



हिन्दुस्तान पेट्रोलियम कार्पोरेशन लिमिटेड
संधारणीयता रिपोर्ट 2023-24

Hindustan Petroleum Corporation Limited
Sustainability Report 2023-24



Hindustan Petroleum Corporation Limited

Sustainability Report 2023-24

WHAT'S INSIDE

Introduction

2023-24 Highlights	2
About the Report	4
From the C&MD's Desk	6

About HPCL

HPCL at a Glance	14
Supply Chain	20
Awards and Recognitions	30

Governance

Policies, Principles and Practices	36
Board of Directors	39
Internal Control Systems and Mechanisms	42
Risk and Opportunities	48
Empowering Digital Transformation	52
Memberships, Affiliations, Collaboration, and Advocacy	54

Shaping the Future Responsibly

Future Readiness	58
Stakeholder Engagement	60
Matters Critical to Value Creation	64

Sustainability at HPCL

Strategic Environment Management for a Sustainable Future	72
Energy	76
GHG Emissions & Air Quality	79
Biodiversity	84
Research & Development	86
Water Management	93
Waste Management	96
Sustainability at HPCL's Residential Complex	100

Manpower and Work Environment

People Management	104
Performance Management, Career Growth and Progression	109
Nurturing Talent	110
Employee Engagement	111
Capacity Building through Training and Development	113
Industrial Harmony	121
Diversity and Equal Opportunity	122

Health and Safety

Safety Management	126
Safety in Transportation	130
Advancing Health and Well-being	132
Safety and Security of Critical Assets	135

Building Lasting Relationships

Customer Satisfaction	138
Quality Management Systems	140
Customer-centric Initiatives	142

Engaging with the Local Communities

Fostering Shared Prosperity	146
Lives Touched through CSR Projects	149

Economic Performance

Focusing on Sustainable Returns	152
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Alignment of Business Practices

Helping Achieve UN Sustainable Development Goals	156
India's Nationally Determined Contributions (NDCs)	156
UNGC Principles	157
Task Force on Climate-related Financial Disclosures	157
Independent Assurance Statement	158
GRI Content Index	165
List of Abbreviations	174



About the Cover

The cover displays the theme of Panchatattvon Ka Maharatna. Honouring the rich heritage and embracing the future, the theme for the celebration of HPCL's Golden Jubilee year - 'Panchatattvon Ka Maharatna', pays tribute to the five sacred elements—Earth, Fire, Water, Air and Ether as HPCL is resolute in its pursuit of its ambitions across these five elemental pillars of life that have guided its journey and shaped its destiny.

Registered Office and Corporate Headquarters

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

Marketing Headquarters

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

Panchatattvon Ka Maharatna

Hindustan Petroleum Corporation Limited (HPCL) stands tall and proud as it embraces innovation and sustainability.

From July 2023 onwards, HPCL commenced its golden jubilee year under the relevant theme of Panchatattvon Ka Maharatna.

During its transformative journey from pioneering biofuels to spearheading electric vehicle infrastructure, HPCL has emerged as a vanguard of alternative energy solutions, moving in tandem with the changing times to tune itself to the emerging requirements of climate resilience, clean energy solutions and ESG-centric approach. In their relentless pursuit of excellence, HPCL's visionary leaders, dedicated employees, and stakeholders have propelled the Company towards new horizons of success. Each passing year has been a testament to the unwavering commitment to innovation, sustainability and nurturing a culture of inclusivity.

Distinguished by its unwavering commitment to pioneering solutions, HPCL has embraced a visionary roadmap aimed at achieving Net Zero emissions by 2040. This roadmap, crafted in collaboration with industry luminaries, delineates a comprehensive strategy to combat emissions across our operations, encompassing enhanced energy efficiencies, integrating renewable power sources, and adopting cutting-edge technologies.



2023-24 HIGHLIGHTS

1,32,136 SRFT*

Energy saving in refineries



₹4,61,638 Cr

Revenues from operations

208 MW

Installed renewable power capacity (solar+wind)

3.45%

Voluntary turnover rate

46.80 MMT

Highest-ever sales (including exports)

12%

Ethanol blending

₹16,015 Cr

Highest-ever consolidated PAT



25.80 MMT

Highest-ever pipeline throughput

₹111.9 Cr

Expenditure on CSR activities

* Standard Refinery Fuel Tonnage including Sustenance of Previous Schemes.

Environment

Social

Economic

12,724

HP SAKHIs added to maximise reach of LPG to rural customers



~1,200 TKL

Rainwater harvested

₹97,989.9 cr

Contribution to the exchequer

1,690

Retail outlets with CNG

18.45 Cr kWh

Renewable energy generation (wind)

3,603

EV charging facilities at retail outlets (including Battery Swapping Stations)



₹16.14 cr

CSR expenditure in 13 Aspirational Districts

41.24%

Procurement from Small Producers (MSEs) stations



Net Zero by 2040

Scope 1 and 2 emissions

ABOUT THE REPORT

Our 2023-24 Sustainability Report outlines our commitment to integrating sustainability into our governance, strategy, and operations. It highlights key environmental, social, and economic aspects and serves as a communication tool for stakeholders, including investors, customers, and employees.

India is poised to accelerate the adoption of cleaner and more efficient energy solutions with its ambitious goal of achieving Net Zero emissions by 2070 and its firm determination to become Aatmanirbhar (self-reliant) in energy by 2047. Some critical levers identified to reach the national energy and climate targets include clean electrification, improvements in efficiency, and a switch to lower and zero-carbon fuels. Given India's unique position as a rapidly developing economy with significant dependency on fossil fuels, there will be a need for a just, orderly, and equitable transition to a low-carbon future. This approach ensures energy accessibility and affordability while advancing towards greener energy solutions. The Indian transition has enough scope for traditional and greener energy forms to coexist.

Across industries globally, multiple megatrends are shaping the priorities of businesses, such as technology, green energy, supply chain capabilities, and talent. With a population of about 1.4 Billion and a fast-growing economy, India has seen its energy demand increase rapidly as the country continues to urbanise and the manufacturing sector develops. Significant investments and infrastructure development will likely meet the growing energy demand in the country. The ever-increasing demand is met through various energy sources, including oil. Since oil accounts for nearly one-third of the country's energy demand, India is poised to become the global leader in this decade's oil demand growth.

Through this edition of our Sustainability Report, we bring our stakeholders a detailed view of our business landscape, practices, performance, and outlook aligned to the latest GRI standards. This Report presents our efforts to continually build a sustainable business while upholding our commitment to the Environment, Social Sustainability, and Ethical Business Practices.

Reporting Period

We prepare and publish our Sustainability Report annually.

This Report presents material information related to our business, performance, operating context, material risks, interests of its stakeholders' strategy, outlook and prospects, and governance, among other things. It covers the financial year from April 1, 2023 to March 31, 2024, which also aligns with the reporting period of our corporate Integrated Annual Report.

The most recent Sustainability Report for 2022-23 and all our previous Sustainability Reports are available at <https://www.hindustanpetroleum.com/pages/sustainability>

Reporting Boundary

The Report boundary remains unchanged from our previous reports and encompasses all fully owned operations of the Company. This boundary includes:

- ➲ Our Refineries in Mumbai and Visakhapatnam
- ➲ The operations of the Strategic Business Units (SBUs) under marketing:
 - Aviation
 - Industrial & Consumer
 - LPG
 - Lubes
 - Natural Gas
 - Biofuels and Renewables
 - Supplies, Operations and Distribution
 - Projects and Pipelines
 - Retail (Company-owned and Company operated outlets).

This Report does not include joint ventures, subsidiaries, or international operations. HPCL's significant location of operation is India. Entities included in the consolidated financial statements are detailed in our Integrated Annual Report for 2023-24, which can be accessed at the HPCL Corporate Website.

The Corporation has robust internal management systems governing all facets of operations. The data/information presented in this report is collected from these internal systems at the corporate and operative levels. The data presented in this Report is sourced either from our Enterprise Resource Planning (ERP) system and IT applications or directly from the operations within the report boundary.

The data measurement techniques and underlying assumptions/calculations are mentioned duly in the relevant sections of the Report.

Restatements

Restatements to data, if any, have been marked in relevant sections of the Sustainability Report with their reasons and effects.

Frameworks, Guidelines and Standards

The Report provides a transparent disclosure of HPCL's Environmental, Social and Governance performance for the reporting period.

This Report has been prepared in-accordance with the Global Reporting Initiative (GRI) Standards, GRI 1: Foundation 2021, Applicable GRI Sector Standard(s): GRI 11: Oil and Gas Sector 2021 and has also been aligned to the requirements of:

- United Nations Sustainable Development Goals (UN SDGs)
- India's Nationally Determined Contributions (NDCs)
- United Nations Global Compact (UNGC) Principles
- Sustainability Accounting Standards Board (SASB)
- Task Force on Climate-related Financial Disclosures (TCFD)
- Sustainability reporting guidance for the oil and gas industry by The International Petroleum

Industry Environmental Conservation Association (IPIECA), The International Association of Oil and Gas Producers (IOGP), The American Petroleum Institute (API)

- Mission LiFE

Assurance

This Report's quality of information and disclosures is maintained through a robust assurance process that leverages our internal expertise and external assurance methodology.

The information in this Report has undergone appropriate internal reviews. It has been subjected to independent assurance by a third party, M/s Bureau Veritas India Private Limited, under the Account Ability Assurance Standard AA1000AS version 03 Type 2 Moderate assurance and ISAE 3000 (Revised) (Limited Assurance).

Readers can access further details on the independent assurance statement in the annexure of this Report.

Material Topics

Materiality assessment is crucial for identifying key ESG topics that impact HPCL's success and stakeholder relationships. This year, we have revisited and updated our material topics to ensure our focus remains aligned with the most significant ESG issues.

Priority Material Topics

					
Climate Change and GHG Emission	Water and Waste Management	Supplier Assessments on Sustainability	Talent Management	Diversity & Inclusion	Human Rights
					
Business Ethics, Transparency and Regulatory Compliance	Health, Safety & Well-being	Cybersecurity and Data Privacy	Product Safety and Quality	Air Quality	Biodiversity
					
Economic Performance	Safety and Security of Critical Assets	R&D and Innovation	Customer Satisfaction		

Feedback

We welcome feedback on our reports to ensure that we are on the right path to disclosing and making relevant information easily understandable to our readers and stakeholders.

Any queries, suggestion or feedback can be submitted giving your details at:

corporatehse@mail.hpcl.co.in or online on the HPCL website at <https://crminterface.hpcl.co.in/CRMInterface/hpclcomplaints.aspx>

Forward-looking Statements

This Report contains forward-looking statements describing projections, targets, expectations, and forecasts based on certain assumptions, historical data, and evolving industry developments, market conditions, regulations and other factors. Accordingly, our actual results, performance, or achievements could differ materially from those projected or implied. Important or unforeseen factors impacting HPCL's operations include economic conditions, demand/supply and pricing in domestic and international markets, regulatory changes, and other incidental factors.

FROM THE C&MD'S DESK



HPCL is committed to bringing joy to millions, achieving shared prosperity, and surpassing milestones in the future.”

Rajneesh Narang

Director – Finance and
Additional Charge of
Chairman & Managing Director

Dear Stakeholders,

HPCL proudly presents its 13th Sustainability Report, showcasing its comprehensive sustainability performance for 2023-24. The Report reflects HPCL's continued commitment to sustainable growth and demonstrates how the Company has aligned its operations with global sustainability standards to create lasting value for all stakeholders.

In celebration of HPCL's Golden Jubilee, the Company has embraced the theme, 'Panchatattvon Ka Maharatna', honouring the five elemental forces—Earth, Fire, Water, Air and Ether—that symbolise the elemental principles guiding its sustainable growth and strategic initiatives. The Company has undertaken a range of targeted environmental initiatives aligned with this theme. As part of this commitment, HPCL has expanded green cover by planting trees, implemented rainwater harvesting to support water conservation,

and undertaken biodiversity enhancement projects. In parallel, HPCL prioritises stakeholder welfare by focusing on initiatives supporting community development and sustainable growth. HPCL reinforces its role as a leader in the Oil Marketing sector by fostering enduring value for all its stakeholders.

Commitment to Transparent Reporting

The Report reflects HPCL's adherence to the global sustainability reporting standards, demonstrating the Company's commitment to transparency and accountability. In 2023-24, HPCL enhanced its focus on the environmental, social, and governance (ESG) issues that are of utmost importance to its stakeholders and business. This ongoing effort ensures that HPCL's sustainability initiatives align with the evolving expectations of the industry and the broader global community.

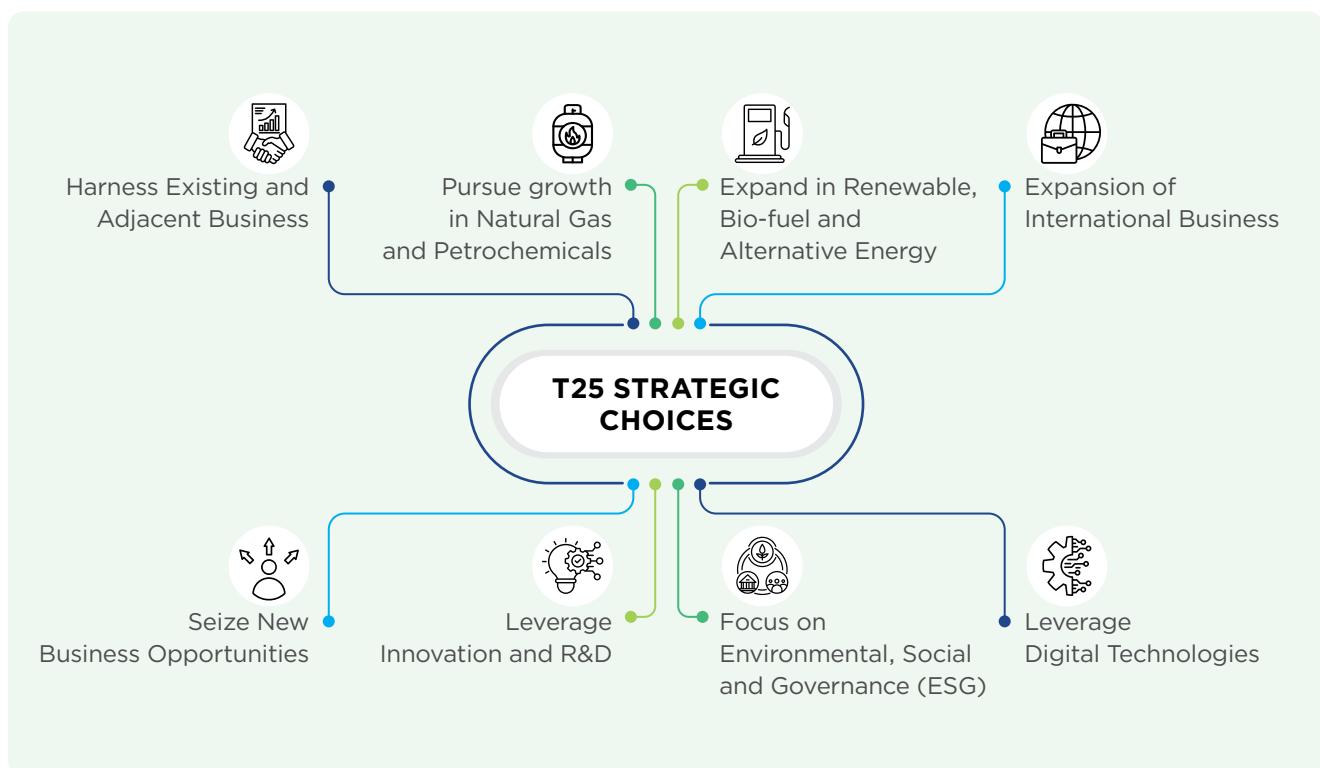
During the year, HPCL continued its participation in the United Nations Global Compact (UNGC) supporting its principles under Human Rights, Labour, Environment and Anti-Corruption. HPCL's Sustainability Report aligns its initiatives with the Sustainable Development Goals (UN SDGs), Nationally Determined Contributors (NDCs), among others.

Integrating ESG across Strategy and Business

HPCL's commitment to safety, health, and environmental sustainability remains firm. HPCL's five-year strategy roadmap up to 2025-26,

christened the 'T25 strategy', is on track. It aims to seize opportunities in the evolving energy landscape and leverage emerging trends. Additionally, it seeks to diversify into new business lines, helping to de-risk business portfolios and navigate future challenges. 'ESG Focus', one of the foundational bases of the strategy, is proactively integrating ESG factors into future strategy and operations to gain and attract investors, build resilient business models, and contribute to a sustainable global economy.

HPCL is committed to aiding India's transition to a low-carbon economy and has taken decisive steps to make it happen.



This year, the Company installed solar panels at 7,143 retail outlets, bringing the total to 17,618 solar-powered outlets, representing 80% of the retail network.

HPCL has prioritised capacity-building within its organisation by providing over 1,400 officers with comprehensive training on health, safety, environmental management and sustainability initiatives. This training empowers employees to lead by example and ensures that HPCL's internal operations reinforce its external sustainability commitments. HPCL is also engaging its value chain partners in its quest for superior ESG performance. As an example, 976 Sadak Suraksha camps held to enhance technical and behavioural awareness for LPG transporters and their crew.

HPCL invested in infrastructure upgrades, automation, and innovative measures to improve operational efficiencies at lube plants. The Industrial and Commercial (I&C) unit seeks to retain existing customers while venturing into the MSME segment, accelerating growth across product lines. The Kolkata Aviation Service Facility achieved a Silver Rating in Greenco certification for environmental efforts during 2023-24.

The Company forayed into LNG retailing to strengthen energy diversification, environmental sustainability, and energy access, with the first LNG dispensing facility operationalised at Oran, Gujarat.

1,400+

Officers trained on HSE and sustainability initiatives

FROM THE C&MD'S DESK

HPCL strives to improve quality and operational standards across the value chain. ISO certifications covering energy, water efficiency, occupational health, environmental management, and quality standards testify to the effectiveness of these efforts. HPCL's pipeline business unit has adopted a 100% paperless Integrated Management System (IMS) using Linear Asset Management (LAM), boosting environmental sustainability, cost savings, and operational efficiency.

These ESG integration efforts by the Company, a farsighted measure towards a more sustainable future, have led to a two-notch increase in the CDP Score and a nine-point improvement in the S&P Global ESG Score. Furthermore, the Company has pivoted its capital expenditure between 2023-24 and 2027-28, with 36% of the investment channelised towards renewables, biofuels, natural gas, and alternative fuels to achieve Net Zero objectives.

36%

Investment channelised to achieve Net Zero objectives between 2023-24 and 2027-28

As part of its broader sustainability agenda, HPCL is actively implementing the action plan for Mission LiFE (Lifestyle for Environment) — a global, India-led initiative. This initiative emphasises the importance of everyday behaviour changes and underscores the significant role of individual and collective contributions in achieving national and global sustainable development goals. Various programmes were launched across HPCL's locations to raise awareness and encourage individuals to adopt simple, sustainable practices in their daily lives. These initiatives aim to demonstrate how small, consistent actions can significantly improve environmental sustainability.

HPCL's Economic Performance in 2023-24

HPCL achieved the best-ever financial and physical performance. The Company registered the highest-ever market sales of 46.8 MMT in 2023-24. The Company achieved the highest-ever consolidated PAT of ₹16,015 Crore and a standalone PAT of ₹14,694 Crore. The Board of Directors recommended issuing bonus shares in the ratio of 1:2 and a final dividend of ₹16.50 per equity share (pre-bonus) for 2023-24.

The retail business expanded by enhancing accessibility and client convenience. In 2023-24, HPCL commissioned 836 retail outlets, bringing the total to 22,022, positioning the Company as the nation's second-largest retail network owner in the

Oil and Gas sector. Electric Vehicle (EV) charging facilities, including battery swapping stations, were added to 1,773 outlets during the year, bringing the total to 3,603 retail outlets with EV charging facilities. These projects provide customers convenience and broader options for alternative fuels. LPG maintained its position as a preferred brand among domestic and international customers. The Company also commissioned two LPG plants, each with a capacity of 120 TMTPA, at Abu Road, Rajasthan and Varanasi, Uttar Pradesh. With a view to expand the lubricant business, we have entered new geographies. The I&C business performed robustly, focusing on diesel, furnace oil, and bitumen. Commissioning new Aviation Service Facilities (ASF) at Maharishi Valmiki International Airport, Ayodhya, strengthened HPCL's aviation fuel network.

Infrastructure remains the Company's fundamental strength in delivering products efficiently and at competitive customer prices. The Company made significant strides in strengthening its refining and marketing infrastructure by investing ₹14,342 Crore during the year, including equity investments in its Joint Venture Companies (JVCs) and subsidiaries. During 2023-24, HPCL achieved the highest-ever combined refining throughput of 22.3 MMT with capacity utilisation of 103% and clocked a combined Gross Refining Margin (GRM) of US\$9.08/bbl. Improved refinery reliability and standardised operating processes led to the highest-ever volumes of Motor Spirit (MS), High-Speed Diesel (HSD), Liquefied Petroleum Gas (LPG), and Lube Oil Base Stock (LOBS) during 2023-24. The refineries exhibited adaptability in processing new crude grades, improving performance.

The Visakh Refinery Modernisation Project (VRMP) was dedicated to the nation by the Hon'ble Prime Minister of India in March 2024. With a cost of over ₹26,000 Crore, VRMP is the biggest investment in the oil sector on India's east coast and testifies to HPCL's commitment to product availability and the region's energy security.

HPCL delivered strong marketing performance through customer-centric initiatives and enhanced supply chain capabilities. In 2023-24, the Company achieved the highest-ever throughput of 59.4 MMT in the supply and distribution of petroleum products.

By focusing on efficiency, HPCL improved throughput and productivity across depots and pipelines, driving significant growth in market sales and impressive volumes in key products. Pipeline operations achieved the highest-ever throughput of 25.8 MMT during the year. Enhancing cost efficiency in HPCL's operations received recognition from the Institute of Supply Management (ISM) India Conference, the CPO (Central Procurement Office) Awards, Express Logistics, and the Supply Chain Leadership Awards.

Preserving Environmental Well-being

HPCL developed a validated roadmap for achieving Net Zero in Scope 1 and 2 emissions by 2040.

HPCL executes this roadmap via a dedicated 'Energy Transition Cell' and has identified crucial levers to reach net zero in its operations:

- Usage of renewable energy
- Fuel substitution
- Green hydrogen
- Flare reduction
- Energy efficiency and new refining technologies

Aligned to the nation's target of achieving Net Zero by 2070, HPCL is keenly emphasising transitioning to a multi-energy green company.

The Company has an installed renewable power capacity of 208 MW (solar+wind) and is continuously striving to adopt practices aimed at environmental preservation. In January 2024, the Company incorporated a wholly-owned subsidiary named 'HPCL Renewable & Green Energy Ltd. (HPRGE)' to enhance focus on sustainability, leverage opportunities, and manage risks. The subsidiary will manage the new portfolio of green energy businesses such as biofuels, renewables, green hydrogen, carbon offsets, green mobility, and alternative energy businesses. HPRGE supplied renewable energy from a newly commissioned 5 MW solar project in Jhansi, Uttar Pradesh. HPCL has also mechanically completed a 6 MW solar project in Panipat, Haryana, with supplies expected to begin soon.

In line with the Government's vision to increase the share of natural gas in India's energy mix from 6% to 15% by 2030, HPCL has strengthened its presence in the natural gas value chain by constructing a 5 MMTPA LNG Regasification Terminal at Chhara, Gujarat, through a 100% subsidiary. This project will likely be commissioned in 2024-25. The Company and its JV partners are also expanding city gas distribution networks across 25 Geographical Areas (GAs) in 14 states. In 2023-24, HPCL commissioned its first LNG dispensing unit at Oran, Gujarat. By March 31, 2024, the Company had also set up 682 CNG stations and provided ~6.90 Lakh PNG connections in these GAs.

The Government of India, through the National Policy on Biofuels-2018, aims to increase the use of biofuels in the transportation sector for energy security and climate change mitigation. In line with the policy, HPCL achieved ethanol blending of 12% by

NET ZERO 2040

HPCL developed a validated roadmap for achieving Net Zero in Scope 1 and 2 emissions by 2040

blending 156 Crore Litres of ethanol in Motor Spirit (MS) and sold 338.6 MT of CBG through HPCL's retail outlets, compared to historical CBG sales of 77.3 MT. This noteworthy 338% growth continues to emphasise the increased adoption of biofuels, and the Company is further committed to working towards such sustainability measures.

The Company has a 370 TPA pilot Green Hydrogen Plant at the Visakh Refinery in an advanced completion stage. HPCL has indigenised the Hydrogen Pressure Swing Adsorption (H2 PSA) Technology, earlier licenced by only two international licencors. The successful indigenisation has revolutionised operational efficiency, enabling grassroots unit installations, adsorbent replacements, and PLC upgrades. As part of its firm adherence to regulatory and environmental compliance, the Company has implemented stringent measures to safeguard air, water, and biodiversity. The Company has incorporated measures such as Volatile Organic Compound (VOC) emissions monitoring and Leak Detection and Repair (LDAR) programme to effectively monitor and control fugitive emissions. HPCL prioritises Rainwater Harvesting (RWH) at its operational sites, with plans to extend it into neighbouring communities.

The Company has conserved ~12,00,000 KL of rainwater through 497 structures within location premises. The Company commissioned a state-of-the-art new integrated effluent treatment plant during the year, taking care of effluent treatment requirements



In January 2024, the Company incorporated a wholly-owned subsidiary - 'HPCL Renewable & Green Energy Ltd. (HPRGE)' to enhance focus on sustainability, leverage opportunities, and manage risks."

FROM THE C&MD'S DESK



Visit of Secretary – Central Vigilance Commission during VAW 2023

in the post-Visakh Refinery Modernisation Project (VRMP) scenario. The Company's total water withdrawal decreased by 34.02% compared to the last fiscal year. HPCL also ensures that its access-controlled locations are ideal for local flora and fauna. Consequently, 1,793 acres of land within the premises are designated green belt areas.

Recognising the critical importance of energy efficiency, HPCL has prioritised significant capital investments, amounting to approximately ₹407 Crore, towards energy conservation equipment at its refineries. Major locations have implemented ISO certifications to ensure standardised processes and quality products. HPCL has ISO certifications at over 100 locations for energy management, over 150 locations for environmental management, over 140 locations for quality management and 27 locations for water efficiency. With Vapour Recovery Systems (VRS) added in three supply chain locations, the Company has covered 46 locations with the system.

By leveraging the Green Research and Development Centre, the Company is further exploring niche and speciality products, diversifying its portfolio. HPCL strengthened its Research and Development capabilities with ₹352.50 Crore investment.

In 2023-24, HPGRDC filed 104 patents, taking the cumulative Indian and international patent applications to 547. Among others, HP Green R&D developed HP Enscour, a unique and advanced formulation that can dissolve heavy asphaltene sludge and convert it to processable oil. Mumbai Refinery witnessed PDA Extractor performance improvement by using HP ENSCOUR. The hazardous waste generated in HPCL locations and refineries is disposed of through registered recyclers or reprocessors per the statutory requirement. Systems are also in place to handle non-hazardous waste. We comply with statutory

norms and regulations stated by MoEF&CC, CPCB and SPCB. The use of green chemical alternatives is emphasised, if available.

Fuelling the Progress of People Purposefully

Behind HPCL's superior performance are over 8,100 skilled and committed employees. The experience of its workforce is spread across various energy and material forms. This includes the solid, gas and liquid fossil fuels and equally with emerging fuels and renewables. HPCL embraces Diversity, Equity, and Inclusion (DEI) to drive innovation, engage employees, attract talent, enhance reputation, and meet legal and societal expectations. In this regard, HPCL empowers and equips its employees with resources, tools, and a supportive environment to perform their roles adeptly.

Succession planning and leadership development are fundamental to HPCL's resilience. Thus, the Company ensures dynamic and adaptable leadership with programmes like 'HP Possible 2.0' for senior leadership and 'HP NAVA' for mid-level managers. The Company also has employee support policies and programmes to help employees meet their aspirations and extensive use of technology for progressive learning and building employees' capabilities. During 2023-24, HPCL maintained a 100% return to work rate and a 96% retention rate for employees who availed parental leave.

Empowering Communities

The Company's obligation to make a meaningful difference in society is evident in its significant financial commitment to CSR activities, amounting to ₹111.9 Crore* during 2023-24. These initiatives, focused on six key areas—education, healthcare, environment and community development, childcare, skill development, and sports, positively impacted over 32.20 Lakh lives. The Company's collaboration with IIT Kharagpur to assess the impact of 14 CSR projects, each with an outlay of ₹1 Crore or more and completed during 2021-22, attests to its commitment to transparency and accountability. Vigilance Awareness Week was observed under the central theme for the year, 'Say No to Corruption; Commit to the Nation'. Various outreach activities were undertaken during the week to spread awareness among citizens/stakeholders and employees.

Enhancing Supplier Capabilities

In 2023-24, HPCL conducted 1.32 Lakh value chain partner engagement/training programmes. HPCL conducts structured programmes to address value chain partners' health and safety concerns. The Company also invests in the skills development

*Including unspent amount during previous year

of local suppliers through strategic programmes and procedures, achieving a procurement rate of 41.24% against a targeted 25% for goods and services from MSEs, excluding items beyond their scope.

Upholding Strong Governance

At HPCL, augmenting trust and securing the long-term interests of our shareholders and other stakeholders is the cornerstone of sound corporate governance. The Board has constituted a Corporate Social Responsibility and Sustainability Development (CSR&SD) Committee that provides leadership and direction in matters of Sustainability and Corporate Social Responsibility. The Company conducts its operations in line with the National Guidelines for Responsible Business Conduct (NGRBC) principles. These include conducting business with integrity while being ethical, transparent, and accountable, as well as practising sustainable development and ensuring employee well-being, including value chain partners. The guidelines also cover respecting stakeholder interests, promoting human rights, protecting the environment, maintaining transparency in public policy advocacy, promoting inclusive growth, and providing value to consumers responsibly. The Company, complies with the provisions of the Right to Information Act, 2005, and has a structured mechanism to deal with matters related to the Right to Information Act, 2005 (RTI Act, 2005). The Integrity Pact has become a mandatory part of tender documents of over ₹1 Crore to be signed by the Company and the vendor(s)/bidder(s), ensuring transparency in awarding contracts.

Driving Technological Advances

Fostering innovation and integrating technology remains central to HPCL's strategy of streamlining operations, enhancing cost-competitiveness, meeting customer expectations, and unlocking growth opportunities. The successful modernisation of the ERP system was a milestone in improving business flexibility, digital agility, and operational efficiency. HPCL is currently implementing 'Project Parikalp', its digital transformation programme. As part of the roadmap, the Company continues leveraging major digital technologies such as artificial intelligence and machine learning, augmented and virtual reality, IoT, robotics, and generative AI across various business spheres. While leveraging advanced technologies and cutting-edge digital solutions, HPCL maintains utmost care and undertakes cybersecurity initiatives to ensure the security of user and end-user devices. During 2023-24, there were no instances of a data breach.

Way Forward

The management thanks the Ministry of Petroleum & Natural Gas, State Governments, and statutory and local bodies for their invaluable guidance and steadfast support. The management is also grateful to the customers, shareholders, business associates, employees, and stakeholders for their unwavering dedication and trust. The management also appreciates the Board of Directors' insightful leadership and prudent counsel.



Augmenting trust and securing the long-term interests of our shareholders and other stakeholders is the cornerstone of sound corporate governance."

The sustainability efforts presented in this Report reflect the indomitable spirit and extensive cooperation and coordination across the organisation and a wider section of stakeholders. The improvements and impacts demonstrated will only accelerate going forward. The management appreciates the readers' engagement with the Sustainability Report.

HPCL is committed to bringing joy to millions, achieving shared prosperity, and reaching milestones in the future. We look forward to your continued support in our endeavours in Delivering Happiness to millions of people.

Thank You

Rajneesh Narang

Director – Finance and Additional Charge of Chairman & Managing Director

About HPCL



In This Section

- » HPCL at a Glance 14
- » Supply Chain 20
- » Awards and Recognitions 30

HPCL AT A GLANCE

Hindustan Petroleum Corporation Ltd. (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 'Maharatna' status and stands 119th by market capitalisation as of March 31, 2024, at the Bombay Stock Exchange (BSE) and National Stock Exchange of India Limited (NSE). HPCL has a robust presence in the petroleum refining and marketing sector.



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.



VALUES - HP FIRST

HP First is our cultural motto and instils pre-eminence of HPCL's vision and mission above all else and act as a guiding beacon in all our professional endeavours and engagement. It guides us to ensure that the organisational interest, its long-term sustainability and value creation objectives receive pre-eminence over personal egos, aspirations and conflicts.



Panchatattvon Ka Maharatna

In their relentless pursuit of excellence, HPCL's visionary leaders, dedicated employees, and stakeholders have propelled the Company towards new horizons of success. Each passing year has been a testament to the unwavering commitment to innovation, sustainability and nurturing a culture of inclusivity. Honouring the rich heritage and embracing the future, the theme for the celebration of HPCL's Golden Jubilee year is – Panchatattvon Ka Maharatna. This theme pays tribute to the five sacred elements—Earth, Fire, Water, Air and Ether—that have guided its journey and shaped its destiny.

Fueling Future with Sustainable Solutions

HPCL serves millions across a broad socio-economic spectrum in India through various products and services. In tandem with the extensive scale of existing operations, HPCL has made investments to develop new products, establish new facilities and modernise the existing infrastructure.

Our Product Offerings

Light Distillates	Middle Distillates	Heavy Distillates	Other Products
<ul style="list-style-type: none"> ➔ Liquefied Petroleum Gas ➔ Motor Spirit ➔ Naphtha ➔ Hexane ➔ Propylene ➔ Solvent 	<ul style="list-style-type: none"> ➔ High Speed Diesel (HSD) ➔ Superior Kerosene Oil ➔ Light Diesel Oil (LDO) ➔ Aviation Turbine Fuel (ATF) ➔ Mineral Turpentine Oil ➔ Jute Batch Oil (JBO) ➔ Lube Oil Base Stock/Turbine Oil Base Stock 	<ul style="list-style-type: none"> ➔ Bitumen ➔ Furnace Oil (FO) ➔ Low Sulphur Heavy Stock ➔ Others 	<ul style="list-style-type: none"> ➔ Compressed Natural Gas ➔ Biofuel Blended Fuels ➔ Petrochemicals

Markets Served

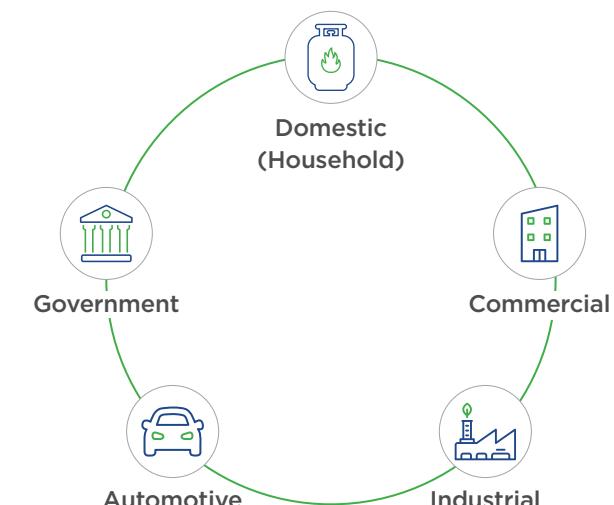


National presence
28 States and 7 Union Territories



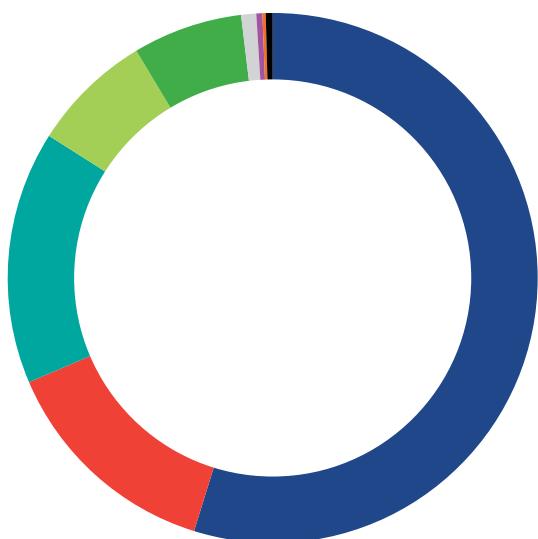
International presence
29 Countries

Types of Customers



HPCL AT A GLANCE

Shareholding Pattern as of March 31, 2024



	(in %)
● Oil and Natural Gas Corporation Ltd.	54.90
● FPI (Includes OCBs, FII and Foreign Banks)	13.80
● Mutual Funds (includes Alternate Investment Funds and Provident/Pension Funds)	15.47
● Public (Individuals)	7.40
● Insurance Companies	6.71
● Other Bodies Corporate	0.92
● Foreign Nationals (includes NRIs)	0.37
● Financial Institutions (includes NBFCs)	0.01
○ Banks	0.00
● Others	0.42

Under the share purchase agreement entered into between the President of India (POI) and Oil and Natural Gas Corporation Limited (ONGC) for the sale of the Government of India (GoI) Shareholding in HPCL, 77,88,45,375 (Seventy Seven Crore Eighty Eight Lakh Forty-Five Thousand Three Hundred Seventy-Five) of Equity Shares of ₹10 each representing 51.11% of the total paid-up equity share capital of HPCL, were transferred to ONGC on January 31, 2018.

Consequent to the transfer of the above shares by GoI to ONGC, the current shareholding of GoI in HPCL is 'NIL'. However, HPCL continues to be a Government Company within Section 2(45) of the Companies Act, 2013.



Corporate Headquarters – Petroleum House

Our Refining and Marketing Infrastructure*



2

Refineries



78

Terminals, TOPs,
and depots



58

LPG locations
(56 Bottling Plants + 2 Import Locations)



55

Aviation service
facilities



17

Product pipelines



5

Lube blending
plants



22,022

Retail outlets



6,349

LPG
distributorships



3,603

EV charging facilities at retail
outlets, including Battery
Swapping Stations



1,690

CNG facilities



1,638

SKO/LDO
dealerships



817

Door delivery
dispensers



474

Lube
distributors



36

Exclusive lube depots
(COLD/COD)



1

LNG dispensing
outlet

* As of March 31, 2024

HPCL AT A GLANCE



Visakh Refinery

Refineries

HPCL owns and operates two refineries in Mumbai and Visakhapatnam. These refineries process crude oil into light, middle, and heavy distillates, producing value-added products. Both refineries have undergone upgradation to produce BS-VI-compliant transportation fuels.

We also own India's largest lube refinery in Mumbai, producing lube oil base stocks that go into making multiple grades of lubricants, specialities, and greases. Additionally, we source our product requirements from Guru Gobind Singh Refinery at Bathinda, a joint venture between HPCL and Mittal Energy Investments Pte. Ltd., Singapore, with an equity holding of 48.99% and from the Mangalore Refinery and Petrochemicals Ltd. (MRPL) a schedule 'A' Miniratna, Central Public Sector Enterprise (CPSE) based in Mangaluru with equity of 16.96%.

HPCL is actively pursuing large-scale investments to build petrochemical manufacturing capacities through joint ventures and expanding its petrochemical portfolio. India's first integrated grassroots refinery of 9 MMTPA cum petrochemical complex of 2.4 MMTPA is being set up by HPCL Rajasthan Refinery Limited (HRRRL), a joint venture Company between HPCL and the Government of Rajasthan, at Pachpadra in Balotra district of Rajasthan. HPCL anticipates a unique opportunity to establish itself as a leading polymer brand in the market through pre-marketing polymers before the commissioning of the refinery

and petrochemical complex. The refinery-cum-petrochemical complex has a petrochemical intensity index of 26%, which is the highest in India. It will have the flexibility to adjust its production mix according to market demand or other factors. The project is in the advanced stage of completion.

Refinery Capacities

9.5 MMTPA

Mumbai Refinery

13.7 MMTPA

Visakh Refinery*

428 TMT

Mumbai Lube Refinery

11.3 MMTPA

JV HMR Refinery

15 MMTPA

JV MRPL Refinery

* Under expansion to 15 MMTPA.

Marketing Infrastructure

Over its growth span, HPCL has continuously evolved to meet the nation's energy demands through its various petroleum product offerings. Our products are used by domestic, automotive, commercial, and industrial segments. Our business verticals include HP Retail, HP Gas, HP Lubricants, HP Aviation, HP Direct Sales, HP Pipelines and Projects, HP Supplies, Operations and Distribution (SOD), HP Natural Gas, HP Biofuels and Renewable Energy and HP Petrochemicals. Our extensive pan-India marketing infrastructure consists of Pipeline networks, Terminals/Installations/Tap-off Points, Aviation Service Facilities (ASF), Depots, LPG Bottling Plants, LPG Import Facilities, Lube Blending Plants, Petrol Pumps, Auto LPG Pumps, CNG outlets, HP Gas LPG Distributors, SKO/LDO Distributors, and Lube CFAs, among others, which serve as the connecting link to place the product to the needs of our customers.

A vast network of 164 offices (Zonal, Regional) in the Retail, Direct Sales, Lubes and LPG segments spread across the length and breadth of the country supports our marketing infrastructure to bring business offerings near esteemed customers and close

co-ordination with the stakeholders for 'Delivering Happiness' through our differentiated services. Over the years, we have expanded our infrastructure and marketing network to delight our stakeholders through our distinguished products and services nationwide. We are also expanding our footprints in non-fuel retailing further by adding branded retail stores, such as 'HaPPy Shop', to retail outlets to provide customers with a range of high-quality daily-use products at their convenience, with a modern retail experience.

For alternative fuels and energy storage, new avenues of value creation in the electric vehicle (EV) ecosystem, including battery swapping and energy storage solutions, are being explored in collaboration with various technology start-ups and OEMs. Our Strategic Business Units (SBUs) get ably supported by other departments/functions, such as Audit, Company Secretary, Corporate Strategy and Planning, Finance, Human Resources, International Trade, Legal, Public Relations, Refinery Coordination Department, Market Research, Analysis and Planning, and HSE, among others, which create a synergy for our superlative performance.





SUPPLY CHAIN

We are committed to adopting responsible business practices across our supply chain for a greener future and holistic societal development. Among our stakeholders, suppliers, distributors, dealers, and transporters are our vital supply chain partners engaged regularly in our business processes for inclusivity in the sustainability ecosystem.

The excellent performance of 2023-24 was wide-ranging, encompassing stellar physical and financial performance across all functions. On the marketing front, HPCL has continued to deliver superior performance backed by a wide array of customer-centric initiatives and a robust supply chain network.

Our Supply Chain Network

Our supply chain broadly includes the following:

- Crude oil suppliers, shipping companies
- Dealers, distributors, business partners

- Transporters, including transport crews
- Suppliers, contractors including contract workers, security personnel, services providers, material suppliers

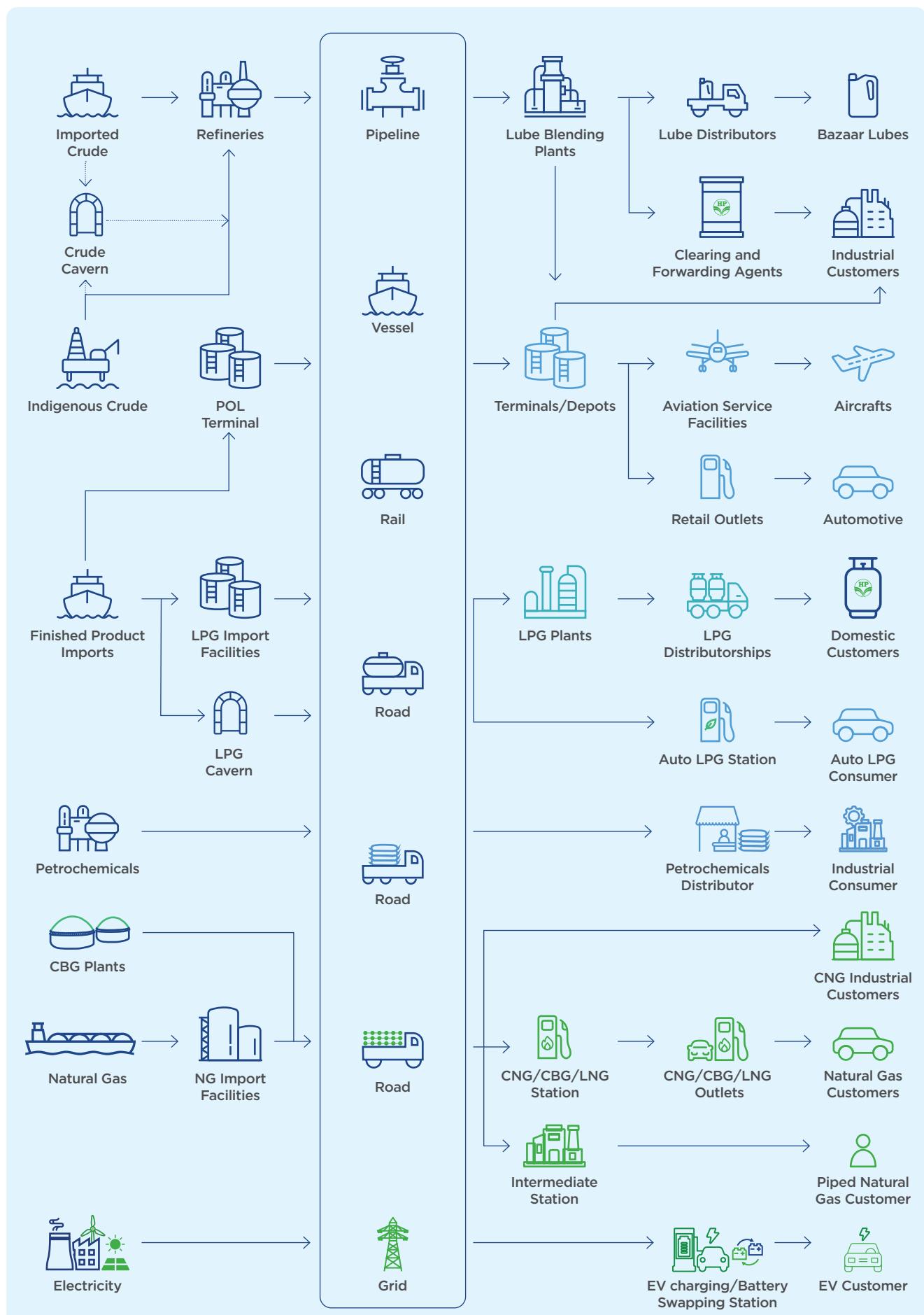
We engage with vendors/suppliers from national and international geographies in our value chain, dealing in a wide range of products and services. Depending on the business process requirements, these suppliers have various types of engagements, ranging from one-time to short-term or long-term associations per contractual terms.

During 2023-24, HPCL has been conferred with the following awards related to the supply chain:

- Express Logistics and Supply Chain Leadership Awards by B2B Kamikaze under the categories of Supply Chain Talent Development, Best-In-Class Supply Chain Diversity and Best Use of Analytics in Demand Planning & Forecasting Practice¹.
- CPO Awards 2023 in the categories of Excellence in Procurement Transformation and Excellence in Procurement Innovation award at the 8th Annual Institute of Supply Management (ISM) India Conference & CPO (Central Procurement Office) awards.



HPCL Supply Chain



SUPPLY CHAIN

2023-24 Supply Chain Highlights

- HPCL continued its focus on augmenting the bottling capacities and LPG storage at locations to meet the growing LPG demand. During this financial year, HPCL commissioned two LPG plants, each with a capacity of 120 TMTPA, in Abu Road, Rajasthan, and Varanasi, Uttar Pradesh.
- HPCL made significant progress in improving operational efficiencies at lube blending plants through infrastructure augmentation, automation, and various other innovative solutions. The marketing network has expanded its geographical reach by adding 77 new channel partners in India, South Asia, and Southeast Asia.
- HPCL is foraying into LNG retailing in the country to promote energy diversification, environmental sustainability, and improved energy access. The first LNG dispensing facilities were commissioned at the HPCL retail outlet at Oran in Sabarkantha District, Gujarat, in 2023-24, and sales have already commenced.
- The commissioning of Indore depot after the revamp project and the hexane handling facility at the Sitarganj depot in 2023-24 have helped enhance HPCL's POL infrastructure.

₹26,000 Cr

Visakh Refinery Modernisation Project (VRMP)-biggest investment in the oil sector on the East coast

3,603

Total retail outlets with EV charging facilities

17,618

Total solar-powered retail outlets (80% of total retail outlets)

55

Aviation Service Facilities (ASF)

CBG plants with total capacity under the Government of India's SATAT (Sustainable Alternative Towards Affordable Transportation) initiative

2,636 inch-km

Added steel pipelines in the CGD Pipeline network

22,022

Total retail outlets (the nation's second-largest retail network)

49

Wayside amenities

6,349

Total domestic LPG distributors

328

CNG stations in HPCL-authorised GAs

54.65 TPD

1,690

Total retail outlets with CNG facilities

427

Non-fuel retailing branded HaPpy Shop retail stores

347

Total non-domestic LPG distributors

107.30 MWp

Total solar power capacity as of March 31, 2024

1,107 km

Added MDPE (Medium-density Polyethylene) pipelines

215 km

Barmer-Palanpur Pipeline Project with capacity of 6 MMTPA

Greening the Supply Chain

HPCL has mapped its supply chain and continuously works towards improving logistics and expanding the supply network to enhance the reachability of its products with optimised resource utilisation.

