studies conducted to reduce odour and pollution in the area, and that A.P. Pollution Control Board has not implemented the directions of the Hon'ble Andhra Pradesh High Court. On 25.02.2021, NGT has admitted the application and constituted a 5-member committee to inspect the premises/area and submit a report by 12.04.2021. The committee has sought one-month further time, which has been granted. HPCL has filed its reply before the NGT stating that it has the required "consent to operate" under the environmental laws, and complies with all the applicable law, rules, regulations, consent conditions, etc. There are no violations from HPCL's side. The matter is pending hearing.

Details of cases regarding Vapour Recovery System

CPCB issued circular dated 12.2.2016 directing OMCs to install Vapour Recovery System (VRS) at all retail outlets with capacity of 300 KL/M or more, in cities with million plus population. Petition was filed before NGT for directions to MOP&NG and OMCs to install VRS at all fuel stations, distribution centres, terminals,

railway loadings/unloading facilities and airports in NCR region. NGT disposed the matter by order dated 28.9.2018 directing OMCs to ensure installation of VRS giving timelines. OMCs filed Civil Appeal before Hon'ble Supreme Court of India and the Supreme Court vide its Order dated 14.02.2019 disposed of the Appeals by extending the timelines for installation of VRS up to 31.03.2020 for Outlets selling > 300 KL/M and upto 30.09.2020 for Outlets selling < 300 KL/M. While VRS has been installed at Outlets, the pre-commissioning and testing checks on VRS at Installations involving Foreign Parties could not take place due to COVID-19 restrictions. Hence an application was moved before the Hon'ble Supreme Court for time extension and on 08.04.2020, the Hon'ble Supreme Court allowed HPCL's application and granted further 6 months' time to complete the activities. HPCL has completed installation of VRS Stage I-A (installation of a device at filling depots/terminals), Stage I-B (installation of device on the tanks of retail outlets) and Stage-II (installation of device in the dispensing units of each retail outlet on all nozzles if DU has more than one nozzle), within the timelines in all districts of NCR.

Promoting Environmental Sustainability through Start-ups

'Start-up India' scheme, a flagship initiative of the Government of India is intended to build a strong ecosystem to nurture innovation and start-ups in the country, drive sustainable economic growth and generate large-scale employment opportunities. In alignment with the same, our start-up initiative - Udgam aims at promoting start-ups having solutions and applications in energy sector or start-ups, which are making a technological or societal impact. Our Start-up India Scheme envisages promotion of the start-ups aimed at developing business solutions such as:

Advanced Analytics using Artificial Intelligence; Robotics (for inspection of equipment in our refineries, pipelines, among others); Digitalisation; Skill Development; Bio-fuels production from biomass, non-recyclable municipal plastic, used oils, and so on E-mobility; Renewable Energy and other open areas having applications in oil and gas/energy industry

We collaborated with and supported the following initiatives in the start-up space to promote environmental sustainability.

■ Harvesting Solar Energy for Household Cooking

We are supporting a start-up engaged in the development of a revolutionary compact thermal storage-based solution, which aims to satisfy all energy needs for household cooking with superior experience and performance than gas and electric cooktops. With over 10 patents filed on concept, technology and process, the start-up has already achieved the critical milestone of developing an intermediate prototype and is now working towards developing a final prototype, which shall be used

for further testing by laboratories and institutions, before commercial production

▪ **Aggregation and Utilisation of Surplus Biomass**

One of the start-ups funded by us is actively engaged in reconstructing the agriculture supply chain for assured and efficient aggregation and supply of surplus biomass. The project includes establishing POC for Centralised Threshing Centre (CTC) for aggregation of biomass and cane-thumper-based cane harvesting technique using diversified cropping pattern. The milestones achieved include design, fabrication and testing of a hydraulic baling press to compress biomass into bales. The start-up is actively engaged with agriculture universities to form strategic partnerships for harvesting and post harvesting work for their research projects.

▪ **Reducing Plastic Pollution**

Funded by HPCL, this start-up provides an alternative to plastic straws in the form of leafy straws that are 100% organic, biodegradable drinking straws made of fallen and dried palm leaves. They require no external coating, stay intact in liquid for hours and have a one-year shelf life. The start-up has patented solutions for regular, thick shake, cocktail and tetra-pak forms for leafy straws. By converting the fallen dried palm leaves waste to useful leafy straws, also helps in reducing air pollution. The start-up provides sustainable work and business to women’s self-help groups, small farmers and other micro entrepreneurs. In the year 2020-21, despite the pandemic situation, the start-up has gained traction and is now supplying to big clients in UAE and Canada.

The start-up also won the prestigious Big Leap Awards - 2020 for Best Business Plan and bagged the Grand Winner position of CIJ by The Circular Innovation Network - 2020. The start-up was also a finalist in the National Start-up Award - 2020

▪ **2G Bio-ethanol from Agricultural Biomass**

A start-up in the process of onboarding by us, is engaged in development of 2G bioethanol from agricultural biomass like corn cobs, rice husk, duckweed and so on. The Company holds a patent for the process of producing Biofuel from Laminaceae - duckweed/horseweed. The firm is currently pioneering continuous process to produce Bioethanol, which is a very unique technology in the country today. The start-up is currently collaborating with reputed institutions in design and developing this continuous process of scaling up technology.

Initiatives for Development of EV Eco-System in India

We are exploring new avenues of value creation in the EV ecosystem, including battery swapping and energy storage solutions in collaboration with various technology start-ups and OEMs.

- Despite the unprecedented situation of COVID-19, commissioned 55 fixed Electric Vehicle Charging Stations (EVCS) at various retail outlets across the country taking the total number of fixed EV charging stations to 84
- Collaboratively launched the first dedicated 2-wheeler battery swapping station at Bangalore and commissioned another 3 battery swap stations for 3 wheelers at Jaipur and Lucknow
- Commissioned the first-of-its-kind street lamp integrated EVCS at retail outlets in Mumbai and Delhi in association with a start-up supported by HPCL
- We have tie ups with major players in the E-Mobility ecosystem for various pilots and studies to promote the adoption of electric mobility
- In the field of Energy Storage, HPCL with the help of its R&D Centre and through collaboration with start-ups and technological agencies is actively exploring various newer materials for batteries



Environmental Performance

Leading the Green Path

Continuing our quest to make our operations greener, we have continued with the implementation of Greenco Rating System at our marketing locations. Despite the pandemic restrictions and disruptions in normal way of working, two of our locations were certified with Greenco Rating promulgated by CII.

HPCL has the distinction of being the first PSU and company in the Oil and Gas sector in the country to adopt GreenCo rating.



Anantapur LPG Plant
Platinum



Patna IRD
Gold





Reduction in Specific Energy Consumption by more than 20%. GHG emissions reduction by around 22% during last three years

Reduction in Specific Water Consumption by more than 12% during last three years

295kWp Solar Power Plant

Green initiatives of Patna New IRD

Around 13500 KL per annum of Rain water harvesting

Plantation of 1400 trees

ETP recycling quantity of 700 KL per year

People Performance

LEVERAGING TALENT FOR SUSTAINABLE GROWTH

We attribute our stupendous success stories to our dedicated workforce who keep the wheels of development rolling. The diverse backgrounds of HPites bring to the table a set of uncompromising, unique and propelling beliefs that brings in a resilient, vibrant and growth-oriented culture in the corporation.

Recruiting, training, developing, empowering and retaining value driven, high-performing creative employees is essential to ensure longevity and competitiveness in a dynamic business environment. Our Human Resources department paves way for our business operations and helps enhance performance parameters for employees and stakeholders. Our HR policies empower employees to enrich their personal lives, to develop their personal and organisational skills, knowledge and abilities as well as pursue avenues of growth in the personal and professional domain. Our HR focus includes diverse facets, such as leadership development, capability building, employee welfare and engagement, career development, performance management, coaching, mentoring, succession planning, work life transition, among others.

The year 2020-21 started with uncertainties and unprecedented challenges in view of the nationwide lockdown imposed in the last week of March 2020. HPCL continued its operations to ensure uninterrupted supply of petroleum products and displayed exceptional agility and resilience in responding to the challenge, simultaneously ensuring the well-being of its employees. The challenging times provided an opportunity to pause, reflect, unlearn, relearn and come back with renewed force. Our HR function played a pivotal role in aligning the key drivers of HPCL's organisational success its people, with the new normal.

HR STRATEGY 2025

Team HR internally co-created the strategy for 2025 where-in officers across Marketing, HQO and Refineries were involved. The officers worked on various domains like technology, neuroscience, behaviour economics, among others, and gave domain-wise presentations to the Senior HR Management during the first Virtual Annual HR Meet. Further, the teams took inspiration from the research and ideas of the domains to develop vertical-wise strategic outcomes and action plans around the same. The domain teams developed whitepapers based on their research and ideation under the banner 'Exemplar'. The complete strategy process is based on a model, which was designed in-house by the core team based on bottom's up approach, collective intelligence and amalgamation of various perspectives of business, science and people.





Unfazed by the pandemic, HPites maintained uninterrupted supplies of essential petroleum products throughout the country

People Performance

Our People

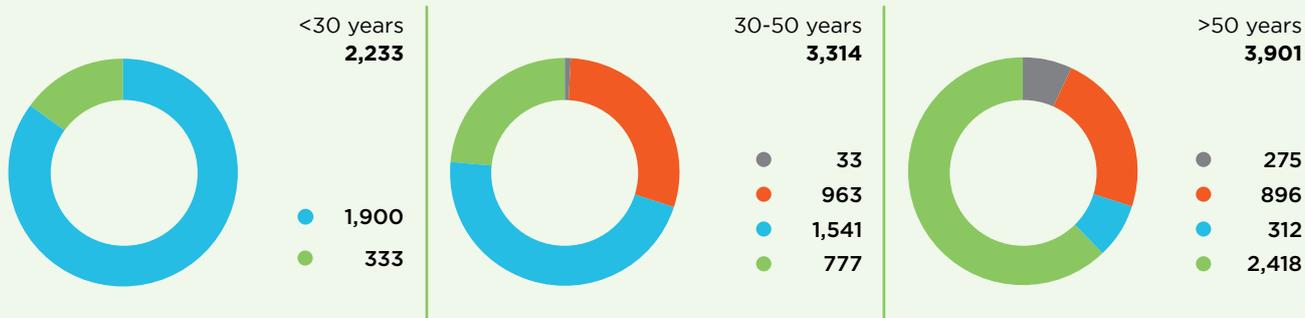
The geographical spread of our country and the demography of people is the foundation of our diverse and vibrant culture and the depth of our business. Our diverse talent pool fosters innovation, creativity and enthusiasm that enables sustenance and propels growth. A diverse workforce has its own advantages as it brings a lot of different paradigms to the table. As an employer, we provide equal employment opportunities for all. As of March 31, 2021, we are a team of 9,448 people.

Workforce Matrix Basis Region, Age and Gender 2020-21

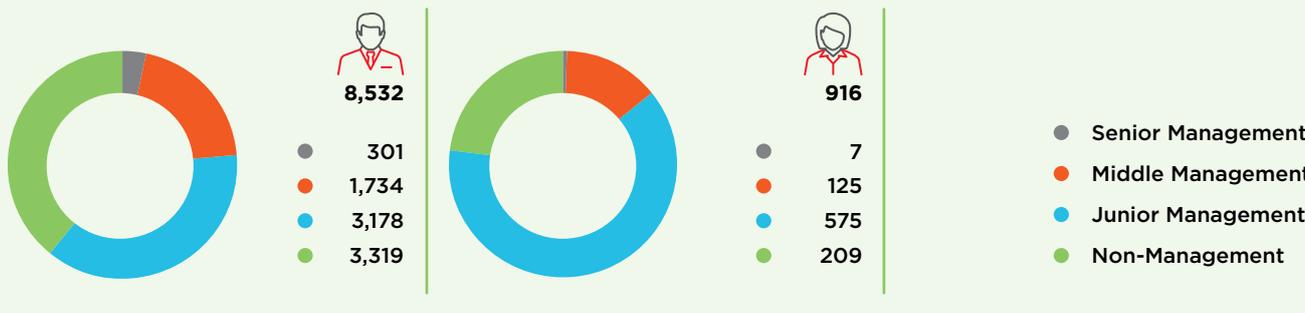
Total Number of Employees by Region

Employee Category	Senior Management	Middle Management	Junior Management	Non-Management	Total
North Zone	18	184	405	243	850
South Zone	6	116	190	188	500
West Zone	20	207	499	640	1,366
East Zone	5	132	269	230	636
North West Zone	8	112	305	167	592
North Central Zone	8	90	268	103	469
South Central Zone	20	256	500	403	1,179
Corporate HQO	109	279	376	150	914
Marketing HQO	65	150	105	65	385
Mumbai Refinery	20	179	385	740	1,324
Visakh Refinery	29	154	451	599	1,233

Number of Employees by Age and Gender



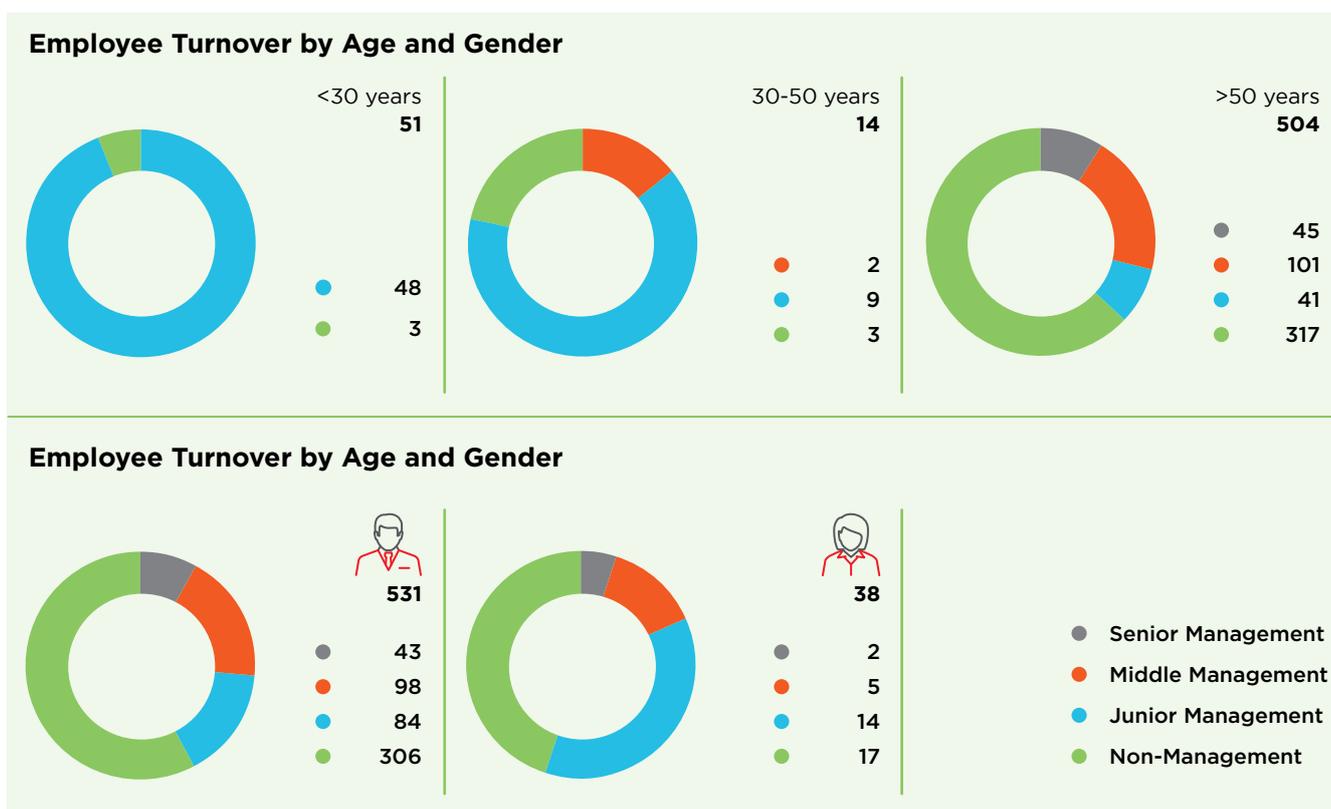
Number of Employees by Age and Gender



Employee Turnover Statistics

Employee Category	Senior Management	Middle Management	Junior Management	Non-Management	Total
North Zone	6	6	12	26	50
South Zone	1	4	9	28	42
West Zone	3	20	13	79	115
East Zone	0	7	4	28	39
North West Zone	0	3	5	14	22
North Central Zone	1	1	3	11	16
South Central Zone	3	13	21	45	82
Corporate HQO	15	8	11	18	52
Marketing HQO	10	9	3	6	28
Mumbai Refinery	1	14	4	51	70
Visakh Refinery	5	18	13	17	53

Turnover includes retired, resigned, terminated employees and those who have passed away during the reporting year



Contract workforce is engaged through contractors for non-core activities at HPCL locations. The number of contract workers engaged across locations/units of HPCL under various contractors is 44,728 during 2020-21; 15 workers are on casual basis. The numbers of permanent and contractual/casual workforce are derived from internal monitoring systems.

People Performance

Growing the Talent Pool

HPCL being a Maharatna Oil & Gas PSU and consistently ranked in The S&P Global Platts Top 250 Global Energy Company Rankings, has a strong brand presence and resonance across leading engineering, management and professional institutes which helps us attract highly skilled talent pool. We normally recruit at entry levels, however for specialised and unique skillset at Middle and Senior Management levels, specific lateral entry drives are also conducted as per corporation’s requirements.

We adopt a fair, objective and transparent recruitment policy that attracts passionate individual with desire to succeed. In addition, during the current pandemic we have adopted digitally enabled selection processes, which has further enhanced our agility and reliability. This has also enhanced the stakeholder delight by ensuring workforce augmentation and minimising the travel movements for candidates.

Our recruitment processes encourage diversity and inclusion, and hires talent from different genders, transgender, caste and community, ethnic and economic backgrounds. We actively recruit talented individuals from scheduled castes, scheduled tribes, economical weaker sections, other backward classes and person with benchmark disabilities and aim to continue creating job opportunities for marginalised individuals in future too. The inclusive and HP First culture help us integrate new hires into HPCL ethos and culture and provides an equal opportunity to dream, rise and succeed.

