

DOING THE RIGHT THINGS, THE RIGHT WAY - CORPORATE GOVERNANCE





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Human Resources

Talent Acquisition :

HPCL is an equal opportunity employer. All vacancies in HPCL arising in Management cadre are published in all leading newspapers including leading regional language newspapers whereas those in Non-Management cadre are published in Employment News as well. A systematic procedure, including test/GD/interview and other HR practices, is followed to ensure selection of right candidates.

Capability Building :

The Corporation is dedicated to enhance the competencies of employees to enable them perform efficiently in their current and future roles. Suitable periodical training is provided as per required areas for development of performance and potential of the employees. Capability building aims at improving effectiveness of employees, building cultural integration and facilitating a thriving learning organization so that dynamic challenges of business are handled appropriately towards Corporation achieving success.

Performance Management :

HPCL has robust Performance Management System modeled on the Balanced Score Card System covering 100% of Management employees wherein employees are assessed against their performance in four quadrants viz. Customer Satisfaction, Physical /Financial, Improvement in Process and Learning & Growth. Their career progress is based on well-defined promotion policy which is transparently communicated to all management employees of the Corporation. Promotion takes place through a Departmental Promotion Committee (DPC) process. All presidential directives in this regard are implemented. With respect to Non-Executive employees



a mutually agreed upon performance appraisal system which assesses their performance on specific attributes is already in place. Promotions for this category of employees is based on a Career Development Policy (CDP) and implemented through Zonal Employee Promotion Committee (EPC). HPCL has leveraged technology for implementation of a robust IT based platform for performance assessments and implementation of promotions.

Industrial Relations :

HPCL believes in maintaining healthy, harmonious and productive Industrial Relations. Periodic Long Term Settlement and Career Development Policy are the guiding points for salary fixation, working condition and career development of Non-Management employees. Standing Orders (Non-Management Employees) and CDA Rules (applicable for Management employees) define the model behavioral requirement of the relevant employee groups and recourse in case of deviations. The Corporation adheres to all relevant statutory requirements and abides by guidelines / requirements of the relevant local authorities wherever it is working. The Corporation works towards ensuring safe working conditions and ensures that wages and welfare facilities to contract labor employed with contractors of HPCL are in accordance with the statutory provisions.

Compensation and Benefits :

HPCL strives to be a model employer and corporate citizen. The pay and benefits of Management employees of the Corporation are guided by relevant DPE guidelines. For non-management; a long term settlement is arrived through collective bargaining with recognized Unions; and compensation packages are worked out accordingly.

Grievance Redressal :

Various well defined grievance redress mechanisms are available for all categories of employees of HPCL. An open door approach to unions ensures representation of collective grievances of employees as well as individual cases in case of requirement.



IT enabled platform is made available to all the employees to log in his grievances through Online application wherein the issues / queries of employees are handled by HR Officer. Suitable escalation mechanism also exists in case the employees are not satisfied with the resolution. Management Employee Relations Committees [MERC] have been constituted at all Marketing Zones and both the Refineries which look into the grievances of Officers under their jurisdiction.

Technological Initiatives :

HR in HPCL is committed to usage of scientific and contemporary knowledge for achieving organizational vision and enhancing employee engagement & competencies. As such wide variety of employment related aspects of employees are computerized to enable easy to access to the employee and faster processing of various benefits. Towards this end, the C & B claims, leave, retirement processes, transfer related requirements etc. are already system based procedures.

Reward and Recognition :

HPCL has implemented reward and recognition schemes aimed at motivating all employees towards higher performance. For executives in the Senior / Middle Management, "HP ICON Awards" have been instituted since 2010 which aims to identify and recognize 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 recognize outstanding contributions, while "HP Gaurav Awards" recognize outstanding efforts amongst 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.