Adopting and integrating digitalisation and digitisation, technology, resource conservation practices and other innovative initiatives in our processes have empowered us to collaborate with our supply chains for environmental and social stewardship.

The use of the latest optimisation tools in planning sourcing optimisation, transportation linkages, and infrastructure requirements helps optimise logistics, resulting in a reduction in transportation costs and thereby a reduction of carbon footprint through maximisation of product movements through energy-efficient modes like pipelines, coastal, and rail over conventional road transportation.

Our continued efforts to increase the proportion of local sourcing in the material mix also help reduce emissions in the supply chain. Our vendors are encouraged to participate in green initiatives undertaken by the organisation from time to time through various engagement programmes.

HPCL is continuously promoting the enhancement of the green element in its supply chain through constant evaluation, review and upgradation of the systems and processes, adoption of environment-friendly initiatives like an increase in the share of renewables for energy requirements, expansion of transition fuels PNG, CNG, LNG for captive usage and in the product offerings, promotion of bio-fuels, expansion of EV charging network and conducting and participating in various awareness programmes on these initiatives.

Supply Chain Impacts and Mitigation Measures

Significant Impact	Mitigation Measure
GHG/air emissions arising from products	<p>Expanding the offerings of cleaner fuels such as:</p> <ul style="list-style-type: none"> ➡ BS-VI auto fuels ➡ Bio-ethanol, bio-diesel, compressed bio gas ➡ Very low sulphur fuel oil ➡ Other allied products such as long drain engine oils, HP-diesel exhaust fluid, lubes with re-refined oils among others
Operational GHG/ air emissions arising from manufacture, supply, distribution and retailing	<ul style="list-style-type: none"> ➡ Vessels engaged are required to meet global emission standards set by the IMO, whereby they use VLSFO for fuel or use scrubbers in the event of high sulphur fuels ➡ Evacuating more than 80% products from refineries through pipelines ➡ Increasing installed capacities of renewable energy generation within premises and in retail outlet network ➡ Deploying energy efficiency measures in refineries and marketing locations ➡ Having age limit in selection of tank trucks used for transporting products ➡ Vapour recovery system at major POL terminals/depots and retail outlets ➡ Implementation of Greenco rating system at marketing locations ➡ Sensitisation of value chain partners towards sustainability ➡ Network optimisation tools for improved logistics and reduced carbon footprint
Used oils and product packaging waste	<ul style="list-style-type: none"> ➡ Collection and reprocessing of used oils and lube oil packages/containers under EPR
Shipping of crude oil and petroleum products	<ul style="list-style-type: none"> ➡ To ensure that the shipping vessels are environmentally friendly safe, and adhere to DG shipping norms, aged vessels are not contracted ➡ HPCL engages only vessels with valid SIREs (assessed and cleared per OCIMF guidelines and issued by oil majors) ➡ HPCL demands a valid certificate of SIRE during the tendering process and further ensures that the certificate is valid during the period that HPCL engages the vessel ➡ HPCL has Charterers Liability Insurance (P&I) of US\$750 Million and also contributes to International Oil Pollution Compensation Fund (IOPCF)

SUPPLY CHAIN



HP in Antarctica: Supplied lubricant and fuels for the National Centre for Polar and Ocean Research (NCPOR) expedition in Cape Town, South Africa

Strategies for Local Procurement

Strategies, programmes and procedures adopted/ensured by HPCL to improve the ability of local suppliers include the following:

- HPCL's procurement requirements for the next three years and five years are hosted on the HPCL website for local entrepreneurs to assess the requirements and plan to set up manufacturing facilities.
- Vendor development programmes at the organisational and national level are conducted periodically towards public procurement policy awareness so that suppliers plan accordingly their strategies to improve their ability to do business with HPCL.
- HPCL is actively enhancing procurement of commonly used goods/services available on GeM for domestic suppliers only.

- Benefits are extended to MSE vendors during the procurement process:
 - 358 items are reserved for procurement only from MSE vendors
 - Issue of tenders to MSEs without any tender fee
 - Exemption to MSEs from payment of EMDs
 - Purchase preference of 15% to MSEs
 - Target of 25% procurement from MSEs
- Startups are exempted from pre-qualification criteria and release of trial orders for non-critical items.
- Developmental orders

Supplier Assessment

For HPCL, its suppliers, distributors, dealers, and transporters are important stakeholders. They are continuously engaged through various channels to enhance their inclusion and awareness of concurrent sustainability topics. Our suppliers are selected based on quality, cost, location, and policy compliance criteria.

Assessments on health and safety and working conditions for our dealers, distributors and transporters are undertaken from time to time. Supplier screening parameters are also taken based on applicable PCBs/IS/BIS/OISD/PNGRB/OSHAS/other statutory provisions or stipulate specific performance criteria on a tender-to-tender basis per project requirements.

Health & Safety Initiatives for Value Chain Partners

Health & Safety Concerns	Major Efforts Undertaken
Retail Network/Dealer/Distributors	
Safety in operations	<ul style="list-style-type: none"> → A flagship programme called Total Retail Safety is conducted to train the field officers on aspects of Retail Safety → Specialised training programmes are conducted for Dealers/Customer Service Assistants (CSAs) and COMCO/Sales officers → Management Development Programmes (MDP) are conducted, covering Dealers on SOP Training and Customer Service → CSAs are trained through a structured 'Gurukul' training programme → Training and awareness on Incident Handling and Root Cause Analysis are imparted → Field officers carry out regular safety audits/inspections as per the Oil Industry Safety Directorate (OISD) Standard No-225 Checklist → Corrective actions on violations as per Marketing Disciplines Guidelines are taken
Transporters/TT Crew	
Safety in road transportation	<ul style="list-style-type: none"> → To promote secure and safe driving habits, safety guidelines, training and awareness initiatives, such as defensive driving and spiritual training, are regularly carried out for our transporters and their crew → Drivers of the vehicles also possess special endorsement to carry hazardous goods from RTOs after detailed training as per CMV Rule 9. Age limit and fitness criteria are included when selecting tank trucks transporting products. During the induction of these vehicles under contract and the pendency of the contract, it is ensured that they have certified fitness certificates, PESO approval and Pollution under Control certificates before the trucks are loaded. Regular checks are also carried out to ensure Road fitness of the vehicles → TT crew working at locations are facilitated with health camps and guided on health issues. Training Camps for tank truck fleets are also organised in collaboration with leading OEMs. The best drivers are awarded → Vehicle Tracking System (VTS) has been implemented for monitoring of truck movements and corrective actions on violations per Transport Disciplines Guidelines are taken
LPG Delivery Chain/Customers	
Safe delivery and usage of LPG cylinders	<ul style="list-style-type: none"> → Distributors are regularly advised and guided on product safety management through campaigns, meetings, and training programmes → LPG distributors undergo periodic safety inspections and evaluations → Specific SOPs for delivery men on product safety and handling are in place → An SOP has been developed to raise mass awareness about the safe use of LPG. Through safety clinics, LPG users are continuously engaged with and educated on the safe use and handling of LPG. Corrective actions on violations as per Marketing Disciplines Guidelines are taken
Shipping Logistics Vendors	
Safe delivery of sea cargo and health of crew	<ul style="list-style-type: none"> → To ensure that shipping logistics are responsibly carried out, the vessels engaged must meet global emission standards set by the International Maritime Organisation. They must use VLSFO for fuel or scrubbers in the event of high-sulphur fuels → Vessels necessarily have to undertake Protection and Indemnity for US\$1 Billion and are bound by International Conventions such as the Civil Liability Convention and the IMO, MARPOL, SOLAS guidelines → Vessels calling on ports adhere to the requirements of each port authority for enabling grant of free pratique (to ensure health of crew) prior to berthing

SUPPLY CHAIN



MoU signing ceremony between HPCL and Maharashtra State Livelihood Mission for strengthening last mile connectivity of LPG through women Self Help Groups

HPCL continually ensures that its suppliers meet the requirements of applicable national and international standards. HPCL's suppliers have to abide by various terms and conditions of contracts that also include elements of safety and health, working environment, compliance with labour laws enactments, human rights, ethical behaviour, and environmental preservation. HPCL ensures that its suppliers help us meet business objectives and targets with quality and safety in place. Purchase Orders of value ₹1 Crore and above placed for contracts for goods and services include an Integrity Pact in line with the directions of CVC on the subject.

Crude oil is a major raw material for us. Our international trade department undertakes only principal-to-principal sourcing. Tender documents and purchase orders/awards include Anti-bribery and Anti-corruption clauses.

We engage a large fleet of tank trucks and LPG-packed trucks to transport the related products. During induction and during the contract pendency, we ensure that these vehicles have RTO-certified fitness certificates, PESO approval, and a Pollution under Control Certificate before loading. We also conduct regular checks to ensure that vehicles used for transportation are fit for the road.

As a principal employer, we ensure applicable statutory compliances, such as the minimum wages act and

employee compensation act, are followed by the respective contractors, including timely disbursal of wages through e-payment and other statutory benefits, remittance of statutory contributions of the contract workmen. Before processing the bills, the concerned contractor must attach proof of ensuring applicable statutory compliances and remittance of contributions before EPFO/ESIC. Periodic check audits are conducted wherein compliances are checked at three levels: the officer handling the activities, the location in charge and the finance team level. During the year, training programmes were conducted to enhance awareness and sensitise the employees, workers, and contractual workforce on various aspects of human rights. These training programmes focus on various aspects of workforce legislation, viz. prohibition on employment of child labour, no forced labour, timely wage payment, payment of statutory payments, ensuring deduction under PF/ESI and others, Prevention of Sexual Harassment (PoSH), safety measures, awareness on various government welfare schemes, and focusing on financial literacy and investment.

Observations, if any, arising from the assessments carried out by the organisation or statutory authorities concerning human rights and other labour law enactments are appropriately responded to, and the learning outcomes are also shared with concerned stakeholders through different modes of engagement.

Approach to Contract Transparency

- HPCL follows the guidelines issued by the Government of India, CVC, and other competent authorities from time to time. It is based on the principles of fairness and transparency, taking into consideration the specific requirements pertaining to the industry type.
- HPCL has its e-procurement platform certified by STQC under MeITY. All tenders are floated on e-Procurement platform or on the GeM platform. Receipt and opening of bids are done on the e-procurement platform or the GeM platform. Bid receipt and opening are done on the e-procurement platform using digital keys and digital signatures, which can be viewed by the participating bidders.
- Reverse auctions, if specified in the ITB, are also conducted on HPCL's online reverse auction platform or the GeM platform.
- E-procurement platform and reverse auction platforms have audit trails. GeM follows its own methodology for document security/audit trails.
- Details of purchase orders placed are displayed on the corporate website and the CPP portal as per the Public Procurement Policy.
- HPCL has had a corporate-wide ERP system since 2003, where all purchase orders, receipts, and payments are recorded.
- HPCL also has an online bill-tracking system where vendors can track the status of their payments.
- All payments are made through an electronic system.
- HPCL has functionality for recording all measurements of works contracts through eMB (electronic Measurement Book), which provides concurrent recording of physical and financial progress of works. These joint measurements flow through a defined workflow from the contractor to the approving authority, further enabling payments.
- Annual procurement plan is also displayed on HPCL's website.
- HPCL follows onboarding on TreDs for invoice discounting.
- HPCL has contactless vendor registrations.

ESG Criteria used for Supplier Screening

HPCL ensures compliance with all government policies related to PPLC/MII and includes relevant terms and conditions in the tenders floated by HPCL. Further, in all major tenders, HPCL provides a list of approved vendors for various items, ensuring that the vendors source required items from the approved list of vendors.

- **Social Criteria:** MSE bidders, Women, SC/ST bidders, Integrity Pact, Local sourcing by implementing Make in India.
- **MSE Policy:** The objective of the Policy is to promote and develop Micro and Small Enterprises by supporting them in marketing products and services rendered by them. However, the Policy rests upon core principle of competitiveness, adhering to sound procurement practices and the execution of supplies following a system that is fair, equitable, transparent, competitive, and cost-effective. The salient feature of the Policy is that every PSU shall set an annual target for 25% procurement from the MSE sector. A sub-target of 4% out of the 25% target of annual procurement earmarked for procurement from MSEs owned by SC/ST entrepreneurs, and 3% within the 25% target shall be earmarked for procurement from micro and small enterprises owned by women.

→ **Make In India (MII):** The four pillars of the MII initiative are a new mindset, new sectors, new infrastructure, and new processes. Hence, the Government of India's Make in India initiative is to create and encourage companies to develop, manufacture and assemble products made in India and incentivise dedicated investments in manufacturing.

MSEs are made aware of the latest government policies through vendor development programmes to compete for bidding and contracting opportunities and make them competitive with other companies. Pre-bid meetings are also conducted, which helps bridge the gap between the organisation's requirements and local vendors' existing capacity.

For local supplier development, no global tender is floated up to ₹200 Crore without permission of competent authority. The minimum local content for qualifying as a local bidder is 20%. Wherever the local content is greater than 50%, purchase preference is also extended to the bidder subject to matching the lowest rate if such bidder's rate is within +20% of the L1 bidder, and a 50% contract is allocated to them.

SUPPLY CHAIN

Promoting Local Procurement and Vendor Development

To facilitate the participation of first-level of suppliers and contractors, an approved list of suppliers for products and services is maintained to float limited tender enquiries up to a certain value per the organisation's laid-down criteria.

New suppliers can also enroll for the items through the online vendor enrollment. After evaluation, new suppliers meeting the requirements per the guidelines are enrolled for limited tenders. This helps to utilise possible suppliers that have not previously been used in the supply chain after due diligence.

We provide purchase preference to local suppliers, MSEs, and startups in line with government and Company policies. We give purchase preference to MSEs per the applicable Public Procurement Policy.

Sourcing from Small Producers (MSEs)*



5.83%

Y-o-Y increase in the sourcing from small producers (MSEs) in FY24

*HPCL has achieved this percentage of procurement against a target of 25% of procurement of goods & services from MSEs, excluding items beyond the scope of MSEs. The excluded items are crude oil, petroleum products and logistics costs through shipping, railways & pipelines, LNG/natural gas, API Line pipes, OEM spares & services, proprietary items and services, technology licences and licensor mandated items, plant & machinery, and single item value equal to or more than ₹50 Crore.

During the year, 4.67% of total procurement (by value) came from vulnerable and marginalised suppliers.

To strengthen the manufacturing sector, we are aligning with government policies related to public procurement. Such efforts to develop domestic vendors will also lead to economic development as local suppliers would be able to comfortably cover a widespread area to provide items in demand.

Supplier Training

MSEs are made aware of the latest Government policies through vendor development programmes to participate in bidding and contracting opportunities to make them competitive with other companies. Pre-bid meetings are also conducted which helps to bridge the gap between the requirement of the organisation and the existing capacity of local vendors.

National Vendor Development Programmes (VDPs) are organised by MoMSME and other industrial bodies like CII, FICCI, and DICCI to engage vendors in discussion and development. HPCL participates along with other PSUs and private companies. Wherever a domestic vendor is unavailable, the organisation approaches DPIIT to provide a list of possible suppliers in India with the help of various chambers of commerce.

We organise workshops to promote and enhance procurement from SC/ST MSEs and women MSEs and dedicated VDPs and workshops to increase their participation in our tenders. Also, we took the initiative to conduct entrepreneur development programmes in the past for SC/ST enterprises along with their hand holdings. To promote the objectives of procurement from MSEs as laid down in Public Procurement Policy, various vendor development programmes/buyer-supplier meetings for MSEs were conducted during the financial year. During these meetings, the Company's procurement processes were articulated through detailed presentations to MSE vendors to increase awareness of the vendor registration process, tendering process, availability of the TReDS platform, and procurement on the GeM platform. The implementation of various government directives/policies to provide relief to MSMEs and promote the indigenisation of products and services was also explained during the programme.

We regularly engage with dealers, contractors, and suppliers to conduct business ethically, improve transparency, and ensure compliance with national, state, and international laws and regulations.

We collaborate with them to optimise operations and collective growth.

Key Awareness Programmes for Value Chain Partners in FY24

Total number of training and awareness programmes held	Topics/principles covered under the training	% of value chain partners covered under the programmes
23,206	SOP, safety for LPG delivery persons/showroom staff	100
4,036	SOP, safety for retail outlet	~51
3,668	SOP, safety, fuel-efficient driving for transport crew	100
3,285	Refresher programme for dealers/business training for distributors	~55
2,076	SOP, safety, statutory compliances for contractors/suppliers	~90
141	Vigilance Awareness for Value Chain Partners	~90
87	Procurement-related awareness session for contractors, material suppliers, and transporters	18.2



AWARDS AND RECOGNITIONS

Our commitment to excellence and relentless pursuit of innovation, best practices, and exemplary leadership in our business facets are endorsed by way of our various awards and accolades from diverse forums, industry bodies, and government authorities.

Here's a snapshot of some national and international awards for HPCL during the year. Our Annual Report also provides details of many other awards/recognition under various categories.



HR, CSR, Skill, Training & Development, Start-ups, Hindi and Legal

- ④ Rajbhasha Keerti Puraskar (Second Prize) for 'Implementation of Official Language' 2022-23 by the Ministry of Home Affairs, Government of India.¹
- ④ 10th PSU Awards under the categories (i) Investment in Start-up and (ii) HR Excellence (Overall) by Governance Now.²
- ④ Best Education Support Initiative of the Year 2024-PSU to Project ADAPT by India Social Impact Awards.³
- ④ National Legal Excellence Award 2023 to HR Legal Cell, ER department under the category of In-house Legal Team of the Year (Energy and Resources) by the Associated Chambers of Commerce and Industry of India (ASSOCHAM).⁴
- ④ CSR Health Impact awards by the Integrated Health & Well-being Council (IHW Council) in the categories of CSR Health System Strengthening Project (Silver Award), CSR Covid Relief Project-Large (Silver Award) and CSR Swachha Bharat Project (Bronze Award).⁵
- ④ Global Training & Development Leadership award to SDI Visakhapatnam at Asia HRD Congress Awards 2024.⁶
- ④ National Legal Excellence Award, instituted by Associated Chambers of Commerce and Industry of India (ASSOCHAM) 2023.⁷
- ④ Capability Building: Winner of AIMA HR Best Practices Case Study Contest; 3rd Prize for Innovative Training Practices during the 50th ISTD National Convention-NATCON 23; recognition to HPMDI, Nigdi at 10th Greentech HR Awards 2023" as a Winner for outstanding achievement in Learning & Development.⁸

Energy, ESG, Health & Safety, Sustainability and Quality

- National Energy Conservation Award 2023 (2nd Position) to Mumbai Refinery by Ministry of Power, Government of India.⁹
- Mahatma Award 2023 under the categories of Sustainable and Responsible Business Practices for Corporate Sustainability Practices and Corporate Social Responsibility Excellence for CSR Practices.¹⁰
- Corporate Governance and CSR & Sustainability awards at the 13th PSE Conclave and Excellence Awards 2023 by the Indian Chamber of Commerce (ICC).¹¹
- 10th Greentech Awards 2023 for outstanding achievement by Greentech foundation under the categories: Occupational Health & Safety, Environmental Excellence, Quality Improvement, Fire and Safety Skilling, Learning & Development and Safety Excellence.¹²
- APEX India Foundation Awards 2023 under the categories Occupational Health & Safety to 5 Depot/Terminal/Refinery/Pipelines by APEX India Foundation.¹³
- 15th Exceed Occupational Health Safety and Security Award to Mumbai Refinery in the category Refinery of the Year by Sustainable Development Foundation, a unit of 'Ek Kaam Desh ke Naam'.¹⁴
- GreenCo Champion award for implementing the GreenCo Rating system in various marketing locations by the Confederation of Indian Industry (CII).¹⁵
- Golden Peacock Award for Sustainability - 2023 for Corporate-level Sustainability Initiatives and Net Zero Strategy.¹⁶

→ National CII SCALE Award conferred with Excellent Position under the category Energy Power Generation and Distribution at the 10th National CII Supply Chain and Logistics Excellence (SCALE) Awards 2023.¹⁷

→ The proficiency testing provider facility (PTP) of the HPCL QC department won the first runner-up award during the 7th PTP and RMP conclave held during August 2023 at Kolkata organised by NABL.¹⁸



AWARDS AND RECOGNITIONS

Business and Communications

- SCOPE Awards by Standing Conference of Public Enterprises (SCOPE) under the categories: SCOPE Eminence Award for Human Resource Management and Digital Transformation, SCOPE Meritorious Award for Effective Implementation of the RTI Act.¹⁹
- Best Use of Technology in Loyalty Programme' award for Drive Track Plus programme at 4th Annual Digital Transformation Summit and Awards, 2023.²⁰
- Global Marketing Excellence Awards by World Marketing Congress under the categories: Emerging Brand of the Year for poWer95 and Best Experiential Marketing Campaign for Consumer Outreach Programme (COP).²¹
- Best Product Launch/ Marketing Campaign award for HP RACER Gen 6 at Lubricants & Fuels Conference: Shaping Sustainable Strategies by M/s. Rosefield Energy Tech Pvt. Ltd.²²
- PRSI National Awards by the Public Relations Society of India under the categories of House Journal-English, Best Public Awareness Programme, Best PSU Implementing RTI, Best Use of Social Media in Corporate Campaign and Special Prestige Publication.²³



Digital

- SAP ACE Award for Project Aarohan-ERP Modernisation Project under the category 'The Disruptor- Best Supply Chain Transformation' by M/s INDUS.²⁴
- Asian Customer Engagement Forum (ACEF) Global Awards 2023 for excellence in Digital Transformation by Asian Leaders Summit & Awards.²⁵

Innovation, R&D and Technology

- Innovation Awards for 2022-23 by the Ministry of Petroleum & Natural Gas (MoP&NG) under the categories: Best Indigenously Developed Technology for development and commercialisation of Indigenous PSA PLC technology; Best Innovation in R&D Institute for HP-HCNG Technology (technology for carbon-negative Production of Hydrogen Enriched CNG).²⁶
- Product Innovator of the Year 2023 for the development of FCC catalyst additive (HP - Bottom Cracking Additive) to HP Green R&D Centre team in the Chemical Category by the Ministry of Chemicals & Fertilisers, Department of Chemicals & Petrochemicals (DCPC) and Federation of Indian Chambers of Commerce & Industry (FICCI) Awards 2023.²⁷
- CII Digital Transformation (DX) Awards 2023 by Confederation of Indian Industry (CII) under the categories: Most Innovative Best Practice in Smart LPG Cylinder Delivery System and Robotic Inspection of In-service Tank System; Innovative Best Practices in HPCL's Digital Experience Centre and Augmented & Virtual Reality-based Training Simulation.²⁸
- Golden Peacock Innovative Product/Service award for HP-Bioremedia: A bio-additive for enhanced bioremediation of oily sludge by Institute of Directors 2024.²⁹
- Excellence in Automation for Corporate award at Society for Technology Management (STEM) Summit & Awards 2023.³⁰
- Best Innovation in Research & Development Institute for HP-HCNG Technology at CHT Innovation Awards 2022-23.³¹



26



27



28

Governance





In This Section

- ➲ Policies, Principles, and Practices 36
- ➲ Board of Directors 39
- ➲ Internal Control Systems and Mechanisms 42
- ➲ Risk and Opportunities 48
- ➲ Empowering Digital Transformation 52
- ➲ Memberships, Affiliations, Collaboration, and Advocacy 54



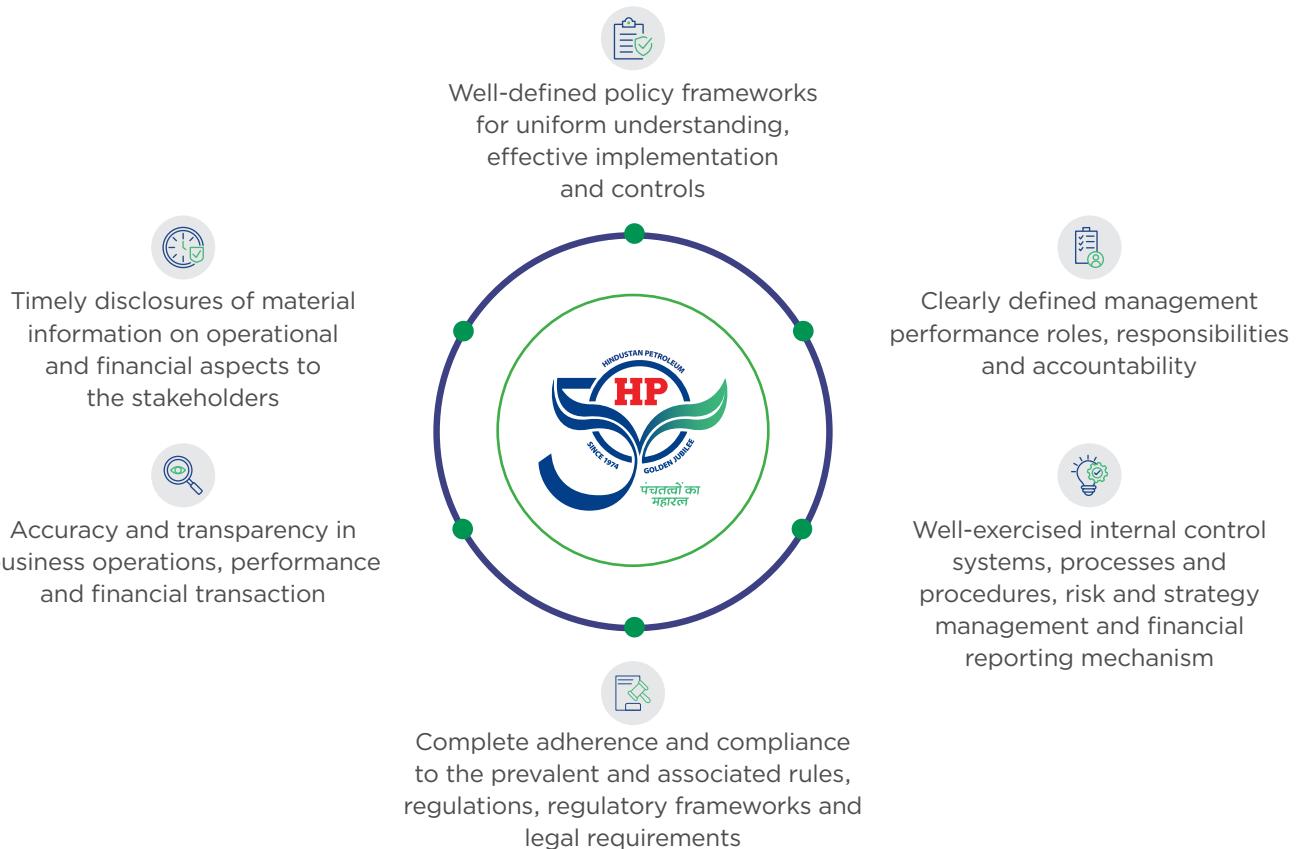
POLICIES, PRINCIPLES, AND PRACTICES

Sound corporate governance practices are the bedrock of a sustainable and commercially successful organisation. Robust corporate governance is pivotal in building trust and securing the long-term interests of the stakeholders. Through regular monitoring and feedback, we continuously strive to integrate and improve systems and processes to infuse sustainability priorities into the overall business and its domains through adequate oversight and accountability to the relevant matters.

We conduct our business in accordance with the policies, internal and external regulations, and best practices. As a government Company, our operations are scrutinised by various external agencies and authorities, including parliamentary committees, the Comptroller and Auditor General of India (CAG), and the Central Vigilance Commission (CVC).

During 2023-24, we continued to be a signatory to the United Nations Global Compact, which supports principles on Human Rights, labour standards, environment, and anti-corruption. These areas are accorded due importance in our policy frameworks and implementation.

Salient Governance Principles and Practices



Policy Framework

The National Guidelines for Responsible Business Conduct principles emphasise the importance of maintaining ethical and sustainable practices by industry. Industry can demonstrate their commitment to responsible business conduct, minimise environmental impacts, address social concerns and contribute to a more inclusive and responsible global economy by adopting and monitoring the implementation of these principles, which are:

- ⇒ Conducting and governing business with integrity and being ethical, transparent and accountable
- ⇒ Practicing sustainable development
- ⇒ Ensuring the well-being of employees, including value chain partners
- ⇒ Respecting interests and being responsive towards stakeholders
- ⇒ Promoting human rights
- ⇒ Protecting and restoring the environment

- Maintaining transparency and a responsible manner in the advocacy of public policy
- Promoting inclusive growth and equitable development
- Providing value to consumers in a responsible manner

Our policies are formulated to include compliance with the relevant statutory laws, guidelines issued by the Government of India, regulatory bodies and industry-best practices and national/international standards are referred to while formulating these policies.

Standards such as ISO 9001/14001/27001/45001, BIS, OISD, and GHG Protocol, as applicable, are adopted. These policies are reviewed regularly to keep them updated in light of emerging business trends. These policies are approved by Board/competent Authorities and the policies are translated into procedures for implementation. The policies are communicated to stakeholders through websites, notice boards, e-mail flyers, the Company's internal portals, and tender documents. Relevant policies extend to the value chain partners as per applicability.

Our policies and guidelines cover the principles and the core elements of the National Guidelines on Responsible Business Conduct (NGRBCs), viz.:

NGRBC Principles

Principle-1		Principle-2		Principle-3	
Code of Conduct, Whistleblower Policy, Integrity Pact to enhance transparency in business operations, Public Grievance Redressal Mechanism, Empowerment & Authority Manual, Procurement Manual		HSE Policy, Sustainable Development Policy		Signatory to United Nations Global Compact (UNGCG), Whistle Blower Policy, Internal Human Resource Policies	
Principle-4		Principle-5		Principle-6	
CSR Policy, Sustainable Development Policy		Human Rights Policy, CDA Rules, Internal Human Resource Policies		HSE Policy, Sustainable Development Policy, Climate Change Policy	
Principle-7		Principle-8		Principle-9	
Sustainable Development Policy		CSR Policy		Citizen Charter, Sustainable Development Policy, Data Privacy Policy	

POLICIES, PRINCIPLES AND PRACTICES



Web Link of Policies

Code of Conduct

<https://hindustanpetroleum.com/pages/code-of-conduct>

Whistle Blower Policy

https://hindustanpetroleum.com/images/Whistle_Blower_policy.pdf

HSE Policy

Health <https://hindustanpetroleum.com/health-at-hpcl>

Safety <https://hindustanpetroleum.com/safety-at-hpcl>

Environment <https://hindustanpetroleum.com/environment-at-hpcl>

UNGC

<https://hindustanpetroleum.com/pages/un-global-compact>

Human Rights Policy

<https://hindustanpetroleum.com/pages/Human-Rights-Policy>

These include inter alia (Appointment, Compensation, Work related reimbursements and location-based allowances, transfer benefits, Leave Policies (EL, CL, LHP, SSL, Study leave, Maternity, Adoption, Paternity, Surrogacy, Child Care, CDO, SCDO, Festival holidays, special leaves), Employee Benefits, Welfare Measures, Promotions, Idea Sharing, Performance Appraisal, Separation and Post-Retirement Benefits). All HR Policies are available on the Company's Intranet.

Climate Change Policy

https://hindustanpetroleum.com/documents/pdf/HPCL_Climate_Change_Policy.pdf

CSR Policy

https://hindustanpetroleum.com/images/pdf/HPCL_CSR_Policy_wef%2020052021.pdf

Citizen's/Client's Charter

https://hindustanpetroleum.com/documents/pdf/HPCL_Citizens_Charter.pdf

Sustainable Development Policy

<https://hindustanpetroleum.com/pages/sustainability>

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 programmes 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.

BOARD OF DIRECTORS

The highest governing body in the organisation is the Board of Directors, which comprises Whole-time Directors, Government Nominee Directors, and Independent Directors. These are leaders whose actions create a legacy that inspires and empowers the Company and its stakeholders to accomplish our goals. The Board of Directors constantly guides us in achieving continual growth and in delivering superior performance towards excellence. Under their leadership, HPCL continually works with absolute conviction and unwavering commitment to translate vision into reality.

The Company's Board of Directors constantly strive to establish newer goals and targets in line with the evolving business landscape to steer the Company and protect the interest of the stakeholders. Being a government Company and in accordance with the provisions of the Articles of Association of the Company, all the directors on the Board are appointed by the Government of India (GoI) through the administrative ministry i.e. Ministry of Petroleum & Natural Gas (MoP&NG).

A high-powered body constituted by the Government of India and appointed by MoP&NG, i.e. the Public Enterprises Selection Board, selects the Company's whole-time directors possessing adequacy and the requisite competency, skills, and expertise in the business context. These selections get due approval from the Appointments Committee constituted by the Government of India and comprising eminent personalities with requisite knowledge and experience in diverse fields. Independent Directors are selected by a search committee constituted by the government of India, which comprises a mix of eminent personalities with requisite expertise and experience in diverse fields. The Company nominates the directors for familiarisation programmes and other corporate programmes from time to time, which

inter-alia covers the scope and principles of Business Responsibility Reporting.

The Chairman and Managing Director, and other whole-time directors, generally get appointed for five years from the date of assuming charge until the date of their superannuation or until further orders from the Government of India, whichever is earlier. Government nominee directors continue the Board at the discretion of the nominating authority or till they cease to be officials of such nominating authority. Independent directors usually get appointed for three years.

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

The details of Directors who served on the Board of HPCL during 2023-24 can be accessed from our Integrated Annual Report 2023-24 hosted at:

[Integrated Annual Report \(\[https://hindustanpetroleum.com/documents/pdf/Annual_Report_2024.pdf\]\(https://hindustanpetroleum.com/documents/pdf/Annual_Report_2024.pdf\)\)](https://hindustanpetroleum.com/documents/pdf/Annual_Report_2024.pdf) and at Hindustan Petroleum website (<https://hindustanpetroleum.com/board-of-directors>)

Board Independence and Diversity*

Board Independence

(%)



- Whole Time Directors and Government Nominee Directors 54
- Independent Directors 46

Board Diversity

58.16

Average age (years)

15.30%

Gender diversity across the Board

97.40%

Board attendance

* Board Independence, Average Age, Board Gender Diversity has been computed based on active Directors as on March 31, 2024

BOARD OF DIRECTORS

Role of Board in Overseeing the Management of Impacts

The Board's primary role is to protect and enhance stakeholder value through strategic supervision. The Board also sets goals and policies, provides direction, and exercises appropriate control to ensure that the Company achieves its set goals. All the statutory and other significant material information is placed before the Board to enable it to discharge its responsibility effectively and efficiently.

The Board of the Company constantly endeavours to set new goals and targets that complement the vision & mission of the Company so that the interests of stakeholders are protected. The Board, Board committees, C&MD, functional directors and executive directors are responsible for implementing and overseeing the principles identified in the National Guidelines of Responsible Business Conduct issued by the Ministry of Corporate Affairs (MCA), Government of India.

The Board holds periodic meetings to review, evaluate and approve matters of policy, strategy, risks, business opportunities and governance, for the Corporation aligned to the national priorities through strategic supervision across various aspects of business, including human resources, refining, finance, accounting, marketing, strategy, projects, technology and operations, among others.

The outcomes of the Board meetings are implemented and executed by the respective functionaries in the business domains. In addition to new items of discussion based on the agenda, specific progress reviews of actionable items from previous meetings

are also undertaken and discussed. The Board's and its committees' key decisions are communicated to the stock exchanges.

The Board has constituted a Corporate Social Responsibility and Sustainability Development (CSR&SD) committee headed by an Independent Director that provides leadership and direction in matters of sustainability and corporate social responsibility. It also conducts an annual review of progress and performance across identified focus areas under its purview.

The corporate HSE department, under the guidance of the Executive Director – HSE (Corporate), formally carries out the process of material topics identification, reporting on identified materiality topics and sustainability reporting based on a consultative process with the CFD (Committee of Functional Directors), SBU (Strategic Business Unit) heads and concerned officials.

Our top management and senior officials undertake regular field visits, including visits to locations and field offices, to foster an atmosphere of synergy, team spirit, collaboration and interaction. This approach leads to productive engagements with employees, senior officials and stakeholders from various SBUs and departments, reinforcing corporate commitment to growth and excellence and infusing collective responsibility as HPCL brand ambassadors to conduct in a way that reflects our commitment to the organisation. The discussions focus on leadership development, succession planning and the key focus areas of our various business streams, plans and expectations as per the constitution of the participating stakeholders.

Board Committees

The Committees constituted by the Board focus on specific areas and make informed decisions within the delegated authority framework to make specific recommendations to the Board on matters in their purview. The decisions and recommendations of the

committee are placed before the Board for information or approval, as per requirements.

Six committees of the Board were functional as of March 31, 2024, as follows:



CSR & Sustainability Development Committee

The Board and its different committees consult with the relevant internal stakeholders (Strategic Business Unit Heads, Senior executives, and other concerned officials) for developing, approving, and updating strategies, risks and processes, values, mission statements, policies, and goals of the Company. The Board and the concerned committees conduct periodic reviews of progress and performance on referred and related topics under their purview for updates on the status, feedback, and follow-up action plans to provide leadership and direction.

The CSR & Sustainability Development Committee includes Whole Time Directors as well as Independent Directors. Members of the committee engage with subject experts, regulatory experts, trade associations, and various industry bodies in national and international forums and OMCs, among others, in the area of business, emerging trends, risks, strategy, technology, expansion, growth, and consolidations through direct engagements, structured presentations and case studies, regular visits and interactions at the field and administrative office levels.

Remuneration of Directors

The pay scales, pay-related benefits/allowances and superannuation benefits for Board-level Executives are governed by pay revision guidelines for CPSEs issued by the Department of Public Enterprises (DPE) Guidelines vide its office memorandums issued from time to time.

The Department of Public Enterprises is the nodal department for all the Central Public Sector Enterprises (CPSEs) and formulates policy about CPSEs.

It lays down policy guidelines on performance improvement and evaluation, autonomy and financial delegation and personnel management in CPSEs. The DPE is independent of HPCL, its highest governance body and senior executives.

The remuneration policies constructed as per DPE guidelines are put in for Board resolution. These are then put up to the administrative ministry for presidential directives. The remuneration payable to officers below the Board level is also approved by the Government of India.

The independent directors are paid sitting fees for Board meetings and committee meetings of the Board attended by them. HPCL does not pay commission on profits to any of the Directors of the Company. The Government Nominee Directors are not paid any remuneration/sitting fees.

The Corporation has constituted a Nomination and Remuneration Committee as required under the Companies Act, SEBI LODR and DPE Guidelines. The terms of reference of the Nomination and Remuneration Committee are as prescribed under Section 178 of the Act and as provided under Part D of Schedule II of regulation 19 (4) of the SEBI LODR, 2015, except to the extent of exemptions granted to government companies. It also approves performance-related pay to the executives of the Company as per the DPE Guidelines.

A component of total remuneration, i.e., performance-related pay of the Board-level executives and senior executives, is based on ratings as per the MoU of the organisation with administrative ministry, Strategic Business Unit (SBU) ratings and their performance ratings. The parameters of Memorandum of Understanding (MoU), SBUs, and individual rating consider economic, environmental and social impacts.

In 2023-24, the annual total compensation ratio of the highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) is 3.02*. The ratio of the percentage increase in annual total compensation of the highest-paid individual to the median percentage increase of all other individuals, excluding the highest-paid individual, is 1.04#.

* The above are calculated considering the Basic Salary + Dearness Allowance applicable to employees.

The salary of the highest paid individual and the rest of the organisation is taken for 2022-23 and 2023-24. The median is calculated for both, and the ratio of the percentage increase is accordingly calculated and reported.

INTERNAL CONTROL SYSTEMS AND MECHANISMS

HPCL accords utmost importance to compliance with corporate governance requirements that include compliance with regulations, transparency in processes and adherence to internal and external value norms. We foster an environment where employees feel safe and empowered to raise concerns regarding non-compliance with laid rules, regulations and policy directives.

Being a government Company, our operations are scrutinised by various external agencies and authorities. We have systems and procedures in place for review of compliances to various statutory requirements in the form of audits, inspections, system-based alerts, approvals and escalation matrices. Digital tools are leveraged to ensure compliance. We also have adequate Internal Financial Controls for ensuring the orderly and efficient conduct of our business, including adherence to our policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable information, commensurate with our operation.

Code of Conduct (CoC)

We have 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 processes in managing the affairs of the Corporation.

This code has been made applicable to:

- All Whole-time Directors
- All Non-Whole-time Directors, including Independent Directors
- Senior Management Personnel

The Code of Conduct stipulates that the Board members and the senior management personnel shall act within the authority conferred upon them, keeping the best interests of the Company and shall not involve in taking any decision on a subject matter in which a conflict of interest arises or which in his opinion is likely to arise.

Our Code of Conduct policy is available at: <https://hindustanpetroleum.com/pages/code-of-conduct>. The code would be read in conjunction with the conduct, discipline and appeal for management employees. Part II – Section A of Discipline and Appeal Rules of the CDA rules define ‘misconduct’, which includes corruption and bribery, while Section B of Discipline and Appeal Rules of the CDA rules lays down the different types of penalties for misconduct.

For non-management employees, the conduct is guided by standard procedures as defined in the standing orders, which identify misconduct in corruption and bribery.

All Board members and senior management personnel have provided the Annual Compliance Certificate duly signed by them as of March 31, 2024.

During the year, there were zero Materially Significant Related Party Transactions with Directors or Their Relatives Having Potential Conflict with the Interest of the Company, zero cases of Disciplinary Action Taken by Any Law Enforcement Agency for the Charges of Bribery/Corruption Against Directors/ KMPs/Employees/Workers and zero adverse orders passed by the Regulatory Authorities Related to Anti-Competitive Conduct.

During the year, there were two cases of fines/penalties paid by the company with stock exchanges (NSE/BSE), the details of which are provided under Principle 1 of the BRSR section of the Annual Report, which can be accessed at https://www.hindustanpetroleum.com/documents/pdf/HPCL_BRSR_26072024_V1.pdf

Delegation of Authority, Roles and Responsibilities

The Members of the Board, Executive Directors, Chief General Managers and General Managers constitute the Senior Management of the Company. The head of the SBU/Department is accountable for activities related to the respective SBU/Department's performance. We have detailed manuals and guidelines to facilitate decentralised decision-making at multiple levels of hierarchy in the organisation. These manuals form the basis of guiding the decisions and administrative functionalities across our business domains. Some of these are as follows:

Empowerment and Authority Manual (EAM)

We have a well-documented Empowerment and Authority Manual (earlier known as Limits of Authority Manual). The EAM serves as a reference guide for employees at all levels in the organisation. It lays down the authorities that can be exercised at various levels, i.e. the Board, Committee of Functional Directors, the Executive Committee, the Contracts Committee, the Bids Committee and the senior individual positions for different activities of the Company.

The manual has segments representing functions/activities like Sales, International Trade, Supply,

Operations, Distribution, Sourcing of RLNG/Gas/ Hydrogen-Refinery, Procurement and Marketing of Biogas, Finance, Capital Projects, Operations & Distribution, Finance, Capital Projects, Procurement, Disposal & Mega Projects, Leases, Human Resources, Information Systems, Public Relations & Corporate Communications, Company Secretary Research & Development, Digital Initiatives. It provides for a decision-making process through various committees, as above, represented by inter-functional groups, including Finance. This approach ensures a transparent, well-considered, and streamlined decision-making process adhering to the laid down systems and procedures, leaving no room for arbitrariness.

The provisions in the EAM guide decisions about various levels of officers. The decisions related to critical concerns requiring approval from the Committee of Functional Directors (CFD) or the Board as per the EAM get put up for the consideration of the CFD or the Board.

Procurement Manual

The Procurement Manual is a handbook developed to outline policies and procedures governing the following functions:

- Procurement of materials and supplies and award of construction/service contracts.
- Disposal of obsolete, surplus, unserviceable, and slow-moving materials, equipment, and scrap.

The manual incorporates all the procurement policies and procedures currently prevalent in the Corporation, as well as the guidelines issued by the Government from time to time. All procurement for supplies is governed by the provisions enumerated in the Corporation's Procurement Manual, which includes various anti-corruption policies based on the broad principles outlined in the Government of India's GFR.

This manual lays down elaborate procedures to be followed while undertaking procurement and in the finalisation of contracts. It lays down, inter-alia, the procurement authorities at various levels, norms, and processes for procurement.

The endeavour is always on building trust with shareholders, employees, Customers and other stakeholders based on the basic principles of Corporate Governance, i.e. transparency, fairness, disclosure and accountability.

Vigilance Mechanism

The vigilance mechanism in HPCL is based on the guidelines from the 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 administrative ministry, i.e. Ministry of Petroleum & Natural Gas (MoP&NG).

The Vigilance Department is headed by the Chief Vigilance Officer (CVO), who administers supervision and control of all the vigilance matters in the Corporation. The Vigilance Department deals mainly with matters related to corruption and matters having a Vigilance Angle. The complaints get handled per the compliant handling policy stipulated in the Vigilance Manual 2021 of the Central Vigilance Commission. (Hosted at HPCL Corporate website under URL: <https://www.hindustanpetroleum.com/pages/vigilance>)

Complaints containing factual details and verifiable facts are taken up for investigation. As per guidelines, vague, anonymous and pseudonymous complaints are not investigated by Vigilance. The Vigilance Department also carries out focused preventive vigilance activities, which help in enhancing transparency and accountability in business decisions in the organisation. The CVC, the country's apex integrity institution and the MoP&NG's vigilance wing review the Vigilance activities regularly.

All procurement for supplies is governed by the provisions enumerated in our Procurement Manual, which includes various anti-corruption policies based on the broad principles outlined in the Government of India's GFR. Anti-corruption clauses are included in HPCL's tenders and agreements with its business partners. Tenders of value ₹1 Crore and above floated for contracts for goods and services include an Integrity Pact in line with the directions of CVC on the subject.

Apart from conducting preventive vigilance activities, the major work areas of Vigilance include investigating complaints received from various sources, including citizens, stakeholders, the Ministry of Petroleum



Signing of Integrity Pledge by Secretary - CVC at Mumbai Refinery

INTERNAL CONTROL SYSTEMS AND MECHANISMS

and Natural Gas, the Central Vigilance Commission, the Management and others.

Our Vigilance department, during the investigation, identifies the avenues where systemic controls can be implemented to enhance transparency and accountability in business processes and suggest systemic improvement to Management. During 2023-24, the Vigilance Department suggested 22 systemic improvements to Management.

All locations of HPCL under CVO, HPCL jurisdiction, have been assessed for corruption-related risks. The Company's anti-corruption policies and procedures have been communicated to all the governance body members and employees.

The significant risks related to corruption are: Misuse of official position; Providing undue benefit to ineligible candidates; Demanding and/or accepting gratification other than legal remuneration; Cases of misappropriation/forgery/cheating.

Any undue/unjustified delay in the disposal of matters; Gross or willful negligence; recklessness in decision making; blatant violations of systems and procedures; exercise of discretion in excess, where no ostensible public interest is evident; failure to keep the controlling authority/superiors informed of required transactions and issues in time; Cause of undue loss or a concomitant gain to an individual or a set of individuals/party or parties/others.

During the year, there were no disciplinary actions taken by any law enforcement agency for the charges of bribery/corruption against Directors/KMPs/ Employees and Workers.

During 2023-24, there were eight dismissals of employees for corruption and seven cases when contracts with business partners were terminated or not renewed due to violations related to corruption.

Vigilance Awareness

Under preventive vigilance, various activities are conducted by HPCL, including surprise and regular inspections, study of systems and procedures, and regular interaction with employees, stakeholders and the public at large. Based on the learnings from cases and review of systems and procedures, the vigilance department provides input to management for systemic improvements to enhance transparency and control.

The organisation's anti-corruption policies and procedures have been communicated to all governance body members and employees.

All governance body members and employees have received training on anti-corruption. In addition, the Vigilance department also undertakes initiatives to create public awareness by conducting active, interactive sessions in schools and colleges, promoting ethical values, sharing case studies with employees through the in-house Vigilance publication Sajag, and observing Vigilance Awareness Week every year.

Under the guidance of the Central Vigilance Commission, the Vigilance Department conducts various preventive vigilance activities nationwide. In the financial year, the Vigilance department has conducted 141 training programmes/workshops to spread awareness among the employees, stakeholders, and the general public. During Vigilance Awareness Week 2023, 50,000 Integrity e-pledges were taken, Preventive vigilance awareness activities were conducted for 5,997 employees, 20,976 school students, 3,528 college students, 7,108 villagers, and 7,512 stakeholders.

Over 90% business partners have been informed of the organisation's anti-corruption policies and procedures.



The Vigilance Department conducts regular programmes to spread awareness about preventive vigilance, anti-corruption, and anti-bribery.

The Company conducted 12 capability-building programmes on Procurement, two on Ethics and

governance, 20 on Systems and Procedures of the Organisation, 5 on Cyber hygiene and security and 2 on IO-PO training, covering around 6,800 participants as part of VAW 2023 in line with CVC guidelines.