Samavesh

Smooth transition from college to a corporate mindset entails many changes in the life of any recruit and our flagship induction programme 'Samavesh' has been designed to ensure a seamless shift for the recruits into our culture. Samavesh engages the recruits through presentations and interactions with experienced internal and external faculty who introduce them to the infrastructure, systems, beliefs and practices at HPCL.

The year saw the induction of 282 new officers in Samavesh through Virtual platform and the joining of officers was planned at the nearest possible

Marketing/Corporate location based on placement proximity. This year’s Samavesh was enriched by:

- SBU overview sessions, Yuvantage Session and Location Virtual Tours conducted in online format. Online Foundation Programmes on Operations Management, Project Management and Sales & Marketing imparted to the joinees of respective verticals.
- NEEV - Campus to Corporate Programme conducted through IIT – Bombay for new joinees



Recruitment of Technicians at Visakh Refinery

This year, 92 technicians were recruited by conducting a Computer Based Exam (CBT) and a skill test. Skill tests were conducted at different academic institutions involving internal/external experts at Visakhapatnam.

282
New Officers inducted during 2020-21



Capability Building: Enabling Performance

The talent and tenacity of our people enable us to achieve our business vision and aspirations. We consider it our responsibility to enhance the knowledge pool of our employees through effective training programmes. Our training needs are identified across the business regularly and priorities are analysed to ensure that learning plans are aligned to our business strategy. These programmes help our employees gain new skills and experiences through formal training sessions, on-the-job experience, coaching and mentoring.

During 2020-21, learning and development continued to be a key strategy to keep employee's engaged, unlock their growth potential and upskill them to perform in the 'New Normal'. We quickly developed adaptive learning strategy, focused on delivering learning anytime-anywhere to employees, established digital learning as primary mode of learning and transformed the basic approach from training culture to learning culture, which enabled employees to acquire desired learnings out of the available quantum of capability building efforts.

With the impetus on ensuing digital transformation, we introduced various strategic initiatives like weekly digest, converting all flagship interventions viz., onboarding, first time manager programme, retirement planning, among others to virtual platform and hosting 1,800+ hours of learning content on HP Academy for self-paced learning. HP Management Development Institute continued to remain functional through active participation in execution of virtual training programmes.

The two strategic themes to achieve the capability building objectives are Holistic Capability Building and Enriching & Engaging Learning Experiences.

Holistic Capability Building

Imparted Holistic Capability Building spanning six paradigms - Technical, Functional, Business, Leadership, Behavioural and Well-being, to address the diverse and dynamic needs of business as well as specific learning needs of our employees.

Enriching and Engaging Learning Experiences

Multi-modal training methodologies and development approaches like webinars, web-series, simulations, drama based workshops were used during the financial year. Strong communication strategy through 'Weekly Digest' and enabling employees to self-enrol for webinars supplemented the effort.

1,800+ hours

Learning content on
HP Academy



People Performance

We introduced several interventions in following focus areas:

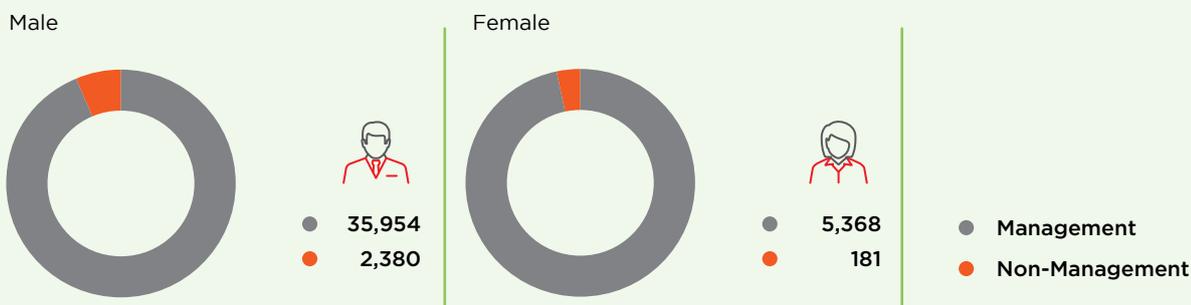
- **Establishing digital learning as primary mode of capability building:** We successfully transitioned to digital learning by leveraging virtual platform and HP Academy. Almost all programmes in current financial year imparted through digital mode
- **Promoting self-directed learning:** Self-driven and self-directed learning brings best results. We transitioned the focus from top-down approach of training to bottom-up approach of learning as part of work. Encouraged employees for self-enrolment to varied options enabling opportunities in all interest areas
- **Identifying experts and customising learning content:** Capability building interventions delivered through exclusive in-company programmes by experts and nominations to open external programmes
- **Academic Collaborations:** Collaborated with premier institutes to impart in-house specialised programmes on relevant topics to enhance technical/behavioural competencies of employees at all levels
- **Programmes through Internal Faculties:** Developed internal subject matter experts as faculty for delivering online capability building interventions through virtual facilitation programmes
- **Nominations to external programmes:** Employees nominated to external Seminars/conferences/Training Programmes on need basis with recommendations from respective department heads
- **Decentralised responsibility:** We imparted future-focused interventions based on business strategy and employee aspirations in a centralised manner while capability-building interventions targeting current performance needs of both business and employees were imparted in a decentralised manner
- **Effective participation in e-learning interventions:** We enabled employees for effectively taking ownership of their learning through addition of new features in Capability Building Portal. This enabled officers to identify and pursue learning opportunities relevant to them and track their progress
- **Training Calendar:** All scheduled learning programmes with option for officers to self-nominate or nominate subordinates
- **Training Tracker:** Employees monitor and track their learning progress. They have option to add certificate programmes attended by them on their own
- **Training Analytics:** Graphical dashboards related to key training statistics, viz., internal and external programmes, person hours, among others
- **Innovative approaches to learning delivery:** Virtual drama based sessions for imparting HP FIRST Values and Micro-learning programmes viz.; short

e-modules on remote working, bite-sized technical courses, Digital Self-Harm animated video and Learning Bites on HR Analytics rolled out during the financial year. Additionally, programmes on digital technology capabilities like business analytics, AI/ML, IOT, cloud computing and culture building programmes on digital orientation to drive successful digital transformation imparted to all officers across the organisation

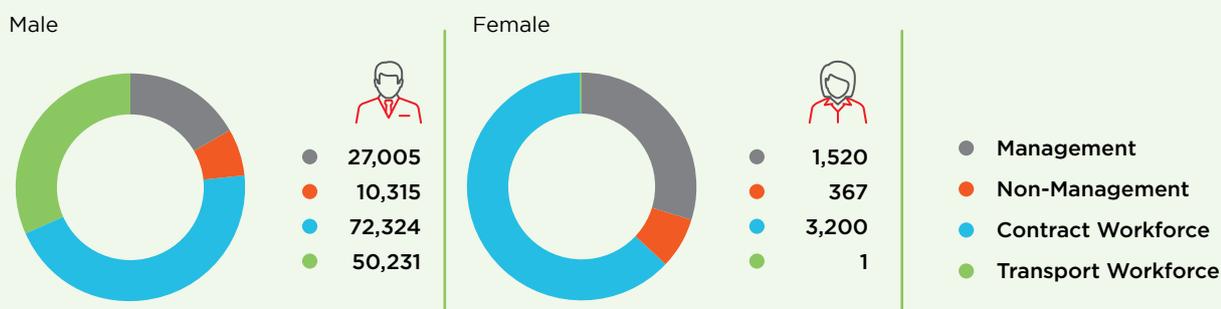
Other key interventions

- **HP-Management Development Institute at Nigdi:** Secretary, Ministry of Petroleum & Natural Gas (MoP&NG) inaugurated the Vivekananda Smart Training Hall, a newly created smart classroom at HPMDI. This shall provide learning opportunities to our officers located across the country through virtual platform providing them remote access to the live sessions at the Institute
- Collaborated with various premier institutes, such as IIMs, IIFT, XLRI, IIT-Bombay, among others for conducting in-house specialised programmes to enhance technical/behavioural competencies
- **Projects through Summer Interns:** Offered internships to students of IITs, IIMs, TISS, UPES, RGIPT, among others to undertake short duration (2 months) identified projects
- **EBSCO:** Digital library of research databases inclusive of reports, journals, e-books, among others recorded more than 7,500 searches per month on an average in 2020-21. Utilisation of this digital library grew by 47% as compared to last year. In 2020, EBSCO was made available on the mobile application, with not only access to reading material but also to a limited number of audio books that users can listen to, even while travelling
- **SWAYAM:** Women officers actively nominated to attend workshops and online training programmes on developing women leadership, well-being and empowerment throughout 2020-21. On International Women's Day, we conducted a short talk by eminent women leaders
- An interactive theatre based online experience session - Queens of India scheduled under the aegis of SWAYAM. This programme was designed to celebrate the achievements of queens of India
- Corporate HSE Department conducted sessions with Capability Building on **Road Safety Awareness** by National Safety Council with more than 700 attendees in each session
- An expert talk on Disaster Management in Oil and Gas Sector by National Institute of Disaster Management (NIDM), New Delhi imparted to 848 participants
- **Conducted an expert talk on Constitution Day:** Total 605 employees attended the session
- An insightful webinar on **An introduction to the Vedas - Our heritage** was conducted wherein 245 employees and their families attended the session

Trainings Man-days by capability building department in 2020-21



Trainings Man-days by Refineries and Marketing Locations in 2020-21



Development of new training programmes based on the identified training and learning needs of the employees continues to be an ongoing process at HPCL. We take feedback from the ongoing programmes and incorporate the same to improve the upcoming programmes.

Learning Interventions for Senior Management

- **Masterclass for Directors**

Institute of Directors conducted a Masterclass for Directors through live virtual training programme. The individual training modules used in the programme were tailor-made in line with the regulatory updates on Companies Act, Boardroom Sustainability and Corporate Governance. The programme was interactive and well-received by 25 senior management officials.

- **Digital Transformation Change Management**

With the objective of providing contemporary, state-of-the-art inputs on global standards standards on digital transformation, a programme on change management conducted by an internationally renowned coach, keynote speaker on digital culture change and a published author. The programme was conducted as a web-series, where 166 senior leaders attended.

Ecosystem based Interventions

- **Kshitij**

Aimed at developing the stakeholders in the Lubes, project Kshitij introduces various sales tools to streamline planning and execution. These include

sales equation, market mapping, customer categorisation, channel partner categorisation, whole product concept, channel partner objective template, and negotiation planner.

A series of webinars was organised for the Sales team with a coverage of 10 person hours per officer. With the objective of enabling the Sales teams to internalise the usage of scientific sales tools, 'Sales Coaching' was introduced on a pilot basis at select regional offices with coaching sessions planned in a staggered manner. As an enabler in adapting to the new normal, an interactive 'Pragatipath' discussion was organised for all the lube distributors and CFAs in batches.

- **Lakshya**

This initiative aims at strengthening the sales ecosystem of the DS SBU by enhancing the capabilities of stakeholders through scientific inputs, tools and templates to aid in different sales processes. Since its inception, various sales tools like Sales Equation, Market Mapping, and Account Mapping have been implemented in the DS SBU. In order to ensure sustainable implementation of these tools, Sales Coaching was initiated at 18 regions across the country.

- **Knowlex**

Knowlex, which means knowledge plus excellence, is an exclusive initiative for LPG projects aimed at various people and process improvement initiatives. This is based on an extensive diagnostic study of more than 105 hours to understand the team dynamics, process flows, bottlenecks,

People Performance

culture, and other aspects of the team. In 2020-21, 15 learning sessions were conducted by in-house, peer-to-peer Subject Matter Experts (SMEs) leading to 2,148 man-hours of training.

- **Sarvottam**

It is a longitudinal development intervention that aims to enable our Sales team in all their endeavours and realise its potential. In 2020-21, a structured training on 'Channel Sales Excellence' was designed for the sales officers for enhancing their competencies in handling the distributors. The programme was customised to the LPG business context and to ensure sustained learning, some engaging post-training touchpoints have been identified based on all 4 levels of Kirk Patrick's model of learning effectiveness.

Case Study, Quiz, Feedback tracker from Reporting Officers, weekly email insights, and practice plans structured in a 'Read-Watch-Do' format. A total of 141 officers were covered leading to a total of 1,128 training man-hours. Another session on 'Advanced Business Analysis', which was customised to LPG requirements, was conducted for the intended audience amounting to a total of 1,114 person hours contributed by Sarvottam.

- **Competency Development of LPG Officers**

In order to provide the Operations Officers at LPG Plants focused developmental inputs in a phased manner, enabling them to make a positive and sustainable impact on plant performance, the Competency Development programme focuses on equipping the Operations Officers with cutting-edge technical skills.

A comprehensive and structured competency development programme was rolled out for all LPG operations officers across various batches in 2 different phases. More than 19,000 hours of trainings were conducted for 252 officers leading to an average of 3.14 learning days per officer. Assessments were conducted before and after the learning programme to track the progress in learning.

Learning Ecosystem Development

A comprehensive exercise of revising and creating new job descriptions, competency frameworks, and learning agenda for all positions under the Marketing Division was initiated by HR - Marketing team. The team reached out to the role holders for designing the basic documents for 41 unique front-line positions in Marketing SBUs, which were then validated at various levels, across locations/zones.

In 2020-21, the team has focused on standardisation of documents across job families and SBUs, content development of training and

assessments. Content development for modules is under development.

Interventions for Non-Management Employees

We conducted multiple training programmes for non-management employees designed to enhance their technical and behavioural capabilities and help them in handling professional duties and career transitions. Some of these are:

- **Path of Light**

It is a pre-retirement programme for non-management employees intended to prepare them to deal with retirement from a psychological, physical, and financial perspective. The first phase of input is provided when the employee completes the age of 55 and the second phase at 59 years of age. For the current year, the sessions were conducted through video conferencing mode.

- **Project Utkarsh**

It is a longitudinal and integrated initiative of LPG SBU, aimed at bringing about significant productivity improvements by fostering collaboration, building ownership and imparting knowledge and skills. Since its implementation in 2009, the average production rate of LPG plants has increased substantially.

- **Project Utkrisht**

It is aimed at improving the overall efficiency of Supply, Operations and Distribution locations. This project has resulted in improvement in number of productivity parameters like increase in bay filling rate and decrease in Tank Truck turnaround time.

Interventions for Extended Workforce

We conducted the following training programmes for extended workforce to enable them to function more effectively.

- **Surakshit**

Surakshit is an in-house, designed training initiative focusing on the learning needs of security guards posted at terminals/depot across our locations. In 2020-21, pilot training was conducted through respective contractors, basis which all India rollout was done in December. As of date, a majority of the locations have been covered. For reinforcement of the learnings, an online Hindi e-Module was developed and uploaded on Sahyog Portal dedicated to the extended workforce.

Apprenticeships

Visakh Refinery inducted Graduate Apprentice Trainees and Sandwich Trainees in order to provide hands on training.

Performance Management

HPCL has institutionalised a robust Performance Management System with the objective of ensuring that all employees contribute effectively towards organisational goals and enable the Corporation to make rational and objective promotion and placement decisions. This involves identification of strengths/weaknesses and giving feedback/training/rotational inputs to ensure that all Management positions are handled by personnel having the requisite exposure and competence.

HP-HR is focused on creating high performance work culture through a structured process of goal setting and performance reviews as well as rewarding employees for their efforts through objective performance assessment. The existing Performance Management System in the Corporation is based on the Balanced Score Card concept developed by Robert Kaplan. Business scorecards have been developed at Corporate/SBU/Department levels. These scorecards have been developed based on the four perspectives of the concept namely Financial/Physical perspective, Customer perspective, Learning and Growth perspective and Business Process Improvement perspective in line with the organisational strategies. The scorecards formed at the Corporate/SBU/Department levels are cascaded to the individual level where various Key Performance Indicators (KPIs) and measurement standards to assess each of them have been identified for each positions in the Corporation. These KPIs act as a guide for setting the individual targets in the employees of the Corporation.

Standardisation of Key Performance Indicators is emphasised upon to enhance the robustness of performance management by aligning all employees towards common organisational objectives, with more than 80% officers are covered under standardised KPI templates. The following environment and social parameters are available under the standardised KPI templates depending on role and responsibility of the individual:

- Stakeholder Management
- Corporate Social Responsibility
- Energy Efficiency
- Environment Stewardship
- Health & Safety
- Support towards sustainability efforts

During 2020-21, all our employees received regular performance and career development reviews.

Employee Welfare

We promote a conducive work environment with a good work-life balance. We extend our support to our employees through several schemes and programmes, such as performance-related profit-sharing scheme, superannuation benefits, leave encashment, gratuity, during-service and post-retirement medical benefits, posthumous benefits for family members of employees, housing loan, vehicle loan, furniture loan, LFA, transfer benefits, employees' children education loan, computer loan well as monthly vehicle allowance and leaves such as Maternity, Adoption, Surrogacy, Child Care and Paternity.

For helping our employees and other stakeholders during COVID-19 pandemic, existing policies, systems and procedures were remodelled, and several additional measures were taken to upskill employees to work and perform in the new scenario. We undertook a host of initiatives to ensure their safety and health, which are described in the health section of this report.



People Performance

Motivation through Recognition

We understand the importance of appreciating our employees for their good work and it has a direct correlation with their performance thereafter. We have several reward and recognition schemes to encourage and appreciate employee contributions at all levels.

For executives in the Senior/Middle Management, 'HP ICON Awards' have been instituted since 2010, which aims to identify and recognise People Managers i.e. Officers who place the interests of their teams before individual contributions. For officers in the junior management category, 'HP Outstanding Achievers Awards' have been instituted to recognise outstanding contributions, while 'HP Gaurav Awards' recognise outstanding effort, sustained excellence in work, commitment, adherence to safety measures, and adherence to high standards of conduct in discharge of duties among Non-Executive category of employees.

While HP ICON Awards are a bi-annual affair, the HP Outstanding Achievers Awards and HP Gaurav Awards are given away on an annual basis.

Outstanding Achievement Award

During the year, 60 officers received this award under various categories for their outstanding achievements.