Whistle Blower Policy :

1. Preface :

- HPCL believes in conducting its business in a fair and transparent manner by adopting highest standards of professionalism, honesty, integrity and ethical behavior. As such Corporation endeavors to work against corruption in all its forms including demand and acceptance of illegal gratification and abuse of official position with a view to obtain pecuniary advantage for self or any other person.
- Towards this end, the Corporation has framed and adopted Conduct, Discipline and Appeal rules and Standing Orders which govern the conduct of Management Employees and workmen. Vigilance Dept. of the Corporation is also empowered to initiate investigations on its own and act on complaints received from public / employees, with regard to violation of Corporation's rules and procedures in the conduct of business.
- Any actual or potential violation of the Corporation's rules, regulations and policy governing the conduct of business is a matter of serious concern for the Corporation. The Corporation is, therefore, committed to developing a culture which is safe for employees - Officers and workmen can raise concerns about instances, if any, where such rules, regulations and policy guidelines are not being followed in furtherance of business.
- The objective of this policy is to build and strengthen a culture of transparency and trust in the organization and to provide employees - officers and workmen, with framework / procedure for responsible and secure reporting of improper activities (whistle blowing) and to protect employees wishing to raise a concern about improper activity / serious irregularities within the Corporation.

2. Eligibility :

All employees of the Corporation are eligible to make "Protected Disclosures".



3. Whistle Blower - Role & Disqualifications :

A) Role :

- The Whistle Blower's role is that of a reporting party with reliable information.
- The Whistle Blower is not required or expected to conduct any investigations on his own.
- The Whistle Blower does not have any right to participate in investigations.
- Protected Disclosure will be appropriately dealt with by the Competent Authority.
- The Whistle Blower shall have the right to be informed of the disposition of his disclosure except for overriding legal or other reasons.

B) Disqualifications :

- Genuine Whistle Blowers will be accorded protection from any kind of unfair treatment / victimization. However, any abuse of this protection will warrant disciplinary action.
- Whistle Blowers, who make any protected Disclosures, which have been subsequently found to be motivated or malafide or malicious or frivolous, baseless or reported otherwise than in good faith, will be liable for disciplinary action as per the applicable Service Rules.
- Whistle Blowers, who make three Protected Disclosures, which have been subsequently found to be malafied, frivolous, baseless, malicious or reported otherwise than in good faith, will be disqualified from reporting further Protected Disclosure under this policy.



4. **Protection :**

The identity of the Whistle Blower shall be kept confidential

- No unfair treatment will be meted out to a Whistle Blower by virtue of his/ her having reported a Protected Disclosure under the Policy.
- Complete protection, will be given to Whistle Blower against any unfair practice like teteliation, threat or intimidation of termination / suspension of service. disciplinary action, transfer, demotion, refusal of promotion, or alike including any direct or indirect use of authority to obstruct the Whistle Blower's right to continue to perform his duties / functions including making further Protected Disclosure.
- If the Whistle Blower is required to give evidence in criminal or disciplinary proceedings, arrangements will be made for the Whistle Blower to receive connection with the above, towards travel etc. will be reimbursed as per normal entitlements.
- A Whistle Blower may report any violation of the above clause to the Competent Authority who shall investigate into the same and take corrective action as may be required.
- Any other employee assisting in the said investigation shall also be protected to the same extent as the Whistle Blower.

Sexual Harassment of Women at workplace :

HPCL believes that all its employees have the right to work with dignity which includes the right to a gender sensitive work environment. The Corporation is, therefore, committed to take measures to eliminate all forms of discrimination and create a healthy work environment which enables employees to work without fear of prejudice, gender bias and sexual harassment. The CDA Rules applicable to Management employees and the Standing Orders applicable to workmen, accordingly list, inter alia, any act of sexual harassment of any women at her work place as a misconduct.

Guidelines have been developed to ensure that employees strictly comply with and adhere to the provisions of The Sexual Harassment of Women at Workplace [Prevention, Prohibition and Redressal] Act, 2013 [Referred hereafter as SHWW (PPR) Act].