Unveiling of 12th Edition of HPCL Vigilance Department' inhouse preventive vigilance magazine 'Jagaran' during VAW 2023

Grievance Redressal

We strive for excellence in delivering services, customer delight, and sustainable business conduct, thereby targeting minimal public grievances. We believe in creating shared value through effective and transparent communication with our stakeholders. Proactive measures are in place to seek advice, understand, and address the suggestions and concerns of our extensive network of people, organisations, and communities.

Right to Information

The dictum 'Knowledge is Power' applies to the modern world, and information is the most important means to acquire knowledge. The information in the possession of the Public Authorities, by itself, does not give any added value to the public. This information belongs to the public and gets held for public benefit. UN General Assembly realised this and resolved that the Freedom of Information is a fundamental human rights touchstone for all freedoms the UN consecrates. The Commonwealth Human Rights Initiative propounds that the right to information underpins all other human rights.

In this direction, The Right to Information Act 2005 (RTI) empowers the people of India with a free flow of information from the Government. We comply with the Right to Information Act, 2005 (RTI), enacted on October 12, 2005.

We are affiliated with the DoPT (Department of Personnel & Training), the Government of India's Online RTI portal. All applications/appeals received through the portal, including physical

applications, get handled there. Mandatory reports, such as quarterly and annual reports, are submitted regularly within the timeframes specified on the Central Information Commission's website, www.cic.gov.in. All relevant details and suo motu disclosures under Section 4(1)(b) of the Act have been hosted on the corporate website <https://hindustanpetroleum.com/> for greater transparency and public understanding.

We have designated a Nodal Officer at our Headquarters Office to coordinate and oversee the implementation. The RTI applications get addressed within 30 days through the Online RTI portal www.rtionline.gov.in.

A team of Central Public Information Officers (CPIO) and First Appellate Authorities (FAA) spread across the country, covering various functions at the Head Offices, Zones, Refineries, and major SBUs like Retail, LPG, Direct Sales, Lubes, Zones, and the Head Office, ensures the smooth handling of RTI applications. Detailed information is available on the website www.hindustanpetroleum.com.

INTERNAL CONTROL SYSTEMS AND MECHANISMS

Our SBUs and departments maintain structured mechanisms to stay connected with stakeholders. This approach helps us identify key material issues by prioritising the concerns of the internal and external stakeholders.

We conduct discussions at various levels to evaluate stakeholder concerns and continuously review to incorporate their inputs into our systems to enhance the stakeholder engagement process. For seeking advice, raising concerns by various stakeholders and seeking feedback on various matters of business, sustainability, social engagement, ethics, transparency, and vigilance, we have internal and external communication channels as follows:

- Regular Interactions – one-to-one, segmental meetings
- Annual General Meeting
- Press Releases
- Training Workshops Group Discussions
- Feedback and Surveys
- Grievance Redressal mechanism – Management Employees Relations Committee (MERC), ICS, E-care, HR Direct, Reflexion
- E-platforms, Online Platforms
- Stakeholders Relationship Committee to address security holders' grievances

We have a structured grievance redressal mechanism to address all stakeholders' grievances. We address citizens' grievances meaningfully through effective coordination and qualitative redressal. Our grievance mechanism enables customers to reach out through the corporate website, customer care numbers and customer apps, directly registering grievances/suggestions at our customer touchpoints or through the customer complaints management systems embedded in our SBUs to handle specific queries, feedback, or complaints. Our Public Grievance Redressal system has designated officers during specified times at our major locations to facilitate the redressal of grievances of the public. The details of the Grievance Redressal Officer are available on our corporate website.

We also promote the use of the 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. It is a web-based One India One Portal that aims to provide citizens across India with a platform to redress their Grievances. It is a single window application for various Ministries/Departments/Organisations of the Government of India to receive grievances from various channels

and process them for redressal with stipulated timelines. Individuals can access this application at <https://pgportal.gov.in/>.

Root cause analysis of grievances and necessary updating of our service standards help eliminate the recurrence of such cases. We also have a structured Grievance Redressal policy to resolve employees' grievances, including grievances about human rights. The procedure starts with a complaint by the aggrieved employee in an e-enabled platform through the HP Portal. The Employee Relations Committee looks into grievances and discusses them with aggrieved employees. If unsatisfied with the committee's decision, the aggrieved employee may appeal within ten days.

We also ensure compliance with various provisions under The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. To inculcate appropriate workplace behaviour and promote gender sensitisation, we have mandated all our executive employees to undergo awareness sessions through online courses and workshops conducted on the subject.

In respect of the Disclosure in compliance with relevant provisions of The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, there were two cases of filed complaints, out of which one was disposed of, and one is pending resolution as on March 31, 2024. Internal Complaint Committees (ICC) of the Corporation have been reconstituted, and detailed guidelines on procedures relating to the functioning of the ICC have been circulated. Guidelines are also framed regarding the procedure to be adopted when conducting an inquiry by ICC to handle any complaints. Guidelines about grievance redressal are updated from time to time to address the grievances of employees.

Whistleblower Policy

We conduct business fairly and transparently, upholding professionalism, integrity, and ethics. We are dedicated to fostering a safe environment where employees can raise concerns about potential violations of rules, regulations, or policies.

In line with Clause 49 of the Listing Agreement, our whistleblower policy allows employees to report unethical behaviour, suspected fraud, or breaches of our Code of Conduct. This mechanism provides safeguards against victimisation and grants direct access to the Audit Committee Chairman.

Our Board-approved whistleblower policy, available on our website, ensures confidentiality, prevents misuse, and is not intended for personal grievances.

Stakeholder Grievances/Complaints during 2023-24:

Stakeholder group from whom the complaint is received	Number of complaints filed during the year	Number of complaints pending resolution at the close of the year	Remarks
Customers/ Citizens/ Communities	4,767	50	Complaints received on Centralised Public Grievance Redress Portal Average disposed time: 10 days Pending complaints less than 0-15 days
Shareholders/ Investors	33	1	Complaints received from SEBI/NSE/BSE/RTI/ Public Grievances. Mechanism in place to address requests/complaints from shareholders through registrar & transfer agent. (Shareholder compliances are dealt with as required under the statutes)
Employees and workers	2,843	0	Performance rating-related complaints raised by employees Complaints raised by employees with HPCL's vigilance department
Customers	213,451	1,142	Customer complaints
Value Chain Partners	81	3	Integrity Pact related references received from Vendors Tender-related grievances Vigilance related complaints from vendors/dealers and processed subsequently as per guidelines
Others	920	15	Complaints raised by LOI holders, prospective business partners and general public and processed subsequently as per guidelines

Integrity Pact

We imbibe the spirit of transparency, integrity and accountability in our business. We have integrated the virtues into the system as a prerequisite for achieving its Vision of becoming a major integrated energy Company. Our business relationships with its numerous domestic and international contractors and vendors of goods and services are steered constantly towards a well-thought-of direction with transparency and ethical standards as guiding lights in the transaction process.

We were among the first public sector units to sign an MOU with Transparency International India (TII) in July 2007 to implement the Integrity Pact in procurement processes and contracts. The Integrity Pact has come into effect on September 1, 2007, and is applicable for contracts of ₹1 Crore and above. The Integrity Pact became a part of tender documents to be signed by the Company and by the vendor(s)/bidder(s).

The Integrity Pact and the appointment of Independent External Monitors (IEM) have been

conceptualised to usher in greater transparency in the purchase process. Under the above mechanism IEM(s) is/are appointed by HPCL in consultation with TII and Central Vigilance Commission (CVC). The implementation procedure is full of cooperation and monitoring of standards.

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 also held regularly to brief on our Purchase Process and review orders covered under the Integrity Pact. Apart from ensuring a higher level of transparency, the process is also beneficial for resolving disputes through the IEM.

Salient features of the integrity pact are available on our Corporate Website: <https://www.hindustanpetroleum.com/pages/integrity-pact#:~:text=The%20Commitment%20of%20HPCL%20and,misconduct%20disregarding%20the%20Integrity%20Pact%22>

RISKS AND OPPORTUNITIES

HPCL operates in a dynamic and continually evolving business environment that offers many opportunities while also being subject to a spectrum of strategic and operational risks, including internal and external factors. To enable the Company to deal with these enhanced business challenges and risks with a focus on achieving resilience and sustained value creation, an effective and pragmatic Enterprise Risk Management (ERM) Framework has been institutionalised across the organisation. It ensures the identification, assessment, response monitoring, grading, and managing risks to acceptable levels.

Risk Management Organisation



The roles and responsibilities of each level in the risk management organisation has been defined in our Enterprise Risk Management charter and policy as approved by our Board.

To realise the risk management objective, our ERM framework aims to ensure that risks are identified, assessed, responded, continuously monitored, graded, reported and managed to acceptable levels.

HPCL's ERM framework is aligned with the established and recognised risk management principles such as COSO 2017 and ISO 31000:2018.





RISKS AND OPPORTUNITIES

Identification And Mitigation of Key Risks

Macroeconomic Risk

HPCL's core reliance on crude oil imports as the primary source of raw material exposes it to a spectrum of macroeconomic risks.

Global crude oil and product price volatility, supply chain disruptions, storage constraints and geopolitical situations pose significant risks to HPCL's operations and financial position.

Mitigation Measures

- HPCL has a policy framework on Oil Price Risk Management (OPRM), approved by its Board. Mitigation measures, including hedging positions are taken by the OPRM committee from time to time
- To mitigate any supply chain disruptions, HPCL is taking adequate measures at both the refineries to increase storage capacity, including proper planning of crude vessels

Financial Risk

HPCL contends with a broad array of financial risks. The Company's international operations expose it to foreign exchange risks primarily from procurement of crude and petroleum products from overseas suppliers, and foreign currency borrowings. Further, delays and cost overruns in major projects may hinder the execution of strategic initiatives, potentially causing adverse effects on the Company's financials. Challenges in securing funds at favourable interest rates and managing its receivables could also impact its financials.

Mitigation Measures

- A well-defined Forex Risk Management Policy is in place to effectively monitor and manage exposures
- Close monitoring of project implementation, including procurement of critical components and continuous review of progress at various levels
- Credit Committees at various levels review credit worthiness and outstanding from major customers
- Cash flows are continuously monitored to determine funding requirements, including capex
- Ensuring timely borrowings at favourable interest rates

Asset Integrity, Health and Safety Risk

Being in the oil and gas sector, due to the inherent nature of products and the complexities in its value chain entails managing challenges, such as threat of fire, explosions, accidents, occupational health and safety incidents. These threats not only poses risks of loss of production and damage of assets but also endanger public safety and strains resource management.

Mitigation Measures

- Applying sound design principles, engineering, operating and maintenance practices
- Conducting periodic inspections, testing and calibration of equipment, residual life assessments and safety audits
- Strict adherence to job-specific operating manual and Standard Operating Procedures (SOPs), coupled with routine mock drills
- Implementing preventive maintenance and condition monitoring schedules for rotating equipment
- Project site safety monitoring
- Providing comprehensive training to employees and contractors to enhance safety awareness
- Conducting periodic health checkups
- Maintaining updated emergency preparedness, business continuity and disaster management plans and communication protocols

Information Technology and Cybersecurity Risk

Cyber-attacks pose a threat to information networks, potentially leading to the leakage of confidential information, loss of data, and system integrity. Additionally, system and service unavailability may lead to business interruptions. The absence of a structured framework to address these issues can result in business disruption and delayed response, leading to significant operational, financial and reputational risks.

Mitigation Measures

- ⇒ The Chief Information Security Officer (CISO) regularly interacts with various government authorities like CERT-In and NCIIPC
- ⇒ Periodic update on cyber security aspects is presented to the Board
- ⇒ Deployment of a multilayer defense architecture and high-level security orchestration
- ⇒ Implementation of a comprehensive business continuity and disaster recovery plan for IT resilience
- ⇒ Creation of redundancy for all IT assets
- ⇒ Periodic review of critical incidents and regular review to address single-point failures
- ⇒ An established system is in place for reporting and management of incidents
- ⇒ Conducting periodic vulnerability assessments
- ⇒ Providing security advisory on the secure usage of information systems to users
- ⇒ Routine IT audits

Transition and Climate Change Risk

An increasing number of customers are embracing clean energy, thereby likely reducing the demand for conventional hydrocarbon fuels. Anthropogenic GHG emissions leading to climate change have been recognised as one of the key risk globally.

As an energy Company, and effectively managing risks associated with Greenhouse Gas (GHG) emissions, as well as air management, is essential for complying with regulatory mandates, aligning with stakeholder expectations and sustaining business operations.

Mitigation Measures

- ⇒ Expanding biofuel and renewable energy portfolio, including increasing the footprints in CNG, EV charging and Battery swapping station network
- ⇒ HPCL has declared its Net Zero goals for Scope 1 and 2 emissions by 2040
- ⇒ Earmarking a substantial portion of CAPEX for green portfolio
- ⇒ Incorporating energy efficiency measures in existing and new projects
- ⇒ Setting up green hydrogen facilities in refineries
- ⇒ Research and development on green alternatives

In addition to the above key risks, HPCL identifies a broad spectrum of internal and external risks within its Enterprise Risk Management (ERM) framework. The risk basket identified under the ERM framework encompasses business continuity, operational, information technology, human

resources, including talent retention, strategic, financial, logistics, marketing, including competition, legal and regulatory, brand, environmental, security, governance, procurement, and research & development. The management regularly assesses these risks and reviews mitigation strategies.

EMPOWERING DIGITAL TRANSFORMATION



Technology has always been an integral component of our business strategy, and we lay a keen emphasis on the effective adoption of technology across all spheres of business activities. We have a well-calibrated digital strategy and vision in place, which is helping us meet varying customer expectations and create a technological edge to stay ahead in the competitive energy market space. We established new infrastructure and services dedicated to safeguarding end users and their devices beyond the confines of the corporate network, ensuring around-the-clock protection against known and unknown threats in real time.

Overall Approach of Digital Strategy

Our digital strategy and vision guide the ongoing digital transformation programme 'Parikalp', which envisages a comprehensive digital make-over across the Company with an end-to-end technological intervention approach extending from supply chain and internal business processes to enhance customer experience, increase operational efficiency, achieve cost leadership, enhance productivity & service delivery and ensure safety & security.

Our organisation strategically embraces digital technologies across various domains, with a strong focus on leveraging key innovations such as artificial intelligence, machine learning, augmented reality, virtual reality, IoT, robotic process automation, and generative AI.

In parallel, we are fostering a robust digital culture. Initiatives include digital maturity assessments, comprehensive communication, workforce engagement, periodic quizzes, and tailored learning programmes. These efforts empower our workforce, enhance digital skills, and drive effective technology adoption. Our digital strategy aligns seamlessly with sustainability goals, Net Zero commitments, and corporate citizenship. Many of our sustainability initiatives are technology-centric, reinforcing our commitment to excellence. HPCL's ongoing digital transformation is intricately woven into our broader ESG roadmap, initiatives leading to enhancement in safety, environmental sustainability (Energy, Water Savings, Material Conservation, and Emissions Reduction).

Digital Initiatives Undertaken to Enhance Workplace Safety and Environmental Preservation

- ➔ Predictive Analysis-based Maintenance was successfully implemented at Mumbai and Visakh refinery and marketing locations. This initiative leverages AI/ML to provide real-time performance prognosis for critical rotary assets, preempting surprise outages and enhancing asset reliability. The outcomes include increased efficiency, profitability, and minimised risk of unplanned shutdowns, along with valuable alerts, insights, and residual life predictions.
- ➔ HPCL developed a Process Anomaly Detection System (PADS) for its refineries to alert anomalies in time based on process parameter changes over a period of time, contributing to operational excellence in refineries. AI/ML-based property prediction models have been developed to provide real-time guidelines for optimising product yields.

- ➔ Digital Initiatives in HSE brought the development of multiple dashboards that provide valuable insights into HSE performance, identify areas for improvement, and support informed decision-making. The dashboard is made for detailed analysis of work permits, incidents, accident analysis and accident hotspot identification for SBUs across the organisation.
- ➔ HPCL has implemented AI-based video analytics solutions across all supply locations and LPG plants to ensure safety measures and adherence to standard operating practices, thereby fortifying our commitment to safety and operational excellence.
- ➔ Metaverse for skill development was implemented to create an immersive metaverse platform dedicated to skill development, providing users with engaging virtual experiences, interactive learning environments, seamless collaboration opportunities and customisable digital representation through avatars.

Initiatives Leading to Process/Logistic/ Procurement Optimisation Resulting in Cost Savings, Resource Conservation, and Fuel Savings

- HPCL is harnessing the power of digital technologies for the optimisation of business processes, including logistics, procurement, and plant operations, to achieve significant gains in terms of emission control, cost leadership and material consumption.
- HPCL has successfully set up a unified enterprise data repository and advanced analytics and visualisation solution. This initiative aims to comprehensively address data analytics, visualisation and data reporting automation requirements of the organisation. During the year, Customer Analytics (Retail/LPG/Direct Sales/ Lubes) and Human Resource Analytics (Workforce Planning) use cases have been completed and rolled out as part of this project.
- During the year, the Robotic Process Automation project was commenced. It is an innovative initiative and marks a significant milestone in Project Parikalp. This initiative utilises Robotic Process Automation technology, employing Software Robots or BOTS to automate repetitive and rule-based business processes, thereby empowering our officers to focus on higher-value tasks.

Initiatives Leading to Enhancement in Employee and External Stakeholder Satisfaction

Digitalisation plays a crucial role in enhancing employee and stakeholder satisfaction and is a key enabler for effective employee and stakeholder engagement. Keeping People at the core is part of the business philosophy of HPCL, and accordingly, digitalisation is being leveraged extensively to create value for customers, investors, channel partners, business associates, employees and society at large.

- HPCL has partnered to integrate UPI Peer-to-Merchant (P2M) payments into HP Pay, aiming to enhance digital experiences and simplify payments. This initiative will allow customers to use UPI payments for fuel, LPG, lubricants, and non-fuel purchases, significantly increasing convenience and accessibility. Additionally, HP Pay now offers a variety of self-service LPG Suvidha amenities and other customer conveniences, ensuring a comprehensive and streamlined user experience for retail purchases.
- During the year, Inspection-GPT, Refinery Inspection-standards/codes/manuals related initiative was implemented. It focuses on deploying and fine-tuning Large Language Models (LLMs) tailored to organisation-specific data. The application generates contextual responses to queries asked in natural language.

- E-KYC using facial recognition has been added to the Vitaran XP and HP Pay apps for biometric authentication.
- Subsidy payments are now being made through the Common LPG Data Platform (CLDP), which is integrated with the Public Financial Management Systems (PFMS). The deduplication module for the same was completed and launched.
- To facilitate customer outreach programmes, the HP-Bharosa App was developed for Customer Service Assistants (CSAs). The programme leverages the app to engage with customers, and the entire interaction is digital.
- Initiatives aimed at creating an enabling culture and environment to facilitate the ongoing digital transformation programme were carried out during the year. Digital maturity assessment, Internal hackathons, digital conferences, workforce engagements, periodic digital quizzes, and customised learning and development programmes are a few examples.

Cybersecurity

Cybersecurity has been a key focus area for HPCL's management. Throughout the year, significant cybersecurity enhancement initiatives were undertaken, focusing primarily on fortifying the security of users and end-user devices, which represent the most vulnerable points in our cyber defence.

User education and training initiatives were conducted consistently throughout the year, with a particular emphasis on enhancing awareness and resilience against cyber threats.

HPCL has four directors with experience in information systems and cybersecurity with Director – Finance overseeing cybersecurity strategy. Regular monitoring of the organisation's cybersecurity posture is carried out by the Board, ensuring ongoing oversight and proactive management of potential risks. The Chief Information Security Officer (CISO) is entrusted with the responsibility of providing quarterly reports on the state of cyber security to the Board, thus fostering transparency and accountability at the highest level of governance.

The business continuity/contingency plans and incident response procedures in place to prevent IT system interruptions and cyberattacks are tested twice a year. HPCL corporate data centres underwent a rigorous ISO certification upgrade, transitioning from ISO 27001:2013 to the more current ISO 27001:2022 standard, thus ensuring compliance with the latest industry standards. External auditors have audited our IT infrastructure and information security management systems in the last fiscal year.

During the year, no cybersecurity incident was reported, there were no complaints received concerning cybersecurity and data privacy, and there were no instances of data breaches.

MEMBERSHIPS, AFFILIATIONS, COLLABORATION, AND ADVOCACY

HPCL participates in consultative committee meetings for setting up policy frameworks by Government or regulatory departments. The Company also engages in topics on issues of governance, climate change, environment, social aspects, community developments, economic aspects, strategic directions, and technology. These engagements are leading the advancement of public good and nation-building.

HPCL also participates in the development of standards and guidelines by providing inputs to various Ministries of the Government of India and other bodies such as the Oil Industry Safety Directorate

(OISD), the Petroleum and Natural Gas Regulatory Board (PNGRB), Center for High Technology (CHT), and Bureau of Indian Standards (BIS) towards the advancement of public good and nation building.

Key Policy Advocacy Engagements

Initiative	Engagement Details
Biofuels	<ul style="list-style-type: none">⇒ Participated in the council meetings of developing countries established by UNIDO on Bioethanol based clean cooking for affordable and clean energy⇒ Participant in an Industry delegation to Kenya and Tanzania for their interest in Ethanol for clean cooking as well as their potential for biofuel production and use⇒ Participated as Group Leader of the subgroup of Biofuels working Committee instituted by MoP&NG for optimising biofuel usage in logistics⇒ MoP&NG has nominated HPCL as coordinating OMC for the feasibility of 'Ethanol as cooking Fuel in India'⇒ Provided inputs for Biofuel policies for a meeting of the National Biofuel Coordination Committee (NBCC) through MoP&NG⇒ HPCL is participating as a member of the steering committee of GreenCo net zero carbon guidelines and certification⇒ HPCL is a part of the Industry Working Group of Biofuels, which supports the Government of India in policy formulation and implementation on ethanol and biodiesel
Synthetic Fuels and E-fuels	<ul style="list-style-type: none">⇒ HPCL is a member of the committee constituted by MoP&NG to formulate policy on Synthetic (e-fuels)⇒ The committee mainly focused on synthetic fuels and e-fuels policy briefing, which attempts to improve awareness of e-fuel production technologies and consequences in terms of effectiveness, Greenhouse Gas (GHG) reduction, environmental impact, investment, costs and prospective demand

Initiative	Engagement Details
Health & Safety	<ul style="list-style-type: none"> ➔ HPCL was a part of a high-level expert committee constituted by the Petroleum and Natural Gas Regulatory Board to review the extant safety framework and recommend a way forward to ensure a unified and comprehensive Safety and Integrity Framework for the Indian Oil and Gas Sector ➔ HPCL provided inputs and participated in the finalisation of the Disaster Management Plan of MoP&NG ➔ HPCL is a part of a working group formulated by MoP&NG to look into the whole gamut of safety framework and suggest necessary changes for the petroleum sector in the country ➔ Collaboration with the National Safety Council to design a curriculum on Safety, conducting training and assessing 1,472 officers through the NSC HPCL Safety Aptitude Test
Capability Building	<ul style="list-style-type: none"> ➔ Submission of a case study on HPCL Leadership Intervention & Succession Planning to the Capability Building Council (CBC) for onward publication in Gyaan Kosh, GoI ➔ Interaction and guidance from the Capacity Building Commission (CBC) on Leadership & Succession planning ➔ Sharing of best practices at the Department of Personnel Training (DoPT) consultative workshop in the improvement of policy advocacy ➔ HPCL is associated with key institutions, including 'Indian Society for Training and Development', 'National HRD Network' and 'All India Management Association'

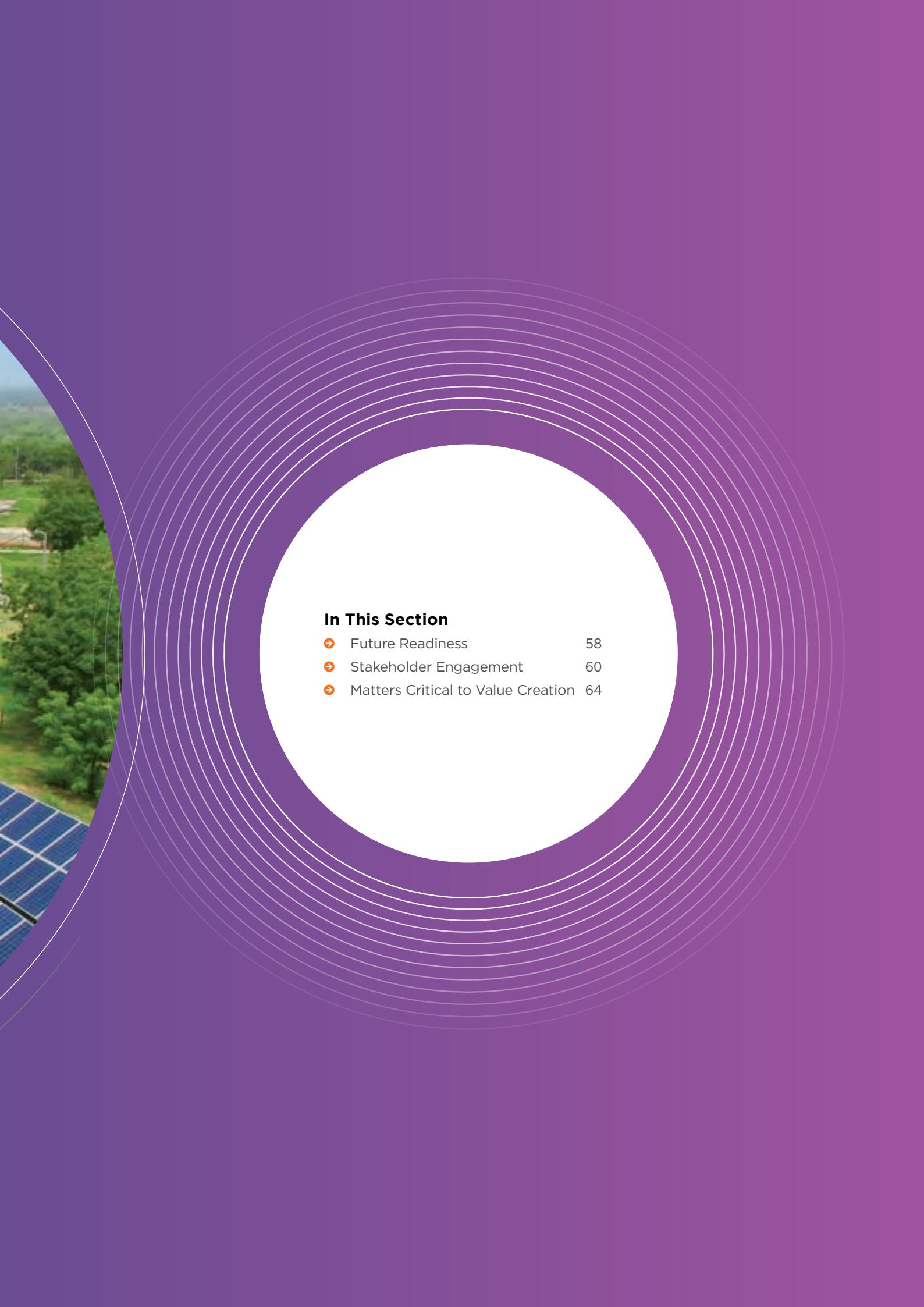
Some of our Institutional Memberships

- | | |
|---|---|
| <ul style="list-style-type: none"> ➔ The Associated Chambers of Commerce and Industry of India (ASSOCHAM) ➔ Bombay Chamber of Commerce & Industries (BCCI) ➔ Confederation of Indian Industries, Delhi-PSE Fund (CII) ➔ Confederation of Indian Industries, Mumbai - Western Region (CII) | <ul style="list-style-type: none"> ➔ Federation of Indian Chamber of Commerce & Industries (FICCI) ➔ Federation of Indian Petroleum Industry (FIPI) ➔ Global Compact Network India (GCNI) ➔ IMC Chamber of Commerce & Industries ➔ Standing Conference of Public Enterprises (SCOPE) ➔ Maharashtra Economic Development Council |
|---|---|

During the year, the total financial contribution to Industry Chambers, Trade Associations was ₹60.13 Lakh.

Shaping the Future Responsibly





In This Section

- ➔ Future Readiness 58
- ➔ Stakeholder Engagement 60
- ➔ Matters Critical to Value Creation 64

FUTURE READINESS

In today's dynamic energy landscape, the push for decarbonisation, renewable sources, innovative technologies, and ESG considerations drives a global transition to lower-carbon energy solutions, even as geopolitical risks pose significant challenges in crucial fossil fuel-producing regions. Amid this unprecedented volatility, the industry needs to engage with stakeholders and align with climate action objectives while accelerating operational strategies that reflect national and international priorities for sustainable development, particularly in addressing climate change. The following are the key trends that will drive change in the industry over the next decade.

Energy Transition and Clean Energy Investments

The oil and gas sector is increasingly shifting focus toward renewable energy and decarbonisation, driven by global efforts to mitigate climate change and meet carbon reduction targets. This transition involves significant investments in renewable energy technologies like solar, wind, hydrogen, and Electric Vehicle (EV) infrastructure. While fossil fuel demand persists, companies are diversifying portfolios to balance short-term energy needs with long-term sustainability goals.

473 GW

Renewable power capacity added globally in 2023

Source: REN21

\$623 Bn

Global investment in renewable power and fuels, an 8% Y-o-Y growth

Source: REN21

95 Million Tonnes

Global hydrogen demand in 2022, with renewable hydrogen constituting 0.7%

Source: IEA Global Hydrogen Review 2023

60%

Projected increase in global LNG demand

Source: Global Energy Perspective 2023



HPCL windmills at Jaisalmer

HPCL's Response

HPCL recognises the global shift towards cleaner energy and is investing significantly in renewable energy technologies, focusing on solar, wind, hydrogen, and EV infrastructure. The Company is strategically aligning with global efforts to reduce carbon emissions and transition to clean energy sources. HPCL's commitment to sustainability is reflected in its investments in clean energy technologies and renewable projects, ensuring relevance in the evolving energy landscape.

- ⇒ Early adoption of sustainability reporting, aligning with global climate change goals.
- ⇒ Investments in renewable energy and clean technologies to support decarbonisation.

Emissions Reduction and Net Zero Targets

Oil and gas companies face growing pressure to reduce Greenhouse Gas (GHG) emissions to align with global climate goals. Investors increasingly demand transparency and stricter emissions targets, with major financial institutions ceasing to fund new oil fields. Regulatory incentives and international climate agreements, push the industry toward significant emissions reductions. The International Energy Agency (IEA) recommends a 75% reduction in oil and gas consumption by 2050 to meet Net Zero goals.



Vertical Axis Wind Turbines at HPGRDC

151 Countries

Have declared Net Zero targets

Source: REN21

HPCL's Response

HPCL is committed to achieving Net Zero emissions (Scope 1 and 2) by 2040. To drive this transformation, the company has established an Energy Transition Cell to focus on energy efficiencies, renewable power usage, green hydrogen, and reducing flare gas emissions. Additionally, HPCL is expanding into renewable energy, storage, biogas, biofuels, petrochemicals, and green hydrogen to reduce its emission intensity. As part of this effort, the company is integrating ESG factors to meet emissions reduction goals and continuously improving its S&P Global ESG scores, with significant progress made in 2023-24.

Creating Sustainable Value through our T25 Strategy

We are implementing the T25 strategy, our five-year strategy roadmap up to 2025-26, to capture opportunities in the changing energy landscape, leverage emerging opportunities, navigate future challenges and diversify into new business lines. The strategy aims at creating value and delivering growth responsibly by strengthening existing businesses, leveraging new growth engines such as petrochemicals and natural gas and seizing green and emerging opportunities with a focus on

Digital Shift in Operational Excellence

Operational efficiency is essential in the oil and gas sector to optimise resources, reduce costs, and meet sustainability goals. Digital transformation, including AI, machine learning, and digital twins, is revolutionising the industry, enhancing decision-making and asset management. The adoption of generative AI and other digital tools enables simulation of operational changes, improves productivity, lowers emissions, and addresses challenges such as cybersecurity and regulation.



Parikalp - Digital Transformation Programme

Digital Transformation Enhances

Decision-making and Asset Management

HPCL's Response

HPCL recognises the importance of digital transformation for operational efficiency and sustainability. The company is investing in AI, machine learning, and digital twins to enhance decision-making, improve operational efficiency, and reduce emissions. HPCL also focuses on connected worker strategies to close gaps in digital adoption among frontline workers.

- ⇒ Investments in digital technologies like digital twins and automation systems.
- ⇒ Adoption of advanced tools like AI to enhance sustainability and address cybersecurity risks.

technology and innovation. Special emphasis on ESG parameters and building strategic partnerships will provide a competitive edge to the organisation in the changing business landscape. This approach will help us to de-risk the existing business portfolio.

Special emphasis on Environmental, Social, and Governance (ESG) parameters and building strategic partnerships will give the organisation a competitive edge in the changing business landscape.

STAKEHOLDER ENGAGEMENT

Stakeholder engagement is a vital element of our business that propels us to create opportunities to design services, solutions, and processes to address the requirements of national policies and priorities and meet the aspirations of our customers and stakeholders and the regulatory frameworks. Continuing engagements and discussions are essential for our business operations.



Engagement with Standing Committee on Petroleum and Natural Gas

HPCL has identified our stakeholders as those persons, groups or organisations directly impacted by our activities and those who can reasonably impact our activities. Across our various business domains and verticals, multiple modes of engagement with the stakeholders help us ensure the timely communication of accurate and relevant information and consistent interaction with each stakeholder group.

Engagement Approach

We have adopted a structured approach of effective discussion at various levels to evaluate the concerns raised by our stakeholders. In line with this, we sensitise our stakeholders on contemporary business topics and obtain their feedback through stakeholder engagement workshops, meetings, and interactions. We continuously strengthen our stakeholder engagement process through review and feedback.

Our engagement approach comprises the following elements:





Identification of Stakeholders

Our key stakeholders are identified based on their levels of association with our business and their impacts on our business.

For our business, we have established the following stakeholder categories:

Internal Stakeholders

- ⇒ Employees
 - Management
 - Non-management

External Stakeholders

- ⇒ Customers
- ⇒ Dealers and Distributors
- ⇒ Suppliers/Contractors
- ⇒ Crude Oil Suppliers/ Shipping Companies
- ⇒ Transporters
- ⇒ Customer Service Assistant Staff at Retail Outlets
- ⇒ LPG Delivery Persons/Staff
- ⇒ Contract Workers/ Security Personnel
- ⇒ Competitors
- ⇒ Investors
- ⇒ Local Community
- ⇒ Regulatory Departments
- ⇒ Local Administration
- ⇒ Shareholders



Prioritisation of Stakeholders

Stakeholder prioritisation is the preliminary step when determining the manner and frequency of stakeholder engagement. This approach may range from one-on-one interaction at a different frequency to annual group-level

meetings, strengthening the strategic partnership. We analyse the nature and depth of these stakeholders' impact on our business and the extent to which our business decisions may affect them to develop an effective strategy.



Engagement with Stakeholders

Stakeholder engagement is a method for understanding stakeholders' realistic expectations, interests, and information needs. Each stakeholder may have varying understanding, opinions, and appreciation for a specific subject in the context of our business. As a result, we have based our stakeholder engagement approach over years of organising engagement workshops across the country.

In 2024, we engaged a consulting agency to conduct our most recent ESG materiality assessment, covering the 2023-24 reporting period.

The assessment involved a structured approach to engagement with various stakeholder groups, comprising employees (management and non-management), dealers, distributors, suppliers, contractors, transporters, the local community, vulnerable and marginalised groups, business peers, and customers.

During our stakeholder engagements and materiality assessment exercises, we discuss sustainable development, environmental challenges, current trends, best practices, regulatory landscapes, and future scenarios.

STAKEHOLDER ENGAGEMENT



Management of Stakeholder Expectations

Here is a list of the stakeholder groups identified as key for our entity and the frequency of engagement with each.

Customers

SMS, Website, Advertisements, Face-to-face Interactions

Periodic Campaigns and Surveys

- Product Quality, Service, and New Product Offerings
- Awareness of Safety and Environmental Aspects
- Resolving Complaints

Investors and Shareholders

E-mail, Newspaper, Website, Others-Annual report, AGM, Analyst Meet, Sustainability Report, Response to ESG Ratings

Annually, Periodic Press Releases

- Financial Performance
- Good Corporate Ethics and Compliance
- ESG Performance

Regulators

E-mail, Face-to-face Meetings

Regular Interactions

- Compliance
- Disaster Management

Employees (Management and non-management)

SMS, Website, Notice Board

Annually, Half-yearly, Quarterly, Regular Interactions

- Focus on Health and Safety
- Aspirations for Career Progression and Higher Education
- Grievance Redressal
- Ecosystem-based and Need-based Training
- Work-life Balance and Health
- Rewards and Recognition

LPG Distributors

SMS, E-mail, Website

Regular Interactions

- Product Quality and Delivery
- Safety
- Competition

Delivery Men

Regular Training Sessions, Interactions

Regular Interactions

- Customer Retention
- Training Needs
- Health and Safety

Retail Dealers

SMS, E-mail, Website

Regular Interactions

- Upgradation of Outlet, Facilities, and Quality
- Improvement in Vendor Services
- Mission LiFE

- Channels of communication
- Frequency of engagement
- Purpose and scope of engagement, including key topics and concerns during such engagement

Suppliers and Vendors

SMS, E-mail, Website

Regular and per Business Requirements

- ⇒ Health and Safety
- ⇒ Higher Running and Maintenance Costs
- ⇒ Complaint Redressal Mechanism
- ⇒ Improved Transportation Rates
- ⇒ Increased Transparency
- ⇒ On-time Payments
- ⇒ Payment Process

MSE, SC/ST Vendors

Regular Training Sessions, Interactions

Annually, Periodic Press Releases

- ⇒ Health and Safety
- ⇒ Complaint Redressal Mechanism
- ⇒ Increased Transparency
- ⇒ On-time Payments
- ⇒ Payment Process
- ⇒ Preferred Vendor Status

Contract Workers

Training Sessions, Regular Interactions

Regular and per Business Requirements

- ⇒ Health and Safety
- ⇒ Regular Payment
- ⇒ Training Needs

Local Communities

Multiple Modes

On Regular Basis

- ⇒ Empowerment, Upliftment, and Community Development
- ⇒ Provision of Sanitation, Educational, and Health Infrastructure in Rural Areas
- ⇒ Collaboration During Special Cleanliness Awareness Campaigns

- Channels of Communication
- Frequency of Engagement
- Purpose and Scope of Engagement Including Key Topics and Concerns During Such Engagement

Corporate Communication

Through its corporate communication department, HPCL ensures that the Company's messaging is clear, consistent and aligned with its business goals and objectives. By leveraging internal and external communication tools, HPCL builds trust, enhances its reputation and creates a positive engagement with society while achieving business goals.

Information about the Company, its various products, services, activities, and performance is regularly updated on the corporate website through banners and pages, as well as Posts and videos on social media platforms.

Press releases are also shared in case any vital information is circulated through major news dailies. Promotions, including advertisements (TV, Print, Outdoor, Digital), Events & Exhibitions, LPG Panchayats under Pradhan Mantri Ujjwala Yojana, Mock Drills, and Regular Safety awareness campaigns are undertaken.

During 2023-24, HPCL organised, hosted, and co-hosted several events, such as Energy Technology Meet, India Energy Week, and multitudes of events under 'Panchatattvon Ka Maharatna', Mission LiFE, World Environment Day, and Vigilance Awareness Week, among others, to increase visibility, branding, awareness, and engagement among its employees and stakeholders.

MATTERS CRITICAL TO VALUE CREATION

Materiality assessment is essential for identifying an organisation's most material ESG topics and developing strategic interventions. Material topics represent an organisation's most significant impacts on the economy, environment and people across its activities and business relationships. An issue is considered to be material if it has the potential to considerably impact the organisation's commercial viability, social relevance, and the quality of relationships with its stakeholders.

At HPCL, we understand and resolve material issues relevant to our business and that need to be addressed by stakeholders to achieve long-term success as a responsible and sustainable business. HPCL's material issues are informed by the economic, social, and environmental context in which it operates.

All identified ESG material issues were shared with key stakeholders through an online survey. The survey comprised a customised questionnaire for the stakeholder groups to ensure a thorough evaluation. It gauged their perceptions of each topic's impact with reference to its likelihood, severity, scale, and scope.

Stakeholder Groups for Materiality Survey

- Employees (Management and Non-management)
- Dealers/Distributors
- Suppliers/Contractors/Transporters
- Local Community, Vulnerable and Marginalised Groups
- Business Peers
- Customers

Benchmarking Inputs

Existing materiality topics were benchmarked against international standards such as GRI, SASB, and IPIECA, investor ESG reports, and peer comparisons.

Government and Regulatory Inputs

The latest government regulations affecting the oil and gas industry were considered when identifying material topics.

Materiality Process

Materiality Assessment

A prioritised list of ESG material topics, considering their importance to the business and impact on stakeholders, was evaluated to arrive at HPCL's ESG materiality matrix.

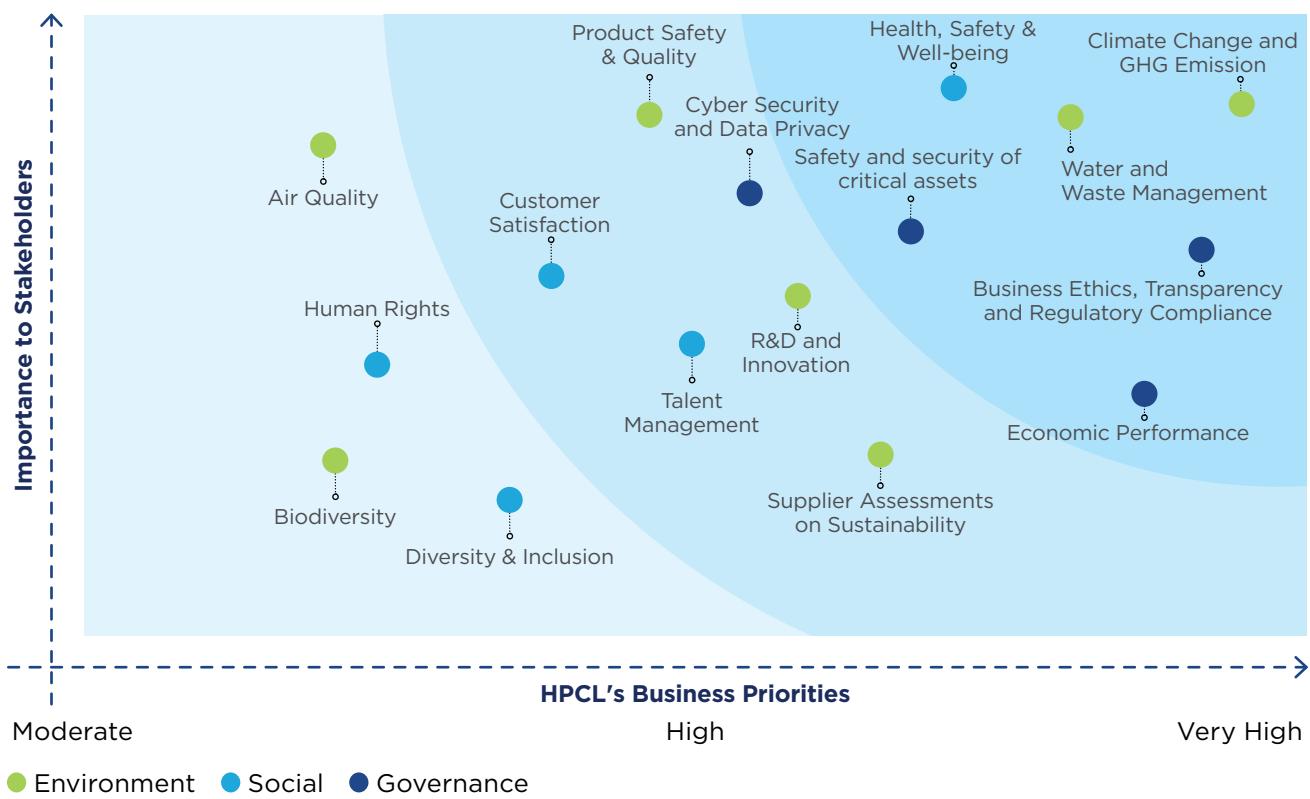
Stakeholder Survey

The prioritisation of material topics was done through a survey of key stakeholders regarding their perceived likelihood, severity, scale, and scope of impact of each topic.