HP Gaurav Awards (For Non-Management) 2020

During the year, 101 employees were felicitated with HP Gaurav Award.



HP Gaurav Award

Employee Engagement

Employee engagement programmes play a key role in making the workforce more involved and engaged about the part they play in the Company's success. We endeavour to enhance our employee engagement across all demographics. Towards enhancing the engagement levels and building team spirit, with employees and their families, various employee engagement initiatives were conducted during the year. These initiatives were tailor-made towards specific target audience and were instrumental in enhancing engagement levels even during the testing times of the pandemic.

Hamara Pariwar

With the objective of creating an enabling, participative, nurturing and winning work culture at HPCL and to reach out to the families of our employees to build a stronger bond with the HP Family even during the COVID-19 times, team HP Pariwar organised more than 30 online competitions for different target groups viz. 21 one day gratitude practice intervention, clay modelling workshops mandala workshop, fitness and workout sessions, science education series on spiders, dinosaurs, among others.

Reboot @35+

Reboot@35+ was launched for officers between the age group of 35 and 50 years, with an aim to operationalise the vision of engaging self, immediate family members, and also fostering and building common interest networks across the Corporation.

During the year, 12+ initiatives were conducted covering 330+ participants. Major initiatives were:

- Vitamin-M workshop for kids
- Financial planning workshop for youth
- Gardening workshop
- Communication and interpersonal skills
- Reboot Biz Wiz
- Heartfulness meditation
- National painting and photography contest

Other Employee Connect Programmes in 2020-21

Chetana

The programme 'Chetana' - meaning 'Consciousness' was the communication initiative launched as part of the response strategy to challenges faced by the employees and the Corporation.

Humrahee

Launched in August 2020, virtual group sessions are held as part of Humrahee wherein employees share their learnings, concerns, fears, insights, experiences related to COVID-19 in the spirit of providing mutual support and caring.

Paramarsh

We have an Employee Assistance Programme (EAP) named Paramarsh to provide counselling services to employees, their spouses, and dependent children. Apart from one-to-one counselling, webinars were also conducted for spreading awareness where more than 175 employees had participated.

HP ke Sitare/HP Warriors

In order to highlight and recognise the selfless contribution at work by our officers at all locations, a flipbook was compiled where stories of all such HP COVID Warriors were invited. More than 350 lockdown stories of the brave HPites were received and every story talked about the hardships and achievements of our employees.

HR team at Visakh Refinery undertook various employee related initiatives, such as improvement in residential infrastructure, organising Samavesh Premier League and Waltair Park League for enhanced employee engagement.

People Performance

Human Rights

We are committed to ensuring that there is strict adherence to human rights and the relevant laws. We believe that a diverse workforce brings in different paradigms and we embrace diversity and inclusion, thereby upholding a culture of empowerment for all. We are an equal opportunity employer and practice zero tolerance towards any kind of discrimination based on religion, origin, gender and/or status, and have strict mechanisms to deal with such cases.

All efforts are made to ensure that our employees thrive in a conducive environment. We conduct business in an ethical and transparent manner. We conduct regular trainings to generate awareness among our employees.

We believe that our policies incorporate the ten principles of the UN Global Compact (UNGC) and we are committed to upholding internationally proclaimed human rights. To ensure that the human rights of every individual is safeguarded, a robust grievance mechanism has been created to deal with any cases of human rights violation. In the reporting year, there were no incidents of discrimination on the grounds of race, colour, gender, religion, political opinion, nationality, extraction or social origin.

Freedom of Association and Collective Bargaining

HPCL strongly upholds Freedom of Association and Collective Bargaining rights and takes pride in maintaining cordial and harmonious relations with its Unions for more than two decades. Progressive approach, effective grievance management system, fairness and emphasis on transparency, have all resulted in alignment of Unions and the workforce with the Corporation’s vision.

We have formal agreements with trade unions to deal with issues related to labour laws, health and safety of our employees, training and education and grievance redressal. Currently, 94% of our non-management employees are a part of unions, which enable them to voice their concerns. Before implementing any management initiatives that affect or concern non-management employees, we engage in constructive dialogue with trade unions to understand their perspectives and arrive at a mutual agreement.

Even as the COVID-19 pandemic engulfed business operations across the globe, our Corporation stood in the forefront of achieving the desired productivity with cooperation of all its employees in the most unprecedented work environment, sustaining all the

challenges posed by the pandemic while ensuring the safety of employees. During 2020-21, it was with the cooperation from the union fraternity across our divisions, we have inked the Long-Term Settlements on wage revision of all three divisions in presence of Statutory Labour Authorities and implementation in its true spirit. Structured union meetings were conducted during the year and various matters on business operations, expansion, manpower redeployment, the introduction of new technology, productivity, etc. were discussed in line with the overall business strategy. Meetings were also held with various employee associations at various zones.



Shri Raja Kulkarni Samman



HPCL has formed a Trust called “HPCL Trust for Promoting Industrial Harmony” which has instituted prestigious Shri Raja Kulkarni Samman to recognise outstanding contribution of Union Leaders in the arena of Industrial Relations. During 2020-21, Shri Raja Kulkarni Samman was awarded to One (1) Senior Union Leader in appreciation for his outstanding contribution towards promoting Industrial Harmony in HPCL.

The Corporation took proactive steps regarding contract workforce, and ensured that they are covered under Pradhan Mantri Jan Dhan Yojana and Pradhan Mantri Suraksha Bima Yojana. To promote Digital India and cash-less economy, it was ensured that Contract Labours deployed across the Corporation are paid their wages through NEFT. Further, various programmes across the Corporation were organised for Contract workforce/stakeholders so that they can use various modes of cash-less payments. The Corporation extended the benefit of Special Medical Insurance Scheme and Special Ex-Gratia Scheme for contract labour and their dependents during COVID-19. Various awareness session on COVID-19 and health talks were conducted to encourage contractors and contract workforce to adopt preventive measures. Inoculation drives were conducted at our major locations for contract workforce.

The Corporation extended the benefit of Special Medical Insurance Scheme and Special Ex-Gratia Scheme for contract labour and their dependents during COVID 19.

Management Employee Relations Committee (MERC)

HPCL believes in effective Grievance Redressal system for ensuring employee satisfaction as well as a fair, productive and safe work environment. Employees of HPCL have access to the grievance redressal system to settle their individual grievances. The process for grievance handling through Management Employee Relations Committee (MERCs) has been in-place for ensuring effective and expeditious handling of grievances. Detailed guidelines for timely grievance redressal through decentralised mechanism for process implementation and online workflow application for effective implementation have been

established. Through MERC channel, employees can log in grievances in any of the following matters:

- Grievances arising out of Performance Management (PM) related matters
- Grievances arising out of non-receipt of eligible Compensation and Benefits (C&B) under the Corporation Policy
- Grievances arising out of any other Employee Relations (ER) related matters at the workplace

The salient features of the same are as follows:

- E-enabled platform through HP Portal for submission of grievances
- De-centralised, two-tier structure of grievance redressal with MERCs and appellate authority as per the Salary Grade of the aggrieved officer and the nature of grievance
- Cross-functional constitution of MERCs to ensure objective grievance handling
- Systematic review and discussions with concerned person as required
- There is a provision of appeal in case the aggrieved officer is not satisfied by the decision of MERC

Prevention of Sexual Harassment (POSH)

To inculcate appropriate workplace behaviour and promote gender sensitisation, a number of online POSH workshops were organised across the Corporation during 2020-21. Internal Complaint Committees (ICC) were also reconstituted for marketing zones and refineries in view of the reassignment, superannuation, separation or completion of 3 years as a member.

In coordination with a specialised trainer, we conducted online webinars for our employees across locations with an aim to sensitise on the nuances of the act, behaviours that constitute an act of sexual harassment, acceptable and unacceptable behaviour, process of complaint, role of Internal Complaints Committee (ICC), among others. Subsequently, procedural changes related to the implementation have been uploaded in HP Academy portal for creating awareness and accordingly all employees are encouraged to complete the POSH course.

People Performance

Safety at HPCL

Our approach to safety is encapsulated in our Safety Policy, which states, “As an integral part of its business, HPCL believes that no work or service or activity is so important or urgent that safety be overlooked or compromised”. This serves as a beacon for us in ensuring a safer workplace and a healthy environment in and around our refineries, plants, facilities and other premises. Our efforts go well beyond our operational areas as we strive to instil a culture of safety in daily life among all our employees, their families, our stakeholders and the community at large.

Safety Management

We believe that safety is an integral part of every job we carry out and it is tool to enhance productivity. Driven towards a goal of ‘Zero Incident’, we constantly endeavour to maintain high standards of safety in our operations. The safety culture is accorded priority by the top management and driven through HSE systems and procedures. We focus on inherently safe design, safety awareness creation, fostering of safety rules and safe operating procedures, ensuring statutory compliance and being vigilant and prepared for emergencies. Our top management periodically reviews progress on compliance of various statutory audits and time-bound action plans for implementation of the safety observations.

Health, Safety and Environment

We have Health, Safety and Environment (HSE) departments at multiple levels, starting from the headquarters office, including Corporate, Marketing and SBU level, Refineries, Zonal Offices and at operating level i.e. all locations, across the country. They monitor and assess the safety mechanisms through regular audits, create awareness among stakeholders and also engage with government officials for relevant matters and time-to-time amendments. During the pandemic, we maintained all protocols and utmost precautions for all employees and stakeholders, ensuring uninterrupted operations.

Safety Committees

To encourage proactive participation and involvement of the workforce in matters pertaining to HSE, Safety Committees are active at our locations, with equal representation of management and non-management employees. These committees ensure adherence to the Corporation’s HSE policies and compliance with regulations, such as Factories Act, OISD Standards and PNGRB ERDMP regulations at the workplace. The committees obtain feedback from the workforce, discuss matters related to the HSE context pertaining to the location and remedial recourses for further strengthening of safety sustainability through

participative management process. While to objective is to learn from experiences and case studies, the committees also identify specific training needs of the employees/locations.

Emergency Response and Crisis Management

The nature of the products have an inherent property of catastrophic impact while handling, hence safety becomes core value to perform job safely. We adhere to PNGRB ERDMP regulations to standardise our preparedness for emergencies. We have implemented industry-best safety practices and security systems at all our operational facilities to identify and manage hazards, risks and emergencies.

Our employees wholeheartedly participate in the management of HSE aspects and are provided regular training on operational safety, security, emergency preparedness and crisis management. They are acquainted on safe operating practices and protocols, thereby mitigating the risks during emergency and crises. To enhance the confidence of our local communities and neighbouring industries, we also engage them in our offsite and onsite mock drills.

Locations require additional resources and external help for mitigation of major incidents through Mutual Aid Response Groups (MARG). During such disasters clear role and responsibilities of various levels of Corporation is well defined viz. locations, zonal and corporate level. This enables better communication and resource mobilisation. We have a Crisis Management Plan (CMP) in place with clear roles and responsibilities and communication details of officials of locations, zones, corporate offices and external authorities in case of major incident/disaster to respond and mitigate with additional coordination. The CMP is in addition to location specific Emergency Response Disaster Management Plan (ERDMP). The emergency plans like DMP, CMP and ERDMP are amended periodically. ERDMP regulations have been amended by PNGRB with effect from September, 2020. Our locations are implementing the same by incorporating the changes in the ERDMP manual.



Regular mock drills at our locations ensure preparedness for emergencies

Process Safety

Process Safety Management (PSM) is well integrated in the Corporation’s Safety and Environment management system. PSM implementation enables us to review engineering design standards, improve safety control systems, enhance capabilities, understand complex systems and undertake

investment programmes to upgrade the equipment to improve productivity and safety. HSE indexing of our process provides us opportunity to identify the gaps and improve the system implementation. We share learning of incidents to employees and stakeholders for enhancing awareness regularly.

Safety Performance

	Mumbai Refinery		Visakh Refinery		Marketing Locations	
	Employee	Contractor	Employee	Contractor	Employee	Contractor
No. of Fatalities	Nil	Nil	Nil	1	Nil	Nil
Lost time Injury Frequency Per Million Hours Worked	Nil	0.063	Nil	0.033	Nil	Nil
Total Number of Recordable Injury Incident Rate Per Million Hours Worked	Nil	0.189	Nil	0.067	Nil	0.108

Notes:

- All above injuries/fatalities are under male category, female category- Nil
- The absenteeism rate for MR, VR and Marketing employees is 0.68%, 0.54% and 1.09%, respectively. It is calculated by dividing absent man-days due to loss of pay by total days worked and expressed as percentage. The occupation disease rate is reported as nil
- Lost time Injury Rate includes fatalities + cases of lost workdays
- Total No. of recordable injury incident rate includes fatalities + cases of lost workdays + restricted workdays + medical treatment

People Performance

HSE Highlights

MUMBAI REFINERY

- Achieved 30.08 Million man-hours of safe operation and completed 14.75 Million safe man-hours of contract workers
- Completion of 2,351 days without major fire

HSE

- Board-level periodic review of safety audit implementation status
- Board appointment of director to ensure compliance of ERDMP Regulation in the corporation
- Active participation in OISD Technical Standards reviews
- Use of virtual platform for safety audits and inspections during COVID-19
- Safety awareness programmes through e-learning covering 10,469 participants and road safety training 'Sadak Suraksha se Jeevan Raksha' covering 13,973 tank truck crew.

LPG SBU

- Conducted competency development programmes for officers of LPG locations

- Conducted Project Shapath - Phase IV, a techno-behavioural training programme followed by assessment through online test for all the non-management employees
- Conducted 85 on-site DMP, 15 off-site DMP and 20 bomb threat drills across the LPG locations
- Various LPG locations received prestigious awards during the year for their outstanding performance in ensuring safe operations.

SOD SBU

- Achieved best external safety audit compliance status among industry and appreciated by OISD
- Completed ERDMP certifications for all POL locations, obtained Board approvals and submitted to PNGRB within the timelines
- In spite of restricted travel, conducted 47 MDSA inspections on e-platform
- Received PESO recognition for 5 officers as competent persons for tank inspection and testing under Rule 160, 130 of Petroleum Rules 2002
- Conducted two-day, virtual OISD workshop on enhancing HSE awareness and OISD-GDN-180 for officers of POL terminals in coordination with OISD and internal faculty



Mock drill in progress at one of our location with remotely operated fire fighting equipment

LUBES SBU

- Ensured continuous operation with COVID-19 SOP at all locations
- Recorded Nil major incident
- Received approval for ERDMP at Mazgaon and Ramnagar from PNGRB approved certification agency
- Received Integrated Management System certification at Mazgaon and Silvassa plant (includes ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and ISO 50001:2018)

PIPELINE SBU

- Achieved 11 Million Safe Man Hours without any LTI
- Developed and implemented online security index and mobile/web application for maintenance data recording in all pipelines
- Various pipeline locations received multiple prestigious awards during the year for their outstanding performance in ensuring safe operations

HPGRDC

- Achieved 100% completion of PHA and external safety audit recommendations
- Finalised process SOPs for 143 experiment based projects
- Conducted safety perception survey internally for all employees and fixed-term associates
- Carried out workplace ergonomic assessment by External Ergo Expert
- Developed training module for defensive driving training for all drivers
- Coordinated two meetings of Institutional Biosafety Committee (IBSC)
- Indoor air quality was monitored across HPGRDC by external agency
- Conducted Internal audits covering various aspects of Safety

Targeted Safety Interventions

Ekagra

In an endeavour to ensure absolute security and safety of cross-country pipelines, Ekagra was launched in 2018-19. In the year 2020-21, the Existing (old) Security Index for all pipelines was revamped and the online security index was implemented in November. The theme of 2020-21 was Digitalisation & Technology with a focus on the upcoming big data analysis project in pipelines along with an online performance-monitoring card for security personnel. To recognise the efforts of security personnel basis their performance, Suraksha Shresth badges were designed and contractors distributed the same for rewards and recognition of the security personnel.

Ekagra - Monthly Theme presentations (including 2 Webinars) continued each month with varied themes for use and applicability across locations for all stakeholders. A Centralised Disaster Management Document (version 1 and 2) was developed as a ready reckoner for resource mobilisation in case of any untoward incident on ROU. Ekagra - Pocket Handbook containing basic information on pipeline security and safety was designed for security personnel across pipelines and rolled out. As part of Sachet, handholding meeting/training of 640 Man-hours was conducted for all HSE Officers across pipelines.

Project Shapath- Our Safety Promise

As part of phase IV of "Project Shapath", the technical assessment was conducted for 100% non-management employees across 45 LPG plants within a period of 15 days. The Behavioural Event Interviews (BEI) were conducted by the Safety Officers as well as the Plant Managers, which were scored on 4 different key competency areas namely - Responsibility, Conscientiousness, Reliability and Trustworthiness.



People Performance

Hale and Hearty HPCL

HPCL focusses on achieving excellence in occupational and personal health of employees at all manufacturing sites as well as at its offices. With this objective, employee ‘wellness’ programme is undertaken to improve and maintain employee health. We have set up Occupational Health Centres (OHC) at refinery locations. Besides emergency medical services, the OHCs also offer preventive and curative health services to its employees. These OHCs are equipped with diagnostic and therapeutic equipment and are handled by qualified occupational health specialists.

Our employees and their dependants are covered under a comprehensive health insurance policy. We have also facilitated a health insurance policy for dependants of employees not covered in the corporate health insurance policy. An online wellness portal provides latest articles, news and other information on topics of health and well-being.

Our workforce undergoes periodic medical examination to root out any developing ailments. Designated physicians are provided at major marketing locations, while smaller locations have tie-ups with local hospitals to ensure accessibility to health services. We also have empanelled hospitals to provide superior medical care to our employees and their dependants.

Contract workers and TT crew working at our locations are facilitated with health camps and guided on health issues. In these check-ups, the workers are made aware of their current health status and are advised suitable measures to maintain normal health and avoid illness.

COVID-19 RELATED INITIATIVES

Handling Infrastructure, Sanitisation and Hygiene

The reporting and case management of all live cases was tracked daily. Extensive sanitisation and hygiene drives were regularly carried out at all locations. SOPs briefing the guidelines for handling offices, business travel, among others were released.

More than 10 Lakh disposable masks were procured and distributed across locations. Many offices took to distributing COVID-19 kits for the safety of the employees.