Salient features of the SHWW [PPR] Act 2013, as adopted by HPCL are as under :

1 Prevention of sexual harassment :

- No woman shall be subject to sexual harassment at the workplace as defined above.

2 The ICC, in addition to redress of complaints, will also :

Recommend measures to create healthy work environment and arrange for workshops, training programs and awareness programs, debates and display of posters and other publicity measures, for gender sensitization of employees at the workplace.

3 Procedure for filing Complaints :

- Complaints of sexual harassment at the work place should be submitted by the aggrieved women to the Presiding Officer of the Internal Complaints Committee concerned in writing with contact details within a period of three months from the date of last incident. The complaint should be enclosed in a sealed envelope suitably superscribed - "SHWW (PPR) Complaint" and addressed to Presiding Officer. Internal Complaints Committee with remarks "to be opened by Addressee only".
- Where such complaints cannot be made in writing, the Presiding Officer of the Internal Complaints Committee, as the case may be shall render all reasonable assistance [as provided in the SHWW (PPR) Act] to the women for making the complaint in writing.

4 Procedure for Registration and Redressal of Complaints :

• Registration of Complaints :

The Presiding Officer/Secretary of the Internal Complaints Committee shall log details of the complaint - Sr. No., Date of receipt, Name of aggrieved woman, Name of respondent, in a Complaints Register specifically maintained for this purpose. The Presiding Officer/Secretary shall also monitor at regular intervals not exceeding 15 days, the progress made and action taken for redressal of the compliant.



- **Redress Procedure where the respondent is a regular employee of the Corporation :**

- (i) The Committee shall, in cases where the aggrieved woman request in writing that the matter be settled through conciliation, take steps to settle through conciliation, take steps to settle the matter between the complainant and the respondent through conciliation. Where a settlement is arrived at, the Internal Complaints Committee shall record the settlement so arrived and forward the same to the Department Head concerned to take further action required.

Copies of the settlement shall be provided to the aggrieved woman and the respondent and the matter treated as closed, i.e., no further inquiry shall be conducted by the Internal Complaints Committee.

- (ii) In case where the aggrieved woman does not desire to settle the matter through conciliation, the Internal Complaints Committee shall, proceed to conduct the fact finding, inquiry as to whether there is a 'prima facie' case against the respondent/whether the allegation of sexual harassment, has been proved/the allegation of sexual harassment has not been proved.

On completion of the fact finding inquiry, the Internal Complaints Committee shall submit its report in writing to the Disciplinary Authority concerned as to the existence of a 'prima facie' case of sexual harassment against the respondent as to whether the allegation of sexual harassment has been proved/as to whether the allegation of sexual harassment has not been proved.

- (iii) In either case (i) or (ii) above, the ICC shall submit its report to the Department Head concerned within a period of 30 days of registration of the complaint.



- (iv) The Department Head shall within a period of seven days of receipt of the Report of the ICC, take further action, as recommended by the ICC or as required in terms of the CDA Rules applicable to Management employees/Standing Orders applicable to the workman concerned.

Employee Engagement Initiatives :

HPCL has deployed various interventions aimed at improving employee engagement amongst its employees and their families. These include the YUVANTAGE platform for employees in GenY category, International Women's Day Celebrations, Annual Sports Meet, Annual Hindi Day, Alumni meets, Reboot, Employee Connect etc.

Corporate Social Responsibility :

HPCL as a responsible Corporate Citizen has multipronged purpose of developing and serving the associated community, thereby enabling sustainability in achievement of business goals. CSR activities of HPCL aspire to reach common people, especially the under-privileged so as to facilitate improvement in the quality of they live.

Retirement Benefits :

HPCL HR is dedicated to ensure effective catering of committed post-retirement benefits to the retired employees. Pre-retirement workshop is conducted for all categories of employees on financial management and other post-retirement issues. Periodically agreed pension plans and medical assistance are also in place.

HPCL HR is committed to take progressive steps continually and see a bench mark in the industry to delighting stakeholders in a transparent and effective manner.