HPCL hosted an India-Sweden workshop to accelerate its green transition

ESG Materiality Matrix



List of Updates to the Previous Materiality Assessment

Topics Added	Topics Renamed	Topics Merged
→ Economic Performance → Cybersecurity and Data Privacy	→ GHG Emission to Climate Change and GHG Emission → Water and Wastewater Management to Water and Waste Management → Manpower Management to Talent Management → R&D to R&D and Innovation → Occupational Health and Safety to Health, Safety and Well-being	→ Energy Efficiency with Climate Change and GHG Emission → Transport Safety with Health, Safety and Well-being

Material Topics

ESG Pillart	HPCL Materiality Topic	Materiality Topic per GRI 3, GRI 11 Oil & Gas Sector	GRI-Materiality Topic	Linkage with SDGs
Environment	Climate Change & GHG Emission	GHG Emissions	11.1	SDG 13, SDG 14
		Climate Adaptation, Resilience, and Transition	11.2	SDG 7, SDG 13, SDG 14
	Water and Waste Management	Water and Effluents, Waste	11.5, 11.6	SDG 3, SDG 6, SDG 12, SDG 14, SDG 15
	R&D and Innovation	Not a Material Topic per GRI 11		SDG 9, SDG 13
	Product Safety and Quality	Not a Material Topic per GRI 11		SDG 9
	Supplier Assessments on Sustainability	Not a Material Topic per GRI 11		SDG 3, SDG 10, SDG 13
	Air Quality	Air Emissions	11.3	SDG 3, SDG 11, SDG 15
	Biodiversity	Biodiversity	11.4	SDG 6, SDG 12, SDG 14, SDG 15

MATTERS CRITICAL TO VALUE CREATION

ESG Pillart	HPCL Materiality Topic	Materiality Topic per GRI 3, GRI 11 Oil & Gas Sector	GRI-Materiality Topic	Linkage with SDGs
Social	Health, Safety & Well-being	Occupational Health & Safety	11.9	SDG 3, SDG 8
	Talent Management	Employment Practices	11.10	SDG 1, SDG 4, SDG 5, SDG 8, SDG 10
	Customer Satisfaction	Not a Material Topic per GRI 11		SDG 3, SDG 8, SDG 11
	Human Rights	Non-discrimination and Equal Opportunity	11.11	SDG 1, SDG 3, SDG 4, SDG 5, SDG 8, SDG 10, SDG 11, SDG 16
		Forced Labour and Modern Slavery	11.12	
		Freedom of Association and Collective Bargaining	11.13	
		Rights of Indigenous Peoples	11.17	
		Conflict and Security	11.18	
	Diversity & Inclusion	Local Communities	11.15	SDG 1, SDG 3, SDG 5, SDG 6, SDG 16
	Not a Material Topic as per the HPCL Materiality Matrix	Closure & Rehabilitation	11.7	SDG 4, SDG 8, SDG 11, SDG 14, SDG 15
	Not a Material Topic as per the HPCL Materiality Matrix	Land and Resource Rights	11.16	SDG 1, SDG 2, SDG 11, SDG 16

ESG Pillart	HPCL Materiality Topic	Materiality Topic per GRI 3, GRI 11 Oil & Gas Sector	GRI-Materiality Topic	Linkage with SDGs
Governance	Business Ethics, Transparency & Regulatory Compliance	Anti-competitive Behaviour	11.19	SDG 12, SDG 16, SDG 17
		Anti-corruption	11.20	
		Payments to Governments	11.21	
		Public Policy	11.22	
	Economic Performance	Economic Impacts	11.14	SDG 1, SDG 2, SDG 5, SDG 8, SDG 9
	Safety & Security of Critical Assets	Asset Integrity and Critical Incident Management	11.8	SDG 11, SDG 14
	Cybersecurity & Data Privacy			

Our Approach to Material Issues

Material Issue	Rationale for Identifying the Issue	Management Approach
Climate Change & GHG Emissions Air Quality	<ul style="list-style-type: none"> → Growing regulatory/stakeholder emphasis on climate change concerns requiring integration of energy transition initiatives into business → Improvements in energy efficiency directly impact GHG emission reductions and climate change → Important for environmental stewardship → Air pollution is a major aspect for health concerns. Air quality impacts quality of health 	<ul style="list-style-type: none"> → Measurement, monitoring, feedback, corrective action → Inclusion of climate-related risks in enterprise risk assessment → Assessing physical climate risks and its impacts → Increasing climate resilient component (Biofuels, CBG, EV) in product offerings → Increasing use of renewable energy in operations → R&D initiatives on new and cleaner energy solutions → Awareness creation, capability building and stakeholder communication
Water & Waste Management	<ul style="list-style-type: none"> → Water stress and shortages can lead to business disruptions → Waste management leads to circular economy 	<ul style="list-style-type: none"> → Identification of locations vulnerable to water stress → Measurement, monitoring, feedback, corrective action → Promoting reuse, recycling and recharging practices → Awareness creation, capability building and stakeholder communication
R&D and Innovation	<ul style="list-style-type: none"> → Key to support energy transition through innovation, research and cost optimisation → Revenue generation through technologies of mass adoption → Indigenisation resulting in self-reliance in business 	<ul style="list-style-type: none"> → Developing innovative products, solutions and technologies to bring value to stakeholders → Developing knowledge base and conducting industry relevant research → Developing safe and green solutions to protect the environment → Growing organically in all verticals relevant to energy, chemicals, petrochemicals through internal capacities and collaboration fostering a culture of innovation and ideation
Product Safety and Quality	<ul style="list-style-type: none"> → Safe & quality products lead to increased efficiencies and lower consumption → Product safety enhances quality of life 	<ul style="list-style-type: none"> → Focus on safe and quality products → Customer awareness of product safety and quality
Supplier Assessments on Sustainability	<ul style="list-style-type: none"> → Emerging regulations/expectations on alignment of supply chain to societal and corporate environment and social objectives → Equal social development and collaboration on topics of climate change 	<ul style="list-style-type: none"> → Awareness creation among suppliers on environmental impacts of supply chain and emerging trends → Identifying high-value supplier partners for carrying out supplier environment assessment → Time-bound implementation of supplier criteria for environmental stewardship → Raising performance standards of identified suppliers on the environmental front, thereby reducing supply chain footprint

MATTERS CRITICAL TO VALUE CREATION

Material Issue	Rationale for Identifying the Issue	Management Approach
Biodiversity	<ul style="list-style-type: none"> ➔ Growing regulatory/stakeholder concerns on environment, ecological balance (flora and fauna) 	<ul style="list-style-type: none"> ➔ Developing, maintaining and enhancing green belt coverage ➔ Periodic review and monitoring of biodiversity footprints at locations ➔ Preservation of local biodiversity flora and fauna to maintain ecological balance ➔ Awareness creation among employees and stakeholders on the importance and preservation of biodiversity
Health, Safety & Well-being	<ul style="list-style-type: none"> ➔ Important for human well-being, loss prevention, business reputation, creation of safety culture and generation of economic value 	<ul style="list-style-type: none"> ➔ Periodical review and monitoring of health and safety management system, SOPs, safety committees, compliance, audits, surprise inspections, Board level reviews, process safety management, emergency and crisis plan, periodic health examinations ➔ Hazard identification, risk assessment and mitigation ➔ Training and capacity enhancements – safety induction, trade specific, live fire training, stakeholder engagements, empowerment ➔ Incident investigation, root cause analysis, sharing of learnings from incidents
Talent Management	<ul style="list-style-type: none"> ➔ Attract and retain talent ➔ High level of job satisfaction leads to long-term business associations ➔ Competent workforce contributes to sustainable development ➔ Work-life balance results in higher efficiencies, performance satisfaction, health, safety and well-being 	<ul style="list-style-type: none"> ➔ Periodic review and management of HR practices and policies, monitoring, welfare initiatives, health initiatives, employee satisfaction, feedback, encouraging participation, motivation, career progression, enhancement of technical and behavioural competencies ➔ Continual engagement, enablement and empowering of stakeholders through variety of interventions ➔ Maintaining excellent stakeholder relations ➔ Ensuring objectives of various labour enactments and labour law compliances
Customer Satisfaction	<ul style="list-style-type: none"> ➔ Key to consistency, customer retention, business and longevity of associations, creates brand ambassadors 	<ul style="list-style-type: none"> ➔ Delighting customers through differentiated services and delivering happiness through participative and consultative practices, surveys, and feedback ➔ Usage of efficient and environment-friendly products, solutions, services, technology, automation, and digitalisation ➔ Continual engagement, enablement and empowering of stakeholders
Human Rights Diversity & Inclusion	<ul style="list-style-type: none"> ➔ Non-compliance to upholding human rights, working conditions may lead to reputational risks ➔ Equitable distribution and growth of society, opportunities for livelihood and growth 	<ul style="list-style-type: none"> ➔ Adoption of human rights policy ➔ Inclusion of labour laws addressing elements of human rights requirements in procurement contracts ➔ Providing mandatory training on statutory compliance of human rights aspects and posh to officers while educating stakeholders on the subject ➔ Field audits by HR function and statutory authorities on compliance

Material Issue	Rationale for Identifying the Issue	Management Approach
Business Ethics, Transparency and Regulatory Compliance	<ul style="list-style-type: none"> ➔ Important to protect against litigation and reputation risk ➔ Transparency positively impacts stakeholders 	<ul style="list-style-type: none"> ➔ Formulation of applicable policies, identification of vulnerable areas, auditing mechanisms, and reporting to management ➔ Enterprise risk management system for close monitoring and mitigation of risks ➔ Ensuring adherence to national, international, and customer standards & quality assurance ➔ Accurate, balanced, comprehensive, comparable, contextual, and timely reporting
Economic Performance	<ul style="list-style-type: none"> ➔ Economic performance leads to creation of economic value for society and stakeholders ➔ Economic value is essential for supporting and balancing environmental and social requirements 	<ul style="list-style-type: none"> ➔ Effective management of business through sound business practices and governance frameworks ➔ Efficient fund management and deployment of capital ➔ Constantly reviewing the dynamic business environment and evolving business strategies to mitigate risks and leverage opportunities
Safety & Security of Critical Assets	<ul style="list-style-type: none"> ➔ Damage to assets may lead to unwarranted investments as replacement costs, thereby eroding economic value ➔ Asset vulnerability can lead to cases of breaches leading to disruption in regular operations and business continuity 	<ul style="list-style-type: none"> ➔ Identification of the critical assets and their implications ➔ Periodic and preventive maintenance systems for critical assets ➔ Training and awareness building
Cyber Security & Data Privacy	<ul style="list-style-type: none"> ➔ Vulnerability due to automation and dependence on use of technology to avoid unforeseen business and process disruptions ➔ Breaches may lead to frauds, economic losses, identity thefts, shift of operational controls 	<ul style="list-style-type: none"> ➔ Continuous review of existing systems and strengthening them with newer tools and solutions ➔ Creating regular training and awareness among users on these issues ➔ Fortifying the security of users and end user devices by protecting the most vulnerable points ➔ Establishing new infrastructure and services dedicated to safeguarding end users and their devices beyond the confines of the corporate network, ensuring round-the-clock protection against known and unknown threats in real time ➔ Surprise drills, simulations, and back-testing techniques to identify and plug vulnerabilities ➔ The Chief Information Security Officer (CISO) is entrusted with the responsibility of providing quarterly reports on the state of cybersecurity to the board, thus fostering transparency and accountability at the highest level of governance

Sustainability at HPCL





In This Section

↳ Strategic Environment Management for a Sustainable Future	72
↳ Energy	76
↳ GHG Emissions and Air Quality	79
↳ Biodiversity	84
↳ Research and Development	86
↳ Water Management	93
↳ Waste Management	96
↳ Sustainability at HPCL's Residential Complex	100

STRATEGIC ENVIRONMENT MANAGEMENT FOR A SUSTAINABLE FUTURE

HPCL seeks to advance environmental sustainability through initiatives that enhance energy efficiency and minimise its ecological impact. Our robust environment strategy focuses on setting ambitious GHG reduction targets, aligning our efforts with long-term sustainability goals to protect vital ecosystems and ensure a healthier planet for future generations.

Environment Management

HPCL believes that maintaining environmental sustainability is important for the health of our planet, the well-being of current and future generations, and the preservation of ecosystems and biodiversity. To attain these objectives, we are focused on greening our operations by implementing sustainability initiatives for energy efficiency, reducing carbon footprint, conserving water, harvesting rainwater, managing waste, and more.

We accord due priority to the areas focusing the triple bottom line framework of financial, social, and environmental capital towards greater business values and are moving ahead with new vigour to revitalise the organisation to meet the future challenges and capitalise on new opportunities through our renewed resolve of a 'Nayaa HPCL'.

HPCL is adopting best-in-class operating systems, practices, and procedures oriented toward environmental preservation to achieve environmental stewardship.

Robust environmental management systems have been established in our refineries and major marketing locations. Our major installations have adopted environmental management systems to ensure continuous improvement in environmental protection. Hazardous waste treatment and disposal systems are available at various locations that align with industry best practices. State-of-the-art effluent treatment plants for treating and recycling effluent water are available at major locations to ensure environmental protection. The latest technologies, such as volatile

organic compound (VOC) monitoring and the leak detection and repair (LDAR) programme, have been adopted to monitor and control fugitive emissions at major locations. Vapour recovery systems (VRS) have been installed at various supply locations and retail outlets. Gaseous emissions to the environment and ambient air quality are regularly monitored using the latest technologies, including real-time data transfer to regulatory agencies in major locations. Online monitoring of emissions and air quality has a system of alerts for monitoring and rectifying deviations.

We also have an HSSE audit process to ensure compliance with applicable environmental laws and regulations at various locations. We regularly conduct environment awareness programmes to encourage rainwater harvesting, reforestation, and biodiversity in the Company and promote sustainability in all facets of the business.

Environment Strategy

While formulating the environment strategy after considering the GHG emission estimations and projections, an exhaustive set of factors required for emissions target setting were reviewed to galvanise reduction efforts and identify GHG reduction opportunities. During the process, aspects such as the right target setting to choose from, key target-setting dimensions (such as emissions scope, business scope, type of target, timeframe, Net Zero ambition, target-setting approach) and related options (intensity-based/absolute target, self-determined/Science-based Targets (SBT), all/selected assets) were identified.



Furthermore, a benchmarking of decisions for target setting was performed, i.e. for each of target setting dimension and related options, along with reasons for leading patterns among O&G peers. When formulating our environmental strategy, it was found that 100% of the targets are self-determined, as SBTi is not validating targets for the O&G sector until guidance is provided. As of the date of publishing this report, SBTi had paused all commitments and validations of targets from the fossil fuel sector. (Source: SBTi website)

The top target-setting bodies, including the Science Based Targets initiative (SBTi) and Transition Pathway Initiative (TPI), were compared based on the methodology used, the number of companies assessed, reputation, and reach.

Applying the TPI methodology created a range of scenarios corresponding to different transition pathways. The most appropriate was selected to showcase the minimum target HPCL needs to achieve substantial decarbonisation. The IEA SDS and STEPS scenarios were considered for conducting climate-related scenario analysis.

HPCL has estimated a sizeable investment towards its Net Zero plans by 2040 and identified the following critical levers:

- Fuel substitution
- Green hydrogen
- Energy efficiency and new refining technologies
- Usage of renewable energy
- Flare reduction
- Carbon Capture Use & Storage

To reduce emission intensity, we are exploring various business areas such as renewable energy and storage, biogas, biofuels, petrochemicals, and green hydrogen. We are undertaking various projects and pilots in these areas.

Large-scale energy projects are essential for India to meet its growing energy demand, diversify its energy sources, improve energy access, stimulate economic development, create jobs, enhance energy security, and promote environmental sustainability. We are cognizant of evolving energy scenarios, changing consumer preferences, and the proliferation of digital technologies and are continually remodelling our actions to be relevant and future ready.

HP Green R&D Centre

HPCL has established a prestigious 'HP Green R&D Centre' in Bengaluru to develop innovative and path-breaking technologies and products for the government and private sector. It works closely with various stakeholders, including academia and industry. The establishment of the Hindustan Petroleum Green Research and Development Centre (HGRDC) is to develop solutions for existing and new business areas across all business units.

The research centre has state-of-the-art infrastructure facilities, including energy-efficient green buildings with a 6 Lakh sq ft built-up area on a sprawling campus of 170 acres. HGRDC has 20 state-of-the-art laboratories for advancing knowledge and fostering innovation in various emerging business areas. HGRDC continued innovation to develop solutions for existing and new business areas. HGRDC successfully developed and launched over 36 new products, including refinery solutions, corrosion solutions, and lube formulations.

During 2023-24, HGRDC filed 104 patents, bringing the cumulative number of Indian and international patent applications to 547. HGRDC received 51 patents this year, bringing the total

number of granted patents to 210. HGRDC continued to form collaborations to acquire advanced scientific knowledge, foster innovation, and create shared value. During the year, HGRDC signed seven MoUs with various national and international organisations and institutes to improve collaboration and business development. These collaborations will result in developing, commercialising, and licencing various technologies and projects.



STRATEGIC ENVIRONMENT MANAGEMENT FOR A SUSTAINABLE FUTURE



HPCL received GreenCo Champion Award for implementing GreenCo rating system in multiple marketing locations

Adoption of Best Practices

We have adopted a comprehensive rating assessment of our marketing locations by the Confederation of Indian Industry (CII) based on various sustainability parameters, which takes a lifecycle approach. To improve the 'Green Quotient' of our operations, we continued implementing the GreenCo Rating System at our marketing locations.

We are the country's first Company in the Oil and Gas sector to adopt the GreenCo rating. During 2023-24, we overhauled our systems and infrastructure review at our operating locations concerning green practices and their adoption, integration through assessment, handholding, and transformative approach through consultative guidance. As of March 31, 2024, 35 locations were certified with the 'Greenco Rating'.

The Confederation of Indian Industry (CII) has awarded us the GreenCo Champion award for implementing the GreenCo Rating system in various marketing locations. We plan to integrate and fast-track the implementation further in the coming years.

Climate Governance

HPCL has a Board-level subcommittee, the CSR and Sustainability Development Committee, comprising Whole-time and Independent Directors and led by an Independent Director. It meets on a regular basis to review, discuss, and provide guidance on various CSR and sustainability development initiatives and measures.

Incentives like performance-related pay (PRP) are provided to management employees (including Whole-time Directors), and productivity incentive schemes are provided to non-management employees to encourage them to achieve high-performance levels. Overall efficiency initiatives are included in the KPIs of the location in charge and plant heads. These measures impact the officers' overall performance rating and their monetary performance-related pay.

Under employee engagement on climate-related issues, we carry out campaigns with awards for employees, contract workers, and business associates for climate-related events such as World Environment Day, Saksham Programme, and others.

Through campaigns and contact programmes, employees are encouraged to engage on climate-related topics and projects. Other initiatives include driver training on fuel-efficient driving and defensive driving.

During 2023-24, we invested ₹352.50 Crore in R&D initiatives directed towards new product formulations, improving product efficiency, research on biofuels lowering emissions, longer life, and improving processes and capex investments in technologies of ₹10,829.94 Crore, which includes expenditure towards efficiency improvement, expanding capacities, modernising facilities and logistic improvement, renewables, and biofuels.

These initiatives will also significantly improve products' and processes' environmental and social impacts.



To Spread Awareness

163

Events held

18,225

Participants engaged

18,862

Saplings planted

1,462

Stickers distributed
to tank trucks

57

Districts covered

14,628

Mission LiFE pledges taken



Mission LiFE

Mission LiFE is an India-led global mass movement to nudge individual and community action to protect and preserve the environment. The idea of Mission LiFE was introduced by Hon'ble Prime Minister Shri Narendra Modi during the 26th United Nations Climate Change Conference of the Parties (COP26) in Glasgow (November 2021).

We are participating in the 'Mission LiFE' movement to bring individual behaviours to the forefront of the global climate action narrative, boost the movement's mass reach, and meet the objectives of India's sustainable development agenda.

During 2023-24, as part of our ongoing activity to spread awareness, we displayed Mission LiFE creatives at our retail outlets, engaged Pro-Planet People, recollected waste, planted trees, and carried out extensive conservation and promotional activities among the masses. We have been engaging stakeholders through social media campaigns and updating the details of the activities carried out in the Meri Life Portal.

**Quiz for employees on
Mission LiFE conducted on
WED***

**Quiz question on Mission
LiFE hosted on HPCL's X
Handle for general public
on WED***

**All initiatives are being
uploaded on the Meri LiFE
Portal**

* WED – World Environment Day

ENERGY

HPCL meets India's energy needs through its high-quality value-added products (fuel and non-fuel). Manufacturing and distribution of these products require a significant amount of energy. Energy conservation is one of the important factors in lowering refinery operating costs, and emissions.

We consume energy through direct fuel consumption in various processes and equipment, captive power generation, import of grid electricity, and transportation. We measure and monitor our energy consumption and derive actionable insights through process modifications, using energy-efficient equipment and technologies, and adopting best practices at our refineries and marketing locations.

Energy Consumption within the Organisation

(in GJ)

Parameters	FY24	FY23
From Renewable Sources		
Total Electricity Consumption (A)	1,14,446	1,05,616
Total Fuel Consumption (B)	2,025	-
Energy Consumption Through Other Sources (C)	-	-
Total Energy Consumed from Renewable Sources (A+B+C)	1,16,471	1,05,616
From Non-renewable Sources		
Total Electricity Consumption (D)	53,26,354	39,37,084
Total Fuel Consumption (E)	5,79,32,301	5,16,39,096
Energy Consumption Through Other Sources (F)	0	0
Total Energy Consumed from Non-renewable Sources (D+E+F)	6,32,58,655	5,55,76,179
Total Energy Consumed (A+B+C+D+E+F)	6,33,75,126	5,56,81,796
Energy Intensity per Rupee of Turnover (Total Energy Consumed/Revenues from Operations) GJ/₹Cr	137.83	119.83
Energy Intensity per Rupee of Turnover Adjusted for Purchasing Power Parity (PPP) (Total Energy Consumed/Revenues from Operations) GJ/₹Cr	33.35	30.08
Energy Intensity in Terms of Physical Output (GJ/MT Sales)	1.35	1.28
Percentage of Energy Consumed from Renewable Sources	0.184%	0.190%

Local conversion factors are used for energy consumption calculations.

Energy Intensity

(GJ/MT of Refinery Throughput)



** Energy intensity has been calculated on the basis of refinery throughput as energy consumption at our Refineries constitutes ~95% of total energy consumption in our refining and marketing operations.

External Energy Consumption

In 2023-24, we estimated 8.64 Million GJ of energy consumption for product movement and employee commutes. This energy consumption is accounted for product movement by road for marketing SBUs and employee commute. Local conversion factors have been used.

Energy Conservation Initiatives

Various energy conservation projects have been undertaken, leading to enhanced energy efficiencies. ISO certification for energy management (ISO 50001:2018) is available at 116 locations. Our Green R&D center has state-of-the-art infrastructure facilities, including energy-efficient green buildings.

Refineries

Effective energy utilisation and conservation remain priorities for refineries in light of improved operational efficiencies and a reduction in carbon footprints. In pursuit of this goal, our Mumbai and Visakhapatnam refineries are proactively conserving energy, and significantly improving their operating practices, and implementing energy conservation projects.

HPCL refineries implemented 22 energy conservation schemes during the year, leading to an annual energy savings of approximately 1,32,136 SRFT/year, including the sustenance of previous schemes.

Our refineries have undertaken major energy conservation initiatives, underscoring the crucial role of energy conservation in our operations. These initiatives include:

Mumbai Refinery

- Maximisation of heat recovery in New Fluidised Catalytic Cracker Unit (NFCC), Naphtha Splitter Unit (NSU) & Diesel Hydro Treater (DHT) (Thru Hot feed)
- Optimisation of DHT Product Fractionator steam and Fractionator Heater fuel firing
- NFCC Heater (Stoppage of operation) by maximising Preheat Temperature and Catalyst Circulation
- Optimisation of Naphtha Hydro Treater (NHT) Isomerisation/De Iso Penteniser (DIP) Operation and New Vacuum Distillation Unit (VDU) Ejector steam

- Maximisation of Power Recovery using Back Pressure Steam Turbo Generator (BPSTG)
- Direct processing of LCGO in Diesel Unionfining (DIU), resulting in reduced Furnace Duty
- Condensate Recovery at Lube refinery (LR) Tank Farm and Optimisation of Deaerator Pressure
- Tuning of New Hydrogen Generation unit (HGU) Pressure Swing Adsorption (PSA) for an increase in Hydrogen Yield

Visakh Refinery

- Commissioning of Energy-efficient Crude Distillation Unit (CDU)-IV
 - Damp Vacuum (Lower Operating Pressure)
 - Hybrid Vacuum System
 - Preheat optimisation, including overhead vapour heat recovery
 - Process heat for re-boiling in stabiliser and two side strippers
- Commissioning of energy-efficient Full Conversion Hydrocracker Unit (FCHCU)
 - Heat integration for Lean Amine heating by utilising Kerosene product-saving
 - Heat integration of Stage1 feed with Kerosene product reducing the Charge heater duty
 - Locating Sulphur guard beds upstream of the Naphtha splitter instead of downstream NHT unit
 - Using Diesel products to keep Recycle oil cooler in Hot condition
 - Diesel PA used as a re-boiling medium for Debutaniser, Kero side stripper, Naphtha Splitter and De-ethaniser
 - Dual Stripper & Dual fractionator design has reduced the heat duty by 23%
 - Two-stage reactor design and reactor effluent heat optimisation

- Commissioning of Energy-efficient Hydrogen Generation Unit (HGU)
 - Purge gas heater
 - Elimination of Pre-desulphurisation Section (PDS) Heater
 - Commissioning of energy-efficient VRMP-HGU with Technip Parallel Reformer (TPR) and shutting down of DHDS HGU
- Commissioning of Fuel Gas Pressure Swing Adsorption (FGPSA) to recover Hydrogen from off gases
- DHT & DHDS Diesel stream heat integration with VRMP Sour Water Stripping Unit (SWSU) Sulphur Recovery Unit (SRU)
- Electric tracing instead of steam tracing in VRMP units
- Condensate recovery of VRMP units
- Commissioning of LRPV in CDU-III
- Energy improvement measures implemented during CDU-II Turnaround
- National Energy Conservation Week was celebrated in HPCL Refineries during the third week of December 2023. During this period, various awareness programmes on Net Zero, Decarbonisation, and Quiz competitions were conducted.

Further details are provided in HPCL Integrated Annual Report – Annexure to Directors' Report – Energy Conservation & Technology Absorption which can be accessed at: https://hindustanpetroleum.com/documents/pdf/Annual_Report_2024.pdf



Energy Performance of Refineries

Parameter	Unit of Measurement	Mumbai Refinery	Visakh Refinery
Capital Investment on Energy Conservation Equipment	₹ Cr	4.2	402.64
Energy Savings	SRFT	64,283	67,854
Specific Energy Consumption (MBN)	MBTU/BBL/NRGF	75.0	80.5

Monitoring & Verification (M&V) Audit under Perform, Achieve and Trade (PAT) Cycle-VI for the Assessment Year 2022-23 was completed in July 2023. 38,665 Energy Saving Certificates (ESCert) will be issued to Mumbai Refinery.

Marketing Locations

Electrical energy is primarily used to power the storage and distribution facilities. We measure and monitor our energy consumption and derive insights for action through process modifications, using energy-efficient equipment and technologies, and adopting best practices.

Our marketing locations undertake several initiatives to achieve energy savings, such as:

- 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 lights with energy-efficient lights
- Conducting awareness programmes on energy conservation
- Using optimisation tools for the most effective logistic linkages for maximising turnarounds and minimising idling and wastage

- Implementation of various energy-saving initiatives at marketing locations such as efficiency monitoring, high-efficiency prime movers, energy audits, and stakeholder awareness.

Energy efficiency and cost optimisation have been key focus areas for pipeline operations. With sustained efforts towards efficiency and conservation, the Specific Energy Consumption in pipeline operations has been significantly reduced during the year. Based on various cost optimisation initiatives implemented during the year, HPCL's performance on the Solomon Global Benchmarking of Manageable Non-Volume Expenditure (MNVE) ranked in the top 6th percentile worldwide. In terms of maintenance, HPCL has implemented a 100% paperless Integrated Management System (IMS) using Linear Asset Management (LAM), which has yielded various benefits such as environmental sustainability, cost savings, improved efficiency, and data accuracy.

GHG EMISSIONS AND AIR QUALITY



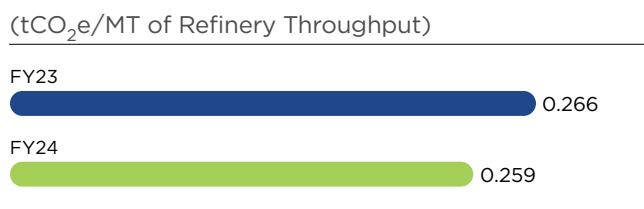
HPCL monitors and evaluates its Greenhouse Gas (GHG) emissions across its locations, sharing this information with stakeholders, through its disclosures. The Company accounts for emissions from its facilities, including Scope 1 (direct emissions) and Scope 2 (indirect emissions from energy consumption). Additionally, HPCL tracks its Scope 3 emissions across six key categories, providing a comprehensive view of its overall environmental impact.

Direct (Scope 1), Indirect (Scope 2) Emissions and Emissions Intensity

Parameters	Unit of Measurement	FY24	FY23
Total Scope 1 Emissions	tCO ₂ e	47,17,522	43,04,201
Break-up of Scope 1 Emissions			
CO ₂	tCO ₂ e	46,59,121	42,66,795
CH ₄	tCO ₂ e	40,803	31,489
N ₂ O	tCO ₂ e	6,264	5,917
SF ₆	tCO ₂ e	11,333	--
Total Scope 2 Emissions	tCO ₂ e	10,59,353	7,76,480

During the reporting period, the biogenic emissions under Scope 1 were 0.00014 Million tCO₂e.

Total Scope 1 & Scope 2 Emissions Intensity



* GHG emissions intensity has been calculated in terms of refinery throughput as GHG Emissions at HPCL Refineries constitutes ~ 95% of total GHG Emissions in HPCL refining and marketing operations.

GHG Emissions Reduction Initiatives and their Impact in 2023-24

Initiatives	Mn tCO ₂ e
Energy-saving initiatives in refineries (Scope 1 and 2)	0.422
Renewable energy (Scope 2)	0.15

Estimation of Scope 3 Emissions

Scope 3 Category	FY24 Mn tCO ₂ e
3 - Fuel and energy (includes WTT and T&D emissions)	0.207
4 - Upstream transportation and distribution (includes transportation of crude in oil tankers and liquid petroleum products)	0.826
6 - Business travel by air	0.004
7 - Employee commuting	0.016
9 - Downstream transportation (includes product transportation by road, rail, ship)	1.265
11 - Use of sold products (includes sold products combusted as fuels by end consumers, assuming complete Combustion of fuels)	135.056
Total Scope 3 emissions considering above categories	137.374

During the reporting period, the biogenic emissions under Scope 3 (Category 11 – Use of Sold Products) were 2.6 Million tCO₂e.

GHG EMISSIONS AND AIR QUALITY

Calculation Methodologies

The standards, methodologies and assumptions (based on operational control) used for our calculations were obtained from the Intergovernmental Panel on Climate Change (IPCC), Guidelines for National Greenhouse Gas Inventories 2006, the IPCC Sixth 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 19.0, December 2023, ICAO Website, India GHG Programme, Version 1, 2015 (emission factor for material transport by rail) and UK Government. GHG Conversion factors for Company reporting 2022 (for ship transport). The emission calculations consider Carbon Dioxide, Methane and Nitrous oxide GHGs. For this report, 2019-20 is the base year. The process emissions from Hydrogen production at refineries are calculated using the local conversion factor. Based on a conservative approach, the emissions from flaring at refineries are calculated using Default IPCC Tier-1 emission factors for crude oil.

Methane Emissions

Methane is recognised as a potent contributor to GHG, but its emissions from downstream oil & gas operations are limited. Methane is part of the fuel gas stream used as refinery fuel. IPCC emission factors estimate the methane emissions from the fuel-combusted data. This effort captures possible methane emissions due to leakages. All flare losses are combusted before release through refinery stacks. We undertake robust actions to mitigate the same. We have undertaken efforts like minimising losses in natural gas storage and transport, Leak Detection and Repair (LDAR), double-sealed tanks, and vapour recovery systems to reduce hydrocarbon and related methane emissions.

Projects and Initiatives Related to Reducing Green House Gas emissions

As part of the Oil & Gas sector, we have a unique responsibility and opportunity to contribute to the development of solutions for addressing climate change and its impacts. Our Sustainable development policy emphasises on carbon footprint measurement and mitigation.

To accelerate our energy transformation journey, we have established a new Energy Transition Cell, dedicated to achieving our Net Zero goals. These efforts reflect our commitment to sustainability and our willingness to explore innovative solutions to reduce our environmental impact. In the overall energy basket, we are increasing our share of energy sourced from low-carbon fuels such as natural gas, electricity and renewable energy.

PMUY

The Pradhan Mantri Ujjwala Yojana (PMUY) was launched in 2016 to provide environmentally friendly and clean cooking fuel to women, particularly in rural areas and to alleviate health risks associated with using traditional fuel. This Yojana has several goals, including eliminating hazardous traditional cooking fuel, empowering women and supporting and promoting the use of LPG. The residential demand for LPG, which forms the bulk of LPG demand, increased due to the Pradhan Mantri Ujjwala Yojana extended scheme (PMUY 2.0) and various state schemes. HPCL enrolled over 28 Lakh new customers during the year, including 18 Lakh customers under the flagship scheme 'Pradhan Mantri Ujjwala Yojana (PMUY 2.0)'.



Some of the projects related to efficiency enhancements and GHG emissions reduction are:

Sustainability Initiative	Impact/Performance
Bio-fuels	<ul style="list-style-type: none"> ⇒ Ethanol Blending: HPCL achieved ethanol blending percentage of 12% in 2023-24 against a historical of 10.59% ⇒ Transportation of ethanol by rake ⇒ Construction of Second-generation ethanol bio refinery at Bathinda, Punjab, with a production capacity of 100 kilolitres per day of ethanol from biomass ⇒ Stabilisation of operations and commencement of sales from HPCL's first Compressed Biogas Plant (CBG) of 100 TPD Biomass processing capacity at Badaun, Uttar Pradesh ⇒ Commissioning of CBG Plant under CSR scheme of 100 TPD cow dung processing capacity at Pathmeda, Rajasthan ⇒ Commissioning of nine CBG Plants under SATAT scheme cumulatively ⇒ Commencement of E20 sales at 4,355 retail outlets ⇒ Use of 100% Biodiesel in DG sets at 35 locations of Supply, Operations and Distribution (SOD) ⇒ Signed MoU for retrofitting old vehicles e-flex fuel kits for compatibility with up to 85% ethanol blended petrol
Natural Gas	<ul style="list-style-type: none"> ⇒ HPCL along with its JVs have authorisation for setting up of CGD network in 25 Geographical Areas (GA's) spread across 14 states ⇒ Completion of last-mile connectivity for 75,772 PNG connections ⇒ Commissioning of HPCL's first LNG dispensing outlet at Oran COMCO, Gujarat ⇒ Addition of CNG facilities in 303 outlets taking the total number of HPCL outlets with CNG facilities to 1,690 as of March 2024
Electric Vehicle Infrastructure	<ul style="list-style-type: none"> ⇒ With 1,773 new EV charging stations commissioned during 2023-24, HPCL now has EV Charging facilities at nearly 16% of its retail network (Total 3,603 outlets with EV Charging facilities as of March 2024)



Inauguration of Compressed Bio Gas Plant at Badaun, Uttar Pradesh

GHG EMISSIONS AND AIR QUALITY

Sustainability Initiative	Impact/Performance
Renewable energy	<ul style="list-style-type: none"> ⇒ Installed capacity of 100.9 MW of wind power and 107.3 MWp of solar power During 2023-24, wind farms generated 18.45 Crore kWh electricity ⇒ Solarisation of 17,618 retail outlets ⇒ Incorporated a wholly owned subsidiary, HPCL Renewable & Green Energy (HPRGE) Limited for consolidation of all green and emerging business opportunities under one umbrella ⇒ Commenced construction of HPCL's first mega-scale utility solar project of 100 MW at Galiveedu, Andhra Pradesh ⇒ Mechanical completion of 6 MW solar project at Panipat, Haryana ⇒ Mechanical completion of 5 MW solar project at Jhansi, Uttar Pradesh ⇒ Provision of 600 solar street lights under CSR for providing benefit to public in an environment-friendly manner
Green hydrogen	<ul style="list-style-type: none"> ⇒ Replacing hydrogen requirements with green hydrogen at refineries ⇒ Setting up of a pilot project for 370 TPA green hydrogen plant at Visakh Refinery is in an advanced stage of completion
Energy efficiency	<ul style="list-style-type: none"> ⇒ HPCL's Refineries and marketing locations are committed to promoting sustainable practices and reducing our energy consumption. In pursuit of this goal, refineries and marketing locations have taken a proactive role in energy conservation and achieved significant improvements by continuously improving their operating practices and implementing energy conservation projects. (More details in Energy efficiency section of this chapter)
Green belt development	<ul style="list-style-type: none"> ⇒ As of March 31, 2024, our premises had a green cover of over 1,793 acres. We focus on planting tree species which are native to the location, have low water requirement and offer high carbon sequestration. ⇒ Plantation of over 1,30,000 trees across the country during observance of Swachhta Pakhwada 2023
Logistics	<ul style="list-style-type: none"> ⇒ A large volume of petroleum products from the refineries is being evacuated through pipelines. This has drastically reduced dependence on road transport for product evacuation, resulting in a considerable reduction in GHG emissions to the atmosphere ⇒ During 2023-24, HPCL has completed 215 km-long Barmer-Palanpur Pipeline ⇒ HPCL recorded its highest-ever pipeline throughput of 25.82 MMT against previous year's throughput of 23.24 MMT, thus registering a Y-o-Y growth of 11.11% ⇒ Use of best-in-class optimisation tools to plan and optimise the sourcing, transportation linkages and long-term infrastructure needs ⇒ Use of dedicated rakes for LPG transportation service ⇒ All time charter vessels are EEXI compliant ⇒ Increasing larger cargoes (VLCC) to Visakh Refinery
Research and development	<ul style="list-style-type: none"> ⇒ Process for producing H2 enriched CNG (H-CNG) technology without emission of CO₂ and requirement of any water. BEDP for 0.5 TPD has been initiated to put up a DEMO unit ⇒ HP-HTL (In HTL process, organic materials converts into biofuels and value-added chemicals) is a carbon-neutral technology, process scale-up is under progress ⇒ Development and demonstration of Li-ion Battery Cathode material - Li-ion batteries is the most viable option in decarbonising transportation sector and can support in energy storage for renewable energy ⇒ Blue H2 using in-house developed process intensification concept - The unit is under construction phase currently at HPCL-VR ⇒ Multiple collaborations with national/international agencies: e.g.: for H2 engines, ethanol engines, SAF: Institute of Science, Bengaluru, IIT-Madras, IIT-Delhi, IIT-Bombay and major OEMs; for marketing and licencing of HP-HiGAS Technology
GHG-related projects under CSR	<ul style="list-style-type: none"> ⇒ Around 600 solar street lights and solar home lighting solutions were provided to communities

Air Quality

Our Refineries continue to focus on environmental protection. The refineries have implemented internationally accepted Environmental Management Systems based on ISO-14001 Standards. Best practices, such as the Volatile Organic Compound (VOC) emission monitoring and Leak Detection And Repair (LDAR) programme, have been adopted to monitor and control fugitive emissions.

Gaseous emissions to the environment and ambient air quality are continuously monitored, including real-time data transfer to regulatory agencies.

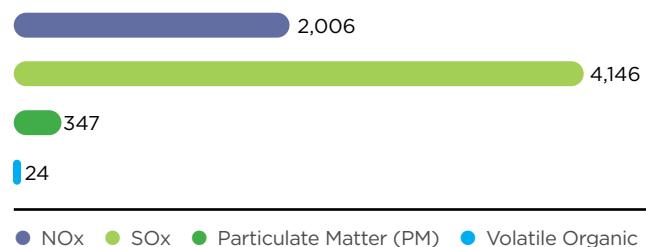
General Actions Taken to Comply with the Air Emission (NOx and SOx) Limits

- Furnaces and boilers are provided with low NOx burners
- Sulphur Recovery Units (SRUs) are provided to remove H2S from off gases of product treatment (desulfurisation) units. These units have Tail Gas Treatment facilities towards maximising the efficiency of Sulfur recovery
- Amine absorption units are provided towards desulphurisation of fuel gas before using as fuel in furnaces/boilers
- Only low Sulphur fuel oil and sweet refinery fuel gas are used as fuels in furnaces and boilers

- Maximising of RLNG in furnace firing (at Mumbai Refinery)
- Flue Gas Desulphurisation units are installed in FCCUs for removal of SOx and SPM from FCC regenerator flue gases
- Treatment of BBU off Gases there by reducing stack emissions
- All the furnaces and boiler stacks are provided with on-line analysers for continuous monitoring of NOx, SOx, CO and SPM parameters and immediate corrective action are taken in case of any deviation observed from the stipulated emission limits

Significant Air Emissions for Refineries*

(in MT)



● NOx ● SOx ● Particulate Matter (PM) ● Volatile Organic Compounds (VOC)

* Measured Values

Pollution Control Measures

Mumbai Refinery

- Various Energy conservation measures have resulted in savings of 64,283 SRFT, thereby achieving a reduction in ~0.21 MMT equivalent CO₂ emission per year
- Reduction of 32% fugitive emissions from the process units achieved through the implementation of the Leak Detection and Repair (LDAR) Programme
- Highest-ever effluent treatment annual average feed rate of 151.4 m³/hr achieved in 2023-24. Treated water from Integrated Effluent Treatment Plant (IETP) unit is recycled back to DM plant for reducing water footprint and dependency to an extent on municipal water supply
- Tree plantation was carried out using the Miyawaki Technique in MR-II. ~1,500 trees were planted in 2023-24 to enhance green cover and also fulfill enterprise social commitment responsibilities

Visakh Refinery

- Various Energy conservation measures have resulted in savings of 67,853 SRFT thereby achieved reduction in ~0.22 MMT equivalent CO₂ emission per year
- State-of-the-art New Integrated effluent treatment plant commissioned during the year taking care of Effluent treatment requirement in post-VRMP scenario
- Completion of targeted plantation covering 67 acres by plantation of ~20,000 saplings under VRMP greenbelt
- Implemented Revised Guidelines of National Oil Spill Disaster Contingency Plan (NOSDCP) for SPM facility



Biodiversity is the variability among living organisms. It includes diversity within species, between species and ecosystems. Biodiversity not only has intrinsic value, but is also vital to human health, food security, economic prosperity, and mitigation of climate change, and adaptation to its impacts. Furthermore, growing regulatory and stakeholder concerns about the environment and ecological balance (flora and fauna) have necessitated addressing the biodiversity requirements.



Since our locations are controlled areas, they provide excellent avenues for the growth and sustenance of local flora and fauna nurtured at our locations.

Our locations have excellent green belt cover with preserved land topography that nurtures the local species of flora and fauna. They have an excellent variety of herbal plants, fruit-bearing trees, and a green belt that is maintained regularly and frequented by many species of local and migratory birds, insects, and butterflies.

We are committed to conserving biodiversity and habitats in the places where we operate. We consider biodiversity protection in our decision-making and management from the earliest stages of project initiation, execution, operations, and closure at our location.

HPCL's Golden Jubilee celebration has been themed around environmental and biodiversity protection. Various environmental activities, such as increasing the green belt, rainwater harvesting, and enhancing biodiversity, have been taken up as part of the theme, "Panchatattvon Ka Maharatna" which focuses on the five elements: Earth, Water, Fire, Air, and Ether.

At HPCL, land identification and assessment are undertaken upon approval of the Detailed Feasibility

Report (DFR). The assessment criteria include environmental and safety considerations to evaluate the land feasibility in proximity to populated areas, environmental impact assessment, requirements of green buffer to meet Pollution Control Board (PCB) requirements, non-violation of Coastal Regulation Zone (CRZ) Regulations, selection based on soil conditions, avoiding land parcels containing large number of trees requiring permission from forest authorities, avoiding plots adjacent to reserve forests among others.

After the selection process, in-principle approval from statutory authorities is obtained. After internal technical and cost approvals, land acquisition proceedings are undertaken through a structured process. Based on the desired layout and product handling configurations, a HARA/HAZOP/remote sensing survey study and an EIA are conducted. This report is submitted to the State Pollution Control Boards, State Level Environment Impact Assessment Authority, Factories Inspectorate, and Fire Services Department for approval.

Pre-construction activities include site topographical and contour surveys, soil investigations, and pre-project approvals from concerned departments, viz. factory inspectorate, PESO, PCB/SLEIAA/DM NOC.

Final project cost estimates and return calculations are carried out before the Detailed Feasibility Report (DFR) is prepared.

All statutory and legal compliances and higher-level industry compliance requirements, like OISD, are identified for developing and implementing action items on the compliances. Public Consultation is carried out as per applicable terms of reference.

Health, Safety, and Environment Management plans are also developed, concentrating on waste generation, and disposal by the contractors carrying out the jobs.

The presence of IUCN Red List species and national conservation list species with habitats in areas affected by the project is generally studied during the project's EIA. The EIA/SLEIAA/PCBs terms of

reference to environmental parameters are thoroughly reviewed and implemented.

To maintain biodiversity, our locations undertake several initiatives like:

- Developing, maintaining and enhancing green belt coverages
- Periodically reviewing and monitoring biodiversity footprints at locations through audits
- Preserving local biodiversity (flora and fauna) to maintain ecological balance

Creating awareness amongst employees and stakeholders on the importance and preservation of biodiversity through environmental awareness programmes for encouraging rainwater harvesting, reforestation, and biodiversity to promote sustainability.

Details of operational sites in ecologically sensitive areas:

Site Name	Type of Operation
Kandla Terminal (Under Coastal Regulation Zone)	
Kozhikode IRD (Under Coastal Regulation Zone)	
Chennai New Terminal (Under Coastal Regulation Zone)	Receipt, storage and distribution of petroleum products

The conditions of environmental clearance are being complied with at the above sites.



Coastal Impact Programme

As part of CSR initiatives, HPCL supports 'Coastal Impact', a Goa-based NGO working to conserve and restore marine ecosystems. Coastal Impact addresses critical threats to marine ecosystems, climate change, overfishing, and pollution through its 'adopt-a-coral' programme. Their efforts align seamlessly with SDG 14, combatting the decline of our reefs. In our ongoing marine conservation effort centred around Grande Island, Goa, notable progress has been made. During the reporting year, the installation phase was completed by transplanting coral fragments onto fifty underwater structures to act as artificial reefs. In the future, their growth will be monitored over the dive season.

Conserving Endangered Species

HPCL is committed to biodiversity conservation. Our active engagement in biodiversity initiatives under the theme "Panchatattvon Ka Maharatna," including the protection of endangered species demonstrates our commitment to preserving the natural world.

We have adopted three Red Pandas at the Himalayan Zoological Park (HZP), Sikkim, and

two Tigers at Sanjay Gandhi National Park (SGNP), Mumbai, for a one-year period from, from November 1, 2024, to October 31, 2025. Both the Tiger and Red Panda are on the IUCN list of endangered species in India. This is HPCL's first venture into adopting endangered animals, covering the costs of food, medicines, and care during the adoption period.



RESEARCH AND DEVELOPMENT

Research and Development (R&D) is a key opportunity area to support energy transition through innovation, research, indigenisation, cost optimisation and revenue generation, improving self-reliance.

Our approach capitalising on this opportunity area includes creating innovative products, solutions, and technologies to bring value to stakeholders, developing a knowledge base and conducting industry-relevant research, developing safe and green solutions to protect the environment, and growing organically in all verticals relevant to energy, chemicals, and petrochemicals through internal capacities and collaboration. We focus on R&D to create an enduring advantage for our business.

Hindustan Petroleum Green R&D Centre (HPGRDC) has been set up to provide advanced technological support to marketing SBUs and refineries. This centre's strengths are being leveraged to provide advanced technical support to various strategic business units and to conceptualise, develop and commercialise products and technologies in emerging areas. It aims to provide operational excellence, develop and adopt innovative, path-breaking technologies and become a knowledge hub.

The research centre has state-of-the-art infrastructure facilities, including energy-efficient green buildings with a 6 Lakh sq ft built-up area on a sprawling campus of 170 acres. HPGRDC has 20 state-of-the-art laboratories for advancing knowledge and fostering innovation in various emerging business areas.

We continue to look beyond traditional products and foray into various niche and speciality product segments. HPGRDC's key strengths in developing high-quality products are being leveraged in this direction. HPGRDC's Core Purpose is to make energy and chemicals accessible to everyone through innovation.

HPGRDC Vision

- ⇒ Is an energy research centre par excellence, pioneering innovative & sustainable technologies and products, globally.
- ⇒ Delights its customers by providing innovative, cost effective and timely solutions and meets the expectations of stakeholders.
- ⇒ Nurtures innovation and provides challenging work environment for sustained employee engagement.
- ⇒ Fosters fairness, frankness, trust, transparency and safety as its core value.

Research Approach and Thrust Areas

- ⇒ Indigenisation of Refinery Technologies
- ⇒ Indigenisation of Chemicals, Additives, Catalysts
- ⇒ Valorisation of Low Value Refinery Streams
- ⇒ Specialty Lubes, Additives, and Products
- ⇒ Process Intensification
- ⇒ Novel Separations
- ⇒ Petrochemicals and Polymers
- ⇒ Renewable Energy (Biofuels, Solar)
- ⇒ Battery and Energy Storage Devices

Hindustan Petroleum Green R&D Centre (HPGRDC) is an Indian Green Building Council (IGBC) Platinum-rated facility. In line with the Make in India initiative, HPGRDC has completed many projects to indigenise products and processes and implemented them in Refineries.



Green Initiatives at HPGRDC

- Green hydrogen is produced using solar power
- PEM Water electrolysis: Water is electrochemically split into hydrogen and oxygen
- Biogas (green methane) generated from biomass and canteen waste is used in canteen. It is also utilised for research activities
- Four vermicomposting pits contribute sufficient manure every 90 days for R&D horticulture needs
- Australian breed red wiggler earthworms are used in vermicomposting pits
- Treated municipal sewage water is used in the campus
- HPGRDC has a butterfly park, a petal garden and a nursery



R&D Highlights

36+

New products developed & launched

210

Total patents granted till date

547

Total Indian & international patents application till date

104

Patents applications in FY24

51

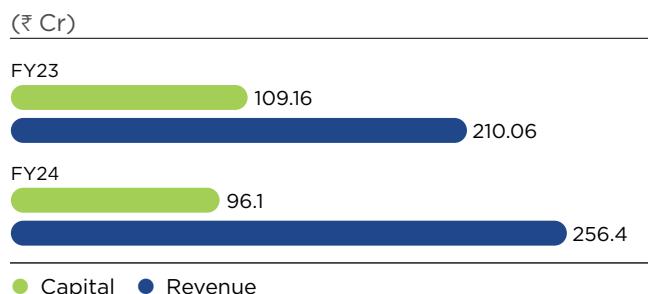
Patents granted in FY24

- A new indigenous PSA PLC system was inaugurated at the DHDS unit at Visakh Refinery. With this PSA PLC in operation, HPCL successfully demonstrated capability of handling all three major components of H2 PSA technology viz. PSA Design, adsorbent configuration & PLC Programming.
- HPGRDC continued to form collaborations to acquire advanced scientific knowledge, foster innovation, and create shared value. During the year, HPGRDC signed seven MoUs with various national and international organisations and institutes to improve collaboration and business development. These collaborations will result in developing, commercialising, and licencing various technologies and projects.
- In the pursuit of excellence, our HPGRDC forged strategic alliances with esteemed partners such as Kellogg Brown & Root Ltd. (KBRL), Oil India Limited (OIL), and HPCL Rajasthan Refinery Limited (HRRL), which signify our commitment to foster synergistic relationships and value creation across the industry.
- Our service level agreement with HRRL signifies our strategic intent to establish ourselves as a global technology center driving excellence on a global scale.
- We also partnered with the University of Birmingham-UK, Net Zero Technology Centre (NZTC)-Scotland, Tata Projects Limited, ACME Cleantech Solutions, Engineers India Limited and BASF. These collaborations signify our commitment to driving innovation across various domains, from Sustainable Aviation Fuel (SAF) to green hydrogen and Net Zero technologies.
- We established the Centre of Excellence (CoE) in Bitumen and Pavement Research as a testament to our unwavering dedication to advancing infrastructure solutions. We also commissioned the HiGAS Model-2 at our Visakh Refinery, a pioneering Rotating Packed Bed (RPB) based absorption process.
- We were honoured with two prestigious CHT Innovation awards for 'Commercialisation of Indigenous PSA PLC Technology and HP-HCNG Technology by MoP&NG'.
- We were honoured to receive the FICCI award for HP-BCA: Additive for bottoms reduction in FCC unit, a testament to our commitment to pioneering solutions that redefine industry standards and drive sustainable growth.

RESEARCH AND DEVELOPMENT

- The award ceremony for the annual competition New Generation Ideation Contest – 2023 (NGIC-2023) was conducted in March 2024. NGIC is a platform that encourages young minds nationwide to develop innovative solutions to tackle the world's energy and environmental challenges, such as growing energy demand and clean and sustainable energy. HPGRDC organised the fifth edition of the NGIC.
- The Research Advisory Committee meeting is a biannual gathering of an expert panel convened to provide guidance, advice, and oversight to HPGRDC and ensure the strategic alignment, quality, and relevance of its research activities.
- During 2023-24, HPGRDC made enormous efforts to share knowledge and enhance skills across various stakeholders through knowledge-sharing workshops, technical colloquiums on technologies of the future, niche chemicals, energy transition, refinery stream to value-added chemicals, hydroprocessing, and FCC areas, and talks from scientific experts in various areas of science and technology.

Expenditure Incurred on R&D



The above investments have been made in new product formulations, improving product efficiency, research on biofuels lowering emissions, longer life, and improving processes. The R&D initiatives will help develop future-ready low-carbon technologies aligned to our Net Zero ambition and overall energy transition.