Ex-Gratia payments were rolled out for extended staff viz. truck drivers, LPG deliverymen, etc. Being into the essential services category, tie-ups are made with various hospitals to get the employees vaccinated across locations. Many of the HR Officers at locations assisted the employees and their family members in getting admissions and other aid from the hospitals.

Spreading Awareness on COVID-19

Customised sessions were conducted for spreading awareness on various aspects of COVID-19, and other health matters covering more than 30,000 participants for Management and non-management employees, Location In charges, Safety Officers, TT Crew and Contract Workforce.

Other types of sessions conducted include mental well-being sessions, COVID-19 vaccination awareness, precautions while on business travel, and during home isolation, among others. Apart from COVID-19, many other health camps and health talks were also planned for awareness on other health matters.



Other Health Initiatives during 2020-21

International Yoga Day, 2020

HPMDI Organised Special Virtual Yoga Session on 21 June wherein top and senior management along with 396 employees and their families attended live webinar and learnt various yoga asanas as per Common Yoga Protocol (CYP).

Online Yoga Sessions at HPMDI

HPMDI, Nigdi conducted daily online yoga sessions during 2020-21 with an objective to provide our employees and their family members an opportunity

to learn yogasana and practice the same correctly. A total of 268 yoga sessions covering 5,526 participants were conducted during 2020-21. An e-learning module on yoga was added to HP Academy.

FIT Indian Movement

Collaborated with the world's largest online fitness and nutrition community FITTR. An online FITTR app-based competition and series of 18 online training sessions during the year enabled participants to stay active fit and fine, in a competitive manner. More than 1,750 employees attended sessions.



Delighting the Customer

BUILDING LIFELONG RELATIONSHIPS

The year was very challenging for the country and its people due to the pandemic. HPCL exhibited high degree of agility, resilience and responsiveness during the crisis to serve its customers and the public at large. Our business units supported ably by our functions, contractors and business partners played a pivotal role in maintaining a robust supply chain especially during difficult market conditions following the pandemic outbreak.

We are continuously innovating, developing and deploying new technologies for enhancing operational excellence, customer value and convenience. We have formalised our ethos in the form of our vision statement, which sets our aspirations to be a world-class energy company known for caring and delighting the customers with quality products and innovative services across domestic and international markets with aggressive growth and delivering superior financial performance. It sets the path for us to be a model of excellence in meeting social commitment, environment, health and safety norms and in employee welfare and relations.

Our mission statement stresses upon imparting continued focus on enhancement of productivity, quality and profitability as well as caring for customers and employees.

We continuously strive to implement innovative ideas and solutions to achieve in operating efficiencies, be it improvement in supply chain management, logistics, solutions to ensure availability of quality products and services to the remotest geographical locations and all customer segments as also ease of transactions and business interaction through adoption of innovative technological solutions in our processes.

To align with the technological transitions and emerging customer preferences, we are concentrating on value creation by leveraging the emerging digital technologies for transformation and enhancing IT capabilities. Implementation of Customer Relationship Management (CRM) tool has ensured enhanced customer orientation and superior service standards.

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Our endeavour is to provide a clean, healthy and safe environment to our employees, neighbours, customers, consumers and stakeholders. We provide regular trainings to our point-of-contact personnel to enhance their knowledge and instil an attitude to create differentiated customer experiences.

In order to enhance awareness on safety and environmental aspects we promote awareness sessions through periodic campaigns on safety and resource conservation.

We share and communicate information pertaining to customer safety through website, booklets, newsletters, specification, Material Safety Data Sheets (MSDS).

Our products are in line with BIS specifications, internationally accepted and customer specific standards. All lubricant packages/labels must comply with Legal Metrology (Package Commodities) Rules, 2011. As per the rules, lube packages label should contain declaration of Quantity, MRP, Manufacturing Date, Manufacturer Name and Address, Customer Contact Details, Generic Name of product and so on. Relevant information as per applicable national and international laws is displayed on our product labels. We have not recognised any non-compliance pertaining to applicable legal requirements of product labelling regulatory codes.

There was no non-compliance related to unfair trade practices or irresponsible advertising as per applicable regulatory codes in the reporting year, however, there are five pending cases related to alleged anti-competitive behaviour, as on March 31, 2021. We do not market any product that is banned or disputed.

Research & Development (R&D)

Research & Development remains to be of paramount importance for HPCL to develop, demonstrate and deploy novel and innovative products and technologies. We are on a continual journey towards enhancement of our Research & Development capabilities to create new levers for achieving growth and cost leadership through indigenous development of new products, processes and technologies.

We also endeavour to associate with and support R&D by government agencies and reputed research institutes and academia in the areas of oil, gas and energy.

Hindustan Petroleum Green Research & Development Centre (HPGRDC) has been set up with an objective to provide advanced technological support to Marketing SBUs and Refineries. HPGRDC aims to provide operational excellence, develop and adopt innovative, path-breaking technologies and become a knowledge hub.

The research centre is provided with state-of the-art infrastructure facilities comprising energy-efficient green buildings with built-up area of three lakh square feet in a sprawling campus of 120 acres. The Phase-I of the research centre is set up with nine laboratories and the Phase-II of research centre is under construction for seven new laboratories. Under Phase II programme,

construction of Petrochemicals and Polymers Lab, Lubes Research Lab, Corrosions Studies Lab and Green Hydrogen generators with PEM electrolyser were completed during the year.

During the year 2020-21, HPGRDC filed 28 patents taking the cumulative Indian and International Patent applications to 287. Continued focus on research and innovation across various areas in energy sector has enabled HPCL to receive 44 patents during the year taking the cumulative patents granted to 90 as on March 31, 2021.

44
Patents received in 2020-21
by HPGRDC



Our HPGRDC provides advanced technological support to Refineries and Marketing SBUs, develops and adopts path breaking technologies

Delighting the Customer

During the year, 8 HPGRDC papers were published in various international journals.

Our Green R&D Centre Highlights

Technologies Demonstrated

- Hydrotreating catalyst scaled up to 2-ton level, meeting the BS VI HSD specifications
- HP-Ethers Technology (Process for production of Alkyl ethers developed at Pilot scale) is ready for demonstration

Products Developed/Launched

During the year, nine products/technologies were developed and launched. The key products and technologies developed include:

- HP Gas Flame Plus - Additive to improve LPG efficiency
- HP DEWA - Crude Dewatering Additive
- HP DWA - Dewaxing Aid
- HP THERMOPRO D - Antifoulant formulation for DHDS units
- HP FilmMax - Film forming amine formulation for CDU/VDU
- HP FilmMax HT - Film forming amine formulation for Hydrotreaters
- HP DEMU - Demulsifier formulation for crude desalter

Products Handed over for Commercialisation

- [HP]2 FCC CAT, iHPFurnOKare, HP SAN, HP DEWA, HP-PurUS, HP-Easywash, HP Gas Flame Plus

Technologies under Development

- HP-Trijet: Pilot-scale development for production of Bio-ATF and Green Diesel from UCO (Used Cooking Oil)
- R&D PLC at Visakh Refinery DHSD PSA
- HP-MELST: High melt strength polypropylene at lab scale
- Flue gas desulfurisation scrubber nozzle: order placed for fabrication
- HP-DAK: Detailed engineering and execution of plant at MR. Indigenous catalyst developed in pilot scale. Scale up of catalyst in progress
- HP-COAT: Crude oil to Aromatics Technology BDEP completed for 80 KTA for demonstration at VR
- HP-PolyShine: Paintable Polypropylene developed at lab scale. Large-scale trial is in progress
- Designed low pressure drop spraymax nozzle for MR OFCCU; fabrication completed
- HP-RAMP: A pilot plant for converting organic waste is set up at R&D. Biogas production process has been standardised

- ROG-PSA Technology: BDEP developed in house for demonstration of ROG-PSA unit at Mumbai refinery for recovering pure hydrogen from refinery off-gases
- HP- SAP: Super Absorbent polymer is developed at 10 kg scale. Further, scale up studies is in progress
- HP-PPD: Developed Pour Point depressant for LSFO at 100 kg scale
- [HP]2 FCC: 68 MT of [HP]2 catalyst has been supplied to MR and 100 tons to VR for long duration performance assessment. 400 Tons of catalyst has been supplied to HMEL for demonstration
- Vacuum PSA: Revamp BDEP developed in house for demonstration of vacuum regeneration system at CCR PSA of VR for enhancement in feed capacity/product recovery
- Novel and highly efficient gas-liquid distributor designed, fabricated and successfully tested in cold flow unit. Distributor design is provided for MR-Hexane unit Bensat reactor (revamp study) and KHT unit for revamp of VR DHDS HGU PDS unit
- HP-WMA: Developed warm mix additive for bitumen at 100 kg scale for field trials
- Scaled up 1 kg HP-BCA (FCC bottom cracking additive) meeting desired specifications
- Strategic tie-ups
- Our R&D centre has been collaborating with reputed institutes and some are as follows:
 - Collaborated with leading institutes like IITs, IISc, CSIR labs for new projects in the area of refining, petrochemical and alternative energy
 - Membership continued with CISTAR Research Programme coordinated by Purdue University, USA
 - Initiated collaboration projects with IISc on using Artificial Intelligence (AI) in Petroleum industry
 - Taken up various collaborative projects with Centre of Excellence-IITB as PhD projects

Other key contributions of HPGRDC

- Commissioning of dynamic activity catalyst loading system at Visakh Refinery
- Performance evaluation of tender e-cat for Mumbai Refinery OFCCU (Old Fluid Catalytic Cracking Unit) and GSR samples for MR NFCCU
- Performance evaluation of licensor catalysts for Mumbai refinery diesel isotherming unit
- Development of BDEP (Basic Design and Engineering Package) for vapour recovery unit for Hasan Terminal
- Development of Kerosene hydrotreating catalyst
- Completion of pilot study for LVGO processing in Visakh Refinery DHT unit
- Development of DIU model using Aspen-Hysys
- Development and fabrication of pouch cells and demonstration in e-cycle

- Development of rechargeable coin cells for use in appliances
- HPGRDC observed, organised and participated in a number of events and workshops like inauguration of Compressed Biogas Pilot Plant, Battery Pouch Cell Assembly, HPGRDC Portal, Crude evaluation and value addition workshop-II, workshop on FCC simulation in Aspen Hysys, Beyond Research Activities, New generation Ideation contest, National Science Day, National Safety Week, Corrosion workshop-I and 2nd Process Simulation Workshop, among others.

HPCL continued to generate interest for its niche specialty products developed by its HP Green R&D Centre, such as HP-FurnOKare (for descaling and maintenance of furnaces), HP CORRMIT (Corrosion Inhibitor), HP DLA (Diesel Lubricity Additive), among others.

During the year, Lube R&D continued to play an innovative and proactive role with developments of new products for government and private sector customers. Close interaction with Army, Air Force and other agencies enabled a number of approvals for new products. Fully equipped laboratories for testing of various petroleum products across the country enable HPCL to maintain high standards of product quality.

Towards enhancing the number of offerings to consumers and value creation, HPCL launched the high-performance, branded LPG 'HP GAS FLAME PLUS' for its Commercial and Industrial customers in 2020-21. The product offers quicker heating, reduced gas consumption, reduced process time and savings to customers.

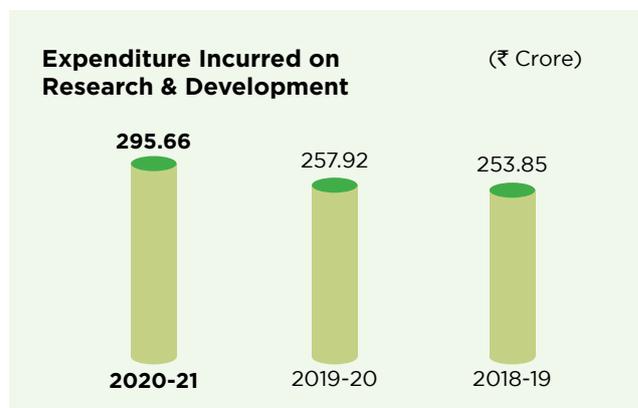
HPCL also sustained its focus in the Free Trade LPG (FTL) segment to meet the needs of consumers, especially the small vendors and young professionals. In this category, over 3 million 'APPU' cylinders in package sizes of 5 kg and 2 kg were sold during the year, and achieved market share of over 45% in this highly competitive segment.

During 2020-21, HPCL continued to put strong focus on its customers from core sectors and OEMs, further consolidating its business with improved participation and renewal of partnerships. The business continues to be benefited immensely from the close interactions between OEM and R&D teams of HPCL with stakeholders acknowledging the strengths and capabilities of HPCL.

Towards enhancing customer loyalty and getting valuable customer insights, HPCL continued its engagements with customers during the year. Over 300 technical seminars/conferences with more than 3,500 participations were conducted during the year with extensive usage of digital platforms.

During the year, HPCL gave further impetus in marketing of the lubricants and specific products for BS-VI compliant engines. The commercial production and sales of Diesel Exhaust Fluid (DEF) was scaled up with sales crossing 12.5 TMT, sold majorly through our wide network of retail outlets.

Continued focus on the automotive segments for past few years, especially in the 4-stroke engine oil lubricants segment helped HPCL to register double-digit growth in 2020-21 in the motorcycle engine oil segment with the backing of 'RACER' brand of lubricants along with other products.



Enhancing the offering to customers through high performance fuel - HP GAS FLAME PLUS

Delighting the Customer

Quality Assurance

We have a dedicated Quality Assurance Cell, which is focused on providing confidence to all stakeholders regarding fulfilment of quality requirements across all levels. This is achieved by carrying out surprise inspections wherein compliance with various statutory requirements and standards are verified and corrective actions are advised based on the requirements to meet the quality parameters. Quality Assurance comprises implementation of administrative and procedural activities in a manner so as to fulfil the requirements and goals for product and services.

In line with the directive of the Ministry of Petroleum & Natural Gas (MoP&NG), HPCL has a dedicated Quality Assurance (QA) cell with officers posted in all the zones. Its functioning is independent of refining and marketing functions. QA cell carries out surprise inspections covering retail outlets, Kerosene (PDS) distributorships, LPG distributorships, supply locations in compliance with the revised Marketing Discipline Guidelines (MDG) and HQO directives.

Some of the key parameters on which our Quality Assurance team focuses are quality and quantity of products dispensed, safety, functioning of the automation system, branding and visual identity, random product samplings, among others.

An online e-inspection portal has been created to track compliance with respect to related parameters and to identify the areas for continual improvement. Surprise inspections are conducted periodically

at locations in compliance to the contemporary guidelines and directives.

During 2020-21, Quality Assurance (QA) cell carried out inspections at 2,096 retail outlets, 13 Kerosene (PDS) distributorships, 254 LPG distributorships and 10 LPG bottling plants. Establishment of robust QA systems has enabled us to set high customer service benchmarks for supply locations and channel partners as well as helped provide high quality products and services to customers.

Capability building in area of Quality is an important hallmark of keeping abreast with the latest requirements of the processes, product developments and regulations. To equip Officers with the latest information in these areas Quality Assurance Cell Officers conducted 78 online and physical training programmes on pan-India basis, covering 1,127 participants on topics of quality, MDG, inspections, automation, among others.

Quality Control

Our Marketing Quality Control Department assures quality of our products from our various business units, such as Supply, Operations and Distribution, Retail, Direct Sales, Lubes, Aviation and Pipelines, among others.

We have stringent quality management systems for our varied range of businesses and products and we adhere to Industry Quality Control Manual (IQCM) and other guidelines of the oil industry to manage the product quality at various stages of production, dispatch, receipt and storage.

We have established a network of 47 laboratories equipped with state-of-the-art facilities across the country. These labs are managed by well-trained workforce, and accredited by NABL as per International standard ISO 17025. With NABL accreditation obtained for 6 labs during 2020-21, the total number of NABL accreditation in Marketing Quality Control stands at 33. QC has established Certified Reference Materials

(CRMs) production facility at Visakh and Proficiency Testing (PT) facility at Vashi as part of 'Make in India' concept. Both facilities have won the award from Quality Council of India for their Make in India initiative.

Our products are tested with precision in our laboratories as per applicable national and international standards. Regular audits and inspections are carried out internally and through external agencies as well. QC bulletins to employees for awareness creation are published and circulated by our QC department.

Our QC officers visit various locations for Quality Awareness and conduct customer connect programmes to enhance awareness on quality among stakeholders.

Our Marketing QC department periodically conducts QC audits of locations to establish the efficacy of Quality Management Systems. 177 audits were conducted during the year.

With NABL accreditation obtained for 6 labs this year the total number of NABL accreditation in marketing Quality control stands as 33.

QC Highlights for 2020-21

- Laboratories tested over 1.13 Lakh product samples and achieved highest Revenue generation by testing external samples despite the COVID impact. By use of own Certified Reference Materials and by own calibration of equipment, substantial savings were achieved
- Bharatiya Nirdeshak Dravya (BND) Coffee Table Book released covering 28 Petroleum BNDs of HPCL on World Metrology Day 2020 at CSIR- NPL
- HPCL Suryapet Lab was chosen for audit among oil Industry labs and it successfully completed the ISO 17025 accreditation audit jointly conducted by NABL and APAC (Asia Pacific Accreditation Cooperation)
- Commissioned the testing facility at Kadapa Lab with state-of-the-art equipment
- Released Industry Quality Manual on Bio-diesel and Blends 2020 and completed Standardization of Quality Manual and Procedure Manual (NABL) for QC Labs as per requirements of ISO 17025:2017
- The concept of 'Smart Labs' was facilitated by converting existing formats to online version thereby encouraging paperless working
- Commissioned the Drag Reducer Additive testing facility at Secunderabad Lab, first in the Industry among marketing divisions to enable Aviation SBU to test DRA content in ATF pumped through VVSPL as per DefStan requirement
- Developed HP Swachchh Hand Rub/Hand Sanitizer as per World Health Organization Protocols for internal use at Labs/Locations in view of COVID-19
- Coordinated with DGCA for commissioning of Visakh, Trichy and Shirdi ASF
- Obtained extension for absorption of ATF plug material at VVSPL from CEMILAC
- Assisted SOD SBU for suitability of Motor Gasoline (oxy/non-oxy) for either 5 or 10 % ethanol blending, thus achieving savings
- Assisted SOD SBU for handling the wagon loading of gasohol and storage at HPCL locations
- Four new methods for ATF (Lubricity, FAME content, Aromatic Content by HPLC and Particulate contamination) written by HPCL team and submitted to Bureau of Indian Standards for the first time
- QC week was celebrated across the country for enhancing the QC awareness among stakeholders. Various activities viz. online QC Quiz, Awards for SOD locations, e-learning technical quiz for QC officers, Trainings for stakeholders, Customer connect programs etc. were conducted during the week



Quality Council of India - Gold Award to HPCL Lube R&D

Delighting the Customer

Customer Focus

At HPCL, we have undertaken many large-scale projects across the hydrocarbon value chain to support the requirements of future growth and energy demand and respond to the emerging environmental challenges. We have undertaken a number of customer-centric initiatives and services for delighting our customers and Delivering Happiness in their lives and to their homes.

We believe that constructive feedback from our customers helps us in improving our product and services and maintain several communications and feedback channels through which we engage with them.

We understand that delighted and happy customers are the backbone of our sustenance and concentrated customer focus through differentiated services and value contributes to enhancement of customer retention, loyalty and increase in customer footfalls into our businesses. With this affirmation, we continuously strive to bring multifarious service and product related initiatives for convenience of our customers and stakeholders.

Over the years, we have expanded our network in multiple folds. We commissioned the highest ever 2,158 number of retail outlets during the year taking the total to 18,634, which helps us to increase our reach and enhance the product availability to larger number of consumers with convenience. Further, to increase operational efficiency and productivity, 100% automation has been ensured across the retail outlet network during the year.

In LPG business, 'HP Gas', the LPG brand of HPCL is one of the most preferred brands among domestic and non-domestic LPG customers and serves over 8.7 Crore consumers through a strong support network of 6,192 distributors.

HPCL has been significantly participating in the Pradhan Mantri Ujjwala Yojana (PMUY) and working for the benefits of user-friendly clean fuel to the markets at the bottom of the pyramid.

During April 2020, Government of India introduced the Pradhan Mantri Garib Kalyan Yojana (PMGKY) scheme giving free LPG refills to PMUY beneficiaries (3 per beneficiary) to mitigate the hardships faced by the BPL households due to the economic disruption caused by the global pandemic. As of March 31, 2021, total 3.81 Crore refills were delivered to the beneficiaries by HPCL under the scheme.

Customer Experience Enhancement Initiatives

Going Digital

Proliferation of the computational power, reach of internet, affordability and convenience of use are propagating digitalisation in processes and offering businesses seamless opportunities to integrate in the current processes to enhance customer

convenience and value. HPCL has been a forerunner in leveraging digitalisation opportunities to deliver value to the customers.

HPCL is actively working on the usage of technology for further expansion of business. To enhance the convenience of customers, faster transactions and reduced waiting time, digital modes of payment are continually being promoted.

- Integrated Payment System (IPS) with integration of Point of Sale (POS) machine with dispensing units (DUs) were installed at 6,924 retail outlets providing easy and smart payment options to the customers
- To increase the adoption of digital modes of payment by customers with more choices, HPCL launched the HPCL-UBI Co-Branded contactless Rupay Credit Card with features of 'National Common Mobility' during the year. HPCL is the first amongst the Oil Marketing Companies to launch the National Common Mobility Card (NCMC), which is inter-operable across different transport systems in the country
- The transactions through the unified 'HP Pay' mobile app has shown substantial increase during the year providing complete fuel management solutions to customers in the form of control, convenience, security and attractive reward points
- HPCL was the first among Oil Marketing Companies to enable the usage of 'FASTag' for payments towards purchase of fuel/lubricants at retail outlets in 2020-21 thereby enhancing the digital payment options to consumers
- Multiple payment options, incentives on usage of digital transactions, continued campaigns through various platforms etc. resulted in achieving over 40% payments through digital modes in Total Motor Fuels (TMF) sales as of March 31, 2021
- LPG SBU has enabled multiple options of refill booking apart from IVRS, missed call, online booking, multiple options for cashless payment through various app-based applications like HPPAY, BBPS, Umang, Bhim, e-wallets (PayTM, GPay, Amazon), credit/debit card, digital payment options at the doorstep of customers and various other consumer centric initiatives
- To increase the adoption of digital modes of payments for refill booking and towards better customer convenience, 'HP Gas' refill booking and payment was

made available on AMAZON and via its voice-assistant ALEXA. New services and features were integrated in 'HP PAY' app and 'HP GAS Vitran' app for customer value maximisation. These customer-centric initiatives helped 'HP Gas' in recording the highest ever digital transaction of over 25% in March 2021

- Our aviation SBU took up the initiative to make WebEx calls to all customers and resellers during pandemic times. This helped them greet, know and share their experiences and learnings during the pandemic. Group calls were made to customers located in Germany, Russia, Turkey, Spain, US, Dubai, France, Hungary among others for an effective customer connect
- In order to maintain seamless, connect with customers and other stakeholders, our Lubes SBU conducted over 240 webinars with 400+ hours of enriching content which involved more than 3,400 participants such as OEMs, corporate and industry bodies

Customer Safety

As an integral part of the business, we believe that no work or service or activity is so important or urgent that safety be overlooked or compromised. We have stringent systems in place to ensure utmost safety. Customer awareness has been the foundation of our approach towards customer safety. We have been striving to achieve and maintain high standards of safety in our operation. During 2020-21, there was no incident involving non-compliance of regulations and voluntary codes concerning health and safety impacts of products.

Loyalty Programmes

HPCL offers payment solutions at retail outlets for the convenience of its customers. HPCL has specifically designed segment specific loyalty programmes to cater to various categories of its customers. We have been introducing, modifying and launching various schemes on loyalty and rewards programmes from time to time, some of these are:

HP Pay

HP PAY is a powerful loyalty and payment programme that provides complete fuel management solution to its owners and operators in the form of an unbeatable combination of control, convenience, security and attractive reward points. 'HP PAY' mobile app launched last year has gained traction by clocking an average of 6 Lakh transactions per month, providing complete fuel management solutions to customers in the form of control, convenience, security and attractive reward points. New services and features were integrated in 'HP PAY' app during the year.

Drive Track Plus Programme

The flagship loyalty programme of HPCL 'Drive Track Plus' continues to maintain its momentum for customer retention and growth in commercial vehicles segment offering a combination of control, convenience, security and attractive rewards to fleet

owners and drivers. Onboarding of major OEMs of commercial vehicles, aggregators, NBFCs, large fleet transporters, small fleet owners etc. in the 'Drive Track Plus' platform helped in garnering additional volumes during the year.

Customer Feedback

We understand the importance of customer feedback in improving the quality of services and connect with our customers and stakeholders. For HPCL, our customers are instrumental in improving the product delivery by providing valuable feedback. We have several communication channels through which we engage with them. The feedback helps in understanding the interventions required to enhance the efficacy of the system.

Few of the initiatives taken up in the year for capturing the consumer satisfaction sentiment are:

Customer Surveys 2020-21

Aviation:

The service-related feedback is taken from the customers on a quarterly basis at all the ASFs. The feedback is taken on the following parameters: quality of fuel, promptness of service, appearance and performance of refuelling equipment, safe practices and responsiveness towards customer complaints.

LPG:

LPG SBU has provisioned feedback of consumers on LPG cylinder delivery system through its HP GAS mobile app and HP PAY mobile app. This gives an indication of the satisfaction level of the consumer on the refill delivery system. HP Gas has enabled consumer feedback on digital payment in its consumer mobile app i.e. HPPay App wherein consumers' feedback is used to improve consumers' digital payment experience. Apart from this, consumers' feedback is also enabled in the CRM portal wherein feedback is captured while consumers register their complaints/suggestions. During 2020-21, LPG SBU received feedback from 14,284 customers through CRM Portal. HP Gas call centre executives also make outbound calls to customers, collect feedback and record the same for further analysis and action for improvement thereafter. During 2020-21, approximately 60,000 feedbacks were taken through call centre.

Basis all these customers' feedback, LPG SBU has enabled multiple options of refill booking and digital payment options at the doorstep of customers and various other consumer centric initiatives. The LPG SBU is in the process of rolling out of geo coordinate based delivery route optimisation for its LPG refill delivery staff, which will further improve the experience of consumers during refill delivery.

Corporate Social Responsibility

SUPPORTING THE LOCAL SOCIETY

HPCL as a responsible corporate, under its Corporate Social Responsibility, carried out activities which address inequality, be it social, economic, and in particular gender inequality. HPCL aspires to improve the quality of life of the less privileged communities through its CSR interventions.

To align ourselves to the changing requirements, we have been working with our stakeholders by moving away from a philanthropic mode of engagement to a more pro-active and participative engagement with our beneficiaries. Intervention models and programmes which have the potential to sustain the outcomes and create a long-term impact on not only the beneficiary, but also on the root social factors, are given utmost support and encouragement.

HPCL's CSR model has been based on "Creating Shared Value". The shared value model is based on the concept that corporate success and social welfare are interdependent.

CSR Approach

Our CSR approach focuses on adapting processes that ensure sustainable business development by delivering economic, social and environmental value to the society.

Developing capacity in the community is our strategy with endeavour towards enhancing human excellence and improving quality of life of people with whom we engage.

Our Board approved CSR policy defines the scope, structure and guidelines for identification, implementation and monitoring of CSR projects and initiatives. Our CSR policy is guided by our corporate vision of becoming a model of excellence in meeting social commitment and interdependency of business and stakeholders.

Our CSR strategy is built around creating impactful, long-lasting and overall development of the community. Our CSR projects are undertaken through the process of community engagement and with the support of our field officers.

Consequent to the Companies (Corporate Social Responsibility Policy) Amendment Rules, 2021 notified on 22.01.2021; we have incorporated the changes to align the policy with new requirements.

We have a Board level sub-committee called the CSR and Sustainability Development (CSR&SD) Committee, comprising Whole-time Directors and chaired by an Independent Director for periodic review, discussion and guidance on various CSR, sustainability development initiatives and measures and implementation of the BR policies.

Additionally, we have various committees in place to design and implement CSR projects such as, CSR Management Committee, CSR Working Committee who review and approve various proposals.



Focus Areas

HPCL’s efforts to ensure mandated expenditure on CSR reaffirm the continuing commitment of the Corporation towards societal development.

Our CSR focus areas are inspired by our vision and mission. They are aligned with international developmental goals and national policies and legislations on Child Rights, Child Development and Education, National Health Policy and National Health Missions, Health Care in India-Vision 2020, National Skill Development Mission, and policies on community or rural development.

Our CSR policy identifies our focus areas as mentioned below:



The CSR policy of the Corporation has provision that the CSR projects/activities shall be undertaken for the welfare of the weaker sections of society. In addition, initiatives have been undertaken for the welfare of communities in Aspirational districts identified by NITI Aayog.

Monitoring and Evaluation

For impactful interventions, our CSR projects are identified in consultation with the community and its developmental needs and opportunities available.

We believe in being a catalyst of transformation through our CSR endeavours.

We recognise the importance of monitoring and evaluation in meeting the objectives and accord priority to the activity of monitoring and evaluation in our CSR projects. Periodic evaluation and feedback helps us make better decisions and gauge effectiveness to improve the programme efficiencies and outcomes. Third party impact assessment is also carried out.

Corporate Social Responsibility

Our CSR Impact

In the challenging times posed by the COVID-19 pandemic, HPCL reaffirmed its continued commitment towards the society by providing assistance and relief to the poor and vulnerable sections of the society and undertaking interventions inter-alia aimed to support the healthcare and allied infrastructure.

As a responsible corporate citizen, we amplified CSR efforts and collaborated with various stakeholders to support COVID-19 relief measures.

True to its purpose of 'Delivering Happiness', HPCL continues to undertake projects having strategic connect and synergising efforts with the Government and other stakeholders for collective impact.

A total of 172 projects/activities were approved during the year in the focus areas of Education, Health Care, Skill Development, Child Care, Sports, Environment and Community Development.

Our CSR landscape during 2020-21:

Our expenditure on CSR related interventions during financial year 2020-21 is ₹ 156.35 Crore creating social capital, especially in the host communities of the business, positively influencing the lives of the less privileged.

During the financial year 2020-21, we undertook the following flagship initiatives:



Healthcare



Providing access to healthcare has been an important goal for the Government of India. However, there are challenges involved in terms of accessibility and affordability. These challenges are more pressing in rural India.

To enhance access to quality healthcare services for individuals, we are working to provide solutions to health, hygiene and sanitation concerns. Our initiatives are aimed at the marginalised and disadvantaged communities.

This year, the pandemic posed new challenges related to business continuity, supply chain management and concerns related to health and safety of the workforce. In these challenging times posed by the COVID-19 pandemic, HPCL reaffirmed its continued commitment towards the society by providing assistance and relief to the poor and vulnerable sections of society and undertaking interventions to support the healthcare and allied infrastructure.

HPCL has been proactively working to help fight COVID-19 pandemic by strengthening health

infrastructure, accelerating vaccination drive, providing storage and transportation facilities for COVID-19 vaccines and providing relief to the less privileged and migrant workers.

Few of our major initiatives in this focus area are as follows:

COVID-19/Pandemic Related Interventions

As a socially responsible Corporate, HPCL is actively participating in the 'Jan Andolan' launched by Honourable Prime Minister in October 2020 to promote appropriate COVID-19 behaviour viz. wearing of masks, hand hygiene and maintaining social distance.

Our Chairman and Managing Director along with Director Refinery in the presence of Functional Directors, administered Jan Andolan pledge to employees across the country through video conferencing. More than 2,000 employees have also taken the Jan Andolan pledge through e-pledge option made available to them through HPCL internal portal.

Jan Andolan Pledge is being administered physically to employees and staff of Retail Outlets, LPG Distributorships, Offices and Locations of HPCL across the country. Over 1.5 Lakh employees and staff of Retail Outlets, LPG Distributorships, offices and locations across the country have taken the Jan Andolan Pledge.

In order to spread awareness amongst the general public, banners, hoardings, standees etc. about the appropriate COVID-19 behaviour are displayed at Retail Outlets, LPG distributorships, various offices and locations of HPCL spread across the length and breadth of the country. HPCL officers, Retail Outlet and HP Gas delivery staff are also promoting appropriate COVID-19 behaviour amongst customers through one-to-one interactions.

As a responsible corporate, HPCL collaborated with various stakeholders to support COVID-19 relief measures by contributing to 'Prime Minister's Citizen Assistance and Relief in Emergency Situations Fund (PM CARES Fund)'. HPCL also undertook various other relief measures such as distribution of food packets and ration materials, provision of Personal Protective Equipment (PPE) kits.

HPCL is also supporting COVID-19 vaccination programme by providing Cold Chain Equipment viz. Deep Freezer (Small/Large), Walk in Freezer, Refrigerated Trucks and Ice-Lined Refrigerator (Small/Large) to various state health departments.

Support was also extended to the district administration, municipal corporation, police personnel, hospital administration, sanitation workers and disaster management authorities by providing masks, sanitizers, relief materials etc.



HPCL collaborated with various stakeholders to support COVID-19 relief measures

Corporate Social Responsibility

The frontline workforce like LPG deliverymen, Forecourt salesmen at Retail Outlets, Tank Truck drivers and crew members were provided with hygiene kits for maintaining continuous operation of essential services and ensuring their own safety and customer safety.

Mumbai Refinery: Considering the needs for migrant workers stranded due to lockdown, our Mumbai Refinery under its CSR measures distributed food and grocery packets at locations near refinery on daily basis from April 2020. These served as not merely distribution but also as an act of connecting with people around refinery and ensuring their well-being during the difficult times.

Visakh Refinery: An MoU was signed with GVMC on COVID-19 items and other CSR items viz. Steel Water Bottles. Masks, sanitisers and awareness pamphlets were also distributed to the general public as a part of Community Service during COVID-19.

Project Dhanwantari

Project Dhanwantari focuses on providing basic healthcare facilities and services at the doorsteps of beneficiaries in remote rural areas of the country through Mobile Medical Vans. The key objective of this project is to provide awareness as well as diagnostic and curative services to the rural community.

These medical vans provide basic medical attention to the village populace. Through this partnership, we ensure medical facilities at the doorstep of villagers and basic treatments for common ailments, health awareness and necessary referrals for major ailments. The majority of beneficiaries are women, children and elderly whose general health is neglected due to poverty and lack of resources, awareness and facilities.

This year, under this project, we provided health facilities in three districts in the state of Odisha through three Mobile Medical Vans (MMVs).

Project Dil without Bill

Through this project, we aim to save lives by providing free of cost heart surgeries to the less privileged, economically underserved and needy people, particularly children.

This project has given life and hope to thousands of families over the years.

During the year, we supported 200 patients with heart surgeries.

The majority of beneficiaries are women, children and elderly whose general health is neglected due to poverty and lack of resources, awareness and facilities.



HPCL supported COVID-19 vaccination programme by providing cold chain equipment to various state health departments



Providing healthcare facilities at the doorsteps of beneficiaries in remote rural areas through Project Dhanwantari



Childcare & Education



Caring for children and empowering them with quality education is one of the important focus areas of HPCL's CSR initiatives as it paves the way for healthy, strong and empowered youth for the country. We are committed to working in this area through improved education. Other than this, we also implement projects related to woman empowerment and education of differently abled individuals.

Some of the noteworthy activities undertaken this year are:

Project ADAPT

Disability is probably one of the least understood and accepted conditions in society. Guiding ourselves to see the ability beyond the disability and ensure equal opportunities and dignity to Persons with Disability requires effort, awareness and mobilisation beyond just addressing their medical needs. It is in the spirit of this endeavour that through this programme, we are supporting inclusive education, therapeutic needs and vocational training of children with disabilities.

The key objectives of the programme are to provide quality school education, and therapeutic support to every disabled child enrolled in the school and provide an enabling environment so that they may realise their fullest potential.

Key strategies include adoption of beneficiary perspective, rights based model, inclusive education, trans-disciplinary team, community outreach, focus on independent living skills and engagement with parents etc.

During this year, under 'Project ADAPT', HPCL endeavoured to enhance the quality of lives of Children with Disabilities (CWD) through the provision of online education and individual training.