Technology Commercialisation

Vapour Recovery Unit based on indigenously developed HP-VRU technology at Hassan Terminal to capture captive volatile hydrocarbons and prevent their release into the atmosphere.

The HP-MO2-IV, with a capacity of 3 TPD, has been instrumental in producing medical-grade oxygen at Sir Gangaram Hospital, New Delhi.

HiGAS Model-2 at Visakh Refinery: A Rotating Packed Bed (RPB) based absorption process for H₂S removal from fuel gas.

Refinery Technologies – Hydro processing

- **HP-DAK (Dearomatised Kerosene) Technology:** A process to produce dearomatised hydrocarbon solvents from kerosene-range hydrocarbon feedstocks. Pre-commissioning activities for the 52 KTPA plant at HPCL Mumbai Refinery were successfully completed.
- **HP TDAE Technology:** Treated Distillate Aromatics Extract (TDAE) process lab and pilot scale studies were completed. Front-end engineering design is underway and advancing towards establishing a groundbreaking demonstration plant.
- **HP Trijet:** Technology to produce Sustainable Aviation Fuel (SAF). Lab and pilot studies were successfully completed, and FEED activities for HP Trijet Technology are advancing for setting up a demonstration plant.
- **HP CoSol:** Implemented HP CoSol process in SEU-3 at HPCL MR solvent extraction unit.

→ **BEDP HP-DHyT Technology:** For Hydrotreating of light distillates, middle distillates, gas oils and cracked feedstocks to achieve ultra-low-sulphur diesel (ULSD) specification along with improvement in Density and cetane of the fuel.

→ **BEDP HP-SULRRY+ (Demo plant 120 KTPA capacity):** A technology for Resid hydrocracking (HP-SLURRY+) to convert hydrocracked pitch into middle distillates. This process achieved 97-99% residue conversion with improvement in distillate yields.

Refining Technologies – FCC

- FCC Lab is conducting advanced computational fluid dynamic studies on spray nozzle and spent catalyst distributor design. Before commercialisation efforts, prototyping and actual experimentation trials are being pursued.
- HP-NTO is a technology for converting low-value naphtha streams into high-value petrochemical feedstocks such as olefins. The technology has been successfully demonstrated at pilot-level scale for Naphtha to Olefins (NTO). It is in the advanced stages of scaling the process and setting up the demonstration plant.
- HP-HCNG is a first-of-its-kind technology for Carbon-Negative production of hydrogen-enriched CNG. The technology converts feedstocks such as CNG/Methane/LNG and produces low-carbon hydrogen-enriched CNG transportation fuel and high-value Carbon Nanotube (CNT). BDEP activities for a commercial-scale plant are in progress.

- HP-KTP, a novel technology for converting kerosene range hydrocarbons to petrochemical feedstock, has been demonstrated at pilot scale for kerosene conversion.

Catalysts and Additives

Transforming industries with innovative solutions for enhanced efficiency and sustainability:

- **HP-BCA:** The Bottoms Cracking Additive for FCC units is a proprietary catalyst designed to upgrade heavy hydrocarbons to valuable products
- **HP-PMA:** Propylene maximisation additive is a unique additive through which the propylene yield in the FCC unit can be increased considerably
- **HP-COP:** CO promoter additive typically used in FCC regenerator for achieving complete conversion of carbon to carbon dioxide
- **HP-GSR:** Gasoline Sulphur Reduction (GSR) additive for decreasing sulphur content in naphtha pool from FCC unit to enhance overall gasoline production
- **HP-Nick Treat:** Novel additive formulation for FCC units to passivate the dehydrogenation activity of nickel in the catalyst, thereby reducing the dry gas production in the unit
- **HP2-V2:** Improved version of High Propylene FCC catalyst
- **Zeolite 13X-based adsorbent for CO₂ capture in Cryogenic Nitrogen Unit in Refineries**
- **HP-CATREF:** (CCR) catalyst for conversion of heavy naphtha to high octane reformate
- **HP-NHT:** Naphtha Hydrotreating catalyst
- **HP TriDiesel:** Heterogenous catalyst for biodiesel production from palm oil
- **Trijet:** Catalyst for the production of Sustainable Aviation Fuel

Process Chemicals

Essential solutions for streamlined production across diverse sectors:

- **HP DEMU:** Chemical for de-emulsification of crude oil and water demulsifier
- **HP - FurnOKare V2.0:** Improved version of furnace cleaning chemical
- **HP Primer:** A Durable and enhanced corrosion Resistant Primer for Steel Structures
- **HP Shinepro:** High-gloss thinner for providing a premium superior finish for paints
- **HP Frostfree:** Chemical for melting ice from frosted windshields in vehicles
- **HP Frost Shield:** Chemical for preventing overnight frost accumulation on vehicle windshields
- **HP Power Clean:** Multi-functional additive for Gasoline for enhanced performance

Innovative Solutions for Complex Challenges

- **HP AquaOKare:** Comprehensive chemical treatment package for BCW systems
- **HP Boilmix:** Organic neutralising amines for Water Boiler Units used as pH Booster and corrosion control
- **HP EGIN:** Corrosion inhibitor for Ethanol & Gasohol storage
- **HP VisABit:** Viscosity improvement additive for Bitumen
- **HP Solar-O-Kare:** High-performance solar panel cleaning solution
- **HP-Enscour:** Additised solvent package for asphalt tank cleaning



HPGRDC has 20 state-of-the-art laboratories for fostering innovation in emerging business areas

RESEARCH AND DEVELOPMENT

Lubricants and Greases

New product development as per Lube SBU/Customer requirements in Automotive, Industrial, Specialty, Greases, and Marine grades:

Products	Details
HP MGE 15W-40/10W-30/20W-50	Multigrade engine, gear, hydraulic oils & transmission oils for defence applications
HP RACER FUTUR-X 10W30	High performance four-stroke engine oil for premium bike segments
HP NEO SUPER 5W-30	Multigrade Engine Oil for Passenger Car Motor Oil application for retail segment
HP MARIGEN 30, 40	Premium Marine grades for general market
HP SYNTHKOOL 31041	Premium semi-synthetic cutting oil with chlorinated EP
HP RUSTOP DWX 17X SERIES	Dewatering medium to long-term rust protective oil application for use in severe conditions
HP SAO TLV-A	Premium motor vehicle shock absorber oil as per VV TLV-A global specification
HP SAO TLV-B	Premium motor vehicle shock absorber oil as per VV TLV-B global specification
HP CONDUCTOR GREASE	Protective Grease for overhead line conductors
HP METAQUENCH WS	Premium water-soluble quenching Oil
HP RACER 4 15W-50	Premium four-stroke Engine Oil meeting API SN & JASO MA2 for Royal Enfield Bikes
JCB TRACTOR ENGINE OIL 15W-40	New cost-effective tractor engine oil for marketing in Agriculture segment by JCB
HP RACER 4 10W-40	Premium four-stroke Engine Oil meeting API SN & JASO MA2 for Bajaj Auto Limited
HP BSO	Banana Spray Oil for Banana Farming Application
HP RUSTOP DWY	Solvent Cut Back Rust Preventive Oil
HP AL DRAWING OIL MV	Premium Aluminium Drawing Oil in Medium Viscosity Range
HP SYNTHKOOL 31000	Novel Semi Synthetic Cutting Oil Non-chlorinated EP
HP RUSTOP 185 N	Premium Solvent Cut Back Thin Film Forming Temporary Rust Preventive Oil
HP POLYUREA GREASE	Poly Urea Grease for EV Application



Unveiling of Conference Souvenir by Director - Marketing at the 26th Lubricating Grease Conference hosted by National Lubricating Grease Institute (NLGI) USA - India Chapter

Petrochemicals and Polymers

- **HP AO (Antioxidant for Polyolefins):** A novel bio-based primary antioxidant for thermo-oxidative stabilisation of polyolefins. This product is suitable for polyolefins such as Polyethylene, Polypropylene and other speciality polymers.
- **HP-3DPP:** HPGRDC has developed indigenous 3D printable polypropylene (HP-3DPP) from polypropylene homopolymer. Compared to commercial filaments, HP-3DPP shows superior mechanical attributes.
- **HP-BioP:** HPGRDC has developed bio compostable polymer by reinforcing natural fibre into a matrix/resin which is a polymer of renewable resources. This polymer will contribute to enhancing the environmental protection of food packaging and providing safe, reliable, and high-quality environmental protection packaging worldwide.
- **HP-RecPol:** As a commitment to reducing waste generation, HPGRDC set out to prove the viability of recycled polymer waste as a material for use in different products, such as Plastic Bricks, Portable Electronic Mice, and Flower Pots, under the HP-RecPol portfolio.

Bioprocesses

- **HP Bioremedia:** Bioremediation of 1,500 m³ oily sludge in Mumbai Refinery using HP-Bioremedia with 83% reduction in oil content within just six months and 75% cost reduction compared to competitors.
- **HP-ASAP:** Technology for 2G ethanol production from lignocellulosic biomass (rice straw and bagasse). Extensive testing and process were conducted at a one-tonne capacity pilot plant. The process was optimised to reduce overall process time by 40% (from 120 hours to <72 hours) and a 75% reduction in enzyme dosage, corresponding to substantial cost reduction.
- **HP-RAMP:** Technology for biogas production from lignocellulosic biomass. Established process with various feedstock at pilot scale with consistent ~85-90% conversion efficiency. Process optimised with ~33% reduction in input energy. The design of several commercial CBG plants is in process.

Nano and Battery Technology

- Developed nanocomposite-based corrosion-resistant coating (HP-NanOKoat) for salty environment at Refinery location
- Industrial trial of HP-NanOKoat is carried out at Mumbai Refinery
- Developed nanocomposite materials for light colour grease (HP NanoLite) as replacement of MoS₂ (Black Colour) in grease

- Lithium-ion cylindrical cell with Lithium Nickel Manganese Oxide Cathode and Graphite Anode was developed with a delivery capacity of 1,250 mAh
- A high-voltage cathode material, Sodium Vanadium Fluorophosphate for sodium-ion batteries has been completed with an average voltage of 3.8 V and a capacity of 115 mAh/g
- Developed Indigenous Sodium-ion pouch cell with a capacity of 1,600 mAh using in-house developed oxide cathode and carbon anode

Engine

- Demonstrated successful running of M15 and M30 methanol blends in BS4 and BS6 vehicles
- Demonstrated successful diesel generator set with blends of VLSFO and Diesel
- Successfully evaluated various premium gasoline fuels on four-wheelers and two-wheelers
- Inauguration of 350 kW eddy current dynamometer
- Inauguration of the EV fast charging Dock
- Trials of E20, E27 and Diesel-ethanol blend fueled vehicle at a Retail Outlet

Low-carbon Technologies

According to the International Civil Aviation Organisation, carbon dioxide emissions from the aviation sector will likely grow seven-fold by 2050. International Air Transport Association (IATA) has committed to reducing the carbon dioxide emissions to half of 2005 levels by 2050. Continuous investment in new technology and sustainable fuels is required to accomplish these targets. The Carbon Offsetting Reduction Scheme for International Aviation (CORSIA) focuses on net increment in carbon dioxide emissions from the aviation sector. In this regard, HPCL has developed its renewable-based technology (HP-Trijet) to produce SAF and Green Diesel (GD) from Used Cooking Oil (UCO), which can reduce anthropogenic carbon dioxide emissions.

Around the world, commercial licensor's technologies require multiple steps to produce transportation fuels. HP Trijet technology is a unique process that involves a single step to convert used cooking oil to sustainable aviation fuel and green diesel. The current technology can yield 40% of sustainable aviation fuel or 85% of Green Diesel at different process conditions. This technology meets the key objective of PCRA, which is to substitute petroleum products with alternate and renewable fuels. One of the salient features of the HP Trijet process is that this technology is suitable for placing modular plants at various locations instead of collecting the UCO and transporting it to a centralised location. Inedible oils like Jatropha, Karanja, and Rubber seed oils can be converted to transportation fuels, which

RESEARCH AND DEVELOPMENT

further reduces the carbon footprint. Currently, the technology is tested at a pilot scale, and BDEP studies are completed to set up a demonstration plant of 7.4 KTPA. A tonne of UCO converted to fuel reduces 3.6 tonnes of carbon dioxide emissions in the atmosphere. In HP Trijet technology, 7.4 KTPA of feed is converted to renewable fuels, which reduces approximately 26 KT of carbon dioxide emissions.

Carbon Utilisation Technologies

HPCRDC is developing a carbon dioxide-to-methanol process to abate Scope 1 emissions from the refinery. The catalyst for the conversion of carbon dioxide to methanol is developed in-house. Carbon dioxide will be hydrogenated to value-added chemicals such as methanol. Process development using the catalyst developed is underway to set up the demo plant at HPCRCL's Visakh refinery. ~600 KTPA of GHG emissions will be reduced with the proposed carbon dioxide to the methanol demo plant.

Our work also includes the development of a catalytic process that utilises carbon dioxide as C1 feedstock for the synthesis of dimethyl carbonate. This compound, widely used as a solvent for many applications, also holds promise as a monomer for polycarbonates production. This potential versatility of dimethyl carbonate is a reason for optimism in our research and development efforts.

Technologies for Engines

Additised Gaseous Fuels: By definition, h-CNG (hydrogen compressed natural gas) is a mixture of 15-20 volume % (4-9% energy content by hydrogen) of hydrogen in compressed natural gas, which can be used as fuel instead of compressed natural gas. H-CNG has proven advantages, such as low emissions compared to CNG and higher engine efficiency. This process can use natural and renewable biogas as feed to produce hydrogen-enriched CNG and carbon nanotubes. HP-HCNG is a zero-emission technology. BDEP for 0.5 TPD has been initiated to put up a DEMO unit. The use of CNG reduces carbon dioxide emissions substantially compared to gasoline. However, CNG imposes specific inherent issues like lower engine efficiency. Hence, additised gaseous fuels are being developed, where fuel additives are doped to CNG to enhance its combustion performance. Improvements in fuel additives for gasoline, diesel, and CNG will enable reduced fuel consumption/tailpipe emission from automobiles and directly benefit from GHG emission reduction.

Hydrogen IC engine Test Facility: Hydrogen offers zero tailpipe carbon emissions. However, it imposes engineering difficulties on the engine. The proposed project/facility would aim to develop strategies to use hydrogen in an IC engine in a safe and efficient

manner. Additionally, a Hydrogen-Engine-Compatible lubricating oil would also be evaluated from the engine's endurance point of view. The Hydrogen IC engines will completely mitigate the tailpipe GHG emissions.

Diesel-Biodiesel-Ethanol Blend Testing in Diesel Vehicle/Engine: Testing Diesel-Biodiesel-Ethanol blends in diesel vehicles helps to reduce carbon dioxide emissions and reliance on fossil fuels, supporting the transition to lower-carbon, renewable energy sources. Additionally, it can improve engine performance and support local economies through job creation and agricultural market expansion. Using diesel-biodiesel-ethanol blends in diesel vehicles/engines will reduce carbon dioxide emissions and improve the fuel economy of the vehicles/engines.

Biomass Pyrolysis to Transportation Fuels

Hydrothermal Liquefaction (HTL) of Biomass: In the HTL process, organic materials convert into biofuels and value-added chemicals. The crude from HTL typically has an oxygen content of 10% to 20% by weight and a heating value of 30 to 35 MJ/kg, which is superior to the bio-crude produced from thermal pyrolysis. There is a potential for conversion of surplus biomass residue into renewable transportation fuels. HPCRCL is currently developing a technology for converting biomass residue into drop-in fuels. Once created, the technology will be demonstrated through a tonnage-level demo unit. This technology will help reduce India's dependency on imported crude oil. HP-HTL is a carbon-neutral technology; process scale-up is in progress.

Carbon Capture Technologies

HP-HiGAS is a cutting-edge process intensification technology developed by HPCRDC for gas treatment applications. It has vast potential in carbon capture, natural gas sweetening, refinery gas treatment, and marine scrubbers. The technology leads to significant equipment size reduction over conventional columns and other benefits such as low capital cost and improved safety. The first-of-its-kind demonstration HP-HiGAS unit was set up at our HPCRCL Visakh refinery to remove hydrogen sulphide from refinery fuel gas, which has achieved ten times size reduction vis-à-vis conventional column. As part of its continuous technology efforts, HPCRDC is setting up a 24-KTPA demonstration HP-HiGAS unit for carbon dioxide capture from HGU process streams at HPCRCL-Visakh Refinery.

HPCRDC has signed a technology partnership agreement with M/s Kellogg Brown & Roots LLC, USA, for global marketing and licencing of HP-HiGAS technology, which has huge potential for use in carbon capture (post-combustion applications).

WATER MANAGEMENT



Water is significant for operational and non-operational needs within HPCL. Water is required for processes, cooling, firefighting preparedness, and domestic consumption.

Recognising its significance as a life-sustaining resource and the challenges presented by its scarcity, we continuously learn and adopt newer water conservation and harvesting methods and technologies. Wherever water is used in the processes, mainly in refineries, we strive to reduce its consumption through efficiency enhancement practices. We monitor our water footprint to strengthen our water stewardship initiatives through technology and methodologies, such as water-efficient fixtures, avoiding water wastage, water reuse, and recycling. We use mechanical and electronic techniques (meters and water tank levels) and estimation methods for measurement. We carry out rainwater harvesting in our operating locations, with the goal of expanding its benefits to neighbouring communities as well.

Our refineries and major marketing locations employ ETP/STPs to recycle effluent. Our refineries have effluent treatment plants comprising physical, chemical, biological, and tertiary treatment facilities. The treated effluents from ETP meet the stipulated quality parameters set by Minimum National Standards (MINAS) and are used as makeup in cooling towers, fire water headers, and horticulture. Both refineries' discharges are monitored for quality parameters.

We ensure that our withdrawal does not significantly impact water sources. During the reporting period, discharge from our operations had no significant impact on water bodies, and no water-related incidents substantially impacted revenues. As part of augmenting green cover within premises, we focus on planting tree species that are native to the location, have low water requirements, and offer high carbon sequestration.

Approach to Mitigate Water Risk

- Identification of vulnerable locations to water stress
- Measurement and monitoring of water utilisation, feedback, corrective action
- Promoting reuse, recycling and recharging practices
- Awareness creation, capability building and stakeholder communication

Details of Water Withdrawal by Source

Parameters	(in KL)	FY24
i. Surface Water		1,24,634
- Surface Water – Freshwater		72,729
- Surface Water – Other Water		51,905
ii. Groundwater		6,10,193
- Groundwater – Freshwater		5,44,368
- Groundwater – Other Water		65,825
iii. Third-party Water		1,23,95,854
- Third-party Water – Freshwater		1,23,04,400
- Third-party Water – Other Water		91,454
iv. Seawater/Desalinated Water		7,84,16,430
- Sea water – Freshwater		NA
- Sea water – Other water		7,84,16,430
Total Volume of Water Withdrawal (i + ii + iii + iv)		9,15,47,112
Total Volume of Water Consumption		1,72,87,404
Water Intensity (Water Consumed KL/MT Refinery Throughput)*		0.77

* Water consumption at HPCL's Refineries constitutes ~95% of total water consumption in HPCL refining and marketing operations during FY24.

WATER MANAGEMENT

Water Discharge by Destination

Destination	(in KL)	FY24
Seawater – Other Water		7,42,16,285
Sent to Third-parties – Other Water		703
Others – Other Water		42,720
Total Water Discharged		7,42,59,708

Water Withdrawal, Consumption and Discharge in Areas of Water Stress

While the major portion of our water consumption (~95%) is attributable to our coastal refineries, as of March 31, 2024, HPCL has identified 37 of its marketing locations as being under areas of water stress as per National Compilation on Dynamic Ground Water Resources of India, 2023.

The aggregated volumes of water withdrawal, discharge and consumption have been provided below:

Business Unit	Name of the Area
Aviation Service Facilities	Bhuj, Jaipur
CGD Facility	Ahmedabad
LPG Plants	Ajmer, Bhatinda, Cherlapally, Gandhinagar, Gorakhpur, Jamshedpur, Jind, Jodhpur, Kota, Loni, Pindwara
Lube Plants	Chennai
Pipeline Stations	Ajmer, Awa, Bachau, Bharatpur, Donakonda, Dharampuri, Jaipur, Pindwara, Salawas
POL Depots/ Terminals	Ajmer, Bharatpur, Cassimode, Chennai, Dharampuri, Hisar, Jaipur, Jalandhar, Jodhpur, Vadodara
Retail (COMCOs)	Bengaluru-based (Three COMCOs)

Nature of Operations: Receipt, Storage, Dispatch of Petroleum Products and Receipt, Storage, Blending and Dispatch of Lubricants



Hassan Terminal revived an old abandoned water body 'Kalyani' near Honnavara Village

Water Management Initiatives

- ➔ Installation of water-efficient fixtures at operating locations
- ➔ Reuse of water in processes
- ➔ Recycling of water through ETP, STPs and reusing treated water
- ➔ Enhancement of employee awareness through contact programmes, newsletters, technical bulletins

12,04,465 KL

Water recycled by HPCL refineries

~12,00,000 KL

Rainwater harvested through 497 rainwater harvesting structures

Water Withdrawal, Consumption and Discharge in Areas of Water Stress

(in KL)

Parameter	FY24
i. Surface water	37,911
- Surface water – Fresh water	37,911
- Surface water – Other water	0
ii. Groundwater	79,861
- Ground water – Fresh water	79,823
- Ground water – Other water	38
iii. Third party water	1,49,562
- Third Party water – Fresh water	1,12,463
- Third Party water – Other water	37,099
iv. Seawater/desalinated water	0
- Sea water – Fresh water	0
- Sea water – Other water	0
Total volume of water withdrawal	2,67,334
Total volume of water consumption	2,67,321
Water discharge by destination and level of treatment	
i. Into Surface water	
- No treatment	0
- With treatment	0
ii. Into Ground water	
- No treatment	0
- With treatment	0
ii. Into Sea water	
- No treatment	0
- With treatment	0
ii. Sent to Third Parties	
- No treatment	0
- With treatment	0
ii. Others*	
- No treatment	0
- With treatment	13
Total water discharged	13

* The generated wastewater is appropriately treated and reused with an oil-water separator system/ETP.

WASTE MANAGEMENT



We strive to reduce our environmental impact through efficient material and waste management practices, such as identifying and segregating waste and seeking avenues for recycling and disposal as per applicable norms. We regularly review our systems and processes to assess the waste generated and devise methods to minimise waste generation. As a responsible corporate citizen, we have undertaken various applicable measures to minimise our impact on the biota.

Our operations generate hazardous and non-hazardous waste. The hazardous waste generated in our locations and refineries is disposed of through MoEF&CC/CPCB registered recyclers or reprocessors as per the statutory requirement. Systems are also in place to handle non-hazardous waste. We comply with statutory norms and regulations stated by MoEF&CC, CPCB and SPCB. Emphasis is given to using green chemical alternatives if available.

The processes in place for other materials are as follows:

Plastics: Lubricants are marketed in plastic containers and packets. A mechanism is in place to collect plastic waste from the market as part of extended producer responsibility (EPR) through a tie-up with an authorised third party. Plastic waste, including packaging waste, is disposed of through authorised recyclers.

E-waste: We do not sell products that may lead to the generation of e-waste. E-waste generated at refineries and marketing locations is disposed of through authorised recyclers as per E-waste (Management) Rules.

Hazardous Waste: All the spent catalysts generated are packed in metal drums to avoid any spillage and disposed to authorised recyclers or TSDF. Oily sludge is mechanically de-oiled to minimise waste generation using in situ storage tank sludge processing methodologies before transferring it for further treatment or disposal. Furthermore, low Oily sludge is handled through bio-remediation. Other hazardous waste is disposed to authorised recyclers and in a Pollution Board-approved CHWTSDF facility. Hazardous Wastes (Management, Handling and Transboundary Movement) Rules are followed for management of Hazardous Waste. 2023-24 also witnessed the deployment of online Robotic sludge cleaning for improved performance of oil separators and sludge handling.

Metallic Scrap: LPG cylinders, valves, and regulators (CVR) metallic scrap are decommissioned as per Company procedures. These and other metallic scraps are disposed of for recycling through a government-approved vendor (MSTC).

Others: Biomedical waste is disposed of through authorised parties; kitchen waste is converted to compost using Organic Waste Converters and vermicomposting at the site; and batteries are disposed of through authorised recyclers.

Wherever feasible, emphasis is given to using green chemical alternatives. A chemical consumption monitoring and optimisation system is in place to minimise chemical consumption. The industry is a member of the CHWTSDF facility for the safe disposal of such wastes if a requirement arises.

HP Green R&D Centre has also developed a bio additive for enhanced bioremediation of sludge (HPBioremedia). This product is biodegradable, easily dispersible, stable, and effective at Total Petroleum Hydrocarbon concentrations. It can treat hydrocarbon sludge from Refineries, Chemical industries, oil terminals, Lube blending stations, and oilfields.

During the year, there were two ongoing cases pertaining to environmental laws and regulations. The details of these cases and corrective action taken are described under Principle 6 in the BRSR section of our Annual Report which can be accessed at: https://hindustanpetroleum.com/documents/pdf/HPCL_BRSR_26072024_V1.pdf

A majority share (above 90% in 2023-24) of our products are fuels that consumers combust for energy. As such, these products are not reclaimable for reuse, recycling and disposal. We are aligning our value chain with the EPR requirements of including recycled/reused input material for lube packaging.

Waste Management and Circularity Initiatives

HP Green R&D Centre has developed a bio-additive for enhanced bioremediation of sludge (HP-Bioremedia). After successful trials, the product is ready for commercialisation. This product is biodegradable, easily dispersible, stable, and effective at Total Petroleum Hydrocarbon concentrations. It can be used to treat hydrocarbon sludge from Refineries, Chemical industries, oil terminals, Lube blending stations and oilfields.

Refineries

- Ensured compliance in pollution parameters on stack emission, hazardous waste disposal and effluent generation as per consent conditions
- High oily sludge generated in the refinery from crude and product tanks is sent for mechanical operation to recover oil
- Reprocessed recovered oil is with crude and residual low oily sludge is bioremediated per CPCB-approved guidelines

Marketing

- Tiles Made Out of 100% Recycled Plastic (Pilot Project): This cost-effective, smart, and advanced solution is an alternative to traditional concrete paver blocks. These tiles were made out of 100% recycled plastic waste, which has superior properties for various applications. This initiative provides a solution to the growing menace of plastic pollution by utilising waste plastic as part of tiles, which can be used for various applications. It reduces the amount of plastic going to landfills.
- Use of Plastic Waste Along with Bitumen for Making Road: Plastic waste is a suitable binder of bitumen for road construction. This approach will help HPCL claim the plastic credit and meet EPR obligations. This initiative provides a solution to the growing menace of plastic pollution by utilising waste plastic in road construction. It reduces the amount of plastic going to landfills.
- Disposal of waste generated through SPCB-authorised 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 locations
- Reuse of scrap material
- Wastewater generated is properly treated and reused with an oil-water separator system

Oily waste is stored in a dedicated storage area and disposed to authorised recyclers

9,704 MT

of plastic (lubricant-related packaging) recollected under EPR in FY24

Reclaimed Products and Their Packaging Materials*

(% of Products Sold)



● Packaging (HDPE Drums/PPCP)

● Packaging (Multi-layer Plastic)

* Data pertains to Lubricant-related product packaging.



Demonstrating Sustainability: Road made from waste plastic at HPCL Housing Complex

WASTE MANAGEMENT

Details Related to Waste (In Operations)

Parameters	(in MT)
	FY24
(A) Plastic Waste Generated	132.4
(i) Plastic Waste Recycled	0.1
(ii) Plastic Waste Reused	9.9
(iii) Plastic Waste - Other Recovery Operations	0.0
Plastic Waste Recovered Sub-total - (i) Recycling + (ii) Reuse + (iii) Other Recovery	10.0
(i) Plastic Waste Disposed of Through Incineration	0.5
(ii) Plastic Waste Disposed of Through Landfilling	56.5
(iii) Plastic Waste disposed of Through Other Disposal Operations	62.7
Plastic Waste Disposed of Sub-total - (i) Incineration + (ii) Landfilling + (iii) Other Disposal Operations	119.7
(B) E-waste Generated	1.6
(i) E-waste Recycled	0.0
(ii) E-waste Reused	0.0
(iii) E-waste - Other recovery operations	0.0
E-waste Recovered Sub-total - (i) Recycling + (ii) Reuse + (iii) Other Recovery	0.0
(i) E-waste Disposed of Through Incineration	0.0
(ii) E-waste Disposed of Through Landfilling	0.0
(iii) E- waste Disposed Through Other Disposal Operations	1.6
E-waste Disposed of Sub-total - (i) Incineration + (ii) Landfilling + (iii) Other Disposal Operations	1.6
(C) Biomedical Waste Generated	0.06
(i) Biomedical Waste Recycled	0.0
(ii) Biomedical Waste Reused	0.0
(iii) Biomedical Waste - Other Recovery Operations	0.0
Biomedical Waste Recovered Sub-total - (i) Recycling + (ii) Reuse + (iii) Other Recovery	0.0
(i) Biomedical Waste Disposed of Through Incineration	0.0
(ii) Biomedical Waste Disposed of Through Landfilling	0.0
(iii) Biomedical Waste Disposed of Through Other Disposal Operations	0.0
Biomedical Waste Disposed of Sub-total - (i) Incineration + (ii) Landfilling + (iii) Other Disposal Operations	0.03
(D) Construction and Demolition (C&D) Waste Generated	2,4608.5
(i) C&D Waste Recycled	0.0
(ii) C&D Waste Reused	2.4
(iii) C&D Waste - Other Recovery Operations	0.0
C&D Waste Recovered Sub-total - (i) Recycling + (ii) Reuse + (iii) Other Recovery	2.4
(i) C&D Waste Disposed of Through Incineration	0.0
(ii) C&D Waste Disposed of Through Landfilling	43.3
(iii) C&D Waste Disposed of Through Other Disposal Operations	2,4547.1
C&D Waste Disposed of Sub-total - (i) Incineration + (ii) Landfilling + (iii) Other Disposal Operations	2,4590.4

(in MT)

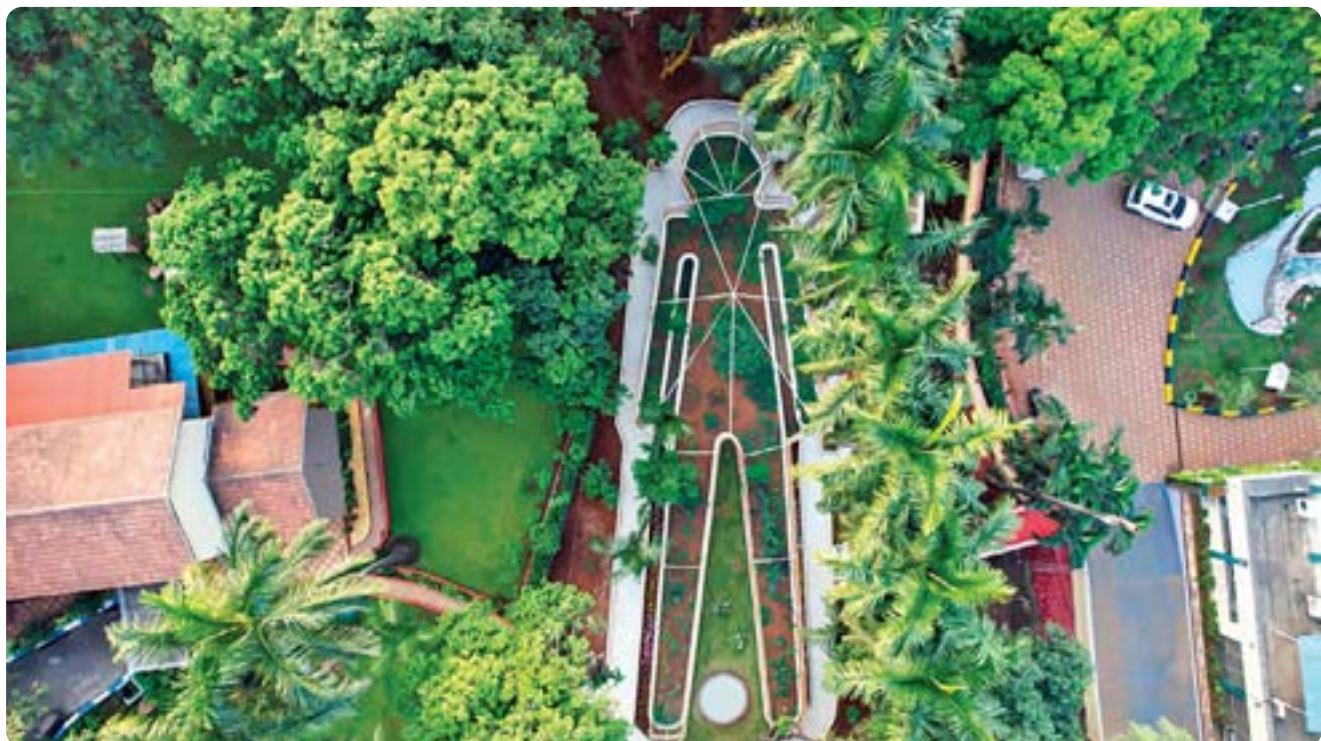
Parameters	FY24
(E) Battery Waste Generated	36.4
(i) Battery Waste Recycled	0.1
(ii) Battery Waste Reused	0.2
(iii) Battery Waste - Other Recovery Operations	16.1
Battery Waste Recovered Sub-total - (i) Recycling + (ii) Reuse + (iii) Other Recovery	16.4
(i) Battery Waste Disposed of Through Incineration	0.0
(ii) Battery Waste Disposed of Through Landfilling	0.0
(iii) Battery Waste Disposed of Through Other Disposal Operations	13.1
Battery Waste Disposed of Sub-total - (i) Incineration + (ii) Landfilling + (iii) Other Disposal Operations	13.1
(F) Radioactive Waste Generated	0.0
(i) Radioactive Waste Recycled	0.0
(ii) Radioactive Waste Reused	0.0
(iii) Radioactive Waste - Other Recovery Operations	0.0
Radioactive Waste Recovered Sub-total - (i) Recycling + (ii) Reuse+ (iii) Other Recovery	0.0
(i) Radioactive Waste Disposed of Through Incineration	0.0
(ii) Radioactive Waste Disposed of Through Landfilling	0.0
(iii) Radioactive Waste Disposed of Through Other Disposal Operations	0.0
Radioactive Waste Disposed of Sub-total - (i) Incineration + (ii) Landfilling + (iii) Other Disposal Operations	0.0
(G) Other Hazardous Waste Generated	5,106.8
(i) Other Hazardous Waste Recycled	37.8
(ii) Other Hazardous Waste Reused	33.6
(iii) Other Hazardous Waste - Other Recovery Operations	350.0
Other Hazardous Waste Recovered Sub-total - (i) Recycling + (ii) Reuse + (iii) Other Recovery	421.4
(i) Other Hazardous Waste Disposed of Through Incineration	79.3
(ii) Other Hazardous Waste Disposed of Through Landfilling	2,933.6
(iii) Other Hazardous Waste Disposed of Through Other Disposal Operations	1,654.4
Other Hazardous Waste Disposed of Sub-total - (i) Incineration + (ii) Landfilling + (iii) Other Disposal Operations	4,667.3
(H) Other Non-hazardous Waste Generated	15,426.3
(i) Other Non-hazardous Waste Recycled	9,249.4
(ii) Other Non-hazardous Waste Reused	7.0
(iii) Other Non-hazardous Waste - Other Recovery Operations	0.8
Other Non-hazardous Waste Recovered Sub-total - (i) Recycling + (ii) Reuse + (iii) Other Recovery	9,257.2
(i) Other Non-hazardous Waste Disposed of Through Incineration	196.7
(ii) Other Non-hazardous Waste Disposed of Through Landfilling	1.9
(iii) Other Non-hazardous Waste Disposed of Through Other Disposal Operations	5,988.0
Other Non-hazardous Waste Disposed of Sub-total - (i) Incineration + (ii) Landfilling + (iii) Other Disposal Operations	6,186.5
Total (A+B+C+D+E+F+G+H) - Generated	45,312.1
Total (A+B+C+D+E+F+G+H) - Recovered	9,707.5
Total (A+B+C+D+E+F+G+H) - Disposed	35,578.6

SUSTAINABILITY AT HPCL's RESIDENTIAL COMPLEX

Established in 1954, the HPCL Housing Complex (HC) has fostered a strong sense of community living while leading various sustainability initiatives. With installed systems designed to protect the environment, their ongoing commitment has resulted in new achievements and accolades in 2023-24.

Our complexes in east (HPNE) and west (HPNW) are lush with greenery, offering residents an array of options to enjoy health and leisure activities. HPNE also provides a bus service to major markets for residents, reducing individual vehicle use. Since 2015, we have installed Solar PV captive plant, LED streetlights, Rainwater Harvesting (RWH) system, a drip irrigation system, waste management system, and cutting-edge devices to monitor water consumption patterns.

Some of the initiatives introduced in 2023-24 at our housing complexes include:



Aushad Manav

A unique horticultural concept at HPNE HC, Aushad Manav is designed in the shape of the human body. We have planted 117 different varieties of medicinal plants, each selected based on its relevance and usefulness to specific areas of the human body.



Reflexology Path

An 80-metre-long reflexology path at HPNE HC, the eight pathways are designed to massage and stimulate acupressure points on the soles of the feet, which are connected to various energy meridians within the body.





← Sewage Treatment Plants

of 30 KLD capacity and 40 KLD capacity were developed using the Japanese Johkasou method and Aerated Wetland method, respectively.

Miyawaki Plantation

2,000 plants were cultivated using the Miyawaki tree plantation technique, achieving a success rate of over 90%.



These initiatives have received numerous accolades, including a first prize for the miniature version of a unique horticultural project displayed at a local exhibition, along with awards received in various garden competitions. Our complexes have collectively earned multiple prizes across various categories in competitions and exhibitions organised by regional authorities, nature parks, and environmental societies. Additionally, we received a second prize in the 'Best Overall Participation' category within the metropolitan region, awarded by local governing bodies.



Manpower and Work Environment





In This Section

- ➲ People Management 104
- ➲ Performance Management, Career Growth and Progression 109
- ➲ Nurturing Talent 110
- ➲ Employee Engagement 111
- ➲ Capacity Building through Training and Development 113
- ➲ Industrial Harmony 121
- ➲ Diversity and Equal Opportunity 122

PEOPLE MANAGEMENT

Embracing our commitment to social responsibility, we cultivate a workplace that thrives on inclusivity and innovation through collaboration. Our persistent focus is on nurturing the growth and advancement of our valued employees, providing them with the necessary tools and support to unlock their full potential. We dedicatedly invest in our employees, and their success is our success. We aim to foster a workplace environment where everyone feels empowered and inspired.

We keenly emphasise on effective human capital management to ensure long-term success in a rapidly evolving business landscape. This approach encompasses the entire spectrum of talent acquisition and retention, employee development and growth, promotion of productivity and performance, succession planning, and leadership development, all guided by our principle of 'enabling people performance'.

Recruitment and Talent Acquisition

Our robust brand presence across India's top institutions helps us attract quality talent. We adopt a fair, objective, structured, and reliable recruitment process to identify individuals with a passion to excel. While recruitment generally occurs at the entry-level, we also source talent for Middle Management and Senior Management positions from external candidates with specialised skills. HPCL recruits 100% candidates from local community. (Local Community means India)

Diversity, Equity, and Inclusion (DEI)

We are committed to fostering Diversity, Equity, and Inclusion (DEI) within our workforce to drive innovation, engage employees, and attract top talent. We create a dynamic and resilient organisation better equipped to navigate the challenges of a diverse and rapidly changing world by embracing DEI principles. Our focus on diversity helps us acquire talent from various backgrounds, including gender, caste, and origin, ensuring that our workforce reflects the communities we serve. We adhere to the Presidential Directives along with guidelines issued by the Government of India for reservation in services of persons falling under the category of SCs/STs/OBCs/PwD/EWS. Moreover, we actively promote an inclusive culture where all employees feel valued and empowered to contribute their unique perspectives. This commitment enhances our reputation and helps us meet legal and societal expectations, ultimately driving better business outcomes.

Engagement with Vendors and Contractors

We engage a vast network of vendors, contractors, and suppliers to support our operations. The contract workforce undertakes non-core activities, and we implement statutory compliance through

periodic audits, inspections, and grievance redressal mechanisms. We emphasise engaging, enabling, and empowering all stakeholders, including the contract workforce, ensuring that they benefit from various social schemes. We expect our business partners and contractors to uphold their employees' dignity and human rights, which align with the spirit of the Constitution of India and international standards.

Engagement with Statutory Authorities on Compliance

- The visit of statutory authorities is essential in ensuring the smooth functioning and compliance of various statutes
- **Kavach:** Under this initiative, we have invited the Statutory Authorities to our locations during Statutory Compliance Fortnight to spread awareness
- Under HP Mitra Har Kadam Hamare Saath, our Mathura IRD launched One-point assistance for statutory schemes like the PM Ayushman card, Jan Dhan Yojana account, Sukanya Samridhhi Yojana, PMJJBY, PMSBJ, and Atal Pension Yojana for TT crew and contractual staff
- **Nukkad Natak:** Our Meerut IRD also organised an in-house Nukkad Natak on the benefits of PF and ESIC

We provide greater flexibility, personalised approaches and optimal working conditions to build a stimulating environment.

Our workforce has an ideal mix of experience, youthful energy, and an innovative mindset with multiple perspectives. This work culture has resulted in the development of committed, dedicated, and competent employees who serve as the organisation's backbone. By committing to a fair, transparent, and inclusive work culture, we create a safe, smart, and sustainable environment for our employees, leverage technology and simplify policies and processes to improve their experiences.

Our focus on people-orientation and enablement has borne fruit in creating a pool of about 8,100 committed, dedicated and competent employees who are the organisation's backbone. The permanent and contractual workforce numbers are derived from internal monitoring systems.



Workforce Matrix Based on Gender of Employees and Workers

Particulars	Total	Male		Female	
		Nos.	%	Nos.	%
Employees					
Permanent (Management)	5,768	5,065	88	703	12
Other Than Permanent*	159*	93	58	66	42
Total Employees	5,927	5,158	87	769	13
Workers					
Permanent (Non-management)	2,386	2,242	94	144	6
Other Than Permanent#	38,301	37,321	97	980	3
Total Workers	40,687	39,563	97	1,124	3

As on March 31, 2024

* Nearest Rounded Values for % Fixed-term research associates and project associates at HP Green R&D Centre.

Refers to Contract workforce which is engaged through contractors for non-core activities at HPCL locations.

There has not been a significant fluctuation in the number of employees and workers from 2023-24 vis-à-vis 2022-23.

Workforce Matrix Based on Age of Permanent Employees and Workers (Nos.)

Employee Category	Age Groups		
	<30 Years	30-50 Years	>50 Years
Senior Management	0	36	334
Middle Management	0	1,391	685
Junior Management	1,201	1,839	282
Non-Management	458	466	1,462
Total	1,659	3,732	2,763

PEOPLE MANAGEMENT

Workforce Matrix Based on Region of Permanent Employees and Workers

(in Nos.)

Employee Category	Geographical Region											
	North Zone	South Zone	West Zone (including, Central zone)	East Zone (including, Central zone)	North West Zone	North Central Zone	South Central Zone (including, SCZ LPG Zone)	Corporate HQO	Marketing HQO	MR	VR	
Senior Management	26	7	25	12	12	6	18	114	94	24	32	
Middle Management	200	98	216	155	131	107	210	360	193	208	198	
Junior Management	336	154	410	247	252	227	368	391	125	324	488	
Non-management	129	99	291	141	107	68	235	80	45	560	631	
Total	691	358	942	555	502	408	831	945	457	1,116	1,349	

* As on March 31, 2024

There were 3,950 SC/ST/OBC Employees as on March 03, 2024

Differently-abled Employees and Workers**

Particulars	Total	Male No.	%	Female No.	%
Differently-abled Employees - Permanent	97	87	90	10	10
Differently-abled Workers - Permanent	40	38	95	2	5

** As on March 31, 2024

Workforce Gender Diversity

Diversity Indicator	% Share^
Share of Women in the Total Workforce (as a Percentage of the Total Workforce)	10.39
Share of Women in All Management Positions, Including Junior, Middle and Top Management (as a Percentage of Total Management Positions)	12.19
Share of Women in Junior Management Positions, i.e. First Level of Management (as a Percentage of Total Junior Management Positions)	16.10
Share of Women in Top Management Positions, i.e., Maximum Two Levels Away from the CEO or Comparable Positions (as a Percentage of Total Top Management Positions)	2.33
Share of Women in Management Positions in Revenue-Generating Functions (e.g. Sales) as a Percentage of All Such Managers (i.e. Excluding Support Functions Such as HR, IT, and Legal)	9.65
Share of Women in STEM-Related Positions (as a Percentage of Total STEM Positions) (S-Science, T-Technology, E-Engineering, M-Mathematics)	9.65

^As on March 31, 2024

Employee Turnover Statistics

Total Employee Turnover

(in Nos.)

Employee Category	<30 Years	30-50 Years	>50 Years	Male	Female
Senior Management	0	0	43	41	2
Middle Management	0	26	124	132	18
Junior Management	115	64	32	174	37
Non-Management	20	3	347	346	24
Total	135	93	546	693	81

Total Turnover Rate*

Employee Category	Male	Female	Total
Permanent Employees	6.83 %	8.04 %	6.97 %
Permanent Workers	14.54 %	15.38 %	14.59 %
Total	9.28 %	9.36 %	9.29 %

* Total Employee Turnover includes employees leaving the organisation voluntarily or due to dismissal, termination, retirement or death in service.

Voluntary Employee Turnover

Employee Category	<30 Years	30-50 Years	>50 Years	Male	Female	(in Nos.)
Senior Management	0	0	3	1	2	
Middle Management	0	24	36	45	15	
Junior Management	114	57	7	145	33	
Non-Management	20	3	23	40	6	
Total	134	84	69	231	56	

Voluntary Turnover Rate*

Employee Category	Male	Female	Total	(in %)
Permanent Employees	3.76	7.05	4.16	
Permanent Workers	1.68	3.85	1.81	
Total	3.09	6.47	3.45	

* Voluntary Employee Turnover includes employees leaving the organisation voluntarily i.e. early retiring, resigning employees.

As Per the Guidance note for Business Responsibility & Sustainability Reporting format, the turnover rates for 2023-24 for the particular category are calculated basis the following formula:

(No. of persons who have left the employment of the entity in the fiscal year *100)/Average no. of persons employed in the category

Average number of persons employed in a category are calculated as (Persons employed in the category at the beginning of fiscal year + Persons employed in the category at the end of fiscal year)/2

Compensation

All of our permanent employees are provided with compensation and benefits, which include, among other things: work-related reimbursements and location-based allowances, transfer benefits, leave policies (EL, CL, LHP, SSL, study leave, maternity, adoption, paternity, surrogacy, child care, CDO, SCDO, festival holidays, special leaves) and other employee benefits like health and welfare measures, promotions, idea sharing, performance appraisal, separation and post-retirement benefits, health insurance, and accident insurance coverage.

All our employees and workers are paid more than the minimum wages prescribed as per national regulations.

Return to Work and Retention Rates of Permanent Employees and Workers That Took Parental Leave

Gender	Permanent Employees		(in %)
	Return to Work Rate	Retention Rate	
Male	100	100	
Female	100	93	
Total	100	96	

During the year, none of the permanent workers availed parental leaves.

PEOPLE MANAGEMENT

Details of Measures Undertaken for the Well-being of Employees

Category	Total (A)	Percentage of Employees Covered By									
		Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits			
		Nos. (B)	% (B/A)	Nos. (C)	% (C/A)	Nos. (D)	% (D/A)	Nos. (E)	% (E/A)	Nos. (F)	% (F/A)
Permanent Employees											
Male	5,065	5,065	100	5,065	100	0	0	5,065	100	NA	NA
Female	703	703	100	703	100	703	100	0	0	116	100
Total	5,768	5,768	100	5,768	100	703	100	5,065	100	116#	100
Other than Permanent Employees*											
Male	93	93	100	93	100	NA	NA	NA	NA	NA	NA
Female	66	66	100	66	100	NA	NA	NA	NA	NA	NA
Total	159	159	100	159	100	NA	NA	NA	NA	NA	NA

* Fixed term research associates and project associates at HP Green R&D Centre.

Details of Measures Undertaken for the Well-being of Workers

Category	Total (A)	Percentage of Employees Covered By									
		Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits			
		Nos. (B)	% (B/A)	Nos. (C)	% (C/A)	Nos. (D)	% (D/A)	Nos. (E)	% (E/A)	Nos. (F)	% (F/A)
Permanent Employees											
Male	2,242	2,242	100	2,242	100	0	0	2,242	2,242	NA	NA
Female	144	144	100	144	100	144	100	0	144	16	100%
Total	2,386	2,386	100	2,386	100	144	100	2,242	2,386	16	100%
Other than Permanent Employees*											
Male	37,321	Pl. refer note 1	Pl. refer note 2			NA	NA	NA	NA	NA	NA
Female	980					NA	NA	NA	NA	NA	NA
Total	38,301					NA	NA	NA	NA	NA	NA

Note 1: Covered under ESIC subject to applicability under the ESI Act.