In addition, uninterrupted therapy services were provided through Tele-Rehab, which emerged as a key vehicle for delivery of services. This new model of providing online services helped the parents and the beneficiaries cope with the pandemic.

We supported the holistic development of 200 special children by providing education, therapies and vocational training through this project.

200

Children supported through Project Adapt

Corporate Social Responsibility

Project Nanhi Kali

Encouraging girl child education and building gender equality among communities remains a pertinent social challenge. Our intervention in this growing issue includes providing material support to first generation girl child learners from communities that are educationally and economically backward.

The major important component of the project is to provide academic and social support to the girl child to continue education and meet challenges of the modern educational setup. Through this planned intervention, we have been able to reduce girl dropouts, helped prevent child marriages and promoted higher education for girls.

Project Nanhi Kali provides holistic development and supports academic pursuit of girl children from

tribal and urban slum locations. The project addresses challenges and constraints faced due to gender gap in communities and aims to develop gender equality.

This year, under Project Nanhi Kali 9,818 girls were provided with online remedial classes, material kits, sports curriculum and other guidance and counselling on personal hygiene and career development.



Project Nanhi Kali

9,818

Girl child supported through Project Nanhi Kali

Kashmir Super-30 (Medical)

HPCL has collaborated with the Indian Army to implement the third batch of ambitious project – “Kashmir Super 30 (Medical)”. The concept behind the programme was to handpick the brightest minds through a selection process from among the less privileged in society who exemplify grit, determination and perseverance and elevate them gradually through this process towards prosperity.

This project supports the Sadhbhavna (Goodwill) efforts undertaken by the Indian Army in Kashmir valley by providing mentoring and coaching to aspiring medical students from Jammu and Kashmir region giving wings to academic aspirations of the youth for their career development. The gestation period of the project is 12-months residential coaching program, which prepares the aspirants for National Eligibility Entrance Test (NEET), under the overall control and guidance of Indian Army 10 Sector Rashtriya Rifles, Srinagar.

Kashmir Super 30 Project was initiated in 2017-18. Since then 68 students in the first two batches, have been part of this project. It is a matter of great pride, that all 35 students of the first batch have cleared NEET and received admission in Medical and Allied Courses. The second batch of 33 students have also secured stupendous result and are in the process of undergoing counselling for admissions this year.

Ladakh Ignited Minds

HPCL also supported the Indian Army’s initiative in ‘Winning Hearts and Minds’ of the local population of Ladakh by creating a Centre of Wellness and Excellence in Ladakh to support the less privileged yet aspiring students of the region and enabling them to compete in various streams like Engineering, Medical and other career-oriented programmes.





Skill Development



Skill development is the most important pre-requisite to meet the emerging technological and business requirements. Whereas India has one of the biggest advantages in the form of a demographic dividend, a key enabler of future growth is to equip our younger generation with emerging skills and tools to keep pace with the change and growth simultaneously in order to contribute to the nation's growth.

Multifarious efforts are required to equip the personnel with relevant skills in terms of providing them with infrastructure support and collaboration

with local partners for balancing out the regional and socio-economic nuances.

With an aim to increase employability and bridge skill-gap, skills training in various industry-oriented trades were provided to school dropouts from socio-economically backward communities.

To improve employability, HPCL supported Skill India Mission by contributing to Skill Development Institutes at five locations based at Bhubaneswar, Visakhapatnam, Kochi, Rae Bareli and Guwahati.



Contribution to nation's growth through support to Skill India Mission

Promotion of Sports Activities

HPCL plays a significant role in the promotion of sports and regularly participates in various tournaments organised under the aegis of Petroleum Sports Promotion Board (PSPB) and All India Public Sector Sports Promotion Board (AIPSSPB).

During the year, HPCL organised the All India Inter Unit Online Bridge Tournament for employees and Chess Tournament for employees and for their families in online mode in view of the pandemic.

A sports portal was developed during the year, which enables the submission of various applications form in online mode for participation in PSPB Tournaments and Inter Unit Cricket Tournaments and thereby speedy and easier processing of applications.

Corporate Social Responsibility

Environment and Community Development



HPCL is focused in the area of Environment conservation and have undertaken several interventions in this area towards sustainable development.

Some of the noteworthy activities undertaken this year are:

Swachh Bharat Abhiyan

Observance of cleanliness related events during Swachhta Pakhwada was introduced with the objective of bringing a fortnight of intense focus on issues and practices of Swachhta and bring about qualitative Swachhta improvements.

In the current scenario of global pandemic of COVID-19, the importance of activities related to cleanliness and creating mass awareness on these issues has become more relevant and significant.

Accordingly, HPCL undertook activities to rekindle mass awareness on cleanliness, hygiene and preserving the environment keeping in view the various instructions and guidelines issued by Government.

As part of this campaign, HPCL carried out activities by involving employees, family members, Contract Workers, Dealers, Distributors and Vendors among others to generate mass awareness to make Swachhta a 'Jan Andolan'. The campaign was launched by administering online cleanliness pledge to employees by Chairman and Managing Director, Shri Mukesh Kumar Surana and Director - HR, Shri Pushp Kumar Joshi.



Some of the highlights of HPCL's participation in Swachhta Pakhwada campaign were:

Launch of QR Code Campaign: To administer e-Swachhta Shapath, HPCL launched a unique initiative for spreading mass awareness on Swachh Bharat Abhiyan by harnessing technology and launched QR code campaign to enable users to administer e-Swachhta Shapath. This campaign led to sensitisation and enhanced people's participation in the mission for cleanliness.

Spreading awareness through automation bills at Retail Outlets: In a unique initiative to propagate the message of cleanliness during this campaign among HPCL customers, Swachhta Pakhwada messages were printed on the payment receipt of customers visiting retail outlets.

Online awareness campaign among students, teachers and community members: HPCL carried out community outreach initiatives through audio and video conferences and calls. These initiatives were aimed at propagating the message of Cleanliness, Sanitation and Hygiene among students, teachers and community members. The objective of this campaign was to reach out to around 50,000 students through video calls and one-to-one sessions to sensitise them towards community cleanliness and personal hygiene.

Webinars on the theme of Cleanliness, Health & Hygiene and Environment: Webinars delving on multi-faceted aspects of cleanliness, health & hygiene and environment were organised for employees, family members, students and other stakeholders like dealers, distributors and vendors.

Online quiz competitions for employees: In order to raise awareness on cleanliness, Plastic Waste Management, elimination of 'Single Use Plastic (SUP)' and COVID-19, online quizzes were organised in which more than 1,500 employees participated enthusiastically.

Awareness campaign through social media (Twitter, Facebook, Instagram): Social media plays an important role in awareness creation and serves as an effective mode of communication. HPCL launched awareness campaigns through its official Twitter, Facebook and Instagram handles to spread messages on cleanliness during ongoing Swachhta Pakhwada.

Hygiene and Safety kits to Corona Warriors in order to support the fight against COVID-19 and ensure safe supply of essential services, hygiene and safety kits were provided to Forecourt salesmen, LPG deliverymen and Tank Truck crew.

Kalakari with Plastic - A unique campaign to spread message on Plastic Waste Management: To motivate people towards reusing plastic waste, a unique campaign, 'Kalakari with Plastic' was launched during this Swachhta Pakhwada. This campaign recognised the contribution of individuals reusing plastic waste in unique ways and shared the message of plastic waste management with others.

Swachhta - Ghar ki Kahani - A family saga: A video making competition to involve HPCL family members in Swachhta Pakhwada campaign was also carried out. Under this initiative, HPCL employees and family members prepared and submitted short videos on the theme of cleanliness.

Our locations enthusiastically observed Swachhta Pakhwada and organised multiple events. Mass awareness campaigns were undertaken that focused on spreading awareness on COVID-19 appropriate behaviour including display of banners, administration of cleanliness pledge, organising of online competitions, webinars and awareness sessions, Cleanliness Drives, tree plantation, distribution of facemasks, hand sanitizers, soaps/hand wash liquids, hand gloves, PPE kits etc. to Corona Warriors.

To take forward Government of India's flagship programme of Swachh Bharat Abhiyan, physical and financial targets for Swachhta Action Plan 2020-21 were surpassed during the year.

Around 100 toilets and 250 sources of clean drinking water were constructed/renovated during the year.

Corporate Social Responsibility

Employee Volunteering

HPCL encourages employee and stakeholder participation towards ensuring inclusiveness through volunteering in activities or involvement in projects aimed at nation building, social empowerment, upliftment of various underserved sections of the society and capacity building, besides health and environment initiatives.

HP Sampark

The aim of 'HP Sampark' is to provide our employees with opportunities to make a difference in the lives of people. Some of our pan-India initiatives include:

Annual Winter Campaign - Odhaa Do Zindagi with one of our NGO partners where winter wear and other clothing were collected and 50,000+ beneficiaries were covered.

Campaign in partnership with Akshayapatra for distribution of Happiness Kits containing dry ration to last for one month for the benefit of tribal children. 620 employees donated a total of ₹ 12.35 Lakh that benefitted 2,245 families.

HP Shakti Club

The HP Shakti Club is a strong network of women employees and female force of HP family that endeavours to create friendships and joyful moments and give back to the society through philanthropic and social initiatives.

Various branches of the HP Shakti Club have undertaken over 120 initiatives during the year including mask distribution, health camps, COVID-19 awareness drives, donation to the needy and deprived in the society etc. touching more than 20,000 lives.

Pradhan Mantri Ujjwala Yojana (PMUY)

In order to provide environment-friendly clean cooking fuel to women especially in rural areas to get rid of health hazards faced by them due to the use of traditional fuel, Pradhan Mantri Ujjwala Yojana was launched on May 1, 2016 by Hon'ble Prime Minister Shri. Narendra Modi from Balia in Uttar Pradesh. This Yojana had multipronged objectives such as getting rid of hazardous traditional cooking fuel, empowering women, supporting and promoting use of LPG etc.

A challenging target of providing 5 Crore LPG connections was set up for Oil Marketing Companies (OMCs) under PMUY. With tremendous display of

efficiency and efficacy, the target was achieved much before the target date by OMCs. In view of tremendous success of the Yojana, a revised target of providing 8 Crore LPG connections was set up which was achieved by the OMCs much ahead of the target date.

In order to spread awareness and educate PMUY beneficiaries, 'LPG Panchayats' were conceptualised and launched during 2017. LPG Panchayats brought together PMUY beneficiaries on a semi-structured interactive platform to discuss safe and sustainable usage of LPG along with its benefits and the linkage between usage of clean cooking fuel and women's empowerment. Each and every LPG Panchayat shared the experience of early local adopters of LPG, an exercise on comparing the costs of alternative biomass fuels, safety demonstration and feedback on services by the distribution network of Oil Industry. LPG Panchayats were highly impactful in achieving the set objectives, which were mainly due to wholehearted efforts and involvement of "LPG Didis" who were from amongst the locals and provided energy services and solutions in their role as catalysts of social change. The success of LPG Panchayats was evident as LPG usage increased gradually and steadily with LPG becoming one of the most accepted fuels, especially among village women.

Pradhan Mantri Garib Kalyan Yojana (PMGKY)

The advent of COVID-19 around the globe and in India resulted in various measures by the Government of India to control the spread including countrywide lockdown leading to new challenges for poor households. Poor households bore maximum impact, with income of these families getting adversely affected due to suspension of economic activity because of the nationwide lockdown to combat COVID-19.

To overcome the economic impact of COVID-19, in April 2020, Government of India introduced the Pradhan Mantri Garib Kalyan Yojna (PMGKY) scheme giving free LPG refills to PMUY beneficiaries (3 per beneficiary) to mitigate the hardships faced by the BPL households due to the economic disruption caused by the global pandemic. As of March 31, 2021, total 3.81 Crore refills were delivered to the beneficiaries by HPCL under the scheme.

This particular initiative of door delivery of free LPG refills to poor households in the country, has helped them not only to sustain their living but has also significantly reduced their chances of getting infected with doorstep deliveries, bringing smiles and happiness in their lives in these tough times.



Transformation of Aspirational Districts programme

Aspirational Districts programme, an all-India initiative and unique experiment in ensuring the transformation of under-developed pockets of India, was launched by the Hon'ble PM in January 2018. Anchored in NITI Aayog, the Aspirational Districts Programme intends to turn development into a mass movement, facilitated by Governments at different levels: Centre, State and District. HPCL supported projects in 27 aspirational districts.

Other CSR Interventions

- Support to KGH, Visakhapatnam for construction of oncology block
- Support to GVMC towards procurement of handhold items (for collection of waste) and Pet bottle crushing machines
- Visakh Refinery distributed 800 happiness kits to GVMC Primary School Children Scheme initiated by HP Sampark
- Support to Executive Engineer, PRI Division Visakhapatnam towards construction of General "Public Waiting Hall and other facilities"
- Support towards development of facilities and supply of items in Purebariyar village, Sewapuri Block, Varanasi District, Uttar Pradesh
- Reconstruction and restoration of Kedarnath town and surrounding areas
- Construction and redevelopment of Shri Badrinath town as a smart spiritual hill town
- Provided life-saving medical equipment to AIIMS, Rishikesh
- Contribution to Armed Forces Flag Day Fund towards welfare of the members of the armed forces
- Disaster Relief: Distribution of tarpaulin sheets to Amphan cyclone affected areas

Expenditure on CSR Projects

We have reached out to the marginalised through innovative, value-driven and well-designed CSR projects that brings together our collective effort to positively impact lives.

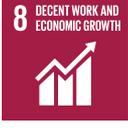
During financial year 2020-21, the Corporation spent ₹ 156.35 Crore in implementation of various CSR initiatives in the focus areas of childcare, education, healthcare, skill development and community development, creating social capital, especially in the host communities of the business. The mandatory spending being 2%, additional expenditure of ₹ 26.38 Crore is carried forward to 2021-22 and the same is available for set-off.

Total Expenditure on CSR (₹ Crore)



Expense Areas	₹ Crore
Promoting Education	10.10
Promoting Health Care	130.51
Empowerment of Socially and Economically Backward groups	6.56
Imparting Employment by Enhancing Vocation Skills	2.50
Swachh Bharat Abhiyan	3.77
Others	2.91
Total	156.35

ALIGNMENT OF OUR BUSINESS PRACTICES TO THE SUSTAINABLE DEVELOPMENT GOALS

Goal No.	Sustainable Development Goal	Page No.
	End poverty in all its forms everywhere	48-51, 100-111
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	104
	Ensure healthy lives and promote well-being for all at all ages	90-91, 102-104
	Ensure inclusive and equitable quality education and promote life-long learning opportunities for all	77-80, 105-106
	Achieve gender equality and empower all women and girls	76, 84-85, 105-106
	Ensure availability and sustainable management of water and sanitation for all	64-65
	Ensure access to affordable, reliable, sustainable and modern energy for all	12-21, 63, 110
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	48-53, 82-85, 90-91

Goal No.	Sustainable Development Goal	Page No.
	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation	14-21, 48-50, 93-95
	Reduce inequality within and among countries	102-111
	Make cities and human settlements inclusive, safe, resilient and sustainable	70-71, 102-111
	Ensure sustainable consumption and production patterns	54-71, 93-95
	Take urgent action to combat climate change and its impacts	54-71, 93-95, 110
	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	64-65
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	62, 70-71
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	23-30, 84-85
	Strengthen the means of implementation and revitalise the global partnership for sustainable development	32, 93-95, 102-111

INDIA'S NATIONALLY DETERMINED CONTRIBUTIONS

No.	Sustainable Development Goal	Page No.
1	Sustainable way of living	22-23, 36-37, 100-101, 110
2	Climate friendly and cleaner path to economic development	54-71, 93-95, 108-109
3	Reducing emissions intensity of GDP by 33-35%	60-62
4	40 percent cumulative electric power installed capacity from non-fossil fuel based energy resources by 2030	63
5	Creation of additional carbon sink of 2.5-3 BTCO ₂ e	62
6	Better adaptation to climate change	54-71, 93-95, 108-109
8	Building capacities for diffusing cutting-edge climate technology	60-62, 93-95

UNGC PRINCIPLES

No.	Category	Description	Page No.
1	Human Rights	Businesses should support and respect the protection of internationally proclaimed human rights	84-85
2	Human Rights	Businesses should make sure that they are not complicit in human rights abuses	84-85
3	Labour	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	84-85
4	Labour	Businesses should uphold the elimination of all forms of forced and compulsory labour	84-85
5	Labour	Businesses should uphold the effective abolition of child labour	84-85
6	Labour	Businesses should uphold the elimination of discrimination in respect of employment and occupation	76, 84-85
7	Environment	Businesses should support a precautionary approach to environmental challenges	54-71
8	Environment	Businesses should undertake initiatives to promote greater environmental responsibility	54-71
9	Environment	Businesses should encourage the development and diffusion of environmentally friendly technologies	54-71
10	Anti - Corruption	Businesses should work against corruption in all its forms, including extortion and bribery	23-30

INDEPENDENT ASSURANCE STATEMENT



Introduction and objectives of work

BUREAU VERITAS has been engaged by **Hindustan Petroleum Corporation Ltd. (HPCL)** to conduct an independent assurance of its **Sustainability Report** for the year **2020-21**. This Assurance Statement applies to the related information included within the scope of work described below.

This information and its presentation in the **Sustainability Report 2020-21** are the sole responsibility of the management of HPCL. Bureau Veritas was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance on its content.

Scope of work

The assurance process was conducted in line with the requirements of the Assurance Standard

AA1000AS version 03 Type 2 assurance. The scope of work included:

- Data and information included in Sustainability Report 2020-21 for the reporting period 1st April 2020 to 31st March 2021;
- Appropriateness and robustness of underlying reporting systems and processes, used to collect, analyse and review the information reported;
- Evaluation of the Report against the main principles of the AA1000 Assurance Standard
 - Inclusivity
 - Materiality
 - Responsiveness
 - Impact
- Evaluation of the Report against the principles of Accuracy, Accessibility, Balance, Clarity, Comparability, Reliability, Timeliness and Stakeholder Inclusiveness, as defined in the GRI Sustainability Reporting Standards¹ “In accordance-Comprehensive”;

The level of assurance has been applied as “Moderate” for all sections of the report.

Methodology

As part of its independent assurance, Bureau Veritas undertook the following activities:

1. Audit was done remotely through video conferencing at below locations of HPCL and interviewed relevant management personnel of HPCL.
 - Corporate HSE Department – Mumbai
 - Visakhapatnam Refinery
 - Silvassa Lube Plant
 - Rajamundry ASF
 - MPSPL, Talegaon
 - Vadodara Terminal
 - Anantapur LPG Plant
 - Auto Care Centre, Bandra

¹Published by Accountability: The Institute of Social and Ethical Accountability <http://www.accountability.org.uk> (AA 1000 AS version 03 is the latest version of the assurance standard)

²GRI Standards are published by the Global Reporting Initiative, P.O. Box 10039, 1001 EA, Amsterdam, The Netherlands and can be downloaded from the GRI web site www.globalreporting.org

We interviewed Plant Operations & Maintenance, Health, Safety & Environment managers remotely through video conferencing at above mentioned seven sites and also the Sustainability team of HPCL at Corporate HSE department:

2. HPCL had submitted performance data on reported disclosures of GRI standard topics. The data management at the above locations visited was assessed by Bureau Veritas.
3. The data management systems and procedures were assessed on a sampling basis. Data on various GRI standard disclosures was verified.
4. Bureau Veritas reviewed stakeholder engagement activities that had been undertaken by HPCL as a part of its stakeholder engagement process. Various records of the stakeholder engagement activities were reviewed to confirm how topics material to HPCL's stakeholders had been determined.

Our work was conducted against Bureau Veritas' standard procedures and guidelines for external Assurance of Sustainability Reports, based on current best practice in independent assurance.

The work was planned and carried out to provide a **"Moderate"** level of assurance and we believe it provides an appropriate basis for our conclusions.

Our findings

On the basis of our methodology and the activities described above, it is our opinion that:

- Nothing has come to our attention to indicate that the reviewed statements within the scope of our verification are inaccurate and the information included therein is not fairly stated;
- It is our opinion that HPCL has established appropriate systems for the collection, aggregation and analysis of quantitative data such as Environmental, Health & Safety, Human Resource, Labour as well as Product and Investor related data.

Alignment with the principles of AA1000AS version 03

Inclusivity

HPCL has processes in place for engaging with a range of key stakeholders including socially responsible investors, Government officials, local community representatives and has undertaken stakeholder engagement activities that have served as inputs for its Sustainability report 2020-21, covering a range of topics such as Customer satisfaction, Employee welfare, Supply Chain, Community Welfare and Environment.

Materiality

The Report addresses the range of environmental, social and economic issues of concern that HPCL and its stakeholders have identified as being of highest material importance. The material issues were identified by a process of stakeholder engagement and interaction and the entire process was conducted through a survey in which the stakeholders were requested to provide their feedback relating to various issues. The identification of material issues has considered both internal assessments of risks and opportunities to the business, as well as stakeholders' views and concerns.

Responsiveness

HPCL is responding to those issues it has identified as material and demonstrates this in its policies, objectives, indicators and performance targets. The company has taken various initiatives towards delivering environmentally friendly services along with occupational health and safety, appropriate measures for emergency handling, control and risk management in its operations. The reported information can be used by the organisation and its stakeholders as a reasonable basis for their opinions and decision-making.

Impact

There is no finding from our assessment that HPCL had not monitored, measured or has not been accountable for its actions related to its material topics and their effect on the broader ecosystem. Evaluation against Global Reporting Initiative (GRI) Sustainability Reporting Standards Bureau Veritas undertook an evaluation of HPCL Sustainability Report 2020-21 against the GRI Sustainability Reporting Standards 2016. This included cross checking the GRI index table against all the reference documents to provide an opinion on the self-declared GRI reporting option.

Evaluation against Global Reporting Initiative (GRI) Sustainability Reporting Standards

Bureau Veritas undertook an evaluation of **HPCL Sustainability Report 2020-21** against the GRI Sustainability Reporting Standards 2016. This included cross checking the GRI index table against all the reference documents to provide an opinion on the self-declared GRI reporting option.

Based on our work, it is our opinion that the **Sustainability Report 2020-21** has been prepared in accordance with the GRI Standards including appropriate consideration of the Reporting Principles and necessary indicators to meet the requirements of GRI Reporting Option “**In accordance-Comprehensive**”.

Limitations and Exclusions

Excluded from the scope of our work is assurance of any information reported by HPCL relating to:

- Activities outside the defined assurance period stated hereinabove;
- Positional statements (expressions of opinion, belief, aim or future intention) by HPCL and statements of future commitment;
- Competitive claims in the report claiming “first in India”, “first time in India”, “first of its kind”, etc;
- Our assurance does not extend to the activities and operations of HPCL outside India i.e. outside of the scope and geographical boundaries as well as the operations undertaken by any subsidiaries or joint ventures of the Company.
- Our assurance of the economic and financial performance data of HPCL is based only on the audited annual report² of HPCL for the Financial Year 2020-21 and our conclusions rely solely upon that audited report

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

Statement of independence, impartiality and competence

Bureau Veritas is an independent professional services company that specialises in Quality, Health, Safety, Social and Environmental management with almost 180 years history in providing independent assurance services, and an annual turnover in excess of € 4.9 billion.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day to day business activities. We are particularly vigilant in the prevention of conflicts of interest.

No member of the assurance team has a business relationship with HPCL, its Directors or Managers beyond that required of this assignment. We have conducted this verification independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes and has over 5 years combined experience in this field and an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

Bureau Veritas (India) Private Limited

72 Business Park, 9th Floor, MIDC Cross Road ‘C’, Opp. SEEPZ Gate #2, Andheri (East) Mumbai-400 093 India.

Mahesh Gharat

Mahesh Gharat
Lead Assuror

Sanjay Patankar

Sanjay Patankar
Technical Reviewer

Date: 11/09/2021
Mumbai



² The Annual Report of HPCL is available for public reference at the web link <http://www.hindustanpetroleum.com/financial> and can be downloaded from that link

GRI CONTENT INDEX

GRI Standard	Ref No.	Status	Disclosure	Page No.	Status of Assurance	Omission		
						Part Omitted	Reason Explanation	
GRI 101: Foundation 2016								
General Disclosures								
Organisational profile								
	102-1	Mandatory	Name of the organization	Cover Page	Assured			
	102-2	Mandatory	Activities, brands, products, and services	14-21	Assured			
	102-3	Mandatory	Location of headquarters	Cover Page	Assured			
	102-4	Mandatory	Location of operations	14-21	Assured			
	102-5	Mandatory	Ownership and legal form	12, 49	Assured			
	102-6	Mandatory	Markets served	16-21	Assured			
	102-7	Mandatory	Scale of the organization	12-21, 48-51, 74	Assured			
	102-8	Mandatory	Information on employees and other workers	74	Assured			
	102-9	Mandatory	Supply chain	31	Assured			
	102-10	Mandatory	Significant changes to the organization and its supply chain	3, 51	Assured			
	102-11	Mandatory	Precautionary principle or approach	26-30	Assured			
	102-12	Mandatory	External initiatives	3, 32	Assured			
	102-13	Mandatory	Membership of associations	32	Assured			
	Strategy							
	102-14	Mandatory	Statement from senior decision-maker	49	Assured			
	102-15	Mandatory	Key impacts, risks, and opportunities	26	Assured			
	Ethics and integrity							
	102-16	Mandatory	Values, principles, standards, and norms of behavior	22-23, 27-29	Assured			
	102-17	Mandatory	Mechanisms for advice and concerns about ethics	28-29	Assured			
	Governance							
	102-18	Mandatory	Governance structure	23-30	Assured			
	102-19	Mandatory	Delegating authority	27	Assured			
GRI 102: General Disclosures 2016	102-20	Mandatory	Executive-level responsibility for economic, environmental, and social topics	23-25, 37	Assured			
	102-21	Mandatory	Consulting stakeholders on economic, environmental, and social topics	35-37	Assured			
	102-22	Mandatory	Composition of the highest governance body and its committees	23-25	Assured			
	102-23	Mandatory	Chair of the highest governance body	23-25	Assured			
	102-24	Mandatory	Nominating and selecting the highest governance body	23	Assured			
	102-25	Mandatory	Conflicts of interest	27	Assured			
	102-26	Mandatory	Role of highest governance body in setting purpose, values, and strategy	23-25, 37	Assured			
	102-27	Mandatory	Collective knowledge of highest governance body	23	Assured			
	102-28	Mandatory	Evaluating the highest governance body's performance	23	Assured			
	102-29	Mandatory	Identifying and managing economic, environmental, and social impacts	23-25, 35-47	Assured			
	102-30	Mandatory	Effectiveness of risk management processes	26	Assured			
	102-31	Mandatory	Review of economic, environmental, and social topics	46-47	Assured			
	102-32	Mandatory	Highest governance body's role in sustainability reporting	37	Assured			
	102-33	Mandatory	Communicating critical concerns	37	Assured			
	102-34	Mandatory	Nature and total number of critical concerns	-	Assured	Confidentiality Constraints	Confidential being a business information	
		102-35	Mandatory	Remuneration policies	26	Assured		
		102-36	Mandatory	Process for determining remuneration	26	Assured		
	102-37	Mandatory	Stakeholders' involvement in remuneration	26	Assured			
	102-38	Mandatory	Annual total compensation ratio	26	Assured			
	102-39	Mandatory	Percentage increase in annual total compensation ratio	26	Assured			

GRI Standard	Ref No.	Status	Disclosure	Page No.	Status of Assurance	Omission		
						Part Omitted	Reason Explanation	
Stakeholder engagement								
GRI 102: General Disclosures 2016	102-40	Mandatory	List of stakeholder groups	39	Assured			
	102-41	Mandatory	Collective bargaining agreements	84	Assured			
	102-42	Mandatory	Identifying and selecting stakeholders	38-39	Assured			
	102-43	Mandatory	Approach to stakeholder engagement	38-45	Assured			
	102-44	Mandatory	Key topics and concerns raised	40-45	Assured			
	Reporting practice							
		102-45	Mandatory	Entities included in the consolidated financial statements	3	Assured		
		102-46	Mandatory	Defining report content and topic Boundaries	3	Assured		
		102-47	Mandatory	List of material topics	47	Assured		
		102-48	Mandatory	Restatements of information	-	Assured		
		102-49	Mandatory	Changes in reporting	3	Assured		
		102-50	Mandatory	Reporting period	3	Assured		
		102-51	Mandatory	Date of most recent report	3	Assured		
		102-52	Mandatory	Reporting cycle	3	Assured		
		102-53	Mandatory	Contact point for questions regarding the report	3	Assured		
		102-54	Mandatory	Claims of reporting in accordance with the GRI Standards	3	Assured		
	102-55	Mandatory	GRI content index	118-121	Assured			
	102-56	Mandatory	External assurance	115-117	Assured			
Material Topics								
GRI 200 Economic Standard								
Anti-corruption								
GRI 103: Management Approach 2016	103-1	Material	Explanation of the material topic and its Boundary	46-47	Assured			
	103-2	Material	The management approach and its components	23-30	Assured			
	103-3	Material	Evaluation of the management approach	23-30	Assured			
GRI 205: Anticorruption 2016	205-1	Material	Operations assessed for risks related to corruption	26-30	Assured			
	205-2	Material	Communication and training about anti-corruption policies and procedures	28-29	Assured			
	205-3	Material	Confirmed incidents of corruption and actions taken	29	Assured			
Anti-competitive Behavior								
GRI 103: Management Approach 2016	103-1	Material	Explanation of the material topic and its Boundary	46-47	Assured			
	103-2	Material	The management approach and its components	92	Assured			
	103-3	Material	Evaluation of the management approach	92	Assured			
GRI 206: Anti-competitive Behavior 2016	206-1	Material	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	92	Assured			
GRI 300 Environmental Standards Series								
Energy								
GRI 103: Management Approach 2016	103-1	Material	Explanation of the material topic and its Boundary	46-47	Assured			
	103-2	Material	The management approach and its components	57	Assured			
	103-3	Material	Evaluation of the management approach	57	Assured			
GRI 302: Energy 2016	302-1	Material	Energy consumption within the organization	57	Assured			
	302-2	Material	Energy consumption outside of the organization	58	Assured			
	302-3	Material	Energy intensity	58	Assured			
	302-4	Material	Reduction of energy consumption	57-58	Assured			
	302-5	Material	Reductions in energy requirements of products and services	94-95	Assured			

GRI Content Index

GRI Standard	Ref No.	Status	Disclosure	Page No.	Status of Assurance	Omission	
						Part Omitted	Reason Explanation
Water and Effluents 2018							
GRI 303: Management Approach Disclosures 2018	303-1	Material	Interactions with water as a shared resource	64	Assured		
	303-2	Material	Management of water discharge-related impacts	64	Assured		
GRI 303: Water and Effluents 2018	303-3	Material	Water withdrawal	64	Assured		
	303-4	Material	Water discharge	64	Assured		
	303-5	Material	Water consumption	64	Assured		
Emissions							
GRI 103: Management Approach 2016	103-1	Material	Explanation of the material topic and its Boundary	46-47	Assured		
	103-2	Material	The management approach and its components	60	Assured		
	103-3	Material	Evaluation of the management approach	60	Assured		
GRI 305: Emissions 2016	305-1	Material	Direct (Scope 1) GHG emissions	60	Assured		
	305-2	Material	Energy indirect (Scope 2) GHG emissions	60	Assured		
	305-3	Material	Other indirect (Scope 3) GHG emissions	61	Assured		
	305-4	Material	GHG emissions intensity	61	Assured		
	305-5	Material	Reduction of GHG emissions	60-61	Assured		
	305-6	Material	Emissions of ozone-depleting substances (ODS)	56	Assured		
	305-7	Material	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	61	Assured		
Effluents and Waste							
GRI 103: Management Approach 2016	103-1	Material	Explanation of the material topic and its Boundary	46-47	Assured		
	103-2	Material	The management approach and its components	64, 66	Assured		
	103-3	Material	Evaluation of the management approach	64, 66	Assured		
GRI 306: Effluents and Waste 2016	306-1	Material	Water discharge by quality and destination	64	Assured		
	306-2	Material	Waste by type and disposal method	66	Assured		
	306-3	Material	Significant spills	66	Assured		
	306-4	Material	Transport of hazardous waste	66	Assured		
	306-5	Material	Water bodies affected by water discharges and/or runoff	64	Assured		
Environmental Compliance							
GRI 103: Management Approach 2016	103-1	Material	Explanation of the material topic and its Boundary	46-47	Assured		
	103-2	Material	The management approach and its components	54-55	Assured		
	103-3	Material	Evaluation of the management approach	54-55	Assured		
GRI 307: Environmental Compliance 2016	307-1	Material	Non-compliance with environmental laws and regulations	68	Assured		
GRI 400 Social Standards Series							
Occupational Health and Safety							
GRI 403: Management Approach Disclosures 2018	403-1	Material	Occupational health and safety management system	46-47	Assured		
	403-2	Material	Hazard identification, risk assessment, and incident investigation	86-87	Assured		
	403-3	Material	Occupational health services	86-87, 90	Assured		
	403-4	Material	Worker participation, consultation, and communication on occupational health and safety	86	Assured		
	403-5	Material	Worker training on occupational health and safety	86	Assured		

GRI Standard	Ref No.	Status	Disclosure	Page No.	Status of Assurance	Omission	
						Part Omitted	Reason Explanation
GRI 403: Management Approach Disclosures 2018	403-6	Material	Promotion of worker health	86-87, 90-91	Assured		
	403-7	Material	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	86	Assured		
GRI 403: Occupational Health and Safety 2018	403-8	Material	Workers covered by an occupational health and safety management system	86	Assured		
	403-9	Material	Work-related injuries	87	Assured		
	403-10	Material	Work-related ill health	87	Assured		
Customer Health and Safety							
GRI 103: Management Approach 2016	103-1	Material	Explanation of the material topic and its Boundary	46-47	Assured		
	103-2	Material	The management approach and its components	92	Assured		
	103-3	Material	Evaluation of the management approach	92	Assured		
GRI 416: Customer Health and Safety 2016	416-1	Material	Assessment of the health and safety impacts of product and service categories	92	Assured		
	416-2	Material	Incidents of non-compliance concerning the health and safety impacts of products and services	99	Assured		
Marketing and Labeling							
GRI 103: Management Approach 2016	103-1	Material	Explanation of the material topic and its Boundary	46-47	Assured		
	103-2	Material	The management approach and its components	92	Assured		
	103-3	Material	Evaluation of the management approach	92	Assured		
GRI 417: Marketing and Labeling 2016	417-1	Material	Requirements for product and service information and labeling	92	Assured		
	417-2	Material	Incidents of non-compliance concerning product and service information and labeling	92	Assured		
	417-3	Material	Incidents of non-compliance concerning marketing communications	92	Assured		
Socioeconomic Compliance							
GRI 103: Management Approach 2016	103-1	Material	Explanation of the material topic and its Boundary	46-47	Assured		
	103-2	Material	The management approach and its components	48-49, 100-101	Assured		
	103-3	Material	Evaluation of the management approach	48-49, 100-101	Assured		
GRI 419: Socioeconomic Compliance 2016	419-1	Material	Non-compliance with laws and regulations in the social and economic area	84	Assured		
Oil and Gas Sector Supplement (OGSS - GRI G4)							
GRI G4 OGSS - Oil and Gas Sector Supplement	OG 2	Material	Total amount invested in renewable energy	63	Assured		
	OG 3	Material	Total amount of renewable energy generated by source	63	Assured		
	OG 8	Material	Benzene, Lead and Sulphur content in fuels	5, 61-62	Assured		
	OG 14	Material	Volume of Biofuels produced and purchased	62	Assured		