Note 2: Covered under ESIC/EC as applicable subject to applicability under the ESI Act/EC Act. Furthermore, in the event of demise/100% disability of contract worker, 100 times of last drawn salary is paid as compensation to the next kin subject to minimum of ₹5 Lakh & maximum of ₹25 Lakh.

Data pertains to HPCL's Mumbai and Visakh Refineries.

Furthermore, the Company has obtained a Group Mediclaim Policy (GMC) & Group Personal Accident (GPA) for extended workers engaged by our stakeholders. These policies covers workers engaged in HP Retail Outlets, HP Gas Distributorships, Transporters, and business partners of Lubes SBU/DS SBU Agencies. The GMC policy covers the workers and their family (family of four, i.e. Self + Spouse + two Dependent Children) for a maximum of ₹1 Lakh, while the GPA Policy covers ₹2 Lakh for workers only. The approximate number of workers covered under the policy is 1,69,610.



HP Pathshala - An employee-driven initiative to educationally support wards of marginal sections of society

PERFORMANCE MANAGEMENT, CAREER GROWTH AND PROGRESSION

We have a robust performance management system based on the balanced scorecard methodology for objective assessment, career progression, and individual development. The system helps employees work towards aligned organisational goals while adhering to HPCL's code of conduct and CDA rules.

We have created a culture in which individuals and groups take responsibility for continuously improving business processes and of their skills and contributions. To achieve this aim, we have implemented robust internal processes for managing the performance and aspirations of our employees. The clarity in the process flow, periodic review, and feedback have enabled a transparent and efficient performance management system.

Our employees' aspirations for career and growth are monitored and managed through an annual performance review and appraisal system. This system provides timely performance evaluations and appraisals through a feedback mechanism through an online system comprising goals and target setting aligned with corporate objectives and periodical yearly reviews.

During 2023-24, all permanent management and non-management employees underwent performance and career development reviews.

The HR Strategy Meet held in August 2023 had the theme HR 2.0: Fuelling Success at Nayaa HPCL. The Nayaa HPCL era marks a new chapter of excellence in the Company's legacy that emphasises our pursuit of creating lasting value and delivering growth responsibly by strengthening our existing businesses, leveraging new growth engines and seizing green and emerging opportunities with focus on technology & Innovation. All HR presentations were themed along the lines of 'Panchatattva Ka Maharatna' in our pursuit towards excellence, wherein five forces were defined as multi-faceted HR. Just like the Earth lays the groundwork for growth, our HR practices nurture a flourishing workforce. The Fire of passion fuels performance, while the Air of engagement invigorates our talent ecosystem. The Water of open dialogue fosters collaboration, harmonising interactions. Above all, the overarching Sky element, akin to our Management, orchestrates these aspects into a symphony of strategies, encapsulating the spirit of Panchatattva.

Reward and Recognition

Our reward and recognition schemes aim to enhance employee engagement and create a more positive workplace. These schemes lead to numerous benefits for the Company, including increased productivity and retention.

Awards	Details
HP Gaurav Awards	<p>The 'HP Gaurav' recognises outstanding efforts, sustained excellence in work, commitment, adherence to safety measures, and high standards of conduct in the discharge of duties among the non-executive category of employees.</p> <p>During 2023-24, 90 employees were recognised with the 'HP Gaurav' recognition.</p>
HP Outstanding Achievers Recognition	<p>This recognition has been instituted to recognise the outstanding achievements of officers in the junior management category.</p> <p>The recognition is intended to identify and recognise officers who have lived and displayed HP FIRST values, displayed extraordinary commitment, delivered extraordinary performance, and achieved outstanding results during a particular year, which aligns with the Company's business interests.</p> <p>During 2023-24, 52 officers were recognised as 'Outstanding Achievers 2023'.</p>
HP Aparajit	<p>HP Aparajit recognition was implemented to encourage and reward employees who have taken risks to achieve higher organisational results. The HP Aparajit recognition programme is a testament to the bravery and resilience of our officers. It felicitates those who, despite all odds, could not achieve the intended target. In 2023-24, nine officers were recognised as 'HP Aparajit 2023' under the individual and team categories.</p>

Leading Lights

This quarterly magazine appreciates employees demonstrating crucial enabling behaviours that represent role-based behavioural competencies in their true spirit. The magazine also includes a special section on innovation, with an emphasis on any innovative approach taken or changes made to deliver an impact on the role.



NURTURING TALENT

At HPCL, we prioritise the development and retention of our workforce to drive innovation and growth. Our commitment to nurturing talent aligns with our broader goals of contributing to socioeconomic progress while equipping our employees with the skills to thrive in a dynamic environment.

We have taken several initiatives to acquire and retain top talent while contributing towards nation-building by effectively implementing various socioeconomic development programmes. Our employees drive progress, and we work incessantly to attract, motivate, develop and retain the best talent in the industry.

Our decades of experience in workforce management have guided us through serving the evolving landscape with the talent required to sustain and flourish our business using our recruitment and capability-building interventions.



New recruits visit operating locations to understand the business and operations of the organisation

Samavesh

Samavesh is one of our flagship programmes designed to ensure a seamless shift for recruits into HPCL culture, values and business familiarisation through presentations and interactions with experienced internal and external subject experts. This induction programme facilitates the new joinees with activities designed to enhance the smooth transition from college to corporate and integrate them with the Company's ethos at a professional, personal and cultural level. The Samavesh Learning Agenda aligns with a role-based competency framework. The top and senior management interact with the officers to influence the young minds positively for

the Company's and India's future. All SBUs conduct sessions in this programme for a business overview, including field visits.

During the year, the Samavesh onboarding Induction Programme was conducted for 355 new officers to ensure their smooth transition to HPCL culture and values and familiarisation to business. Five Batches were conducted at HP MDI, and one batch of 56 Officers was conducted at HP-Talegaon Technical Institute. The Samavesh Learning Agenda aligned with the Role-based competency framework. Samavesh's curriculum e-modules were also hosted on the HP Academy.

New Employee Hiring

Employee Category	Age Group-wise			Gender-wise	
	<30 Years	30-50 Years	>50 Years	Male	Female
Senior Management	0	0	0	0	0
Middle Management	0	1	0	1	0
Junior Management	287	10	0	254	43
Non-management	113	4	0	117	0
Total	400	15	0	372	43

During 2023-24, 11% of open positions were filled by internal candidates (internal hiring). The average hiring cost for full-time employees was ~₹1.35 Lakh.

Employee engagement is pivotal in fostering participation and igniting enthusiasm for contributing to the Company's growth. We continuously strive to enhance their engagement across demographic groups.

Employee engagement initiatives aim to create an emotionally and psychologically safe work environment across locations. These include various activities conducted during 2023-24 to promote holistic development and participation from employees, their families, and other stakeholders.

Initiatives	Details
Yuvantage and Youphoria in the digital age – Catering to Gen Z individuals	Yuvantage is an HPCL youth engagement initiative that aims to holistically develop young officers by enhancing their managerial, behavioural, and technical competencies. With Yuvantage, we aim to energise our youth with well-rounded personalities, who are engaged with the Company, aligned to its objectives, and motivated to perform better. This will result in better performance, which will benefit the Company and the employees. During 2023-24, programmes such as 'Spark', 'Corporate Ranneeti', 'Foundation Day Activities', 'Anand', and hobby club activities were organised under the Yuvantage platform.
HPCL Mumbai Marathon 2023	The fifth edition of the HPCL - Mumbai Marathon was held at HP Nagar East, Mumbai during December 2023. It attracted 800 participants, including employees and their families, and winners were felicitated.
National Painting Competition 2023	National Painting competition 2023 was organised for all employees and their families under the themes of Dreamscapes and Surreal World, Abstract Expression of Nature, Landscape of HPCL, and Crafting a Stronger Nation: 50 Glorious Years of HPCL. The top fifty paintings were selected and exhibited in December 2023 at HPNE Auditorium. Winners were chosen for their creative brilliance and artistic accomplishments.
West Zone Synergy Meet	The West Zone HR Synergy Meet was held in March to harness synergy's potential. Numerous indoor and outdoor activities centred on enhancing team synergy, group cohesion, strategic thinking, resourcefulness, along with a comprehensive review of activities, and role realignment.
HP Quizmasters	This platform imparts knowledge to employees and identifies employees as quizzing geniuses possessing a knack for general awareness. It intends to develop employees who will act as flagbearers for representing HPCL in prestigious national and international events. This event comprises three rounds: Qualifiers (four), Knockouts (four), and Finale. In 2023-24, the four qualifier rounds were completed.
World Environment Day	World Environment Day was observed across locations, and cleanliness drives and tree plantation activities were conducted.
HP Foundation Day	HPCL's 49 th Foundation Day was celebrated across locations, and various employee awareness and engagement activities were conducted.
HP Alumni Meets	The Alumni Meets are being organised under the aegis of HPCL's Golden Jubilee celebrations, aligning with the principles of 'Panchatattvon Ka Maharatna' and embodying the essence of 'Ether'. The programme was organised with the theme 'The Golden Reunion'. It featured four exhibitions, each representing a significant era in HPCL's evolution: Neo, Classic, Contemporary, and a forward-looking display of the current energy transition. During 2023-24, Alumni meets were organised in Kolkata, Chennai, Visakhapatnam, Mumbai, and Delhi, with active participation from superannuated HPCL employees. During the events, along with interaction with alumni support, services such as medical desks for health checkups and Sahaj Sampark helpdesk to address queries from retired employees were provided.

EMPLOYEE ENGAGEMENT



Initiatives	Details
HP Unplugged	HP Unplugged is a platform that brings to the forefront the incredible stories and talents that inspire employees. A special Women's Day series was meticulously curated to celebrate Women's Day. The series showcased interviews with eight prominent HPCL women leaders who offered insights and inspiration.
Swachhta Pakhwada	Swachhta Pakhwada was observed during July 2023, during which several activities to create mass awareness of cleanliness were undertaken, such as administering the cleanliness pledge, spreading Swachhata awareness through street plays, webinars, beach cleaning, distributing hygiene kits, launching a slogan, quizzes, essay competitions, tree plantation drives, shram daan, and distributing cleanliness kits at NGOs and schools for the visually challenged.
Employee Connect	Several employee connect programmes were undertaken by HPCL at its various locations/offices to encourage participation from employees, their families, and stakeholders.
Reboot@35+	This programme was undertaken for officers aged 35 to 50 years and focused on self-development in personal, professional, family, and social domains with mindfulness as its core theme. Under the aegis of 'Reboot@35+', Walkathons/Marathons, a National Painting Competition, a National Photography Competition, and the 'Hum Fit Toh HP Fit' Challenge for employees and families were conducted in addition to other engagement activities.
HP Sampark	HP Sampark, HPCL's employee volunteer programme, has been created to channel the HP Family's volunteering spirit, encourage time and skill contributions, and nurture inclusiveness, societal good, and community health. With HP Sampark volunteers' support, the programme has touched over 3 Lakh lives since its inception. During 2023-24, Employee Contributions helped around 51,800 people in the community.

CAPACITY BUILDING THROUGH TRAINING AND DEVELOPMENT

Our dedication lies in cultivating individuals by establishing an environment that nurtures learning and development and empowers us to construct a future-ready organisation. We focus on advancing innovation, delivering business value, and propelling thought leadership.

Multimodal training methodologies, such as webinars, experiential workshops, e-modules, certifications, simulations, action learning, drama-based workshops, and others, are undertaken with extensive use of technology for progressive learning and building employees' capabilities. We focus on delivering learning interventions efficiently and equitably to employees through our Capability Building Department, which leverages technology and uses various learning methods to create superior learning experiences.

The interventions aim to build employees' capability continually to ensure optimal organisational performance. Need-based training is regularly imparted at our Management Development Institute, HPMDI - Nigdi.

In 2023-24, we focused on efficiently and equitably delivering learning interventions to employees by leveraging technology and utilising various learning methods to create learning experiences.



Induction training programme at Mumbai Refinery

The following approaches were adopted to address the evolving learning requirements and business imperatives for promoting self-directed learning:

- Embedding learning in the performance management systems
- Pull and push methods to encourage learning
- Curating experts and learning content for an engaging learning experience
- Personalised recommendations
- Curation of innovative and multi-model learning programmes using new-age technologies
- Multi-pronged communication approaches
- Reward and recognition for self-learners

Various training and engagement initiatives are undertaken to achieve the intended corporate objectives.

Our Capability-building Department focuses on delivering learning interventions efficiently and equitably to employees by leveraging technology and utilising various learning methods to create learning experiences. The department imparted over 59,440 person-days of learning in various modes during 2023-24.

CAPACITY BUILDING THROUGH TRAINING AND DEVELOPMENT

Leadership Programmes at All Levels

This intervention aims to nurture leaders at all levels in the organisation through HP Possible, HP Nava and HP Yuva initiatives. During 2023-24, 300 officers participated in these three interventions (4,000 person-days), establishing a culture of shared leadership in HPCL. These leadership interventions have a detailed programme pedagogy and were delivered within specified timelines.

Initiative	Details
HP Possible 2.0	<p>This unique 11-month in-house flagship leadership development programme aimed at building leadership competencies in future leaders was launched during 2023-24 and successfully implemented.</p> <p>The first batch Convocation Ceremony was held at the University of Mumbai, and a book titled Shakya, describing the journey of HP Possible, was published. The second batch has 52 participants, and the best national academic CoE institutions have been shortlisted to partner with HPCL to assess business competencies and deliver learning experiences.</p> <p>To ensure comprehensive leadership development, an in-house assessment centre was set up. This centre, equipped with scientifically validated tools, played a crucial role in evaluating the participants' behavioural competencies. Coaching sessions with senior executive coaches have also been conducted.</p>
HP Possible Mentorship Programme (HPPM)	<p>This is a structured, time-bound mentorship programme aligned with our flagship leadership initiative HP Possible.</p> <p>Each first-line participant is assigned a mentor in a group comprising three mentees.</p> <p>During 2023-24, the HP Possible mentorship programme was launched. 52 mentee groups, comprising 156 mentees, were created. Each group identified their business projects and conducted two in-depth discussions with Executive coaches.</p>
HP Nava	<p>This in-house leadership development intervention for 120 mid-level Managers from across all streams and functions was launched and successfully implemented in April 2023.</p> <p>Curriculums were designed for each competency after detailed discussion with respective Business Units. The programme was delivered by eight CoE Institutes (IIMs and XLRI) and included 24 training person-days of learning experience per participant. The pre-versus-post competency scores increased by 20%. The programme was well received, with an average feedback of 91%.</p> <p>As part of the programme, 13 groups pitched their DIGIT ideas to an internal committee.</p>
HP Yuva	<p>This focused in-house leadership developmental initiative seeks to nurture early leaders within the organisation and facilitate seamless progress into critical middle management roles in the future.</p> <p>The programme is conceptualised and designed considering the emerging energy sector scenario and technological advancements. It aims to equip junior management professionals with behavioural and organisational skills. The first batch of HP Yuva was conducted in January 2024.</p>

Vista

This intervention involved developing role-based competency frameworks for 12 Marketing SBUs (covering ~2,600 Officers across 100 roles within the Marketing division, spanning from E02 to D grades) and eight units of Refinery (covering ~962 officers across 42 job roles within the Refinery Stream, spanning from E02 to D grades). The intervention was presented to the Training Advisory Councils of Refinery and Marketing between November and March for their review.

NSC-HPCL Safety Certification Programme

A customised certification test titled NSC-HPCL Safety Certification Programme was curated in collaboration with the National Safety Council for safety field Officers in HPCL. A committee was set up to finalise the curriculum, which comprises ten modules. The course content for the modules was prepared in-house and hosted on the HP Academy for availability to the employees. 20 structured Instructional Programmes and 13 webinars were conducted covering all participants. Testing in the first phase plans to extend to ~2,200 employees from refinery and marketing during May 2024.

Capability Building Management System (CBMS)

During 2023-24, CBMS was conceptualised, developed and deployed. The new Learning Management System is uploaded to a cloud platform and has been integrated with HPCL SAP through the configuration of several functionalities as per HPCL requirements. Role-wise Competency Frameworks have been incorporated into the new CBMS.

HPCL Coursera Partnership

HPCL collaborated with Coursera (a global online platform) that offers access to online courses and degrees from leading universities and training companies for access to all courses in the Coursera Portal for the initial six months and after that, an option to select up to 500 courses out of 6,000+ courses available online and relevant as per HPCL competency model.

HPCL Skillsoft Partnership

HPCL collaborated with Skillsoft (an online e-learning platform) for the Skillsoft Leadership Development Programme (SLDP), which is a collaborative effort between Skillsoft and MIT Sloan Management Review. The institute's Management programmes focus on entrepreneurship, innovation, and experiential learning.



Training on NSC HPCL Safety Certification to officers at Visakh Refinery

CAPACITY BUILDING THROUGH TRAINING AND DEVELOPMENT



Supporting Employee Transition - Retirement Training Programme

Study Leave, EGP and Internships

- HPCL allows employees to take up higher studies by taking study leave to pursue a regular full-time course from reputed Institutes based on eligibility and approvals. During 2023-24, 12 Study Leave applications were processed and approved.
- 219 students were awarded summer internship during 2023-24
- In 2023-24, a systematic process of collating the project requirements from SBUs/Departments and students' online applications was introduced. The students could choose the projects of their choice in their preferred locations. The internship process was enhanced and completed during 2023-24.
- During 2023-24, a new Internship Policy and Stipend Fixation was approved, and the new policy was published in the personnel manual.

External Trainings

During 2023-24, ~4,085 training man-days were nominated to various External Training basis requests from SBUs /Departments/Competency Frameworks/ Strategies.

Academic Collaborations with CoE and Premier Institutes

- HPCL entered into an MOU with CoE/Premier Institutes — IIM Ahmedabad, IIM Udaipur, IIIT Hyderabad, NIBM, Pune —and promoted Learning interventions by faculties from CoE/Premier Institutes — IIM Ahmedabad, IIM Calcutta, IIM

Bangalore, IIM Amritsar, IIM Nagpur, IIM Raipur, XLRI, IIM Sirmaur, IIT Bombay, IIT Kharagpur, and UPES to promote industry-academia collaboration.

- With a heightened focus on the sustained growth of Chemical engineers in HPCL, particularly in this dynamic competitive scenario, our partnership with IIT Bombay is pivotal. As a testament to this, we have nominated three officers for the M.Tech (Chemical Engineering) Academic batch of 2023-25. Five officers are pursuing the course, sponsored by HPCL, further solidifying our commitment to their professional development.

Other Initiatives

- **Submission of Papers in Conferences:** During 2023-24, 189 papers were submitted during India Energy Week 2024 held at Goa, with the highest paper selection for publication/release among OMCs.
- 200+ employees attended the Behavioural Event Interview Workshop by SHRM.
- For the first time, HPCL offered JVs and subsidiaries cost-free access to its Training Programmes, reflecting HPCL's commitment to enhancing the competencies of its employees. Thirty participants from HPOIL GAS, Petronet MHBL, BGL, MRPL, and AGL attended Training Programmes at HP MDI, Nigdi (64 training person-days).
- HPCL participated in various external forums and panel discussions on capability building, leadership and succession planning organised by various bodies.

Ecosystem-based Interventions

Initiative	Objective	Details
Project LED	<p>This flagship project by HPCL's HR Marketing department was held in collaboration with the Marketing SBUs. It aims to make learning more scientific, predictable, and personalised. Project Learning Ecosystem Development (LED) was incubated in 2019 to bring role clarity and align learning to the role requirement, for enabling our officers to identify their learning gaps and make personalised development plans.</p>	<p>As part of this initiative, Several e-learning modules were hosted in HP Academy, 19 video modules of 92 episodes are being developed, seven RD videos for critical roles of each SBU are being developed, 16 question bank workshops were organised, and a Technical Competency Test was conducted for individual contributors in A, B, C, D Grades for 75 roles in 14 SBUs during February 2024. Out of the eligible 2,033 officers, 2,018 appeared for the TCT 2023-24. A 99% attendance was recorded.</p>
PGP-MBA (Oil & Gas)	<p>The PGP-MBA Programme is the Marketing Division's flagship programme. It builds the capabilities of young and talented officers and develops high-potential officers for future leadership positions. Apart from providing the optimal mix of technical, managerial and behavioural competencies, the programme encompasses the functional and technical knowledge of the entire hydrocarbon value chain. The programme is conducted in collaboration with the University of Petroleum & Energy Studies, Dehradun (UPES). It is a longitudinal programme comprising of five Contact programmes where combined efforts of internal and external SMEs design the curriculum for each SBU.</p>	<p>During 2023-24, the sixth Batch of MBA (Oil & Gas), covering 70 participants across SBUs, is ongoing.</p> <p>Batch of Post Graduate Programme covering 160 participants, was concluded.</p>
Project Prerna (Retail SBU)	<p>This programme aims to upskill Sales officers of Retail SBU in functional and behavioural areas of their roles. The four-day programme includes various aspects of understanding oneself, the role, dealer management and sales profiling sessions.</p> <p>The initiative aims to provide customised inputs to hone the competence in managing oneself, engaging dealers and driving business to our network.</p>	<p>Two programmes were conducted at Lucknow and HP MDI, Nigdi, covering 29 and 21 officers, respectively.</p>
Project Shrestha (LPG SBU)	<p>This year-long Management Development Intervention addresses LPG Plant Managers. It aims to equip Plant Managers with cutting-edge managerial and techno-behavioural skills to help them improve their efficiency and effectiveness.</p>	<p>A batch covering 15 Plant Managers from LPG SBU was conducted under Shrestha 6.0, and three contact programmes, each lasting four days, were held.</p>
Project Daksh (SOD SBU)	<p>This year-long Management Development Intervention addresses first-time Location In-charges.</p> <p>It aims to provide personalised attention to the managerial development needs of the Terminal/IRD Location In-charges.</p>	<p>A batch covering 20 location in-charges from SOD SBU were covered, and three contact programmes were held for four days each.</p>

CAPACITY BUILDING THROUGH TRAINING AND DEVELOPMENT

Initiative	Objective	Details
Project Kshitij (Lubes SBU)	<p>This programme, through sales coaching, aims to internalise the use of scientific tools like Sales Equations, ABC analysis, market mapping, and account mapping as a way of working in the SBU.</p> <p>It aims at developing the capabilities of stakeholders of the Lubes sales ecosystem.</p>	<p>For new officers in the Lubes SBU, a two-day behavioural sales development workshop, Good to Great, was conducted. 54 virtual sessions of Sales Coaching for all 18 Lube ROs with an external Sales Coach were facilitated.</p> <p>Training Module on Lubes Knowledge for Retail SBU CSAs was developed, and pilot training was conducted in collaboration with SBU.</p> <p>Lubes' 360-degree campaign focused on enhancing product knowledge of the Lubes Team was launched.</p>
Project Ekagra (Projects & Pipelines SBU)	<p>This enabling intervention was introduced by Projects & Pipelines (P&P) SBU Ekagra - Suraksha Ke Path Par in 2018. It is aimed at process standardisation in Pipeline Security & Safety Systems, with emphasis on uniformity and standardisation of processes, new tools to ease work, rewards and recognition, performance monitoring, and capability building of officers and stakeholders.</p>	<p>In December 2023, the Hyderabad Data Centre launched a manager development programme covering 24 first-time new Location In-charges under the P&P SBU. Two four-day contact programmes were conducted.</p>
Project Sarvottam (LPG SBU)	<p>This intervention, which aims to provide structured techno-behavioural inputs to LPG SBU, was launched in November 2018. As per feedback received in Sarvottam 1.0, Version 2.0 has been redesigned to impart training on competencies for Sales Officers to develop a holistic approach to driving sales.</p>	<p>Three contact Programmes were scheduled for Top Performing Sales Officers with behavioural/functional/technical training modules.</p> <p>Officers undertook individual projects on process improvements and innovation.</p>
Retail Engineering Learning Intervention	<p>This developmental programme is curated to advance the retail engineer's learning journey. It entails the processes and associated learning events from the Conceptualisation to the Completion stage of Retail outlets, including maintenance and modernisation. It aims to provide the Retail Engineer with a comprehensive understanding of the various processes involved in developing and functioning a retail outlet.</p>	<p>The programme was rolled out for the first batch of officers, with Project Management with Learning Partner - L&T IPM, Baroda, and a foundation course with Learning Partner NIT Jaipur.</p>
LED - LPG for Non-management and Contract Positions	<p>The project aims to analyse the job roles available for non-management employees and the contract workforce at LPG plants, conduct a study, and document their role descriptions, defining their clear roles and responsibilities.</p>	<p>Role descriptions were finalised and documented for non-management positions at the LPG plant.</p>

Initiative	Objective	Details
Path of Light	This pre-retirement programme is for non-management employees and intends to prepare them to deal with retirement life from a psychological, physical, and financial perspective. It is conducted in two phases. The first phase is imparted at 55 years of age, and the second phase is imparted at 58 years of age, which is also attended by employees' spouses. Its objective is to form a realistic perception of retired life, sensitise people to the need to plan for retirement and reduce anxiety about retirement.	In Phase 1, 78 employees (100%) and in Phase 2, 272 employees (73%) were covered.
HP Yuva	This early leadership development was launched in January 2024. It is a curated longitudinal intervention for the development of Junior Management. The programme focuses on developing organisation competencies: Human Capital Management and Energy & Sustainability as per the HP Vista framework of the Company.	The inaugural batch conducted at HPMDI-Nigdi comprised 39 participants from corporate functions. The sessions were facilitated by faculties from XLRI, Jamshedpur, and IIT-Mumbai for the two competencies, and they were well received, with overall positive feedback of over 90%.
Foundational Course in Foreign Trade	This three-month Course on foreign trade, which has an overall duration of 60 hours, was designed in collaboration with the Indian Institute of Foreign Trade (IIFT), Delhi.	This course was customised for Marketing SBUs for a batch of 25 officers nominated by our SBU - Lubes, I&C, LPG, Natural Gas, and SOD.
IS Manthan	The IS Manthan programme was launched to enhance the Techno-behavioural competencies of IS officers. It included modules on visioning exercises, MBTI related to Strength Finder, communication, and collaboration.	This programme took place in Hyderabad, and 24 officers from different sections of the IS department participated. The programme concluded with an outbound activity to enhance team bonding and participative spirit.
Formative Friday Sessions	The Formative Fridays 2.0 initiative commenced to share knowledge beyond the scope of domain knowledge among HR functionaries. Every Friday, HR Leaders of the Marketing team immersed themselves in insightful and perceptive discussions on different topics.	48 such programmes were conducted in 2023-24.
Delivery Person Training Programme	This is a structured training Programme for Delivery persons.	The Visakh LPG Regional Office, SC LPG Zone, in collaboration with the Skill Development Institute, conducted a two-day training programme for delivery persons of the Visakh LPG Sales Area, which covered 30 delivery persons.

CAPACITY BUILDING THROUGH TRAINING AND DEVELOPMENT

Initiative	Objective	Details
Systematic Compliance Programme	This initiative is built on the philosophy of Educate, Enable, and Ensure, with a focus on '12 Months 12 Themes' and one labour law per month. This endeavour includes educating through knowledge nuggets, self-checklists, and HR support. There is also an exciting recognition scheme, 'Compliance Champion', for locations with high scores on Compliance.	To enhance and further strengthen the statutory compliance culture at our locations, the intervention 12 Months 12 Themes - Systematic Compliance Plan launched in October 2022 was carried through into 2023-24. A comprehensive document of all the 12 themes was released in January 2024.
Anubruti Training	Anubruti is a contractor-centric statutory compliance awareness programme intended to achieve 100% labour law compliance while engaging the contractors. Its objective is to Educate, Enable, and Ensure compliance with labour laws, with the contractor as the focal point.	12,500 contract employees and 958 contractors were covered across India on labour law compliance.
Prerna	This one-day training programme aims to raise contract workers' awareness of their behaviour, safety, personal hygiene, rights, and obligations at the workplace and statutory requirements. This intervention falls under the Educate-Enable-Ensure outcome. It aims to create better workplaces, with a focus on improving productivity and strengthening relationships with stakeholders.	During 2023-24, ~12,500 marketing division contract workers were covered. This ongoing training programme, conducted by a faculty member speaking the local language, targets all Marketing division contract workers.

During 2023-24, the average hours of training imparted to male and female employees were 63.4 and 64.1 person-hours, respectively. The average hours of training provided to management and non-management employees were 77.7 and 29.1 person-hours, respectively. The average hours of training imparted to all employees were 63.47 person-hours.

The average amount spent per employee on training and development through the capability building department was around ₹67,734.



Convocation ceremony of HPCL Officers at West Bengal National university of Juridical Sciences



Fostering a collaborative and positive work environment is essential to HPCL's operations. We engage with our stakeholders to promote enduring relationships and enhance unity across the organisation.

We emphasise engaging, enabling, and empowering our stakeholders through various interventions. We continued to enjoy cordial employee relations during 2023-24, with no reported industrial unrest at any of our operating locations. Constructive meetings were regularly conducted with unions to ensure employee participation in decision-making. Effective grievance management systems and an emphasis on fairness and transparency aligned the visions of the unions and the employees with those of the Company. Harmonious industrial relations were sustained through continual and proactive engagement with the unions representing the workers across the Company.

Freedom of Association and Collective Bargaining

We uphold Freedom of Association and Collective Bargaining rights and emphasise building cordial and harmonious relations with our Unions, whom we consider equal partners in our progress. Fairness and emphasis on transparency coupled with an effective grievance management system align the visions of the unions and the employees with those of the Company. We have formal agreements with the trade unions to deal with wage revisions, productivity improvement, employment conditions, health and safety, training and education and grievance redressal.

Among our non-management employees, 86% are members of unions. Before implementing any initiatives that affect or are likely to impact employees represented by the unions, we engage in constructive dialogue with trade unions to understand their perspectives and address their concerns.

When it comes to any operational change affecting the workers, we always comply with the relevant provisions of the Industrial Disputes Act, 1947, wherever warranted.

We also fulfil all statutory requirements regulating the payment of wages and measures related to the health, welfare, safety, and working conditions of our contractual/outsourced workers at our locations.

Before implementing any operational change, we inform the employees about it through conferences, meetings, e-mails and intranet communication channels and ensure a minimum three-week period before implementing the change.

Human Rights

We are a signatory to the United Nations Global Compact (UNG) supporting principles on Human Rights, labour standards, environment, and anti-corruption. Our management accords these areas due importance in upholding these values and implementing compliance. Our robust grievance mechanism has been created to safeguard these values by allowing individuals to raise concerns openly and in a structured manner for their fair and timely resolution.

We are committed to uphold the spirit of human rights as outlined in the Constitution of India and various applicable statutes, guidelines, relevant laws, regulations, and various applicable international declarations and guidelines covering the relevant aspects of human rights. HPCL ensures that it is not complicit in human rights abuses.

We encourage our employees and stakeholders (including our business and supply chain partners) to adopt, promote, and respect human rights, including forced labour, child labour, discrimination, equal remuneration, human trafficking, and collective bargaining within their operations and their supply chains by adhering to all applicable laws and international principles on human rights.

Our suppliers have to abide by various terms and conditions of the contracts. The general terms and conditions of our procurement tenders include compliance with various labour laws also addressing topics on human rights like the abolition of child labour, labour law compliances, welfare & ethical behaviour in the conduct of business, safe and healthy working conditions, and environmental preservation for workers engaged by contractors along with requirements of signing agreements during bid submission. For compliance, we strictly implement model codes for labour welfare stipulated in laws and regulations by respective regulatory bodies. Due diligence on these matters is carried out through periodic internal audits conducted by HR officers at various locations. Furthermore, statutory agencies, e.g. labour officers, also perform audits of locations to check contractors' adherence to labour laws.



DIVERSITY AND EQUAL OPPORTUNITY

Our value system, HP First, calibrates the behaviour of our employees as well as their professional pursuits and engagements. These values are outlined based on principles, of which Equal Opportunity, Workforce Diversity, and Inclusion are important constituents.



HPCL has embraced principles of Diversity, Equal opportunity and Inclusion to create employee conducive environment

HPCL is committed to complying with the provisions of the Rights of Persons with Disabilities (RPwD) Act, 2016. Accordingly, HPCL has adopted an Equal Opportunity policy approved by Management and displayed in the employee portal to promote a workplace culture based on fair practices and safeguard the rights of persons with disabilities to be treated with dignity, respect, and equal terms.

The scope of the policy applies to current and prospective HPCL employees. The policy is available on the Company's Internal Portal.

We adopt a fair, objective, structured, and reliable recruitment process that helps identify and attract talented individuals with a passion for excellence. Our offices are accessible to differently-abled visitors, as required by the Rights of Persons with Disabilities Act, 2016.

We conduct special recruitment drives to identify differently-abled candidates for potential roles across the organisation. Irrespective of their varied cultural backgrounds, all new incumbents are treated equally and given equal opportunities to learn, grow, and perform. We have fair and transparent policies to protect the interests of our employees.

Diversity of Employees*

Category	Age Group-wise			Gender-wise	
	<30 Years	30-50 Years	>50 Years	Male	Female
Employees	20.30%	45.80%	33.90%	89.60%	10.40%

* As on March 31, 2024

A focus on encouraging and achieving diversity in our recruitment processes helps us acquire talent across Indian geographies from different backgrounds, genders, castes, and origins. Irrespective of the varied cultural backgrounds, all newly recruited employees are treated equally and given equal opportunities to learn, grow, and perform. We have fair and transparent policies to protect the interests of our employees.

We are an equal opportunity employer and practice zero tolerance for discrimination based on caste, religion, disability, gender, sexual orientation, status, race, colour, ancestry, marital status, political opinion, national extraction, social origin, or affiliation with a political, religious or union organisation or majority/minority group or other factors. We have strict mechanisms to deal with such cases.

A host of engagement activities are undertaken throughout the year to support diversity and promote inclusive growth. Each year, special learning initiatives are undertaken for the growth and development for SC/ST/OBC employees.

There were no incidents of discrimination during 2023-24.

The Ratio of the Basic Salary, Remuneration of Women to Men for Each Employee Category, by Significant Locations of Operation

Employee Category	Basic Salary	Remuneration
Senior Management	0.97	0.94
Middle Management	0.96	0.95
Junior Management	0.94	0.94
Non-management	1.46	1.28

Note:

- Basic salary comprises basic pay and dearness allowance.
- Remuneration includes perquisites and allowances along with basic pay and dearness allowances. The perquisites depend on the employee's grade and the allowances depend on the nature and location of work for individual employees.
- Within the same seniority and same grade, the ratio of the remuneration of women to men is 1:1. The difference in the ratio of remuneration of women to men are on account of number of male employees versus female employees and varying seniority.
- The significant location of HPCL's operation is India.

During 2023-24, HPCL submitted its annual Communication on Progress for adherence to Human Rights principles of the United Nations Global Compact and ensured the inclusion of labour laws addressing elements of Human Rights requirements in procurement contracts.

In line with our commitment to sound workforce management practices, we ensure that no person under 18 years of age is employed by the organisation and that forced or compulsory labour is prohibited in all our units. We are committed to ensuring that no instance of child or forced labour occurs in any of our operations and establishments.

We prohibit associated vendors, contractors and suppliers from engaging in child and/or forced labour and human trafficking.

We have a mechanism in place for implementation of statutory compliance verification, which forms a part of various modes of engagement like periodical audits, inspections, site visits at different levels of hierarchies both internally and through external agencies, grievance redressal mechanisms, portals, meetings, induction programmes, consents to terms and conditions of tenders and orders containing the above conditions by the vendors and suppliers.

Various initiatives and campaigns are undertaken from time to time to enhance compliance awareness and provide officers and stakeholders with training on elements of human rights and POSH.

Several online POSH workshops were organised across the Company during the year to inculcate appropriate workplace behaviour and promote gender sensitisation.



The Golden Reunion Alumni Meet - Acknowledging those who played a pivotal role in establishing a robust foundation for Nayaa HPCL

Health and Safety





In This Section

- ➔ Safety Management 126
- ➔ Safety in Transportation 130
- ➔ Advancing Health and Well-being 132
- ➔ Safety and Security of Critical Assets 135

SAFETY MANAGEMENT



Safety is at the core of facilitating enhanced workforce productivity, culminating in improved operational efficiencies. Moreover, we are dedicated to building a safety-centric mindset in our workforce, as the success of our management systems and the capacity-building programmes hinges on our employees translating this mindset into actions in their daily operational activities.

We ensure the best Health, Safety, and Environment (HSE) and sustainability practices across all business activities to achieve the highest standards in HSE and sustainability. We continuously improve our HSE management systems and procedures by adopting new technologies, upgrading infrastructure, benchmarking existing practices, and conducting regular surveillance audits. We provide a safe workplace for all our employees and contract workforce, safety for the communities wherever we operate, and safety for all our stakeholders. We have rigorous health and safety policies and procedures to identify and minimise safety risks related to our plants, operations and processes. We have well-defined and structured health and safety policies and procedures to categorise and reduce safety risks associated with the Company's plants, operations, and processes. Our Safety Policy, which states that "no work, service, or activity is so important or urgent that safety be overlooked or compromised" guides us toward our commitment to 'zero accidents'.

To achieve the goal of 'zero accidents', stringent HSE management systems have been implemented across all locations to strengthen HSE governance and compliance through surveillance audits and benchmarking. Risk management systems are in place to identify potential risks and take protective measures to minimise incidents. We strive for continuous learning and upgrade our systems by leveraging information technology.

HPCL operates with the core value of safeguarding its employees and other stakeholders' safety and well-being. At every level, HPCL encourages stakeholder participation in safety aspects beyond compliance and seeks opportunities for improvement. Our stakeholders receive the necessary knowledge and skills to ensure safety across operations.

The Company's well-established HSE management systems help to manage process safety, personal safety, and environmental risks, as well as drive performance improvements. Risk management systems are in place to identify potential risks and take protective measures to minimise incidents. HSE competency framework and assurance programme for operating personnel by third-party National Safety Council is envisaged. A suitable oversight mechanism is in place to review the potential risks and uncertainties.

We implement best industry practices, industry regulations, technologies, tools, materials, and more to ensure safety in all facets of operations

across all locations and construction sites. For that, the governance practices of the safety systems and procedures of the critical processes are regularly monitored. At major project sites, dedicated teams monitor the safety aspects of construction. Well-established emergency response systems and crisis management plans are available to manage untoward incidents at any operating location.

We have a management system for occupational health and safety across all our operations, including refineries, plants, facilities, and other locations. The system covers all employees, workers, and nearby communities. The effectiveness of the safety management system and the root cause of an incident are reviewed at the plant level and by Apex safety committees.

We have Health, Safety, and Environment (HSE) departments at all levels, beginning with the headquarters, which include Corporate, Marketing, and SBU levels as well as Refineries and Zonal Offices.

They are also at the operating level, which includes all locations nationwide. They monitor and assess the safety mechanisms through regular audits, raise awareness among stakeholders, and work with government officials on relevant issues and amendments as per the requirements.

Operational/product safety-related training and awareness and stakeholder engagement exercises are regularly undertaken. The safety culture is accorded priority by the top management and driven through HSE department and safety committees. It focuses on designing and enforcing safety rules and procedures, conducting safe operations, ensuring statutory compliance, being vigilant and prepared for emergencies, creating awareness, and reviewing progress on policy compliance. Our top management periodically reviews progress on compliance with various statutory audits and time-bound action plans to redress safety observations.

We have taken multipronged actions to enhance safety in all facets of operations, including operations within terminals/depots, transportation, and unloading at other terminals/depots/retail outlets.

The various measures include interlocking various equipment and alarm systems in the terminal/depot premises, hands-on SOP-based training for all operating staff, training on safe driving for tank truck drivers, monitoring of tank truck movement through a vehicle tracking system, and others.

Safety Stewardship

We have meticulously implemented standard safety procedures and practices in all aspects of our daily operations, ensuring a comprehensive approach to safety. Some of the important safety systems and procedures we have adopted are:

Accreditation: Our major manufacturing installations are certified by Environmental and Safety management systems with accreditations such as ISO 14001 and ISO 45001.

Inherent Safety by Design: Inherent safety by design is adopted in facility design, process units, and construction per international and national codes and standards in all installations.

Fire Protection Facilities: All installations are equipped with fire protection facilities meeting OISD standards and have designated/qualified safety officers to maintain safety systems.

Plants, equipment, machinery, including fire-fighting facilities are regularly checked for functionality, proper engineering controls are established.

Safety/Live Fire Simulation Training: All employees and contract workers undergo safety induction and

regular training on fire and safety covering topics. Job-specific safety training is periodically imparted per OISD Standards No. 154, which refers to the safety aspects of functional training.

Live fire simulation training is imparted to officers, employees, contract workers and security staff at various prototype facilities to train in various live fire scenarios to enhance emergency preparedness.

Uniform Safety Operating Procedures (SOP)

and Standards: The latest guidelines have been implemented to bring uniformity to the standard operating procedures (SOP) in all SBUs. SOPs are regularly reviewed for updates.

Safety Training, PPE Training and Usage: We continue to develop new training programmes based on employees' identified training and learning needs. We incorporate feedback from the ongoing programmes to improve the subsequent programmes. PPEs are mandatory based on the hazard of the activity, and training on their use is ensured for the protection of all personnel.

Training Person-days by Capability-building Department in 2023-24

Gender	Category	Health and Safety
Male	Employees (Management + Non-management)	3,372
Female	Employees (Management + Non-management)	298
Total	Employees (Management + Non-management)	3,670

Training Person-days by Refineries and Marketing Locations in 2023-24

Gender	Category	Health and Safety
Male	Employees (Management + Non-management)	13,550
	Contractual Workforce	112,560
	Transport Workforce	57,724
Female	Employees (Management + Non-management)	716
	Contractual Workforce	2,783
Total	All Categories	1,87,333

Work Permit System, Job Safety Analysis, Execution of High-risk Jobs: A detailed and exhaustive work permit system for hot and cold jobs has been devised in accordance with OISD-STD-105 requirements.

Before the commencement of all jobs, their occupational risks are evaluated through a Job Safety Analysis (JSA). Special precautions, as recommended by a multifunction team, are taken before executing high-risk jobs, and contract workers/supervisors are advised about the dos and don'ts of each job.

Risk Analysis and Emergency Preparedness & Disaster Management Plan (ERDMP): Quantitative Risk Analysis (QRA) is carried out periodically at all locations per MSIHC Rules, 1989. An Emergency Response and Disaster Management plan is designed and implemented as per PNGRB ERDMP regulations 2010, which are certified by a PNGRB-approved third party and the Board and is updated periodically.

Onsite and offsite mock drills are conducted at all locations as per PNGRB regulations to educate employees about their roles and responsibilities, assess their alertness during an emergency, and observe the effective workings of the firefighting equipment and facilities.

SAFETY MANAGEMENT

Safety Committees: According to the Factories Act of 1948, safety committees exist in the refineries and all marketing locations to encourage proactive participation and involvement of the workforce in HSE matters, with equal representation of management and non-management employees for implementation of best practices at the workplace through the process of engagement and consultation.

The committee meetings are conducted quarterly, and all the safety aspects of the location are reviewed to ensure that the Company's HSE policies and regulations are followed, leading to a healthy and safe work environment. The committees solicit feedback from the workforce, discuss HSE issues pertaining to the location, and propose solutions for further strengthening safety sustainability through the participatory management process. While the goal is to learn from experience and case studies, the committees also identify specific training needs of employees and locations.

Asset Integrity: Preventive, predictive maintenance and residual life analysis are performed to avoid equipment failure, especially rotating equipment and subsequent emergencies.

Management of Change: Any infrastructural and technical modifications or changes are implemented through structured management of the change system to prevent incidents.

Contractor Safety: Special safety requirements are part of tender conditions when awarding the contract. Contractor personnel must be trained in the work practices necessary to perform their jobs safely. Contractors must also provide and maintain equipment, tools, and machinery to minimise the risk of accidents or injury to workers.

Contract personnel are made aware of fire, explosion or toxic release hazards related to their job and assembly points as per provisions of the emergency preparedness plan and are provided with a contractor safety manual. Such workers are given training in Hindi and their local/own language and are required to participate in toolbox meetings, and pre-shutdown briefings.

We also carry out safety training certification for contractor supervisors.

Analysis of Incidents: All incidents, including near-miss, are recorded. Critical incidents are analysed to prevent recurrence. The findings and recommendations are presented and reviewed at safety committee meetings for timely implementation.

All major incidents are reviewed by a committee formed by members from outside the location to identify the root cause and provide recommendations to prevent recurrence of the same. Based on the root cause analysis, suitable disciplinary actions are

also taken for violations. All major incidents, along with root cause analysis and compliance with the recommendations, are reviewed and monitored at the SBU/CFD and Board levels, and communicated to the Petroleum and Natural Gas Regulatory Board (PNGRB). Learnings are shared within the SBU and with other SBUs.

The HSE department releases a compendium of lessons learned from incidents to all SBUs. Apart from the above, Multidisciplinary Safety Audits, External Safety Audits by OISD, and OH&S Audits by third parties are conducted at all locations to check the health and safety practices and working conditions.

The OH&S audit recommendations are reviewed at the zonal, SBU, and HSE-HQO levels, and compliance is monitored. A quarterly report on the safety audit recommendation status is submitted to OISD.

Audits and Inspections: Internal Safety Audits, External Safety Audits by OISD, and T4S audits by PNGRB-approved third parties are conducted for all locations. Their recommendations are compiled based on priority, status is updated quarterly, and they are critically reviewed by each SBU, HSE department, Committee of Functional Directors, and Board.

At marketing locations, surveillance safety audits are carried out to oversee the implementation of the safety management system.

Daily and Weekly Safety Incident Report: The Safety in-charges send daily and weekly safety incident reports to senior management to apprise them of the status of safety features, incidents, and safety equipment at the location.

Review by Management: The senior management periodically reviews safety performance, OISD, Internal Audit recommendations, compliance status, and incident analysis and reports them to CFD and the Board.

Work-related Hazard Identification and Risk Assessments

The processes we use to identify work-related hazards and assess risks are as follows:

- ④ All employees undergo safety induction training covering workplace occupational hazards, risk assessment and mitigation measures, and the use of PPEs.
- ④ SOPs are followed for all routine operations. All non-routine jobs are systematically assessed for work-related hazards, and mitigation measures are taken through the work permit system, job safety analysis, and change management. Industry standards are followed for all SOPs.
- ④ The safety management system is reviewed through safety audits, surprise inspections, and

a Board-level review of audit recommendations and implementation.

- ➔ Investigations are conducted into injuries, illnesses, incidents, and near misses to determine the underlying causes and shortcomings of the safety and health programme. Learnings from incidents are shared with employees to prevent the recurrence of such incidents.
- ➔ Emergency preparedness and disaster management plans are prepared, and drills are conducted periodically to meet any emergencies.
- ➔ Occupational risks in all jobs are evaluated systematically using Job Safety Analysis (JSA) before the commencement of the job. The risks identified in JSA are addressed to minimise risks to as low as practicable and acceptable levels by employing engineering and administrative methods and using suitable Personal Protective Equipment (PPE) as a last line of defence.
- ➔ A detailed and exhaustive work permit system for hot and cold jobs has been devised in accordance with OISD-STD-105 requirements.
- ➔ HPCL officers, statutory authorities, or third parties assess the health, safety, and working conditions of all our plants and offices.

Processes for Reporting the Work-related Hazards and their Mitigation

Workers and management participate in safety committees at all operating locations to report and manage work-related hazards, devise methods, and strengthen processes to eliminate them. Safety committees are in operation as per the requirements of the Factories Act of 1948, and best practices are implemented at the workplace in consultation with workers. Besides, safety suggestion registers, near-miss incident reporting, and online incident reporting systems are in place to help workers report and remove workplace hazards.

Process Safety

Process safety is a disciplined framework that focuses on major hazards that may have an impact on safety, cause environmental damage, or result in business losses. It is concerned with the prevention and control of events that may result in the release of hazardous materials and energy. It is based on good design principles, as well as engineering, operating, and maintenance practices.

Process Safety Management (PSM) is embedded in the Corporation's safety and environmental policies. Our stakeholders are involved in well-established provisions for preventing/minimising the consequences of a loss of primary containment (catastrophic releases of toxic, flammable, or explosive

chemicals), ongoing maintenance of sound operating systems, practices and procedures equipped with multi-layered protection barriers that meet the highest standards of emergency preparedness. Training programmes, refresher courses for awareness, and compliance audits are implemented as part of the management review and continuous improvement process.

Process safety risks are regularly assessed by the concerned risk champion and risk owner at our refineries. The risk status is reviewed at the SBU level. The status of critical risks is updated at the Board level. The approach towards Tier-3 and Tier-4 leading metrics is closely monitored, and performance is highlighted at the SBU level on a monthly basis.

To avert Loss of Primary Containment (LOPC) events, the integrity and healthiness of PRVs are tracked by testing.

The RCFA of SIS events are arrived at and presented to the Management for approval and execution.

The operating envelope is tracked through the historian-enabled portal, and deviations are escalated to the decision-making level for due closures.

A decentralised approach ensures the management system's effectiveness through Unit Area Teams (UATs), which are empowered to make appropriate decisions at the right time. A separate dedicated safety vertical steers this process and monitors and ensures compliance.

The capability-building department develops an annual training calendar for skill-based or behavioural training. Contractor training is imparted as part of access control, and they are issued safety cards with one-year validity.