ABBREVIATIONS

Sr No.	Abbreviation	Full Form
1	ABCI	Association Of Business Communicators Of India
2	ADSB	Allied Direct Sales Business
3	AIAC	All India Achievers Conference
4	AIMA	All India Management Association
5	AIPSSPB	All India Public Sector Sports Promotion Board
6	ALDS	Auto LPG Dispensing Station
7	APAC	Asia Pacific Accreditation Cooperation
8	API	Application Program Interface
9	APT	Advanced Persistent Threat
10	ASF	Aviation Service Facility
11	ASSOCHAM	The Associated Chambers Of Commerce And Industry Of India
12	ATF	Aviation Turbine Fuel
13	BBL	Barrel
14	BBPS	Bharat Bill Payment System
15	BBS	Behaviour Based Safety
16	BCA	Bottom Cracking Additive
17	BCCI	Bombay Chamber Of Commerce And Industries
18	BDEP	Basic Design And Engineering Package
19	BEI	Behavioral Event Interview
20	BIS	Bureau Of Indian Standards
21	BPCL	Bharat Petroleum Corporation Limited
22	BPL	Below Poverty Line
23	BRO	Border Roads Organisation
24	BS	Bharat Stage
25	BSF	Border Security Force
26	BTCo ₂ e	Billion Tonnes Of Carbon Dioxide Equivalent
27	BTS	Bill Tracking System
28	C&B	Compensation & Benefits
29	C&MD	Chairman And Managing Director
30	CAG	Comptroller And Auditor General Of India
31	CBG	Compressed Bio Gas
32	CCR	Continuous Catalytic Reformer
33	CDA	Conduct, Discipline And Appeal Rules
34	CDU	Crude Distillation Unit
35	CEA	Central Electricity Authority
36	CFA	Clearing And Forwarding Agents
37	CFD	Committee Of Functional Directors

Sr No.	Abbreviation	Full Form
38	CGD	City Gas Distribution
39	CHT	Center For High Technology
40	CII	Confederation Of Indian Industry
41	CMP	Crisis Management Plan
42	CNG	Compressed Natural Gas
43	COD	Contractor Operated Depot
44	COLD	Contractor Operated Lube Depot
45	COMCO	Company Owned Managed By Company Officer
46	CPCB	Central Pollution Control Board
47	CPGRAMS	Centralised Public Grievances Redress And Monitoring System
48	CPM	Certified Petroleum Manager
49	CPO	Central Procurement Organisation
50	CPSEs	Central Public Sector Enterprises
51	CRM	Customer Relationship Management, Certified Reference Material
52	CSIR	Council Of Scientific & Industrial Research
53	CSR	Corporate Social Responsibility
54	CTC	Centralised Threshing Centre
55	CVC	Central Vigilance Commission
56	CVO	Central Vigilance Commission
57	CVR	Cylinder, Valve, Regulator
58	CWD	Children With Disabilities
59	DARPG	Department Of Administrative Reforms & Public Grievances
60	DCS	Distributed Control System
61	DEF	Diesel Exhaust Fluid
62	DHDS	Diesel Hydrodesulfurization
63	DHT	Diesel Hydro Treating Unit
64	DLA	Diesel Lubricity Additive
65	DMA	Disaster Management Act
66	DMP	Disaster Management Plan
67	DMS	Document Management System
68	DOPT	Department Of Personnel And Training
69	EAP	Employee Assistance Program
70	EBP	Ethanol Blending Percentage
71	EGP	Education Growth Plan
72	EMD	Earnest Money Deposit
73	ERDMP	Emergency Response Disaster Management Plan
74	ERP	Enterprise Resource Planning
75	ESG	Environmental, Social, And Governance

Sr No.	Abbreviation	Full Form
76	ESI	Employees' State Insurance
77	ETP	Effluent Treatment Plant
78	EV	Electric Vehicle
79	EVCS	Electric Vehicle Charging Station
80	FCC	Fluidised Catalytic Cracking
81	FCCU	Fluid Catalytic Cracking Unit
82	FII	Foreign Institutional Investors
83	FO	Furnace Oil
84	FY	Fiscal Year
85	GDP	Gross Domestic Product
86	GeM	Government e-marketplace
87	GHG	Green House Gas
88	GJ	Gigajoule
89	GRI	Global Reporting Initiative
90	GST	Goods And Services Tax
91	HFHSD	High Flash High Speed Diesel
92	HGU	Hydrogen Generation Unit
93	HMEL	HPCL Mittal Energy Limited
94	HPCL	Hindustan Petroleum Corporation Limited
95	HPGRDC	Hindustan Petroleum Green Research & Development Centre
96	HPMDI	HP Management Development Institute
97	HQO	Head Quarters Office
98	HR	Human Resource
99	HSD	High Speed Diesel
100	HSE	Health, Safety & Environment
101	ICC	Internal Complaint Committees
102	IFO	Industrial Furnace Oil
103	IMM	Integrated Margin Management
104	IPCC	Intergovernmental Panel On Climate Change
105	IQCM	Industry Quality Control Manual
106	IRD	Inland Relay Depot
107	ISO	International Organization For Standardization
108	IVRS	Interactive Voice Response System
109	JBO	Jute Batching Oil
110	JV	Joint Venture
111	KPI	Key Performance Indicators
112	kWh	Kilowatt Hour
113	LAM	Limits Of Authority Manual
114	LDAR	Leak Detection And Repair
115	LDO	Light Diesel Oil
116	LED	Light Emitting Diode

Sr No.	Abbreviation	Full Form
117	LNG	Liquefied Natural Gas
118	LOI	Letter Of Intent
119	LPG	Liquefied Petroleum Gas
120	LSFO	Low Sulphur Fuel Oil
121	LTIFR	Lost Time Injury Frequency Rate
122	MDG	Marketing Discipline Guidelines
123	MDPL	Mundra Delhi Pipeline
124	MERC	Management Employee Relations Committee
125	MLIF	Mangalore LPG Import Facility
126	MMT	Million Metric Tonne
127	MMTPA	Million Metric Tonne Per Annum
128	MoEF&CC	Ministry Of Environment, Forest & Climate Change
129	MoP&NG	Ministry Of Petroleum & Natural Gas
130	MOU	Memorandum Of Understanding
131	MPCB	Maharashtra Pollution Control Board
132	MPSPL	Mumbai Pune Solapur Pipeline
133	MR	Mumbai Refinery
134	MRPL	Mangalore Refinery And Petrochemicals Ltd.
135	MS	Motor Spirit
136	MSDS	Material Safety Data Sheet
137	MSEs	Micro And Small Enterprises
138	MSMEs	Micro, Small And Medium Enterprises
139	MT	Metric Tonne
140	MTO	Mineral Turpentine Oil
141	MW	Megawatt
142	MWp	Megawatt Peak
143	NABL	National Accreditation Board For Calibration And Testing Laboratories
144	NDC	Nationally Determined Contributions
145	NDMA	National Disaster Management Authority
146	NEFT	National Electronic Funds Transfer
147	NFCCU	New Fluid Catalytic Cracking Unit
148	NGO	Non Governmental Organisation
149	NGT	National Green Tribunal
150	NOX	Nitrous Oxides
151	NRI	Non Resident Indian
152	NSCI	National Safety Council Of India
153	OCB	Overseas Corporate Body
154	OEM	Original Equipment Manufacturer

Abbreviations

Sr No.	Abbreviation	Full Form
155	OFCCU	Old Fluid Catalytic Cracking Unit
156	OHC	Occupational Health Center
157	OISD	Oil Industry Safety Directorate
158	OMC	Oil Marketing Company
159	ONGC	Oil And Natural Gas Corporation
160	PAT	Perform, Achieve And Trade
161	PDS	Pre-desulphurisation Section
162	PLC	Programmable Logic Controller
163	PME	Periodic Medical Examination
164	PMGKY	Pradhan Mantri Garib Kalyan Yojana
165	PMUY	Pradhan Mantri Ujjwala Yojana
166	PNGRB	Petroleum And Natural Gas Regulatory Board
167	POSH	Prevention Of Sexual Harassment
168	PRP	Performance Related Pay
169	PSA	Pressure Swing Adsorption
170	PSPB	Petroleum Sports Promotion Board
171	QA	Quality Assurance
172	QR	Quick Response
173	R&D	Research & Development
174	RMSC	Risk Management Steering Committee
175	ROU	Right Of Use
176	RTI	Right To Information

Sr No.	Abbreviation	Full Form
177	SBU	Strategic Business Unit
178	SDG	Sustainable Development Goals
179	SEBI	Securities And Exchange Board Of India
180	SOx	Sulphur Oxides
181	SPCB	State Pollution Control Board
182	SPM	Suspended Particulate Matter
183	SRFT	Standard Refinery Fuel Tonnage
184	STP	Sewage Treatment Plant
185	tCO ₂ e	Tonnes Of Carbon Dioxide Equivalent
186	TDS	Tax Deducted At Source
187	TKL	Thousand Kilo Litre
188	TMT	Thousand Metric Tonnes
189	TReDS	Trade Receivables Discounting System
190	UNGC	United Nations Global Compact
191	VLSFO	Very Low Sulphur Fuel Oil
192	VOC	Volatile Organic Compounds
193	VR	Visakh Refinery
194	VRS	Vapour Recovery System
195	VRU	Vapour Recovery Unit
196	VTS	Vehicle Tracking System
197	VVSPL	Visakh Vijayawada Secunderabad Pipeline



Sustainability Report 2020-21

Feedback Form

Your feedback is important for continuously improving our Sustainability performance and reporting. Please take a few minutes to answer the following questions:

- How would you rate the overall report quality?
 Excellent Good Average Poor
- Which aspect/(s) did you like the most in the report?
 Coverage of topics Design & Layout Data Representation Readability
- Which section/(s) did you like the most in the report?
 About HPCL Stakeholder Engagement and Materiality Economic Performance
 Environmental Performance People Performance
 Delighting the Customer Corporate Social Responsibility

4. What additional information would you like to see in our future reports?

5. Any other comments/suggestions?

Kindly provide us your contact information for further correspondence:

Which of the following best describes your occupation/industry?

- Academia Corporation Customer Financial Analyst
 Government Media NGO Shareholder
 Others, please specify

Name: _____ Company: _____

Address: _____

Phone: _____ Email: _____

Mail your responses to:

Sustainability Division - Corporate HSE

Hindustan Petroleum Corporation Ltd.
Mumbai Refinery, Lube Admin Building
B D Patil Marg, Chembur, Mumbai - 400 074
Email ID: corporatehse@mail.hpcl.co.in

Online Feedback can be given at:

<https://crminterface.hpcl.co.in/CRMInterface/>

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सत्यमेव जयते

भारत सरकार

मंत्रिमंडल सचिवालय लोक शिकायत निदेशालय

क्या आप अनसूलझी शिकायतों से परेशान हैं ?

आप लोक शिकायत निदेशालय के कार्य क्षेत्र के अंतर्गत मंत्रालयों/विभागों और संगठनों से संबंधित शिकायतों के समाधान के लिए लोक शिकायत निदेशालय की सहायता ले सकते हैं। पिछले कुछ सालों में, इस निदेशालय द्वारा उठाई गई लगभग नब्बे प्रतिशत शिकायतों का संतोषजनक समाधान किया गया है।

अपनी शिकायत दर्ज कराने से पहले कृपया नीचे दी गई शर्तों को ध्यानपूर्वक पढ़ें:-

- आपने अपनी शिकायतों को सम्बन्धित विभाग के समक्ष समाधान हेतु प्रस्तुत कर लिया हो।
- आपकी शिकायत सेवा मामले (ग्रेच्युटी, जीपीएफ इत्यादि जैसे सेवांत हितलाभों के भुगतान के अलावा) संबंधित विभाग के मंत्री के स्तर पर निपटाए गए मामले, वाणिज्यिक अनुबंध, न्यायाधीन मामले, ऐसे मामले जहां निर्णय लेने के लिए अर्द्धन्यायिक पद्धति और अपीलिय प्रक्रियाएं निर्धारित की गई हैं, आरटीआई मामले, धार्मिक मामले से संबंधित न हो।
- किसी भी प्रकार के सुझाव को शिकायत रूप में नहीं माना जाएगा।

लोक शिकायत निदेशालय के कार्यक्षेत्र के अंतर्गत आने वाले मंत्रालयों/ विभागों/संगठनों की सूची

(क)	रेल मंत्रालय	(ज)	सार्वजनिक क्षेत्र के बैंक
(ख)	डाक विभाग	(झ)	सार्वजनिक क्षेत्रों की बीमा कंपनियां
(ग)	बीएसएनएल और एमटीएनएल सहित दूरसंचार विभाग	(ञ)	वित्त मंत्रालय की राष्ट्रीय बचत स्कीम
(घ)	दिल्ली विकास प्राधिकरण, भूमि और विकास कार्यालय, सीपीडब्ल्यूडी और सम्पदा निदेशालय सहित शहरी विकास मंत्रालय	(ट)	श्रम और रोजगार मंत्रालय के अंतर्गत कर्मचारी राज्य बीमा निगम नियंत्रित ईएसआई अस्पताल और औषधालय
		(ठ)	कर्मचारी भविष्य निधि संगठन
(ड)	पेट्रोलियम और प्राकृतिक गैस मंत्रालय, इसके सार्वजनिक क्षेत्र के उपक्रम सहित	(ड)	विदेश मंत्रालय के अंतर्गत क्षेत्रीय पासपोर्ट प्राधिकरण
(च)	भारतीय विमानपत्तन प्राधिकरण और एअर इंडिया सहित नागर विमानन मंत्रालय	(ढ)	स्वास्थ्य और परिवार कल्याण मंत्रालय के अंतर्गत केंद्रीय सरकार स्वास्थ्य योजना
(छ)	केंद्रीय माध्यमिक शिक्षा बोर्ड, केंद्रीय विद्यालय संगठन, राष्ट्रीय मुक्त विद्यालयीय संस्थान, नवोदय विद्यालय समिति, केंद्रीय विश्वविद्यालय समविश्व-विद्यालय(केंद्रीय) और मानव संसाधन विकास मंत्रालय की छात्रवृत्ति स्कीमें।	(ण)	पर्यटन मंत्रालय
		(त)	युवक कार्यक्रम मंत्रालय
		(थ)	पोत परिवहन, सड़क परिवहन और राजमार्ग मंत्रालय

नोट: आप हमारी वेबसाइट <http://dpg.gov.in> पर अपनी शिकायत दर्ज कर सकते हैं। आप अपनी शिकायत, संपूर्ण सूचना और संगत दस्तावेजों के साथ हमें डाक/फैक्स या ईमेल द्वारा भेज सकते हैं।

हमसे यहां संपर्क करें:-
सचिव
लोक शिकायत निदेशालय
दूसरा तल, सरदार पटेल भवन, संसद मार्ग, नई दिल्ली- 110001
दूरभाष : 011-23743139, 011-23741228, 011-23363733
फैक्स : 011-23345637
वेबसाइट : <http://dpg.gov.in>



सत्यमेव जयते

GOVERNMENT OF INDIA

CABINET SECRETARIAT DIRECTORATE OF PUBLIC GRIEVANCES

Unresolved Grievances Bothering You ?

You may seek help of Directorate of Public Grievances [DPG] in resolution of Grievances relating to Ministries / Departments and Organizations under its Purview. In last few years, nearly ninety percent of the grievances taken up by the Directorate have been resolved favourably.

Please read carefully the conditions listed below before lodging your grievance :

- You should have exhausted the Departmental remedies for individual grievances
- Your grievance should not relate to service matter [other than payment of terminal benefits like gratuity, GPF etc.], a case disposed off at the level of Minister of the concerned Department, commercial contract, a subjudice case, a case where quasi-judicial procedures and appellate mechanisms are prescribed for decision making, RTI matter, Religious matter.
- Suggestion of any sort will not be treated as grievance.

List of Ministries /Departments/Organizations under DPG's purview

[a]	Ministry of Railways	[i]	Public Sector Banks
[b]	Department of Posts	[j]	Public Sector Insurance Companies
[c]	Department of Telecommunications including BSNL and MTNL	[k]	National Saving Scheme of Ministry of Finance
[d]	Ministry of Urban Development including Delhi Development Authority, Land & Development Office, SPWD and Directorate of Estates	[l]	ESI Hospitals and Dispensaries directly controlled by Employees State Insurance Corporation under Ministry of Labour and Employment
[e]	Ministry of Petroleum and Natural Gas including its Public Sector Undertakings	[m]	Employees' Provident Fund Organization
[f]	Ministry of Civil Aviation including Airports Authority of India and Air India	[n]	Regional Passport Authorities under Ministry of External Affairs
[g]	Ministry of Shipping, Road Transport and Highways	[o]	Central Government Health Scheme under Ministry of Health and Family Welfare
[h]	Ministry of Tourism	[p]	Central Board of Secondary Education, Kendriya Vidyalay Sangathan, National Institute of Open Schooling, Navodaya Vidyalaya Samiti, Central Universities, Deemed Universities [Central] and Scholarship Schemes
		[q]	Ministry of Youth Affairs

Note : You can lodge your Grievance online on our website
<http://dpg.gov.in>.

You may also send your grievance to us by post or fax with complete information and relevant documents

Contact us at :

The Secretary
Directorate of Public Grievances
2nd Floor, Sardar Patel Bhawan, Sansad Bhawan, New Delhi 100001
Tel : 011-23743130, 011-23741228, 011-23363733
Fax : 011-23345637, e-mail : secypg@nic.in
Website : <http://dpg.gov.in>

SUSTAINABILITY PERFORMANCE 2020-21



Environmental

27,125 SRFT

Energy conservation at refineries

43.95 MWp

Solar power capacity

19.1 MMT

Pipeline throughput

6.18%

Ethanol blending achieved

17.05 Crore kWh

Wind energy generation

100 LOIs

Released for setting up CBG Plants



Social

30.08 Million Safe Man-Hours

Best ever safety record at Mumbai Refinery

Project Nanhi Kali: 9,818

Girl children supported in backward areas



28.49%

Procurement achieved from MSEs

Project Adapt: 200

Special children provided education, therapies and vocational training

₹ 156.35 Crore

Expenditure on CSR activities

3.81 Crore Refills

Delivered to beneficiaries of PMGKY scheme



Economic

₹ 2,73,115 Crore

Total Revenue

₹ 10,664 Crore

Profit After Tax

16.42 MMT

Crude Thruput

₹ 95,333 Crore

Contribution to Exchequer

104%

Achieved combined capacity utilisation at refineries

36.6 MMT

Sales Volume



Hindustan Petroleum Corporation Limited

Petroleum House, 17, Jamshedji Tata Road,
Churchgate, Mumbai – 400 020

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