An approved MOC procedure is also in place, and all process or technological changes are captured, treated, and tracked. Permit to work is an online system for issuing, receiving, and monitoring of the activities carried out in refineries.

We have cardinal rules for process safety and other streams like Static, Electrical, and Rotary. We also have life-saving rules for Occupational Safety, clearly internalised to ensure consistent performance regarding leadership, risk awareness, and employee development.

As part of the zero-incident target, proactive safety is being cultivated by rolling out a novel concept called the Vulnerability Index. The Vulnerability Index is being practiced for all the Maintenance jobs and shall be implemented phase by phase at all Marketing locations.

SAFETY IN TRANSPORTATION

We are committed to preventing road accidents to ensure health and safety in transporting and handling materials and products.



Category-S framework - Inspiring a culture of safety in transportation of petroleum products

We aim to reduce the number and frequency of transport-related accidents among our employees and contractual partners. To this end, we have integrated technologies that augment transport safety and ensure that our people are adequately trained in understanding, responding to and mitigating transport-related safety risks through preventive measures, vehicle maintenance, and behaviour-based road safety interventions.

To promote secure and safe driving habits, safety guidelines, training and awareness initiatives, such as Sadak Suraksha and HP-Safety on Wheels (SOW), are regularly carried out for our transporters and their crew.

Drivers of the vehicles also possess special endorsement to carry hazardous goods from RTOs after detailed training per CMV Rule 9. Age limit and fitness criteria are included when selecting tank trucks transporting products. During the induction of these vehicles under contract and during the pendency of the contract, it is ensured that they have RTO fitness certificates, PESO approval and Pollution under Control certificates before the trucks are loaded. Regular checks are also carried out to ensure the road fitness of the vehicles.

TT crew working at locations are facilitated with health camps and guided on health issues. Training Camps for the tank truck fleet are also organised in collaboration with leading Original Equipment Manufacturers (OEMs), and the best drivers are awarded.

A Vehicle Tracking System (VTS) has been implemented to monitor truck movements, and corrective actions are taken on violations per the Transport Disciplines Guidelines.

During 2023-24, over 3,400 programmes were held covering topics like SOP, Safety, and Fuel Efficient Driving for Transport Crew.

Safety Highlights

Safety remains a crucial objective of HPCL in operations. During 2023-24, several health and safety campaigns were undertaken, including 976 Sadak Suraksha Camps, covering technical and behavioural aspects for LPG transporters and crew.

The control and monitoring systems at SOD supply locations have enhanced safety.

HPCL has constantly leveraged technology and digitisation to ensure safe operations. Simulation-based defensive driver training was imparted to tank truck crew through customised driving scenarios on rough weather and rugged terrain towards safety training.

Mumbai Refinery deployed virtual safety training modules using virtual reality technology, making it easier for the employees to acquire specialised safety skills and enhance workforce safety performance.

HPCL implemented AI-based Video Analytics solutions across all supply locations and LPG plants to ensure safety measures and adherence to standard operating

practices, fortifying our commitment to safety and operational excellence.

HPCL collaborated with the National Safety Council (NSC) to develop a customised certification programme, the NSC HPCL Safety Certification Programme, curated specifically for field officers within HPCL. The initiative involved conducting around 20 structured instructional-led programmes and 13 structured webinars covering all participants. The programme culminated with an All-India Online testing and Certification for the Target Group of Officers wherein 1,472 officers were assessed through the NSC HPCL Safety Aptitude Test.

Safety Performance

Safety Incident/Number	Category	FY24	Remarks
Lost Time Injury Frequency Rate (Per One Million Person-Hours Worked)	Employees (Management + Non-management)	0.000	→ Driving Practices
	Workers (Contractual)	0.083	→ SOP → Construction
Total Recordable Injury Frequency Rate (TRIFR - (Per One Million Person-Hours Worked))	Employees (Management + Non-management)	0.0947	
	Workers (Contractual)	0.0826	
Total Recordable Work-related Injuries	Employees (Management + Non-management)	1	
	Workers (Contractual)	7	
Number of Fatalities	Employees (Management + Non-management)	0	
	Workers (Contractual)	4	
High Consequence Work-related injury or Ill-health (Excluding Fatalities)	Employees (Management + Non-management)	0	
	Workers (Contractual)	1	
Number of Hours Worked (Million Hours)	Employees (Management + Non-management)	5.79	
	Workers (Contractual)	45.58	



Signing of agreement with IPSHEM, ONGC for Live fire training of HPCL Officers

ADVANCING HEALTH AND WELL-BEING

Our key priority is the occupational health and well-being of our employees. We undertake various initiatives regularly to ensure preventive and curative health services for employees and our stakeholders.

For preventive health measures, all employees undergo regular Periodic Medical Examinations (PME), and the results are analysed to provide targeted interventions from qualified doctors. Designated physicians are provided at major locations, while smaller locations have tie-ups with local hospitals to ensure the best accessibility of health services.

We organise several health education programmes, awareness sessions, and diagnostic camps for employees, their families, and other stakeholders. Sports and marathons are regularly conducted to

improve physical strength, reduce stress, and increase social engagement.

To promote mental health, we have an employee assistance programme called 'Paramarsh,' offering virtual mental health counselling services for employees and their family members. Under the 'Prerna' initiative, HPCL also conducts health campaigns for all contract workers, tank truck crew, and LPG delivery staff at various locations, ensuring comprehensive support for everyone associated with HPCL.



Some of the important health related systems and procedures adopted by the Company include:

Refineries

Our refineries have Primary Medical Treatment Centres called Occupational Health Centres (OHC) situated within the Refinery boundary. These centres cater to all onsite employees and contract workers for medical examinations and emergency first-aid treatment.

They provide prompt treatment towards any medical or surgical emergency related to illness or accident within the refinery premises, including Disaster Management protocol; contribute to the establishment and maintenance of the highest possible degree of physical and mental well-being of the employees; conduct pre-employment medical examination and

periodic-medical examinations; conduct frequent health & hygiene surveys like canteen hygiene, ergonomic survey and other industrial hygiene surveys and impart first aid & occupational health training to the employees.

The OHCs also have tie-ups with nearby hospitals to manage medical emergencies and provide the best quality treatment to all employees and workers.

In 2022, HPCL's Mumbai Refinery conducted an air monitoring study of the workplace environment to assess the level of airborne chemical contaminants in various areas of the Refinery.

Marketing Locations

At all major locations, the Company-Designated Physician (CDP) visits regularly and provides necessary medical assistance as required. Primary medical treatment is provided to all employees, workers, and TT crew for common illnesses like fever, cold, cough, and skin problems. The CDPs also provide health reviews, medical checkups, and medical prescriptions for contract workmen and TT crew on a need-basis.

First-aid boxes are available at all locations for immediate handling of first-aid cases, for which certified trained persons are also available. First-aid training is conducted through authorised agencies for employees, contract workers, and TT crew at locations. Efforts are made to ensure the availability of at least one certified trained person in shifts.

First-aid training is also being provided conducted through authorised agencies to employees and contract workmen at locations. Effort is made for availability of at least one certified trained person in shifts.

Medical check-up of all employees is done on yearly basis per our policy. In addition to this, medical check-up of contract workmen, TT Crew and security personnel is conducted as per specified intervals.

The Emergency Response & Disaster Management Plan (ERDMP) document of the location maintains the contact numbers of hospitals, blood banks, and ambulances available nearby. The identified hospitals are fully equipped and have various facilities to address emergencies promptly. We have the best medical insurance policy in the industry that provides IPD, OPD, and other diagnostic facilities covering all employees and their eligible dependents. We also include rare healthcare issues in insurance coverage, empanel more network hospitals, and enhance medical benefits from time to time. Additionally, all employees have access to the HP Wellness Portal, which hosts a variety of health-related informative topics.

During the reporting year, there were NIL cases of recordable work-related ill health.



ADVANCING HEALTH AND WELL-BEING

Health-related Initiatives

Initiatives	Details
Paramarsh	<ul style="list-style-type: none"> ➲ This is a 24/7 Employee Assistance Programme (EAP) that provides counselling services to employees, their spouses, and dependent children to equip and support them in coping with life's challenges through self-help resources and personalised help from professional counsellors. Awareness is created to maximise utilisation and reach among employees through continuous communication. ➲ During 2022-23, ten webinars on World Mental Health Awareness Day, covering 1,700 participants, were conducted, and an awareness stall was set up at a wellness camp in Mumbai.
Manodarpan	<ul style="list-style-type: none"> ➲ 'Manodarpan' is a longitudinal study that aims to enhance emotional and psychological well-being among HPCL employees. ➲ In collaboration with the National Institute of Mental Health & Neuro Sciences (NIMHANS), HPCL partnered to administer the Work-Stress questionnaire, a scientifically developed and validated tool to gather insights into employees' experiences with work-related stress over the preceding six months.
Physical and Mental Health Talks	<ul style="list-style-type: none"> ➲ During 2023-24, several awareness sessions on physical and mental health and well-being were organised to create awareness among employees through experts in the field. 13 Sessions were conducted on various topics like cardiac, thyroid, and mental health, covering over 4,700 participants.
International Yoga Day	<ul style="list-style-type: none"> ➲ International Yoga Day was celebrated across HPCL's locations, and the participating employees and stakeholders performed various yoga asanas. Health talks and well-being sessions were also conducted during the event.
World Blood Donor Day	<ul style="list-style-type: none"> ➲ World Blood Donor Day was celebrated across locations by organising Blood Donation Camps and encouraging employee participation.
Employee Health Engagement & Wellness	<ul style="list-style-type: none"> ➲ An Employee Health Engagement & Wellness vertical was created to nurture a healthy work environment and enhance employees' physical, emotional, mental, and social well-being. The initiative aims to empower employees to align their purpose with organisational objectives by cultivating personalised connections through tailored programmes.
Employee Health Index	<ul style="list-style-type: none"> ➲ A Health Index was curated for all employees, utilising data from Periodical Medical Examinations. This composite Index derives from the values of 10 essential health parameters, with scores categorised into three ranges: normal, borderline and risky. It also offers an overall trend for each parameter to assess improvements or deteriorations in health. The Health Index is accessible through the HP Fitness App and MyHPCL Mini App, displaying the individual's overall Health Index and each parameter value.
Wellness Carnival - You Matter	<ul style="list-style-type: none"> ➲ This one-of-a-kind wellness carnival focused on building happiness and conscious living. ➲ Over 500 employees and their families participated, and the carnival featured experience zones that emphasised activating the Mind, Heart, Body, and Soul.



Safe and secure assets are crucial to maintaining the continuity of our operations. We deploy the best technology, maintenance practices, equipment maintenance training and reliability improvement measures to maintain the reliability of our assets. We leverage technology to enhance productivity and operational excellence.

We emphasise on operational efficiency and cost optimisation to achieve operational excellence. Both refineries are taking part in a performance benchmarking study by M/s. Solomon Associates, USA, to achieve reliability and operational excellence. They also participate in the Refinery Performance Improvement Programme (RPIP) to optimise processes and improve energy consumption.

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 to improve asset integrity to achieve safe, incident-free and efficient operations. Preventive and predictive maintenance and residual life analysis are undertaken to avoid equipment failure, especially the rotating equipment and subsequent emergencies.

During 2023-24, there were no significant spills.

Deploying Digital solutions for Asset Integrity

We are deploying a predictive analytics-based maintenance solution for real-time performance

prognosis of critical equipment at refineries and marketing installations. This initiative will likely substantially increase asset reliability and availability, pre-empting surprise failures/outages, minimising the risk of unplanned shutdowns and providing alerts, insights and warnings in advance.

Security Services

Both our refineries are guarded by the Central Industrial Security Force (CISF), which is under the administrative control of the Ministry of Home Affairs.

Our other facilities, such as offices, depots, terminals, LPG plants, lube plants and stations of cross-country pipelines, are guarded by private security guards from DGR-empanelled security agencies. This is in line with the direction given by the Department of Public Enterprises. Some of the locations in the State of Maharashtra are guarded by private security guards from Maharashtra State Private Security Guards Board. At pipeline locations, line walkers provided by private security agencies patrol pipelines. The service conditions of private security guards and line walkers are regulated per Statutory/Government guidelines.



Visit of Director-HR to Mangalore LPG Cavern Project

Building Lasting Relationships





In This Section

- ➡ Customer Satisfaction 138
- ➡ Quality Management Systems 140
- ➡ Customer-centric Initiatives 142



CUSTOMER SATISFACTION



Our commitment to enhancing operational excellence, customer value, and convenience drives continuous innovation and the development of new technologies. The goal is to be an energy company recognised for genuinely caring for customers and providing high-quality products and innovative services across domestic and international markets while delivering superior financial performance.

Commitment to Quality and Safety

Our commitment to continuous improvement and business excellence revolves around enhancing product performance, delivering quality, fostering innovation, securing safety, and strengthening customer value. We focus on developing and providing premium quality products with high-performance, efficiency and safety while minimising environmental impacts to delight our customers and foster product stewardship in our business.

We strive to execute our product stewardship responsibilities through innovative research & development (R&D), process redesign, and product safety by extending sustainability and responsibility across our value chain.

Safety Management

Safety is of the utmost importance to us throughout the lifecycle of our products. Our facilities are designed to ensure safe operations, so we have implemented safety management systems and protocols to pre-empt and prevent potential safety incidents. The workforce undergoes rigorous safety training and uses appropriate safety protection equipment.

Our products meet relevant BIS specifications and internationally recognised and customer-specific standards. All our products are evaluated and assessed for health and safety parameters according to applicable specifications and relevant norms. Qualified auditors periodically assess our operations related to manufacturing, storage, and marketing for health, safety, and environment-related risks.

Our dealers and distributors are regularly advised and guided on product safety management through campaigns, meetings, and training programmes. We also undertake operational and product safety-related training, awareness, and stakeholder engagement exercises. Specific SOPs for delivery personnel on product safety and handling are in place.

Product Safety Communication

We also communicate information about the safe use of our products to ensure our customers are well informed and aware. Product safety information is disseminated through booklets and guidelines on product-handling procedures and risks, including Material Safety Data Sheets (MSDS).

HPCL's Digital Gateway

Information on HPCL's products and services can be accessed through the following links:

- Corporate Website: www.hindustanpetroleum.com
- Facebook: www.facebook.com/hpcl
- Twitter: www.twitter.com/hpcl
- Instagram: www.instagram.com/hpcl
- LinkedIn: <https://www.linkedin.com/company/hpcl>
- YouTube: <https://www.youtube.com/c/Hindustanpetroleum74>
- Our website and social media platforms have a broad reach to communicate important information promptly to consumers. Press releases also communicate important information through major news publications.

Furthermore, product features, services, and safety information are also available at our customer touchpoints, such as retail outlets, LPG distributorships, and CNG stations.

Educating Consumers

Consumers are educated about the safe and responsible usage of products and services through regular information on our website, including banner page posts and videos on social media. Press releases are shared for crucial details, circulated through major news dailies and uploaded on the website. Promotions are also carried out, including advertisements (TV, print, outdoor, digital), events, and exhibitions. LPG Panchayats under the Pradhan Mantri Ujjwala Yojana, mock drills, regular safety awareness campaigns, and technical awareness sessions at industrial consumer premises are conducted to educate consumers further. At customer touchpoints, various safety messages are displayed through information boards.

Since LPG cylinders provide energy access to consumers right up to their kitchens, we undertake measures to educate our customers about safe usage. A safety instructions card is given to customers at the time of release of connections. During installation, it is ensured that the hotplate is kept at a higher level than the cylinder, and customers are advised on the

safe way to use LPG. Safety messages are promoted through social media, highlighting safety norms in the usage of LPG. SOPs have been developed for mass awareness regarding the safe usage of LPG, and field officers/distributors conduct safety clinics accordingly.

Product Information and Compliance

Most of our products are sold in bulk except packed LPG, lubricants, speciality products, and petrochemicals. Important information about the products is displayed on the invoices. All our LPG packages (cylinders) include safe and responsible usage information, while lube containers and polymer bags (polypropylene and polyethylene) are labelled with recycling codes. Product specifications and MSDS are available on the company website, and details of the product are displayed at retail outlets in the dispensing unit and on pylons, with pictorial information. Instructions on storage and handling such as 'Use No Hooks', 'Store Under Roof', and 'Keep Dry' are mentioned on the polymer product packaging.

Our product labels provide the information required by national and international specifications. Relevant information on the safe handling of the products is appropriately disseminated. There was no non-compliance with irresponsible advertising per applicable regulatory codes. In the reporting period, we have not identified any non-compliance concerning applicable legal requirements of product labelling regulatory codes. In 2023-24, we also witnessed zero voluntary and forced product recalls.

Consumer satisfaction surveys are carried out regularly as part of our business. These include feedback related to product trials and telephone calls.

Grievance Redressal Mechanism

HPCL has provided a link to the Centralised Public Grievances Redress & Monitoring System (CPGRAMS), a web-enabled Grievance Redressal System of the Department of Administrative Reforms & Public Grievance (DARPG) to enable the Public to submit their Grievance on the Portal. It is a single-window

application for various Ministries, Departments, and Organisations of the Government of India. It provides a mechanism for grievance submission to various Channels to enable their processing of redressal within Stipulated Timelines.

Grievances submitted on the CPGRAMS portal are forwarded by the Ministry of Petroleum & Natural Gas (MoP&NG) to HPCL's nodal officer for Public Grievances for redressal.

HPCL has a citizen charter whose objective is to improve the quality of public services. This charter lets people know the mandate of the Corporation, how to reach its officials, what to expect regarding services, and how to seek a remedy in case of a problem. The citizen charter is hosted on the HPCL corporate website.

We receive grievances from multiple sources, such as end customers (B2C & commercial, bulk, direct), Government & Statutory bodies, and stakeholders. These sources can choose to raise a grievance via multiple channels, the resolution process being different for each channel. These channels comprise our website, call centre (third party), letter (post) to officer, e-mail to officer, call to the officer, walk-in at the office, social media (handled by a third party E-Seva team), CPGRAMS, and National consumer helpline.

A consumer wishing to register a complaint about any product or service can visit our corporate website and register the complaint using the online form of complaints and feedback by selecting the appropriate business segment. After submission, the consumer can also monitor the status of the complaint online. <https://www.hindustanpetroleum.com/pages/complaints-and-feedback>.

HPCL has also established a Public Grievance Redressal system, details of which are provided in the Company website <https://www.hindustanpetroleum.com/pages/public-grievance-redressal>

Customer Complaints

Number of Consumer Complaints About	FY24	
	Received During the Year	Pending Resolutions at the End of the Year
Data Privacy	Nil	Nil
Advertising	Nil	Nil
Cybersecurity	Nil	Nil
Delivery of Essential Services*	38,728	Nil
Restrictive Trade Practices	Nil	Nil
Unfair Trade Practices	Nil	Nil
Other**	1,74,723	1,142
Total	2,13,451	1,142 (0.53%)

* LPG cylinder refill delivery, and MS/HSD Dispensing.

** Complaints related to service, cylinder delivery, equipment sales, subsidies, digital payments, safety and IT applications.

QUALITY MANAGEMENT SYSTEMS

Our Quality Management Systems comply with Ministry of Petroleum & Natural Gas (MoP&NG) directives and feature a dedicated Quality Assurance cell and independent Quality Control. We rigorously test petroleum products with laboratories across India to uphold high-quality standards.



HPCL's State-of-the-Art Laboratories Upholding Product Quality

Quality Assurance

Aligned with the directives of the Ministry of Petroleum & Natural Gas (MoP&NG), HPCL has a dedicated Quality Assurance (QA) cell with officers posted in all zones and functions independently of refining and marketing functions.

The QA cell conducts surprise inspections of retail outlets, kerosene (PDS) resellers, LPG distributorships, and LPG plants in compliance with the Marketing Discipline Guidelines (MDG) and HQO directives.

Establishing robust QA systems has enabled HPCL to set high customer service benchmarks for supply locations and channel partners and has helped provide high-quality products and services to customers.

QA Cell Inspections during 2023-24

3,965

Retail outlets

751

LPG distributorships

12

Kerosene (PDS)
resellers

18

LPG bottling plants
and depots

During 2023-24, the Quality Assurance cell undertook initiatives for building Nayaa QAC, viz.

- ⇒ Development and digitalisation of retail and LPG inspection formats
- ⇒ Development of an online evaluation matrix system for identifying and acknowledging better-performing retail and LPG dealers and motivating networks through positive reinforcement
- ⇒ Development of escalation matrix for action taken reports for expeditious compliance process per marketing discipline guidelines

During 2023-24, the Quality Assurance cell undertook the following Learning & Growth initiatives:

- ⇒ Organised a Training programme with OEM for QAC Officers on 'Dispensing Unit Features'
- ⇒ Imparted ATR Compliance, Automation, Documentation and Compliance training to 77 Retail and LPG Regional Offices covering 391 participants comprising Regional Managers, RE&MIS Officers and Engineering teams
- ⇒ Conducted 742 training programmes covering 5,749 participants to enhance dealers' knowledge and awareness
- ⇒ Arranged training on ATR compliance procedures for Zonal & Regional Office teams through 63 BCMs, including sessions on Recurring Observations during Retail and LPG inspections and possible causes of recurrence

Quality Control

Our Quality Control (QC) department, with our fully equipped laboratories across India for testing various petroleum products, has enabled us to maintain high-quality standards across our product portfolio.

Product quality is monitored at different stages of the product life cycle, i.e. receipt, storage, and dispatch of the products at refineries, terminals, depots, and outlets. The oil industry follows various guidelines, e.g. the Industry Quality Control Manual, the Ethanol Manual, the Biodiesel Manual, and the Aviation Quality Control and Assurance Manual, to assess product quality at different stages.

Additionally, HPCL has internal guidelines in the form of a manual to monitor the quality of special products.

Our QC caters to the needs of the customers through our network of 48 laboratories across India in the Marketing division. These labs are designed according to the requirements of the Oil Industry Safety Directorate (OISD). Accordingly, our laboratories perform various tests on different products, providing prompt service and accurate results.

We have also invested in the latest technologies and instruments. The accuracy of test results are administered by implementing ISO 17025 Quality Management System. NABL accreditation per ISO 17025 is available at 36 testing labs.

In addition, QC Marketing has two calibration labs at Delhi and Secunderabad accredited as per ISO 17025, a Reference Material Producer (RMP) facility at Visakh accredited as per ISO 17034, and a Proficiency Testing Provider (PTP) facility at Vashi accredited as per ISO 17043, bringing the total number of NABL-accredited facilities in QC Marketing to 40. All other labs are covered under Standard Operating Procedures (SOPs) developed in line with ISO 17025 requirements.

The ISO 17025 system ensures that the labs maintain a Quality Management System and endorses the technical competence of the lab personnel.

Ten of our labs, including two refinery labs, are approved by the Directorate General of Civil Aviation (DGCA). Two Refinery QC labs are also approved by the Directorate General of Aeronautical Quality Assurance (DGAQA) also. The performance of the labs is adjudged by various external audits conducted by different agencies.

HPCL Vashi lab is the only Marketing QC lab in the industry with full-fledged testing facilities for MS, HSD, SKO, and Biodiesel. Vashi lab is also approved by the Bureau of Indian Standards (BIS) for a Biodiesel facility.

QC Highlights

96,044

Samples tested in labs

178

QC audits for maintaining quality ecosystem

12

QC bulletins released

- A reference book on Fuels – Test & Significance was released on World Quality Day 2023 (November 9, 2023). This reference book covers the complete technical requirements of various test methods used for fuels in a single place
- SAP QC module was successfully rolled out, covering all QC products with full specifications
- Audits by multiple external auditors, including OEM auditors, were concluded at various QC labs at our installations
- Supported technical groups and field offices, locations in various quality-related requirements, including the launch of new initiatives and lubes grade
- Supported Lubes SBU for the technical seminar and road show organised by Ahmedabad Lube RO for key potential customers at Hazira
- Supported SOD SBU for the commissioning of the Naphtha Tank Wagon loading facility at Vadodara Terminal and Ethanol Blended Motor Gasoline Day tank at Visakh
- Supported SOD and Retail for smooth roll out of Ethanol Blended Motor Gasoline (E12 and E20)
- Technical expertise extended to Bureau of Indian Standards (BIS) for revision of product specifications and test methods related to petroleum products and to MOPNG on amendment of MS-HSD control order
- Supported the commissioning of the aviation facility at Akola New IRD
- Learning and growth initiatives such as QC training programmes, technical bulletins, and technical refresher courses were continued during the year
- Celebrated World Quality Week and conducted Quality Awareness & Customer connect programmes to enhance stakeholders' awareness of quality. During World Quality Week, educational tours were also planned for various students at QC labs

CUSTOMER-CENTRIC INITIATIVES

Our customers are the bedrock of our sustenance and the reason for our existence. Our overall business strategy revolves around customer-centricity and is embedded in our promise to deliver high-quality products in the right quantity and at the right time to exceed their expectations.



Inauguration of Panchtattva Energy Station, Goa by Hon'ble Minister of Petroleum and Natural Gas

We engage with customers and other stakeholders to expand initiatives to be their supplier of choice. We work towards earning their trust by providing solutions that integrate deep industry insights, leading technologies and best-in-class delivery processes.

As part of the energy transition process, HPCL's vast network of over 22,000 retail outlets is being leveraged while foraying into emerging opportunities, including non-fuel and adjacent business opportunities, to transform them into Energy Stations.

Highlights

- ➔ HPCL aims to strengthen relationships with crucial accounts through various customer-centric initiatives.
- ➔ HPCL is leveraging the Customer Relationship Management (CRM) tool to respond to customer leads more quickly and efficiently, enhancing customer experience.
- ➔ HPCL's relationship with Indian Railways has been further strengthened by the implementation of the Total Fuel Management System (TFM) at five Railway Consumer Depots (RCD) during 2023-24. The TFM effectively uses technology to manage

the entire chain of fuel management, which includes receiving products in bulk tanks, storing and safekeeping them, fuelling locomotives, and inventory management.

- ➔ HPCL is committed to sustaining growth in all product lines, with a special focus on the MSME sector. HPCL values its MSME customers and strives to retain existing businesses and solicit new customers in this sector.
- ➔ HPCL continues to look beyond traditional products, foraying into various niche and speciality product segments. The key strengths of the HPCL Green R&D Centre in developing high-quality products are being leveraged in this direction.

To expand its geographical reach, HPCL continued to export products such as furnace oil, bitumen, hexane, JBO, and MTO to Nepal, Bhutan, and other countries. HSFO (High Sulphur Furnace Oil) bunkering for scrubber-fitted vessels has begun at major ports.

HPCL's infrastructure remains its major strength in delivering products efficiently and cost-competitively to customers. During 2023-24, HPCL commissioned the LDO rake unloading facility at Mangalore

(Karnataka) and the Black Oil rake unloading facility at Kandla (Gujarat). HPCL transported a record 160 TMT of bitumen coastally using vessels to achieve economies of scale and efficient product distribution to demand centres.

HPCL continues to improve its customer reach by adding new customer touchpoints, such as retail outlets. With a total network of 22,000+ retail outlets, we are the country's second-largest retail network owner.

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

Onboarding major OEMs of commercial vehicles, aggregators, NBFCs, large fleet transporters, and fleet owners on the 'Drive Track Plus' platform garnered additional volumes during 2023-24.

Wayside amenities enhance road users' travel experience by providing necessary services and amenities along their route. Fuel stations are integral to the functionality and convenience of wayside amenities, catering to the needs of travellers.

To enhance the customer experience, HPCL is actively participating in setting up wayside amenities. HPCL has secured 24 sites for setting up wayside amenities through successful bids in 2023-24, taking the total number of sites to 49. Five number of wayside amenities have been commissioned during 2023-24. The wayside amenities continued to play a critical role in enhancing our esteemed customers' travel experience by ensuring safety and security and fostering community engagement along highways and major roads. HPCL's expansion into wayside amenities helped it gain market share in the highly competitive highway segment in retail fuel marketing.

The Company expanded its footprints in non-fuel retailing during 2023-24 by adding 367 branded retail stores, 'HaPPy Shop', at retail outlets, taking the cumulative number to 427. The goal is to provide customers with a range of high-quality daily-use products at their convenience, with a modern retail experience.

The Company maintained its leadership position in the Free Trade LPG (FTL) segment in five-kilogram packages to meet the niche requirements of customers, especially small vendors and young professionals.

HPCL leveraged its existing channel to enhance its offerings and began marketing the package drinking water brand 'HP PAANI' through the LPG marketing channel, a shift from its previous exclusive marketing through HPCL retail outlets.

Through synergies, HPCL continues to forge partnerships to leverage HPCL's market leadership and add value by providing a broader, premium product offering to Indian consumers. In this direction, HPCL entered into a long-term trademark licensing agreement with Chevron Corporation to licence, produce, distribute, and market Chevron's lubricant products under the Caltex brand in India.

During 2023-24, HPCL launched flagship products under the Caltex brand. In the highly competitive automotive aftermarket segment, HPCL sells Caltex products as complementary offerings to its existing portfolio.

HPCL continued emphasising Original Equipment Manufacturers (OEMs) and its core sector customers. The business continues to benefit immensely from the close interactions between OEMs and HPCL's R&D teams, with stakeholders acknowledging HPCL's strengths and capabilities. HPCL continued engaging with customers throughout the year to enhance customer loyalty and gain valuable customer insights. During 2023-24, HPCL conducted over 900 customer-connect activities.

The marketing network expanded its geographical reach by adding 77 channel partners in India, South Asia, and Southeast Asia.

The digital transformation of loyalty programmes started yielding benefits like improved customer engagement and experience. Throughout the year, social media promotions gathered customer feedback and planned targeted advertising options, enhancing visibility and social proofing. During 2023-24, the number of users exceeded a million.

To continuously improve and establish credibility with consumers and other business partners, HPCL is committed to implementing quality and standardised processes across the value chain. In this direction, HPCL has completed ISO certification at 46 locations for energy management (ISO 50001:2018), 27 locations for water efficiency (ISO 46001:2019), 27 locations for occupational health and safety (ISO 45001:2018), 32 locations for environmental management (ISO 14001:2015), and 25 locations for quality management (ISO 9001:2015).

Engaging with the Local Communities





In This Section

- ➲ Fostering Shared Prosperity 146
- ➲ Lives Touched through CSR Projects 149

FOSTERING SHARED PROSPERITY

Social capital includes relationships and social connections that drive business growth. HPCL has always been a corporation with conscience, firmly believing that customer and business priorities can co-exist with social commitments and inclusive growth. HPCL engages in diverse, thoughtfully curated social programmes to foster the development and well-being of the communities.

HPCL has consistently aimed to be a model of excellence and act as a driving force for transformation in all its pursuits, whether fostering business prosperity or fulfilling its societal responsibilities. HPCL has consistently upheld the belief in creating shared value and 'Delivering Happiness' through various initiatives that have positively impacted millions of lives.

HPCL implemented various activities under the focus areas of Child Care, Education, Health Care, Skill Development, Sports, Environment & Community Development, and Contribution to Incubators or R&D projects in the fields of science, technology, engineering and medicine, funded by the Central Government or State Government or Public Sector Undertaking or any agency of the Central Government or State Government; and Contributions to public-funded Universities.

HPCL has consistently upheld the belief in creating shared value and Delivering happiness through numerous initiatives that have positively impacted millions of lives. HPCL's CSR projects align with national priorities and Government of India policies, drawing inspiration from initiatives such as the National Health Mission, National Skill Development Mission, Clean India Movement and the Transformation of Aspirational Districts programme.

HPCL supports projects aligned with these policies that foster empowered individuals and communities, driving sustainable socioeconomic development.

The Corporation has a Board-level Sub-Committee on CSR & Sustainability Development (SD) headed by an Independent Director for periodic review, discussion and guidance on various CSR, sustainability development initiatives and measures and implementation of BR policies.

While undertaking CSR projects under the specified focus areas, HPCL consults with concerned community stakeholders, local authorities, and representative bodies to tailor programmes/projects to address their needs.

CSR Focus Areas



Education



Healthcare



Environment & Community Development



Child Care



Skill Development



Sports



Contribution to Incubators



Contribution to Public-funded Universities



Social Initiatives

HPCL interacts with communities through its CSR department and project implementation partners. Issues identified during these interactions are prioritised and put up for review by management. As an outcome of these engagements, Initiatives have been undertaken to empower, uplift, and develop communities and society at large.

HPCL has identified disadvantaged, vulnerable and marginalised stakeholders. Various activities/programmes/initiatives have benefited these stakeholders and brought about holistic and sustainable development. The Company undertakes CSR projects/activities for the welfare of SC, ST, OBC and other disadvantaged sections. Furthermore, initiatives have also been undertaken to promote the welfare of communities in Aspirational districts identified by NITI Aayog, the programme hinges

In pursuance of Sub-Rule (3) of Rule 8 of the Companies (Corporate Social Responsibility Policy) Amendment Rules, 2021, dated January 22, 2021, HPCL engaged the Indian Institute of Technology Kharagpur as an 'Independent Agency' to undertake the Impact Assessment of its 14 CSR projects having outlays of ₹1 Crore or more, and which were completed during 2021-22.

Impact Assessment reports are hosted on HPCL's Corporate Website with a link:

<https://www.hindustanpetroleum.com/csr>

Details of Environmental Impact Assessments carried out during 2023-24 have been provided under Principle 6 of the BRSR section of HPCL's Integrated Annual Report, which can be accessed at: https://hindustanpetroleum.com/documents/pdf/Annual_Report_2024.pdf

on expeditiously transforming 115 districts that were identified from across 28 states, in a transparent manner.

The details of CSR activities undertaken by HPCL are provided in the CSR Section of the Annual Report. Some of these are Sustainable livelihood programme for women, Providing facilities in schools and villages, supporting the educational needs of underprivileged students, healthcare services in aspirational districts, hygiene and cleanliness through Swachhata Pakhwada Academic, material and social support to girl children from backward and tribal areas; Project Super 50, distribution of solar lights, support to promising athletes from underprivileged backgrounds, conservation and restoration of marine ecosystems.



FOSTERING SHARED PROSPERITY

During 2023-24, the following initiatives were undertaken:

Focus Areas	Initiatives
Education	<ul style="list-style-type: none"> ➲ Nanhi Kali: Under Project 'Nanhi Kali,' adolescent girls, mostly first-generation learners, were provided with remedial classes, material kits, a sports curriculum, training, and counselling sessions on personal hygiene and career development. ➲ Scholarships: HPCL distributed scholarships to students from various socioeconomically disadvantaged sections, such as SC, ST, OBC, and PwD, across the country, supporting students in their education from school level to professional courses. ➲ School Infrastructure: HPCL also provided basic facilities like school furniture items, teaching aids, and water coolers, constructed classrooms, and set up smart classes in various government schools for the benefit of students in rural areas. ➲ Super-50: HPCL strengthened its collaboration with the Indian Army for Project Super-50 in Jammu, Kashmir, and Ladakh. Under the project, aspiring students were provided mentoring and coaching for the Medical and Engineering streams. The project supports the Indian Army's 'Sadbhavana' initiative in 'Winning Hearts and Minds' of the local population. 2023-24 saw the commencement of a similar residential Project Super-50 for aspiring SC and ST students in the Raigad district of Maharashtra.
Health Care	<ul style="list-style-type: none"> ➲ Health & Nutrition Over 80 CSR projects were implemented under the annual common theme 'Health and Nutrition', as notified by the Department of Public Enterprises, Government of India. ➲ Medical Equipment: Provision of medical devices and equipment for strengthening public healthcare delivery systems at primary healthcare centres, community healthcare centres, and district hospitals and meeting grassroots healthcare requirements in local and remote areas. ➲ Project Dhanwantari: To provide basic healthcare facilities in remote rural areas, Mobile Medical Vans were operated under 'Project Dhanwantari' to provide diagnosis, treatment and health awareness at the doorsteps of less privileged people. ➲ Dil without Bill: Under Project Dil without Bill, HPCL extended support for conducting heart surgeries for beneficiaries from the socioeconomically disadvantaged section, focusing on children.
Environment & Community Development	<ul style="list-style-type: none"> ➲ CBG Plant: HPCL achieved the mechanical completion of the Compressed Bio-Gas (CBG) Plant at Village Pathmeda, Rajasthan, as part of the CSR programme. ➲ Provision of 600 solar streetlights under CSR to benefit the public in an environmentally friendly manner. ➲ HPCL collaborated with the Indian Coast Guard and NGOs to conduct beach cleaning drives and deployed underwater structures as artificial reefs for coral transplantation in Goa, addressing challenges such as coral bleaching and habitat degradation.
Child Care	<ul style="list-style-type: none"> ➲ ADAPT: During 2023-24, HPCL supported the educational, therapeutic, and skill training needs of Children with Special Needs (CwSN) under Project 'ADAPT' to enhance the children's quality of life.
Skill Development	<ul style="list-style-type: none"> ➲ Skill Development Institutes: HPCL-supported Skill Development Institutes (SDI), conceptualised by the Government of India and operationalised by Oil & Gas CPSEs, focus on imparting skills in industry-oriented trades to improve the employability of weaker sections of society. The Company is managing SDI Visakhapatnam through its own resources effective 2023-24.
Sports	<ul style="list-style-type: none"> ➲ Scholarships: HPCL also provided scholarship assistance to promising athletes and sportspersons from underprivileged backgrounds.
Cleanliness	<ul style="list-style-type: none"> ➲ Swachhta: HPCL participated in and undertook various activities during the Swachhta Pakhwada Campaign in 2023-24. The campaign saw outreach and participation of more than 21 Lakh stakeholders nationwide. Installations and office locations have undertaken various awareness-generation activities, such as administering the Cleanliness Pledge, providing Hygiene Kits, distributing seed balls, and planting saplings to promote a green societal environment.
Others	<ul style="list-style-type: none"> ➲ Welfare: HPCL contributed to the Armed Forces Flag Day Fund, instituted by the Kendriya Sainik Board, Ministry of Defence, Government of India, to provide care, support, welfare, and rehabilitation schemes for Ex-Servicemen (ESM) and their dependents.

LIVES TOUCHED THROUGH CSR PROJECTS



CSR Projects	No. of Beneficiaries	Share of Beneficiaries from Vulnerable and Marginalised Groups (%)
Promoting Healthcare	22,10,873	100%*
Promoting Education	1,30,855	
Swachh Bharat Abhiyan	3,91,877	
Environmental Sustainability	4,60,400	
Rural Development	36,047	
Empowerment of Socially and Economically Backward Groups	12	
Activities Under Various Other Schedule VII Areas	4,400	
Imparting Employment by Enhancing Vocation Skills	3,337	
Promotion of Nationally-Recognised and Paralympic Sports	94	

* The above details are for CSR projects where beneficiaries are mapped. However, several community-based initiatives have benefitted various sections of society as a whole.

CSR Projects Undertaken in Designated Aspirational Districts

State	Aspirational District	Amount spent (in ₹ Lakh)
Andhra Pradesh	Visakhapatnam	1,424.44
Andhra Pradesh	Vizianagaram	9.35
Arunachal Pradesh	Namsai	2.15
Bihar	Gaya	4.50
Bihar	Purnea	29.84
Chhattisgarh	Rajnandgaon	3.08
Gujarat	Narmada	4.18
Haryana	Nuh	14.99
Jharkhand	Simdega	61.70
Jharkhand	West Singhbhum	27.08
Mizoram	Mamit	17.62
Odisha	Nabarangpur	6.50
Uttar Pradesh	Siddharthnagar	8.10
Total		1,613.50

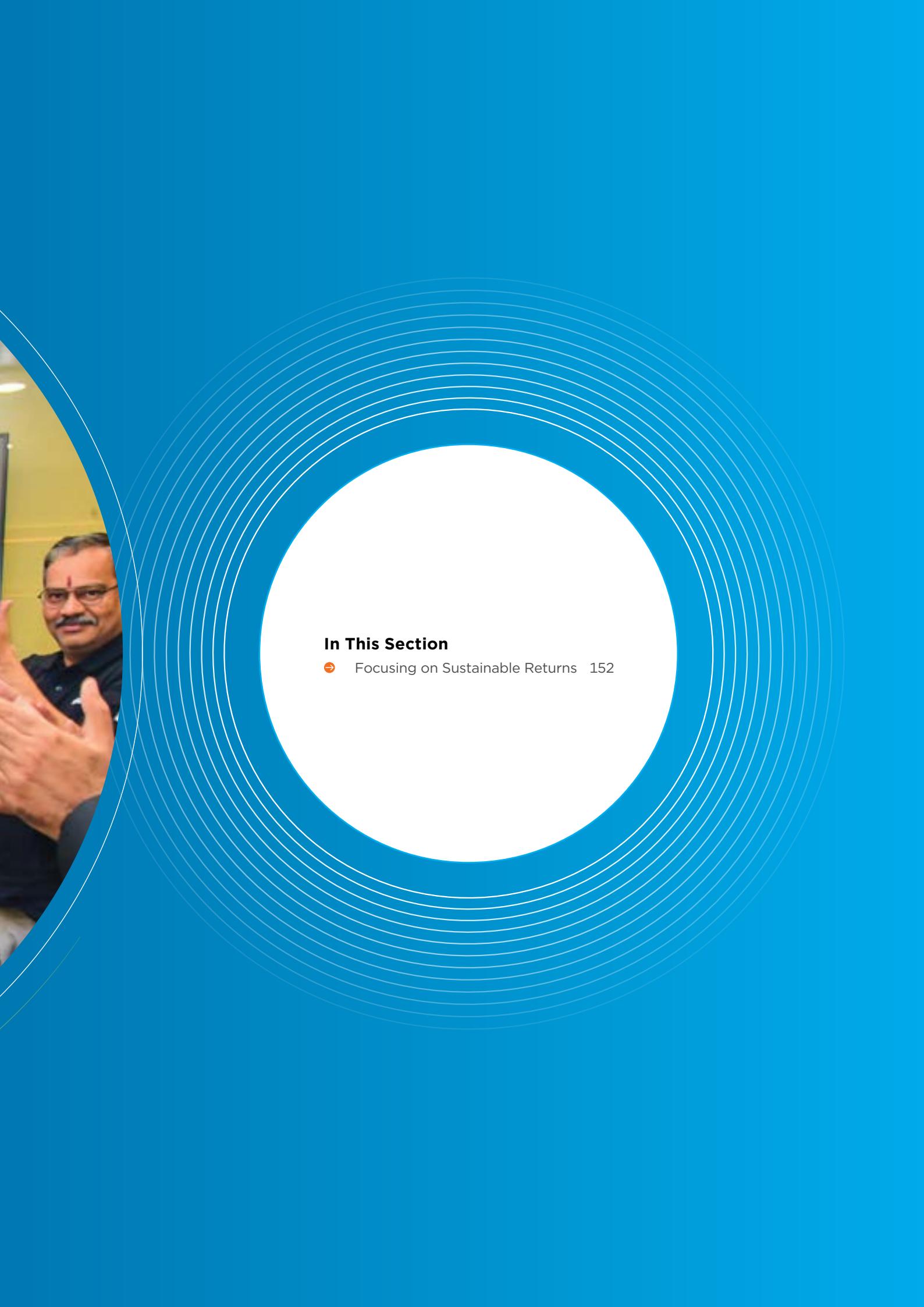
Promotion of Sports

HPCL regularly conducts sports activities and marathons to enhance physical strength, reduce stress, and foster social engagement. HPCL plays a significant role in promoting sports and regularly hosts and participates in tournaments for the Petroleum Sports Promotion Board (PSPB) and the All-India Public Sector Sports Promotion Board (AIPSSPB). On behalf of PSPB and AIPSSPB, HPCL conducted the All India Public Sector Carrom Tournament at Mumbai and the 33rd PSPB Inter Unit Chess Tournament at Bhubaneswar.

HPCL organised various internal sporting events, such as cricket, table tennis, and football coaching camps for the children of Mumbai-based employees. The All India Inter Unit Sports & Games Tournament was held in Pune, the All India Inter Unit Cricket Tournament in Mumbai, and the 18th All India Annual Sports Meet in Mumbai.

Economic Performance





In This Section

- ➡ Focusing on Sustainable Returns 152



FOCUSING ON SUSTAINABLE RETURNS



The global economic outlook for 2024 is moderate, with significant regional disparities becoming more pronounced. Geopolitical risks remain a major concern, particularly with conflicts affecting key fossil fuel-producing areas. Despite these global challenges, we expect the Indian economy to grow by 7.2% in real terms in 2024-25, thereby maintaining its position as the fastest-growing major economy in the world.

The growth outlook remains buoyant, given the government's sustained focus on capital expenditure while maintaining fiscal consolidation. Robust corporate balance sheets, increasing capacity utilisation, double-digit credit growth, a healthy financial sector, and ongoing disinflation exist while lingering geopolitical tensions, geo-economic fragmentation, and adverse climate shocks pose downside risks to the outlook.

With a population of about 1.4 billion and a fast-growing economy, India has seen its energy demand increase rapidly as the country continues to urbanise and the manufacturing sector develops. Significant investments and infrastructure development will likely meet India's growing energy demand, which is met through various energy sources, including oil. Since oil accounts for nearly one-third of the country's energy demand, India is poised to become the global leader in this decade's oil demand growth.

Multiple megatrends are shaping the priorities of businesses globally, across industries, in areas such as technology, green energy, supply chain capabilities, and talent.

Globally, there is an increasing focus on energy transition, driven by the need to address climate change, advancements in clean energy technologies, concerns about energy security, and meet international climate commitments. Given India's unique position as a rapidly developing economy with significant dependency on fossil fuels, there will be a need for a just, orderly, and equitable transition to a low-carbon future. This approach entails ensuring the accessibility and affordability of energy while progressing towards more environmentally friendly solutions. There is ample opportunity within the Indian transition for traditional and greener energy sources to coexist harmoniously.

India is poised to accelerate the adoption of cleaner and more efficient energy solutions with its ambitious goal of achieving net-zero emissions by 2070 and its strong determination to become Aatmanirbhar in energy by 2047. Clean electrification, improvements in efficiency, and a switch to lower and zero-carbon fuels are some of the critical levers available to the country to reach the national energy and climate targets.

HPCL remains resolute in delivering consistent and responsible growth through sustainable business

models. Being aware of changing trends, HPCL constantly reviews and reworks its strategies and actions to be relevant and future-ready. HPCL is making significant investments and building capabilities during this phase of rapid technological shifts and the energy transition scenario.

We are committed to ensuring India's energy security and are working towards creating value for our stakeholders, thereby 'Delivering Happiness' to society.

Physical Performance

Refineries

During 2023-24, HPCL Mumbai and Visakh refineries recorded superior performance. Refineries achieved exceptional operational performance and the highest-ever crude throughput of 22.33 million metric tonnes (MMT) because of proactive planning, effective risk management, and the implementation of technology-driven solutions.

Visakh Refinery achieved its highest-ever crude throughput of 12.69 MMT. Mumbai Refinery processed 9.64 MMT of crude oil, demonstrating excellent performance.

Robust refinery reliability and standardised operating processes contributed to the highest-ever volumes of MS, HSD, LPG, and LOBS produced during 2023-24. HPCL refineries surpassed their design capacity and registered an average capacity utilisation of 103.3%, notwithstanding the turnarounds in Mumbai and Visakh refineries.

Refineries exhibited adaptability as HPCL embraced new opportunity crudes and processed seven new grades of crude for the first time. After signing an agreement with ISPRL, Visakh Refinery began using ISPRL's new crude storage (Cavern A) capacity (300 TMT) for HPCL refinery consumption. This initiative aims to benefit freight economics by accommodating higher-capacity cargo while helping to meet challenges arising from unfavourable weather conditions, which lead to the non-berthing of vessels at HPCL's SPM.

During 2023-24, five new grades were added to the Company's crude basket, which now includes 157 grades from various regions, such as West Africa, Middle East, North America, South America, the Mediterranean, North Sea, Far East, Russia and India.

HPCL continues modernising and expanding its refining capabilities to meet the country's growing energy demand. The Visakh Refinery Modernisation Project (VRMP) was dedicated to the nation by the Hon'ble Prime Minister of India in March 2024. With a cost of over ₹26,000 Crore, VRMP is the biggest investment in the oil sector on India's East Coast and testifies to HPCL's commitment to enhancing product availability and contributing significantly to the region's energy security. The first-of-its-kind Residue Upgradation Facility (RUF) exemplifies the nation's ascent in bottom upgradation technology. The project features state-of-the-art facilities, including the largest single-capacity hydrogen generating unit train and India's highest-capacity full-conversion hydrocracker unit.

Parameter	UoM	HPCL	Mumbai Refinery	Visakh Refinery
Crude Throughput	MMT	22.33	9.64	12.69
Capacity Utilisation	%	103.3	101.5	104.7
Distillate Yield	%	-	77.9	72.1
Fuel & Loss	%	-	7.21	7.30
Gross Refinery Margin (Gross of Export Cess)	US\$/Barrel	9.08	10.35	8.12

Marketing

HPCL achieved the highest sales volume of 46.82 MMT during 2023-24, with a growth rate of 7.8% over historical levels. Transportation fuels saw robust growth in 2023-24, driven by heightened economic activity in the agriculture and manufacturing sectors and a surge in holiday travel and auto sales.

HPCL continued to meet customer and market demands and ensure the availability of petroleum products across its network.

Financial Performance

HPCL is committed to the business's overall growth to maximise value for its stakeholders. The Company creates value and delivers growth responsibly by strengthening existing businesses, leveraging new growth engines, and seizing green and emerging opportunities with a focus on technology and innovation. HPCL's resolute and synergistic performance of all the line and support functions, along with guidance from the Board of Directors and financial prudence, has led it to achieve new heights.

(₹/Crore)

Financial	FY24
How Value is Added	
Income	
Revenue from Operations	4,61,637.51
Add: Increase/(Decrease) in Inventory [#]	2,716.21
	4,64,353.72
Cost of Raw Materials	
Raw Material Consumption	1,26,424.33
Purchases for Resale	2,63,293.25
Packages	391.71
Stores & Spares	387.65
Utilities	1,679.21
	3,92,176.15

Financial	FY24
Duties Applicable to Products	
Duties	28,112.63
Total Value Added	44,064.94
How Value is Distributed	
Operations	
Operating & Service Costs	13,421.39
Employees' Benefits	3,422.39
Providers of Capital	
Interest Expenses	2,515.67
Dividend	2,127.82
Income Tax	4,459.30
Re-deployment in Business	
Retained Profit	12,566.01
Depreciation and Amortisation	5,552.36
Total Value Distributed	44,064.94

Including exceptional items.

Financial Assistance Received from the Government 2023-24

(₹/Crore)

Subsidies	68.66
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HPCL does not contribute to any political parties financially or through in-kind contributions.

HPCL allocated a capex of ₹14,342 Crore during 2023-24, maintaining an overall long-term debt-equity ratio of 1.06. The Company made a notable shift in its investment strategy and plans to invest significantly in renewables, biofuels, natural gas, and alternative fuels to realise its ambition of Net Zero.

As a responsible organisation, the Company's approach to tax is governed by the elements of Strict Statutory Tax Compliance, Minimising Tax litigation, contesting the superfluous tax demands and availing all eligible tax set off at the immediately available opportunity.

Alignment of Business Practices

UNSDG

NDC TCFD

ASSURANCE

IPIECA

GRI UNGC

API IOGP

In This Section

- Helping Achieve UN Sustainable Development Goals 156
- India's Nationally Determined Contributions (NDCs) 156
- UNGC Principles 157
- Task Force on Climate-related Financial Disclosures 157
- Independent Assurance Statement 158
- GRI Content Index 165
- List of Abbreviations 174

HELPING ACHIEVE UN SUSTAINABLE DEVELOPMENT GOALS

UN Sustainable Development Goals	Page No
Goal 1 End poverty in all its forms everywhere	76, 104, 121, 122, 42, 152
Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture	147
Goal 3 Ensure healthy lives and promote well-being for all at all ages	83, 96, 126, 138, 121, 122
Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	104, 121
Goal 5 Achieve gender equality and empower all women and girls	104, 121, 122, 152
Goal 6 Ensure availability and sustainable management of water and sanitation for all	84, 94, 96, 122
Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all	76, 77, 78
Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	76, 126, 104, 138, 121, 130
Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation	138, 76, 86, 152
Goal 10 Reduce inequality within and among countries	104-108
Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable	83, 138, 121, 135
Goal 12 Ensure sustainable consumption and production patterns	42, 76, 84, 96
Goal 13 Take urgent action to combat climate change and its impacts	20, 76, 79, 83, 86
Goal 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development	79, 94, 84, 96, 135
Goal 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	84, 94, 96,
Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	121, 122, 42
Goal 17 Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development	42

INDIA'S NATIONALLY DETERMINED CONTRIBUTIONS (NDCs)

No.	Nationally Determined Contributions	Page No.
1	'LiFE'-‘Lifestyle for Environment’ as a crucial method of combating climate change	75
2	Adopting a climate friendly and a cleaner path than the one followed hitherto by others at corresponding levels of economic development	72-85
3	Reducing Emissions Intensity of GDP by 45% by 2030, from 2005 level	79-83, 86-92
4	Achieve about 50% cumulative electric power installed capacity from non-fossil fuel-based energy resources by 2030, with the help of transfer of technology and low-cost international finance, including from Green Climate Fund (GCF)	76-82
5	Creation of an additional carbon sink of 2.5 to 3 billion tonnes of CO ₂ e through additional forest and tree cover by 2030	84, 85
6	Better Adaptation to Climate Change	52-53, 58-59, 72-101
8	Building Capacities for embracing cutting-edge climate technology	88,89

NDCs applicable to HPCL

No.	Category	Description	Reference	Page No.
1	Human Rights	Businesses should support and respect the protection of internationally proclaimed human rights	Human Rights	121
2	Human Rights	Businesses should make sure that they are not complicit in human rights abuses	Human Rights	121
3	Labour	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Human Rights	121
4	Labour	Businesses should uphold the elimination of all forms of forced and compulsory labour	Human Rights	121
5	Labour	Businesses should uphold the effective abolition of child labour	Human Rights	121
6	Labour	Businesses should uphold the elimination of discrimination concerning employment and occupation	Talent Acquisition, Human Rights	121, 122, 123
7	Environment	Businesses should support a precautionary approach to environmental challenges		72, 73
8	Environment	Businesses should undertake initiatives to promote greater environmental responsibility	Environmental Performance	72-85
9	Environment	Businesses should encourage the development and diffusion of environmentally friendly technologies		72-85
10	Anti-corruption	Businesses should work against corruption in all its forms, including extortion and bribery	Code of Conduct	42

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Core Elements	Recommended Disclosures	Page No.
Governance	Describe the Board's oversight of climate-related risks and opportunities Describe management's role in assessing and managing climate-related risks and opportunities	36-55 36-55
Strategy	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	58, 59 58, 59 58, 59
Risk Management	Describe the organisation's processes for identifying and assessing climate-related risks Describe the organisation's processes for managing climate-related risks Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	42-51 42-51 42-51
Metrics and Targets	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	74, 75 79-83 64, 65

INDEPENDENT ASSURANCE STATEMENT



INDEPENDENT ASSURANCE STATEMENT

To

Hindustan Petroleum Corporation Limited
Petroleum House, 17, Jamshedji Tata Road,
Churchgate, Mumbai, Maharashtra 400020

Introduction and objectives of work

The Management of Hindustan Petroleum Corporation Limited (hereafter stated as HPCL or the 'Company') has engaged Bureau Veritas to provide limited assurance of its sustainability report 2023-24 (hereafter referred to as "the Report"). HPCL has prepared Sustainability Report in accordance with Global Reporting Initiative (GRI) Standards, 2021 with stated parameters for the period (FY 2023-24), based on which this overall assessment has been carried out. This Assurance Statement applies to the related information included within the scope of work described below.

Scope of Work

We have performed the Limited Assurance for Sustainability report verification engagement in accordance with Assurance Engagements ('ISAE 3000 (Revised)') and third edition of AA1000 (Type 2 Moderate) and in line with the requirements of Bureau Veritas's standard procedures and guidelines for External Assurance of Sustainability Reports, based on current best practice in independent assurance.

The reporting boundaries considered for this reporting period are as follows:

- The operations in India for the reporting period 1st April 2023 to 31st March 2024.
- The selected GRI disclosures referred to in Appendix – 1 for this statement.

As part of its Independent Limited Assurance, we assessed the appropriateness and robustness of underlying reporting systems and processes, used to collect, analyse and review the information reported. In this process, we undertook the following activities:

Assessment was conducted by means of physical site visits at HPCL headquarter, Churchgate, Mumbai and following sites:

1. Mumbai Refinery
2. Mazgaon Lubes Plant, Mumbai
3. Rewari Kanpur Pipeline - Mathura station

And Off-site (virtual) assessments were conducted for the following locations:

1. LPG Plant, Nashik
2. SOD Terminal, Ajmer
3. Aviation Service Facility, Calicut
4. Retail Outlet (Petrol Pump), Comco Taje, Maharashtra

Bureau Veritas interviewed personnel of Company including Admin & Facilities, HR, Finance & Procurement, Compliance & Legal and other relevant departments and review of Company's data & information systems for collection, aggregation, analysis and review.

The assurance process involved carrying out an Assessment by experienced assessors from Bureau Veritas.

Data on various ESG topics were assessed for the locations that were visited. Later, it was confirmed that the same assessed data was prepared for the final data within the Sustainability Report 2023-2024.

Management Responsibility

The Selection of reporting criteria, reporting period, reporting boundary, monitoring and measurement of data, preparation, and presentation of information in the Sustainability report are the sole responsibility of the Company and its management. We are not involved in drafting or preparation of the Sustainability Report. Our sole responsibility is to provide Independent Limited Assurance on the Sustainability report for the financial year ended 31st March 2024

Our findings

On the basis of our review scope and methodology to obtain 'Type 2, Moderate' level of assurance (as per AA1000 AS v3) our conclusions are as follows:

- Nothing has come to our attention to indicate that the ESG disclosures are inaccurate or that the information included therein is not fairly stated.
- It is our opinion that the Company has established appropriate systems for the collection, aggregation, and analysis of data on Sustainability/Non-Financial performance disclosures in the ESG.
- The Sustainability Report provides a fair representation of the Company's activities as included therein.
- The information is presented in a clear, understandable, and accessible manner, and allows readers to form a balanced opinion over the Company and status during the reporting period.

Limitations and Exclusions

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

- Activities outside the defined assurance period.
- Positional statements (expressions of opinion, belief, aim or future intention by the Company and statements of future commitment).
- Competitive claims in the report claiming, "first company in India", "first time in India", "first of its kind", etc.

Our assurance does not extend to the activities and operations of the Company outside of the scope and geographical boundaries as well as the operations undertaken by any subsidiaries or joint ventures of the Company.

Our assurance on economic and financial performance data or information of the Company is based only on the annual audited statement of accounts of the Company for the Financial Year 2023-24 and our conclusions rest solely upon that audited report.

INDEPENDENT ASSURANCE STATEMENT

Alignment with the principles of AA1000AS version 3

Inclusivity

There is nothing we came across that would suggest that HPCL does not have processes in place for engaging with a range of key stakeholders including socially responsible investors, shareholders, suppliers & contractors, Government officials, local community representatives and employees.

Materiality

We did not come across any finding to indicate the AA1000 assurance does not address the range of environmental, social and economic issues of concern that HPCL and its stakeholders have identified as being of highest material importance. The identification of material issues has considered both internal assessments of risks and opportunities to the business, as well as stakeholders' views and concerns. The material issues were identified by a defined process of stakeholder engagement.

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

Impact

There is no finding from our assessment that HPCL has not monitored, measured or has not been accountable for its actions related to its material topics disclosed and their effect on the broader ecosystem.

Conclusion

The sustainability Report prepared by HPCL determined to fairly represent ESG disclosures, with no material inaccuracies detected for the reporting period 01- 04-2023 to 31-03-2024. These were verified by us as satisfactory to a Limited Level of Assurance.

Statement of Independence, Integrity and Competence

Bureau Veritas is an independent professional services company that specialises in quality, environmental, health, safety, and social accountability with over 185 years of history. Its assurance team has extensive experience in conducting verification over environmental, social, ethical, and health and safety information, systems, and processes.

Bureau Veritas operates a certified¹ Quality Management System which complies with the requirements of ISO 9001:2015 and accordingly maintains a comprehensive system of quality

Ref: BV_HPCL_21814709



ASR_T10_270823

Page 3 of 8

control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA), across the business to ensure that its employees maintain integrity, objectivity, professional competence, and due care, confidentiality, professional behaviour, and high ethical standards in their day-to-day business activities.

The assurance team (Mr Goutam Ray, & Mr Kalyan Dey) for this work does not have any involvement in any other Bureau Veritas projects with Hindustan Petroleum Corporation Limited (HPCL).

Competence

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

Restriction on use of Our Report

Our Limited Assurance report for Sustainability Report have been prepared and addressed to the Company at the request of the company solely to assist the company in reporting on the Company's Sustainability performance and activities. Accordingly, we accept no liability to anyone, other than the Company. Our deliverables should not be used for any other purpose or by any person other than the addressees of our deliverables. The Firm neither accepts nor assumes any duty of care or liability for any other purpose or to any other party to whom our Deliverables are shown or into whose hands it may come without our prior consent in writing.

Goutam RAY
Lead Assurer
Bureau Veritas India Private Limited
Kolkata, India
Dt:22nd November 2024



M Rama Mohan Rao
Technical Reviewer
Bureau Veritas India Private Limited
Hyderabad, India
Dt:25th November 2024

Ref: BV_HPCL_21814709



ASR_T10_270823

Page 4 of 8

INDEPENDENT ASSURANCE STATEMENT

Appendix-1

<i>Disclosure</i>
GRI 2: General Disclosures 2021
2-1 Organizational details
2-2 Entities included in the organization's sustainability reporting
2-3 Reporting period, frequency, and contact point
2-4 Restatements of information
2-6 Activities, value chain and other business relationships
2-7 Employees
2-8 Workers
2-9 Governance structure and composition
2-10 Nomination and selection of the highest governance body
2-11 Chair of the highest governance body
2-12 Role of highest governance body in overseeing the management impacts
2-13 Delegation of responsibility for managing impacts
2-14 Role of the highest governance body in sustainability reporting
2-15 Conflicts of interest
2-16 Communication of critical concerns
2-17 Collective knowledge of the highest governance body
2-18 Evaluation of the performance of the highest governance body
2-19 Remuneration policies
2-20 Process to determine remuneration
2-21 Annual total compensation ratio
2-22 Statement on sustainable development strategy
2-23 Policy commitments
2-24 Embedding policy commitments
2-25 Processes to remediate negative impacts
2-26 Mechanisms for seeking advice and raising concerns
2-27 Compliance with laws and regulations
2-28 Membership associations
2-29 Approach to stakeholder engagement
2-30 Collective bargaining agreements
GRI 3: Material Topics 2021
3-1 Process to determine material topics
3-2 List of material topics
3-3 Management of material topics
GRI 201: Economic Performance 2016
201-1 Direct economic value generated and distributed
201-2 Financial implications and other risks and opportunities due to climate change
201-3 Defined benefit plan obligations & other retirement plans
201-4 Financial assistance received from government
GRI 202: Market Presence 2016
202-2 Proportion of senior management hired from the local community
GRI 203: Indirect Economic Impacts 2016
203-1 Infrastructure investments and services supported
203-2 Significant indirect economic impacts
GRI 204: Procurement Practices 2016
204-1 Proportion of spending on local suppliers
GRI 205: Anti-Corruption 2016
205-1 Operations assessed for risks related to corruption

205-2 Communication and training about anti-corruption policies and procedures
205-3 Confirmed incidents of corruption and actions taken
GRI 206: Anti-Competitive Behaviour 2016
206-1 Legal actions for anti-competitive behaviours, anti-trust, and monopoly practices
GRI 207: 2019
207-1 Approach to tax
207-2 Tax governance, control, and risk management
207-3 Stakeholder engagement and management of concerns related to tax
207-4 Country-by-country reporting
GRI 302: Energy 2016
302-1 Energy consumption within the organisation
302-3 Energy Intensity
302-4 Reduction of energy consumption
GRI 303: Water and Effluents 2018
303-1 Interactions with water as a shared resource
303-2 Management of water discharge related impacts
303-3 Water withdrawal
303-4 Water discharge
303-5 Water consumption
GRI 304: Biodiversity 2016
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected
304-2 Significant impacts of activities, products and services on biodiversity
304-3 Habitats protected or restored
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations
GRI 305: Emissions 2016
305-1 Direct (Scope 1) GHG missions
305-2 Energy Indirect (Scope 2) GHG emissions
305-3 Other indirect (Scope 3) GHG emissions
305-4 GHG emissions intensity
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
GRI 306: Waste 2020
306-1Waste generation and significant waste-related impacts
306-2 Management of significant waste- related impacts
306-3 Waste generated
306-4 Waste diverted from disposal
306-5 Waste directed to disposal
GRI 308: Supplier Environmental Assessment 2016
308 – 1 New suppliers that were screened using environmental criteria
308 - 2 Negative environmental impacts in the supply chain and actions taken
GRI 401: Employment 2016
401-1 New employee hires and employee turnover
401-2 Benefits provided to full-time employees that are not provided to temporary or part time employees
401-3 Parental leave
Labor/Management Relations 2016
402-1 Minimum notice periods regarding operational changes
GRI 403: Occupational Health and Safety 2018
403-1 Occupational health and safety management system
403-2 Hazard identification, risk assessment, and incident investigation

INDEPENDENT ASSURANCE STATEMENT

403-3 Occupational health services
403-4 Worker participation, consultation, and communication on occupational health and safety
403-5 Worker training on occupational health and safety
403-6 Promotion of worker health
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
403-8 Workers covered by an occupational health and safety management system
403-9 Work-related injuries
403-10 Work-related ill health
GRI 404: Training and Education 2016
404-1 Average hours of training per year per employee
404-2 Programs for upgrading employee skills and transition assistance programs
404-3 Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period
GRI 405: Diversity and Equal Opportunity 2016
405-1 Diversity of governance bodies and employees
405-2 Ratio of basic salary and remuneration of women to men
GRI 406: Non-discrimination 2016
406-1 Incidents of discrimination and corrective actions taken
GRI 407: Freedom of Association and Collective Bargaining 2016
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk
GRI 408: Child Labour 2016
408-1 Operations and suppliers at significant risk for incidents of child labour
GRI 409: Forced or Compulsory Labour 2016
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour
GRI 410: Security Practices 2016
410-1 Security personnel trained in human rights policies or procedures
GRI 411: Rights of Indigenous Peoples 2016
411-1 Incidents of violations involving rights of indigenous peoples
GRI 413: Local Communities 2016
413-1 Operations with local community engagement, impact assessments, and development programs
413-2 Operations with significant actual and potential negative impacts on local communities
GRI 414: Supplier Social Assessment 2016
414-1 New suppliers that were screened using social criteria
414-2 Negative social impacts in the supply chain and actions taken
GRI 415: Public Policy 2016
415-1 Political contributions
GRI 416: Customer Health and Safety 2016
416-1 Assessment of the health and safety impacts of product and service categories
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services
GRI 417: Marketing and Labeling 2016
417-1 Requirements for product and service information and labeling
417-2 Incidents of non-compliance concerning product and service information and labeling
417-3 Incidents of non-compliance concerning marketing communications
GRI 418: Customer Privacy 2016
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

End of the Independent Assurance Statement

Ref: BV_HPCL_21814709



ASR_T10_270823

Page 7 of 8

GRI CONTENT INDEX



Statement of Use Hindustan Petroleum Corporation Limited has reported in accordance with the GRI Standards for the period April 1, 2023 - March 31, 2024

GRI 1 Used GRI 1: Foundation 2021

Applicable GRI Sector Standard(s) Oil and Gas Sector 2021

GRI Standards/ Other Sources	Disclosure	Location	Requirement(s) Omitted	Omission Reason	Explanation	GRI Sector Standard Ref. No.	IPIECA/ API/IOGP
General Disclosures							
GRI 2: General Disclosures 2021	2-1 Organisational details	4, 14		A grey cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available			
	2-2 Entities included in the organisation's sustainability reporting	4					
	2-3 Reporting period, frequency and contact point	4					
	2-4 Restatements of information	4				GOV 1 - A4 GOV 2 - A2	
	2-5 External assurance	5				GOV 1 - A2	
	2-6 Activities, value chain and other business relationships	14, 20, 21, 22				SOC 5 - C2, C3	
	2-7 Employees	105				SOC 5 - C2	
	2-8 Workers who are not employees	105				GOV 1 - C1	
	2-9 Governance structure and composition	39, 40				GOV 1 - C1	
	2-10 Nomination and selection of the highest governance body	39				GOV 1 - C1	
	2-11 Chair of the highest governance body	39, 42				GOV 1 - C3, C5, A3 GOV 2 - C1, C4	
	2-12 Role of the highest governance body in overseeing the management of impacts	39, 40				GOV 1 - C1, C5	
	2-13 Delegation of responsibility for managing impacts	40, 42, 43				GOV 2 - C1	
	2-14 Role of the highest governance body in sustainability reporting	40					
	2-15 Conflicts of interest	42					
	2-16 Communication of critical concerns	45, 46, 47				GOV 1 - A1, A6	
	2-17 Collective knowledge of the highest governance body	39					
	2-18 Evaluation of the performance of the highest governance body	39				GOV 1 - A5	
	2-19 Remuneration policies	41				GOV 1 - A5 CCE 2 - A2	
	2-20 Process to determine remuneration	41					

GRI CONTENT INDEX

GRI Standards/ Other Sources	Disclosure	Location	Requirement(s) Omitted	Omission Reason	Explanation	GRI Sector Standard Ref. No.	IPIECA/ API/IOPG
	2-21 Annual total compensation ratio	41					CCE 1 - C1, C2, C3, C4 CCE 1 - A1, A2 CCE 2 - C1, C2, C4 CCE 3 - A8
	2-22 Statement on sustainable development strategy	6, 7					GOV 1 - C2,C4 GOV 2 - C3, A1
	2-23 Policy commitments	36, 37					GOV 1 - C4
	2-24 Embedding policy commitments	29, 36, 37					GOV 2 - C2 CCE 1 - C1
	2-25 Processes to remediate negative impacts	45, 46					SOC 12 - C1, C2
	2-26 Mechanisms for seeking advice and raising concerns	44, 45, 46					
	2-27 Compliance with laws and regulations	42, 96					GOV 5 - A3
	2-28 Membership associations	54, 55					GOV 2 - A4 SOC 6 - C1 SOC 9 - C1
	2-29 Approach to stakeholder engagement	60, 61, 62					
	2-30 Collective bargaining agreements	42, 121					
Material Topics							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	61	A grey cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available				
	3-2 List of material topics	65, 66					
GHG Emissions (GRI OGSS Topic : GHG Emissions; Climate Adaptation, Resilience, and Transition)							
GRI 3: Material Topics 2021	3-3 Management of material topics	67, 68, 69				11.1.1 11.2.1 11.3.1	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	79				11.1.5	CCE 4 - C1, C2, C3, A3
	305-2 Energy indirect (Scope 2) GHG emissions	79				11.1.6	
	305-3 Other indirect (Scope 3) GHG emissions	79				11.1.7	CCE 2 - C3, A2 CCE 5 - C1, C2, A2, A4
	305-4 GHG emissions intensity	79				11.1.8	CCE 4 - C4, A7
	305-5 Reduction of GHG emissions	79				11.2.3	CCE 3 - C1, C2 EM-RM-110a.2
	305-6 Emissions of ozone depleting substances (ODS)			Not applicable		NA	

GRI Standards/ Other Sources	Disclosure	Location	Requirement(s) Omitted	Omission Reason	Explanation	GRI Sector Standard Ref. No.	IPIECA/ API/IOGP
Energy Efficiency (GRI OGSS Topic : GHG Emissions)							
GRI 3: Material Topics 2021	3-3 Management of material topics	76				11.1.1	CCE 6 - C2
	302-1 Energy consumption within the organisation	76				11.1.2	CCE 3 - A4 CCE 6 - C1
	302-2 Energy consumption outside of the organisation	76				11.1.3	
	302-3 Energy intensity	76				11.1.4	CCE 6 - A2
	302-4 Reduction of energy consumption	77, 78					
	302-5 Reductions in energy requirements of products and services			Not applicable			
Water and Wastewater Management (GRI OGSS Topic: Water and Effluents)							
GRI 3: Material Topics 2021	3-3 Management of material topics	93				11.6.1	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	93				11.6.2	
	303-2 Management of water discharge-related impacts	93				11.6.3	ENV 1 - C5, A6
	303-3 Water withdrawal	93, 94, 95				11.6.4	ENV 1 - C1, C3, C4, A7, A8, A9 EM-RM-140a
	303-4 Water discharge	93, 94, 95				11.6.5	ENV 1 - A5 ENV 2 - C2, A6, A7
	303-5 Water consumption	93, 94, 95				11.6.6	ENV 1 - C2, A2
Product Safety and Quality (GRI: Customer Health and Safety 2016)							
GRI 3: Material Topics 2021	3-3 Management of material topics	138					SHS 5 - C1, C2, C3, A1,
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	138				11.3.3	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	138, 139					
Product Safety and Quality (GRI: Marketing and Labelling 2016)							
GRI 3: Material Topics 2021	3-3 Management of material topics	138					
	417-1 Requirements for product and service information and labeling	139					
	417-2 Incidents of non-compliance concerning product and service information and labelling	139					
	417-3 Incidents of non-compliance concerning Marketing communications	139					

GRI CONTENT INDEX

GRI Standards/ Other Sources	Disclosure	Location	Requirement(s) Omitted	Omission Reason	Explanation	GRI Sector Standard Ref. No.	IPIECA/ API/IOGP
Product Safety and Quality (GRI: Customer Privacy 2016)							
GRI 3: Material Topics 2021	3-3 Management of material topics	52					SHS 7 - C3
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	53, 139					SHS 7 - C3
Supplier Environmental Assessment (GRI: Supplier Environmental Assessment 2016)							
GRI 3: Material Topics 2021	3-3 Management of material topics	24					SOC 2 - C1, 2
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	27, 28, 29					SOC 2 - C1, 2
	308-2 Negative environmental impacts in the supply chain and actions taken	23, 24, 25					
Air Quality (GRI OGSS Topic: Air Emissions)							
GRI 3: Material Topics 2021	3-3 Management of material topics	83				11.3.1	ENV 5 - C2
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	83				11.3.2	ENV 5 - C1 EM-RM120a
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	138, 139				11.3.3	
Biodiversity (GRI OGSS Topic: Biodiversity)							
GRI 3: Material Topics 2021	3-3 Management of material topics	84				11.4.1	ENV 3 - C1, C3
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	85				11.4.2	ENV 3 - C2 ENV 4 - C1 ENV 4 - C2
	304-2 Significant impacts of activities, products and services on biodiversity	84, 85				11.4.3	
	304-3 Habitats protected or restored	84, 85				11.4.4	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	84, 85				11.4.5	
Research & Development (Additional Disclosure)							
GRI 3: Material Topics 2021	3-3 Management of material topics	86, 87				NA	CCE 3 - A1, A2, A3, A5

GRI Standards/ Other Sources	Disclosure	Location	Requirement(s) Omitted	Omission Reason	Explanation	GRI Sector Standard Ref. No.	IPIECA/ API/IOGP
Waste (GRI: Waste 2020)							
GRI 3: Material Topics 2021	3-3 Management of material topics	96				11.5.1	ENV 7 - C2 SHS 5 - A2
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	96, 97				11.5.2	
	306-2 Management of significant waste-related impacts	96, 97				11.5.3	
	306-3 Waste generated	98, 99				11.5.4	ENV 7 - C3 EM-RM15
	306-4 Waste diverted from disposal	98, 99				11.5.5	ENV 7 - C3
	306-5 Waste directed to disposal	98, 99				11.5.6	ENV 7 - C3
Occupational health and safety (GRI OGSS Topic: Occupational Health and Safety)							
GRI 3: Material Topics 2021	3-3 Management of material topics	126				11.9.1	SHS 1 - C1, A1, A3, A4 SHS 6 - C3
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	126				11.9.2	SHS 1 - C3, A2 EM- RM320a.2
	403-2 Hazard identification, risk assessment, and incident investigation	126, 127, 128, 129				11.9.3	EM- RM320a.2
	403-3 Occupational health services	134				11.9.4	EM- RM320a.
	403-4 Worker participation, consultation, and communication on occupational health and safety	128				11.9.5	
	403-5 Worker training on occupational health and safety	126, 127				11.9.6	SHS 1 - C2 SHS 7 - C2
	403-6 Promotion of worker health	134				11.9.7	SHS 2 - C1, C2, C3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	126				11.9.8	
	403-8 Workers covered by an occupational health and safety management system	126				11.9.9	
	403-9 Work-related injuries	131				11.9.10	SHS 3 - C1, C2, C3. C4 EM-RM320a
	403-10 Work-related ill health	133				11.9.11	

GRI CONTENT INDEX

GRI Standards/ Other Sources	Disclosure	Location	Requirement(s) Omitted	Omission Reason	Explanation	GRI Sector Standard Ref. No.	IPIECA/ API/IOGP
Manpower Management (GRI OGSS Topic: Employment Practices)							
GRI 3: Material Topics 2021	3-3 Management of material topics	110				11.10.1	SOC 15 - C1
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	110				11.10.2	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	108				11.10.3	
	401-3 Parental leave	107				11.10.4	
						11.11.3	
Manpower Management (GRI OGSS Topic: Economic Impacts)							
GRI 3: Material Topics 2021	3-3 Management of material topics	28				NA	SOC 14 - C1
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	28				11.14.6	SOC 14 - A1, 2,3, 5,6, 7
Manpower Management (GRI: Labour/Management Relations 2016)							
GRI 3: Material Topics 2021	3-3 Management of material topics	121				NA	SOC 6 - C2 SOC 8 - C1
GRI 402: Labour/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	121				11.7.2	
						11.10.5	
Manpower Management (GRI: Training and Education 2016)							
GRI 3: Material Topics 2021	3-3 Management of material topics	113				11.10.1	SOC 7 - C1, C2,
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	120				11.10.6	SOC 7 - C2,
	404-2 Programmes for upgrading employee skills and transition assistance programmes	119				11.11.4	
						11.10.7	GOV 2 - A3, A5
	404-3 Percentage of employees receiving regular performance and career development reviews	109				NA	
Manpower Management (GRI: Supplier Social Assessment 2016)							
GRI 3: Material Topics 2021	3-3 Management of material topics	25				NA	SOC 1 - C1,2,3,4,5 SOC 2 - C1, 2
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	27				11.10.8	
	414-2 Negative social impacts in the supply chain and actions taken	24, 25, 26				11.10.9	
						11.12.3	
Customer Satisfaction (Additional Disclosure)							
GRI 3: Material Topics 2021	3-3 Management of material topics	138				NA	
Human Rights (GRI OGSS Topic: Non-discrimination and Equal Opportunity)							
GRI 3: Material Topics 2021	3-3 Management of material topics	45				11.11.1	SOC 1 - C1,2,3,4,5
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	45, 46				11.11.7	

GRI Standards/ Other Sources	Disclosure	Location	Requirement(s) Omitted	Omission Reason	Explanation	GRI Sector Standard Ref. No.	IPIECA/ API/IOGP
Human Rights (GRI OGSS Topic: Non-discrimination and Equal Opportunity)							
GRI 3: Material Topics 2021	3-3 Management of material topics	39, 40				11.11.1	SOC 1 - C1,2,3,4,5 SOC 5 - C1
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	39, 40, 104				11.11.5	
	405-2 Ratio of basic salary and remuneration of women to men	123				11.11.6	
Human Rights (GRI OGSS Topic: Forced Labour and Modern Slavery)							
GRI 3: Material Topics 2021	3-3 Management of material topics	121				11.12.1	SOC 1 - C1,2,3,4,5
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	121				11.12.2	
Human Rights (GRI OGSS Topic: Freedom of Association and Collective Bargaining)							
GRI 3: Material Topics 2021	3-3 Management of material topics	121				11.13.1	SOC 1 - C1,2,3,4,5
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	121				11.13.2	
Human Rights (GRI OGSS Topic: Economic Impacts)							
GRI 3: Material Topics 2021	3-3 Management of material topics	152, 153				NA	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	152, 153				11.14.4	
	203-2 Significant indirect economic impacts	28, 152				11.14.5	
Human Rights (GRI OGSS Topic: Rights of Indigenous People)							
GRI 3: Material Topics 2021	GRI 3: Material Topics 2021	84				11.17.1	SOC 1 - C1,2,3,4,5 SOC 10 - C1
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	84				11.17.2	
Human Rights (GRI OGSS Topic: Conflict and Security)							
GRI 3: Material Topics 2021	3-3 Management of material topics	135				11.18.1	SOC 1 - C1,2,3,4,5 SHS 7 - A2
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	135				11.18.2	SHS 7 - C1
Diversity & Inclusion (GRI OGSS Topic: Local Communities)							
GRI 3: Material Topics 2021	3-3 Management of material topics	146				11.15.1	SOC 9 - C1 SOC 13 - C1, 2, A1,2,3,4,5
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	146, 147, 148, 149				11.15.2	SOC 9 - C2, C3 SOC 10 - A1
	413-2 Operations with significant actual and potential negative impacts on local communities	84				11.15.3	

GRI CONTENT INDEX

GRI Standards/ Other Sources	Disclosure	Location	Requirement(s) Omitted	Omission Reason	Explanation	GRI Sector Standard Ref. No.	IPIECA/ API/IOGP
Transport Safety (Additional Disclosure)							
GRI 3: Material Topics 2021	3-3 Management of material topics	130, 131				NA	SHS 4 - C1, C3 SHS 4 - A4, A7, A8
Business Ethics, Transparency & Regulatory Compliance (GRI OGSS Topic: Anti-competitive Behaviour)							
GRI 3: Material Topics 2021	3-3 Management of material topics	42				11.19.1	
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	42				11.19.2	
Business Ethics, Transparency & Regulatory Compliance (GRI OGSS Topic: Anti-corruption)							
GRI 3: Material Topics 2021	3-3 Management of material topics	43				11.20.1	
GRI 205: Anticorruption 2016	205-1 Operations assessed for risks related to corruption	43, 44				11.20.2	GOV 3 - C1, C3, C4
	205-2 Communication and training about anti-corruption policies and procedures	43, 44				11.20.3	GOV 1 - A7 GOV 3 - C2
	205-3 Confirmed incidents of corruption and actions taken	44, 45				11.20.4	
Business Ethics, Transparency & Regulatory Compliance (GRI OGSS Topic: Economic Impacts)							
GRI 3: Material Topics 2021	3-3 Management of material topics	152				11.21.1 11.14.1	GOV 4 - C1, C2,
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	152, 153				11.21.2 11.14.2	
	201-2 Financial implications and other risks and opportunities due to climate change	73				11.02.2	
	201-3 Defined benefit plan obligations and other retirement plans	--		Not Applicable	Not a material issue		
	201-4 Financial assistance received from government	152, 153				11.21.3	
Business Ethics, Transparency & Regulatory Compliance (GRI OGSS Topic: Payments to Governments)							
GRI 3: Material Topics 2021	3-3 Management of material topics	152, 153				11.21.1	
GRI 207: Tax 2019	207-1 Approach to tax	152, 153		Not Applicable	Not a material issue (refer to page 195)	11.21.4	
	207-2 Tax governance, control, and risk management	152, 153		Not Applicable		11.21.5	
	207-3 Stakeholder engagement and management of concerns related to tax	152, 153		Not Applicable		11.21.6	
	207-4 Country-by-country reporting	152, 153		Not Applicable		11.21.7	

GRI Standards/ Other Sources	Disclosure	Location	Requirement(s) Omitted	Omission Reason	Explanation	GRI Sector Standard Ref. No.	IPIECA/ API/IOGP
Business Ethics, Transparency & Regulatory Compliance (GRI OGSS Topic: Public Policy)							
GRI 3: Material Topics 2021	3-3 Management of material topics	153				11.22.1	GOV 5 - C1
GRI 415: Public Policy 2016	415-1 Political contributions	153				11.22.2	GOV 5 - C2
Business Ethics, Transparency & Regulatory Compliance (GRI: Market Presence 2016)							
GRI 3: Material Topics 2021	3-3 Management of material topics	104				11.14.1	
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	104				11.11.2 11.14.3	SOC 15 - C1
Safety and security of critical assets (GRI OGSS Topic: Asset Integrity and Critical Incident Management)							
GRI 3: Material Topics 2021	3-3 Management of material topics	135				11.8.1	ENV 6 - C1, C4 SOC 3 - C1, C2, C3
GRI 306: Effluents and Waste 2016	306-3 Significant spills	135				11.8.2	ENV 6 - C2

Topics in the applicable GRI Sector Standards determined as not material

Topic	Explanation
Topic 11.7 Closure and rehabilitation	This has not been identified as a material issue. In the rare case of closure of any location, HPCL ensures that the facilities, residual materials at the locations are handled and disposed/treated in a manner as required by regulations.
Topic 11.16 Land and resource rights	HPCL follows all the applicable rules and regulations while setting up any facilities. For major projects, environmental and social impact assessments are undertaken in coordination with the relevant authorities and mitigation measures are ensured for identified impacts.

LIST OF ABBREVIATIONS

Abbreviation	Full Form	Abbreviation	Full Form
AGM	Annual General Meeting	COMCO	Company Owned and Managed by Company Officer
AI/ML	Artificial Intelligence/Machine Learning	CPCB	Central Pollution Control Board
AIMA	All India Management Association	CPGRAMS	Centralised Public Grievances Redress and Monitoring System
AIPSSPB	All India Public Sector Sports Promotion Board	CPIO	Central Public Information Officers
API	The American Petroleum Institute	CPP	Captive Power Plant
ASF	Aviation Service Facilities	CPSE	Central Public Sector Enterprise
ASSOCHAM	The Associated Chambers of Commerce and Industry of India	CRZ	Costal Regulation Zone
B2B	Business to Business	CSAs	Customer Service Assistants
BBL	Barrel	CSR	Corporate Social Responsibility
BBU	Bitumen Blowing Unit	CSR&SD	Corporate Social Responsibility and Sustainability Development
BCCI	Bombay Chamber of Commerce & Industries	CVC	Central Vigilance Commission
BIS	Bureau of Indian Standards	CVO	Chief Vigilance Officer
BPSTG	Back Pressure Steam Turbing Generator	CVR	Cylinder Valve Regulator
BSE	(Formerly) Bombay Stock Exchange	CwSN	Children with Special Needs
BS-VI	Bharat Stage-VI	DARPG	Department of Administrative Reforms & Public Grievances
C&MD	Chairman and Managing Director	DEI	Diversity, Equity and Inclusion
CAG	Comptroller and Auditor General of India	DFR	Detailed Feasiblty Report
CAPEX	Capital Expenditures	DG	Directorate General
CBC	Capacity Building Commission	DHDS	Diesel Hydro Desulphurisation
CBG	Compressed Biogas Plant	DHT	Diesel Hydro Treater
CBMS	Capability Building Management System	DICCI	Dalit Indian Chamber of Commerce & Industries
CDA	Conduct, Discipline and Appeal	DIP	De Iso Penteniser
CDP	Company Designated Physician	DIU	Diesel Unionfining
CDU	Crude Distillation Unit	DM	District Magistrate
CEA	Central Electricity Authority	DM	Demineralised
CFAs	Clearing and Forwarding Agents	DoPT	Department of Personnel and Training
CFD	Committee of Functional Directors	DPE	Department of Public Enterprises
CGD	City Gas Distribution	EAM	Empowerment and Authority Manual
CHT	Centre for High Technology	EAP	Employee Assistance Programme
CHWTSDF	Common Hazardous Waste Treatment, Storage and Disposal Facility	EEXI	Energy Efficiency Existing Ship Index
CII	Confederation of Indian Industry	EIA	Environmental Impact Assessment
CISF	Central Industrial Security Force	EL	Earned Leave
CISO	Chief Information Security Officer	EPFO	Employees' Provident Fund Organisation
CL	Casual Leave	EPR	Extended Producer Responsibility
CLDP	Common LPG Data Platform	ERDMP	Emergency Preparedness and Disaster Management Plan
CNG	Compressed Natural Gas	ERM	Enterprise Risk Management
CO ₂	Carbon dioxide	ERP	Enterprise Resource Planning
COD	Contractor-Operated Depot	ESCert	Energy Saving Certificates
CoE	Centres of Excellence	ESG	Environment, Social and Governance
COLD	Contractor Operated Lube Depot		

Abbreviation	Full Form	Abbreviation	Full Form
ESIC	Employees' State Insurance Corporation	ICC	Internal Complaints Committee
ETP	Effluent Treatment Plant	IEA	International Energy Agency
EV	Electric Vehicle	IEM	Independent External Monitor
EWS	Economically Weaker Section	IETP	Integrated Effluent Treatment Plant
FAA	First Appellate Authorities	IGBC	Indian Green Building Council
FCC	Fluidised Catalytic Cracking	IIFT	Indian Institute of Foreign Trade
FCCU	Fluidised Catalytic Cracking Unit	IIM	Indian Institute of Management
FCHCU	Full Conversion Hydrocracker Unit	IIT	Indian Institute of Technology
FGPSA	Fuel Gas Pressure Swing Adsorption	IMO	International Maritime Organisation
FICCI	Federation of Indian Chamber of Commerce and Industries	IMS	Integrated Management System
FIPI	Federation of Indian Petroleum Industry	IOGP	The International Association of Oil and Gas Producers
FO	Furnace Oil	IOPCF	International Oil Pollution Compensation Fund
FPI	Foreign Portfolio Investment	IPCC	Intergovernmental Panel on Climate Change
GAs	Geographic Areas	IPIECA	The International Petroleum Industry Environmental Conservation Association
GCNI	Global Compact Network India	ISM	Institute of Supply Management
GeM	Government e Marketplace	ISO	International Organization for Standardization
GFR	General Financial Rules	IT	Information Technology
GHG	Greenhouse Gas	ITB	Invitation To Bid
GJ	Gigajoule	IUCN	International Union for Conservation of Nature
GMC	Group Mediclaim Policy	JBO	Jute Batch Oil
GOI	Government of India	JSA	Job Safety Analysis
GPA	Group Personal Accident	JV	Joint Venture
GPT	Generative Pre-trained Transformer	JVC	Joint Venture Companies
GRI	Global Reporting Initiative	KBRL	Kellog Brown & Root Ltd.
GRM	Gross Refining Margin	KMP	Key Management Personnel
H2 PSA	Hydrogen Pressure Swing Adsorption	LAM	Linear Asset Management
HARA	Hazard Analysis and Risk Assessment	LDAR	Leak Detection and Repair
HAZOP	Hazard and Operability	LDO	Light Diesel Oil
HGUs	Hydrogen Generation Units	LHP	Leave on Half Pay
HMEL	HPCL- Mittal Energy Limited	LiFE	Lifestyle for Environment
HPCL	Hindustan Petroleum Corporation Limited	Li-ion	Lithium ion
HPGRDC	HP Green R&D Centre	LLMs	Large Language Models
HPRGE	HPCL Renewable & Green Energy Limited	LNG	Liquified Natural Gas
HR	Human Resource	LOBS	Lube Oil Base Stock
HRRL	HPCL Rajasthan Refinery Limited	LODR	Listing Obligation Disclosure Requirements
HSD	High-Speed Diesel	LOI	Letter of Intent
HSE	Health, Safety and Environment	LOPC	Loss of Primary Containment
HSSE	Health, Safety, Sustainability and Environment	LPG	Liquefied Petroleum Gas
HTL	Hydrothermal Liquefaction	LR	Lube Refinery
I&C	Industrial and Commercial	LRVP	Liquid Ring Vacuum Pump
ICC	Indian Chamber of Commerce		

LIST OF ABBREVIATIONS

Abbreviation	Full Form	Abbreviation	Full Form
MARPOL	The International Convention for the Prevention of Pollution from Ships	OEMs	Original Equipment Manufacturers
MCA	Ministry of Corporate Affairs	OHC	Occupational Health Centres
MDP	Management Development Programme	OIL	Oil India Limited
MDPE	Medium-density Polyethylene	OISD	Oil Industry Safety Directorate
MeiTY	Ministry of Electronics and Information Technology	ONGC	Oil and Natural Gas Corporation Limited
MERC	Management Employees Relations Committee	OSHAS	Occupational Safety and Health Assessment Series
MII	Make in India	P2M	Peer-to-Merchant
MIT	Massachusetts Institute of Technology	PADS	Process Anomaly Detection System
MNVE	Manageable Non-Volume Expenditure	PAT	Perform, Achieve and Trade
MoEFCC	Ministry of Environment, Forest and Climate Change	PCB	Pollution Control Board
MoP&NG	Ministry of Petroleum & Natural Gas	PDA	Propane De-Asphalting
MoU	Memorandum of Understanding	PDS	Pre-desulphurisation Section
MRPL	Mangalore Refinery and Petrochemicals Ltd	PEM	Proton Exchange Membrane
MS	Motor Spirit	PESO	Petroleum and Explosives Safety Organization
MSEs	Micro and Small Enterprises	PFMS	Public Financial Management Systems
MSTC	Metal Scrap Trade Corporation	PME	Periodic Medical Examination
MTO	Mineral Turpentine Oil	PMJJBY	Pradhan Mantri Jeevan Jyoti Bima Yojna
NBCC	National Biofuel Coordination Committee	PMSBY	Pradhan Mantri Suraksha Bima Yojna
NBFC	Non-Banking Financial Corporation	PMUY	Pradhan Mantri Ujjwala Yojana
NCPOR	National Centre for Polar and Ocean Research	PNGRB	Petroleum and Natural Gas Regulatory Board
NDCs	Nationally Determined Contributions	POI	President Of India
NFCC	New Fluidised Catalytic Cracker	POL	Petroleum, Oils and Lubricants
NGRBC	National Guideline for Responsible Business Conduct	POSH	Prevention of Sexual Harassement
NHT	Naphtha Hydro Treater	PPE	Personal Protective Equipment
NIMHANS	National Institute of Mental Health & Neuro Sciences	PPLC	Preference Linked with Local Content
NOC	No Objection Certificate	PRP	Performance Related Pay
NOSDCP	National Oil Spill Disaster Contingency Plan	PSM	Process Safety Management
NRI	Non-Resident Indians	PSPB	Petroleum Sports Promotion Board
NSE	National Stock Exchange	PSU	Public Sector Undertaking
NSU	Naphtha Splitter Unit	PwD	Persons with Disabilities
NTO	Naphtha to Olefins	QA	Quality Assurance
NZTC	Net Zero Technology Center	QC	Quality Control
OBCs	Other Backward Classes	QRA	Quantitative Risk Analysis
OCB	Overseas Corporate Body	R&D	Research and Development
OCIMF	Oil Companies International Marine Forum	RCD	Railway Consumer Depots
		RCFA	Root Cause Failure Analysis
		RLNG	Regasified Liquefied Natural Gas
		RPB	Rotating Packed Bed
		RPIP	Refinery Performance Improvement Programme
		RPwD	Rights of Persons with Disabilities

Abbreviation	Full Form	Abbreviation	Full Form
RTI	Right to Information	STP	Sewage Treatment Plant
RTO	Regional Transport Office	STQC	Standardisation Testing and Quality Certification
RWH	Rain Water Harvesting	SWSU	Sour Water Stripping Unit
SAF	Sustainable Aviation Fuel	T&D	Transmission and Distribution
SASB	Sustainability Accounting Standards Board	TCFD	Task Force on Climate-related Financial Disclosures
SATAT	Sustainable Alternative Towards Affordable Transportation	TFM	Total Fuel Management System
SBT	Science-based Targets	TII	Transparency International India
SBTi	Science Based Targets initiative	TOPs	Tap Off Points
SBUs	Strategic Business Units	TPI	Transition Pathway Initiative
SC/ST	Scheduled Castes/Scheduled Tribes	TPR	Technip Parallel Reformer
SCOPE	Standing Conference of Public Enterprises	TReDS	Trade Receivables electronic Discounting System
SDGs	Sustainable Development Goals	TRIFR	Total Recordable Injury Frequency Rate
SDS	Sustainable Development Scenario	TSDF	Treatment, Storage, and Disposal Facility
SEBI	Securities and Exchange Board of India	TT Crew	Tank Truck Crew
SIRE	Ship Inspection Reports	UATs	Unit Area Teams
SKO	Superior Kerosene Oil	UNGC	United Nations Global Compact
SLDP	Skillsoft Leadership Development Programme	VAW	Vigilance Awareness Week
SLEIAA	State Level Environment Impact Assessment Authority	VDPs	Vendor Development Programmes
SOD	Supplies, Operations and Distribution	VDU	Vacuum Distillation Unit
SOLAS	Safety Of Life At Sea	VLCC	Very Large Crude Carriers
SOPs	Standard Operating Procedures	VLSFO	Very Low Sulphur Fuel Oil
SOW	Safety on Wheels	VOC	Volatile Organic Compound
SPCB	State Pollution Control Board	VRMP	Visakh Refinery Modernisation Project
SPM	Suspended Particulate Matter	VRS	Vapour Recovery System
SRFT	Standard Refinery Fuel Tonnage	VTS	Vehicle Tracking System
SRU	Sulphur Recovery Unit	WED	World Environment Day
STEPS	Stated Policies Scenario	WTT	Well-To-Tank
		XLRI	Xavier School of Management



सत्यमेव जयते
भारत सरकार

मंत्रिमंडल सचिवालय लोक शिकायत निदेशालय

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(क)	रेल मंत्रालय	(ज)	सार्वजनिक क्षेत्र के बैंक
(ख)	डाक विभाग	(झ)	सार्वजनिक क्षेत्रों की बीमा कंपनिया
(ग)	बीएसएनएल और एमटीएनएल सहित दूरसंचार विभाग	(त्र)	वित 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
(ङ)	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	(ट)	स्वास्थ और परिवार कल्याण मंत्रालय के अंतर्गत केंद्रीय सरकार स्वारथ योजना
(छ)	केंद्रीय माध्यमिक शिक्षा बोर्ड, केंद्रीय विद्यालय संगठन, राष्ट्रीय मुक्त विद्यालयीय संस्थान, नवोदय विद्यालय समिति, केंद्रीय विश्वविद्यालय समिति-विद्यालय(केंद्रीय) और मानव संसाधन विकास मंत्रालय की छात्रवृत्ती स्कीमें।	(ण)	पर्यटन मंत्रालय
		(त)	युवक कार्यक्रम मंत्रालय
		(थ)	पोत परिवहन, सड़क परिवहन और राजमार्ग मंत्रालय

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[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

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NOTES



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